

Brockton Action Plan 2021-2025

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| Ongoing | 32 | 2021-2022 | 22 | Certain | 9 |
| 2023-2024 | 4 | 2025+ | 0 | To be reviewed | 51 |

Actions

Priority

Quality of Life

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| An Active Community - with a legacy of local sports organizations and community fund-raising, Brockton’s population is committed to year-round sports and physical activity. 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 inevitably showing the impact of age and are expensive to build and maintain. Improvements to user experience, accessibility and efficiency will be necessary with the growth of the community – both now and for years to come. | |
| I. Initiate the planning for a new recreation multiplex <ul style="list-style-type: none">o 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 icepad, indoor walking track, indoor pool, indoor soccer, skate park)o Develop a funding plan for the preferred multiplex concepto Work with community partners to launch a fund-raising campaigno Prepare grant applications ready to submit to senior government funding programso Determine future uses for the existing Walkerton Community Centre building | Ongoing |
| II. Undertake the Parks, Recreation, 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. | Certain |
| 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 | Certain |
| IV. Develop through the Parks, Recreation and Culture Master Plan a Community "Walkability" plan <ul style="list-style-type: none">o The standard of maintenance of sidewalks, trails, and accessibility features for all ages, including identifying specific trails as year-round for maintenance purposeso Upgrades to the trailso Planning for and ensuring that new developments in Walkerton provide pedestrian connections to the downtown and interconnection with existing parks and trailso constructing and maintaining trails and proper sidewalks in the hamletso working with volunteer organizations to develop, maintain, and promote trailso promoting trails through such means as more signage and maps, inclusion in Bruce County material, and the Recreation Guide | Certain |
| V. Implement, a community “Walkability” plan, including findings from the Master Recreation Plan | 2021-2022 |
| Support for all Ages and Places - a theme of this Action Plan is ensuring that people of all ages, incomes, and geographic areas feel a part of Brockton. This theme clearly came through the consultations conducted for this Action Plan process. | |
| I. Develop more activity programming for all ages in the hamlets, working with local organizations whenever possible | Ongoing |
| II. Increase the availability and renewal of playground equipment throughout Brockton <ul style="list-style-type: none">o Review needs, trends and costs through the Recreation Master Plan processo Monitor and enhance equipment in hamlets, working with local organizationso Work with developers to achieve playground space and amenities in subdivisions | Ongoing |
| III. Brockton should continue to engage with and assist local organizations, the County, local employers, the SMART initiative, Grey Tansit Network and/or other levels of government to organize form(s) of public transportation. | To be reviewed |
| 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. | |

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| 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 | Ongoing | SW: Absolutely, but what does this support look like? Staff time, financial commitment, land donation, promotions. Should we be more specific? |
| II. Advocate with the County and Province for more long-term care beds in Brockton | Ongoing | |
| III. Provide appropriate support to the Hospice campaign | To be reviewed | |
| 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. | | |
| I. Plan for the June 2022 expiry of Brockton's current contract with the OPP by <ul style="list-style-type: none">o Review of the OPP contract and billingo 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 policingo 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 serviceo Clarifying level-of-service expectations in urban areas and rural areaso Obtaining hours-of- service estimates for potential level of service enhancements | Certain | |
| II. Plan for the June 2022 expiry of Brockton's current contract with the OPP by <ul style="list-style-type: none">o Discussions with adjacent municipalities about the potential for joint contracting for police service through hiring a consultant in comparison to a review of the OPP contract and services | To be reviewed | |
| III. 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 | |
| IV. Support the establishment and growth of the Regional Fire Training Centre in Brockton | Certain | |
| Heritage, Culture and 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. | | |
| I. 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 | To be reviewed | |
| II. Undertake a program to scan and save archives, including calling for non-binding proposals from a third-party vendor for this service | To be reviewed | |
| III. Develop a plan, potentially including partners like local businesses and other institutions (including the Library, Municipal Office, and Victoria Jubilee Hall, private museums), to showcase artifacts, create heritage plaques related to Brockton's history and heritage through Brockton including the hamlets | To be reviewed | |
| V. Further promote and add to the Brockton Heritage Story map | Certain | |
| VII. Develop a program to recognize property owners and builders that have preserved and/or improved heritage buildings through an updated tour map or videos or a digital experience | To be reviewed | |
| 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 turn into residents. They are what a welcoming community means. | | |
| I. Support the creation of a joint board, or committee or group to identify ways that Brockton can continue to 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. | To be reviewed | |
| II. Promote cultural events in Brockton's hamlets (example: Elmwood Concerts in Park, Cargill outdoor concerts) | Ongoing | |
| III. Continue to develop partnerships to revive, develop, and promote events in Walkerton that support business, community, and service clubs | Ongoing | |
| IV. Expand on the community calendar to increase public awareness of the range and diversity of community events and activities | 2021-2022 | |
| VI. Offer municipal assistance as requested for new or revived community events throughout the community, including | Ongoing | |

