



# 2021-2025 Strategic Action Plan



## Message from the Mayor and Council

Brockton Council is pleased to present the Municipality of Brockton's new Strategic Action Plan 2021-2025. We are confident that the actions in the Plan are measurable and achievable, as we plan for the future of our community and offer direction to staff, and will assist us in achieving our vision.

We would like to extend a sincere thank you to the residents, groups and businesses that offered comments and feedback on the 2013 Sustainable Action Plan to help create this new, updated Strategic Action Plan for 2021-2025. A special thank you to consultant Bill Winegard for his assistance and direction during this process.

It has been a difficult time, in 2020 and 2021 due to the urgency of the COVID-19 pandemic. Council wishes to ensure that we support our local businesses and community as much as possible throughout the recovery period.

We are committed to overseeing the successful implementation of this Strategic Action Plan. We have included key performance indicators to ensure that each staff report to Council will give consideration to the direction provided by the community contained in this plan. Regular updates on the progress of this Strategic Action Plan, will be shared with the community to ensure accountability.

Respectfully,  
Mayor Chris Peabody and Council



## Executive Summary

This Strategic Action Plan was developed to offer an updated, results-oriented plan for Brockton staff to implement over the next five years. Our Strategic Action Plan team, Cally Mann, Municipal Executive Coordinator, Paulette Peirol, Community Development Coordinator and myself, Chief Administrative Officer, ensured that we built on the momentum of Brockton's 2013 Sustainable Action Plan with significant input from the community.

This plan takes into account the 500 residents who participated in the Sustainable Action Plan from 2013 and more than 300 residents, businesses and service groups participated in this focused Strategic Action Plan. The actions put forth in this Strategic Action Plan are centered around the responses received.

Each theme was chosen based on goals that the Municipality wishes to achieve over the lifespan of this Strategic Action Plan and beyond. Actions in each of the pillars: heritage, culture and community, land use planning and the natural environment, quality of life, economic development, and municipal governance, all have a role to play in ensuring our community remains strong, vibrant and progressive for all residents, whether they are newcomers or people who have lived here for generations. We welcome everyone to "Come Home to Community". Come home to Brockton.

Respectfully,

Sonya Watson,  
Chief Administrative Officer

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## Welcome to Brockton

Welcome to the Municipality of Brockton, a thriving community in Southern Bruce County with a proud history and promising future. Whether you're looking to start or expand a business, find a new home, or simply explore the region, the community of Brockton is a good place to start.

Brockton is a full-service community with a range of government services, top-notch schools and childcare, a hospital, community centres, and a wide array of outdoor recreation, from golf, fishing, hiking and paddling the Saugeen River, to snowmobiling and cross-country skiing in winter.

If you want an urban vibe and amenities, head to Walkerton, where many new housing developments are already underway. A more rural atmosphere can be found in our hamlets and villages, surrounded by productive, rolling farmland.

The business opportunities here are numerous, in manufacturing, retail, housing and construction, agriculture, professional services and more, with business supports to help you achieve your plan.

An increasing number of youth are returning to Brockton to raise families or start businesses, recognizing the opportunities and support that lie here.

We are invested in attracting newcomers as well, with a growing number of services and initiatives to make the transition to a new community easier.





**Our Vision:**

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



## Scope of Plan

This Strategic Action Plan focuses on priorities for the municipality up to 2025 and actions to achieve specific goals, sometimes in concert with other partners such as the County of Bruce. Brockton is one of eight lower tier municipalities in Bruce County and the county, as the upper tier, provides policy direction and regional services.

Brockton's Strategic Action Plan provides direction for the Municipality on the services it delivers locally. It is also a template for the community as a whole, one that businesses, service clubs, institutions, organizations, and residents are invited and encouraged to use, as they helped to shape its vision.

This plan has integrated the directions of Brockton's existing documents, 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 Strategic Action Plan is 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.



## Development of the Strategic Action Plan

Jan - Feb  
**Review  
current plans**

Previous reports and plans were reviewed at the beginning of this process to ensure that all actions remaining were considered as part of this new plan.

Mar - Apr  
**Open, Random  
and Business  
Surveys**

Surveys were mailed out to 500 residents (every 6th household) and were open to all residents and service groups. Businesses had a separate survey to complete.

May - Jun  
**Focus Group  
Review**

The summarized results and actions were shared with the focus groups for each pillar, and with staff groups across the organization.

July - Sept  
**Council  
Review**

Council and staff reviewed the actions for feasibility, priority listing and implementation.



# Heritage, Culture and Community



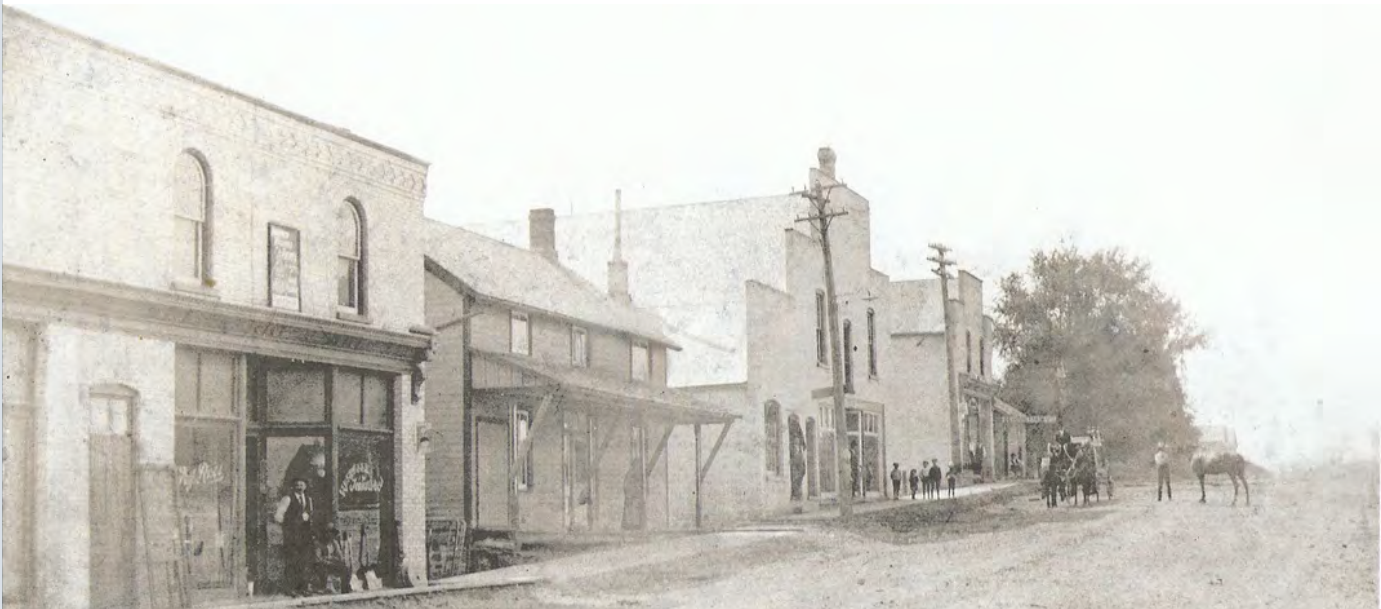
**Our culture is closely linked to how we come together and share time. Community gatherings, celebrations and events are an important component of Brockton's identity, as is our built heritage. Events throughout the year bring together residents and visitors, forming the cultural fabric and social unity of the community.**

## Keeping our Heritage alive

Our buildings, artifacts and landscape, as well as the records of our local organizations, help to shape and define our collective identity and set Brockton apart from other communities. They are an essential part of our community fabric.

### Actions:

- I. Develop a plan, potentially including partners like local businesses and cultural institutions, to showcase artifacts and create heritage plaques related to Brockton's history, including in the hamlets:
  - As new or expanded community centre, Municipal office, or library spaces are being considered, plan for permanent safe storage space for heritage artifacts and archives.
  - Undertake a program to scan and save archives, including calling for non-binding proposals from a third-party vendor for this service.
- II. Further promote and add to the online Brockton Heritage Story map.
- III. Develop a program to recognize property owners and builders that have preserved and/or improved heritage buildings through an updated tour map, videos or a digital experience.



## Supporting Community and Cultural Events

Festivals, fairs, and community events give us opportunities to get together and celebrate, to bring home friends and relatives, and to attract visitors that support our businesses and may one day choose to live here. They are what a welcoming community means.

### Actions:

- I. Continue to financially support Victoria Jubilee Hall to ensure its success and sustainability according to the vision set by its Board of Directors, which promotes arts and culture in the community.
- II. Promote cultural events in Brockton's hamlets (example: Elmwood Concerts in Park, Cargill outdoor concerts).
- III. Continue to develop partnerships to revive, develop, and promote events in Walkerton that support business, community, and service clubs.
- IV. Expand the online community calendar to increase public awareness of the range and diversity of community events and activities.
- V. Offer municipal assistance as requested for new or revived community events throughout Brockton, including assistance with grant applications.



## Supporting our Volunteer Organizations

From service clubs to minor sports to community centre boards to firefighters, volunteers have made Brockton a lively and welcoming place to live. Volunteer organizations wrestle with COVID-19 challenges and also with aging volunteers, new ways that people use leisure time, and with the complexity of getting things done. The Municipality will continue to be a good partner.

### Actions:

- I. Continue with the Municipality's volunteer appreciation event, and consider whether it could be expanded to include appreciation of service clubs.
- II. Convene a regular annual get-together with local service clubs to compare plans and projects, including those of the Municipality, and to discuss how Brockton can help and support each other.
- III. Develop a Welcome Brochure and/or package that promotes local organizations and events, our heritage, local shopping, and volunteer opportunities, so that new residents are encouraged to participate.
- IV. Consider a potential municipal staff position that would be clearly responsible for providing municipal assistance to volunteer-led organizations and special events throughout Brockton in terms of possible grant applications, annual and ongoing calendar of events, liaising with municipal departments and facilities, advertising and promotion, logistical groundwork, and volunteer coordination and recruitment:
  - By first determining the projected costs, skills, terms of reference, working relationships, and potential revenues that would be entailed in such a position.
  - Implementing such a position only if significant grant funding is available.
  - Implementing such a position on a 2-year trial "post-COVID" basis.



