

# **Brockton Action Plan 2025**

## **Semi-Final Draft**

### **Introduction: What is an Action Plan**

From the fresh air of our rolling countryside to the sparkling waters of the Saugeen River, we are a proud community with a rich natural environment and heritage. Brockton is an inclusive community of many generations and interests and we have a proud past and a promising future. Through a committed Council and a highly professional staff we all strive to capitalize on emerging opportunities and be proactive to ensure families can continue to put down roots in a safe, welcoming and affordable community. The Municipality is expected to provide the basic services and infrastructure, and will continue to do so. At the same time, requests from all sides show that the Municipality is expected to provide leadership in managing change, and to support the work of Bruce County, other governments, and community organizations as they too capitalize on opportunities and manage the impact of change.

This Action Plan is a recognition that it is critical for Brockton to continue to provide the traditional municipal services while continuing to strengthen our infrastructure, services, programs, activities and events to ensure positive and responsible growth if we want to ensure we continue to be a community of choice. It also recognizes that our resources are limited. Pretending that we can be all things to all people, and do everything all at once, would be a sure recipe for disillusionment and disappointment among residents and businesses, Council and staff. So, this Action Plan is not only a commitment to leadership but also a statement of priorities.

The Action Plan is based on reasonable projections about Brockton's issues and opportunities over the next five years. Within that reasonably foreseeable future, this Action Plan is as specific as possible about what Council intends to accomplish, what staff should find ways to achieve, and what residents and businesses can expect.

### **Building on Past Achievements**

In 2013, the people of Brockton produced the Sustainable Brockton Strategic Plan. Through the work in this plan we have examined those strategies, there are still many similarities. Residents seek plentiful employment opportunities and thriving businesses; vibrant cultural activity and respect for our heritage; wise land-use planning and respect for our natural environment; a safe, healthy and active community. Indeed, most of the headings in this Action Plan derive directly from that 2013 Plan.

This 2021-2025 Action Plan goes above and beyond the 2013 Plan in three key ways.

1. Much has changed in the past eight years. The COVID pandemic and the explosion of residential growth are perhaps the most obvious, but others include:
  - Provincial regulations on financial and delivery responsibility for recycling

- An inventory and management plan for most of our existing infrastructure
  - staff turnover as the Baby-boom generation is retiring
  - A realistic estimate of the remaining useful life of the Community Centre
  - Intense skilled labour shortage issues for farms and industries
  - Closing of the Provincial Fire Training Centre
  - The ongoing Bruce County Official Plan Review
  - And many more recent or impending changes
2. This Plan spells out specific and prioritized action steps and outlines:
    - what can be accomplished by when, and under what conditions
  3. The 2013 Plan did not – and was not intended to – deal with the governance of the Municipal corporation itself. This Plan includes a series of actions of this nature. Brockton faces a number of critical and difficult financial and administrative decisions.

## **How We Got Here: Our Action Plan Process**

To start this exciting project we:

1. Engaged an experienced strategic planning consultant to recommend a viable process, conduct the public surveys and feedback groups, review past plans and studies, facilitate Council and senior staff workshops; prepare presentation materials and draft action plans, and generally bring an experienced and objective viewpoint
2. Given the COVID era, during which this project was undertaken, all workshops and meetings were conducted remotely via Zoom platform
3. Reviewed and summarized past plans and studies, including the 2013 Plan, the 2016 Organizational and Operational Review, and several economic development plans
4. Obtained Council, staff, EDC, and public input on recent and foreseeable opportunities and issues facing Brockton
5. Developed, analyzed, and reported on three surveys: a digital-response-only survey available to any Brockton resident; a mailout/mail-back survey sent to 500 randomly-selected Brockton households; a survey available to any Brockton business
6. The summaries of survey results reported to Council are posted on the Brockton website at [www.Brockton.ca/StrategicActionPlan](http://www.Brockton.ca/StrategicActionPlan)
7. Council workshop leading to drafting “Preliminary List of Potential 2021-2025 Actions”
8. “Preliminary list” document posted on website and circulated to staff and to 50 participants invited to eight feedback meetings
9. Technical Assessment of the Preliminary List by senior staff
10. Summary of public and staff feedback provided to Council (NOTE: copy of summary available on website)

11. Two Council workshops to refine and reduce the potential Actions
12. Semi-final draft prepared
13. Final Council workshop to finalize Action Plan on August 26<sup>th</sup> ,2021
14. Adoption of Final Plan in September

## **The Structure of This Action Plan**

This Plan is based on five broad themes, four of which (Quality of Life; Culture, Heritage, and Community; Land-Use Planning and Natural Environment; Economic Development) reflect the structure of the 2013 Plan, and the fifth being Municipal Governance.

Under each theme, we have enunciated two or more broad goals (27 in all). Under each of those goals, the Plan contains two or more specific actions that Brockton intends to undertake within the next five years.

## **How This Plan Will Be Used**

This Plan will not sit on the shelf. It was developed and adopted by Brockton's Council with extremely valuable input from residents and businesses, committees, focus groups and indispensable technical insight from staff experts in their professional capacity in their community of practice. It contains not only what we want to accomplish but also what we believe we can accomplish.

- Over a 5-year period, there will be externally-generated and unanticipated changes which the Municipality will need to address. One need only think about provincial and federal elections which always seem to bring changes in policy and funding programs affecting municipalities. Nonetheless, we have tried to anticipate as much as possible so that staff and community organizations will have a reliable guideline by which they can plan.
- This Action Plan will be communicated to staff, to taxpayers, to community organizations, and to other governments
- The CAO will create a more detailed plan of attack, including financial implications and staff responsibilities, for each of the action items
- An annual Action Plan progress report will be presented publicly with each annual Municipal budget
- The CAO will report to Council at least semi-annually on Action Plan progress
- Every staff report to Council will note how the matter brought forward in that report furthers the implementation of the Action Plan
- The Action Plan anticipates further consultations with service clubs, with developers and builders, and with industries and farms. The Action Plan will be provided for context to participants in those round tables
- While continuing to plan for continued high-quality basic services, each Department Head will prepare a work plan and budget for the coming year that

reflects the Action Plan and identifies the ways in which the department will further the implementation of the Plan in the coming year

## **Thank You to All Who Participated**

Despite a difficult time for many, and despite the challenges of zoom meetings, this Action Plan rests on the solid ground of input from many committed residents and businesses. Not only have hundreds contributed to the previous plans and studies that informed this Plan, but also 300 people responded to the three surveys (some with additional comments) and the 50 feedback meeting participants provided invaluable insight. We thank everyone for their participation as we look towards a positive and progressive future for Brockton.