



Building a Better Brockton

The Municipality of Brockton's Sustainable Strategic Plan

FORWARD

Message from the Mayor and Council

On behalf of Brockton Council, I am pleased to present to you the Municipality of Brockton's first Sustainable Strategic Plan. Having our own Sustainable Strategic Plan is something that we as a Council have discussed for some time, and it is very exciting to see this discussion become a reality. This Plan will set the course for the future of our community and help guide us in the decisions we make and actions we take.

I would like to extend a sincere thank you to all the residents, community groups, committees, institutions, agencies, and businesses that took the time to contribute to this Plan's development. After all, it was the ideas contributed by approximately 500 of our community members that shaped the Vision, Goals, Strategies, and Actions contained within this Plan. I would also like to specifically thank the two community members on our Project Management Team – John Larsen and Colin Reesor – who committed their time and efforts to the development of this Plan.

Finally, I would like to reinforce Council's commitment to oversee the successful implementation of this Plan. We have included mechanisms to ensure that each staff report to Council will have to give consideration to the direction defined by the community within this Plan. We want this to be our roadmap moving forward, charting the course for a prosperous future in Brockton. This Plan is a starting point for our community on our journey to sustainability, and will be a "living" document that will be reviewed and updated regularly to reflect present interests.

Respectfully,
Mayor David Inglis

Message from the Project Management Team

Thank you for your interest in Brockton's Sustainable Strategic Plan. It is a product of our community's participation in shaping our future. As the Project Management Team, our role was to guide the process to create this plan. We think this Sustainable Strategic Plan reflects our community's values and we believe by fulfilling it we will certainly Build a Better Brockton. And we will do it sustainably, in a manner that "meets the needs of the present without compromising the ability of future generations to meet their own needs". In doing so, the plan addresses the four pillars of sustainability – cultural vibrancy, economic development, environmental integrity and social equity.

Of course this plan needs your ongoing involvement in order to become a reality. This plan requires your teamwork to help with the activities that will achieve our common goals. It will need your continued participation to shape the plan as goals are met and priorities change over the next 25 years. Finally, it needs our collective effort to hold our municipal leadership accountable as stewards of moving its implementation forward. But while we hold others accountable, let us apply the same accountability to ourselves when we assess our contributions. We all have a role to play in Building a Better Brockton.

Respectfully,

Anne-Louise Gibbons, David Inglis, John Larsen, Richard Radford, Colin Reesor



EXECUTIVE SUMMARY

The Municipality of Brockton developed this first Sustainable Strategic Plan – a long-term plan to guide the Municipality over the next 25 years – in response to local and global changes. To develop this Plan, nearly 500 residents of Brockton contributed their thoughts about the future of their Municipality. The ideas expressed by these individuals are reflected throughout this plan.

The Plan is centred on the principles of sustainability, defined as **“development that meets the needs of the present without compromising the ability of future generations to meet their own needs”** (Brundtland Commission, 1987). While sustainability has much to do with foresight and progressive thinking, it is also about striking a balance between culture, the economy, the environment, and society. This Plan views sustainability through these lenses, also commonly referred to as the four pillars of sustainability, and uses them to help organize ideas and aspirations for our community. Within these four pillars are thirteen goal areas for the Plan, presented in the diagram to the right.

Each theme is presented with a snapshot of where Brockton currently stands (whereas detailed information is provided in Appendix A – Current Conditions Report), and a Goal for Brockton in 25 years. Strategies and Potential Actions are listed that describe how Brockton will achieve each Goal. Finally, measures for success (indicators) are presented for each Goal that will allow progress to be monitored as time passes. Ultimately, the content of this Plan is designed to allow Brockton to achieve its Vision: **“We are a proud rural community that is strengthened by a balance of social equity, culture, environmental integrity, and progressive economic development.”**



GLOSSARY

- **Active Transportation:** Any form of human-powered transportation such as: walking/jogging/running; cycling; in-line skating; skateboarding; and snowshoeing/skiing.
- **Affordable Housing:** Housing that does not require a household to spend more than 30% of their gross income on shelter costs (as defined by the Canadian Mortgage and Housing Corporation).
- **Asset:** A useful or valuable feature, quality, resource, person, place or thing.
- **Biodiversity:** Number and variety of life forms in a specific geographic area, including the variation within and between species and ecosystems. Biodiversity is often used as a measure of the health of biological systems.
- **By-law:** Public rules that apply in a certain geographic area (e.g. noise by-laws, traffic by-laws) that are passed by a local Council or municipal government.
- **Community Improvement Plan:** A tool shaped by local priorities and needs that a municipal government can use to target areas in need of rehabilitation or redevelopment, facilitate community change in a coordinated manner, and/or stimulate private sector investment through incentive-based programs.
- **Climate Change:** Changes in global climate patterns (such as temperature, precipitation, or wind) that last for extended periods of time as a result of either natural processes or human influences. In some cases, 'climate change' has been used synonymously with the term 'global warming'.
- **Community Engagement:** How stakeholders and the public in communities are involved in determining their needs and/or ways of addressing needs. Engagement goes beyond simple consultation and feedback, and involves people working together, through inspired action and learning, to create and fulfill bold visions for their common future.
- **Complete Streets:** A movement that encourages streets to be designed and operated with all users (pedestrians, cyclists, public transit rides, and personal vehicle users) of all ages and abilities in mind.
- **Culture:** A community's values, aspirations, traditions and shared memories, the ways they develop and share them, and the ways of life these processes produce. Cultures are maintained through communities. Artistic expression and creativity are ways that cultural identities are developed.

■ **Cultural Heritage:** The legacy of physical artifacts and characteristics of a group or society that are inherited from past generations, maintained in the present and left for the benefit of future generations. Cultural heritage includes things we see (such as buildings, monuments, landscapes, books, works of art and artifacts), things we don't see (such as folklore, traditions, language and knowledge), and natural areas (including culturally-significant landscapes and biodiversity).

■ **Current Conditions Report:** At the beginning of the development of the Sustainable Strategic Plan, a thorough assessment of all ongoing plans, policies, programs, and initiatives in the Municipality of Brockton was undertaken. This assessment provided direction for this Plan, and the opportunity to align current sustainability initiatives in the Municipality.

■ **Ecosystem:** The complex set of relationships among living organisms, habitats, and natural features in their environment.

■ **Goals:** In the context of this Plan, describes what each Theme looks like if our Vision of a sustainable future is achieved. It is a statement of the highest hopes for a community and is connected with long-term Strategic Directions that provide more detail.

■ **Greenhouse Gas (GHG) Emissions:** Greenhouse gases include naturally occurring gases as well as new emissions created by industrial and individual activities. Naturally occurring GHG include water vapor, carbon dioxide, methane, nitrous oxide, and ozone. Others result exclusively from human industrial processes. Human activities also add significantly to the level of naturally occurring greenhouse gases:

- *Carbon dioxide* is released into the atmosphere by the burning of solid waste, wood and wood products, and fossil fuels (oil, natural gas, and coal).
- *Nitrous oxide* is released during various agricultural and industrial processes, and when solid waste or fossil fuels are burned.
- *Methane* is released when organic waste decomposes (e.g. landfills or from stomachs of livestock). Methane emissions also occur during the production and transport of fossil fuels.

■ **Indicator:** A metric of measurement that helps understand where we are, which way we are going, and how far we are from where we want to be. Indicators can influence change, educate communities, and contribute to policy development.

■ **Natural Heritage:** Natural sites or natural areas with clear boundaries that are of high value from the point of view of science, conservation or communities (e.g. natural beauty).

■ **Official Plan:** An official plan describes upper, lower or single-tier municipal Council's policies on how land in their community should be used. It is prepared with input from community members and helps to ensure that future planning and development meet the specific needs of the community. In Brockton there are two official plans that govern how land use planning occurs in the municipality: (1) **The Walkerton Community Official Plan** which guides land use decisions and growth within the urban area of the former Town

of Walkerton; and (2) the **Official Plan for Bruce County** to which the Walkerton Community Official Plan must conform and which covers all land use decisions across the full Municipality.

■ **Partners for Climate Protection (PCP):** A network of Canadian municipal governments that have committed to reducing greenhouse gases and acting on climate change. PCP is a partnership between the Federation of Canadian Municipalities (FCM) and ICLEI – Local Governments for Sustainability and receives financial support from FCM’s Green Municipal Fund™. PCP is the Canadian component of ICLEI’s Cities for Climate Protection (CCP) network, which involves more than 900 communities worldwide.

■ **Policy:** Principles or plans used by organizations, governments and/or businesses to guide decisions and action.

■ **Stakeholder:** An individual or group who affects or is affected by the activities of an organization/ government body, project, or event.

■ **Strategic Directions:** In the case of this Plan, high level guidance on moving from the Current Condition to the Goal developed for each Theme.

■ **Themes:** A specific focus area of the Sustainable Strategic Plan that was noted as an area of importance to our community and supports achievement of the overall *Vision*.

■ **Vision:** The overall image for community sustainability in 25 years. All actions taken in the future should move Brockton closer to its Vision.

■ **Waste Diversion Rate:** The percentage of total waste in a community that does not get sent to landfills and transfer facilities because of reduction, reuse, recycling and composting programs.

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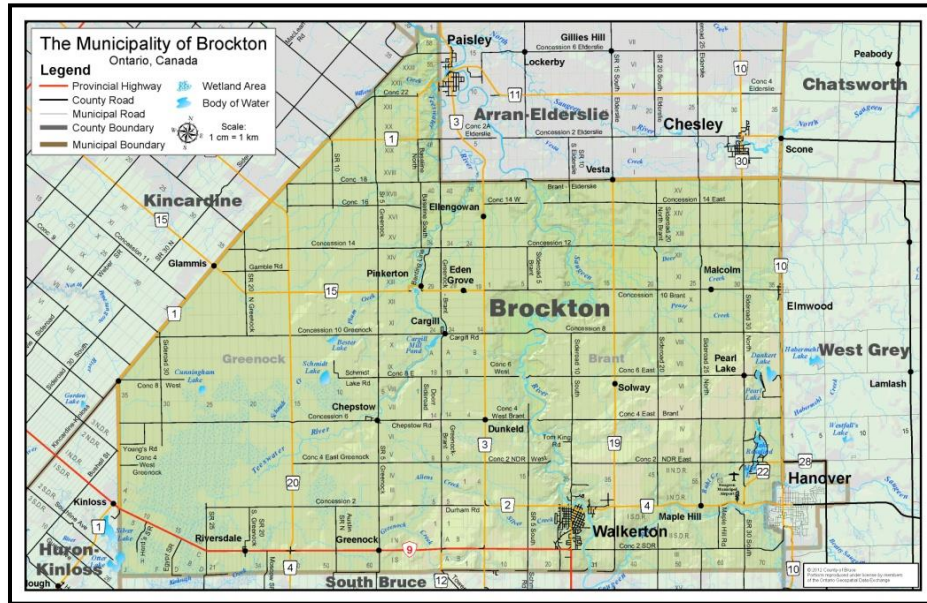
INTRODUCTION

The Municipality of Brockton developed this first Sustainable Strategic Plan – a long-term plan to guide the Municipality over the next 25 years – in response to local and global changes. The development of long-term strategic plans is not new to Brockton. There have been similar previous efforts such as the Greenock Community Strategic Plan (1997) and Brockton’s Visioning Plan 2000. Likewise, the concept of sustainability is not new to residents. In Brockton, there is no shortage of past, present, and planned initiatives contributing to our cultural vibrancy, economic development, environmental integrity, and social equity. This Plan seeks to build on this foundation and chart the course for a sustainable Brockton over the coming years.



Introduction to the Municipality of Brockton

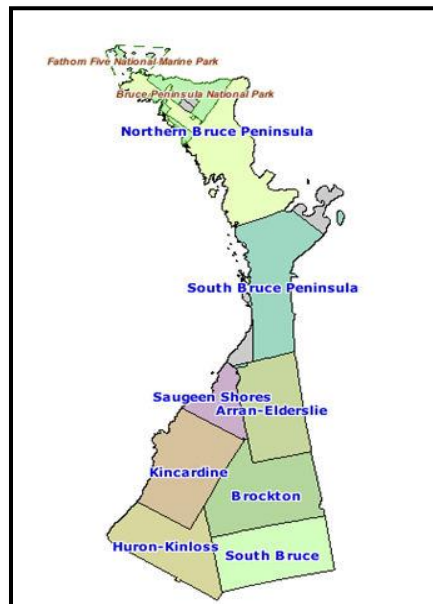
The Municipality of Brockton, established in 1999, is a vibrant rural community that is home to 9,432 people. It is made up of the former Brant and Greenock Townships and the Town of Walkerton. Nestled in the southern portion of Bruce County, Brockton is approximately 120 kilometres from the western edge of the Greater Toronto Area. Brockton’s 565 square kilometres is largely characterized by productive agricultural land and beautiful natural landscapes, complemented by its historic hamlets, villages, and towns.



A map of the Municipality of Brockton – 2012 (Source: Municipality of Brockton).



The Municipality's natural features were a draw for early settlers, the first arriving in 1848 to take advantage of opportunities in resource development and agriculture. The ties to nature remain strong in Brockton's current residents, seen in the growing culture of stewardship. For many years, significant logging occurred in the Greenock Swamp. Now, it is the largest protected Class 1 Wetland in Southern Ontario. Historically, the Saugeen and Teeswater Rivers played an important role in moving goods and people. Today, their importance lies in recreational opportunities, such as fishing and canoeing.



A map of Bruce County – 2010
(Source: The Saugeen Times).

Brockton is a community with no shortage of spirit, known for its welcoming attitude, friendly people, and passionate volunteers. Yet Brockton's population has seen a slight decline over recent years, falling from 9,641 in 2006 to 9,432 in 2011. When compared to Ontario averages, the community is more aged and aging more quickly. Global economic conditions have also seen great changes over the last several years – conditions that have had a local influence especially in Brockton's agricultural industry. Without question, agriculture remains the dominant feature of Brockton's landscape and an important component of the community's economy and cultural identity.

The Municipality of Brockton's Sustainable Strategic Plan is a framework for addressing these issues and more: to ensure that future residents are able to enjoy our natural assets as people have done in the past and continue to do today; to address the issues of continued volunteerism, the reality of changing demographics; the need to address youth retention; and to adapt and thrive in changing global and local economic conditions.



ABOUT THE SUSTAINABLE STRATEGIC PLAN

Sustainability is a term that means different things to different people. Perhaps the most recognized definition of sustainability, and the definition applied to the contents of this Plan, is from the United Nations' Brundtland Commission, which reads as:

“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

While sustainability has much to do with foresight and progressive thinking, it is also about striking a balance between culture, the economy, the environment, and society. This Plan views sustainability through these lenses, also commonly referred to as the four pillars of sustainability, and uses them to help organize ideas and aspirations for our community.

Why Develop a 25 Year Sustainable Strategic Plan?

Sustainability is something many of us incorporate in our day-to-day lives without even knowing it. So if we are doing it already, why develop a Sustainable Strategic Plan? There are many benefits to having a documented 25 year Sustainable Strategic Plan. Notably, the Plan:

1. Confirms a collective Vision for Brockton – one that is based on a shared set of values;
2. Provides the basis and direction for strengthening our economic and social wellbeing;
3. Sets forth a way of protecting and restoring our environmental features;
4. Explores opportunities for increasing the role of arts and culture in our community;
5. Assembles a wide range of ideas to reach a common Vision;
6. Identifies gaps between where we are now and where we want to be in the future;
7. Coordinates and aligns existing plans, policies, and programs;
8. Meets the requirements of the Gas Tax Agreement for Ontario;
9. Presents an ongoing opportunity for partnership, teambuilding, and collaboration; and
10. Organizes the elements necessary to build a stronger community.



Sustainable Strategic Plan Framework

The Sustainable Strategic Plan has been developed by components, or layers. The Plan sets a Vision for the Municipality and establishes Goals, Strategies, and Actions to achieve that Vision. Each component of the Plan is explained below:

Vision	This is the overall description of community sustainability we hope to achieve within 25 years.
Pillars of Sustainability	The four pillars of sustainability (cultural, economic, environmental, and social) help to organize the Goals and Strategic Directions included in Brockton’s Sustainable Strategic Plan. Even though information is grouped under a single pillar, Goals and Strategic Directions often cross pillars and affect multiple aspects of sustainability.
Goals	Are broad statements that describe the state of each theme in 25 years if our Vision is achieved. The Goal statement describes success in a sustainable future for this theme, aligned with the Vision.
Strategic Directions	Strategic Directions are high level guidance on how to move from our current state to the end result of each Goal.
Actions	These are specific activities or initiatives that have are already taking place in Brockton or are new ideas that have the potential to move Brockton towards a more sustainable future. They typically explain how we are going to achieve our Strategies and Goals. As part of the Plan, “New Planned Actions” have been identified for implementation over the 2013-2018 term that complement the existing activities already underway in the community.



Each of these components is the result of many conversations with Brockton’s residents, community groups, businesses, institutions, and Committees. These outreach efforts are briefly outlined in ‘Section 2 – Building the Plan’ and in more detail in Appendix B – Community Engagement Report.

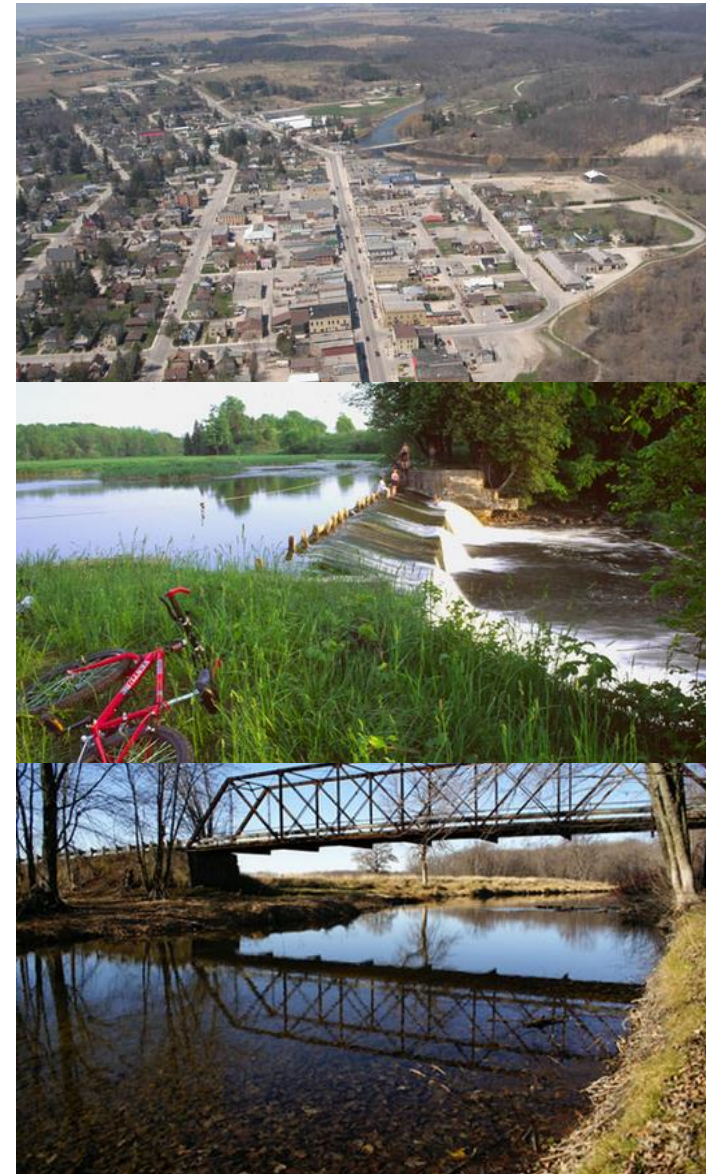


Scope of the Plan

Brockton is one of eight local municipalities in Bruce County. As the upper-tier municipality, Bruce County provides policy direction and regional services to Brockton (and other local municipalities) such as Emergency Medical Services, land use planning, County Road maintenance, tourism promotion, libraries and museums, social services, housing, long-term care, and aspects of waste management. This Plan will provide direction for the Municipality of Brockton on the services it delivers locally. But it will do more than that. This Plan was developed with members of the Brockton community, and as such, it is presented as a Plan for the entire community. Businesses, service clubs, institutions, organizations, and residents are invited and encouraged to use this Plan and participate in achieving its Vision, Goals, and Strategies, and implementing its Actions.

This Plan has integrated the directions of Brockton's existing plans, policies and strategies, with the input received from the community to provide a single overarching Plan that aligns previous efforts and charts a common path forward.

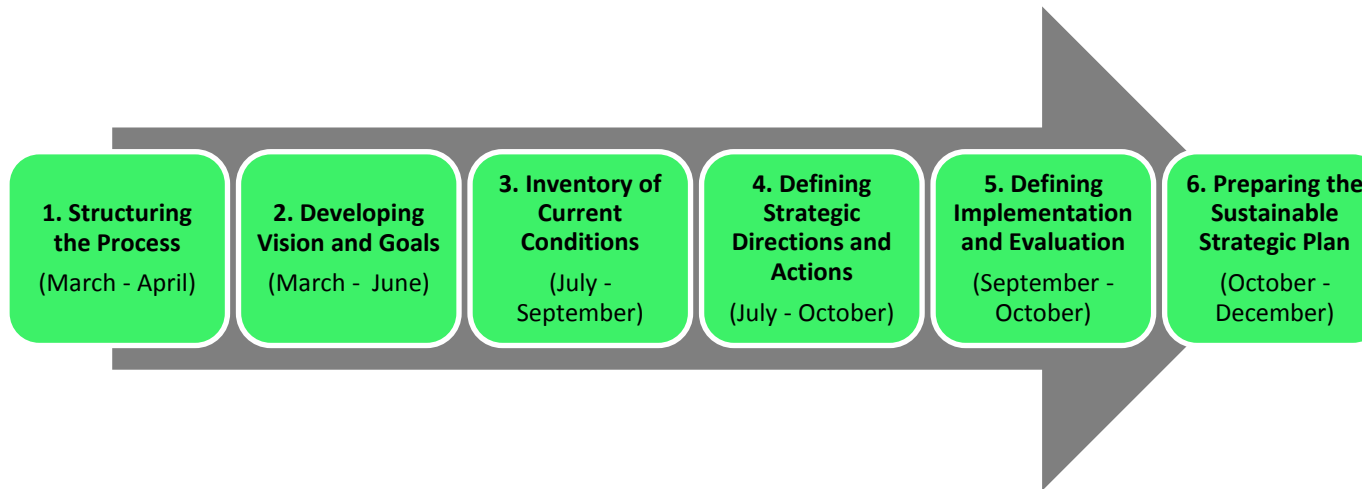
Brockton's Sustainable Strategic Plan is just the beginning – the beginning of a journey towards community sustainability. While guiding the community over the coming years, this Plan will change – as goals are met, priorities change, opportunities present themselves, and new challenges are faced.



BUILDING THE PLAN

The Sustainable Strategic Planning Process

The Plan's development followed a six phase process, outlined briefly in the diagram below. Throughout the entire process, ongoing community engagement was a priority which helped shape the products of each phase.

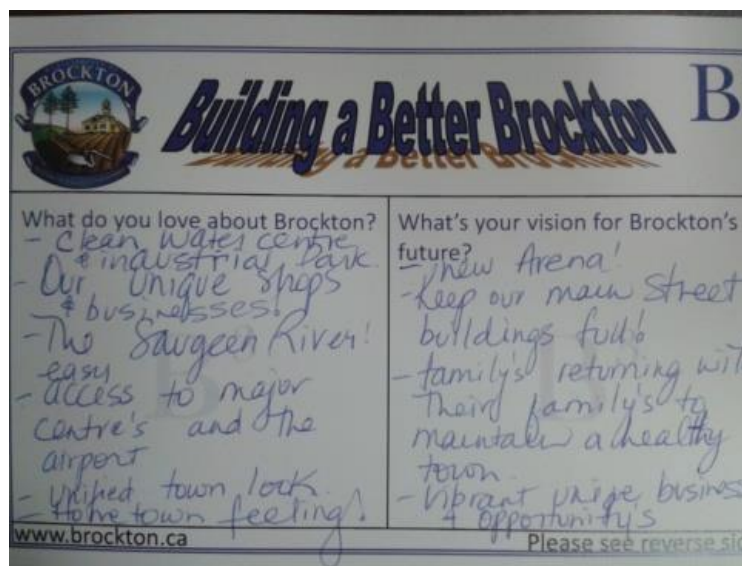


- 1. Structuring the Process** involved setting the scope for the Plan's development, including the approach to community engagement.
- 2. Developing Vision and Goals** centred on developing an understanding of Brockton's collective desired future.
- 3. Inventory of Current Conditions** focused on assessing the present state of Brockton's Goals and providing a snapshot of where the community is today. The full Current Conditions Report can be found in Appendix A.
- 4. Defining Strategic Directions and Actions** focused on developing the Strategies and Actions necessary to achieve the Vision and Goals.
- 5. Defining Implementation and Evaluation** focused on strategies to ensure overall success, giving careful consideration to how best to implement the Plan.
- 6. Preparing the Sustainable Strategic Plan** involved preparing a draft Plan, which was made available to the community and Brockton staff for comment. A final Plan was prepared and presented to Council for adoption in January 2013.

Community Development of the Plan

The contents of this plan – The Vision, Goals, Strategic Directions, and Potential Actions – are the result of extensive community engagement efforts. A total of 499 people directly participated in the development of Brockton's Sustainable Strategic Plan.

To reach a large and diverse audience in the development of the Plan, many community groups, organizations, and institutions were met with face-to-face to discuss their collective and individual priorities, or were provided information and means necessary to participate and offer their input. These efforts are provided in detail in 'Appendix B – Community Engagement Report'.



OUR VISION & THEMES FOR SUSTAINABILITY

Our Vision

We are a proud rural community that is strengthened by a balance of social equity, culture, environmental integrity, and progressive economic development.

Pillars and Goals

Each pillar and its Goal Areas are presented in the diagram to the right.



Though the Goals above are categorized by pillar, there is much overlap and each Goal affects multiple aspects of sustainability. This interconnectedness is demonstrated in the table below, where the aspects of sustainability affected by each Goal are outlined.

Table 1. Interconnectedness of Goal Areas				
Focus Area	Cultural Pillar	Economic Pillar	Environmental Pillar	Social Pillar
Events and Gathering Spaces	•	•		•
Rural Heritage and History	•			•
The Arts	•	•		•
Employment		•		•
Agriculture	•	•	•	
Tourism	•	•	•	
Natural Assets	•		•	•
Land Use Planning		•	•	•
Natural Resources	•	•	•	
Service Groups and Volunteers	•			•
Healthy Lifestyles	•			•
Lifelong Learning		•		•
Transportation		•	•	•

Each theme is presented in this Plan as follows:

- A brief overview of the characteristics specific to Brockton;
- A snapshot of where Brockton is now relative to the theme;
- The Goal statement for the theme, answering the question “where do we want to go?”; and
- Strategies and Actions for achieving the Goal, including the continuation of key activities as identified by the community, and recommendations for new actions as identified by the community.

A number of new actions have also been identified under the Goals and in Section 4: New Actions Planned for Implementation in 2013-2018. These are new actions that reflect the common issues identified by a cross section of the community through engagement activities and a cover the four pillars of sustainability. They provide the Municipality and its partners a clearer picture of which new initiatives to address in the short-term and are intended to complement the existing activities already underway in the community.





Cultural Vibrancy



■ Events and Gathering Spaces

Our culture is closely linked to how we come together and share time. Community gatherings, celebrations, and events are an important component of Brockton's identity. Year-round, there are events happening in Brockton on a regular basis to bring together residents and visitors, forming the cultural fabric and social unity of the community.

Where Are We Now?

- There are Community Centres in Bradley, Cargill, Chepstow, Elmwood, and Walkerton, with each playing a prominent role with respect to community building – hosting gatherings and events.
- The Municipality has policies in the Walkerton Official Plan to work with community groups to promote festivals and events, as well as to improve the infrastructure needed to host such events.
- The top three attended events in Walkerton are Buskers Festival, Thousands of Nativities, and the Dirt Pigs baseball tournament. The annual Mother's Day and Father's Day Brunches in Cargill attract hundreds of people each year. Pickin' in the Pond also serves as a very large draw to Brockton. In Elmwood, the annual Fun Fair draws a large amount of attendees. The complete list of events in Brockton far exceeds what is presented here.
- Brockton is home to fourteen active places of worship.

Where Do We Want To Go?

- **Goal:** Brockton offers community and cultural events and gathering spaces that form the foundation of our social fabric.

How Are We Going to Get There?

<p>Support existing community events, while encouraging the addition of new ones.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Actively promoting festivals and community events. • Continually improving the infrastructure (such as facilities) needed to host festivals and events. • Offering municipal staff support to service groups and other organizations that organize and run community events. • Providing support and encouragement to volunteer organizations to promote and host local, regional, provincial, and national sport tourism-related opportunities.
	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Consider hosting events that have an environmental theme or focus, or add such an element to existing events. • Consider hiring a Cultural Coordinator to help organize and promote cultural events and activities in the Municipality.
<p>Continue using a cooperative approach to the maintenance and operation of community facilities.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Partnering with the volunteer groups that operate Brockton’s community facilities. • Developing partnerships where possible with local School Boards for reciprocal use of community facilities. • Incorporating common and community spaces (including sufficient green space) in new developments.
<p>Provide cultural and spiritual spaces and opportunities for residents.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Supporting cultural and spiritual activities. • Making public spaces available for peaceful religious and spiritual expression.



What Are Our New Ideas For Action?

- | |
|---|
| <ul style="list-style-type: none">• Recognize different cultures through community events and celebrations. |
|---|

*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.

Potential Indicator

- Number of community events and festivals held annually.





■ Rural Heritage and History

European settlers arrived in Brockton more than 150 years ago, and much has changed in that time. For instance, the scale and nature of agriculture – Brockton’s foremost past and present economic driver – has changed dramatically and the role of small villages as economic hubs has diminished. However, these stories and legacies remain in the form of built and cultural heritage, which together tell an important tale of Brockton’s roots and history. These cultural assets form the basis of Brockton’s character, and shape who we are today both as individuals and as a community.

Where Are We Now?

