

Toward

BROCKTON ACTION PLAN 2025

PRELIMINARY LIST of POTENTIAL 2021-2025 ACTIONS

[Suggested Revisions in blue based on feedback received](#)

MUNICIPAL GOVERNANCE

NOTE: A number of potential actions originally included under this “Governance” Pillar have been removed in this re-drafted version, since they duplicate potential actions listed elsewhere in this Preliminary List under the other Pillars

1. INCLUSIVE GOVERNMENT

1. A. Inclusive Governance and Operations so that residents and businesses in Walkerton, hamlets, and rural areas feel part of Brockton

Potential 2021-2025 Action Items

- I. Continue to hold an annual Council meeting in each hamlet, particularly when items relevant to that area are on the agenda, providing time for local residents’ input
- II. Advocate against school closings

1. B. A Welcoming Face to new Brockton residents

Potential 2021-2025 Action Items

- I. Develop a written “Welcome new neighbour” brochure (with pdf on the website) to be distributed to every new household
- II. Familiarize new residents with the history and character of Brockton
- III. Annual “Welcome new residents” picnic
- IV. Support local associations in recruiting volunteers and participants from among new residents
- V. Emphasize our “Shop Local” message to new residents
- VI. Adopt a municipal statement recognizing and welcoming diversity, community engagement, publicity and staff and Council training.

1. C. Community Engagement

Potential 2021-2025 Action Items

- I. Work to make the public aware of the amount and type of growth on the books (500 units draft-approved) or applied for, in order to prepare people for change.
- II. Engage the public in grappling with the need to expand infrastructure and programs, and to find the funding for it (i.e., invite the public to put themselves on Council's shoes)
- III. Time-limited ad hoc task forces to study issues and make recommendations, similar to the Municipal Services Review, [with adequate staff support](#)
- IV. Continue Zoom opportunities to convey information to the public and answer questions about issues.
- V. "Mayor's breakfast" on various themes, including welcoming diversity
- VI. Evaluate committees: are they successfully fulfilling terms of reference, conveying public perceptions, and presenting options for Council
- VII. Look at communication alternatives to ensure engagement is effective (e.g. app, website development) [and evaluate the effectiveness of the "Build Your Brockton" contract which expires end of 2021](#)

1. D. Support for our Volunteer partners

Potential 2021-2025 Action Items

- I. Use Municipal media to make new residents aware of volunteer opportunities and association-led community events
- II. Identify the demographic changes that will affect volunteer activities, particularly in the hamlets

2. RESPONSIVE GOVERNMENT

2. A. Continuing to upgrade our practices and reputation for customer service

Potential 2021-2025 Action Items

- I. Develop and publicize a system and a policy on Customer Service Standards
- II. Institute telephone response protocols so that a caller receives a live voice response and the shortest possible route to the staff member who can deal with the customer's inquiry/request
- III. Provide a customer service training program for all customer-facing staff positions
- IV. Develop an ambassador program for the Municipality for orientation
- V. Engage the front-line staff when developing policies, programs, or problem solutions, and get regular feedback from front-line staff on customer service trends and issues

2.B. Continuing to give priority to the services to which residents and businesses give priority

Potential 2021-2025 Action Items

- I. Publicize the relatively high level of performance the Municipality delivers in basic services such as road maintenance, snow clearing, water supply
- II. Continue to seek public input on budget priorities
- III. [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](#)

3. EFFICIENT GOVERNMENT

3.A. Review of our processes to improve timing and efficiency

Potential 2021-2025 Action Items

- I. Adopt fillable on-line application forms; work toward e-permitting for some types of applications
- II. Look at how other municipalities have dealt with increasing development (E.G. Cambridge, Centre Wellington), and steal good ideas (e.g., design standards)
- III. Continue/expand practice of pre-application meetings to chart path to approvals
- IV. Investigate a "Brockton app" and alternative communication improvements
- V. Anticipate future opportunities to improve communications digitally when Brockton has universal high-speed internet service
- VI. Provide staff time for training and the implementation of new processes that will improve productivity

3. B. Service -sharing/Joint purchasing with neighbouring municipalities and County

Potential 2021-2025 Action Items

- I. Continue to work with the Municipal Innovation Council to examine service and purchasing efficiencies
- II. Look at joint purchase of office products
- III. Look at a County-wide umbrella for IT services and equipment, including cyber-security
- IV. Look at opportunities to build on the existing successful County-wide model of joint purchasing of employee benefits
- V. Look at joint upgrading of recycling and composting programs
- VI. Examine long-term potential for managing water treatment jointly with nearby municipalities

3.C Staff Retention

Potential 2021-2025 Action Items

- I. Update our Human Resource policies, with a focus on employee retention and attraction
- II. Review and expand our policy on Working Remotely
- III. 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
- IV. Continue with supporting staff development opportunities via special projects and assignment and mentorship opportunities.
- V. Develop a statement of the corporate values of the Corporation as an employer
- VI. Acknowledge jobs well done as part of staff performance management program
- VII. Institute a practice of offering interviews to existing staff for vacant positions being filled

4. FORWARD-LOOKING GOVERNMENT

4. A. Ensuring adequate Council attention to strategic and long-term issues

4.B. Planning for the growth-related impacts on municipal infrastructure

Potential 2021-2025 Action Items

- I. Develop amenities in the hamlets that will improve their appeal for new development
- II. Prepare a development charges 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.
- III. Similarly, consider preparing a community benefits study
- IV. Do a growth management study to project areas for future residential expansion
- V. Be transparent to 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

4. C. Planning for the future number and specialization of staff to meet the demands from growth

Potential 2021-2025 Action Items

- I. Long-term plan for expanding staff capacity to meet demand generated by growth, with an associated financial plan

- II. Look at staffing trends in Municipalities with past growth similar to our future growth
- III. Build public awareness of the service demands being experienced or predicted

5. RESPONSIBLE TRUSTEES OF MUNICIPAL ASSETS

5. A. Continuing to inventory the capacity and condition of existing assets/infrastructure; develop a long-term capital plan and financial plan for managing existing infrastructure; base annual capital workplan on the long-term asset management plan

Potential 2021-2025 Action Items

- I. Complete water and wastewater capacity study
- II. Complete a condition-based plan for vehicle and equipment assets
- III. Determine a plan for the existing arena
- IV. Determine a long-term plan for rural bridges
- V. Follow Roads Needs Study to ensure timely renewal
- VI. Follow Master Recreation Plan once complete

5.B. Long-term Asset Management Financial Implementation Plan

Potential 2021-2025 Action Items

- I. 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, and
 - planned acceptance of unfunded depreciation
 - as well as the projected impact on local taxes and rates over the 20-year period
- II. Develop a financial implementation plan for the planned expansion of infrastructure capacity, the demand for which is generated exclusively by residential growth
- III. 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
- IV. 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