Greenock Swamp Tours - Bootlegging Tour

## Actions and Priority Listing

2021 -	}	Expand on the community calendar to increase public awareness of the range and diversity of community events and activities.
2022		Continue with the Municipality's volunteer appreciation event, and consider whether it could be expanded to include appreciation of service clubs.
		Consider a potential municipal staff position that would be clearly responsible for providing municipal assistance to volunteer-led organizations and special events throughout Brockton in terms of possible grant applications, annual and ongoing calendar of events, liaising with municipal departments and facilities, advertising and promotion, logistical groundwork, and volunteer coordination and recruitment: <ul style="list-style-type: none"><li>● By first determining the projected costs, skills, terms of reference, working relationships, and potential revenues that would be entailed in such a position.</li><li>● Implementing such a position only if significant grant funding is available.</li><li>● Implementing such a position on a 2-year trial "post-COVID" basis.</li></ul>
2023 -	}	Develop a plan, potentially including partners like local businesses, and cultural institutions to showcase artifacts and create heritage plaques related to Brockton's history, including in the hamlets: <ul style="list-style-type: none"><li>● As new or expanded community centre, Municipal office, or library spaces are being considered, plan for permanent safe storage space for Heritage artifacts and archives.</li></ul>
2024		



# Heritage, Culture and Community

- 2023 - 2024 Develop a program to recognize property owners and builders that have preserved and/or improved heritage buildings through an updated tour map, videos or a digital experience.
- Ongoing Convene a regular annual get-together with local service clubs to compare plans and projects, including those of the Municipality, and to discuss how Brockton can help and support each other.
- Ongoing Undertake a program to scan and save archives, including calling for non-binding proposals from a third-party vendor for this service.
- Ongoing Continue to financially support the Victoria Hall Board to ensure its success and sustainability according to the vision set by its Board of Directors that promotes arts and culture in the community.
- Ongoing Promote cultural events in Brockton's hamlets (example: Elmwood Concerts in Park, Cargill outdoor concerts).
- Ongoing Continue to develop partnerships to revive, develop, and promote events in Walkerton that support business, community, and service clubs.
- Ongoing Offer municipal assistance as requested for new or revived community events throughout the community, including assistance with grant applications.
- Certain Develop a Welcome Brochure and/or package that: Promotes local organizations and events, shop local and volunteer opportunities, so that new residents are encouraged to participate, outlines the history and heritage of Brockton.
- Certain Further promote and add to the Brockton Heritage Story map.



**Quality of Life**



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

## An Active Community

Brockton is committed to year-round sports and physical activity, thanks to a legacy of local sports organizations and community fundraising. As demonstrated through our public surveys, the COVID-era has re-emphasized the importance of our outdoor facilities for walking, cycling, and simply fresh air. Our indoor facilities are showing the impact of age and are expensive to maintain; new ones are expensive to build. Improvements to user experience, accessibility and efficiency will be necessary with the growth of our community – both now and for years to come.

### Actions:

- I. Initiate the planning for a new recreation centre:
  - Engage residents to determine what facilities (in addition to an up-to-date arena and community hall) should be included in a multiplex (example: second ice pad, indoor walking track, indoor pool, indoor soccer, skate park).
  - Develop a funding plan for the preferred multiplex concept.
  - Work with community partners to launch a fundraising campaign.
  - Prepare grant applications ready to submit to senior government funding programs.
  - Determine future uses for the existing Walkerton Community Centre building.
- II. Undertake the Parks, Recreation, Culture Master Plan to project the impact of growth on our recreation facilities, including the number and age of recreation facility users. Consult the public on perceived recreation facility needs, and determine spending priorities.

- III.** Include in the terms of reference for the Parks, Recreation, and Culture Master Plan the best possible projections of the future demographic make-up of Brockton in terms of age groups, income, occupations, family size, and other community characteristics, so that the impact can be projected not only on indoor and outdoor municipal facilities and programs but also on other municipal operations and on volunteer organizations.
- IV.** Develop through the Parks, Recreation and Culture Master Plan a Community "Walkability" plan that would include:
  - The standard of maintenance for sidewalks, trails, and accessibility features for all ages, including identifying specific trails as year-round for maintenance purposes.
  - Upgrades to the trails.
  - Planning for and ensuring that new developments in Walkerton provide pedestrian connections to the downtown and connect with existing parks and trails.
  - Constructing and maintaining trails and proper sidewalks in the hamlets.
  - Working with volunteer organizations to develop, maintain, and promote trails.
  - Promoting trails through such means as more signage and maps, inclusion in Bruce County material, and the Recreation Guide.
- IV.** Implement a community "Walkability" plan including findings from the Master Recreation Plan.

## A Healthy Population

Brockton is fortunate to have medical facilities, long-term care, and a successful volunteer-led physician recruitment committee to attract physicians to our community. As emphasized through our public surveys, the need to recruit physicians and other medical practitioners, and to expand facilities, will grow as Brockton grows.

### Actions:

- I. Continue the financial and other Municipal incentives offered to attract new physicians, as well as current methods to make potential physicians aware of Brockton's high quality of life and medical amenities.
- II. Support the County and Province in advocating for more long-term care beds in Brockton.
- III. Maintain support to establish the hospice in the Municipality of Brockton.



## Support for all Ages and Places

A theme of this Action Plan is ensuring that people of all ages, incomes, and geographic areas feel part of Brockton. This theme was supported through the consultations for this Action Plan.

### Actions:

- I. Develop more activity programming for all ages in the hamlets, working with local organizations whenever possible.
- II. Increase the availability and renewal of playground equipment throughout Brockton:
  - Review needs, trends and costs through the Recreation Master Plan process.
  - Monitor and enhance equipment in hamlets, working with local organizations.
  - Work with developers to achieve playground space and amenities in subdivisions.
- III. Brockton should continue to engage with and assist local organizations, the County, local employers, the SMART initiative, Grey Transit Network and/or other levels of government to advocate for public transportation and for the County to play a stronger role.



## A Safe Community

A large part of Brockton's attraction, both now and for prospective future residents, is its relative safety. The consultations for this Action Plan showed Brockton's high level of support for safety services, particularly to ensure our firefighters are well equipped and well-trained. Nonetheless, ensuring a safe community was raised as a high priority in all areas of Brockton.

### Actions:

- I. Plan for the June 2022 expiry of Brockton's current contract with the OPP by:
  - Reviewing the OPP contract and billing.
  - In concert with the County and the Association of Municipalities of Ontario, redoubling our advocacy with the Province for reducing the cost of OPP contract policing.
  - Engaging residents and businesses regarding their perceptions of the current level of policing service, potential increases in the level of service, and the value they would place on potential increases to the level of service.
  - Clarifying level-of-service expectations in urban areas and rural areas.
  - Obtaining hours-of- service estimates for potential level of service enhancements.
  - Considering discussions with adjacent municipalities about the potential for joint contracting for police services, hiring a consultant to compare alternatives.
- II. Continue to place a priority on maintaining effective fire-fighting equipment and member training, and on the effectiveness, health and safety of our emergency services.
- III. Support the establishment and growth of the Regional Fire Training Centre in Brockton.





## Actions and Priority Listing

2021 - 2022	Implement a community “Walkability” plan, incorporating findings from the Master Recreation Plan.
Ongoing	<p>Initiate planning for a new recreation centre:</p> <ul style="list-style-type: none"><li>● Engage residents to determine what facilities (in addition to an up-to-date arena and community hall) should be included in a multiplex (example: second ice pad, indoor walking track, indoor pool, indoor soccer, skate park).</li><li>● Develop a funding plan for the preferred multiplex concept.</li><li>● Work with community partners to launch a fund-raising campaign.</li><li>● Prepare grant applications ready to submit to senior government funding programs.</li><li>● Determine future uses for the existing Walkerton Community Centre building.</li></ul> <p>Develop more activity programming for all ages in the hamlets, working with local organizations whenever possible.</p> <p>Increase the availability and renewal of playground equipment throughout Brockton:</p> <ul style="list-style-type: none"><li>● Review needs, trends and costs through the Recreation Master Plan process.</li><li>● Monitor and enhance equipment in hamlets, working with local organizations.</li><li>● Work with developers to achieve playground space and amenities in subdivisions.</li></ul> <p>Brockton should continue to engage with and assist local organizations, the County, local employers, the SMART initiative, Grey Transit Network and/or other levels of government to advocate for public transportation and for the County to play a stronger role.</p>

Ongoing

Continue efforts to attract new physicians through municipal incentives (financial and other) and ensuring potential physicians are aware of Brockton's high quality of life and medical services.

Advocate with the County and Province for more long-term care beds in Brockton.

Continue to place a priority on maintaining effective fire-fighting equipment and member training, and on the effectiveness, health and safety of our emergency services.

Certain

Undertake the Parks, Recreation and Culture Master Plan budgeted in 2021 to project the impact of growth on the number and age of recreation facility users, consult the public on perceived recreation facility needs, and determine spending priorities.

Include in the terms of reference for the Parks, Recreation, and Culture Master Plan the best possible projections of the future demographic make-up of Brockton in terms of age groups, income, occupations, family size, and other community characteristics, so that the impact can be projected not only on indoor and outdoor municipal facilities and programs but also on other municipal operations and on volunteer organizations.

Maintain support to establish the hospice in the Municipality of Brockton.

Support the establishment and growth of the Regional Fire Training Centre in Brockton.

Plan for the June 2022 expiry of Brockton's current contract with the OPP by:

- Considering discussions with adjacent municipalities about the potential for joint contracting of police services through hiring a consultant to review options.

Certain

Plan for the June 2022 expiry of Brockton's current contract with the OPP by:

- Reviewing the OPP contract and billing.
- In concert with the County and the Association of Municipalities of Ontario, redoubling our advocacy with the Province for reducing the cost of OPP contract policing.
- Engaging residents and businesses regarding their perceptions of the current level of policing service, potential increases in the level of service, and the value they would place on potential increases to the level of service.
- Clarifying level-of-service expectations in urban areas and rural areas.
- Obtaining hours-of- service estimates for potential level of service enhancements.

Develop through the Parks, Recreation and Culture Master Plan a Community "Walkability" plan that will include:

- The standard of maintenance of sidewalks, trails, and accessibility features for all ages, including identifying specific trails as year-round for maintenance purposes.
- Upgrades to the trails.
- Planning for and ensuring that new developments in Walkerton provide pedestrian connections to the downtown and interconnection with existing parks and trails.
- Constructing and maintaining trails and proper sidewalks in the hamlets.
- Working with volunteer organizations to develop, maintain, and promote trails
- Promoting trails through such means as more signage and maps, inclusion in Bruce County material, and the Recreation Guide.