- The restoration and preservation of the Victoria Jubilee Hall (built in 1897), overseen by the South Bruce-Grey Branch of the Architectural Conservancy of Ontario, is an ongoing volunteer effort that began in 1997. It has consisted of multiple phases and countless hours of work.
- There are 38 heritage homes/properties inventoried (10 designated and 28 on the Heritage Register) by Brockton’s Heritage Committee, and approximately 200 more have been identified for further research.
- Driving and walking tours of the Municipality are available from the Heritage Committee that allow participants to enjoy some of the community’s many cultural heritage assets.
- Provincial, County, and local policies are in place to designate, protect, preserve, and promote aspects of built and cultural heritage.

Where Do We Want To Go?

- **Goal:** Brockton is proud of our rural heritage and takes steps to preserve our historic identity.



How Are We Going to Get There?

Protect and enhance the built heritage that defines our community.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Encouraging new development to adhere to the existing heritage aesthetic and character of existing development through the use of design guidelines.
- Promoting heritage buildings through events such as Doors Open.
- Continually updating and promoting driving and walking tours designed to showcase heritage buildings and properties.
- Identifying and inventorying heritage buildings and properties.
- Designating and protecting cultural heritage resources through by-laws.

What Are Our New Ideas For Action?

- Where feasible, consider repurposing heritage buildings for new uses.
- Restore, rehabilitate, enhance, and maintain municipally owned cultural heritage properties.

Preserve the cultural heritage assets that form the basis of our identity.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Encouraging public participation in the conservation of heritage resources.

What Are Our New Ideas For Action?

- Undertake a community asset mapping exercise.
- Pursue finding a location to permanently store artifacts in Brockton.
- Undertake a Municipal Cultural Planning process (Planned Action for 2013-2018).*

*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.

Potential Indicators

- Number of designated heritage properties. (Source: Heritage Committee)
- Participation in the Brockton Heritage Committee Walking & Driving Tours (Source: Heritage Committee)





■ The Arts

Arts have long been an important aspect of our community identity and culture. Recently, the role of arts in the overall wellbeing of communities has become increasingly recognized, and the arts as a whole have been making a comeback. This is true in Brockton, where both performing and visual arts are continuing to play a prominent role in the community.

Where Are We Now?

- An annual Juried Art Show is organized by the Arts Committee and hosted in the Walkerton Public Library. This complements the Library's Art Wall that provides space for local artists during four additional annual art shows.
- The Midwestern Ontario Rotary Music Festival, sponsored by the Rotary Club of Walkerton, brings in thousands of students and adults annually over the course of a number of days each spring.
- The Victoria Jubilee Hall is home to a 300 seat opera house, which hosts a number of musical and theatrical performances each year.
- Pickin' by the Pond Country and Blue Grass Festival, held annually in Cargill, is the area's largest country and blue grass festival.

Where Do We Want To Go?

- **Goal:** Residents and visitors are given an opportunity to participate in, appreciate, and support the arts.



How Are We Going to Get There?

<p>Strive to provide venues to accommodate a variety of performing arts.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Assist in the continuance and enhancement of the Victoria Jubilee Hall. • Continue to offer free musical performances in public spaces such as Music in the Park. • Continue to recognize and enhance public spaces, parks and community centres for the hosting of local and regional visual and performing arts venues.
	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Encourage more theatre.
<p>Enhance opportunities associated with the display of visual arts.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Provide opportunities to display art in public locations such as the Library, Municipal Office, lamp-posts in high traffic areas, etc.
	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Work with business owners to temporarily display art in downtown storefronts.
<p>Provide opportunities for arts and culture components of community events.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Continue to work with community partners to build and organize events such as Buskers Festival.
	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Consider offering an event such as 'Art in the Park'.

*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.



Potential Indicators

- Number of entries in the Juried Art Show. (Source: Arts Committee)
- Number of performance events at the Victoria Jubilee Hall. (Source: Victoria Jubilee Hall Committee)
- Gross annual attendance at Victoria Jubilee Hall performance events. (Source: Victoria Jubilee Hall Committee)





Economic Development



■ Employment

Business retention and attraction is essential to the prosperity of any rural community. Brockton, like many of its neighbours, has faced recent challenges including global uncertainty, economic unrest, and a general out-migration of youth to Southern Ontario's urban centres. Fortunately, many dedicated groups and individuals are working for the benefit of the broader community to ensure that economic development opportunities are taken advantage of when they present themselves. With continued development and more serviced land available in the East Ridge Business Park, Brockton is well positioned to capitalize on new opportunities.

Where Are We Now?

- The East Ridge Business Park, established in 2000, provides serviced land for existing businesses looking to grow and new businesses looking to become established in Brockton.
- The Economic Development Committee is working with the Walkerton Clean Water Centre to attract other water-related businesses and economic development opportunities.
- The Walkerton & District Chamber of Commerce/Business Improvement Association (BIA) works to improve, beautify, and maintain the area within the BIA as well as promoting the community as a business, shopping, and service destination.
- The Bluewater Wood Alliance, chaired by a member of the Brockton business community, is a cluster of wood production and manufacturing companies in Bruce and Grey Counties. Regional employment in this sector is in the order of approximately 700 jobs, while annual sales exceed \$72,000,000.
- The Saugeen Economic Development Corporation serves Brockton and ten other municipalities in Grey Bruce, acting as a resource centre for businesses.

Where Do We Want To Go?

- **Goal:** Brockton is home to progressive businesses that provide employment opportunities and economic benefits.



How Are We Going to Get There?

Work with local partners to attract businesses.	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Leveraging the Walkerton Clean Water Centre to attract complementary businesses (Planned Action for 2013-2018).* • Working with partners (e.g., the Economic Development Committee, the Walkerton & District Chamber of Commerce/BIA, Municipal Departments, etc.) to promote Brockton to potential investors. • Promoting Brockton’s strengths as a draw for investment, new residents, and immigrants. • Working with partners in historic downtown areas while still promoting other forms of commercial development such as highway commercial.
	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Establish an ambassador program with local business people to meet with interested investors and sell Brockton as a place to do business (Planned Action for 2013-2018).* • Establish a mentorship program for new business owners. • Provide opportunities for members in the business community to network and share best practices.
Promote historic commercial areas as premium retail destinations.	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Encouraging uniform business hours in downtown areas. • Keeping streets and sidewalks clean in downtown areas by enforcing by-laws and installing waste bins. • Continuing ongoing beautification efforts such as the installation of benches, improvements to street lighting, artwork, the presence of potted plants and tree planting. • Working with community partners (e.g., the Economic Development Committee, the Walkerton & District Chamber of Commerce/BIA, etc.) to actively promote and improve the strengths of downtown Walkerton, such as the variety of boutique shops, trees and flowers, the Victoria Jubilee Hall, and the Saugeen River, among others.
	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Develop and approve a Community Improvement Plan to guide public investment in downtown areas (Planned Action for 2013-2018).*



	<ul style="list-style-type: none"> • Enhance the existing façade improvement program. • Establish more easily accessible parking in downtown areas. • Install public washroom facilities in downtown areas. • Consider installing traffic calming mechanisms to slow traffic in downtown areas. • Enhance the entranceways to downtown areas with signage and landscaping. • Further integrate community events (e.g., Buskers Fest) with retail locations (e.g., have performers right inside stores). • Collaborate with local sporting organizations and events/tournaments to promote local businesses and retail opportunities to visitors (Planned Action for 2013-2018).* • Increase signage to direct people to commercial areas located off of high-traffic streets.
Retain existing and attract new manufacturers.	What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue? <ul style="list-style-type: none"> • Continuing cooperation between likeminded bodies (e.g., the Economic Development Committee and the Walkerton & District Chamber of Commerce/BIA) to collaborate on business retention and expansion. • Promoting the availability of serviced land in the East Ridge Business Park (Planned Action for 2013-2018).*
	What Are Our New Ideas For Action? <ul style="list-style-type: none"> • Promote grants and tax incentive programs available to local businesses. • Ensure the presence of the necessary infrastructure needed to attract manufacturers. • Develop and implement a business retention, expansion, and attraction strategy.
Enable excellence in clean drinking water training for other communities.	What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue? <ul style="list-style-type: none"> • Pursuing opportunities associated with post-secondary education and research in the area of clean drinking water (Planned Action for 2013-2018).*

*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.



Potential Indicators

- Number of members belonging to the Walkerton & District Chamber of Commerce & BIA. (Source: Walkerton & District Chamber of Commerce & BIA)
- Number of businesses in Brockton. (Source: Municipality of Brockton)
- Number and total value of new building permits each year. (Source: Municipality of Brockton)
- Number and total value of commercial and industrial building permits compared with residential permits each year. (Source: Municipality of Brockton)





■ Agriculture

Agriculture has long been part of Brockton's economic wellbeing and cultural identity, and Brockton is home to some of the best farmland in Bruce County. In 2011, 390 farms operated in Brockton, with approximately 54% (30,678 of 56,540 hectares) of the Municipality's total land area in crop production. The main type of agriculture in Brockton today is livestock, oilseed, and grain production.

Where Are We Now?

- Bruce County's Official Plan contains policies intended to protect agricultural land and to recognize, strengthen, and promote agriculture as an important component of the County's economy.
- Gross farm receipts in Brockton are the highest of any Bruce County municipality, with figures exceeding \$84,000,000 in 2010.
- The Alternative Land Use Services (ALUS) program, new to Bruce County in 2012, provides financial incentive to farmers to convert environmentally sensitive and marginally productive lands back to a natural state.
- More than one-third (142 of 390) of Brockton's farms are involved in cattle and dairy farming.
- Brockton is home to eleven organic farms, with ten of those being certified.
- A Farmers' Market is held weekly on Friday in Walkerton during July and August, providing a local outlet for producers and consumers.
- The Grey Bruce Agriculture & Culinary Association is dedicated to the promotion of "Buy Local! Buy Fresh! Grey Bruce" which links local food producers and processors with consumers.

Where Do We Want To Go?

- **Goal:** Brockton's agriculture sector continues to be a cornerstone of our municipality's economy and identity.



How Are We Going to Get There?

<p>Explore local agricultural value-added activities.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Liaise with businesses (e.g., ethanol producers) that may be able to add value to agricultural products locally. • Explore opportunities associated with rural access to natural gas servicing to increase Brockton’s attractiveness to value-added agricultural businesses. • Explore the possibility of undertaking food processing locally.
<p>Maintain awareness of the local diversification needs in the agricultural sector.</p>	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Promote the availability of Ontario’s Feed-in-Tariff program as a means of on-farm income-generation. • Promote the recently initiated Alternative Land Use Services (ALUS) program as a means of on-farm income-generation (Planned Action for 2013-2018).* • Promote the availability of programs such as Farm Start to assist with start-up costs for young farmers. • Partner with post-secondary research institutions to explore local opportunities in agriculture.
<p>Promote the purchase and consumption of locally produced food.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Branding and promoting local produce. • Connecting local producers with local end consumers. <p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Expand existing farmers’ markets. • Maximize the use of local food products in community events. • Explore the possibility of an event focused on the celebration of local food and agriculture. • Consider the possibility of a “Community Kitchen” in Brockton where people could be exposed to local food and learn about cooking, food storage, healthy eating, and more.*

*For a list of the immediate actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – Planned Actions for Implementation.



Potential Indicators

- Total gross farm receipts. (Source: Statistics Canada Farm and Farm Operator Data)
- Total number of reporting farms. (Source: Statistics Canada Farm and Farm Operator Data)
- Percentage of land designated for agricultural purposes which was not re-designated for other uses during the reporting year. (Source: Municipal Performance Measurement Program)





■ Tourism

Bruce County is well known as a premium tourism destination for outdoor enthusiasts. Not surprisingly, tourism is one of the County's foremost economic drivers. Brockton, like the rest of the County, has tourism assets that it wishes to promote, and has recently been examining ways in which to increase its profile as a tourist destination.

Where Are We Now?

- The Bruce County Official Plan recognizes tourism as a vital component of the County's economy, and seeks to recognize, promote and strengthen the sector.
- The Saugeen River has long been known for its noteworthy tourism potential through premium fishing and canoeing opportunities. Recent efforts are underway to maximize its potential as a sustainable fishing destination.
- Brockton's many sports tournaments and recreational events bring thousands of visitors to the community each year, contributing to the Municipality's economic well-being.
- Doors Open Walkerton and Area is an annual event allows visitors to tour historical and architecturally unique sites. The most recent event (2012) featured 18 locations.

Where Do We Want To Go?

- **Goal:** Brockton capitalizes on our unique strengths and defining features to continue to draw year-round visitors.

How Are We Going to Get There?

Promote our abundant natural assets to draw outdoor tourists.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Actively promoting the Saugeen River for canoeing and fishing.
- Exploring the possibility of additional access points on the Saugeen River, as well as increased signage.
- Promoting 'catch-and-release' as part of any sport fishing-driven tourist initiatives.
- Educating those who use the river(s) for fishing on different fish and fish life cycles in an effort to create a culture of stewardship.
- Promoting the use of local trails for hiking, biking, cross country skiing, etc.
- Promoting the use of the South Bruce Snowmobile trail in Brockton.
- Promoting the Brant Tract Trail to mountain bike enthusiasts.
- Working with the Conservation Authority to improve the tourism potential of the Greenock Swamp by increasing the presence of walking trails, interpretive signage, etc.

What Are Our New Ideas For Action?

- Pursue package options for recreational tourists to get them into commercial areas and local accommodations for overnight stays (Planned Action for 2013-2018).*
- Promote opportunities for hunting in Brockton to tourists (Planned Action for 2013-2018).*
- Invest in the Saugeen River Trail to connect rural and urban areas.
- Develop uniform signage to identify points of interest for tourists.
- Develop a promotional video highlighting the many unique strengths of Brockton.
- Consider installing a pedestrian bridge over the Saugeen River (e.g., at the remains of the Truax Dam).
- Support fish restocking programs.
- Consider facilitating a local fishing derby.

Explore tourism opportunities related to heritage, culture, recreation and community

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Actively promoting existing sports tournaments (e.g., Dirt Pigs) to potential participants and visitors.
- Providing municipal staff support to assist volunteer organizations in promoting and delivering sports tourism events, tournaments, or activities.



events.	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Work with community partners to explore the possibility of tourism bundles (e.g., a show at the Victoria Jubilee Hall packaged with a dinner at a local restaurant and overnight accommodation) (Planned Action for 2013-2018).* • Work with local partners (e.g., RTO7, Explore the Bruce, Walkerton & District Chamber of Commerce/BIA, etc.) and farmers to explore opportunities associated with agri-tourism. • Collaborate and promote the economic benefits of year-round sports tourism opportunities with local business associations, committees, and service groups (Planned Action for 2013-2018).*
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*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.

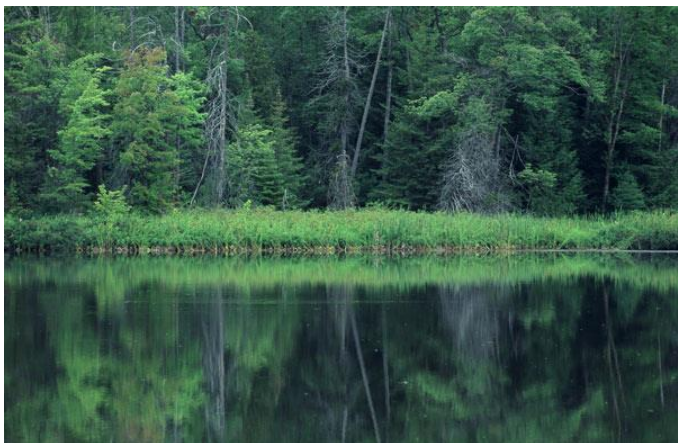
Potential Indicators

- Number of visits/inquiries at the Walkerton & District Chamber of Commerce Office. (Source: Walkerton & District Chamber of Commerce)
- Total number of visits to the Tourism Region. (Source: Regional Tourism Profile, RTO7)
- Total visitor dollars spent in the Tourism Region. (Source: Regional Tourism Profile, RTO7)





Environmental Integrity



■ Natural Heritage

Brockton's economic prosperity has long been tied to the land and natural resources. Extensive logging operations and productive agricultural lands, as well as river systems to move people and goods, allowed for people to begin establishing roots in the area. To this day, Brockton's identity is largely linked to its natural heritage assets. The Saugeen River, perhaps Brockton's most widely known and well recognized feature, is well complemented by its counterpart, the Teeswater River. Brockton is also home to the Greenock Swamp and many idyllic rural landscapes and vistas.

Where Are We Now?

- The Greenock Swamp is Southern Ontario's largest forested wetland at over 8,000 hectares.
- Before actively promoting the Saugeen River as a fishing destination, work is being planned by the Saugeen Fishery Task Force to clean the riverbank and create a culture of resource stewardship contributing to the sustainability of the river.
- Brockton has a Tree Policy to ensure that a healthy tree population is maintained across the municipality. There is also a tree committee that operates a shade tree program and has planted over 1,000 trees in the community that they continue to maintain.
- The Saugeen Valley Conservation Authority provides a stewardship resource to local residents. The organization planted 247,900 trees in its area of jurisdiction in 2010. The Rotary Club of Walkerton is also actively involved in tree planting and maintenance.
- Each year, the Saugeen Field Naturalists undertake their annual Christmas Bird Count. In 2011, there were six bald eagle sightings – the highest total to date.

Where Do We Want To Go?

- **Goal:** Brockton recognizes the significance of our natural assets and the need to protect them for future generations.



How Are We Going to Get There?

Continue to act as stewards of the Saugeen and Teeswater Rivers and their tributaries.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Forming a stakeholder group to lead river revitalization.
- Keeping the Municipality's Sewer Use By-Law up-to-date and current to restrict what will eventually end up in local water courses.

What Are Our New Ideas For Action?

- Work with community groups and local youth to keep riverbanks clean through the organization of clean-up days and events (Planned Action for 2013-2018).*
- Encourage best management practices and innovation with respect to storm water management.
- Leave natural drainage systems within new developments in their natural state.
- Pursue funding opportunities for programs associated with restricting livestock access to waterways.

Protect lands that contain natural features of local significance including wildlife and their habitats, vegetation communities, wetlands, and scenic vistas.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Implementing a tree replacement and planting program.
- Restricting development from areas containing locally significant natural features.
- Working with senior levels of government, businesses, community groups, and landowners to act as collective stewards of the land within Brockton.
- Assessing all development proposals to minimize the potential for flooding and to ensure no net loss of fish habitat.
- Protecting lands with important scenic vistas and natural features from development.

What Are Our New Ideas For Action?

- Promote the opportunities for wetland, grassland and forest restoration as well as stream and river buffering on farm properties with the new arrival of the ALUS program in Bruce County (Planned Action for 2013-2018).*
- Reconnect fragmented habitat through tree planting and restoration programs.
- Correct past instances of environmental degradation.
- Pursue National Park designation for the Greenock Swamp.



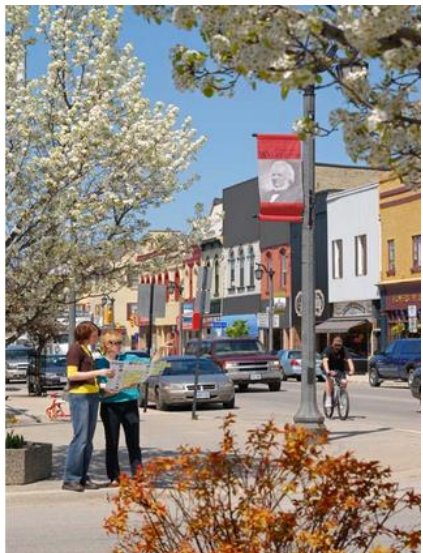
- Educate residents and visitors on invasive species and practices that can reduce their proliferation.
- Document and record the various plant and animal species found throughout the municipality and monitor trends where possible.
- Promote the income tax benefits associated with land conservation programs.
- When undertaking road construction or maintenance, assess roads for the possible need for the installation of wildlife passageways.

*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.

Potential Indicators

- Hectares of protected wetland areas. (Source: MPAC assessments)
- Number of fingerlings released each year as part of fish stocking programs.
- Number of trees planted annually. (Source: Tree Committee)





■ Land Use Planning

The way we plan determines the look, feel, shape, and size of the community that we call home. Planning dictates where we live, where we work, and where we play. It decides what land can be developed, and what will be protected. Planning established how our communities look – including the mix of low, medium, and high-density housing. It also sets targets for such things as affordable housing. In Brockton, planning matters are guided in large part by Provincial and Bruce County policies, with the Municipality making decisions within these guidelines.

Where Are We Now?

- The Municipality of Brockton adheres to Bruce County's Official Plan, which was last reviewed in 2010. Brockton has an Official Plan for the urban area of Walkerton that was developed in 2009.
- Both the Municipality of Brockton and Bruce County promote sustainability concepts throughout their respective Official Plans.
- Bruce County is meeting its 30% affordable housing target for all new residential development and residential intensification.
- The Municipality of Brockton has set a target for a future housing mix that consists of 70% low-density and 30% medium/high-density housing.
- The Municipality of Brockton aims to ensure a broad range of open space opportunities for its residents.

Where Do We Want To Go?

- **Goal:** Brockton keeps the needs of residents in mind, making appropriate and well thought out land use decisions.



How Are We Going to Get There?

Encourage development that is visually appealing and environmentally responsible.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Enforcing tree standards (e.g., a certain number of native species per area of land) for new developments.
- Encouraging the redevelopment of vacant land and/or underutilized buildings.
- Ensuring planning and development is undertaken in such a way that recognizes the interactions of all parts of the ecosystem, and protects natural processes.
- When making land use decisions, the sustainability of a development is being considered with respect to impacts on:
 - Climate change and air quality;
 - Energy conservation;
 - Ecological integrity and biodiversity;
 - Financial impact on the Municipality and community quality of life;
 - Community cohesion and character; and,
 - Reduction of waste.

What Are Our New Ideas For Action?

- Encourage development that exceeds minimum visual standards, while enforcing the standards presently in place.

Incorporate, where appropriate, a variety of housing and land use types in new developments.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Maintaining the established target of 70% low-density and 30% medium/high-density housing in the Municipality.
- Providing services and amenities in close proximity to residential areas.
- Ensuring a wide range of housing types and designs in new developments and re-developments.
- Promoting the development of affordable and accessible housing.
- Promoting Brockton as a place for people to retire.

What Are Our New Ideas For Action?

- Ensure that there is the provision of land within residential areas to provide for small-scale commercial



	spaces.
Provide sufficient green and park space for leisure and recreation purposes.	What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?
	<ul style="list-style-type: none"> • Coordinating the provision of parks and green space to provide for adequate access to all residents. • Creating pedestrian linkages to the park system. • Continuing to improve the park system as identified in the Recreation Master Plan.
	What Are Our New Ideas For Action?
	<ul style="list-style-type: none"> • Partner with local service groups, organizations, and schools to keep green spaces, parks, and trails litter-free (Planned Action for 2013-2018).* • Consider the purchase of properties such as the former Public School to continue to provide green space. • Consider allowing naturalization to occur in designated areas of parks. • Consider developing a dog park.

*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.

Potential Indicator

- Percentage of new residential units located within settlement areas. (Source: Municipal Performance Measurement Program)





■ Natural Resources

The products, energy, and water we consume all carry with them environmental (as well as cultural, economic, and social) consequences – some positive and some negative. Our everyday choices have impacts that build up and are far reaching, and we must choose how we manage our natural resources wisely. Fortunately, there is increasing awareness about improving the ways in which we manage our waste, protect and conserve our water, and produce and consume energy.

Where Are We Now?

- Brockton is part of the Saugeen Valley Source Protection Area, which has recently produced an in-depth report assessing potential threats to local drinking water.
- Brockton's residential, industrial, commercial, and institutional waste diversion rate (as calculated for 2011) is approximately 26%.
- Brockton has a variety of policies in place designed to reduce and divert waste, including a clear bag program; bi-weekly seasonal waste collection; and electronic waste, hazardous waste, scrap metal, and styrofoam collection depots.
- Brockton's commitment to providing excellent drinking water is reflected in the fact that it received no issues of non-compliance in all three of its drinking water systems in 2010 and 2011.
- The Brockton Parks & Recreation Department is reducing water consumption by 40% by switching from water to a glycol cooling system for its compressors in the arena.
- The Municipality has set a wide range of policies to achieve energy conservation throughout the community, such as encouraging the energy efficient design of buildings.
- Brockton is home to a large number of solar panels, as well as a biogas facility, that are generating renewable energy.

Where Do We Want To Go?

- **Goal:** Brockton makes wise use of natural resources, keeping current and future generations in mind.
-

How Are We Going to Get There?

Explore new methods to minimize waste generation and increase waste diversion.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Working with neighbouring municipalities to improve the effectiveness and efficiency of waste management activities.
- Offering Municipal Hazardous and Special Waste collection and Waste Electronic and Electrical Equipment collection to residents through County programs.
- Enforcing the bag tag and clear bag policy to discourage waste generation and increase waste diversion.

What Are Our New Ideas For Action?

- Increase the presence of recycling bins in public places.
- Expand materials that can be collected every other week to include yard waste.
- Offer the sale of backyard composters to residents.
- Offer an exchange or reuse centre at the landfills for serviceable items.
- Implement, if and when it becomes feasible, a curbside organics collection program.
- Work with County partners to develop a Regional Waste Management Strategy (Planned Action for 2013-2018).*
- Establish a permanent depot for Municipal Hazardous and Special Waste collection and Waste Electronic and Electrical Equipment collection.
- Consider the possibility of using construction waste as aggregate material.
- Explore efficiencies in landfill operation (i.e., operating one landfill instead of three).

Increase efforts to make wise use of our water.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Providing sales of rain barrels to residents on municipal water services.
- Enforcing of watering restrictions for drier times of year.

What Are Our New Ideas For Action?

- Promote water conservation (e.g., distribute conservation tips and techniques to residents).
- Consider developing an incentive program to reward water conservation.



<p>Continue to protect ground and surface water quality and quantity.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Confirming that the drinking water supply will meet future growth needs. • Improving river water quality by effectively treating wastewater. • Maintaining current by-laws that limit the types of materials that can be sent to the wastewater treatment plant. • Continuing to upgrade the sanitary sewer system to reduce infiltration of storm water. • Continuing to ensure sewage treatment capacity can accommodate future growth. <hr/> <p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Develop a strategy and implement the Source Water Protection Plan.
<p>Carefully consider the types of energy we would like to produce.</p>	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Consider participating in Ontario’s Feed-in Tariff program. • Explore the feasibility of alternative fuel options in the municipal fleet as vehicles need to be replaced.
<p>Promote energy conservation and the availability of incentive programs.</p>	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Prepare an Energy Management Plan for municipal facilities (Planned Action for 2013-2018)* that could include: <ul style="list-style-type: none"> ▪ Designing future municipal buildings to meet LEED standards (or equivalent); and ▪ Implementing an energy conservation policy. • Undertake a Community Energy Planning initiative to better understand where savings can be made. • Investigate participating in the Partners for Climate Protection program and begin achieving its milestones. • Consider developing green building guidelines or standards for energy conservation in new development. • Promote provincial (Ontario Power Authority) incentive programs for energy conservation.

*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.

Potential Indicators

- Percentage of residential solid waste diverted for recycling. (Source: Municipal Performance Measurement Program)



- Number of “Issues of Non-Compliance” and/or “Precautionary Boil Water/Adverse Notices” in the water systems. (Source: Annual Water System Reports)
- Percentage of wastewater estimated to have by-passed treatment. (Source: Municipal Performance Measurement Program)
- Number of non-compliance events at the municipal wastewater treatment facility. (Source: Municipality of Brockton)
- Number of water main breaks per 100 kilometres of water distribution pipe in a year. (Source: Municipal Performance Measurement Program)
- Annual municipal electricity consumption. (Source: Municipality of Brockton)
- Waste diversion rate. (Source: Municipality of Brockton)





Social Equity



■ Service Groups and Volunteers

Brockton community has a very strong volunteer base in its service clubs, faith groups, sports leagues, and committees. Each day, these organizations put forward a tremendous effort to improve the quality of life in the Brockton community and make it a better place to live.

Where Are We Now?

- Brockton is home to dozens of volunteer organizations, each making a valuable and unique contribution to the community. Examples of the contributions being made by our volunteer groups include trail construction and maintenance, the operation of community centres, fundraising and making charitable contributions, organizing community events, and much more.
- The current volunteer base is aging, and there is a need to actively recruit youth into volunteer-driven organizations.

Where Do We Want To Go?

- **Goal:** Brockton's service groups and volunteers continue to enhance our community's quality of life.

How Are We Going to Get There?

Encourage a continued culture of volunteerism in all facets of the community.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Continue to work collaboratively with community groups and volunteers on local initiatives.
- Continue to provide support for community garden initiatives.
- Work with local high schools to provide meaningful volunteer opportunities for students.

What Are Our New Ideas For Action?

- Develop a centralized means (e.g., a website) of promoting volunteer opportunities (Planned Action for 2013-2018).*
- Celebrate and recognize the contributions made by volunteers through volunteer recognition events.
- Offer a welcome package including information about local services to newcomers.

*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.

Potential Indicators

- Total members of service clubs and volunteer groups. (Source: local service clubs and volunteer groups)
- Total number of service clubs and volunteer groups. (Source: annual inventory)



■ Healthy Lifestyles

Good access to the services necessary for a healthy lifestyle is one of the Municipality of Brockton's key strengths. Through the South Bruce Grey Health Centre and the Family Health Team, area residents are able to obtain their healthcare services locally. Community health also includes access to recreation services and ensuring that service delivery meets the needs of changing demographics. Protecting the community's health and safety via Emergency Medical Services, fire protection, and policing is also a critical aspect of County and Municipal service delivery. Ensuring all of these services are accessible is of utmost importance to the community and is continually considered by all service delivery organizations operating within Brockton.

Where Are We Now?

- Brockton Recreation and Leisure Services Master Plan (completed in 2011) guides recreation service delivery in the Municipality. The Plan recommends investing in a new, multi-use municipal facility.
- The Municipality of Brockton is updating its Accessibility Plan to meet the requirements of the Accessibility for Ontarians with Disabilities Act.
- Brockton's recreational facilities are busy places, with recent estimates (2009) suggesting that more than 230,000 single uses take place each year.
- The Walkerton Fire Department provides programming for youth through initiatives such as its first annual Junior Firefighter Program, which saw 28 participants in 2012.
- The Ontario Provincial Police's South Bruce detachment provides police services to Brockton and opened its new police station in the East Ridge Business Park in Walkerton on July 5, 2012.
- The Walkerton & District Hospital Foundation raises funds necessary for the acquisition of healthcare equipment, such as the recent purchase of a neonatal warmer.
- The median age in Brockton is 45.0 years (compared with 40.4 in Ontario), and is increasing faster than the rest of Ontario. School Board projections show a general enrolment decline for secondary students in Brockton, indicating that the decline in the youth demographic is forecasted to continue.

Where Do We Want To Go?

- **Goal:** Brockton's service groups and volunteers continue to enhance our community's quality of life.



How Are We Going to Get There?

Enhance the strong reputation of Brockton's medical facilities, and continue to retain and attract healthcare professionals.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Working closely with neighbouring Health Centres to offer effective regional healthcare provision.
- Raising funds necessary for the purchase of new healthcare equipment.
- Promoting the many strengths of Brockton in an effort to continue to recruit and retain physicians and other healthcare professionals.
- Providing drug awareness and prevention programs.
- Offering addiction counselling and rehabilitation programs.

What Are Our New Ideas For Action?

- Develop an incentive program to attract new healthcare professionals.

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?

- Offering an array recreational programming (e.g., hockey, soccer, baseball, etc.).
- Offering financial and human resources (including municipal staff assistance and leadership) to volunteer committees to ensure consistent service delivery of facilities and programs throughout the municipality.
- Investing in the economic, social, cultural, and health and wellness benefits of parks, recreation facilities, and leisure services in the community.
- Identifying and implementing the immediate priorities identified in the Municipality's Recreation and Leisure Services Master Plan.

What Are Our New Ideas For Action?

- Develop new soccer fields in the Municipality (Planned Action for 2013-2018).*
- Expand the accessibility and affordability of recreational programming.
- Coordinate the provision of recreational programming and facilities with partners such as school boards.
- Develop a new outdoor skateboard park.
- Consider installing a splash pad.
- Consider an indoor pool as part of any new recreational facility.
- Consider a gym as part of any new recreation facility.



	<ul style="list-style-type: none"> • Consider a walking track as part of any new recreation facility. • Expand access to basketball courts. • Consider the provision of squash courts.
Continue to ensure accessibility and provide opportunities for all.	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Continuing to update and implement the Accessibility Plan. • Encouraging businesses and locations within the community to continually strive to increase their level of accessibility. • Encouraging local advocacy groups to continue to raise awareness about disabilities and accessibility-related issues.
Provide programs and services to meet the needs of a changing demographic.	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Working with service groups and volunteers to offer assistance to seniors with respect to household upkeep, transportation etc. • Continuing to offer necessary support services such as the Food Bank. • Continuing to provide transportation services such as Saugeen Mobility and Regional Transit. • Continuing to provide falls prevention programs for older adults. <p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Incorporate more structured programming for seniors as part of recreation service delivery (Planned Action for 2013-2018). • Actively promote healthy and balanced lifestyles to be proactive about health.
Offer evolving youth-focused activities, programs, and spaces to meet local youth needs.	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Establish a centralized service where youth can enrol to be contacted for occasional employment opportunities (Planned Action for 2013-2018).* • Actively recruit youth into volunteer initiatives such as service clubs. • Consider establishing a youth committee to advise Council on the needs and wants of youth in Brockton. • Involve seniors with youth on local projects that develop skills and serve to enhance the community (e.g., tree planting).



	<ul style="list-style-type: none"> • Explore options for a free drop-in centre for adolescents. • Develop after and out-of-school programs for local youth. • Offer more dances targeted to youth.
<p>Continue to provide exemplary protective services to ensure the safety of residents.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Continue to review the Emergency Response Plan through the use of planned emergency management exercises. • Undertaking educational outreach initiatives for fire safety such as handing out materials at grocery stores, publishing insets in the Brockton Buzz and hosting the Fire Prevention Open. • Offering youth programs such as the Junior Firefighter program. • Providing door-to-door smoke detector inspections. • Making recommendations on possible changes to police services through the Police Services Board. <hr/> <p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Expand the system used for emergency communications (including the exploration of the use of social media). • Hire a full-time by-law officer who can actively enforce by-laws.

*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.

Potential Indicators

- Participant hours for recreation programs per 1,000 persons. (Source: Municipal Performance Measurement Program)
- Hectares of municipally owned open space. (Source: Municipal Performance Measurement Program)
- Potential Indicator: Total kilometres of trails. (Source: Municipal Performance Measurement Program)
- Emergency room and diagnostic assessment wait times. (Source: South Bruce Grey Health Centre)





■ Lifelong Learning

Education is a key factor in reaching one's potential. From our first days to our later years, learning continues to be a fulfilling and important experience. As such, access to early learning in the form of day care, meaningful kindergarten to Grade 12 education, and post-secondary/adult learning opportunities is important in contributing to our ongoing development.

Where Are We Now?

- Bruce County Public Library has eighteen branches, with one in Cargill and one in Walkerton. West Grey Public Library has a branch in Elmwood.
- The Municipality operates a daycare facility in Brockton – the Walkerton Day Care Centre.
- The Walkerton Clean Water Centre (WCWC) provides high quality training in the area of excellence in the provision of clean drinking water to people from around the world. The WCWC also conducts ongoing applied research in the area of drinking water treatment.
- The Bluewater District School Board currently operates one school in Brockton: the Walkerton District Community School (which opened in 2012). The Bruce-Grey Catholic District School Board operates three schools in Brockton: Mary Immaculate School, Mother Theresa School, and Sacred Heart High School.
- There are currently no post-secondary institutions in Brockton or Bruce County. The closest post-secondary school is Georgian College in Owen Sound.

Where Do We Want To Go?

- **Goal:** Brockton will continue to build and foster lifelong learning opportunities with partners within and beyond the municipality.



How Are We Going to Get There?

<p>Continue to provide quality educational opportunities for youth.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Exploring new locations for the Walkerton Day Care Centre.
	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Provide daycare spots for children starting at 12 months. • Provide opportunities for seniors to volunteer within schools. • Invite more guest speakers into classrooms.
<p>Explore the possibility of offering post-secondary and professional training opportunities.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Providing library services to residents. • Offering elementary and secondary school opportunities to youth.
	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Actively pursue local post-secondary education delivery opportunities. • Offer leadership development programs for local youth. • Offer evening classes and ongoing training opportunities. • Offer computer training opportunities for seniors. • Create a space for local residents to learn skilled trades.

*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.

Potential Indicators

- Total annual library uses. (Source: Bruce County Public Library)
- Registrants in local school board programs. (Source: Bruce Grey Catholic District School Board and Bluewater District School Board)





■ Transportation

Access to transportation and being able to get from one place to another greatly increases one's quality of life – whether it is for going to school, work, recreation and leisure activities, healthcare services, or visiting with family and friends. This can include conventional means such as automobile transportation, or active approaches such as walking or cycling. The infrastructure needed to get from one place to another in Brockton (e.g., roads and bridges) is a service provided by the Municipality and the County.

Where Are We Now?

- The road network in Brockton consists mostly of local and County Roads, with one provincial highway serving as the main link to markets in the south. Road conditions in some rural areas of the Municipality are considered by many to be poor.
- Saugeen Mobility and Regional Transit (SMaRT) offers transportation services for intellectually and physically challenged, elderly, and frail residents of Brockton and seven other local municipalities in Bruce and Grey Counties. Transportation services are provided for non-emergency medical, employment, and social activities within and beyond the program's eight municipality service area.
- Bruce County initiated a Bridge Infrastructure Master Plan process in the Fall of 2011 in order to address deficiencies in County-owned bridges in Brockton and Arran-Elderslie.
- The Bruce County Rail Trail runs from the Bruce-Huron Line to Port Elgin, and west to Kincardine, passing through the Municipality of Brockton. The Saugeen River Trail provides six kilometres of pedestrian trails along the river in Walkerton. The Rotary Club contributed to their creation and is working on expanding the trails and creating better trail linkages. There are thirteen kilometres of trails in Brockton, which are suitable for hiking, cycling, cross-country skiing, and more.
- The South Bruce Snowmobile Trail in Brockton is a groomed, 50 kilometre double trail through local fields and woodlots.
- There is currently a lack of access to public transportation in Bruce County.

Where Do We Want To Go?

- **Goal:** Brockton residents are able to access diverse and efficient modes of transportation.



How Are We Going to Get There?

<p>Maintain and improve local and regional transportation infrastructure.</p>	<p>What Actions Are We Already Taking That The Community Has Identified As Being Important To Continue?</p> <ul style="list-style-type: none"> • Maintaining and upgrading transportation infrastructure. • Continuing to upkeep roadside ditches through ongoing grass and weed maintenance. • Providing winter road maintenance • Ensuring pedestrian safety at major intersections. <hr/> <p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Develop and implement a five year Road/Bridge Maintenance Plan that includes continuing the cycle of rural and urban road and bridge maintenance and upgrades (Planned Action for 2013-2018).* • Investigate more sustainable, long-term approaches to maintaining and upgrading roads. • Establish a central truck service network/brokerage/ clearinghouse so that trucks are all full coming and going and there are avenues to get products here more efficiently. • Upgrade existing road and bridge infrastructure. • Facilitate the exploration and development of an informal transportation system in partnership with neighbouring municipalities (e.g., adaptation of SMART – Saugeen Municipal and Regional Transit model to serve a wider range of residents). • Work with the provincial government to improve major arteries and linkages to large markets.
<p>Provide complete and accessible active transportation networks.</p>	<p>What Are Our New Ideas For Action?</p> <ul style="list-style-type: none"> • Redesign and/or install sidewalks in rural hamlets where needed. • As road maintenance occurs, incorporate design to encourage active transportation where appropriate (e.g., paved shoulders and/or bike lanes). • Expand sidewalks and walking trails to offer a more complete and connected system. • Promote active transportation by organizing certain dates where participants are encouraged to leave their vehicle at home. • Encourage development that fosters an increasingly pedestrian-oriented environment. • Develop a Trails Master Plan (Planned Action for 2013-2018).*



*For a list of the new actions to be implemented in the 2013-2018 term, please see Section 4 of this Plan – New Actions Planned for Implementation.

Potential Indicators

- Total kilometres of trails. (Source: Municipal Performance Measurement Program)
- Percentage of paved lane kilometers where the condition is rated as good to very good. (Source: Municipal Performance Measurement Program)



NEW ACTIONS PLANNED FOR IMPLEMENTATION IN 2013-2018

The actions presented below are those which have been identified as new actions for implementation over the short-term. They are new initiatives that complement the activities that are already ongoing in the community. These actions are presented with a brief description, the themes of this Plan they support, desired outcomes, a potential actions lead to direct implementation, and potential partners to support implementation and measures of success. The actions in this table are presented in no particular order.

In some cases, action leads and partners other than the Municipality of Brockton have been identified as candidates to lead or help implement actions below. These lists are not to be considered final or exhaustive. In these cases, the willingness of the identified party (or parties) needs yet to be confirmed, and would be an initial step upon adoption of this Plan.

These Potential Actions reflect the priorities expressed by the community throughout the Plan's development, as well as during the prioritization exercise at the November 22, 2012 public workshop. For further analysis of the engagement process and a snapshot of the community's priorities, please refer to Appendix B – Community Engagement Report. These Potential Actions, where possible, have also been aligned with ongoing and planned initiatives within Brockton as identified in Appendix A – Current Conditions Report.

Planned Action:	Create a business ambassador program.		
Description:	As a means of promoting Brockton, recruit members of the local business community to meet with interested investors.	Theme(s) Supported:	Employment
Outcome:	Increase business investment.	Measures of success:	<ul style="list-style-type: none"> Ambassadorship program established. -_% increase in employment or diversity of businesses.
Potential Lead:	Walkerton & District Chamber of Commerce (Note: to be confirmed)		
Potential Partners:	Economic Development Committee (Note: to be confirmed), Saugeen Business Development Corporation (Note: to be confirmed)		



Planned Action: Develop a five year Road/Bridge Maintenance Plan.			
Description:	This plan would include priority roads and bridges (including culverts) in both rural and urban areas in need of maintenance and re-construction over a 5-year horizon, updated annually.	Theme(s) Supported:	Transportation
Outcome:	Strategically address road infrastructure improvements.	Measures of success:	<ul style="list-style-type: none"> • Five-year strategy prepared. • Number of critical road repairs completed.
Potential Lead:	Municipality of Brockton (Works Department)		
Potential Partners:	Bruce County (Highways) (Note: to be confirmed)		
Planned Action: Develop and approve a Community Improvement Plan for the downtown Walkerton area.			
Description:	Community Improvement Plans can be used to target areas in need of revitalization, facilitate coordinated community change, and stimulate private sector investment through municipal incentives.	Theme(s) Supported:	Employment Land Use Planning
Outcome:	Coordinated approach to address development.	Measures of success:	<ul style="list-style-type: none"> • CIP initiated and applied for 100% of applicable locations.
Potential Lead:	Municipality of Brockton		
Potential Partners:	Walkerton & District Chamber of Commerce (Note: to be confirmed), Economic Development Committee (Note: to be confirmed), Bruce County Planning & Economic Development (Note: to be confirmed). Spruce the Bruce (Note: to be confirmed)		
Planned Action: Complete a cultural asset map and inventory.			
Description:	Map and inventory cultural, natural, and community assets to better identify the strengths of Brockton that can be used to leverage economic and community development opportunities.	Theme(s) Supported:	Rural History and Heritage The Arts
Outcome:	Identify cultural assets and increase community vitality and economic sustainability.	Measures of success:	<ul style="list-style-type: none"> • Cultural map or inventory completed.
Potential Lead:	Heritage Committee (Note: to be confirmed)		
Potential Partners:	Municipality of Brockton, Arts Committee (Note: to be confirmed), Victoria Jubilee Hall Committee (Note: to be confirmed)		



Planned Action: Complete an Energy Management Plan.			
Description:	Recent legislation is requiring public entities to further examine energy use in all facilities and opportunities for conservation. Such a plan will help Brockton comply with legislation and identify opportunities for energy conservation.	Theme(s) Supported:	Natural Resources
Outcome:	Reduce energy demand, cost and fossil fuel consumption.	Measures of success:	<ul style="list-style-type: none"> • Energy Management Plan prepared. • Energy consumption in municipal buildings decreased by _%.
Potential Lead:	Municipality of Brockton		
Potential Partners:	Environmental Advisory Committee (Note: to be confirmed)		

Planned Action: Develop tourism promotion packages.			
Description:	Tourism bundles could be offered that combine outdoor recreation, cultural opportunities, natural heritage, sports events and tournaments, agri-tourism, community events, and other opportunities with overnight accommodations, dining packages, and more. Such ventures would allow for cross-promotion between businesses in the Municipality.	Theme(s) Supported:	Tourism Employment
Outcome:	Increase overall tourism and diversity of attractions.	Measures of success:	<ul style="list-style-type: none"> • Preparation of a local brand and supporting tourism package. • Increase in tourism visitations or expenditures by _%.
Potential Lead:	Walkerton & District Chamber of Commerce (Note: to be confirmed)		
Potential Partners:	Municipality of Brockton, Economic Development Committee (Note: to be confirmed), Explore the Bruce (Note: to be confirmed), Local businesses (Note: to be confirmed)		



Planned Action: Promote participation in the Alternative Land Use Services program.			
Description:	ALUS is a program designed to provide financial incentives to farmers to return marginally productive or environmentally sensitive lands to a natural state. Promoting participation in this program will continue to foster land stewardship in Brockton.	Theme(s) Supported:	Natural Heritage Agriculture
Outcome:	Conserve and restore local natural capital.	Measures of success:	<ul style="list-style-type: none"> Increase in _% of farms participating.
Potential Lead:	Grey-Bruce ALUS Program (Note: to be confirmed)		
Potential Partners:	Municipality of Brockton, Environmental Advisory Committee (Note: to be confirmed), Saugeen Valley Conservation Authority (Note: to be confirmed)		

Planned Action: Organize litter clean-up days.			
Description:	Community groups and residents (including youth) could be invited to help clean up local trails, parks, roadsides, and waterways.	Theme(s) Supported:	Natural Heritage Land Use Planning Service Groups and Volunteers
Outcome:	Foster environmental stewardship.	Measures of success:	<ul style="list-style-type: none"> Host litter clean-up days. Increase participation by _% annually.
Potential Lead:	Environmental Advisory Committee (Note: to be confirmed)		
Potential Partners:	Service Clubs (Note: to be confirmed), Schools and youth (Note: to be confirmed)		



Planned Action: Leverage the Walkerton Clean Water Centre to promote Brockton as a leader in drinking water quality excellence.

Description:	Pursue the associated economic development opportunities (a “water cluster”), as well as post-secondary education opportunities in the field of water quality.	Theme(s) Supported:	Employment Natural Resources
Outcome:	Leverage business attraction to create a water-focused business cluster.	Measures of success:	<ul style="list-style-type: none"> • Number of water-related businesses in Brockton. • _% increase in the number of participants in Water Centre training offerings.
Potential Lead:	Municipality of Brockton		
Potential Partners:	Walkerton Clean Water Centre (Note: to be confirmed), Economic Development Committee (Note: to be confirmed)		

Planned Action: Develop a centralized means of promoting volunteer opportunities.

Description:	Establish a website to post available volunteer opportunities, as well as for people to post their interest in specific fields of volunteering.	Theme(s) Supported:	Service Groups and Volunteers
Outcome:	Increase and coordinate volunteerism.	Measures of success:	<ul style="list-style-type: none"> • Web-based portal prepared and number of volunteers and organizations using the site.
Potential Lead:	Municipality of Brockton		
Potential Partners:	Local Service Clubs and Community Groups (Note: to be confirmed), School Boards (Note: to be confirmed)		



Planned Action: Establish a centralized service where youth can enroll to be contacted for occasional employment opportunities.

Description:	Youth could register to be contacted for occasional employment opportunities such as farm labour, assisting with yard work, etc., and be contacted when opportunities arise.	Theme(s) Supported:	Healthy Lifestyles Employment
Outcome:	Increase youth employment opportunities.	Measures of success:	<ul style="list-style-type: none"> • Centralized service developed • Number of youth participating. • Number of hours of work completed.
Potential Lead:	Human Resources Development Canada (Note: to be confirmed)		
Potential Partners:	Municipality of Brockton, School Boards (Note: to be confirmed)		

Planned Action: Develop new and/or upgrade existing soccer fields.

Description:	The soccer fields in Brockton have been identified as a priority for upgrading, and developing new fields would accomplish this.	Theme(s) Supported:	Healthy Lifestyles
Outcome:	Increase availability of recreational facilities and programs.	Measures of success:	<ul style="list-style-type: none"> • New soccer fields built. • Participation rates (number of people or hours of use).
Potential Lead:	Municipality of Brockton (Parks & Recreation Department)		
Potential Partners:	Parks and Recreation Committee (Note: to be confirmed), Walkerton Minor Soccer (Note: to be confirmed)		

Planned Action: Develop a Regional Waste Management Strategy.

Description:	Work with local municipalities and the County to develop a Regional approach to waste management that increases waste diversion rates and increase efficiencies.	Theme(s) Supported:	Natural Resources
Outcome:	Increase efficiencies in waste management in Bruce County.	Measures of success:	<ul style="list-style-type: none"> • Waste Management Strategy developed. • Diversion rate.
Potential Lead:	Municipality of Brockton		
Potential Partners:	Neighbouring municipalities (Note: to be confirmed), Bruce County (Note: to be confirmed)		



Planned Action: Promote the availability of serviced land in the East Ridge Business Park.			
Description:	The East Ridge Business Park was established with serviced lands to provide ease in local economic development.	Theme(s) Supported:	Employment
Outcome:	Available lands in the East Ridge Business Park are developed, providing meaningful employment opportunities locally.	Measures of success:	<ul style="list-style-type: none"> • Available land in ERBP is developed.
Potential Lead:	Municipality of Brockton		
Potential Partners:	Economic Development Committee (Note: to be confirmed)		
Planned Action: Develop a Trails Master Plan.			
Description:	A Trails Master Plan will guide the future of trail development in Brockton.	Theme(s) Supported:	Transportation Healthy Lifestyles
Outcome:	As identified in the Recreation and Leisure Services Master Plan, trails increase accessibility and link different points within the community. This Plan will identify areas for future trail development and connectivity.	Measures of success:	<ul style="list-style-type: none"> • Plan is developed. • Total kilometres of trails in Brockton.
Potential Lead:	Municipality of Brockton (Parks & Recreation Department)		
Potential Partners:	Service Clubs (Note: to be confirmed)		
Planned Action: Incorporate more structured programming for seniors as part of recreation service delivery.			
Description:	In the face of shifting demographics, Brockton will need to begin shifting its programming and look to offer more structured programming for older adults and seniors.	Theme(s) Supported:	Healthy Lifestyles
Outcome:	Structured programming is developed providing social, recreational, and leisure opportunities for Brockton's senior residents.	Measures of success:	<ul style="list-style-type: none"> • Programming developed. • Participation rates.
Potential Lead:	Municipality of Brockton (Parks & Recreation Department)		
Potential Partners:	Grey Bruce Health Unit (Note: to be confirmed)		



Planned Action: Undertake a delivery review of the services and programs offered by the Municipality.			
Description:	Fiscal sustainability is also an important consideration for the Municipality moving forward, and the programs and services it delivers should be reviewed on an ongoing basis to ensure the appropriate allocation of funds. Budget allocation can then be adjusted accordingly.	Theme(s) Supported:	All
Outcome:	Programs and services are reviewed and aligned with the direction this Plan provides.	Measures of success:	<ul style="list-style-type: none"> • Delivery review is completed. • Services and programs are aligned with the Plan's direction.
Potential Lead:	Municipality of Brockton		
Potential Partners:	N/A		
Planned Action: Adopt the use of the Sustainability Implications Worksheet for staff reports to Council.			
Description:	As part of the development of this Plan, a Sustainability Implications Worksheet has been developed that will allow staff to demonstrate alignment with the Plan in all reports to Council.	Theme(s) Supported:	All
Outcome:	Alignment with the Sustainable Strategic Plan is continually considered by municipal staff.	Measures of success:	<ul style="list-style-type: none"> • The use of the Sustainability Implications Worksheet is adopted by council.
Potential Lead:	Municipality of Brockton		
Potential Partners:	N/A		
Planned Action: Pursue the solution necessary to hire a Sustainability Coordinator.			
Description:	Best practice research has shown that the implementation of Sustainability and Strategic Plans is linked to having a member of municipal staff charged with coordinating its implementation.	Theme(s) Supported:	All
Outcome:	A Sustainability Coordinator is hired to oversee the Sustainable Strategic Plan's implementation.	Measures of success:	<ul style="list-style-type: none"> • Funding is obtained. • A local Sustainability Coordinator is hired.
Potential Lead:	Municipality of Brockton		
Potential Partners:	Neighbouring municipalities (Note: to be confirmed)		



Planned Action: Continue to engage the community in the implementation of the Sustainable Strategic Plan.			
Description:	Community partners will be invited to participate in the implementation of specific actions, and community members will be invited to weigh-in each year on the annual workplan developed by the Municipality.	Theme(s) Supported:	All
Outcome:	The community is kept apprised of the Plan's implementation, and involved in setting its annual direction.	Measures of success:	<ul style="list-style-type: none"> • Number of partners involved in implementing actions. • Number of people engaged in the development of the annual workplan.
Potential Lead:	Municipality of Brockton		
Potential Partners:	N/A		

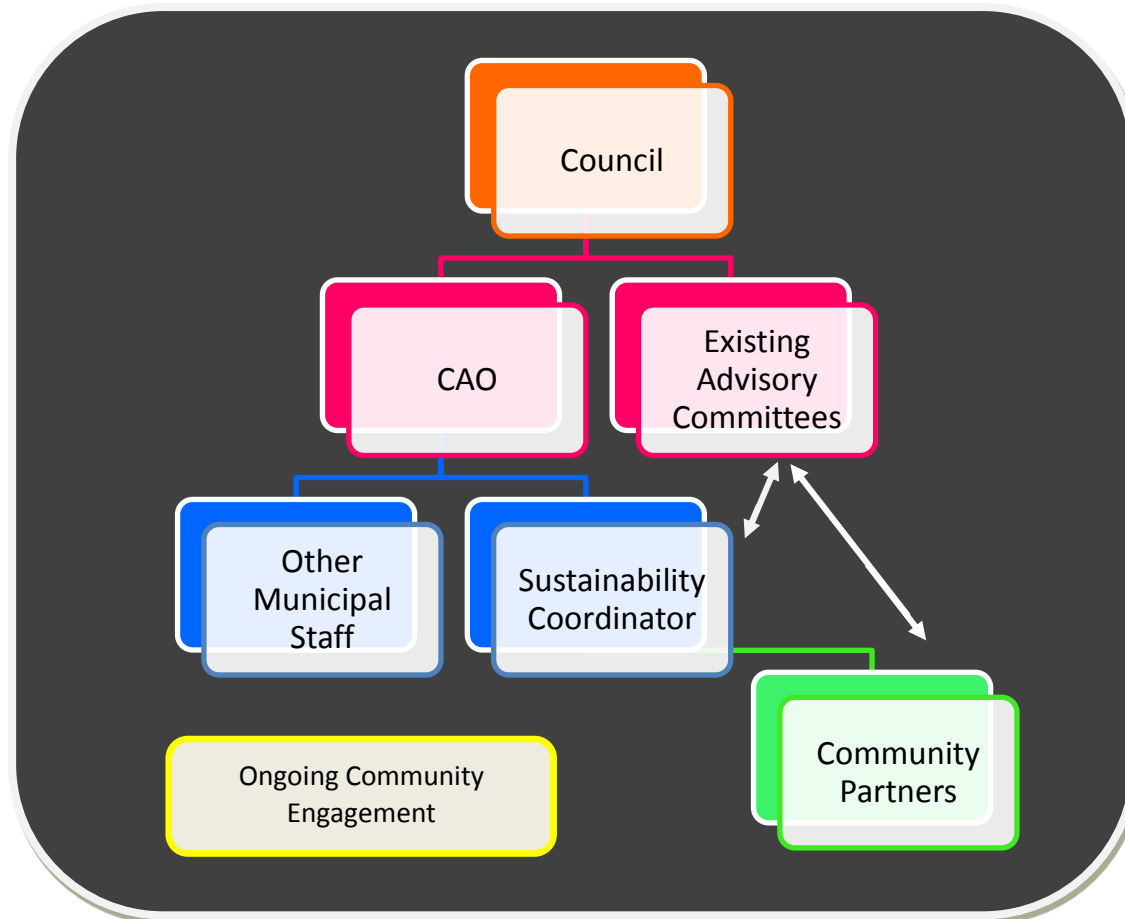


REACHING OUR VISION



Governance

A well-structured organizational model is essential for the successful implementation of Brockton's Sustainable Strategic Plan. The governance structure that will best support the implementation of the recommendations put forward in the Sustainable Strategic Plan is detailed in this section and depicted in the diagram below.





Municipal Roles

This section outlines the roles of Council, the CAO, existing Advisory Committees, the Sustainability Coordinator, and other municipal staff.

Council	Council will continue to provide leadership in the implementation of the Plan and review and/or approve recommendations that require funding.
Chief Administrative Officer (CAO)	Through work with Council and an ongoing supervisory role for the potential Sustainability Coordinator (outlined below) and other municipal staff, the CAO will continue to provide key leadership and oversight in the Plan’s implementation.
Existing Advisory Committees	Existing Committees will have the opportunity to participate in reaching the Plan’s Vision through the implementation of specific actions.
Sustainability Coordinator	<p>Best practice research has shown that successful implementation of Sustainability Plans is linked closely to having a member of municipal staff (or an individual from an outside organization) tasked with the responsibility of coordinating and overseeing the Plan’s implementation. Such a position could be assigned from existing staff or proposed as a new position for consideration, and could be part or full-time. The Coordinator is responsible for coordinating the implementation of the Plan through the collaborative development of annual workplans that promote and integrate sustainability policies and programs. The Coordinator works with staff and Advisory Committees on a project-by-project basis to seek the appropriate community partners needed to move specific actions forward.</p> <p>The Coordinator will contribute to the promotion and delivery of Brockton’s Strategic Plan initiatives including researching new and emerging sustainability and corporate sustainability programs, along with promoting the use of best practices. The Coordinator will also help to apply for funding opportunities. A current list of funding opportunities can be found in Appendix C – Funding Sources.</p>
Other Municipal Staff	<p>The role of other municipal staff in the Plan’s implementation will be as follows:</p> <ul style="list-style-type: none"> • To lead specific projects or initiatives as defined in annual workplans; • To provide occasional technical assistance and information; and • To demonstrate alignment with the Sustainable Strategic Plan in all reports to Council.





Community Partnership

Community partnership is a model of community development that provides local municipalities, businesses, institutions (including hospitals, universities, colleges and schools), branches of the federal or provincial government and non-governmental organizations with a way to work collectively to make their local community more sustainable.

The rationale for setting up a community partnership program for sustainability is that it brings many different groups and organizations together to implement specific actions that will move a community closer to its shared Vision. Community partners need to be engaged in the implementation of the Plan. Through the Sustainability Coordinator, the Municipality should seek the commitment of partners on a project-by-project basis to help move specific actions forward.

Annual Workplan

The annual workplan developed by the Coordinator in collaboration with the CAO should be informed by inputs from Council, senior staff, Advisory Committees, and the community-at-large. As part of the ongoing reporting process, the Coordinator will present the annual workplan to Council for adoption. For the broader community, the workplan could be presented through a combination of online survey tools and/or a public meeting.

When developing potential actions for any given workplan, there are key questions that should be considered:

1. Does it move us in the right direction with respect to our Vision?
2. Is it a stepping stone toward future improvements?
3. Does it provide an adequate return on investment to seed future investments?

Consideration of these questions will allow the Coordinator to develop a range of potential priority actions within the annual workplan. Community input on priority actions can help focus annual workplans to approximately twelve priority actions each year.

Engagement, Awareness and Reporting

The development of the Sustainable Strategic Plan was based on community participation and input (See Appendix B for full details). Many of Brockton's residents took the time to share their ideas and contribute to the Plan's development. As such, keeping them apprised of and involved in the Plan's implementation is critical to maintaining both interest and transparency.