# Land Use Planning and the Natural Environment



**The way we plan determines the look, feel, shape and size of the community that we call home. These choices have impacts on our natural environment and resources and those who find to choose Brockton as their home.**

## **Attainably Priced Homes, Adequate Rental Accommodation, and a Diversity of Housing Types**

The Municipality is aware that high home prices and a lack of attainably priced rental units are a critical concern in Brockton, as shown in the survey results. The issue is widespread across southern Ontario, and municipalities have few tools for solving the problem. Nonetheless, our residents, business, and larger producers expect action. Our geographic diversity may also enable Brockton to offer a variety of housing types.

### **Actions:**

- I. Through the ongoing Bruce County Official Plan Review, support policies pertaining to Brockton that:
  - Require a percentage of units in a new subdivision to be semi-detached and townhouses.
  - Permit – subject to appropriate conditions - new rental units as separate structures on residential lots (“secondary suites”).
  - Encourage multi-residential buildings or seniors-oriented accommodations in commercial areas within a short distance of services and amenities.
  - Encourage pre-built auxiliary units in new homes.
  - Encourage a minimum standard of net energy conservation in new units.
  - Permit farms to provide low-cost temporary housing for employees on-site, provided that no severances would be permitted for such employee housing sites.
  - Direct residential growth to infilling and new lots in the hamlets, subject to appropriate conditions with practical and reasonable flexibility while adhering to legislative requirements.
  - Provide for the creation of some rural residential lots, subject to appropriate siting and lot sizes and provided that such lots do not interfere with agricultural operations.



- II.** Bring an interim update of the Comprehensive Zoning By-Law forward for review and include:
  - Pre-zoning for auxiliary rental units, with appropriate conditions.
  - Review parking requirements for rental units.
  - Review minimum sizes for rental units.
  - Review minimum square footage requirements for new homes.
- III.** Conduct a Comprehensive Review of the Official Plan and Zoning By-Law:
  - With a focus on flexible provisions to allow for more housing types and attainable housing units.
  - Review urban boundaries and the potential future growth areas.
- IV.** Support Bruce County in advocating for the development of more rent-geared-to-income housing units locally.
- V.** Assist County in development of Affordable Housing Toolkit to make builders and realtors aware of incentives for attainable houses and rental housing, and of Provincial financial assistance programs for first time home buyers
- VI.** Convene forums - including the County, large employers, the Municipality, and private builders - to identify partnership opportunities which would facilitate a variety of housing types to meet community objectives, including affordability.

## Environmental Recovery

From global climate change to local challenges like riverbank erosion and source water protection, environmental issues are top of mind. Borrowing from a broad array of best practices elsewhere, and seizing on funding opportunities from federal and provincial governments, will help us to take action.

### Actions:

- I. Expand the tree-planting program and include an inventory of the existing tree canopy.
- II. Review and enforce tree-planting requirements in subdivision agreements.
- III. Actively monitor the valley-bank erosion study scheduled for 2022, and seek federal and provincial funding as required to implement study findings.
- IV. Support river and riverbank cleanup initiatives.
- V. Support Official Plan policies that encourage low-impact development, e.g., permeable surface parking areas, swales in new lots to absorb runoff. As the Municipality plans new projects, and provided that grants are available, evaluate practical ways of implementing greener solutions. Potential examples could include permeable surface parking lots, electrical vehicle plug-ins, evolution to an electric fleet, and wetland protection.

## Enhanced Waste Management

With strong support from residents and through our landfill partnership with Hanover, Brockton has in many respects been a leader in household waste management practices. The pilot project to recover styrofoam is an example. Not only is this a field with high public expectations but also with a rapidly evolving technological and regulatory environment.

### Actions:

- I. Include a request for non-binding tenders on a green bin curbside pick-up program for household compost when calling tenders in 2021 for curbside recycling pick-up, and;
  - consider the potential initiation of a green bin program.
  - consider the potential for cost recovery by means of methane capture and energy production.
- II. Monitor the development of the proposed Provincial producer-funded recycling program, as details emerge for the proposed establishment of the program in 2026, and advocate for a program that is at least as effective as Brockton's current recycling, and also reduces municipal costs.
- III. Participate actively in inter-municipal discussions on the Waste Management Review study recommendations that will review areas where the responsibility for certain waste management items could be more effectively delivered at the County level.

## Actions and Priority Listing

- 
- 2021
- 2022
- Bring an interim update of the Comprehensive Zoning By-Law forward to review and include:
    - Pre-zoning for auxiliary rental units, with appropriate conditions.
    - Review of parking requirements for rental units.
    - Review of minimum sizes for rental units.
    - Review of minimum square footage requirements for new homes.
  - Support Bruce County in advocating for the development of more rent-geared-to-income housing units locally.
  - Assist County in development of Affordable Housing Toolkit to make builders and realtors aware of incentives for attainable houses and rental housing, and of Provincial financial assistance programs for first time home buyers.
  - Convene forums - including the County, large employers, the Municipality, and private builders - to identify partnership opportunities which would facilitate a variety of housing types to meet community objectives, including affordability.
  - Include a request for non-binding tenders on a green bin curbside pick-up program for household compost when calling tenders in 2021 for curbside recycling pick-up, and:
    - consider the potential initiation of a green bin program.
    - consider the potential for cost recovery by means of methane capture and energy production.
  - Actively monitor the valley-bank erosion study scheduled for 2022, and seek federal and provincial funding as required to implement study findings.

2021 - 2022	<p>Support Official Plan policies that encourage low-impact development, e.g., permeable surface parking areas, swales in new lots to absorb runoff. As the Municipality plans new projects, and provided that grants are available, evaluate practical ways of implementing greener solutions. Potential examples could include permeable surface parking lots, electrical vehicle plug-ins, evolution to an electric fleet, and wetland protection.</p>
2023 - 2024	<p>Conduct a Comprehensive Review of the Official Plan and Zoning By-Law:</p> <ul style="list-style-type: none"> <li>● With a focus on flexible provisions to allow for more housing types and attainable housing units.</li> <li>● Review urban boundaries and the potential future growth areas.</li> </ul>
Ongoing	<p>Monitor the development of the proposed Provincial producer-funded recycling program, as details emerge for the proposed establishment of the program in 2026, and advocate for a program that is at least as effective as Brockton’s current recycling, and also reduces municipal costs.</p> <p>Participate actively in inter-municipal discussions on the Waste Management Review study recommendations that will review areas where the responsibility for certain waste management items could be more effectively delivered at the County level.</p> <p>Expand the tree-planting program, including an inventory of the existing tree canopy.</p> <p>Review and enforce tree-planting requirements in subdivision agreements.</p> <p>Support river and riverbank cleanup initiatives.</p>

Ongoing

Through the ongoing Bruce County Official Plan Review, support policies pertaining to Brockton that:

- Require a percentage of units in a new subdivision to be semi-detached and townhouses.
- Permit – subject to appropriate conditions - new rental units as separate structures on residential lots (“secondary suites”).
- Encourage multi-residential buildings or seniors-oriented accommodations in commercial areas within a short distance of services and amenities.
- Encourage pre-built auxiliary units in new homes.
- Encourage a minimum standard of net energy conservation in new units.
- Permit farms to provide low-cost temporary housing for employees on-site, provided that no severances would be permitted for such employee housing sites.
- Direct residential growth to infilling and new lots in the hamlets, subject to appropriate conditions with practical and reasonable flexibility while adhering to legislative requirements.
- Provide for the creation of some rural residential lots, subject to appropriate siting and lot sizes and provided that such lots not interfere with agricultural operations.

# Walkerton

*A Community of Brockton*



→ Right 4 km



# **Economic Development**





**Economic development initiatives support our existing businesses and welcome new ones to our community. Having land, services and a strong labour market in place are vital to the continuing prosperity of Brockton and will help ensure we are "open for business."**

## **Expedite New Residential Development**

Brockton is growing at a pace not seen in many years. It is the opportunity that local builders and developers have been waiting for and they are eager to capitalize on it. While Provincial policy requires that most growth occur where there are municipal services, construction means jobs for residents throughout the area, and more people means a bigger market for more doctors and other professionals. The Municipality must “gear up” to apply our policies and standards to an unprecedented volume of applications without unreasonable delay, while still ensuring that development occurs in a responsible manner.

### **Actions:**

- I.** Review process to ensure the streamlining of development, including lessons learned from best practices in the industry, staff capacity, engaging with developers to compare notes on projects and plans underway and work together to promote Brockton.
- II.** Continue to investigate ways to improve and streamline development approval processes and implement outcomes from the Land Use Development Process Plan Review.
- III.** Update Brockton's online development portal for ease of access to information.

## **Expedite New Commercial and Industrial Development**

Brockton wants what every community wants: full employment, a strong labour force, thriving businesses, and an influx of new businesses. Our geography and quality of life are our biggest selling features but there is always more to do to attract innovative new businesses.

### **Actions:**

- I.** Advance the approved expansion of the East Ridge Business Park and implement an aggressive marketing campaign.
- II.** Request that the Airport Commission prepare a long-term business plan for the property and for airport operations, as a basis for Municipal support for appropriate uses of the airport property and continued Municipal support for airport operating costs.
- III.** Maximize the development potential of downtown Walkerton through:
  - Construction and development of the “Market Garden” park and ensuring a range of activities take place there.
  - Festivals, events, and activities downtown that increase foot traffic.
  - Effective partnership with the business community.
- IV.** Pre-zone designated commercial and industrial development areas as much as possible through the Comprehensive Zoning By-Law Review.
- V.** Support job creation and labour force attraction and retention programs in the region through active involvement with Saugeen Connects, the Four County Labour Board and other partners.
- VI.** Convene a forum of "round table" with interested employers to discuss public-private initiatives related to labour force attraction, retention and training, including potentially new programs.

## Support Agriculture and Farm Income

Farming is Brockton's largest industry. While the Municipality maintains its huge investment in the rural road system, other forms of infrastructure needed by the modern farm – like natural gas and reliable Internet – have been a long time coming. Agricultural producers are requiring an increasingly skilled labour force, and climate change is another factor affecting their bottom line.