Progress Reporting

A report on the status of the indicators for each Goal will be prepared annually. The report will highlight the progress towards achieving each Goal, as well as the overarching Vision. It will also note areas where more work and effort are needed, as shown



by the indicators. The annual report will eventually be able to track progress year-over-year, showing long-term trends and progress in Brockton's sustainability efforts.

Mediums such as the Municipal website and Brockton Buzz could provide an excellent avenue for delivering regular updates on the implementation of specific actions. Updates could also be shared in local newspapers and through social media, as necessary. Regularly sharing progress on the implementation of specific actions will help maintain community interest and momentum in the Plan's overall implementation.

Reports to Council

Integrating the Sustainable Strategic Plan into day-to-day municipal operations, and aligning future initiatives with its Vision, Goals, and Strategies are important to the Plan's successful implementation. Upon adoption of the Plan, a component speaking to alignment with the Plan should be added to reports to Council. Specifically, a sustainability implications section should be added as part of any staff report to Council, and adopted as a policy of the Municipality. To help staff determine the sustainability implications of any proposed project or initiative, the proposed sustainability implications worksheet (as shown in Appendix D) can be completed. Discussed below, this worksheet will also help Staff and Council weigh the financial implications of proposed projects and initiatives.

Full Sustainable Strategic Plan Review

As actions are implemented, new the opportunities and actions may emerge. Accordingly, the Sustainable Strategic Plan should be reviewed periodically to gauge the community's priorities and the Plan's overall effectiveness. For this purpose, online survey tools could be used to complement traditional forums such as public open houses. Review could happen every four years, beginning in 2014, at the start of each new term of Council.

Financial Implications



An increasing amount of service delivery is being downloaded upon municipal governments province-wide, presenting many municipalities with ongoing challenges. For Brockton to be truly sustainable over the long-term, it must be able to continue to deliver high-quality services to its residents at a reasonable cost. Council and staff must continue to give consideration to the short and long-term financial implications of the decisions they make on a day-to-day basis.

Brockton's Sustainable Strategic Plan has two important appendices to help with this financial sustainability. Appendix C identifies a broad scope of potential funding sources that, if received, will help to implement actions in Brockton. Appendix D directs Brockton's staff to consider a number of questions specifically focused on the financial implications of the proposed project or initiative in question when they submit any report to Council for consideration. This will help Council make sound financial decisions when deliberating on reports.





Building a Better Brockton

Appendix A – Current Conditions Report

Appendix A – Current Conditions Report

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Appendix A – Current Conditions Report

1 Introduction

The Municipality of Brockton is developing its first Sustainable Strategic Plan – a long-term plan that will guide the municipality over the next 25 years and chart the course for the future. Known as *Building a Better Brockton*, or B³, this plan will set a vision for the municipality and establish goals, strategies, and actions to achieve that vision.

Understanding the current realities in the municipality serves as an important first step in establishing and ultimately achieving the B³ vision and goals. By conducting a thorough review of pertinent local, regional, provincial, and national plans, policies, and programs, this Current Conditions Report provides a snapshot of where Brockton stands in 2012.

This plan is being developed under the lens of sustainability. Given this, the findings in this report are presented under the four pillars of sustainability – cultural, economic, environmental, and social. The findings are further organized under the goals and strategies that form each pillar. These goals and strategies are the result of many conversations with Brockton’s residents, community groups, businesses, Committees, and more.



The picturesque rural setting in Brockton.

1.1 Framework

Each component of the Sustainable Strategic Plan is explained below:



statement describes success in a sustainable future for this theme, aligned with the Vision.

- **Vision** – This is the overall description of community sustainability we aspire to achieve within 25 years. This is our desired future.
- **Pillars of Sustainability**– The four pillars of sustainability (cultural, economic, environmental, and social) help to categorize the goals and strategic directions included in Brockton’s Sustainable Strategic Plan. Even though information is organized under a single pillar, goals and strategic directions often cross pillars.
- **Goals** – Are broad statements that describe the state of each theme in 25 years if our Vision is achieved. The goal

- **Strategic Directions** – Strategic Directions are high level objectives or a series of tactics that lead to the achievement of our Goals. They are intended to provide guidance on how to move from our current state to the end result of each goal.
- **Actions** – Specific activities or initiatives that have the potential to move Brockton towards a more sustainable future. They are typically organized within timelines (short, medium or longer-term) and explain “how” we are going to achieve our strategies and goals.

1.2 The Data

The current conditions information presented in this report is based on published data collected up to September 2012, as well as conversations with municipal staff and residents. The current conditions assessment investigated three general areas as they related to the goals, policies, programs/initiatives, and qualitative/quantitative data.

Sources of data include:

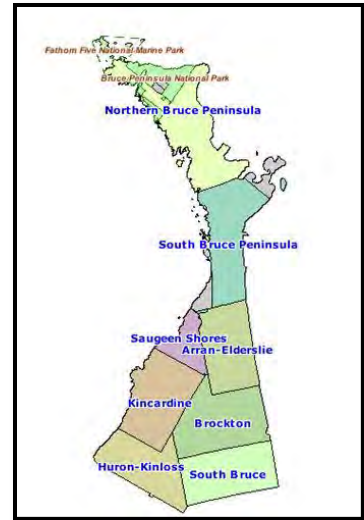
- Census 2011;
- Agricultural Census 2011;
- Municipal Plans and Policies;
- Municipal websites;
- Staff discussions;
- County Plans and Policies;
- Local and regional organizations’ websites and documents;
- Provincial Policies and Programs; and
- Federal Policies and Programs.

2 The Big Picture in Brockton

Established in 1999 and comprised of the former Brant and Greenock Townships and the former Town of Walkerton, the Municipality of Brockton is a vital rural community located in the southern portion of Bruce County. Historic hamlets, villages, and towns in Brockton include Bradley, Cargill, Chepstow, Dunkeld, Eden Grove, Glammis, Greenock, Little Egypt, Malcolm, Maple Hill, Narva, Marle Lake, Lake Rosalind, Pearl Lake, Pinkerton, Portal, Riversdale, Solway, and Walkerton, with the rest of the municipality largely consisting of agricultural and natural lands.



A map of the Municipality of Brockton – 2012.



A map of Bruce County – 2010 (Source: The Sauguen Times).

Over the past five years, Brockton’s population has shown slight decline. From 2006 – 2011, Brockton’s population declined by 2.2%. This is compared with a slight growth of 1.2% for Bruce County and an overall growth of 5.7% in Ontario. These numbers are summarized in the table, below.

Table 1. Population Change from 2006 – 2011			
	Brockton	Bruce County	Ontario
2006 Population	9,641	65,349	12,160,282
2011 Population	9,432	66,102	12,851,821
% Change	-2.2	1.2	5.7

(Source: Statistics Canada 2012)

Though the community saw slight decline from 2006 – 2011, the Walkerton Growth Management Discussion Paper (2008) projects an additional 1,000 residents in the Walkerton community by 2026. This Discussion Paper was prepared by reviewing building, population and household trends to forecast demands for residential and employment lands in Walkerton.

Moreover, Brockton is an aging community. Based on the 2001, 2006, and 2011 Censuses, the table below compares the median age in Brockton with that of Ontario. Not only is Brockton, on average, more aged than the rest of Ontario, it is also aging more rapidly than the rest of Ontario.

Table 2. Median Age in Brockton vs. Ontario			
	2001	2006	2011
Brockton	39.6	42.5	45.0
Ontario	37.2	39.0	40.4

(Source: Statistics Canada 2012)

2.1 Governance and Jurisdictional Context

Municipalities in Canada are considered “creatures of the province”, being legislated into existence by each province. In Ontario, the *Municipal Act* prescribes the roles and responsibilities of municipalities. The *Act* provides municipalities with both general powers and ten specific spheres of jurisdiction, including roads, waste management, drainage and flood control, and parks.



Brockton’s current Municipal Council.

Brockton is one of eight local municipalities in Bruce County. The County Seat for Bruce County is located in Brockton, in the Walkerton. As the upper-tier municipality, Bruce County provides policy direction and regional services such as Emergency Medical Services and planning to Brockton and the other local municipalities. Throughout this report, both the Bruce County and Walkerton Official Plans are referred to on a number of occasions. It should be noted that Brockton must adhere to the County’s Official Plan in all matters related to land use decisions within the

Municipality. The Walkerton Official Plan guides land use and growth in the urban area of Walkerton within the confines and scope of Bruce County’s Official Plan.

Brockton is governed by an elected Mayor and six Councillors. The Mayor represents the Municipality of Brockton on County Council – currently as Warden. County Council is made up of the Mayors of the lower-tier municipalities.

In addition, provincial and federal regulations apply to lands and activities occurring within the Municipality of Brockton. For example, species at risk are addressed by federal law; and land management practices such as manure storage are regulated by provincial legislation. The relevant federal and provincial laws and regulations are discussed in Section 2.3.

This governance and jurisdictional context demonstrates the importance of multi-jurisdictional cooperation and collaboration in the successful implementation of the Building a Better Brockton Sustainable Strategic Plan.

2.2 Sustainability in Brockton

Though the development of Sustainable Strategic Plan is new to Brockton, the concept of sustainability is not. A common definition for sustainability, as defined by the Brundtland Commission, is **“development that meets the needs of the present without compromising the ability of future generations to meet their own needs,”** (Source: United Nations 1987). Sustainability is something many of us incorporate in our day-to-day lives without even acknowledging it. There is no shortage of past, present, and planned initiatives in the Municipality furthering social wellbeing, cultural vibrancy, economic development, and environmental integrity.

In 2009, the Municipality identified a need in the Walkerton Official Plan (Section 4.5.2) to “encourage and foster public awareness on sustainability and sustainable practices.” A large component of the Building a Better Brockton Sustainable Strategic Planning process has been, and continues to be, engaging residents in a conversation about their future and about sustainability. At the County level, the principle of sustainability, as defined by the Brundtland Commission, is used to resolve planning issues.

2.3 Legislation and Policy

Several key pieces of Provincial and Federal Legislation affect sustainability in Brockton, and are outlined below.

Accessibility for Ontarians with Disabilities Act

The *Accessibility for Ontarians with Disabilities Act* seeks to create a province where every person living in or visiting Ontario is able to fully participate. On top of developing partnerships to address accessibility issues and increasing general knowledge of accessibility, the *Act* addresses accessibility in the areas of:

- Customer service;
- Employment;
- Information and communications;
- Transportation; and
- The built environment.

Clean Water Act

Ontario’s *Clean Water Act* sets out to establish Ontario as a leader in the delivery of safe drinking water. Its objectives are to:

- Require municipalities and conservation authorities to map the sources of municipal drinking water supply, and especially the vulnerable areas that need protection, to prevent the supply from being depleted or contaminated;

- Direct local communities to monitor any activity that could potentially threaten water quality or quantity and take action to reduce or remove that threat; and
- Empower local authorities to take preventative measures before a threat to water can cause harm.

Drinking Water Sources Act

Canada's *Drinking Water Sources Act* requires the Minister of the Environment to establish an agency with the power to identify and protect Canada's watersheds. This *Act* is in cooperation with the provinces and will constitute sources of drinking water in the future. This *Act* intends to recognize Canada's drinking water sources are threatened by land use and development that may have an impact on the quality of the water and its suitability as drinking water.

Endangered Species Act

The Ontario *Endangered Species Act, 2007* currently protects listed endangered species and their habitat and applies to all lands in Ontario not owned by the federal government. The *Act*, will protect listed endangered, threatened and extirpated species and their habitat. It also includes a requirement to develop plans such that species of special concern (a native species that is sensitive to human activities or natural events and formerly termed vulnerable) will recover.

Environmental Protection Act

The purpose of the Canadian *Environmental Protection Act* is to protect the environment and the health and wellbeing of Canadians. A major part of the *Act* is to prevent pollution and address the potentially dangerous chemical substances in a sustainable manner.

Fisheries Act

Canada's *Fisheries Act* assigns the Department of Fisheries and Oceans Canada the responsibility to conserve and protect fish and fish habitat and applies to the whole of Canada, including private property in every province and territory. The *Act* defines fish habitat as "spawning grounds and nursery, rearing, food supply and migration areas on which fish depend directly or indirectly to carry out their life processes."

Green Energy and Green Economy Act

The *Green Energy and Green Economy Act* came into effect in 2009 as a means to encourage renewable energy development and energy conservation in Ontario. The *Act* provides uniform province-wide regulations for the approval of renewable energy projects, as well as fixed term agreements paid to renewable energy producers. Energy conservation is also an important piece of this *Act*, with the development of Energy Conservation Plans becoming mandatory for municipalities and other public agencies in July 2013.

Municipal Act

The *Municipal Act* governs the creation, administration, and government of municipalities in Ontario. The most recent version of the *Act* (2001) consolidated dozens of *Acts* related to municipal governance.

Nutrient Management Act

The *Nutrient Management Act* is a measure taken by the Ontario Ministry of Agriculture, Food and Rural Affairs and the Ministry of the Environment to maintain Ontario's priority standards for the protection of surface water and groundwater. The *Act's* measures include:

- Banning high trajectory irrigation guns from spreading non-agricultural source material or manure unless the material contains more than 99% water;
- Design and construction standards for manure storages;
- Nutrient application setbacks from wells and surface water;
- Restrictions on winter spreading of prescribed materials; and
- Requirements for such things as vegetated buffer zones along surface water.

Ontario Heritage Act

The purpose of the *Ontario Heritage Act* is to provide municipalities and the provincial government the means to preserve the province's heritage. Its primary focus is protecting heritage properties as well as archaeological sites.

Planning Act

The *Planning Act* prescribes province-wide rules for land use planning in Ontario. The purpose of the *Act* is to:

- Promote sustainable economic development in a healthy natural environment within a provincial policy framework;
- Provide for a land use planning system led by provincial policy;
- Integrate matters of provincial interest into provincial and municipal planning decisions by requiring that all decisions shall be consistent with the Provincial Policy Statement when decision-makers exercise planning authority or provide advice on planning matters;
- Provide for planning processes that are fair by making them open, accessible, timely and efficient;
- Encourage co-operation and coordination among various interests; and
- Recognize the decision-making authority and accountability of municipal councils in planning.

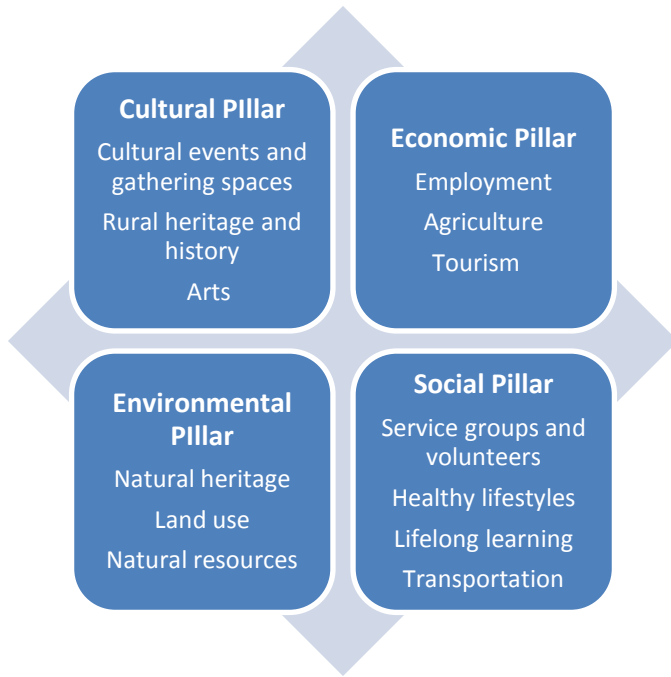
Species at Risk Act

Canada's *Species at Risk Act* includes measures to protect both the species and the habitat. On non-federal owned lands the *Act* only applies to federally listed endangered, threatened or extirpated aquatic species and migratory bird species. The *Act* seeks to protect the species as well as their habitat.

Waste Diversion Act

All waste diversion programs in Ontario have been established within the framework of the *Waste Diversion Act*. Under the *Act*, certain wastes have been designated with their own diversion programs, including: blue box waste, used tires, used oil material, waste electrical and electronic equipment (WEEE), and municipal hazardous or special waste (MHSW).

3 Overview of the Pillars, Goals and Strategic Directions



The diagram on the left depicts each of the goals and strategic directions under a single pillar of sustainability. Note that the four pillars and **supporting** goals and strategic directions are interconnected. Many goals and strategic directions **contribute** to more than one pillar, but are listed under a single pillar for organizational purposes.

4 Cultural Pillar

In Brockton, culture is closely linked to community festivals and events, community centres and gathering spaces, spiritual places and opportunities, built and cultural heritage, and performing and visual arts. Though each may have varying importance to the individual residents of Brockton, when taken together, it is the sum of these elements that form Brockton’s cultural foundation.

4.1 How do Brockton residents gather and celebrate as a community?



Buskers Fest in downtown Walkerton.

Festival and Events

Community gatherings, celebrations, and events are an important component of Brockton’s identity. Be it a large community event such as Buskers Festival, the annual Mother’s and Father’s Day brunches in Cargill, a weekly gathering at church, or an informal gathering of people out for coffee; these are just some of the examples that bring together Brockton residents, past and present, and form much of the social fabric of the community.

The Walkerton Official Plan contains an action (Section 3.2.2) for the Municipality to work in conjunction with community groups to promote festivals and community events and to work toward improving the infrastructure needed to host such events.

The top three attended events in Walkerton are: Buskers Festival, Thousands of Nativities, and the Dirt Pigs Tournament (Source: OMAFRA Trade Area Analysis).

Community Centres and Facilities

Community Centres in Bradley, Cargill, Elmwood, and Walkerton, many churches throughout Brockton, recreation facilities, the Victoria Jubilee Hall, the Legion, and more have historically been and continue to be the focal point of much social activity in the community. Bruce County’s Official Plan recognizes the importance of the provision of social and cultural facilities (Section 3.4.1.4) as does the Walkerton Official Plan (Section 3.6.2).

Cultural and Spiritual Places and Opportunities

Cultural and spiritual places and opportunities mean different things to different people; however, spiritual places and opportunities are often associated with places of worship. Currently in Brockton there are fourteen active places of worship.



The Mary Immaculate Catholic Church in Chepstow

4.2 How does Brockton protect its rural heritage and preserve its historical identity?

Built and cultural heritage are important components of a community’s history and identity. Increasingly, heritage conservation and preservation are becoming priorities in Ontario. A great example of this in Brockton was the tremendous community effort undertaken to restore and preserve the Victoria Jubilee Hall in downtown Walkerton, which began in earnest in 1997 and has gone through multiple phases of renovations since.



A former Grist Mill in Brant.

Built Heritage

Since 1975, *the Ontario Heritage Act* has given the provincial and municipal governments powers to preserve Ontario’s heritage with a primary focus on heritage properties and archaeological sites. In accordance with the *Act*, the Bruce County Official Plan (Section 4.10.1.2) encourages local Councils to support the creation of Heritage Committees to inventory and designate buildings, sites and districts of historical, cultural or architectural merit. Brockton has a Heritage Committee that works to preserve and promote Brockton’s heritage.

Respondents to OMAFRA’s 2012 Trade Area Analysis envisioned in 2021 a downtown in Walkerton where a heritage theme would be preserved and evident. The Walkerton Official Plan contains a goal (Section 4.2.1) and a multitude of actions (Sections 3.1.2, 3.2.2, 4.2.2, and 4.2.3) to designate, protect, restore, and preserve existing built heritage, as well as to ensure that new development compliments the existing Victorian feel.

Brockton’s Heritage Committee has a municipal heritage registry with 38 heritage homes and/or properties identified and intends to research approximately 200 more.

To promote the built heritage of Brockton, the Heritage Committee has prepared driving tours of the Municipality which offers residents and visitors alike the opportunity to see some of the Municipality’s heritage assets.

Cultural Heritage

Cultural heritage can refer to both the built form (e.g., the Victoria Jubilee Hall) and the oral and written histories (e.g., stories of early settlers), and is as much about today as it is about yesterday. An increasing number of municipalities in Ontario are now undertaking municipal cultural planning processes. Brockton has yet to do so; however, as identified in the Walkerton Official Plan (Section 4.2.4), the Municipality may yet undertake such efforts including surveying, inventorying, examining,

and studying their cultural heritage resources and to make recommendations on how these resources should be enhanced and protected.

Currently in Brockton, there is no permanent location to store and display artifacts; which is something the Heritage Committee would like to achieve. As suggested in the Walkerton Official Plan (Section 4.2.3), a Heritage Committee has been appointed to assist in the identification, promotion, and protection of heritage resources.

4.3 How are residents and visitors able to participate in, appreciate, and support the arts?

The arts have been part of human culture for thousands of years, and remain an important component of our current community. Many municipalities are recognizing the role arts play in our lives, our culture, and our economy, and arts of all kinds are making resurgence in communities across Ontario, including in Brockton.

Performing Arts

Performing arts can include musical, theatrical, and many other types of performances. Brockton is home to a tremendous local and regional asset for the performing arts: the Victoria Jubilee Hall. Originally constructed in 1897, the Victoria Jubilee Hall has much history in Brockton, serving to host Walkerton Town Council from 1898 to 1996. One the primary features of Victoria Jubilee Hall is its 300 seat opera house, which hosts musical and theatrical performances (Source: South Bruce-Grey Branch of the Architectural Conservancy of Ontario).



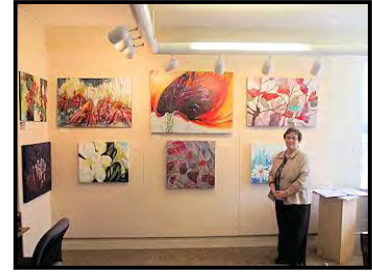
The Victoria Jubilee Hall in Walkerton.

Fearing demolition in 1996, local residents purchased the Hall in partnership with the South Bruce-Grey Branch of the Architectural Conservancy of Ontario. They now operate under the mission to “preserve Victoria Jubilee Hall as a significant heritage setting, in trust for the community - continuing its use as a social and cultural meeting place.” Since the purchase, four phases of renovations have been carried out and the Hall continues to be a cornerstone of the community (Source: South Bruce-Grey Branch of the Architectural Conservancy of Ontario). In fact, an action from the Walkerton Official Plan (Section 3.2.2) states that “the Municipality recognizes the contribution of the Victoria Jubilee Hall to the fabric of historic

Walkerton and shall assist in the continuance and enhancement of this facility.” Furthermore, in OMAFRA’s 2012 Trade Area Analysis, residents identified the Hall as one of the features of downtown Walkerton that should be promoted to increase its draw.

Visual Arts

A sub-committee of the Heritage Committee, Brockton’s Art Committee is responsible for the promotion and display of art in Brockton. The Committee’s vision is “a community where artists have the opportunity to display their work in public spaces” and works under a mandate of increasing and coordinating opportunities for displaying art in the Municipality.



The Juried Art Show.

Activities of the Brockton Art Committee include:

- Organizing all aspects of the annual Juried Art Show;
- Coordinating art displayed in the Walkerton Library on the ‘Art Wall’;
- Coordinating art displayed in the Walkerton Library’s gallery room;
- Identify and inventory local artists;
- Identify and create opportunities for display of art in public spaces; and
- Organize, coordinate, and promote art events.

The Art Committee has arranged for an Art Wall in the Walkerton Library where space is available for local artists for four shows annually.

Arts and Cultural Components of Community Events

Currently, several community events exist that have significant arts and cultural components, including:

- The Juried Art Show;
- Buskers Festival;
- Midwestern Ontario Rotary Music Festival;
- Christmas Festival;
- Music in the Park;
- Walk of Witness;
- Pickin’ by the Pond;
- Walkerton Little Royal Fair; and
- Thousands of Nativities.

5 Economic Pillar

Economic development is paramount to the survival of rural communities. With an aging population and a general emigration of youth to southern Ontario communities, Brockton is facing the ongoing challenge of ensuring access to meaningful employment opportunities for its residents.

The Walkerton Official Plan has a broad economic goal (Section 4.1.1) “to provide a positive economic climate to attract industry, encourage private investment, create a wide range of employment opportunities, and enhance a balanced municipal assessment base”. This goal is supported by a number of accompanying economic actions (Section 4.1.2) such as increasing the promotion of the Municipality, providing sufficient lands and municipal services for employment purposes, providing training and educational opportunities, and more.

The 2005 median income for all private households in Brockton was \$55,232. In Bruce County as a whole it was \$54,403, and in all of Ontario it was \$60,455.

Similarly, the Bruce County Official Plan (Section 3.4.1.5) has a number of broadly focused economic goals including to:

- “Provide opportunities for the continued development of a diverse, sustainable and viable economic base within the County, which is compatible with the natural environment;
- Strengthen the industrial and commercial base of the County;
- Recognize the interest in and importance of economic growth of the County;
- Recognize, promote and strengthen tourism as a viable, vital component of the County economy; and, recognize, promote and strengthen the agricultural community as a viable and vital component of the County’s economy;
- Promote energy generation as a viable form of economic development including, but not limited to, nuclear, renewable alternative and green energy supply.”

A number of groups are working diligently on the issue of economic development in Brockton, including the Economic Development Committee, the Walkerton Chamber of Commerce & Business Improvement Area, and the Saugeen Economic Development Corporation (SEDC). The Economic Development Committee’s mandate is outlined below, while the work of the Chamber and the SEDC are detailed later in this section of the report.

The Economic Development Committee’s mandate focuses on four main areas of activity:

1. To maintain and support the existing ranges of business trade and industry within Walkerton and the Municipality of Brockton.
2. To facilitate the orderly development and expansion of business, trade and industry by:
 - a. having available, properly zoned lands and buildings.
 - b. advising Municipal Council on the need for new and permissive legislation.
 - c. attracting new business, trade and industry to all lands and buildings available within the Municipality.
 - d. providing, at request, all possible data available regarding real estate (for sale or for lease),

zoning, avenues of financing, any legislation in the making that can have an impact on development of business, trade and industry, plans and developments related to business, trade and industry.

3. To be the accountable body to the Municipal Council in assisting any other organization (eg. Chamber of Commerce) wishing to participate in the above-mentioned endeavours or further the attainment of their objective.

4. To be aware of the economic environment and advise the Chamber of impending changes and the perceived impact on the retail, commercial and industrial sectors.

(Source: Economic Development Committee)

5.1 How does Brockton retain and attract progressive businesses that provide employment opportunities and economic benefits?

Brockton recognizes the significance of business retention and attraction. In the Walkerton Official Plan, explicit mention is made to business retention and attraction in its Vision (Section 1.4), Goals (Section 3.5 and 3.7.1), and Policies (Section 4.1).

In addition, Brockton established the East Ridge Business Park in 2000 to provide adequate lands to allow existing business to grow and new businesses to take root. According to the Walkerton Official Plan, the Business Park designation was created to accommodate the following:

- Commercial retail uses which are space extensive;
- Highway commercial uses which are dependent upon a high degree of visibility; and
- Industrial uses.

The Saugeen Economic Development Corporation serves eleven municipalities in Grey and Bruce, including Brockton. The SEDC acts as a resource centre for businesses – most notably with new businesses.

The table below presents the most up-to-date data available relating to participation rates, employment rates, and unemployment rates for Brockton, Bruce County, and Ontario in 2001 and 2006.

	2001			2006		
	Brockton	Bruce County	Ontario	Brockton	Bruce County	Ontario
Participation Rate (%)	70.2	64.4	67.3	68.5	64.0	67.1
Employment Rate (%)	67.0	61.5	63.2	65.5	60.6	62.8
Unemployment Rate (%)	4.6	4.4	6.1	4.1	5.3	6.4

(Source: Statistics Canada 2001 and 2006)

Green and Creative Sector Businesses

Economies around the world are in a period of transition. Increasingly, in an effort to complement our traditional economic activities (e.g., manufacturing, food production, etc.), businesses related to the green (i.e., those which have minimal impact on the environment or are intended to benefit the environment) and creative (e.g., architecture, design, arts, etc.) sectors are being sought by those pursuing local economic development.

The Municipality of Brockton has recognized this trend and in The Walkerton Official Plan where it sets a goal (Section 3.7.1) to promote the attraction and retention of environmentally clean businesses. A great example of this is the recent desire of the Economic Development Committee to leverage the presence of the Walkerton Clean Water Centre (WCWC) in the East Ridge Business Park to attract other water-related businesses and form a ‘water cluster’ in Brockton. As a service agency of the Province of Ontario that first opened in 2004 (and re-opened at its current location in 2010) the WCWC delivers education, information and advice on water treatment, equipment, technology and operational requirements and environmental issues related to drinking water (Source: Walkerton Clean Water Centre).



The Walkerton Clean Water Centre
(Source: Infrastructure Ontario).

Energy is also increasingly becoming a driver of our economy. In the local context Bruce Power is the region’s most significant employers. Indeed, one of Bruce County’s goals (Section 3.4.1.5 of its Official Plan), is to promote energy generation as a form of economic development. In addition, many private landowners in Brockton’s rural areas are seeing financial benefits to participating in Ontario’s Feed-in Tariff program by producing and selling solar and biogas energy to the electricity grid.

Bruce Power is the largest employer in the region with over 3,700 employees and 3,000 contractors. It has the capacity to produce up to 6,300 megawatts of electricity. (Source: Bruce Power).

Downtown(s)

Historically, downtown commercial areas have been economic hubs for communities. These areas serve as social gathering spaces, be it through simple interactions such as meeting for a coffee or running into a friend on the street, to more formal interactions such as hosting a large event that brings many community members together. In Brockton, downtown Walkerton remains vibrant and continues to serve these purposes. Other communities in Brockton such as Cargill, Chepstow, and Elmwood still function as community cores and offer gathering spaces such as churches, community centres, and in the case of Elmwood, a continued commercial presence.

The OMAFRA Trade Area Analysis key informant interviews findings suggest **the following top improvements for downtown Walkerton:**

1. More easily accessible parking spaces;
2. Public washrooms;
3. Uniform store hours;
4. Clean up the streets; and
5. Slow down traffic.

The OMAFRA Trade Area Analysis residents survey findings suggest the following **top four features should be promoted in downtown Walkerton:**

1. Variety of boutique shops;
2. Trees and flowers;
3. The Victoria Jubilee Hall; and
4. The Saugeen River.

A recent initiative called Spruce the Bruce is underway to revitalize downtowns across Bruce County. As part of the process, the Spruce the Bruce team undertook an assessment process of downtown Walkerton. Using a tool developed by OMAFRA (25 Characteristics of a well-functioning Downtown), the results of this analysis are summarized in the table below.

Table 4. Spruce the Bruce Assessment of Downtown Walkerton		
Assessment Area	Score	Interpretation
Organization	21/24	This indicates that the downtown is reasonably well to very well organized.
Marketing	11/16	Suggests that the downtown meets the criteria moderately well but that some improvements are needed
Economic Development	23/28	Meets the criterion reasonably well.
Design	27/32	Suggesting that the downtown meets the criteria moderately well but that some improvements are needed
Overall score:	82/100	Walkerton's downtown appears to be functioning well. Major revitalization efforts are probably not needed, but the community should consider ways and means to maintain its current performance.

In 2009, the Municipality of Brockton adopted an Official Plan for the Walkerton community, which contained a number of community goals (Section 1.5) including the goal “to strengthen Historic Walkerton as a commercial, residential, entertainment and administrative centre of Brockton and the surrounding area.”



Downtown Walkerton.

The Walkerton Chamber of Commerce/Business Improvement Area (BIA) is working diligently on issues pertinent to commercial activity in downtown Walkerton. Their mandate is to improve, beautify and maintain the area within the BIA, beyond what is provided by the Municipality of Brockton, and to promote the area as a business, shopping and service destination.

Manufacturing

Manufacturing activities have decreased in Brockton; as they have in many other communities in Ontario and across Canada; however, a strong core of manufacturers still remain and continue to be strong economic drivers in the community. Examples of these include Bogden & Gross, Larsen & Shaw, Price Schonstrom, as well as others; each of which is providing quality employment for Brockton’s residents and economic benefits for the entire community.

700 regional jobs are supported in the Bluewater area’s 60+ wood products manufacturing plants, with sales from those plants exceeding \$72,000,000 annually (Source: Bluewater Wood Alliance).

A recent initiative being spearheaded by members of the Brockton community is the Bluewater Wood Alliance, which is a cluster of wood productions manufacturing companies in Bruce and Grey Counties. The objective of the Alliance is to bring these manufacturers together for the purpose of a shared pursuit of skills development, technology transfer, export development, and experience exchanges.

The *Attracting Investment and Creating Jobs Act* which was recently passed in the provincial legislature established the Southwestern Ontario Development Fund. This fund is designed to support the attraction and retention of employment and investment in Southwestern Ontario, and promote innovation and cluster development. Employers in Brockton and the surrounding area will be able to access this opportunity.

Brockton is home to a Service Canada office in Walkerton which helps all residents with advice in areas such as applying for apprenticeship grants as well as helping youth build job searching skills.

5.2 How is Brockton’s agriculture sector continuing to be a cornerstone of the municipality’s economy and identity?

Home to some of the best farmland in Bruce County, agriculture has long been a key economic driver and a component of a storied history in Brockton. Gross farm receipts exceeding \$84,000,000 in 2010 (Source: Statistics Canada), demonstrate its continued importance to the community’s economic vitality. The Bruce County Official Plan (Section 3.4.1.5) includes a goal to “strengthen the agricultural community as a viable and vital component of the County’s economy.”

There were 390 total farms and 75,808 acres in crop production in Brockton in 2011 (Source: Statistics Canada 2012).

Currently, there are many businesses that directly and indirectly support the agricultural industry in Brockton, which is a great asset for the agricultural community, and Brockton as a whole.

Agricultural Value-Added Activities

A relatively recent trend has seen many value-added activities associated with agricultural commodities taking place far from the communities in which the commodities were produced. Unfortunately, this trend has been driven largely by global economic factors as it becomes more cost effective to undertake such work and processes elsewhere in the world.



A farm in Brockton.

The Bruce County Official Plan (Section 5.5.4.1.1 and Section 5.5.9.1) allows for secondary compatible uses in agricultural areas if, for example, the use is directly related to and supportive of agriculture, such as grain drying.

Gross farm receipts in 2010 totaled \$84,802,712 (Source: Statistics Canada 2012).

Agricultural Diversification

Like other areas of the local economy, a diversified agricultural sector is better able to handle the fluctuations of global markets and commodity prices. As it stands now, the vast majority of Brockton’s farmers are in the cattle and dairy farming or oilseed and grain farming industries. Of the 390 farms that reported to Statistics Canada in 2011, 142 are classified as ‘cattle ranching and farming’, while another 104 are classified as ‘oilseed and grain farming’ (Source: Statistics Canada 2012). Brockton’s farm types, as classified by industry group by Statistics Canada, are presented in the tables below.

Table 5. Livestock Producers Classified by Industry Type	
Industry Type	Number of Farms Reporting
Cattle and dairy farming	142
Hog and pig farming	16
Poultry and egg production	13
Sheep and goat farming	16
Other animal production	39

(Source: Statistics Canada 2012)

Table 6. Crop Producers Classified by Industry Type	
Industry Type	Number of Farms Reporting
Oilseed and grain farming	104
Vegetable and melon farming	3
Fruit and tree nut farming	2
Greenhouse, nursery and floriculture	2
Other crop farming	53

(Source: Statistics Canada 2012)

New to the Grey-Bruce area in 2012 is the Alternative Land Use Services program, which was first piloted in Norfolk County in 2007 and is now expanding to select other parts of Ontario and Canada. This

program works with farmers to compensate them on a per acre basis to return their unproductive and/or environmentally sensitive land back to natural systems such as wetlands, forests, and grasslands (Source: Alternative Land Use Services). Overall, this provides benefits for both the local agriculture industry (through diversification of revenue sources) as well as local ecosystems.

A common trend in the agricultural sector is a decrease in the number of farms, coupled with an increase in the average farm size. The Bruce County Official Plan (Section 5.5.5.1) encourages a range of farming sizes.

The agricultural sector also faces a trend of increasingly aging farm operators. According to Statistics Canada, the average age of farm operators in Brockton in 2011 was 53.6 years old. Though younger than the Ontario average age (54.5 years) and Canadian average age (54.0 years), when compared to the median age of Brockton (45.0



A farm in Brockton.

years) and Ontario (40.4 years) residents, farm operators are on average more than eight years older than others in the Municipality. This suggests the agricultural sector also needs diversification in terms of its labour force – a challenge spread across much of the country.

Finally, Statistics Canada shows that 11 farms reported as organic in 2011, with 10 of those being certified. With increasing demands for such products, it is not surprising to see farms in Brockton entering this growing market.

Farm Gate Sales and Farmers’ Markets

A recent global trend focuses on reducing the distance our food travels from its place of production to our kitchen tables. With such an abundance of high quality farmland, Brockton is well positioned to take advantage of this trend and increase the availability of local food, which carries economic benefits for the local community. Currently, Walkerton hosts a seasonal farmers’ market, which runs on Fridays in July and August.

The Grey Bruce Agriculture & Culinary Association is dedicated to the promotion of “*Buy Local! Buy Fresh! Grey Bruce*”. The association offers a web service (Foodlink Grey Bruce) that links local food producers and processors with end users including consumers, restaurants and institutional kitchens to deliver an authentic culinary experience. Members include farmers, restaurateurs, food processors, food distributors, farmers markets, tourist operations and families.

5.3 How is Brockton drawing year-round visitors?

Tourism is an important economic driver in Bruce County, which is known as a destination for outdoor enthusiasts. The Bruce County Official Plan (Section 3.4.1.5) seeks to “recognize, promote and strengthen tourism as a viable, vital component of the County economy.”

Outdoor Tourism

The Saugeen River has long been known for its tremendous recreational fishing opportunities. A recent River Stakeholder Workshop led by Spruce the Bruce overwhelmingly revealed that the best features of the Saugeen River were the fly fishing and angling opportunities it provides for people. However, it was also identified that work needs to be done to make the fishery sustainable before it is widely marketed for tourism purposes.



Fishing on the Saugeen
(Source: the Municipality of Brockton).

The Spruce the Bruce findings suggest that activities to make the fishery more sustainable include:

- Riverbank cleanup;
- Establishing the river as a catch and release area;
- Continued restocking;
- Education to create a culture of stewardship;
- Physical improvements at key river accesses; and
- Improving boater stewardship.

The Saugeen and Teeswater Rivers can also be promoted for recreational uses such as canoeing or walking along the River Trail.

The Greenock Swamp currently brings naturalists and other outdoor enthusiasts to the area. As Southern Ontario’s largest forested wetland (8,094 hectares), it presents the possibility of presenting a unique experience to visitors.

Outdoor and camping enthusiasts can also take advantage of Lobies Campground in Walkerton and the Saugeen Riverbank Campground in the former Township of Brant. Hunting tourism opportunities also present themselves for those interested in hunting wildlife such as deer, geese, ducks, and turkey.

The South Bruce Snowmobile Trail consists of 50 km of groomed trails (Source: Municipality of Brockton).

The Bruce County Rail Trail runs north-south through Brockton and provides a multi-use trail for residents and visitors alike. There are also multi-use trails along the Saugeen River in Walkerton. For snowmobile enthusiasts, the South Bruce Snowmobile Trail in the Brockton area consists of kilometers of groomed trails through wooded and open areas.

Tourism Opportunities Related to Heritage and Culture

Brockton is home to unique heritage and cultural assets that could be effectively promoted to tourists. For instance, the Victoria Jubilee Hall is a unique community resource that has potential to draw visitors for its architectural beauty and storied past, as well as patrons for current performances.

Agri-tourism (considered as any activity that brings visitors onto a farm) also presents an opportunity for the community, though there is little evidence that much agri-tourism is currently underway.

Recreation and Sports-Related Tourism

Sporting events are large seasonal draws for Brockton, notably in the summer when the community hosts several well-known baseball tournaments such as Jake’s Weekend and the Dirt Pigs tournament. Coupled with Buskers Fest, the Dirt Pigs tournament is Brockton’s biggest annual single weekend draw. These events contribute significant economic benefit to the Municipality each year.



Dirt Pigs Tournament.

6 Environmental Pillar

Bruce County is renowned for its natural beauty and significant environmental features. Nestled in the southern portion of the County, Brockton is no exception, being in the fortunate position of having an abundance of natural assets.

The Bruce County Official Plan (Section 3.4.1.3) contains three key goals with respect to the environment:

- “Protect and preserve in their natural state, those areas within the County that are ecologically significant;
- Encourage the restoration to a natural state, lands that have been abandoned, neglected or degraded; and
- Protect and enhance air, land and water quality.”

The Walkerton Official Plan (Section 3.9.1) contains two goals with respect to the environment:

- “To protect and preserve lands having inherent physical and environmental constraints to development, in order to avoid potential danger to life or property from the use of such lands; and
- To protect and preserve lands which contain locally significant natural features, including fish and wildlife habitat and vegetation communities.”

6.1 How is Brockton recognizing the significance of our natural assets and the need to protect them for future generations?

Watershed health is often used as an indicator of overall ecosystem health. The Saugeen Valley Conservation Authority issued Watershed Report Cards in 2008. Three of these watersheds overlapped the Municipality of Brockton: the Upper Main Saugeen River, the Lower Main Saugeen River, and the Teeswater. The results and interpretation of these Report Cards is summarized in the tables below.

Focus Area	Grade	Interpretation
Forest Conditions	B	Good ecosystem conditions. Some areas may need enhancement and/or improvement.
Wetland Conditions	C	Ecosystem conditions warrant general improvements.
Surface Water Quality	B+	Good ecosystem conditions. Some areas may need enhancement and/or improvement.
Ground Water Quality	A	Excellent ecosystem conditions. Some protection and enhancement may be required

(Source: Saugeen Valley Conservation Authority)

Table 8. Lower Main Saugeen River Watershed Report Card		
Focus Area	Grade	Interpretation
Forest Conditions	C	Ecosystem conditions warrant general improvements.
Wetland Conditions	D	Poor ecosystem conditions. Overall improvements necessary.
Surface Water Quality	B	Good ecosystem conditions. Some areas may need enhancement and/or improvement.
Ground Water Quality	A	Excellent ecosystem conditions. Some protection and enhancement may be required

(Source: Saugeen Valley Conservation Authority)

Table 9. Teeswater River Watershed Report Card		
Focus Area	Grade	Interpretation
Forest Conditions	B	Good ecosystem conditions. Some areas may need enhancement and/or improvement.
Wetland Conditions	B	Good ecosystem conditions. Some areas may need enhancement and/or improvement.
Surface Water Quality	C+	Ecosystem conditions warrant general improvements.
Ground Water Quality	A	Excellent ecosystem conditions. Some protection and enhancement may be required

(Source: Saugeen Valley Conservation Authority)

From these Report Cards it can be ascertained that in Brockton forest conditions and surface water quality are generally good, ground water quality is excellent while wetland conditions need improvement. Overall, the Saugeen Valley Conservation Authority suggests to

- Improve riparian cover;
- Protect existing wetlands and forests;
- Allow low lying or wet areas to naturalize;
- Implement Best Management Practices with respect to nutrient management; and
- Take measures to protect drinking water supplies.

The Greenock Swamp and Other Wetlands

At 8,094 hectares, the Greenock Swamp is Southern Ontario’s largest forested wetland. Saugeen Valley Conservation Authority owns nearly half of the Greenock Swamp (3,439 hectares).

Still a very significant natural feature, the Greenock Swamp has much local historical significance as well. Extensive logging (notably of white pine) occurred in the swamp in the late 1800s and early 1900s, serving as one of the early economic drivers in Brockton.

Like other wetlands, the Greenock Swamp absorbs large quantities of water during snowmelt and heavy rainfall, and then slowly releases it back into the surrounding environment during drier periods. The



The Greenock Swamp (Source: SVCA).

The Greenock Swamp covers 8,094 hectares (Source: SVCA).

Greenock Swamp and other wetlands in Brockton also provide significant services such as the cleansing of water.

With respect to the Greenock Swamp, several key objectives can be found in the Bruce County Official Plan (Section 4.3.1). The Official Plan seeks to:

- “Recognize the role of forests and wetlands in ground and surface water rehabilitation;
- Protect identified significant woodlands;
- Identify, protect and enhance all Provincially significant wetlands and Areas of Natural and Scientific Interest (ANSI’s); and to
- Identify and preserve areas of environmental or ecological significance.”

The Saugeen and Teeswater Rivers and Their Tributaries

Flowing north toward Lake Huron, the Saugeen and Teeswater Rivers (pictured left) are perhaps Brockton’s most recognizable natural features. Interestingly, the entire Municipality falls within the watershed of one river or the other which eventually meet just outside of Brockton in Paisley (Arran-Elderslie). In recognition of the importance of these assets, the Walkerton Official Plan contains numerous sections (e.g., 4.4.2, 5.2, 5.3, and 5.4) that are supportive of ensuring the future integrity of Brockton’s watercourses.



The Teeswater River.



The Saugeen River.

As mentioned previously, the Saugeen River’s potential to become a tourist destination for fly fishing and angling has been identified and is being pursued. Fish resources in Brockton are regulated federally under the *Fisheries Act*, which was established to manage and protect Canada's fisheries resources and supersedes all other applicable regulations.

Natural Features of Local Significance, Including Wildlife Habitat and Vegetation

The federal *Species at Risk Act* is designed to prevent species native to Canada from becoming extirpated or extinct, to provide for the recovery of endangered or threatened species, and to encourage the management of other species to prevent them from becoming at risk.

The Government of Ontario updated its endangered species legislation in 2007 with the passage of the *Endangered Species Act*. When compared with Ontario’s first endangered species legislation (which was passed into law in 1971) the new *Act* provides:

- Broader protection for species at risk and their habitats;
- Greater support for volunteer stewardship efforts of private landowners, resource users, and conservation organizations;

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- A stronger commitment to recovery of species;
- Greater flexibility;
- Increased fines, more effective enforcement; and
- Greater accountability, including government reporting requirements.

With respect to areas of natural significance and wildlife habitat, it is the objective of the Bruce County Official Plan (Section 4.3.1) to:

- “Identify and protect the County’s unique natural resources and environment;
- Identify, conserve, and where possible enhance the natural environment to ensure that natural systems are sustained, which will also serve to maintain human health;
- Maintain, enhance and protect aquatic habitat in and around Bruce County;
- Identify, protect and enhance all Provincially significant wetlands and Areas of Natural and Scientific Interest (ANSI’s);
- Identify and preserve areas of environmental or ecological significance;
- Encourage the preservation of locally significant Environmentally Significant Areas (E.S.A.’s); and to
- Protect the habitat of endangered and threatened species.”

The natural beauty of the landscape in Brockton is one of its defining strengths. Trees are an important aspect of the Municipality’s natural beauty. In recognition of both the natural and aesthetic value of trees, Council adopted a Tree Policy in 1999 with the goal of maintaining a healthy tree population across the Municipality. The Walkerton Official Plan (Sections 4.4.2 and 4.4.6) also contains policies providing direction on the appropriate planting and removal of trees.



A rural road lined with trees in Brockton.

In 2010, the SVCA planted 247,900 trees throughout its entire area of jurisdiction (Source: SVCA).

Actively involved in stewardship, the Saugeen Valley Conservation Authority has a 20 year (2005 – 2025) Forest Management Plan. The goal of this plan is “to manage Authority owned forest stands on a sustainable basis to ensure the forest ecosystems are kept in a diverse, vigorous, and healthy condition, while maintaining or improving habitat, contributing to aesthetic and recreational values of the property, providing economic benefit, thereby abiding in the enjoyment of attributes of the forests now and in the future.”

Unfortunately, invasive species present a threat to native ecosystems. As with many other parts of Southwestern Ontario, the emerald ash borer has been confirmed in Bruce County. This presents a significant threat to the health local forests.

There were 6 bald eagle sightings as part of the Saugeen Field Naturalists’ 2011 Christmas Bird Count, which is their highest to date (Source: Saugeen Field Naturalists).

The Walkerton Official Plan (Section 4.5.2) calls for the shared responsibility over the stewardship of natural lands. Similarly, the SVCA hopes to see active and informed citizens that are committed to stewardship. The Saugeen Field Naturalists are a notable and active local organization with an interest in stewardship and wildlife that was founded more than 30 years ago. Working with other local organizations, the Field Naturalists promote the wise use and conservation of natural resources, and encourage the preservation of natural areas. An important activity undertaken every year by the Field Naturalists is their Christmas Bird Count, which provides a snapshot of avian health and vitality in the Brockton area.

6.2 How is Brockton keeping the needs of residents in mind when making land use decisions?

How we plan and make decisions pertaining to land use dictates the look and feel of the places that we call home. Land use planning decisions impact where we live, where we work, where we go to school, where we can enjoy green space, where our food is grown, and much more.

In Ontario, the *Planning Act* is the primary legislation which governs all decisions associated with land use planning. As stated by the Ministry of Municipal Affairs and Housing, the *Act*:

- Promotes sustainable economic development in a healthy natural environment within a provincial policy framework;
- Provides for a land use planning system led by provincial policy;
- integrates matters of provincial interest into provincial and municipal planning decisions by requiring that all decisions shall be consistent with the Provincial Policy Statement when decision-makers exercise planning authority or provide advice on planning matters;
- Provides for planning processes that are fair by making them open, accessible, timely and efficient;
- Encourages co-operation and coordination among various interests; and
- Recognizes the decision-making authority and accountability of municipal councils in planning.

The *Provincial Policy Statement (PPS)* is issued under the authority of the *Planning Act* and provides direction relative to land use planning. The PPS (2005) provides direction on land use planning to promote strong communities, a clean and healthy environment and a strong economy.

Under the Planning Act, a municipality:

- “Makes local planning decisions that will determine the future of communities;
- Prepares planning documents, such as:
 - An Official Plan, which sets out the municipality's general planning goals and policies that will guide future land use, and
 - Zoning by-laws, which set the rules and regulations that control development as it occurs; and

The population of Walkerton is expected to increase by 1,000 by 2026 (Source: Municipality of Brockton).

- Ensures planning decisions and planning documents are consistent with the Provincial Policy Statement and conform or do not conflict with provincial plans.”

As a lower-tier municipality, Brockton’s planning decisions must conform to the Bruce County Official Plan, which was last reviewed in 2010. The Bruce County Official Plan’s vision “protects the quality of life of Bruce County while ensuring the growth of sustainable communities based upon diverse economic opportunities, which respect the natural environment.” The Municipality of Brockton has an Official Plan for the Walkerton Community.

Environmental and Aesthetical Standards for New Development

The Bruce County Official Plan (Section 3.4.1.1) establishes a county-wide goal to “ensure that land and resources within the County are utilized efficiently and effectively and in an environmentally sound manner.” In planning, efficient use of land and intensification of development often go hand-in-hand. Both the Bruce County Official Plan and the Provincial Policy Statement require intensification and redevelopment of previously developed lands. This is largely to preserve green and agricultural lands. The Walkerton Official Plan (Section 3.1.4) sets a target of 20% of new housing stock to be achieved through intensification.

It is a goal of the Municipality of Brockton (Section 4.5.1 of the Walkerton Official Plan) to promote sustainability concepts through the review of development applications. With respect to considering over environmental impacts, in the Walkerton Official Plan (Section 4.5.3) it is stated that “the sustainability of a development shall be considered with respect to impacts on:

- Climate change and air quality;
- Energy conservation;
- Ecological integrity and biodiversity;
- Financial impact on the Municipality and community quality of life;
- Community cohesion and character; and
- Reducing of waste.

With respect to the existing heritage aesthetic, the Walkerton Official Plan contains a goal (Section 4.2.1) and a number of actions (Sections 3.1.2, 3.2.2, 4.2.2, and 4.2.3) designed to designate, protect, restore, and preserve existing built heritage, as well as to ensure that new development compliments the existing Victorian aesthetic.

Mixed Housing and Mixed-Use Development

Emerging trends and best practices have seen a return from homogenous residential development to mixed residential and mixed-use developments. The Walkerton Official Plan contains much direction (Section 3.1.2, 3.3.3, 3.5.1., 3.5.2, 4.3.2, and 4.4.9) about

Brockton is aiming for a mix of 70% low-density and 30% medium/high-density housing (Source: Municipality of Brockton).

mixed housing and mixed-use development for the Municipality. The Municipality has fully recognized this best practice in the Walkerton Official Plan and intends to pursue an increased mix of housing types and land uses over the coming years.

Both the Bruce County Official Plan (Section 3.4.1.4) and the Walkerton Official Plan (Section 3.1.1) recognize the need to provide affordable housing. In accordance with the Provincial Policy Statement, all new residential development and residential intensification in Bruce County will include 30% affordable housing. The Bruce County Housing Study found that the County is meeting this requirement.

Green and Park Space



The entrance to the park in Cargill.

The provision of green and park space is an important aspect of municipal operations. It is a goal of the Municipality (Walkerton Official Plan Section 3.8.1) to ensure a broad range of open space opportunities are available for residents. The Municipality also has policies (Section 3.8.4 of the Walkerton Official Plan) and actions (Section 3.8.2 of the Walkerton Official Plan) pertaining to the development and maintenance of a park system.

As part of OMAFRA’s Trade Area Analysis, when asked what would be different in 2021, respondents noted they would like to see more parks, open space, and pathways.

6.3 How is Brockton making wise use of natural resources?

Decreased Waste Generation and Increased Waste Diversion

In Ontario, the *Waste Diversion Act* establishes all waste diversion programs. Under the *Act*, Waste Diversion Ontario was established to develop, implement and operate waste diversion programs for a wide range of materials. Under the *Act*, certain wastes have been designated with their own diversion programs, including: blue box waste, used tires, used oil material, waste electrical and electronic equipment (WEEE), and municipal hazardous or special waste (MHSW).

The following Industry Funding Organizations (IFOs) administer the diversion programs for their designated waste:

- Ontario Electronic Stewardship administers WEEE;
- Stewardship Ontario administers MHSW and Blue Box; and
- Ontario Tire Stewardship administers used tires.

Ontario also has a *Policy Statement on Waste Management Planning* that encourages:

- Integrated waste management systems;
- Maximum diversion of materials from final disposal;



Curbside recycling (Source: Recycling Council of Ontario.)

- Cooperation, where possible, between public and private sectors, and between neighbouring municipalities, to realize cost savings and maximize efficiencies;
- The management of waste as close to the source of generation as possible;
- Investment in infrastructure that helps accommodate growth;
- Recognition of waste as a resource;
- The incorporation of producer responsibility into waste reduction and management;
- Open and transparent decision-making; and
- An informed citizenry who support waste management choices and participate in waste prevention and diversion programs.

Province-wide, *Ontario's 60% Waste Diversion Goal – A Discussion Paper* set an overall goal of 60% waste diversion (including all residential, industrial, commercial and institutional sources) by 2008, up from the 2002 diversion rate of 28%. In 2011, Brockton's diversion rate was 26% including waste from residential, industrial, commercial, and institutional sources (Source: Municipality of Brockton).

Brockton's waste diversion rate is 26% (Source: Municipality of Brockton).

Brockton has its own Waste Management Policy, established in the Walkerton Official Plan (Section 4.4.7), that reads as follows: "The Municipality shall endorse and implement reasonable waste diversion strategies, including reduce, reuse and recycle techniques from the Bruce County Waste Management Master Plan Study."

A snapshot of Brockton's waste diversion initiatives:

- All waste in Brockton is to be set out at the curb in clear bags, and if it is seen to be containing recyclable materials, MHSW, or yard waste, it will not be collected.
- Bag tags must be purchased for garbage collection.
- There are two Country-run MHSW days in Brockton each year.
- WEEE has been banned from landfill since 2007, and there is a depot at the MTO yard in Walkerton which is open on Saturdays.
- Other diversion programs include the residential blue box program, a bale wrap recycling program, and scrap metal diversion at landfill sites.
- Currently there are no municipal-led compost initiatives.

The Municipality of Brockton owns/shares ownership of three landfills: the Brant, Greenock, and Hanover & Walkerton Landfills, the latter of which is going to be expanded in the near future.

Clean Drinking Water

The provision of clean drinking water is one of the foremost responsibilities of any municipality. In Ontario, several key pieces of legislation regulate the management of drinking water.

One such piece of legislation is the *Safe Drinking Water Act*, which requires all municipal drinking water systems to be approved by the Ministry of the Environment in order to operate, that operators of

drinking water systems be trained to provincial standards, and establishes standards for the testing of drinking water.

The *Clean Water Act* is intended to protect drinking water from its source to the tap. This Act:

- “Requires that local communities - through local Source Protection Committees - assess existing and potential threats to their water, and that they set out and implement the actions needed to reduce or eliminate these threats;
- Empowers communities to take action to prevent threats from becoming significant;
- Requires public participation on every local source protection plan - the planning process for source protection is open to anyone in the community; and
- Requires that all plans and actions are based on sound science.”

Brockton is within the Saugeen Valley Source Protection Area (pictured below) which includes parts of Bruce, Grey, Huron, and Wellington Counties. The Source Protection Area is home to approximately 90,000 people and covers 4,675 square kilometres.



The Saugeen Valley Source Protection Area (Source: Saugeen Valley Source Protection Area).

The Source Protection Committee has produced an in-depth, multi-part report that among other things characterizes and assesses the potential threats to drinking water sources in the Source Protection Area. Given the nature of the Municipality, the identified threats to Brockton’s drinking water are largely related to agriculture, such as livestock and fertilizer (Source: Saugeen Valley Source Protection Area).

Another part of the *Clean Water Act* is the Ontario Drinking Water Stewardship Program, which provides financial assistance to farmers, landowners, and businesses to support activities that reduce threats to drinking water sources.

A third piece of legislation designed to protect Ontario’s drinking water is

Brockton had zero issues of non-compliance in each of its three drinking water systems in 2010 and 2011 (Source: Municipality of

the *Nutrient Management Act*. This *Act* was passed as a means of reducing the potential contamination of water. The *Act* establishes best practices for managing nutrients on farms – most notably, manure.

With respect to local policy, the Walkerton Official Plan (Section 4.4.3.2) references consideration being given to the impact of a potential development on the quantity and quality of the Municipality’s water resources. The table below shows the results of Brockton’s Annual Water Summary Reports for each of its three drinking water systems. Each system is groundwater-sourced.

Table 10. Water Summary Reports

System	Issues of Non-Compliance		Precautionary Boil Water/Adverse Notices	
	2010	2011	2010	2011
Chepstow	0	0	1	0
Lake Rosalind	0	0	0	1
Walkerton	0	0	0	0

(Source: Municipality of Brockton)

Wise Use of Water Resources

The Parks & Recreation Department reduced its water consumption in the arena by 40%.

Water is one of our most precious resources, and making wise use of it is an important component of sustainability. Brockton has several programs in place to encourage the conservation of water, such as its annual rain barrel sales in the spring, and its imposed watering restrictions in the summer. The Walkerton Official Plan (Sections 4.4.2, 4.4.4, and 4.5.3) makes several references to raising awareness of conservation techniques, as well as potentially incenting water conservation. A great example of a municipal-led conservation initiative is the Brockton Parks & Recreation Department, who switched from water to a glycol cooling system for the compressors at the Walkerton Hockey Arena, resulting in a 40% decrease in water consumption.

Sufficient and Quality Wastewater Treatment Capacity

Ensuring sufficient and quality wastewater treatment capacity is an important part of acting as stewards of the local watershed. In Walkerton, the only community in Brockton with a municipal wastewater treatment plant, current capacity will allow for the addition of approximately 2,200 people (Source: Municipality of Brockton). To help ensure clean effluent, Brockton has by-laws that limit the types of materials that can be sent to its wastewater treatment plant.

Those residents not connected to the wastewater treatment plan rely on septic systems to treat their wastewater, which are publicly regulated and enforced under the *Building Code Act*.

Energy Production

Energy production in Ontario takes a place in a hybrid market, with both the public and private sectors participating. Changing the landscape of energy in Ontario was 2009's *Green Energy and Green Economy Act*.

The *Act* is making development of renewable energy sources easier in Ontario as a result of a number of key elements:

- Creating a Feed-In-Tariff program that guarantees rates for energy generated from renewable sources - such as solar photovoltaic, biogas, biomass, landfill gas, on-shore and off-shore wind and water power; minimum levels of Ontario labour and materials are required to qualify for the program;
- Establishing the right to connect to the electricity grid for all renewable energy projects - including small-scale energy generators, such as homes and schools - that meet technical, economic and regulatory requirements;
- Establishing a "one-stop" streamlined approvals process for small-scale renewable energy projects that meet regulatory requirements; and
- Implementing a "smart" power grid to support the development of new renewable energy projects, and to prepare Ontario for new technologies such as electric cars.