### Actions:

- I. Support policies that maximize on-farm income by:
  - Permitting through the County's new Official Plan a wide range of on-farm employment uses, provided they do not interfere with agricultural operations.
  - Accommodating and promoting farm-gate sales and farmer's markets.
- II. Support infrastructure that improves farm operations by:
  - Continuing to advocate for high-speed Internet and cell-phone services.
  - Supporting the EPCOR natural gas expansion project, with construction to begin in 2023.
  - Consulting with farmers about road construction plans by the Municipality and County.
  - Continuing to recognize the rural road system is the highest municipal contribution to agricultural operations.
- III. Support actions to raise agriculture's profile as an important trade with decent income by:
  - Promoting Farmers Week and fall fairs.
  - Facilitating discussions between local farm organizations and educational institutes (colleges, high schools, Launch Pad) to create opportunities for farm-based career learning.
- IV. Showcase on-farm solutions to environmental issues, e.g., treatment of green bin waste.



## Community Improvement Plan

A Community Improvement Plan authorizes the Municipality to provide a framework to directly subsidize private construction, in an area where the Municipality wants to encourage private investment toward a community objective.

### Actions:

- I. Apply the CIP to include the whole municipality, with a steadily enhanced annual funding base.
- II. Encourage property owners to improve their properties in accordance with municipal community improvement objectives, by means of incentives such as:
  - Expedited processing of applications for municipal incentives, zoning approvals, permit applications, etc.
  - Modest matching cash grants from Brockton
  - Modest matching interest-free loans from Brockton.
  - Permission to use/encroach on adjacent municipal property/rights-of-way.
  - Familiarity with and assistance to apply to relevant grant and loan programs available from provincial or federal levels.
- III. Evaluate the effectiveness of incentives at meeting community improvement objectives.



- IV.** Adopt the following community improvement objectives in respect of which incentives would be available:
- Improvement of the street-facing façades, including signage, of existing commercial or heritage buildings.
  - Conversion of vacant or underused space in commercial buildings into a rental housing unit, or upgrading of a vacant rental unit in a commercial building, or an addition to a commercial building to create a new rental housing unit.
  - Incremental Tax increase over a five year period for new business or Industry.
  - Renovation of a heritage building to include commercial space, tourist accommodation, or rental residential accommodation.
  - A new purpose-built multi-residential rental building, including rent-geared-to-income housing and seniors-oriented housing.
  - Significant renovation of an existing commercial, industrial or multi-residential building to install energy-saving or energy-generation measures.
  - Renovations to, or undertakings in, commercial premises that will be demonstrably important to the business's recovery from the effects of COVID-19.



## COVID Recovery Initiatives 2021-2022

The forced closure of many retail businesses, intended to defeat the spread of COVID-19, has brought a significant loss of revenue to those businesses. While we are confident in the resilience of Brockton's entrepreneurs, and while Brockton holds few levers with which to directly support those businesses, the Municipality will do what it can to assist in their recovery over the 2021-22 period.

### Actions:

- I. Assist with coordination of special events and activities such as:
  - A major event for the official opening of the new park.
  - A heritage festival or similar event in supporting the hamlets.
  - Assist with downtown special events.
  - Boosting our on-line presence inviting shoppers and tourists to "Come home to Community" in Brockton.
- II. Continue to ensure the Brockton business directory is current and up to date on-line and consider distribution to each household with the Welcome Guide.
- III. Consider budgeted municipal purchases from local suppliers, subject to the Purchasing and Procurement Policy.
- IV. Work with businesses on the use of municipal property for commercial attractions such as patios, pop-up markets, parking, etc. (Patio Guidelines), where opportunity presents further need.





## Actions and Priority Listing

2021	Review process to ensure the streamlining of development, including lessons learned from best practices in the industry, staff capacity, engaging with developers to compare notes on projects and plans underway and work together to promote Brockton.
2022	
	Update Brockton's online development portal for ease of access to information.
	Request that the Airport Commission prepare a long-term business plan for the property and for airport operations, as a basis for Municipal support for appropriate uses of the airport property and continued Municipal support for airport operating costs.
	Convene a regular "round table" with interested employers to discuss public-private initiatives related to labour force attraction, retention and training, including potentially new programs.
	Support policies that maximize on-farm income by: <ul style="list-style-type: none"><li>● Permitting through the County Official Plan Review a wide range of on-farm employment uses, provided that they do not/would not interfere with agricultural operations.</li><li>● Accommodating and promoting farm-gate sales and farmers markets.</li></ul>
	Continue to ensure the Brockton business directory is current and up to date on-line and consider distribution to each household with the Welcome Guide
	Assist with coordination of special events and activities such as: <ul style="list-style-type: none"><li>● A major event for the official opening of the new park.</li><li>● A heritage festival or similar event supporting the hamlets.</li><li>● Assist with downtown special events.</li><li>● Boosting our on-line presence inviting shoppers and tourists to "Come home to Community" in Brockton.</li></ul>

2021  
-  
2022

Encourage property owners to improve their properties in accordance with municipal community improvement objectives, by means of incentives such as:

- Expedited processing of applications for municipal incentives, zoning approvals, permit applications, etc.
- Modest matching cash grants from Brockton.
- Modest matching interest-free loans from Brockton.
- Permission to use/encroach on adjacent municipal property/rights-of-way.
- Familiarity with and assistance to apply to relevant grant and loan programs available from provincial or federal levels,

Adopt the following community improvement objectives in respect of which incentives would be available:

- Improvement of the street-facing façades, including signage, of existing commercial or heritage buildings.
- Conversion of vacant or underused space in commercial buildings into a rental housing unit, or upgrading of a vacant rental unit in a commercial building, or an addition to a commercial building to create a new rental housing unit.
- Incremental Tax increase over a five year period for new business or Industry.
- Renovation of a heritage building to include commercial space, tourist accommodation, or rental residential accommodation.
- A new purpose-built multi-residential rental building, including rent-geared-to-income housing and seniors-oriented housing.
- Significant renovation of an existing commercial, industrial or multi-residential building to install energy-saving or energy-generation measures.
- Renovations to, or undertakings in, commercial premises that will be demonstrably important to the business's recovery from the effects of COVID-19.

# Economic Development

2023 - 2024	<p>Evaluate the effectiveness of incentives at meeting community improvement objectives.</p> <p>Continue to ensure the Brockton business directory is current and up to date on-line and consider distribution to each household with the Welcome Guide.</p> <p>Pre-zone designated commercial and industrial development areas as much as possible through Comprehensive Zoning By-Law Review.</p> <p>Support actions to raise agriculture's profile as an important trade with decent income:</p> <ul style="list-style-type: none"><li>● Promoting Farmers Week and fall fairs.</li><li>● Facilitate discussions between local farm organizations and educational institutes (colleges, high schools, Launch Pad) to create opportunities for farm based career learning.</li></ul>
Ongoing	<p>Continue to investigate ways to improve and streamline development approval processes and implement outcomes from the Land Use Development Process Plan Review.</p> <p>Maximize the development potential of downtown Walkerton by:</p> <ul style="list-style-type: none"><li>● Construction and development of the "Market Garden" park and ensuring a range of activities to occur at that site.</li><li>● Festivals, events, and activities that increase foot traffic.</li><li>● Effective partnership with the business community.</li></ul>

Ongoing

Support job creation and labour force attraction and retention programs in the region through active involvement with Saugeen Connects, the Four County Labour Board and other partners.

Support infrastructure that improves farm operations by:

- Continuing to advocate for high-speed Internet and cell-phone services.
- Supporting the EPCOR natural gas expansion project, with construction to begin in 2023.
- Consulting with farmers about road construction plans by the Municipality and County.
- Continuing to recognize the rural road system as the highest municipal contribution to agricultural operations.

Showcase on-farm solutions to environmental issues, e.g., treatment of green bin waste.

Consider budgeted municipal purchases from local suppliers, subject to the Purchasing and Procurement Policy.

Work with businesses on the use of municipal property for commercial attractions such as patios, pop-up markets, parking, etc. (Patio Guidelines), where opportunity presents further need.

Apply the CIP to include the whole municipality, with a steadily enhanced annual funding base.

Certain

Advance the approved expansion of the East Ridge Business Park and implement an aggressive marketing campaign.



# Municipal Governance



**Brockton is committed to good governance and providing a high level of customer service and communication that is inclusive, responsive, effective and forward-looking.**

## **Inclusive Government**

The Municipality of Brockton strives to ensure that all residents are granted the opportunity to participate fully in decisions affecting the community, and are aware of opportunities for civic involvement. We are a welcoming community, committed to diversity and inclusion through public engagement.