Renewable energy development however, remains a concern for some in Brockton, specifically as it relates to uncertainties over potential health impacts. The Municipality has joined others in Ontario in a call for a moratorium on wind energy development until studies have investigated potential health impacts.

The *Green Energy and Green Economy Act* also encourages municipalities to participate in the Feed-in Tariff program and generate revenue through energy production, though Brockton has not yet opted to participate.

Energy Conservation

An important and often forgotten component of the *Green Energy and Green Economy Act* is the promotion of energy conservation. Specifically, the *Act* calls for:

- “Creating new energy-efficient standards for Ontario's building code and for household appliances;
- Providing financial assistance for small-scale renewable energy projects;
- Working with local utilities to help them reach conservation targets; and
- Ensuring conservation measures protect low-income Ontarians.”

Under the *Act* is a regulation entitled Energy Conservation Plans for Public Agencies. Under this regulation, facilities owned and operated by municipalities must collect and submit annual energy consumption and greenhouse gas emission information. Municipalities will also be responsible for

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preparing three year Energy Conservation Plans for their facilities. The first such report is due on July 1, 2013.

The Municipality sets its own energy conservation policy in the Walkerton Official Plan (Section 4.4.5), stating it shall encourage measures to conserve energy in new development by:

- Maintaining a compact urban form;
- Establishing an efficient transportation network;
- Providing neighbourhood services and facilities in close proximity to residential development to reduce travel by motor vehicle;
- Avoiding the extensive loss of sunlight to adjacent land uses;
- Encouraging the energy efficient design of buildings and the installation of energy conserving appliances, fixtures and systems;
- Encouraging the proper siting of buildings and appropriate landscaping for wind shelter in the winter and the prevention of overheating in the summer; and,
- Encouraging walking and bicycling use and facilities to accommodate such uses including trails and bicycle parking and storage facilities.

7 Social Pillar

The word social encompasses those elements of a community relating to social services and community wellbeing. For the purposes of Building a Better Brockton, the social pillar relates to aspects such as our safety, our service groups and how we interact and give back to the community, our overall health and wellbeing, our education and access to lifelong learning opportunities, and how we move around.

The Bruce County Official Plan sets policy direction and context for social systems in Bruce County, by outlining a number of social goals (Section 3.4.1.4):

- Maintain the small community environment and enhance the quality of life in Bruce County;
- Ensure the provision of educational, social, recreational, health and cultural facilities and services to meet the needs and resources of County residents;
- Provide affordable housing for all residents of Bruce County;
- Ensure an adequate supply of land is available to accommodate anticipated development to the year 2021 recognizing the future needs and resources of the Community; and
- Encourage a co-operative and mutual approach to social and land use planning issues with the first Nation Communities.

7.1 How are Brockton’s protective services, service groups, and volunteers continuing to enhance the quality of life in the municipality?

There are many people working and volunteering in Brockton to continually improve everyone’s quality of life. Volunteers work year-round in Brockton to foster community spirit and contribute a great deal to the betterment of the community.

Service Groups and Volunteers

Brockton is home to a very strong base of volunteer-driven service clubs, church groups, sports leagues, committees, etc. that are contributing greatly to the overall quality of life in the Municipality. Among current volunteers, there is an identified need for more youth to become involved as the present volunteer base ages.

Some of the current service groups and volunteer-driven organizations in Brockton include, but are not limited to:

- Bradley Community Centre Board;
- Cargill & District Community Fund;
- Cargill Masonic Lodge;
- Chepstow & Cargill Catholic Women’s League;
- Chepstow Lions Club;
- Cargill & Eden Grove Women’s Institute;
- Elmwood Community Centre Board;
- Girl Guides;
- Knights of Columbus;



Chepstow Lions Club made a donation of \$5,000 to the Children’s Safety Village (Source: The Post 2012).

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- Knights of Columbus Ladies Auxiliary;
- Rotary Club of Walkerton;
- Royal Canadian Legion Branch 102;
- Saugeen Masonic Lodge No. 197;
- Soloway Women’s Institute;
- South Bruce Grey Health Centre Walkerton Auxiliary Board;
- Southline Women’s Institute;
- Walkerton & District Hospital Foundation;
- Walkerton & District Optimist Club;
- Walkerton Agriculture Society;
- Walkerton and District Lions Club;
- Walkerton Kinette Club;
- Walkerton Kinsmen Club;
- Walkerton Minor Ball;
- Walkerton Minor Hockey Association;
- Walkerton Minor Soccer;
- Walkerton Minor Sports Association;
- Walkerton Scouting; and
- Walkerton Women’s Institute.

Committees of Council

There are also a number of Committees of Council which work diligently on a variety of focus areas. The Committees are comprised of a mix of members of Municipal Council, municipal staff, and community volunteers. Brockton’s Committees of Council are as follows:

- Bradley Community Centre Committee;
- Cargill & District Community Fund;
- Chamber of Commerce – Walkerton & District;
- Day Care Committee;
- Economic Development Committee;
- Environmental Advisory Committee;
- Finance Committee;
- Health & Safety Committee;
- Heritage/Library Committee;
- Physician Recruitment & Retention Committee;
- Police Services Board; and
- Parks and Recreation Committee.

7.2 How are residents accessing the services necessary for a healthy and well-rounded lifestyle?

The provision of health-related services is an important component of a sustainable community. In many rural communities, access to healthcare, social services, and recreational opportunities is becoming increasingly difficult. In Brockton however, the availability of these health-related services and programs remains a strong point of the Municipality.

Healthcare Provision

The Bruce County Official Plan (Section 3.4.1.4) indicates that the County strives to ensure adequate healthcare facilities are provided to its residents. The Municipality of Brockton falls within the area that is under the jurisdiction of the South West Local Health Integration Network (LHIN). The South West LHIN is responsible for the planning, integration, and funding of almost 200 health service providers in an area stretching from Lake Erie to the Bruce Peninsula (Source South West LHIN). This includes the South Bruce Grey Health Centre in Walkerton, with hospitals in Chesley, Durham, and Kincardine. The Walkerton & District Hospital Foundation works to raise money for the purchase of equipment needed

at the hospital, such as a recently purchased neonatal warmer (Source: South Grey Bruce Health Centre).

The Brockton and Area Family Health Team (BAFHT) serves the communities of Chesley, Durham, Mildmay, Paisley, Walkerton and surrounding areas and offers a holistic approach to healthcare. The BAFHT is one of the original Family Health Teams established by the Ministry of Health and Long-term Care, and is designed to reduce wait times and improve access to health care services at the local level (Source: Brockton Area Family Health Team).



The Hospital in Walkerton (Source: South Grey Bruce Health Centre).

The Physician Recruitment and Retention Committee works diligently to attract and retain doctors in Brockton, and was recently successful in attracting a new family physician to the Municipality. Medical students frequent the community and work with local physicians at the Hospital and as part of the Family Health Team.

The Grey Bruce Health Unit (GBHU) is one of Ontario’s 36 public health units. Serving the Counties of Grey and Bruce, the GBHU delivers a variety of health promotion and disease prevention-related programming ranging from education about healthy lifestyles to health inspections of restaurants (Source: Ontario Ministry of Health and Long-Term Care). The GBHU is governed by a Board of Health, which consists largely of locally elected officials (Source: GBHU).

Walkerton is home to the County-owned Brucelea Haven, which is a modern 144 bed long-term care facility built in 2003. Brucelea Haven is operated as a not-for-profit business (Source: Bruce County).

Accessibility

The *Accessibility for Ontarians with Disabilities Act* strives to see an Ontario where everyone can participate. The *Act* covers areas such as customer service, employment, information and communications, transportation, and the built environment, and establishes accessibility requirements for municipalities across the province (Source: Ministry of Community and Social Services). Brockton has an Accessibility Plan from 2007 which was last updated in 2008 and is being updated again in 2012 to meet the requirements of the *Act*.

The Municipality also has an Accessible Customer Service Policy. The Policy is representative of Brockton’s commitment to striving to provide services and facilities that are accessible to all. To do so, the Policy establishes accessibility-focused principles, procedures, and practices for the Municipality.

A recently completed Trade Area Analysis of downtown Walkerton completed by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) revealed through informant interviews that there are

some areas of the downtown that have poor accessibility for people with disabilities, indicating that some improvements are likely still necessary in the Municipality.

For those who are persons with disabilities, Community Living Walkerton & District provides core services and has three key functions:

1. Support for people with intellectual disabilities.
2. Provision of comprehensive, quality supports to people with intellectual disabilities.
3. Public education and awareness to inform the community of the abilities of people with intellectual disabilities.

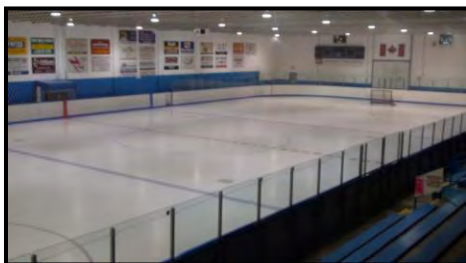
(Source: Community Living Walkerton & District)

A number of Community Living's clients have formed an Action Committee, with the objective of advocating locally on behalf of those with intellectual disabilities. Members of the Action Committee have been increasingly involving themselves in a multitude of advocacy and awareness initiatives to increase the profile and understanding of intellectual disabilities by providing talks in local schools, attending regional conferences, lobbying the Municipality, and more.

Recreational Programming and Facilities

The Bruce County Official Plan (Section 3.4.1.4) and the Walkerton Official Plan contain goals (Section 3.8.1), actions (Section 3.8.2), and policies (Section 3.8.4) pertaining to the provision of recreation and open space opportunities, continued improvement of the park system and recreation facilities, and the coordinated provision of recreation programs.

In 2009, an estimated 230,000+ single uses were made of Brockton's various recreational facilities (Source: Brockton Parks & Recreation Department).



The arena in Walkerton.

Additionally, Brockton completed its Recreation and Leisure Services Master Plan in 2011 with a Vision to “be a community where residents and visitors participate in a wide range of recreation and leisure activities, offered in parks, facilities and programming to enjoy a vibrant, engaged and healthy lifestyle.”

The Master Plan provides the following direction to the Municipality:

- Recommended service levels and delivery strategies for parks, and open space;
- Identifies opportunities for trails enhancement and investments;
- Identifies the role and responsibilities of the Recreation Department in the provision of horticultural services to other agencies within the Municipality;
- Identifies service priorities and levels for recreation facilities including ice pads, pool and community facilities;
- Identifies recreation facilities and fields components of a possible municipal complex;

- Identifies management and staffing strategies and levels to meet existing and future expectations of the community;
- Identifies a service delivery model to ensure support and continued participation by the community service sector;
- Establishes a sustainable financing model for investment and development of new recreation facilities;
- Identifies a campground operation action plan in order to meet the changing service levels and financial sustainability by the municipality; and
- Identifies opportunities to promote and enhance involvement in recreation and leisure services within the municipality.

Many recreation facilities and opportunities exist for people in Brockton, including, but not limited to:

- | | | |
|---------------------|-----------------|--------------------|
| • Soccer fields | • Swimming pool | • Canoeing |
| • Baseball diamonds | • Tennis courts | • Football fields |
| • Golf courses | • Lawn bowling | • Campgrounds |
| • Ice pads | • Skate park | • Parks |
| • Curling club | • Fishing | • Multi-use trails |

Accommodating a Changing Demographic

As referenced earlier in Table 2, Brockton is an aging community. The South Bruce Grey Health Centre recognizes this in its vision where it commits to “respond[ing] proactively to the changing needs of the rural communities that [it] serve[s].” Similarly, the Walkerton Official Plan contains an action (Section 3.8.2) to establish a diverse range of recreational opportunities for people of all ages, lifestyles, and abilities.

Youth Programming, Activities, and Spaces

Like many rural communities, Brockton is aging faster than its urban counterparts. This suggests that many youth are leaving the area in search of educational and employment opportunities elsewhere. In 1999, an Action Committee was formed in Brockton to spearhead strategies to enhance economic development in the community. The strategies were laid out in the 2000 Visioning Plan. As part of the Action Committee’s Visioning Plan, the Municipality began proactively planning for youth-related initiatives. The recommendations from this process are summarized below.

From 2001 to 2011, the median age in Brockton increased by 5.4 years, while the median age for all of Ontario increased by 3.2 years (Source: Statistics Canada).

Brockton Action Committee’s Visioning Plan (2000) suggests to:

- Establish a Brockton Youth Council;

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- Provide Municipal support and resources to implement Youth Council projects;
- Better identify the needs of youth;
- Dedicate resources to address youth needs and issues;
- Establish a Youth Centre;
- Establish after school and out-of-school youth programs; and
- Create youth-directed activities.

The Municipality is still without a Youth Council or Youth Centre, though through recreational and leisure activities, does provide programming and resources for youth.

In terms of furthering the abilities of youth, the Visioning Plan suggests to:

- Promote and foster the enhancement of skills and talents for the betterment of youths, adults, and seniors;
- Accelerate and expand the level of access to traditional, non-traditional and co-op training for youth; and
- Undertake leadership development and life-skills programs.

Local School Boards project enrolment for coming years, giving a general indication of trends in the youth demographic. The projections for secondary school enrolment in the Brockton area are summarized in the tables below.

Table 11. Projected Enrolment for Sacred Heart High School

	2011- 2012	2012- 2013	2013- 2014	2014- 2015	2015- 2016	2016- 2017	2017- 2018	2018- 2019	2019- 2020	2020- 2021	2021- 2022	2022- 2023	2023- 2024	2024- 2025
Grade 9	151	139	132	153	143	115	141	127	139	120	117	119	118	116
Grade 10	174	145	133	127	147	137	111	136	122	133	115	113	114	114
Grade 11	138	167	139	128	122	141	132	106	130	117	128	111	108	109
Grade 12	228	166	201	167	153	145	169	158	127	156	140	153	133	130
Pupils from new housing	7	14	21	27	34	40	46	62	68	65	69	78	84	87
Total	699	631	626	602	599	580	599	579	576	591	570	572	557	557
Year to year % change	-1.8	-9.8	-0.8	-3.8	-0.5	-3.1	3.3	-3.4	-0.4	2.5	-3.6	0.3	-2.6	0

(Source: Bruce Grey Catholic District School Board)

The above table for Sacred Heart High School, located in Walkerton, shows a general but steady trend of declining enrolment.

Table 12. Projected Enrolment for Chesley/Walkerton														
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Grade 9	137	126	123	135	123	98	109	122	106	116	112	113	113	112
Grade 10	139	134	124	121	133	121	96	108	120	104	114	110	111	111
Grade 11	133	136	132	122	119	131	119	95	105	118	102	111	108	109
Grade 12	233	165	167	162	151	145	165	148	117	130	145	125	137	133
Total	655	576	559	553	539	508	503	485	462	481	485	473	481	478
Year to year % change	-7.4	-12.1	-2.8	-1.1	-2.6	-5.7	-1.1	-3.5	-4.8	4.0	1.0	-2.6	1.9	-0.6

(Source: Bluewater District School Board)

As with projections for Sacred Heart High School, the Bluewater District School Board’s projections show a general decline for secondary enrolment in the Chesley and Walkerton area.

Emergency Medical Services

Emergency Medical Services (ambulances) are provided by Bruce County. Bruce County EMS is headquartered in Walkerton.



A Bruce County Ambulance (Source: Bruce County).

Fire Departments

Two Fire Departments are located in Brockton – one in Elmwood and one in Walkerton, with services in Elmwood being shared with West Grey. The Fire Departments operate within three lines of defence, and have the following existing programs in place within each:

1. **Prevention.** The Fire Department places an emphasis on preventative measures, undertaking educational outreach initiatives such as handing out materials at local grocery stores, placing inserts in the Brockton Buzz, holding fire prevention open houses, door-to-door smoke detector inspections, and more. In 2012, the Walkerton Fire Department initiated a Junior Firefighter program, which saw 28 youth from the municipality participate and learn about what it takes to be a firefighter.
2. **Enforcement.** In an effort to protect community safety, the Fire Chief in Walkerton inspects public facilities such as schools for compliance with the Fire Code.
3. **Response.** The last thing the Fire Department hopes to do, ‘response’ includes responding to calls for fire and medical emergencies.

(Source: Municipality of Brockton)

In terms of overall community safety, Brockton adopted its Emergency Response Plan in 2006, which prescribes the municipality’s response to a large-scale emergency situation. This Plan outlines in detail the steps to be taken and responsibilities assigned to a number of individuals and groups as part of the coordinated responses to emergencies such as flooding (Source: Municipality of Brockton).

Police



South Bruce OPP detachment in Walkerton (Source: 101.7 The One).

Police services in Brockton are provided by the Ontario Provincial Police, which recently opened its new South Bruce detachment in Walkerton in the East Ridge Business Park (pictured left). The Municipality has a Police Services Board that formed in 2003 to oversee the policing concerns of the Municipality and recommend any changes in the level of service required. The Board consists of two members of Brockton’s Municipal Council, one municipal appointee, two provincial appointees, and one secretary as chosen by the Board (Source: Municipality of Brockton).

7.3 How are residents able to access lifelong learning opportunities?

Educational Opportunities for Youth

The ability to access meaningful learning opportunities early and throughout life is critical in a person’s intellectual development. From our first days to our later years, learning continues to be a fulfilling and important experience. Recognizing the importance of this, a goal within the Bruce County Official Plan (Section 3.4.1.4) is to ensure the provision of educational facilities and services to meet the needs of residents.

Brockton is serviced by two school boards. The Bluewater District School Board recently built a new kindergarten – grade 12 public school on the site of the former Walkerton District Secondary School (WDSS) which will bring students from Brant Central, Walkerton Public, and WDSS to one location. The Bruce-Grey Catholic District School Board has three schools in Brockton: Sacred Heart High School and Mother Theresa School in Walkerton, and Mary Immaculate School in Chepstow. In terms of municipal involvement in learning opportunities, the Municipality of Brockton operates the lone daycare facility in Walkerton.



Mary Immaculate School in Chepstow (Source: Bruce-Grey Catholic District School Board).

Public Libraries

Bruce County Public Library has two branches in Brockton – one in Walkerton and one in Cargill. Bruce County’s eighteen libraries share a collection and offer interlibrary loans; which makes available a large collection to Brockton’s residents. In addition, internet is also available at each branch of the Bruce County Public Library. West Grey Public Library has a branch in Elmwood, which some residents of Brockton use.

Post-Secondary Education and Professional Training

Although Georgian College had a presence in Walkerton in the 1980s, there are currently no post-secondary education or training opportunities in Brockton. The closest post-secondary institution is Georgian College’s campus in Owen Sound which offers 19 full-time programs as well as part-time programs for those looking to further their qualifications (Source: Georgian College).

In the Walkerton Official Plan (Section 4.1.2), Brockton suggests it will continue to work with local agencies to offer professional training and ongoing education. Currently in Brockton, the Walkerton Clean Water Centre provides training to drinking water treatment operators from across Ontario.

7.4 How are Brockton residents able to travel?

The ability for someone to easily move within and beyond his/her community of residence greatly impacts their quality of life. Be it getting to and from work, simply visiting family and friends, and so much more, our lives are dependent on being able to move from one place to another.

Local and Regional Linkages

Bruce County has as a goal (Section 3.4.1.2) in the Official Plan to “develop adequate and appropriate transportation systems and facilities that move people and goods in a safe, environmentally responsible and economically efficient manner within the County, and between the County and other areas.” Similarly, the Walkerton Official Plan contains a goal (Section 6.1) to “provide a transportation network which allows for the efficient movement of goods and people, and facilitates economic activities within the community.” However, work likely remains on these goals as the Grey Bruce Health Unit 2010 Annual Report cites a lack of transportation as a major barrier to youth participation across the entirety of Grey Bruce.



Road into Walkerton (Source: Kimberly Jackson).

The road network in Brockton consists of County and local roads, as well as one provincial highway. Highway 9 is Brockton’s main linkage to the south and markets in the Greater Toronto Area, with major

arteries like the 400 series highways being greater than 120 kilometres away. With respect to transit linkages beyond the borders of Brockton and Bruce County, Can-Ar Coach operates one daily bus between Walkerton and each of Toronto and Kitchener.

Transportation infrastructure (e.g., roads and bridges) are paramount when it comes to moving people and goods within and beyond a community. The Walkerton Official Plan (Section 6.2) contains action to improve collector and arterial roads, though recognizes (Section 4.3.2) there may be need to prioritize public works projects and identify funding programs to do this work.

Active Transportation

Active transportation can be defined as any form of human-powered transportation (e.g., walking or cycling). Active transportation is becoming increasingly popular across the globe as communities look to decrease dependence on fossil fuels while increasing the level of physical activity among residents.

The Bruce County Rail Trail, which goes from the Bruce-Huron Line to Port Elgin, and west to Kincardine, passes through the Municipality of Brockton, providing a premier multi-use trail for residents and visitors (Source: Bruce Grey Trails). In the Walkerton Official Plan (Section 4.5.3), Brockton identifies the development of a Trail Master Plan to ensure connectivity throughout the entire community. The Trails Master Plan has not been completed to date.



Bruce County Rail Trail
(Source: All Travels).

With respect to Walkerton, respondents to OMAFRA’s Trade Area Analysis survey noted that residents liked the walkability of downtown Walkerton. Furthermore, the Walkerton Official Plan has in place many actions (Sections 6.2) and policies (Sections 4.4.9, 4.5.3, and 6.6) that support active transportation, ranging from being as simple as an action to “promote bicycle and pedestrian travel” to an in-depth policy such as “the Municipality shall develop a pedestrian walkway system which links major commercial, residential, community facilities and open space areas in a continuous system.” This is in line with a Grey Bruce Health Unit Board of Health Resolution that urges municipalities to adopt active transportation as a guiding principle in land use planning.

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Building a Better Brockton

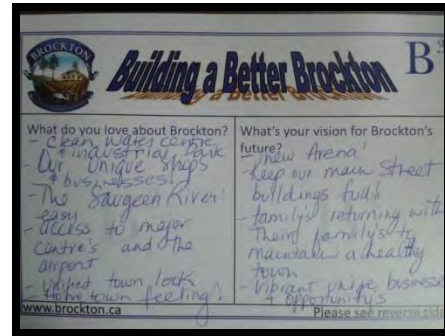
Appendix B – Community Engagement Report

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Introduction

Community engagement was a foremost focus in the development of Brockton’s Sustainable Strategic Plan. From the outset, it was widely identified that a key objective of “Building a Better Brockton” was to ask residents, community groups and organizations, businesses, and institutions what their ideas were to make Brockton the best place it could be. Accordingly, the contents of the Sustainable Strategic Plan – The Vision, Goals, Strategic Directions, and Actions – all stem from extensive community engagement efforts.



Completed comment card.

Community Engagement and Outreach Methods

Approximately 1,500 comment cards were distributed throughout the Municipality, and approximately 500 people provided direct input to the development of Brockton’s Sustainable Strategic Plan. The comment cards asked people three questions:

1. **What do you love about Brockton?**
2. **What is your vision for Brockton’s future?**
3. **What would you change about Brockton?**

Face-to-Face Engagement Efforts

To reach a large and diverse audience in the development of the Plan, many community groups, organizations, institutions, and residents were met with face-to-face to discuss their collective and individual priorities, or were provided information and means necessary to participate and offer their input. These efforts are summarized in this report.

Project Management Team

A Project Management Team (PMT) was formed to help oversee and guide the Sustainable Strategic Planning process; largely relating to community engagement efforts. Over the course of the Plan’s development, the group met six times. The PMT consisted of Brockton Councillor, Anne-Louise Gibbons; Brockton Mayor, David Inglis; President of Larsen & Shaw, John Larsen; Brockton Chief Administrative Officer, Richard Radford; and resident, Colin Reesor.

Community Groups and Organizations

Twenty-two of Brockton’s community groups and organizations took the opportunity to contribute to the development of the Municipality’s Sustainable Strategic Plan. The list below summarizes the groups that participated in the Plan’s development:

- Arts Committee;
- Action Committee;
- Chepstow and Cargill Catholic Women’s League;
- Chepstow and Cargill Masons;
- Chepstow Lions Club;
- Community Living Board;
- Community Living Walkerton and District;
- Economic Development Committee;

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- Environmental Advisory Committee;
- Heritage Committee;
- Image Committee;
- Kinette Club of Walkerton;
- Kinsmen Club of Walkerton;
- Rotary Club of Walkerton;
- Saugeen Valley Conservation Authority;
- Victoria Jubilee Hall Committee;
- Walkerton and District Chamber of Commerce/Business Improvement Area;
- Walkerton and District Hospital Foundation
- Walkerton and District Optimist Club;
- Walkerton Clean Water Centre;
- Walkerton Day Care Centre; and
- Walkerton Firefighters.

The abovementioned groups and organizations participated in a variety of ways, including face-to-face meetings and presentations with the Consulting Team, distributing comment cards and survey information to their membership, and/or providing written submissions that reflected the group's interest and priorities.

Places and Spaces Conversations and Kitchen Table Chats

In recognition that many people are not members of community groups or do not attend traditional public meetings, efforts were made to go to places in Brockton and talk to people at locations where they were already going. Outreach and engagement efforts were made through attendance at a number of community events and public locations. During such events, people were provided comment cards and invited to provide their input for Brockton's future.



Fathers' Day Brunch in Cargill.

The following is a list of community events and places where members of the Consulting and/or Project Management Team provided people with the opportunity to participate in the planning process:

- Valu Mart (twice);
- Foodland;
- Back for the Future School Reunion;
- Elmwood Firefighters Breakfast;
- Fathers' Day Brunch in Cargill;
- Longest Day of Golf;
- Soccer Fields and Baseball Diamonds;
- Buskers Fest; and
- Dirt Pigs Tournament.

Furthermore, to help ensure input was being received from all corners of the Municipality, "kitchen table" conversations were held in each of the former Brant and Greenock Townships, where a member of each community was asked to invite 12-15 residents for a sit-down discussion with the Consulting Team. These took place on the following dates:

- Brant 'Kitchen Table' Chat (ten participants) and
- Greenock 'Kitchen Table' Chat (thirteen participants).

Youth participation was also a targeted component of building the Plan. Two workshops were also held with classes at Sacred Heart High School, totalling forty (40) students.

Furthermore, many one-on-one meetings and phone conversations also took place between the Consulting Team and residents of Brockton.

Municipal Council

Municipal Council was also involved throughout the Building a Better Brockton process. The Consulting Team provided an introductory presentation to Council on April 23, 2012. This was followed by one-on-one meetings with members of Council to help inform the community engagement process. An interim update presentation was delivered by the Consulting Team on August 13, 2012. The final Sustainable Strategic Plan was presented to Council for information on January 14, 2013, and for adoption on January 28, 2013. Additionally, members of Council also helped to arrange engagement activities, and attended the public workshops.

Public Workshops

Two key public workshops were held as part of the Building a Better Brockton process. The first workshop took place on August 14, 2012, where Brockton residents were invited to review the draft Vision, Goals, and Strategic Directions developed based on the input received through comment cards and community conversations, as well as identify the Municipality’s strengths and weaknesses, and forecast coming opportunities and threats. The second workshop took place on November 22, 2012, where residents were invited to comment on the draft Sustainable Strategic Plan, as well as indicate which actions they felt should be the initial priority for the community. Results from these workshops are later in this Report.



November 22 Public Workshop.

Municipal Staff

Municipal staff were also given the opportunity to complete a comment card and/or take the online survey. Each of the Municipality’s nine Department Heads were provided the opportunity to meet with the Consulting Team to overview the Plan’s Vision, Goals, and Strategies, as well as the Current Conditions Report. Staff, along with the public, were also invited to comment on the draft Plan.

Communications

Multiple avenues were utilized to help spread the message and increase awareness of the Building a Better Brockton Sustainable Strategic Planning initiative, inform people of how to participate, and advertise public workshops. This included local media coverage, the Brockton Buzz, an online presence, and more. These efforts are detailed below.

Newspaper, the Brockton Buzz, and other Communication Materials

From May – December 2012, consistent efforts were made to communicate broadly about Brockton’s Sustainable Strategic Plan. This included coverage in:

- The Brockton Buzz (in six editions);
- The Cargill Area News (five stories);

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- The Walkerton Herald Times (five stories); and
- The Walkerton & District Chamber of Commerce Quarterly Newsletter (July edition).

Electronic Communications, Social Media and Online Survey

Meetings with residents and community groups, along with attendance at community events and locations were complimented with an online presence as well. Brockton’s website was routinely updated with relevant project information, and residents who provided their email address were kept up-to-date on upcoming events relative to the Plan’s development.



Both Facebook and Twitter were used to share project updates, spread the message about Building a Better Brockton, and invite residents to participate in the process. At the time of writing, 68 residents ‘like’ Brockton’s Facebook page, while Brockton’s Twitter account has 88 ‘followers’.

A survey was also available online, linked from the Municipality’s website. This survey mirrored the three questions found on the comment card. Sixty-four of Brockton’s residents took the opportunity to complete the survey online.

Engagement Results

Top Ranking Theme Areas

The following table presents the top fifteen (15) theme areas as identified during the community through all input received. The themes are ranked by the percentage of responses within which it was included.

Table 1. Community Engagement Themes	
Theme	Proportion of Responses
Employment/Businesses	36%
Recreation	29%
People/Sense of Community/Community Groups	24%
Natural Environment/Landscape	18%
Saugeen River	15%
Culture/Heritage/Victoria Jubilee Hall	14%
Community Events	14%
Parks	14%
Youth	12%
Active Transportation/Trails	11%
Education/Daycare	10%
Safety	9%
Seniors' Services	6%
Community Engagement	6%
Healthcare	5%

August 14, 2012 Public Workshop – Strengths, Weaknesses, Opportunities, and Threats

Identifying the strengths and weaknesses of a municipality, and the opportunities and threats it is facing is a valuable exercise. Often referred to as a SWOT analysis, these processes allow a community to identify the positives and negatives inside of Brockton (S-W) and outside of it, in the external environment (O-T). This helps to reveal positive forces that work together and potential problems that need to be addressed.

As part of the public workshop on August 14, 2012, community attendees were asked to undertake a SWOT analysis for Brockton. The Project Management Team also undertook a SWOT analysis as well. The results of the public SWOT exercise are presented in the table below. Where feasible, the results were used (along with all other public input) to inform the Goals, Strategies, and Potential Actions found within Brockton’s Sustainable Strategic Plan.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Natural environment • Saugeen River • Greenock Swamp • Strength of recreation • Faith community and church groups are welcoming and inclusive • Active community groups, cultural groups, and volunteers • Successful community-driven initiatives (e.g., physician recruitment, Family Health Team, clinic fundraising, Victoria Jubilee Hall restoration, etc.) • This plan is a bottom-up driven processes • Friendly people • Good rural background • Farming and agriculture • Best water in Canada/North America • Retirement community • Hospital and Family Health Team • Schools • Hard working community • Effective government • New hotel 	<ul style="list-style-type: none"> • Lack of public transportation • Planning and zoning decisions based on minimum standards which allow for developments that detract from the beauty and historic value of the community • Short-term thinking and planning • Small economic/manufacturing base • Losing government offices • Retirement community • No brand name eateries • Saugeen Valley Conservation Authority restrictions on development • Geographic restrictions to growth in Walkerton • Diverse needs • Loss of livestock prominence • Lack of input from a larger segment of the population (at the public meeting) • Stigma of Brant vs. Greenock vs. Walkerton • Need to plan for a shrinking tax base: less money available for all aspects of strategic plan • Need to decide on priorities

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<ul style="list-style-type: none"> • Vibrant agricultural economy • Volunteerism • Service clubs • Youth • Heritage buildings • Can/will attitude • East Ridge Business Park • Walkerton Clean Water Centre • Walkerton is the County Seat • Lumber • Trails 	<ul style="list-style-type: none"> • Accessibility of buildings • Rural roads • Downtown vacancies • Competing for economic prosperity with neighbouring communities • High assessments and tax rates • Poor attitude toward change • Retreat of provincial government (loss of jobs locally)
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • Gear future plans to changing demographic: some employment opportunities; well serviced housing and transportation; range of housing integrated with families; mandated creation of community space for older residents; parks; cultural activities • Capitalize on natural heritage (e.g., WCWC, agriculture, Greenock Swamp, River, etc.) • Big box stores • Tax incentives for new industry to move in or to spur the expansion of existing • Working with other municipalities • Government grants • Education • Sports and recreation • Recreation Master Plan implementation • Seeking new economic and employment opportunities (water cluster, East Ridge Business Park, etc.) • More planning with Explore the Bruce • Attract more industry/business and professionals • Families make communities and families are strengthened by their faith communities • Zero waste and increased diversion 	<ul style="list-style-type: none"> • Nuclear waste site (process pits municipalities against each other and is divisive in the community) • Declining population, especially youth • Declining range of employment opportunities (declining availability of well-paying and permanent jobs) • Big box stores • Thinking at a local level • Aging population • Substance abuse • Infrastructure costs • A declining tax base • Neighbouring municipalities grow quicker than Brockton • Competing for economic prosperity with neighbouring communities • Smaller family farms • Discrimination against disabled community members • Saugeen Valley Conservation Authority restrictions on development • Climate change • Decrease in the availability of money from senior levels of government

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<ul style="list-style-type: none">• Operate one landfill instead of three• Provide more programming for the elderly and disabled• Cycling/bike lanes• Work with youth to advise council• Youth skills development – involve seniors with youth on local projects (e.g., tree planting)• Welcome package for newcomers with info about the community• NWMO DGR facility• Utilizing social media	<ul style="list-style-type: none">• Wind turbines
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November 22, 2012 Public Workshops – Prioritization Exercise

At the November 22 public workshop, the members of public in attendance (totalling 21) were asked to prioritize potential actions (choosing two per goal). This exercise was intended to provide a snapshot of interests, not a final decision on the actions that will move forward immediately. This information will be used in addition to other forms of input to determine actions within each five-year planning term.

Actions identified in italics were new ideas for action suggested by participants at the meeting.

Table 3. Prioritization of Potential Actions	
Goal: Brockton offers community and cultural events and gathering spaces that form the foundation of our social fabric.	
Potential Actions	Number of Votes
Continue to actively promote festivals and community events.	6
Incorporate common and community spaces (including sufficient green space) in new developments.	5
Continue promoting schools as community centres.	4
Offer staff support to service groups and other organizations that organize and run community events.	2
Consider events that have an environmental theme or focus, or adding such an element to existing events.	2
Continue to improve the infrastructure needed to host festivals and events.	2
Recognize different cultures through community events and celebrations.	2
Continue to support cultural and spiritual activities.	2
Continue to partner with the volunteer groups that operate Brockton’s community facilities.	1
Continue to make public spaces available for peaceful religious and spiritual expression.	0
Goal: Brockton is proud of our rural heritage and takes steps to preserve our historic identity.	
Potential Actions	Number of Votes
Continue to promote heritage buildings through events such as doors open.	9
<i>Protect existing heritage buildings.</i>	8
Encourage new development to adhere to the existing heritage aesthetic and character of existing development	6
<i>Adapt and reuse existing buildings.</i>	6
Encourage public participation in the conservation of heritage resources.	5
Undertake a community asset mapping exercise.	5
Promote existing heritage buildings through constantly changing (e.g., annually) driving and walking tours.	1
Goal: Residents and visitors are given an opportunity to participate in, appreciate, and support the arts.	
Potential Actions	Number of Votes
Assist in the continuance and enhancement of the Victoria Jubilee Hall.	11
Continue to offer free musical performances such as Music in the Park.	8
Continue to work with community partners to build and organize events such as Buskers Festival.	8
Work with business owners to temporarily display art in downtown	3

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Table 3. Prioritization of Potential Actions	
storefronts.	
Provide opportunities to display art in public locations such as the Library, Municipal Office, streetlights in high traffic areas, etc.	2
Consider offering an event such as 'Art in the Park'.	0
<i>Encourage more theatre.</i>	0
Goal: Brockton is home to progressive businesses that provide employment opportunities and economic benefits.	
Continue to work with community partners (e.g., the Economic Development Committee, the Walkerton & District Chamber of Commerce/BIA, etc.) to actively promote and improve the strengths of downtown Walkerton, such as the variety of boutique shops, trees and flowers, the Victoria Jubilee Hall, and the Saugeen River, among others.	10
Continue to work with partners (e.g., the Economic Development Committee, the Walkerton & District Chamber of Commerce/BIA, etc.) to promote Brockton to potential investors.	5
Leverage the Walkerton Clean Water Centre to attract complementary businesses.	5
Continue cooperation between likeminded bodies (e.g., the Economic Development Committee and the Walkerton & District Chamber of Commerce/BIA) to collaborate on business retention and expansion.	4
Continue to keep streets and sidewalks clean in downtown areas by enforcing by-laws and installing waste bins.	3
Establish an ambassador program with local business people to meet with interested investors and sell Brockton as a place to do business.	2
Establish a mentorship program for new business owners.	2
Encourage uniform business hours in downtown areas.	2
Establish an enhanced facade improvement program.	2
Install public washroom facilities in downtown areas.	2
Promote Brockton's strengths as an attractor for investment, new residents, and immigrants.	1
Continue ongoing beautification efforts such as the installation of benches, improvements to street lighting, artwork, the presence of potted plants and the planting of trees.	1
Develop and approve a Community Improvement Plan to guide public investment in downtown areas.	1
Work with partners in historic downtown areas while still promoting other forms of commercial development such as highway commercial.	1
Promote grants and tax incentive programs available to local businesses.	1
Enhance the entranceways to downtown areas with signage and landscaping.	0
Establish more easily accessible parking in downtown areas.	0
Provide opportunities for members in the business community to network and share best practices.	0
Consider installing traffic calming mechanisms to slow traffic in downtown areas.	0
Further integrate community events (e.g., Buskers Fest) with retail locations (e.g., have performers right inside stores).	0

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Table 3. Prioritization of Potential Actions	
Increase signage to direct people to commercial areas located off of high-traffic streets.	0
Promote the availability of serviced land in the East Ridge Business Park.	0
<i>Establish a shared space for new business ventures (especially for youth) that would allow individual investment per business owner for space, receptionist services, equipment, etc.</i>	0
Goal: Brockton’s agriculture sector continues to be a cornerstone of our municipality’s economy and identity.	
Maximize the use of local food products in community events.	7
Brand and promote local produce.	7
Promote the availability of programs such as Farm Start to assist with start-up costs for young farmers.	5
Expand the present farmers’ markets.	3
Connect local producers with local end consumers, including local food banks.	3
Promote the availability of income-generating programs for farmers such as Ontario’s Feed-in Tariff program and the recently initiated Alternative Land Use Services program.	0
Liaise with (e.g., ethanol producers) that may be able to add value to agricultural products locally.	0
Goal: Brockton capitalizes on our unique strengths and defining features to continue to draw year-round visitors.	
Actively promote the Saugeen River for canoeing and fishing.	7
Support fish restocking programs.	5
Work with the Conservation Authority to improve the tourism potential of the Greenock Swamp by increasing the presence of walking trails, interpretive signage, etc.	5
Pursue package options for recreational tourists to get them into commercial areas and local accommodations for overnight stays.	5
Explore the possibility of additional access points on the Saugeen River, as well as increased signage.	4
Promote the use of local trails for hiking, biking, cross country skiing, etc.	4
Work with community partners to explore the possibility of tourism bundles (e.g., a show at the Victoria Jubilee Hall packaged with a dinner at a local restaurant and overnight accommodation).	4
Promote catch and release as part of any sport fishing-driven tourist initiatives.	3
Educate those who use the river(s) for fishing on different fish and fish life cycles in an effort to create a culture of stewardship.	3
Continue to promote the Brant Tract Trail to mountain bike enthusiasts.	3
Develop a promotional video highlighting the many unique strengths of Brockton.	3
Continue to promote the use of the South Bruce Snowmobile trail in Brockton.	2
Promote to tourists the opportunities in Brockton for hunting.	2
Continue to actively promote existing sports tournaments (e.g., Dirt Pigs) to potential participants and visitors.	2
Work with local partners (e.g., RTO7, Explore the Bruce, Walkerton & District Chamber of Commerce/BIA, etc.) and farmers to explore opportunities	2

Table 3. Prioritization of Potential Actions	
associated with agri-tourism.	
Develop uniform signage to identify points of interest for tourists.	0
<i>Improve the existing trail between Walkerton and Mildmay.</i>	0
Goal: Brockton recognizes the significance of our natural heritage assets and the need to protect them for future generations.	
Restrict development from areas containing locally significant natural features.	7
Continue the tree replacement and planting program.	5
Work with community groups and local youth to keep riverbanks clean.	4
Form a stakeholder group to lead river revitalization.	3
Protect lands with important scenic vistas and natural features from development.	3
Encourage farmers to explore opportunities for stream and river buffering associated with the new arrival of the Alternative Land Use Services program in Bruce County.	3
Encourage farmers to explore opportunities for wetland, grassland and forest restoration with the new arrival of the ALUS program in Bruce County.	2
Leave natural drainage systems within new developments in their natural state.	1
Pursue National Park designation for the Greenock Swamp.	1
Work with senior levels of government, businesses, community groups, and landowners to act as collective stewards of the land within Brockton.	1
Adopt best management practices with respect to stormwater management.	1
Keep the Municipality’s Sewer Use By-Law up-to-date and current to restrict what will eventually end up in local water courses.	1
Assess all development proposals to minimize the potential for flooding and to ensure no net loss of fish habitat.	0
Goal: Brockton keeps the needs of residents in mind, making appropriate and well thought out land use decisions.	
Consider the purchase of properties such as the former Public School to continue to provide green space.	8
When making land use decisions, the sustainability of a development shall be considered with respect to impacts on: i) Climate change and air quality; ii) Energy conservation; iii) Ecological integrity and biodiversity; iv) Financial impact on the Municipality and community quality of life; v) Community cohesion and character; and, vi) Reducing of waste.	6
Provide services and amenities in close proximity to residential areas.	5
Encourage development that exceeds minimum visual standards, while enforcing the standards presently in place.	4
Take into account the cumulative impacts of development when making planning decisions.	4
Partner with local service groups, organizations, and school to keep green spaces, parks, and trails litter-free.	4

Table 3. Prioritization of Potential Actions	
<i>Keep the Municipal Office downtown.</i>	2
Coordinate the provision of parks and green space to provide for adequate access to all residents.	2
Promote the development of affordable housing.	2
Establish tree standards (e.g., a certain number of native species per area of land) for new developments.	1
Encourage the redevelopment of vacant land and/or underutilized buildings.	1
Ensure planning and development is undertaken in such a way that recognizes the interactions of all parts of the ecosystem, and protects natural processes.	1
Attract higher-density housing to urban areas.	0
Ensure that there is the provision of land within residential areas to provide for small-scale commercial spaces.	0
Ensure a wide range of housing types and designs in new developments and re-developments.	0
Maintain the established target of 70% low-density and 30% medium/high-density housing in the Municipality.	0
Promote the development of housing for community members with special needs.	0
Create pedestrian linkages to the park system.	0
Continue to improve the park system as identified in the Recreation Master Plan.	0
Promote Brockton as a place for people to retire.	0
Goal: Brockton makes wise use of natural resources, keeping current and future generations in mind.	
Undertake a Community Energy Planning initiative to better understand where savings can be made.	7
Consider preparing a Waste Management Plan.	5
Continue to offer Municipal Hazardous and Special Waste collection and Waste Electronic and Electrical Equipment collection to residents through County programs.	5
Developing a strategy for the local implementation of the Source Water Protection Plan.	5
Take a leadership role in energy conservation by retrofitting municipal buildings.	5
Work with community partners such as the Walkerton Clean Water Centre to position Brockton as a world class centre for drinking water quality training.	4
Work towards achieving Partners for Climate Protection milestones.	4
Increase the presence of recycling bins in public places.	3
Expand materials that can be collected every other week to include brush and leaves.	3
Offer an exchange or reuse centre at the landfills for serviceable items.	3
Consider working with neighbouring municipalities to improve the effectiveness and efficiency of waste management activities.	2
Continue to enforce the bag tag and clear bag policy to discourage waste generation and increase waste diversion.	2
Continue sales of rain barrels to residents on municipal water services.	2

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Table 3. Prioritization of Potential Actions	
Consider developing an incentive program to reward water conservation.	2
Explore the feasibility of alternative fuel options in the municipal fleet as vehicles need to be replaced.	2
Prioritize energy conservation over energy generation.	2
Continue the enforcement of watering restrictions for drier times of year.	1
Promote water conservation (e.g., distribute conservation tips and techniques to residents).	1
Improve river water quality by effectively treating wastewater.	1
Consider participating in Ontario’s Feed-in Tariff program.	1
Promote provincial (Ontario Power Authority) incentive programs for energy conservation.	1
Offer the sale of backyard composters to residents.	0
Pursue opportunities associated with post-secondary education and research in the area of clean drinking water.	0
Maintain current by-laws that limit the types of materials that can be sent to the wastewater treatment plant.	0
Implement an energy conservation policy.	0
Goal: Brockton’s service groups and volunteers continue to enhance our community’s quality of life.	
Celebrate and recognize the contributions made by volunteers.	3
Continue to work collaboratively with community groups and volunteers on local initiatives.	3
Work with local high schools to provide meaningful volunteer opportunities for students.	3
Consider developing a centralized means (e.g., a website) of promoting volunteer opportunities.	2
Offer a welcome package including information about local services to newcomers.	0
Continue to provide support for community garden initiatives.	0
Goal: All residents are able to access the services necessary for a healthy and balanced lifestyle.	
Promote the many strengths of Brockton in an effort to continue to recruit and retain physicians and other healthcare professionals.	9
Involve seniors with youth on local projects that develop skills and serve to enhance the community (e.g., tree planting).	7
Actively recruit youth into volunteer initiatives such as service clubs.	5
Coordinate the provision of recreational programming and facilities with partners such as school boards.	4
Work with service groups and volunteers to offer assistance to seniors with respect to household upkeep, transportation etc.	4
Continue to make recommendations on possible changes to police services through the Police Services Board.	4
Offer addiction counselling and rehabilitation programs.	3
Develop new soccer fields in the Municipality.	2
Expand the accessibility and affordability of recreational programming.	2
Encourage businesses and locations within the community to continually strive to increase their level of accessibility.	2

Table 3. Prioritization of Potential Actions	
Consider establishing a youth committee to advise Council on the needs and wants of youth in Brockton.	2
Establish a centralized service where youth can enrol to be contacted for occasional employment opportunities.	2
Explore the use of social media for the purposes of emergency communications.	2
Continue to offer programs such as the Junior Firefighter program.	2
Continue to raise funds necessary for the purchase of new healthcare equipment.	1
Incorporate more structured programming for seniors as part of recreation service delivery.	1
Explore options for free drop-in centre for adolescents.	1
Develop after and out-of-school programs for local youth.	1
Continue door-to-door smoke detector inspections.	1
<i>Hire a full-time by-law officer who can actively enforce by-laws.</i>	1
Continue to work closely with neighbouring Health Centres.	0
Develop an incentive program to attract new healthcare professionals.	0
Continue to provide drug awareness and prevention programs.	0
Continue to offer existing recreational programming (e.g., hockey, soccer, baseball, etc.).	0
Continue to update and implement the Accessibility Plan.	0
Encourage local advocacy groups to continue to raise awareness about disabilities and accessibility-related issues.	0
<i>Actively promote healthy and balanced lifestyles to be proactive about health.</i>	0
Offer more dances targeted for youth.	0
Continue educational outreach initiatives for fire safety such as handing out materials at grocery stores, publishing insets in the Brockton Buzz and hosting the fire prevention open.	0
Goal: Brockton will continue to build and foster lifelong learning opportunities with partners within and beyond the municipality.	
Offer leadership development programs for local youth.	9
Actively pursue post-secondary education delivery opportunities.	5
Explore new locations for the Walkerton Daycare Centre.	3
Offer evening classes and ongoing training opportunities.	3
Invite more guest speakers into classrooms	2
Provide daycare spots for children starting at 12 months	0
Provide opportunities for seniors to volunteer within schools.	0
Goal: Brockton residents are able to access diverse and efficient modes of transportation.	
Encourage development that fosters an increasingly pedestrian-oriented environment.	5
<i>Keep the Municipal Office downtown.</i>	4
Develop a five year Road/Bridge Maintenance Plan that includes continuing the cycle of rural and urban road and bridge maintenance and upgrades.	3
Expand sidewalks and walking trails to offer a more complete and connected system.	3

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Table 3. Prioritization of Potential Actions	
Redesign and/or installing sidewalks in rural hamlets where needed.	1
As road maintenance occurs, incorporate design to encourage active transportation where appropriate (e.g., paved shoulders and/or bike lanes).	1
Ensure pedestrian safety at major intersections.	1
Continue the upkeep of roadside ditches through ongoing grass and weed maintenance.	0
Establish a central truck service network/brokerage/ clearinghouse so that trucks are all full coming and going and there are avenues to get products here more efficiently.	0
Promote active transportation by organizing certain dates where participants are encouraged to leave their vehicle at home.	0

Conclusion

This section offers an evaluation of the engagement process undertaken for the development of Brockton’s Sustainable Strategic Plan. This evaluation should be used as a reference point and guide for future community engagement initiatives in the Municipality.

Which engagement techniques drew the highest response rates?

Non-traditional face-to-face engagement techniques drew the best response rates. This included efforts such as going to existing community events (e.g., Father’s Day Brunch in Cargill, Buskers Fest, Dirt Pigs, etc.) and inviting people to contribute their ideas, as well as having meetings with many of Brockton’s service clubs, community groups, and committees.

Which engagement techniques fostered the greatest level of discussion and dialogue?

In-person meetings with service clubs, community groups, and committees, as well as “kitchen table” chats with residents fostered a great deal of meaningful discussion about the future of the Municipality. When time allowed, residents were able to “roll up their sleeves” and delve into a deep-rooted conversation about their community. This dialogue was well complimented by traditional public workshops, where meaningful contributions were made to the Plan’s development, albeit in lesser numbers.

It should be noted that social media, though limited in provoking meaningful discussion, was useful in helping to promote the online survey and public meetings. Moving forward, Brockton should continue to use avenues such as Facebook and Twitter for information sharing and promotional purposes.

Were the objectives of the engagement process achieved?

The objectives of the engagement process are listed below in italics, and a response is provided to each detailing whether or not it was achieved.

- *To ensure that all stakeholders and members of the public have the opportunity participate in the development of the Strategic Plan, to the extent that they are willing and/or able to do so.*

Yes, multiple and ongoing avenues for public participation were provided over a nine month period as the Plan was developed. As discussed previously in this Report, a wide variety of stakeholders were pursued to participate in the Plan’s development.

- *To provide interesting and stimulating discussion forums, which will enable everyone to discuss their dreams for a desired future for the Municipality of Brockton.*

Yes, during the engagement process, participants were often posed with stimulating and thought-provoking questions to ensure a meaningful level of discussion was enjoyed by all.

- *To access existing community communications and engagement networks.*

Yes, existing avenues such as the Brockton Buzz, local newspapers, organizational emails and newsletters, and word-of-mouth were used to raise awareness for the Sustainable Strategic Plan.

Appendix B – Community Engagement Report

- *To build on key studies, projects, and initiatives that are being conducted by the Municipality and key stakeholders within the community.*

Yes, a thorough review of, and dialogue pertaining to, existing and ongoing studies, projects, and initiatives was undertaken as part of the Plan's development.

- *Through a diversity of opportunities, enable the general public to provide their ideas to shape the Sustainable Strategic Plan.*

Yes, the public were provided with a wide variety of opportunities to contribute their ideas to shape the Plan.

- *To encourage community participants to take a leadership role in the Sustainable Strategic Planning process.*

Yes, many community members maintained an ongoing involvement in the engagement process and ultimately the Plan's development.

- *To ensure that participants are informed and kept up to date on the progress of the Plan.*

Yes, regular efforts were made to broadly disseminate information on the Plan's progress.

Did people from all participant groups feel that they were listened to and their views adequately recorded?

Throughout the process, many participants applauded the Municipality for taking such a proactive and meaningful approach to community engagement. They noted that they felt the process was forthright in its intention, and that they were being listened to. Further, many commented that they would like to see such efforts continued, where appropriate.



Building a Better Brockton

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HOW TO READ THIS DOCUMENT

The following is a list of potential sources of funding that can be pursued to undertake sustainability actions in Brockton. Funding programs come from a variety of sources, including the Provincial and Federal Governments, and private sector sources. Funding sources extend beyond those available to municipal government, and in some cases can be accessed by community organizations and/or members of the private sector.

Brief descriptions are provided for each, with an accompanying web link to the funder's/program's website, where further detail and explanation can be found.

Funding sources and resources are grouped into five categories for easy reference:

1. All Four Pillars/Community-based Funding Sources
2. Environmental Funding Sources
3. Socio-Cultural Funding Sources
4. Economic Development Funding Sources
5. Additional Resources for Communities

1. ALL FOUR PILLARS/COMMUNITY-BASED FUNDING SOURCES

Federal Gas Tax Fund Agreements

The Federal Gas Tax Fund is a component of the *Building Canada* infrastructure plan. It provides funding for municipal infrastructure projects that contribute to cleaner air, cleaner water and reduced greenhouse gas emissions, such as:

- Public transit
- Drinking water
- Wastewater infrastructure
- Green energy
- Solid waste management
- Local roads and bridges

Municipalities can pool, bank and borrow against this funding. They are required to report on their use of the funds on an annual basis. There is \$2 billion per year available to municipalities.

For more information visit: <http://www.infrastructure.gc.ca/prog/gtf-fte-eng.html>

Green Municipal Fund Projects

FCM's Green Municipal Fund (GMF) offers loans and grants, to implement capital projects. Financing is provided for up to 80 percent of costs to a maximum of \$4 million in loans combined with \$400,000 in grants. The focus of the funding is on brownfield remediation projects, energy/green building projects for both retrofits and new construction, sustainable transportation projects, waste diversion projects, and wastewater projects.

For more information visit: <http://fcm.ca/home/programs/green-municipal-fund/what-we-fund.htm>

Partners for Climate Protection

The Partners for Climate Protection (PCP) program is a network of Canadian municipal governments that have committed to reducing greenhouse gases and acting on climate change. PCP is the Canadian component of ICLEI's Cities for Climate Protection (CCP) network, which involves more than 900 communities worldwide. PCP is a partnership between the Federation of Canadian Municipalities (FCM) and ICLEI - Local Governments for Sustainability. Financial support is available for municipalities that participate in the PCP program from FCM's Green Municipal Fund. Costs for completing a greenhouse gas reduction plan are eligible for reimbursement PCP members if completed as milestone one of the PCP program.

Sustainable Neighbourhood Action Plans

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A sustainable neighbourhood action plan builds upon an existing municipal sustainable community plan or strategy, such as an integrated community sustainability plan or Official Plan that includes sustainability goals.

To be eligible for GMF funding, a sustainable neighbourhood action plan must include the following elements:

- A vision, and environmental, social and economic goals and targets drawn from the existing sustainability plan; and
- Actions to achieve the goals and targets in all areas of municipal activity, including:
 - energy, waste and water management;
 - sustainable transportation;
 - land use; and
 - brownfield remediation (if applicable).

A sustainable neighbourhood action plan may target a specific area within municipal borders or apply to an entire municipality.

EcoAction Community Funding Program

Environment Canada’s EcoAction Community Funding Program provides financial support to community groups for projects that have measurable, positive impacts on the environment. Projects must address one of Environment Canada’s environmental priorities: clean air, climate change, clean water and nature. Funding support may be requested for projects that have an action focus to improve the environment and increase environmental awareness and capacity in the community.

Non-profit groups and organizations are eligible to receive funding through the EcoAction Community Funding Program. Examples of eligible groups include:

- environmental groups;
- community groups;
- youth and seniors groups;
- community-based associations;
- service clubs; and
- Aboriginal organizations.

For more information visit: <http://www.ec.gc.ca/ecoaction/default.asp?lang=En&n=FA475FEB-1>

Deadline: annually on November 1.

Earth Day Canada Community Environment Fund

The Earth Day Canada Community Environment Fund was created by Earth Day Canada and Sobeys Ontario to provide financial support to local environmental initiatives and projects in Ontario.

Appendix C – Funding Sources

Applicants for the Community Environment Fund must be affiliated with a not-for-profit organization or school in Ontario. To be eligible for a grant, a project must:

- Be a registered not-for-profit organization, registered charity or school
- Be open to the public
- Have a strong volunteer involvement component
- Engage the local community
- Be located on publicly accessible property
- Have a plan to be sustainable beyond the life of the grant
- Demonstrate quantified benefits and achievements to the environment
- Have signed approval of the school's principal if it is a school application
- Have signed approval of a senior administrator if it is an application from a college or university student group
- Must be completed within one year of receipt of the grant.

For more information visit: <http://www.earthday.ca/envirofund/>

Deadline: October 31, 2012.

Ontario Trillium Foundation Community Program

The OTF Community Program provides grants for proposals that have primarily a local impact. Grants are available for operations, projects or capital up to a maximum value of \$150,000 per project. Funds are available for initiatives in the following areas: arts and culture, environment, human and social services, sports and recreation. OTF focuses on projects or initiatives that:

- Enhance success for students and learners
- Encouraging Ontarians to lead healthier lifestyles
- Enhanced employment and economic potential for workers and their families
- More effective volunteers and more people engaged in their communities

The following organizations may apply for either the Community Program or the Province-Wide Program:

- Small municipalities (20,000 people or less) and Local Service Boards
- A charitable organization or foundation registered as a charity by the Canada Revenue Agency
- An organization incorporated as a not-for-profit corporation without share capital in a Canadian jurisdiction
- An unincorporated branch or chapter of a registered charity or incorporated not-for-profit organization. The incorporated organization or registered charity must authorize the application and accept responsibility for any approved grant
- A First Nation
- A Métis or other Aboriginal community
- A collaborative of two or more organizations that are working together to achieve a common goal. The collaborative must include at least one eligible member. The eligible member normally acts as the lead applicant and accepts responsibility for any approved grant

For more information visit:

http://www.trilliumfoundation.org/en/applyForaGrant/community_grants.asp

Deadline: annually on March 1, July 1, and November 1.

Green Apple School Program

The Green Apple School Program is an initiative created to encourage conservation and healthy living. They provide grants of \$1,000 grants to primary and secondary schools with big ideas for green projects in their communities.

For more information visit: <http://www.greenapplegrants.ca/home.en.html>

Deadline: March 29, 2013.

Home Depot Canada Foundation

The Home Depot Canada Foundation believes that good neighbours make great neighbourhoods. The foundation is dedicated to the development of affordable, sustainable housing and the creation of vibrant, environmentally responsible communities for Canadians. Eligible Projects include but are not limited to: affordable housing initiatives and neighbourhood improvement projects that involve building, rebuilding, painting, refurbishing, increasing energy efficiency or sustainability, landscaping, planting.

For more information visit: <http://www.homedepot.ca/foundation/what-we-do/grant-programs>

Ontario Lottery and Gaming (OLG) Corporation – Sponsorship Program

OLG supports local events and festivals in communities across Ontario. In particular, OLG provides sponsorship support to events that involve and benefit the community as well as generate business and interest in the town or city. Their prime areas of focus for sponsorships are:

- Community music festivals or significant local festivals and events
- Civic, stakeholder and business-community related events in communities with OLG operations

For more information visit: <http://www.olg.ca/about/community/index.jsp>

Social Sciences and Humanities Research Council (SSHRC) of Canada

SSHRC provides funding for research and knowledge mobilization initiatives involving a formal partnered approach. Partnerships can be among postsecondary institutions, or between the academic and public, private and/or not-for-profit sectors. They can be disciplinary or interdisciplinary, and can include both Canadian and international partners.

SSHRC places priority on research in the following areas:

- Aboriginal research
- Canadian environmental issues
- Digital economy
- Innovation, leadership and prosperity
- Northern communities: towards social and economic prosperity

Appendix C – Funding Sources

For more information visit: <http://www.sshrc-crsh.gc.ca>

2. ENVIRONMENTAL FUNDING SOURCES

Canada-Ontario Environmental Farm Plan

Environmental Farm Plans are voluntarily prepared by farmers to increase environmental awareness in up to 23 different areas on their farm. Farmers highlight their farm's environmental strengths, identify areas of environmental concern, and set realistic action plans with time tables to improve environmental conditions. Environmental cost-share programs are available to assist in implementing projects.