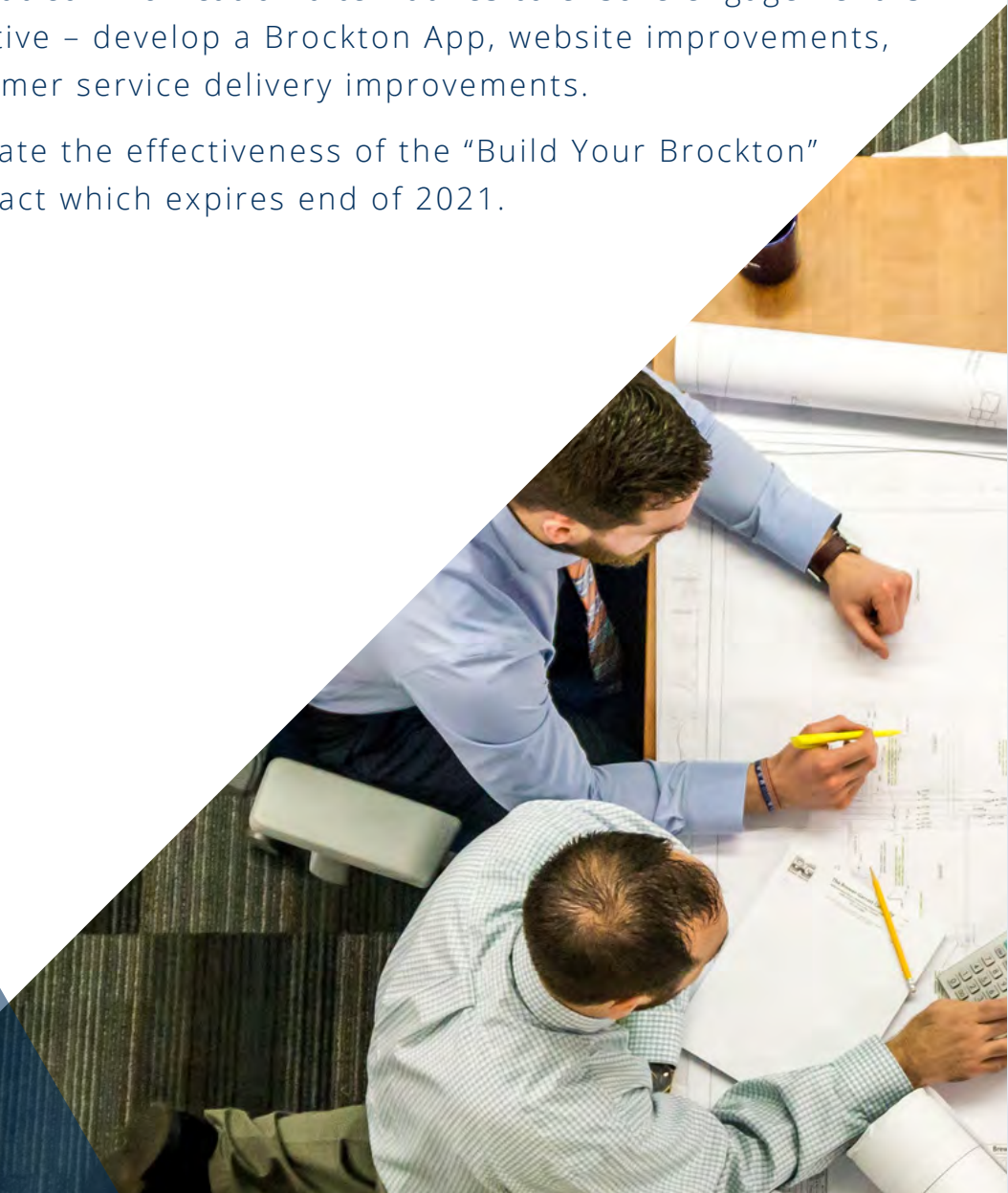
### **Actions:**

- I.** Continue to hold an annual Council meeting in each hamlet, providing time for local residents' input.
- II.** Advocate against school closings and maintain strong relations with school partners.
- III.** Develop amenities and / or beautification in the hamlets that will enhance their appeal for new development.
- IV.** Develop and deliver the Welcome brochure and/or package (with link on the website) and ensure availability to new households.
- V.** Work with local organizations to organize a welcome event or virtual forum for new residents, potentially in conjunction with other festivals and events, and the realtor sector.
- VI.** Adopt a municipal policy, program and training recognizing, educating and welcoming diversity.





- VII.** Work to make the public aware of the amount and type of growth being experienced, in order to prepare people for change through communications on a timely basis.
- VIII.** Establish time-limited ad hoc task forces to study issues and make recommendations, with adequate staff support, at Councils discretion.
- IX.** Organize one or more “Mayor’s breakfast” type events on various themes.
- X.** Evaluate committees: are they successfully fulfilling terms of reference, conveying public perceptions, and presenting options for Council.
- XI.** Look at communication alternatives to ensure engagement is effective – develop a Brockton App, website improvements, customer service delivery improvements.
- XII.** Evaluate the effectiveness of the “Build Your Brockton” contract which expires end of 2021.





## Responsive Government

Like any organization, Brockton is committed to exemplary customer service for its residents and businesses. How we respond to public inquiries is important, whether they are from a prospective investor, a visitor, a newcomer, a lifelong resident or a community partner.

### Actions:

- I.** Develop and publicize a system and a policy on Customer Service Standards.
- II.** Institute telephone response protocols so customers are greeted by a live voice where possible and can easily reach the staff member most able to deal with their inquiry or request.
- III.** Provide a customer service training program for all customer-facing staff positions.
- IV.** Further develop an ambassador program for the Municipality for orienting new employees to ensure full awareness of all Brockton has to offer for improved customer service.
- V.** Engage the front-line staff when developing policies, programs, or new solutions, and get regular feedback from them on customer service trends and issues.
- VI.** Publicize the relatively high level of performance the Municipality delivers in basic services such as road maintenance, snow clearing, water supply.
- VII.** Continue to seek public input on budget priorities.
- VIII.** Advertise our capital program more effectively by showing each year's achievements on a map. Maps and graphics hold more interest for the public and show what is being achieved in all parts of the Municipality.

## Efficient Government

Brockton's municipal government is entrusted to deliver as high a level of service as efficiently as possible, continually looking for ways to improve and innovate. Retention of existing staff through new opportunities and initiatives is also a priority, as well as attracting new employees in an increasingly tight labour market.

### Actions:

- I. Continue to work with the Municipal Innovation Council to examine service and purchasing efficiencies.
- II. Look at a County-wide umbrella for IT services and equipment, including cyber-security.
- III. Look at joint opportunities for advancement to recycling and composting programs.
- IV. Examine long-term potential for managing water treatment jointly with nearby municipalities.
- V. Update our Human Resource policies, with a focus on employee retention and attraction.
- VI. Review and expand our policy on working remotely.
- VII. Continue to create new levels of responsibility/opportunity within the organizational structure, along the lines of the "Junior Deputy" Clerk and "Junior Deputy" Treasurer positions.
- VIII. Continue supporting staff development opportunities via training, special projects and assignments and mentorships.
- IX. Develop a statement of the Corporation's values as an employer.
- X. Institute a variety of practices to acknowledge jobs well done on the part of staff, including through the performance management program.
- XI. Institute a practice of offering interviews to existing staff for vacant positions being filled.

## Forward-looking Government

We don't have a crystal ball, but preparing for future opportunities and challenges is an important part of good government. We are currently in a growth phase, and need to plan for additional infrastructure and services. The following actions will help us.

### Actions:

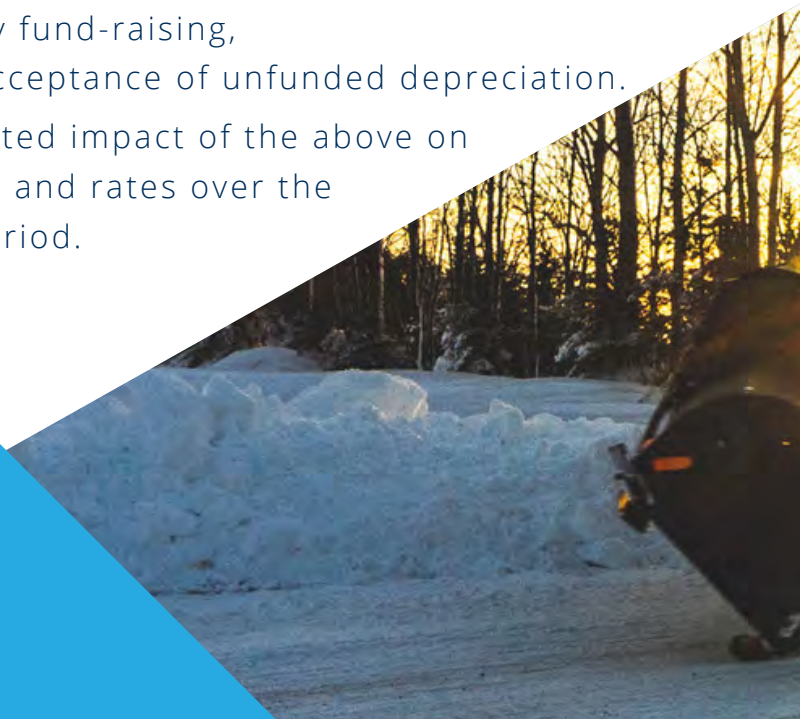
- I. Prepare a development charges study and / or a Community Benefits Study to identify potential legally-permissible charges for growth-related infrastructure costs, recognizing that Council retains the right to decide how much of the permissible amount it will charge, and for what types of growth-related infrastructure it will charge, if any.
- II. Do a growth management study to project areas for future residential expansion.
- III. Inform the public about the condition of existing infrastructure, the anticipated growth in population, the impact of growth on infrastructure, and the financial choices that result.
- IV. Develop a long-term plan for assessing staff capacity and continuity to meet demand generated by growth, with an associated financial plan.
- V. Look at staffing trends in Municipalities with past growth similar to our future growth and prepare, recommend and plan for a phase approach.

## Responsible Trustees of Municipal Assets

The Municipality has significant public assets that it must maintain, including bridges, roads, buildings and equipment, and sound financial planning for this is critical. There are also major projects on the horizon, as well as new infrastructure needs, that will be key to the growth and prosperity of our community.

### Actions:

- I. Complete water and wastewater capacity study and plan for next steps based on outcomes.
- II. Complete a condition-based plan for vehicle and equipment assets.
- III. Determine a long-term plan for rural bridges.
- IV. Follow the Roads Needs Study to ensure timely renewal of roads.
- V. Prepare and present for Council adoption a 20-year financial plan to implement the Asset Management Plan (existing assets), specifying the:
  - Planned use and timing of additions and withdrawals from reserves,
  - Planned use and timing of debt financing and repayment,
  - Planned reliance on conditional funding, e.g., grants, community fund-raising,
  - Planned acceptance of unfunded depreciation.
  - The projected impact of the above on local taxes and rates over the 20-year period.



- VI.** In the annual budget presentation, show a specific annual budget, year-end financial statement, and annual status report, for specific planned major projects (e.g., arena/community centre, East Ridge business park, rural bridges), based on the long-term financial plan.
- VII.** Ensure that future detailed infrastructure development plans (e.g., Parks/Rec/Culture Master Plan, Landfill Plan) are consistent with the Council-approved Financial Implementation Plan and vice-versa.
- VIII.** Communicate and share the asset management plan and schedule projects with the public.
- IX.** Implement a fleet management plan for fleet renewal and efficiencies to be realized between departments



## Actions and Priority Listing

- 2021 - 2022 Develop and deliver the Welcome brochure and/or package (with link on the website) and ensure availability to new households.
- Work with local organizations to organize "Welcome new residents" event or virtual forum potentially in conjunction with other festivals and events, and the realtor sector
- Adopt a municipal policy, program and training recognizing, educating and welcoming diversity.
- Organize one or more "Mayor's breakfast" type events on various themes.
- Look at communication alternatives to ensure engagement is effective – develop a Brockton App, website improvements, customer service delivery improvements.
- Develop and publicize a system and a policy on Customer Service Standards.
- Institute telephone response protocols so customers are greeted by a live voice where possible and can easily reach the staff member most able to deal with their inquiry or request.
- Provide a customer service training program for all customer-facing staff positions.
- Further develop an ambassador program for the Municipality for orientating new employees to ensure full awareness of all Brockton has to offer for improved customer service.
- Update our Human Resource policies, with a focus on employee retention and attraction.
- Review and expand our policy on Working Remotely.
- Develop a statement of the Corporation's values as an employer.
- Institute a variety of practices to acknowledge jobs well done on the part of staff, including through the performance management program.
- Institute a practice of offering interviews to existing staff for vacant positions being filled.