For more information visit:

http://www.ontariosoilcrop.org/en/programs/canada_ontario_environmental_farm_plan_efp.htm

Canada-Ontario Farm Stewardship Program

This is a voluntary cost-share program to encourage producers to improve management of agricultural land through the adoption of best management practices to reduce risks to water and air quality, improve soil productivity, enhance wildlife habitat, or result in energy conservation.

For more information visit:

http://www.ontariosoilcrop.org/en/programs/canada_ontario_farm_stewardship_program_cofsp.htm

Species at Risk Farm Incentive Program

The Species at Risk Farm Incentive Program encourages greater protection and conservation of species at risk and their habitats on privately owned agriculture lands across the province.

Examples of projects eligible for funding through the incentive program include:

- controlling the spread of invasive plants;
- protecting or restoring habitats for at-risk species;
- managing erosion damage along riverbanks; and
- improving pest management.

For more information visit: http://www.ontariosoilcrop.org/en/programs/species_at_risk.htm

Grassland Habitat Farm Incentive Program

The Grassland Habitat Farm Incentive Program provides cost-share funding through a competitive bid process for farmers to implement best management practices that will help provide and protect grassland habitats.

For more information visit: http://www.ontariosoilcrop.org/en/programs/grassland_habitat.htm

Alternative Land Use Services (ALUS)

New to Bruce County in 2012, ALUS pays farmers on a per acre basis to return environmentally sensitive or marginally productive lands to a natural state. Under the program farmers can apply to restore wetlands, creeks, shorelines, native upland grasses and trees, and unique habitats such as tall grass prairie, and oak savannah.

For more information visit: <http://alus.ca/works>

Community Energy Partnership Program (CEPP) – Ontario Power Authority and the Government of Ontario)

CEPP is a grant program that supports community power in Ontario, providing up to \$200,000 worth of funding. Energy projects that are eligible for funding include: installed capacity greater than 10kW and less than or equal to 10MW; use wind, solar photovoltaic, biomass, biogas, landfill gas, waterpower; economically viable and subject to future Feed-In-Tariff contract; not funded by any other OPA funding program; and are developed by a “community”.

For more information visit: <http://www.communityenergyprogram.ca/Home.aspx>

Habitat Stewardship Program for Species at Risk

Funds allocated to projects that conserve and protect species at risk and their habitats and help preserve biodiversity. These funds promote participation of local communities to help with the recovery of species at risk and prevent other species from becoming a conservation concern. Applications are accepted by: non –governmental organizations, community groups, private corporations, Aboriginal organizations, educational institutions, provincial, territorial and municipal governments and crown corporations. Projects may take place on non-federal lands across Canada. Funding ranges from \$30,000-\$100,000 per year and may extend more than one year.

For more information visit: <http://www.ec.gc.ca/hsp-pih/default.asp?lang=En&n=59BF488F-1>

Community Fisheries and Wildlife Improvement Program

This program, offered by the Ministry of Natural Resources, provides communities with an opportunity to participate in fish and wildlife conservation activities. The Ministry of Natural Resources provides financial help, expertise, equipment and materials for approved volunteer projects.

Projects must:

- Benefit biodiversity;
- Involve the applicant and the public; and
- Benefit the broader public.

For more information visit:

http://www.mnr.gov.on.ca/en/Business/LetsFish/2ColumnSubPage/STEL02_166030.html

WWF Canada Green CommUnity School

The WWF-Canada Green CommUnity School Grants Program aims to support school projects that will help connect students with nature, reduce their community's impact on the environment, increase understanding of environmental issues and solutions, stimulate environmental leadership, and inspire students and communities to take action. Grants of up to \$5,000 each are made to approximately 50 schools per year, across 5 regions in Canada: North, West, Central, Quebec and Atlantic. Grants will be awarded twice per year, in the spring and fall.

Any private, public, or independent Canadian elementary or secondary school is eligible to apply for a WWF-Canada Green CommUnity School Grant. Any "green" project that focuses on connecting students with nature and the environment is eligible! The WWF-Canada Green CommUnity School Grants Program aims to support school projects that will help reduce a community's impact on the environment, increase understanding of environmental issues and solutions, stimulate environmental leadership, and inspire students and communities to take action.

Topics of interest to WWF-Canada may include, in no particular order:

- Water Conservation – projects that support the reduction of water use, conserve water, e.g. with rain barrels, or create freshwater ecosystems.
- Sustainable Transportation – projects that support the use of sustainable means of transport such as walking, biking, transit, carpooling, and ride sharing.
- Increased Energy Efficiency – projects that support a reduction in energy consumption (lighting, electricity, heating and cooling, etc.) through behavioural change and technology improvements.
- Increased Biodiversity on School Grounds – projects that support biodiversity health such as planting wildlife gardens, frog ponds, nest boxes, and projects that help a local species at risk and connect the students with nature.
- Local and Sustainable Food – projects that support sustainable food programs: locally grown, organic, pesticide-free, reduced packaging, fair trade, etc.
- Waste Reduction – projects that support the reduction of waste, including composting, recycling, and reduced packaging.

For more information visit <http://c.studentawards.com/greencommunityprogram/>

Deadline: October 16, 2012

Royal Bank of Canada (RBC) Blue Water Project

RBC Blue Water Project offers Leadership Grants ranging from \$25,000 to \$500,000, which are annually awarded to organizations that are leaders in providing programs in North America and other countries where they do business. They also offer Community Action Grants. These grants range from \$1,000 to

Appendix C – Funding Sources

\$5,000, and focus on local watershed protection. They are available on an ongoing basis to local or community organizations in Canada, the United States or the Caribbean.

There are two areas of focus for the grant program, including:

- 1) Watershed protection
 - Protection and restoration of sensitive natural areas
 - Community-based watershed stewardship
 - Sustainable water use and conservation, or
 - Watershed awareness
- 2) Access to clean drinking water
 - Making sure communities have access to clean, safe drinking water, when and where it is needed.

Organizations applying for RBC Blue Water Project grants must be a CRA federally registered charity in Canada, or be considered a qualified under the Canadian income Tax Act, or have IRS 501 (c)3 status in the United States, or if outside Canada or the United States, have official charitable status as designated by local regulatory authorities.

For more information visit: <http://www.rbc.com/community-sustainability/environment/rbc-blue-water/about/index.html>

Shell FuellingChange

Not-for-profit and charitable organizations such as environmental/wildlife groups, educational institutions, Aboriginal organizations, community associations, community groups and municipalities operating within Canada may apply. These organizations may submit an application to Shell for projects that protect, improve or restore Canada's land, air or water. Projects are publicly voted on and grants are awarded for \$25,000, \$50,000 and \$100,000

For more information visit: http://fuellingchange.com/assets/files/FuellingChange_toolkit.pdf

Deadline for the next voting cycle: January 31, 2013

Mountain Equipment Co-op (MEC) Environment Fund

The objectives of the MEC Environment fund are: (i) to protect the outdoor environment in areas having significant recreational or wilderness value to MEC members; (ii) to educate MEC members in environmental issues and to enhance their awareness, concern, and support for the environment; and (iii) to promote the safe and environmentally conscious use of MEC products in outdoor recreation activities. The categories for projects supported by MEC include:

- Land acquisitions for conservation
- Projects that educate the public on environmental issues
- Advocacy and education projects which advance conservation or environmental causes
- Environmental research projects

For more information visit:

<http://www.mec.ca/AST/ContentPrimary/Sustainability/CommunityContributions.jsp>

Deadline: October 28, 2012 (Fall) / March 10, 2013 (Spring)

Toronto Dominion Bank Friends of the Environment Fund (FEF)

The focus of the fund is to provide support for worthwhile community-based initiatives that make a positive difference to the Canadian environment. The FEF vision is for when people join together, every positive action, no matter how large or small, contributes to the overall health of our environment.

Eligible projects include the following criteria:

- Protect the environment and Canadian wildlife;
- Assist young Canadians in understanding and participating in environmental activities; and
- Enhance cooperation among Environmental organizations.

The following groups are encouraged to apply for TD FEF funding:

- Registered Canadian charities with a Charitable Registration Number (CRN);
- Educational Institutions (primary/secondary/post-secondary schools);
- Municipalities; and
- Aboriginal Groups.

For more information visit: <http://www.fef.td.com/funding.jsp>

Deadline: December 15, 2012; February 15, 2013; May 15, 2013; and August 15, 2013.

Walmart Evergreen Green Grants

Walmart Canada and Evergreen have combined to offer a national program funding community-based initiatives. Projects of up to \$10,000 up to 50% of project budget) are supported through the Green Grants program. Eligible projects include, but are not limited to:

- Native planting initiatives
- Invasive species removal
- Community food gardens
- Youth-based and intergenerational projects
- Wildlife habitat restoration
- Aquatic stewardship projects
- Environmental workshops and educational events
- Community skills sharing workshops
- Projects serving underserved communities

The grants are available to Canadian community groups and non-profit organizations working on community development and environmental initiatives such as those listed above.

- Eligible groups must be working collaboratively with a local municipality or other institutional partner.
- Projects must be located on publicly accessible lands.

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- Previous grant recipients are welcome to apply again. There is no preference given to previously granted organizations and all applications will go through the same review process.
- Projects developed on land belonging to a public school board are only eligible for funding through the Toyota Evergreen Learning Grounds funding program.

For more information visit: <http://www.evergreen.ca/en/funding/grants/walmart.sn>

3. SOCIO-CULTURAL FUNDING SOURCES

Creative Communities Prosperity Fund

This fund provides Ontario municipalities and Aboriginal communities with financial assistance for cultural planning projects. It also provides funding to help not-for-profit organizations carry out specific capacity-building initiatives that enhance the cultural planning process.

For more information visit:

<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005128>

Deadline: Current program ends March 31, 2013 at which time a new program will launch.

Cultural Strategic Investment Fund

This fund supports not-for-profit organizations working in arts, public libraries and public library organizations, heritage, cultural industry organizations or Ontario-based research/academic institutions which focus on the cultural sector. It helps build a strong and stable cultural sector by providing non-capital funding for projects that will contribute to Ontario's cultural development and achieve economic and creative growth.

For more information visit:

<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005129>

Ontario Trillium Foundation Community Capital Fund

The Community Capital Fund supports infrastructure projects that help Ontario's not-for-profit organizations deliver important public services to diverse cultural communities. These include newcomer settlement services, multi-service community centres, performance venues, and cultural activity centres.

For more information visit:

http://www.trilliumfoundation.org/en/applyForaGrant/community_capital_fund.asp

Museums and Technology Fund

The Museums and Technology Fund provides arts and heritage organizations that house collections, such as community organizations, art galleries and archives with support to invest in digital technology that makes Ontario's heritage and its history in their collections more accessible to the public.

For more information visit:

<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005123>

Deadline: Current program ends March 31, 2013 at which time a new program will launch.

Public Library Operating Grant/Pay Equity Program

Library operating grants are statutory under the *Public Libraries Act*. This funding goes to public library boards and First Nations libraries as well as municipalities, local service boards or First Nations that establish a contract for library service with a neighbouring public library board.

For more information:

<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005132>

Ontario Cultural Attractions Fund

The Government of Ontario, through the Ontario Cultural Attractions Fund, helps not-for-profit organizations cover the marketing and promotional costs of their new attraction or special event.

For more information visit: <http://www.ocaf.on.ca/en/index.aspx>

Ontario Arts Council

The Ontario Arts Council offers more than fifty grant programs for individual artists, collectives, ad hoc groups and organizations in 12 sectors.

For more information visit: <http://www.arts.on.ca/Page16.aspx>

Canadian Council for the Arts

Grant opportunities range from Aboriginal Art, architecture, audio art, community collaborative art, contemporary circus arts, dance, film and video, fine crafts, integrated arts, literacy performance, literature, music, new media, science, humanities, storytelling, theatre, translation and visual arts. The grants are available for individuals, organizations, groups and collectives.

For more information visit: <http://www.canadacouncil.ca/calendar/>

Celebrate Ontario

This is an annual program that helps new and existing Ontario festivals and events enhance their programs, activities and services to grow Ontario's tourism market. The program also supports bid and event hosting costs of major one-time events and festivals attracting out-of-province visitors.

For more information visit:

<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005140>

Canadian Heritage Funding

This resource provides listing of Canadian Heritage Funding Programs.

For more information visit: <http://www.canadianheritage.gc.ca/eng/1268917737337/1268917925906>

Canada Cultural Investment Fund

The Canada Cultural Investment Fund supports arts and heritage organizations in adopting measures to improve their financial stability and to develop modern management practices.

For more information visit: <http://www.pch.gc.ca/eng/1268609659093/1268611082334>

Canada Arts Presentation Fund

The Canada Art Presentation Fund supports arts festivals and other artistic events. Canadian, non-profit organizations, provincial, territorial or municipal institutions among others may apply.

For more information visit: http://www.pch.gc.ca/progs/pac-apc/index_e.cfm

Human Resources and Social Development Canada – Community Partnerships

Community Partnership works to advance the social priorities related to children and their families by working with the voluntary sector by making strategic investments that build knowledge, facilitate information sharing, and support effective practices in early learning. There are two primary programs:

- New Horizons for Seniors Program - helps to ensure that seniors are able to benefit from and contribute to the quality of life in their community through their social participation and active living. For more information visit: www.hrsdc.gc.ca/eng/community_partnerships/seniors/index.shtml
- Social Development Partnerships Program - provides funding to help them improve life outcomes for children, families, and people with disabilities and other vulnerable populations. For more information visit: www.hrsdc.gc.ca/eng/community_partnerships/index.shtml

Royal Bank of Canada Play Hockey

Offers 20 grants, in the amount of \$25,000 each awarded across North America. Grants are awarded to community hockey organizations, sport associations and hockey minded individuals with great ideas to grow the game and keep hockey vital. Support is provided for initiatives with and an emphasis on:

- Increasing access to the game of hockey
- Removing barriers to entry
- Introducing the game to newcomers in North America
- Keeping hockey growing and vibrant.

For more information visit: <http://www.rbc.com/community-sustainability/community/rbc-play-hockey/grants.html>

Kid Sport Ontario

This program provides grant assistance to local children 18 years old or younger who are facing financial barriers preventing them from joining organized sport. Grants are available for local sports clubs/equipment fees and for high school/interschool league fees.

For more information visit:

http://www.kidsportcanada.ca/index.php?page=ontario_how_to_apply

Canadian Tire Jumpstart

Jumpstart provides grants up to a maximum of \$300 per qualifying child per session (spring/summer, fall/winter). Grants are provided directly to the non-profit or charitable organization coordinating the sport or recreational activity on behalf of the qualifying child. The contribution can be made towards equipment, registration or transportation costs.

For more information visit: <http://jumpstart.canadiantire.ca/en/what-is-jumpstart#np>

4. ECONOMIC DEVELOPMENT FUNDING SOURCES

Southwestern Ontario Development Fund

The fund is being designed to strengthen communities by supporting the attraction and retention of employment and investment in Southwestern Ontario, and promoting innovation and cluster development and collaboration in the regions.

For more information visit: http://www.ontariocanada.com/ontcan/1medt/en/swodf_en.jsp

Prosperity Initiative

The Prosperity Initiative encourages businesses, not-for-profit organizations and post-secondary institutions in southern Ontario to undertake projects that will result in a more productive, diversified and competitive economy in the region.

There are three program funding opportunities under this initiative, including:

- productivity enhancement;
- regional diversification; and
- building a competitive advantage for southern Ontario.

Applications for the Prosperity Initiative are being accepted on an ongoing basis.

For more information visit: http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00398.html

Business Development for Farm Businesses

This program helps producers improve their business planning by combining self-assessment and action plan development with a range of cost-share funding for advisory services, training and business plan implementation.

For more information visit: <http://www.ontariosoilcrop.org/en/bdfbhome/default.htm>

National Sciences and Engineering Research Council (NSERC) of Canada

NSERC works with university and college researchers to find private sector partners to advance research and development and build relationships through targeted partnership program offerings.

Funding opportunities fall under five categories:

- Industry-driven collaborative research and development program
- College and community innovation program
- Training in industry program
- Strategic partnership program

- Commercialization program

For more information visit: <http://www.nsercpartnerships.ca/FundingPrograms-ProgrammeDeSubventions/index-eng.asp>

Ontario Trillium Foundation (OTF) Future Fund

The Future Fund allocates \$4 million each year to innovative projects that are focused on Ontario's futures. The projects that are supported by the fund change on an annual basis.

For more information visit: http://www.trilliumfoundation.org/en/applyForaGrant/future_fund.asp

Tourism Development Fund

This fund supports projects which result in investment attraction, product and experience development and industry capacity building (Ministry of Tourism, Culture and Sport, 2011).

For more information visit:

<http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/OSAPQA005130>

Technology Development Program

The Technology Development Program provides support for research and innovation organizations, the private sector, post-secondary institutions and not-for-profit organizations to work together to accelerate the development of technologies that will result in new market opportunities for southern Ontario businesses. Applications are being accepted on an ongoing basis. Eligibility criteria for this program includes:

- established southern Ontario not-for-profit organizations, such as innovation and commercialization organizations
- southern Ontario post-secondary institutions

Eligible activities may include: product and process applied research, engineering design, technology acceleration, product testing, certification, marketing studies, proof of concept, piloting and demonstration, problem solving, clinical trials, pre-commercialization activities; and commercialization of intellectual property (IP).

For more information visit: http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00332.html

Youth STEM Initiative

The Youth STEM encourages southern Ontario students from kindergarten to grade 12 to pursue an education and career in science, technology, engineering and mathematics (STEM). Eligible groups include not-for-profit organizations with established track records and currently providing STEM outreach programs in southern Ontario

Eligible activities include:

- development, enhancement and delivery of STEM learning activities (e.g., workshops, demonstrations, science fairs, competitions, mentorships, enrichment programs or camps and early learning activities);
- collaborative activities with other major players in STEM outreach with the aim of coordinating and focusing efforts and broadening the impact of existing programs in southern Ontario;
- other activities to broaden the impact and reach of programs in southern Ontario.

For more information visit: http://www.feddevontario.gc.ca/eic/site/723.nsf/eng/h_00329.html

Ministry of Economic Development and Innovation – Communities in Transition

A program that helps communities and regions across Ontario who are facing economic development challenges and need help to develop innovative solutions to create a productive and progressive future. Applications are accepted at any time and non-profit organizations are eligible (e.g. local economic development corporations, industry organizations, local authorities, professional/business associations assisting transitioning sectors/industries or those focused on economic development).

For more information visit: http://www.ontariocanada.com/ontcan/1medt/en/progserv_cit_en.jsp

Canadian Foundation for Innovation (CFI) – Innovation Fund

The purpose of the CFI Fund is to strengthen the capability of Canadian universities, colleges, research hospitals, and other not-for-profit institutions to carry out world-class research and technology development. Canadian universities, colleges, hospitals and not-for-profit research organizations and projects with total costs of \$100,000 or more are eligible. Projects must meet the CFI criteria:

- Enable researchers to work on groundbreaking topics that are currently beyond their means and that will support innovative research that is linked to new ideas and concepts or different ways of performing research.
- Reinforce and support excellent research; or help create excellence where there is already evidence of real potential and need to do so.
- Help attract and retain the best researchers and create a stimulating and innovative training environment that will prepare individuals for research and other careers that will benefit Canada.
- Make a difference and contribute to the Canadian economy and/or to the improvement of society, the quality of life, health, or the environment.

For more information visit: <http://www.innovation.ca/en/OurFunds>

Ontario Labour Market Partnerships

The Labour Market Partnerships program supports partnerships among employers, employer/employee associations, and community organizations. The program is itself a partnership between the MTCU and

Appendix C – Funding Sources

the Federal Department of Human Resources and Skills Development that was developed to reduce duplication and overlap of labour market programs. The Labour Market Partnerships program supports projects that:

- Address a labour market issue
- Include two or more partners, contributing financial or in-kind resources
- Are finite, with clear start and end dates
- Are not dependent upon future funding

The amount awarded to each project will vary depending on the project.

Preference is to be given to industry sectors that are experiencing one or more of the following:

- Projected growth rates in high-demand occupations
- Current or emerging issues significantly impacting human resource requirements or labour market adjustment needs
- Current or projected skill shortages
- Highest potential for value-added growth and innovation (Ministry of Training, Colleges and Universities, 2010).

For more information visit: <http://www.tcu.gov.on.ca/eng/employers/labourMarket.html>

5. ADDITIONAL RESOURCES FOR COMMUNITIES

Federation of Canadian Municipalities (FCM)

FCM provides a broad resource for all municipalities in the country, helping to build strong communities nationwide.

For more information visit: <http://www.fcm.ca>

Association of Municipalities of Ontario (AMO)

AMO's mandate is to support and enhance effective municipal government in Ontario, and offers resources for sustainable municipalities.

For more information visit: <http://www.amo.on.ca>

Canadian Mortgage and Housing Corporation (CMHC) – Equilibrium Sustainable Housing Demonstration

Equilibrium is a national housing initiative, led by CMHC that brings together the private and public sectors to develop homes that combine resource and energy-efficient technologies in order to reduce their environmental impacts.

For more information visit: <http://www.cmhc-schl.gc.ca/en/inpr/su/eqho/>

Canadian Mortgage and Housing Corporation (CMHC) – Sustainable Community Planning

CMHC encourages neighbourhood design and land use planning approaches that reduce costs and environmental impacts, while maintaining community livability. CMHC's website provides examples of best practices in design and development, tools for planners and designers, and other research on sustainability.

For more information visit: <http://www.cmhc.ca/en/inpr/su/sucopl/index.cfm>

Centre for Innovative & Entrepreneurial Leadership

This program provides tools, training and innovative solutions, allowing communities and organizations to realize their potential. Their tools and services are applicable to a wide range of communities: rural and urban, First Nations, communities of interest, and organizations. Resources available include:

- Communities Matrix: 69 Tools, Techniques, and Resources for Communities
- Communities 'Life Cycle' Matrix
- Provincial Report: The State of Entrepreneurship in Rural Communities

For more information visit: <http://www.theciel.com>

Community Economic Analysis Tools

The Community Economic Analysis Tools program provides organizations engaged in rural economic development with access to reliable local economic data and technical guidance for incorporating economic analysis into strategy development and implementation. The tools are used by a community to understand:

- businesses sectors that are the main sources of wealth creation;
- businesses that the community or region offers a competitive advantage given its attributes, infrastructure and location;
- structure of jobs in the economy;
- skill base of the employed labour force; and
- change occurring in the character of work in the economy.

The knowledge gained from interpreting the analytical information provides the foundation for informed local economic development strategies aimed at attracting new investment, retaining and expanding existing businesses, and strengthening local labour forces (Government of Ontario, 2009).

For more information visit: <http://www.omafra.gov.on.ca/english/rural/edr/ceatools/cea-availability.htm>

Municipal or Community Bonds

Municipalities are looking for alternate ways to fund capital projects in their communities. A suggested revenue source that may be viable is the issuance of municipal bonds. Bonds appear to be a desirable option as they can attract investment from other sources than local taxpayers.

A bond refers to when a corporation or government wishes to borrow money from the public on a long-term debt basis, it usually does so by issuing and selling debt securities – notes, debentures, and bonds. Investors, who may be individuals or businesses, donate the potential interest their money could have earned elsewhere over the five-year period to the community. They agree that their money is held in a bond for particular period of time, at the end of which it is returned. Their investment is safeguarded by a third party trust and bank guarantee. Businesses investing in social bonds can therefore gain corporate social responsibility recognition.

Incentives can be added to encourage investment, such a small return after five years (although this reduces the 25% grant portion) or a non-monetary advantage. If the bond was to fund a community centre, for example, investors could be offered reduced or free use of the facilities.

In Canada, the Municipal Finance Authority of British Columbia has its own Community Bond Program that has raised money throughout the province since its inception in 1995. The program is pitched to communities that need financing for capital projects, but have been unable to raise the money through traditional municipal bonds.



Building a Better Brockton

Appendix D – Proposed Sustainability Implications Worksheet for Reports to Council

Introduction

Integrating the Sustainable Strategic Plan into day-to-day municipal operations, and aligning future initiatives with its Vision, Goals, and Strategies are paramount to the Plan’s successful implementation. Upon adoption of the Plan by Council, a component speaking to alignment with the Plan should be added to reports to Council. Specifically, as part of the any staff report to Council, a sustainability implications section should be added as an appendix.

To help staff determine the sustainability implications of any proposed project, initiative, this proposed sustainability implications worksheet can be completed. For this worksheet to be most effective, it should be consulted in the initial stages of Report development.

Which aspect(s) of the Sustainable Strategic Plan does this report pertain to/help advance?

All initiatives of the Municipality of Brockton should move the Municipality closer to its Vision of:

We are a proud rural community that is strengthened by a balance of social equity, culture, environmental integrity, and progressive economic development.

Do the recommendations in the Council Report help move the Municipality closer to its Vision? (please circle one)

Yes

No

The checklists in the below tables (beginning on the next page) include the Goals and their related Strategic Directions for each of the four pillars of sustainability as defined in Brockton’s Sustainable Strategic Plan.

Appendix D – Proposed Sustainability Implications Worksheet for Reports to Council

Which of the following Goals and Strategic Directions do the recommendations in the Council Report contribute to achieving?

Cultural Vibrancy		
	Yes	No
Goal: Brockton offers community and cultural events and gathering spaces that form the foundation of our social fabric.		
Facilitate the continuation of existing community events, while encouraging the addition of new ones.		
Continue using a cooperative approach to the maintenance and operation of community facilities.		
Provide cultural and spiritual spaces and opportunities for residents.		
Goal: Brockton is proud of our rural heritage and takes steps to preserve our historic identity.		
Protect and enhance the built heritage that defines our community.		
Preserve the cultural heritage assets that form the basis of our identity.		
Goal: Residents and visitors are given an opportunity to participate in, appreciate, and support the arts		
Strive to provide venues to accommodate a variety of performing arts.		
Enhance opportunities associated with the display of visual arts.		
Provide opportunities for arts and culture components of community events.		

Comments?

Appendix D – Proposed Sustainability Implications Worksheet for Reports to Council

Which of the following Goals and Strategic Directions do the recommendations in the Council Report contribute to achieving?

Economic Prosperity		
	Yes	No
Goal: Brockton is home to progressive businesses that provide employment opportunities and economic benefits.		
Work with local partners to attract businesses.		
Promote historic commercial areas as premium retail destinations.		
Retain existing and attract new manufacturers.		
Goal: Brockton’s agriculture sector continues to be a cornerstone of our municipality’s economy and identity.		
Explore local agricultural value added activities.		
Maintain awareness of needs in the local diversification of the agriculture sector.		
Promote the purchase and consumption of locally produced food.		
Goal: Brockton capitalizes on our unique strengths and defining features to continue to draw year-round visitors.		
Promote our abundant natural assets to draw outdoor tourists.		
Explore tourism opportunities related to heritage, culture, and community events.		

Comments?

Appendix D – Proposed Sustainability Implications Worksheet for Reports to Council

Which of the following Goals and Strategic Directions do the recommendations in the Council Report contribute to achieving?

Environmental Integrity		
	Yes	No
Goal: Brockton recognizes the significance of our natural assets and the need to protect them for future generations.		
Continue to act as stewards of the Saugeen and Teeswater Rivers and their tributaries.		
Protect lands that contain natural features of local significance including wildlife and their habitats, vegetation communities, wetlands, and scenic vistas.		
Goal: Brockton keeps the needs of residents in mind, making appropriate and well thought out land use decisions.		
Encourage development that is visually appealing and environmentally responsible.		
Incorporate, where appropriate, a variety of housing and land use types in new developments.		
Provide sufficient green and park space for leisure and recreation purposes.		
Goal: Brockton makes wise use of natural resources, keeping current and future generations in mind.		
Explore new methods to minimize waste generation and increase waste diversion.		
Increase efforts to make wise use of our water.		
Continue to protect ground and surface water quality.		
Enable excellence in clean drinking water training for other communities.		
Ensure sufficient capacity and effective wastewater treatment that protects our streams and rivers.		
Carefully consider the types of energy we would like to produce.		
Promote energy conservation and the availability of incentive programs.		

Comments?

Appendix D – Proposed Sustainability Implications Worksheet for Reports to Council

Which of the following Goals and Strategic Directions do the recommendations in the Council Report contribute to achieving?

Social Equity		
	Yes	No
Goal: Brockton’s service groups and volunteers continue to enhance our community’s quality of life.		
Encourage a continued culture of volunteerism in all facets of the community.		
Actively recruit youth volunteers.		
Goal: All residents are able to access the services necessary for a healthy and balanced lifestyle. Enhance the strong reputation of Brockton’s medical facilities, and continue to retain and attract healthcare professionals.		
Provide the recreation facilities and programming necessary for residents to maintain healthy and active lifestyles.		
Continue to ensure accessibility and provide opportunities for all.		
Provide programs and services to meet the needs of a changing demographic.		
Offer evolving youth-focused activities, programs, and spaces to meet local youth needs.		
Continue to provide exemplary protective services to ensure the safety of residents.		
Goal: Brockton will continue to build and foster lifelong learning opportunities with partners within and beyond the municipality.		
Continue to provide quality educational opportunities for youth.		
Explore the possibility of offering post-secondary and professional training opportunities.		
Goal: Brockton residents are able to access diverse and efficient modes of transportation.		
Maintain and improve local and regional transportation infrastructure.		
Provide complete and accessible active transportation networks.		

Comments?

Do the action(s) contained within this report represent a sound financial investment from a sustainability perspective?

It is important to consider whether a proposed action of the municipality represents a sound long-term financial investment. At times, purchases are made that favour products or services with a lowest initial purchase price. However, these products or services may, over time, cost more to operate and maintain than a product or service with a higher initial purchase price.

What is the approximate cost(s) of the product and/or service(s)?

Capital (\$)

Operating (\$)

From which department's budget is the product and/or service coming from? (please indicate)

Are there any sources of funding that could be pursued to support the product and/or service? For information on potential funding sources, please see Appendix C of the Sustainable Strategic Plan. (if yes, please elaborate)

Yes

No

What funding source(s) might apply?

Are there any partners that could contribute resources or help with cost sharing for the product and/or service in question? (if yes, please indicate)

Yes

No

Appendix D – Proposed Sustainability Implications Worksheet for Reports to Council

What partner(s) might participate?

Does the product and/or service impact long-term operating costs? (please circle one)

Yes

No

Comments?