# Municipal Governance

- 2021 - 2022
  - Prepare a development charges study and / or Community Benefits Study to identify potential legally-permissible charges for growth-related infrastructure costs, recognizing that Council retains the right to decide how much of the permissible amount it will charge, and for what types of growth-related infrastructure it will charge, if any.
  - Do a growth management study to project areas for future residential expansion.
  - Look at staffing trends in Municipalities with past growth similar to our future growth and prepare, recommend and plan for a phase approach.
  - In the annual budget presentation, show a specific annual budget, year-end financial statement, and annual status report, for specific planned major projects (e.g., arena/community centre, East Ridge business park, rural bridges), based on the long-term financial plan.
  - Ensure that future detailed infrastructure development plans (e.g., Parks/Rec/Culture Master Plan, Landfill Plan) are consistent with the Council-approved Financial Implementation Plan and vice-versa.
- 2023
  - Implement a fleet management plan for fleet renewal and efficiencies to be realized between departments
- 2023 - 2024
  - Look at joint opportunities for advancement to recycling and composting programs.
- 2024
  - Communicate and share the asset management plan and schedule projects with the public.
- 2025+
  - Examine long-term potential for managing water treatment jointly with nearby municipalities.
  - Complete a condition-based plan for vehicle and equipment assets.
- Ongoing
  - Continue to hold an annual Council meeting in each hamlet, providing time for local residents' input.
  - Advocate against school closings and maintain strong relations with school partners.
  - Determine a long-term plan for rural bridges.

# Municipal Governance

Ongoing

- Develop amenities and / or beautification in the hamlets that will enhance their appeal for new development.
- Work to make the public aware of the amount and type of growth being experienced, in order to prepare people for change through communications on a timely basis.
- Establish time-limited ad hoc task forces to study issues and make recommendations, with adequate staff support, at Councils discretion.
- Evaluate committees: are they successfully fulfilling terms of reference, conveying public perceptions, and presenting options for Council.
- Engage the front-line staff when developing policies, programs, or new solutions, and get regular feedback from them on customer service trends and issues.
- Publicize the relatively high level of performance the Municipality delivers in basic services such as road maintenance, snow clearing, water supply.
- Continue to seek public input on budget priorities.
- Advertise our capital program more effectively by showing each year's achievements on a map. Maps and graphics hold more interest for the public and show what is being achieved in all parts of the Municipality.
- Continue to work with the Municipal Innovation Council to examine service and purchasing efficiencies.
- Look at a County-wide umbrella for IT services and equipment, including cyber-security.
- Continue to create new levels of responsibility/opportunity within the organizational structure, along the lines of the "Junior Deputy" Clerk and "Junior Deputy" Treasurer positions.
- Continue supporting staff development opportunities via special projects and assignments and mentorships.
- Inform the public about the condition of existing infrastructure, the anticipated growth in population, the impact of growth on infrastructure, and the financial choices that result.
- Develop a long-term plan for assessing staff capacity and continuity to meet demand generated by growth, with an associated financial plan.

Ongoing

- Complete water and wastewater capacity study and plan for next steps based on outcomes.
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- Prepare and present for Council adoption a 20-year financial plan to implement the Asset Management Plan (existing assets), specifying the:
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  - Planned acceptance of unfunded depreciation.
  - The projected impact of the above on local taxes and rates over the 20-year period.
- Evaluate the effectiveness of the “Build Your Brockton” contract which expires end of 2021.



## Municipality of Brockton

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## Strategic Action Plan - Action Worksheet

Action #	Pillar	Action	Priority	Department	Secondary Department	KPI
1	HCC	Develop a plan, potentially including partners like local businesses and cultural institutions, to showcase artifacts and create heritage plaques related to Brockton's history, including in the hamlets: - As new or expanded community centre, Municipal office, or library spaces are being considered, plan for permanent safe storage space for heritage artifacts and archives. - Undertake a program to scan and save archives, including calling for non-binding proposals from a third-party vendor for this service.	2023-2024	Clerks		# of Displays   # of weeks on display   # of artifacts displayed   # of records scanned   % of archives scanned   % with permanent home
2	HCC	Further promote and add to the online Brockton Heritage Story map.	Certain	Clerks		# of sites featured   # of clicks
3	HCC	Develop a program to recognize property owners and builders that have preserved and/or improved heritage buildings through an updated tour map, videos or a digital experience.	2023-2024	Clerks		# of applications   # of new buildings added   approved application form
4	HCC	Continue to financially support Victoria Jubilee Hall to ensure its success and sustainability according to the vision set by its Board of Directors, which promotes arts and culture in the community.	Ongoing	Council	Finance	
5	HCC	Promote cultural events in Brockton's hamlets (example: Elmwood Concerts in Park, Cargill outdoor concerts).	Ongoing	Community Services		# of events on calendar   # of posts   # of attendees
6	HCC	Continue to develop partnerships to revive, develop, and promote events in Walkerton that support business, community, and service clubs.	Ongoing	CAO (Economic Development)	Community Services	Convene meetings   # of surveys   # of calendar listings   # of events   # of promotions   # of tables and tents rented
7	HCC	Expand the online community calendar to increase public awareness of the range and diversity of community events and activities.	2021-2022	Clerks		# of events promoted   Website KPIs
8	HCC	Offer municipal assistance as requested for new or revived community events throughout Brockton, including assistance with grant applications.	Ongoing	Community Services	Finance	# of grants applied for / dollar value vs approved /received   # of staff hours on community events
9	HCC	Continue with the Municipality's volunteer appreciation event, and consider whether it could be expanded to include appreciation of service clubs.	2021-2022	Clerks	CAO (HR)	# of volunteers recognized   repeat attendees
10	HCC	Convene a regular annual get-together with local service clubs to compare plans and projects, including those of the Municipality, and to discuss how Brockton can help and support each other	2023-2024	Community Services	CAO (Economic Development)	# of service clubs   # of attendees
11	HCC	Develop a Welcome Brochure and/or package that promotes local organizations and events, our heritage, local shopping, and volunteer opportunities, so that new residents are encouraged to participate.	Certain	CAO (Economic Development)		# of brochures distributed   # of locations

12	HCC	<p>Consider a potential municipal staff position that would be clearly responsible for providing municipal assistance to volunteer-led organizations and special events throughout Brockton in terms of possible grant applications, annual and ongoing calendar of events, liaising with municipal departments and facilities, advertising and promotion, logistical groundwork, and volunteer coordination and recruitment:</p> <ul style="list-style-type: none"> <li>- By first determining the projected costs, skills, terms of reference, working relationships, and potential revenues that would be entailed in such a position.</li> <li>- Implementing such a position only if significant grant funding is available.</li> <li>- Implementing such a position on a 2-year trial "post-COVID" basis.</li> </ul>	2021-2022	CAO (HR)	Community Services	# of grants applications   # of staff hours with assisting   position description created
13	QoL	<p>Initiate the planning for a new recreation centre:</p> <ul style="list-style-type: none"> <li>- Engage residents to determine what facilities (in addition to an up-to-date arena and community hall) should be included in a multiplex (example: second ice pad, indoor walking track, indoor pool, indoor soccer, skate park).</li> <li>- Develop a funding plan for the preferred multiplex concept.</li> <li>- Work with community partners to launch a fund-raising campaign.</li> <li>- Prepare grant applications ready to submit to senior government funding programs.</li> <li>- Determine future uses for the existing Walkerton Community Centre building.</li> </ul>	Ongoing	Community Services		# of surveys completed   \$ amount raised from grants   Build your Brockton page ideas   Funding plan approved   Staff Reports   RFP's   Business Case Development, Project Calendar, Proposed project management contract, site selection confirmation, Conceptual design
14	QoL	<p>Undertake the Parks, Recreation, Culture Master Plan to project the impact of growth on our recreation facilities, including the number and age of recreation facility users. Consult the public on perceived recreation facility needs, and determine spending priorities.</p>	Certain	Community Services		Plan completed
15	QoL	<p>Include in the terms of reference for the Parks, Recreation, and Culture Master Plan the best possible projections of the future demographic make-up of Brockton in terms of age groups, income, occupations, family size, and other community characteristics, so that the impact can be projected not only on indoor and outdoor municipal facilities and programs but also on other municipal operations and on volunteer organizations.</p>	Certain	Community Services		Demographic makeup   diversity of residents (beyond race)
16	QoL	<p>Develop through the Parks, Recreation and Culture Master Plan a Community "Walkability" plan that would include:</p> <ul style="list-style-type: none"> <li>- The standard of maintenance for sidewalks, trails, and accessibility features for all ages, including identifying specific trails as year-round for maintenance purposes.</li> <li>- Upgrades to the trails.</li> <li>- Planning for and ensuring that new developments in Walkerton provide pedestrian connections to the downtown and connect with existing parks and trails.</li> <li>- Constructing and maintaining trails and proper sidewalks in the hamlets.</li> <li>- Working with volunteer organizations to develop, maintain, and promote trails.</li> <li>- Promoting trails through such means as more signage and maps, inclusion in Bruce County material, and the Recreation Guide.</li> </ul>	Certain	Community Services		Develop Plan   walkability rating & improvements   \$ of improvements   # of actions completed   # of partnerships   # of annual trail users / implement trail counter system
17	QoL	<p>Implement a community "Walkability" plan including findings from the Master Recreation Plan.</p>	2021-2022	Community Services		# / % of actions completed

18	QoL	Continue the financial and other Municipal incentives offered to attract new physicians, as well as current methods to make potential physicians aware of Brockton's high quality of life and medical amenities.	Ongoing	Council		
19	QoL	Support the County and Province in advocating for more long-term care beds in Brockton.	Ongoing	Council		# of additional beds locally
20	QoL	Maintain support to establish the hospice in the Municipality of Brockton.	Certain	CAO		\$ contributed   staff / council time spent
21	QoL	Develop more activity programming for all ages in the hamlets, working with local organizations whenever possible.	Ongoing	Community Services		# of programs per facility   # of attendee / user hours
22	QoL	Increase the availability and renewal of playground equipment throughout Brockton: - Review needs, trends and costs through the Recreation Master Plan process. - Monitor and enhance equipment in hamlets, working with local organizations. - Work with developers to achieve playground space and amenities in subdivisions.	Ongoing	Community Services		# of playground structures reviewed / replaced / added or improved per year
23	QoL	Brockton should continue to engage with and assist local organizations, the County, local employers, the SMART initiative, Grey Transit Network and/or other levels of government to advocate for public transportation and for the County to play a stronger role.	Ongoing	Council		# of meetings   # of engagements
24	QoL	Plan for the June 2022 expiry of Brockton's current contract with the OPP by: - Reviewing the OPP contract and billing. - Review the option of hiring of a consultant - In concert with the County and the Association of Municipalities of Ontario, redoubling our advocacy with the Province for reducing the cost of OPP contract policing. - Engaging residents and businesses regarding their perceptions of the current level of policing service, potential increases in the level of service, and the value they would place on potential increases to the level of service. - Clarifying level-of-service expectations in urban areas and rural areas. - Obtaining hours-of- service estimates for potential level of service enhancements. - Considering discussions with adjacent municipalities about the potential for joint contracting for police services, hiring a consultant to compare alternatives.	Certain	CAO	Clerks	# of resident comments   \$ amount saved / cost per household
25	QoL	Continue to place a priority on maintaining effective fire-fighting equipment and member training, and on the effectiveness, health and safety of our emergency services.	Ongoing	Fire & Emergency Services		sessions conducted (for in house staff and outside staff)
26	QoL	Support the establishment and growth of the Regional Fire Training Centre in Brockton.	Certain	Fire & Emergency Services		# of training sessions conducted (for in house staff and outside staff)   % the successfully obtain credentials   % available for structure fire   average time from recruitment to credentials

27	L&NE	<p>Through the ongoing Bruce County Official Plan Review, support policies pertaining to Brockton that:</p> <ul style="list-style-type: none"> <li>- Require a percentage of units in a new subdivision to be semi-detached and townhouses.</li> <li>- Permit – subject to appropriate conditions - new rental units as separate structures on residential lots (“secondary suites”).</li> <li>- Encourage multi-residential buildings or seniors-oriented accommodations in commercial areas within a short distance of services and amenities.</li> <li>- Encourage pre-built auxiliary units in new homes.</li> <li>- Encourage a minimum standard of net energy conservation in new units.</li> <li>- Permit farms to provide low-cost temporary housing for employees on-site, provided that no severances would be permitted for such employee housing sites.</li> <li>- Direct residential growth to infilling and new lots in the hamlets, subject to appropriate conditions with practical and reasonable flexibility while adhering to legislative requirements.</li> <li>- Provide for the creation of some rural residential lots, subject to appropriate siting and lot sizes and provided that such lots do not interfere with agricultural operations.</li> </ul>	Ongoing	Building & Planning		Amendment to policies completed
28	L&NE	<p>Bring an interim update of the Comprehensive Zoning By-Law forward for review and include:</p> <ul style="list-style-type: none"> <li>- Pre-zoning for auxiliary rental units, with appropriate conditions.</li> <li>- Review parking requirements for rental units.</li> <li>- Review minimum sizes for rental units.</li> <li>- Review minimum square footage requirements for new homes.</li> </ul>	2021-2022	Building & Planning		Review Process started   Amendments brought forward
29	L&NE	<p>Conduct a Comprehensive Review of the Official Plan and Zoning By-Law:</p> <ul style="list-style-type: none"> <li>- With a focus on flexible provisions to allow for more housing types and attainable housing units.</li> <li>- Review urban boundaries and the potential future growth areas.</li> </ul>	2023-2024	Building & Planning		Review Conducted   # Engagements with public
30	L&NE	Support Bruce County in advocating for the development of more rent-geared-to-income housing units locally.	2021-2022	CAO	Building & Planning	# of new affordable housing units   % reduction of residents on County waitlist   attend meetings / advocacy at County
31	L&NE	Assist County in development of Affordable Housing Toolkit to make builders and realtors aware of incentives for attainable houses and rental housing, and of Provincial financial assistance programs for first time home buyers	2021-2022	CAO (Economic Development)	Building & Planning	Creation of Housing Toolkit   distribution   # of staff hours   # of uptake / follow up consults
32	L&NE	Convene forums - including the County, large employers, the Municipality, and private builders - to identify partnership opportunities which would facilitate a variety of housing types to meet community objectives, including affordability.	2021-2022	CAO (Economic Development)	Building & Planning	# of attendees   # partnership opportunities identified
33	L&NE	Expand the tree-planting program and include an inventory of the existing tree canopy.	Ongoing	Community Services		# of trees inventoried   # of trees planted per year   # of trees removed
34	L&NE	Review and enforce tree-planting requirements in subdivision agreements.	Ongoing	Building & Planning		# of new trees planted   # of new units proposed   Plan reviewed



35	L&NE	Actively monitor the valley-bank erosion study scheduled for 2022, and seek federal and provincial funding as required to implement study findings.	2021-2022	Operations		Study received   # of actions completed   \$ grants received, # grants applied for
36	L&NE	Support river and riverbank cleanup initiatives.	Ongoing	Community Services		Lbs of waste removed from riverbanks   # of events   # of volunteers
37	L&NE	Support Official Plan policies that encourage low-impact development, e.g., permeable surface parking areas, swales in new lots to absorb runoff. As the Municipality plans new projects, and provided that grants are available, evaluate practical ways of implementing greener solutions. Potential examples could include permeable surface parking lots, electrical vehicle plug-ins, evolution to an electric fleet, and wetland protection.	2021-2022	Operations		# of green projects initiated   Impact of projects on CO2 or other
38	L&NE	Include a request for non-binding tenders on a green bin curbside pick-up program for household compost when calling tenders in 2021 for curbside recycling pick-up, and; - consider the potential initiation of a green bin program. - consider the potential for cost recovery by means of methane capture and energy production.	2021-2022	Operations		tenders received
39	L&NE	Monitor the development of the proposed Provincial producer-funded recycling program, as details emerge for the proposed establishment of the program in 2026, and advocate for a program that is at least as effective as Brockton's current recycling, and also reduces municipal costs.	2023-2024	Operations		Landfill Diversion Rate   Recycling program diversion rates
40	L&NE	Participate actively in inter-municipal discussions on the Waste Management Review study recommendations that will review areas where the responsibility for certain waste management items could be more effectively delivered at the County level.	Ongoing	Operations		# of staff hours   # of program improvements
41	ED	Review process to ensure the streamlining of development, including lessons learned from best practices in the industry, staff capacity, engaging with developers to compare notes on projects and plans underway and work together to promote Brockton.	2021-2022	CAO (Economic Development)	Building & Planning	# of engagements   Process established
42	ED	Continue to investigate ways to improve and streamline development approval processes and implement outcomes from the Land Use Development Process Plan Review.	Ongoing	Clerks	Building & Planning	# of recommendations implemented   # of improvements made
43	ED	Update Brockton's online development portal for ease of access to information.	2021-2022	Clerks	Building & Planning	Website KPIs   Update conducted
44	ED	Advance the approved expansion of the East Ridge Business Park and implement an aggressive marketing campaign.	Certain	CAO (Economic Development)	Clerks	# of inquiries   website KPIs   Launch Marketing campaign
45	ED	Request that the Airport Commission prepare a long-term business plan for the property and for airport operations, as a basis for Municipal support for appropriate uses of the airport property and continued Municipal support for airport operating costs.	2021-2022	Council		Plan completed
46	ED	Maximize the development potential of downtown Walkerton through: - Construction and development of the "Market Garden" park and ensuring a range of activities take place there. - Festivals, events, and activities downtown that increase foot traffic. - Effective partnership with the business community.	Ongoing	Community Services	CAO (Economic Development)	# of events   # of collaborations   Market Garden construction complete
47	ED	Pre-zone designated commercial and industrial development areas as much as possible through the Comprehensive Zoning By-Law Review.	2023-2024	Building & Planning		# of acres prezoned

48	ED	Support job creation and labour force attraction and retention programs in the region through active involvement with Saugeen Connects, the Four County Labour Market Board, and other partners	Ongoing	CAO (Economic Development)		# of new jobs created   # of youth businesses started   # of Succession planning matches & inquiries   # of training events   # of youth jobs   # of events
49	ED	Convene a forum of "round table" with interested employers to discuss public-private initiatives related to labour force attraction, retention and training, including potentially new programs.	2021-2022	CAO (Economic Development)		# of attendees   # partnership opportunities identified
50	ED	Support policies that maximize on-farm income by: - Permitting through the County's new Official Plan a wide range of on-farm employment uses, provided they do not interfere with agricultural operations. - Accommodating and promoting farm-gate sales and farmer's markets.	2021-2022	Building & Planning	CAO (Economic Development)	By-law review   # of changes implemented
51	ED	Support infrastructure that improves farm operations by: - Continuing to advocate for high-speed Internet and cell-phone services. - Supporting the EPCOR natural gas expansion project, with construction to begin in 2023. - Consulting with farmers about road construction plans by the Municipality and County. - Continuing to recognize the rural road system is the highest municipal contribution to agricultural operations.	Ongoing	Council	Operations	
52	ED	Support actions to raise agriculture's profile as an important trade with decent income by: - Promoting Farmers Week and fall fairs. - Facilitating discussions between local farm organizations and educational institutes (colleges, high schools, Launch Pad) to create opportunities for farm-based career learning.	2023-2024	CAO (Economic Development)		# of promotions   # of Ag events attended
53	ED	Showcase on-farm solutions to environmental issues, e.g., treatment of green bin waste.	Ongoing	Operations		# of opportunities explored
54	ED	Apply the CIP to include the whole municipality, with a steadily enhanced annual funding base.	Ongoing	CAO (Economic Development)		# of new businesses added / supported   Funding dollars increased   % of municipality covered with expansion
55	ED	Encourage property owners to improve their properties in accordance with municipal community improvement objectives, by means of incentives such as: - Expedited processing of applications for municipal incentives, zoning approvals, permit applications, etc. - Modest matching cash grants from Brockton - Modest matching interest-free loans from Brockton. - Permission to use/encroach on adjacent municipal property/rights-of-way. - Familiarity with and assistance to apply to relevant grant and loan programs available from provincial or federal levels.	2021-2022	CAO (Economic Development)	Building & Planning	Publication and promotion of incentives   # of business inquiries   # of applications in each category
56	ED	Evaluate the effectiveness of incentives at meeting community improvement objectives.	2023-2024	CAO (Economic Development)		# of applications   \$ value awarded   \$ value in investment

57	ED	<p>Adopt the following community improvement objectives in respect of which incentives would be available:</p> <ul style="list-style-type: none"> <li>- Improvement of the street-facing façades, including signage, of existing commercial or heritage buildings.</li> <li>- Conversion of vacant or underused space in commercial buildings into a rental housing unit, or upgrading of a vacant rental unit in a commercial building, or an addition to a commercial building to create a new rental housing unit.</li> <li>- Incremental Tax increase over a five year period for new business or Industry.</li> <li>- Renovation of a heritage building to include commercial space, tourist accommodation, or rental residential accommodation.</li> <li>- A new purpose-built multi-residential rental building, including rent-geared-to-income housing and seniors-oriented housing.</li> <li>- Significant renovation of an existing commercial, industrial or multi-residential building to install energy-saving or energy-generation measures.</li> <li>- Renovations to, or undertakings in, commercial premises that will be demonstrably important to the business's recovery from the effects of COVID-19.</li> </ul>	2021-2022	CAO (Economic Development)		Adopt the CIP
58	ED	<p>Assist with coordination of special events and activities such as:</p> <ul style="list-style-type: none"> <li>- A major event for the official opening of the new park.</li> <li>- A heritage festival or similar event in supporting the hamlets.</li> <li>- Assist with downtown special events.</li> <li>- Boosting our on-line presence inviting shoppers and tourists to "Come home to Community" in Brockton.</li> </ul>	2021-2022	CAO (Economic Development)	Community Services	# of promotions   # of events
59	ED	Continue to ensure the Brockton business directory is current and up to date on-line and consider distribution to each household with the Welcome Guide.	2021-2022	CAO (Economic Development)		Updated directory
60	ED	Consider budgeted municipal purchases from local suppliers, subject to the Purchasing and Procurement Policy.	Ongoing	Finance	All Departments	Addition to Purchasing and Procurement Policy completed   Staff trained   tenders issues accordingly
61	ED	Work with businesses on the use of municipal property for commercial attractions such as patios, pop-up markets, parking, etc. (Patio Guidelines), where opportunity presents further need.	Ongoing	CAO (Economic Development)		# of requests / granted
62	MG	Continue to hold an annual Council meeting in each hamlet, providing time for local residents' input.	Ongoing	Clerks		# of meetings held
63	MG	Advocate against school closings and maintain strong relations with school partners.	Ongoing	Council	CAO	# of engagements
64	MG	Develop amenities and / or beautification in the hamlets that will enhance their appeal for new development.	Ongoing	Community Services		# of new amenities   \$ spent on amenities
65	MG	Develop and deliver the Welcome brochure and/or package (with link on the website) and ensure availability to new households.	2021-2022	CAO (Economic Development)	Community Services	# of packages created / distributed
66	MG	Work with local organizations to organize a welcome event or virtual forum for new residents, potentially in conjunction with other festivals and events, and the realtor sector.	2021-2022	CAO (Economic Development)		# of partnerships   # of attendees / new residents

67	MG	Adopt a municipal policy, program and training recognizing, educating and welcoming diversity.	2021-2022	Clerks	CAO	# of programs / training sessions conducted (for in house staff and outside staff)
68	MG	Work to make the public aware of the amount and type of growth being experienced, in order to prepare people for change through communications on a timely basis.	Ongoing	CAO (Economic Development)		# of engagements   website KPIs
69	MG	Establish time-limited ad hoc task forces to study issues and make recommendations, with adequate staff support, at Councils discretion.	Ongoing	Clerks		
70	MG	Organize one or more "Mayor's breakfast" type events on various themes.	2021-2022	CAO (Economic Development)	Clerks	# of mayors breakfasts   # of attendees
71	MG	Evaluate committees: are they successfully fulfilling terms of reference, conveying public perceptions, and presenting options for Council.	Ongoing	Clerks		% of committees evaluated
72	MG	Look at communication alternatives to ensure engagement is effective – develop a Brockton App, website improvements, customer service delivery improvements.	2021-2022	Clerks	CAO	# of communication channels   Engagement rates on communication channels
73	MG	Evaluate the effectiveness of the "Build Your Brockton" contract which expires end of 2021.	Ongoing	Clerks		Evaluation complete   engagement increase
74	MG	Develop and publicize a system and a policy on Customer Service Standards.	2021-2022	Finance	CAO	# of resident complaints received   resident satisfaction rating
75	MG	Institute telephone response protocols so customers are greeted by a live voice where possible and can easily reach the staff member most able to deal with their inquiry or request.	2021-2022	Finance		Evaluation of process, time, response time
76	MG	Provide a customer service training program for all customer-facing staff positions.	2021-2022	CAO (HR)		# of employees provided training
77	MG	Further develop an ambassador program for the Municipality for orienting new employees to ensure full awareness of all Brockton has to offer for improved customer service.	2021-2022	CAO (HR)	Finance	# of new employees given training
78	MG	Engage the front-line staff when developing policies, programs, or new solutions, and get regular feedback from them on customer service trends and issues.	Ongoing	CAO (HR)	Finance	# of staff reviews received   # of resident reviews
79	MG	Publicize the relatively high level of performance the Municipality delivers in basic services such as road maintenance, snow clearing, water supply.	Ongoing	Clerks	CAO	# of engagements   # of social engagements KPIs
80	MG	Continue to seek public input on budget priorities.	Ongoing	Finance		# of resident survey responses
81	MG	Advertise our capital program more effectively by showing each year's achievements on a map. Maps and graphics hold more interest for the public and show what is being achieved in all parts of the Municipality.	Ongoing	Finance	Operations	# (%) of capital projects published   Website KPIs
82	MG	Continue to work with the Municipal Innovation Council to examine service and purchasing efficiencies.	Ongoing	CAO		# of efficiencies   # of programs evaluated
83	MG	Look at a County-wide umbrella for IT services and equipment, including cyber-security.	Ongoing	Finance	CAO	\$ saved
84	MG	Look at joint opportunities for advancement to recycling and composting programs.	2023-2024	Operations		# of opportunities explored
85	MG	Examine long-term potential for managing water treatment jointly with nearby municipalities.	2025+	Operations		Results of Feasibility Study with neighbouring communities   Review of Veolia Contract
86	MG	Update our Human Resource policies, with a focus on employee retention and attraction.	2021-2022	CAO (HR)		# of policies updated   avg years of service

87	MG	Review and expand our policy on working remotely.	2021-2022	CAO (HR)		Policy updated   # / % of employees working days from home
88	MG	Continue to create new levels of responsibility/opportunity within the organizational structure, along the lines of the "Junior Deputy" Clerk and "Junior Deputy" Treasurer positions.	Ongoing	CAO (HR)		# of employees promoted internally   # of training opportunities provided
89	MG	Continue supporting staff development opportunities via training, special projects and assignments and mentorships.	Ongoing	CAO (HR)		# of opportunities provided   avg # per employee   hours of training
90	MG	Develop a statement of the Corporation's values as an employer.	2021-2022	CAO	All Departments	Statement developed
91	MG	Institute a variety of practices to acknowledge jobs well done on the part of staff, including through the performance management program.	2021-2022	CAO (HR)		# of acknowledgements
92	MG	Institute a practice of offering interviews to existing staff for vacant positions being filled.	2021-2022	CAO (HR)		Policy Updated
93	MG	Prepare a development charges study and / or a Community Benefits Study to identify potential legally-permissible charges for growth-related infrastructure costs, recognizing that Council retains the right to decide how much of the permissible amount it will charge, and for what types of growth-related infrastructure it will charge, if any.	2021-2022	CAO	Finance	# of comments received / survey   \$ of infrastructure it will help cover   % development charges will cover for infrastructure needs
94	MG	Do a growth management study to project areas for future residential expansion.	2021-2022	Building & Planning		Plan completed
95	MG	Inform the public about the condition of existing infrastructure, the anticipated growth in population, the impact of growth on infrastructure, and the financial choices that result.	Ongoing	Finance		# of engagements   website KPIs
96	MG	Develop a long-term plan for assessing staff capacity and continuity to meet demand generated by growth, with an associated financial plan.	Ongoing	CAO (HR)		Full time staff per capita ratio   Organizational plan review completed   plan prepared
97	MG	Look at staffing trends in Municipalities with past growth similar to our future growth and prepare, recommend and plan for a phase approach.	2021-2022	CAO (HR)		# of municipalities reviewed
98	MG	Complete water and wastewater capacity study and plan for next steps based on outcomes.	Ongoing	Operations		Study completed   # of recommendations made
99	MG	Complete a condition-based plan for vehicle and equipment assets.	2025+	Operations		# of vehicles assessed   \$ in plan phased
100	MG	Determine a long-term plan for rural bridges.	Ongoing	Operations		# of bridges assessed   \$ in plan phased
101	MG	Follow the Roads Needs Study to ensure timely renewal of roads.	Ongoing	Operations		# of roads completed as per study   Kms of road renewed
102	MG	Prepare and present for Council adoption a 20-year financial plan to implement the Asset Management Plan (existing assets), specifying the: - Planned use and timing of additions and withdrawals from reserves, - Planned use and timing of debt financing and repayment, - Planned reliance on conditional funding, e.g., grants, community fund-raising, - Planned acceptance of unfunded depreciation. - The projected impact of the above on local taxes and rates over the 20-year period.	Ongoing	Finance		\$ planned for, projects, phased
103	MG	In the annual budget presentation, show a specific annual budget, year-end financial statement, and annual status report, for specific planned major projects (e.g., arena/community centre, East Ridge business park, rural bridges), based on the long-term financial plan.	2021-2022	Finance		# of status reports provided   # of projects completed from long term plan

104	MG	Ensure that future detailed infrastructure development plans (e.g., Parks/Rec/Culture Master Plan, Landfill Plan) are consistent with the Council-approved Financial Implementation Plan and vice-versa.	2021-2022	Finance		% of plans consistent   # of plans developed
105	MG	Communicate and share the asset management plan and schedule projects with the public.	2023-2024	Finance		# of engagements   # of social engagements KPIs
106	MG	Implement a fleet management plan for fleet renewal and efficiencies to be realized between departments	2021-2022	Operations	Community Services	# of fleet renewed   # of efficiencies realized   integrate to asset management plan