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| assistance with grant applications | | |
| Supporting out 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 the COVID challenges but also with aging volunteers, with new ways that people use leisure time, and with the complexity of getting things done. The Municipality will continue to be a good partner. | | |
| I. Continue with the Municipality's volunteer appreciation event, and consider whether it could be expanded to include appreciation of service clubs | 2021-2022 | |
| 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 those organizations. | To be reviewed | |
| III. Develop a Welcome Brochure and/or package that :Promotes local organizations and events, and volunteer opportunities, so that new residents are encouraged to participate, outlines the history and heritage of Brockton <ul style="list-style-type: none"> o Emphasizing our "Shop Local" message o Encouraging participation in local volunteer organizations, Encourage participation in special events and promotes the Brockton Buzz as the local new source | Certain | |
| 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 <ul style="list-style-type: none"> o By first determining the projected costs, skills, terms of reference, working relationships, and potential revenues that would be entailed in such a position o Implementing such a position only if significant grant funding is available o Implementing such a position on a 2-year trial "post-COVID" basis | To be reviewed | SW: May be needed following COVID and things opening up to revive the community spirit and for planning safe organized events in a collaborative way. Not viewed as an immediate priority. |

Land Use Planning and the Natural Environment

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| Attainably-priced Homes, Adequate Rental Accommodation, and a Diversity of Housing Types - the Municipality is aware that high home prices and the lack of attainably priced rental units are a critical concern in Brockton, as shown in the survey results. It is true that the same issue exists across southern Ontario, and that a local municipality has few tools for solving the problem. Nonetheless, our residents, farms, and industries expect action. Our geographic diversity may also enable Brockton to offer a needed variety of housing types. | | |
| I. Through the ongoing Bruce County Official Plan Review, support policies pertaining to Brockton that: <ul style="list-style-type: none"> o Require a percentage of units in a new subdivision to be semi-detached and townhouses o Permit – subject to appropriate conditions - new rental units as separate structures on residential lots ("secondary suites") o Encourage multi-residential buildings or seniors-oriented accommodations in commercial areas within a short distance of services and amenities o Encourage pre-built auxiliary units in new homes o Encourage a minimum standard of net energy conservation in new units o Permit farms to provide low-cost temporary housing for employees on-site, provided that no severances would be permitted for such employee housing sites o 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 o 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 | Ongoing | |
| II. Bring an interim update of the Comprehensive Zoning By-Law forward to review and include: <ul style="list-style-type: none"> o Pre-zone for auxiliary rental units, with appropriate conditions o Review the parking requirements for rental units o Remove minimum unit sizes for rental units o Review minimum square footage requirements for new homes | 2021-2022 | |
| III. Conduct a Comprehensive Review of the Zoning By-Law <ul style="list-style-type: none"> o With a focus on flexible provisions to allow for more housing types and attainable housing units | 2023-2024 | |
| IV. Support Bruce County in advocating for the development of more rent-geared-to-income housing units locally | 2021-2022 | |
| V. Work with the County to make builders and realtors aware of incentives available for attainably-priced and rental housing, | To be reviewed | |

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| 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. | To be reviewed |
| 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. | |
| 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 o consider the potential initiation of a green bin program o consider the potential for cost recovery by means of methane capture and energy production | 2021-2022 |
| 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 | 2023-2024 |
| 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 | Ongoing |
| Environmental Recovery - from worldwide impacts like climate change to local challenges like riverbank erosion and source water protection, environmental issues are not out of sight or out of mind. A broad array of adaptations elsewhere, as well as funding from federal and provincial governments, will help us to take action. | |
| I. Expand the tree-planting program, including an inventory of the existing tree canopy | Ongoing |
| II. Review and enforce tree-planting requirements in subdivision agreements | Ongoing |
| III. Actively monitor the valley-bank erosion study scheduled for 2022, and seek federal and provincial funding as required to implement study findings | 2021-2022 |
| IV. Support river and riverbank cleanup initiatives | To be reviewed |
| V. Support OP policies that encourage low-impact development, e.g., permeable surface parking areas, swales in new lots to absorb runoff, protection of tree canopy | To be reviewed |
| VI. 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, wetland protection | To be reviewed |

Economic Development

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| 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 policy and standards to an unprecedented volume of applications without unreasonable delay, while still ensuring that development occurs in a responsible manner. | |
| I. As new processes are established to streamline development with lessons learned from growing municipalities and implementation of best practices engage with developers to compare notes on projects and plans underway, and to work together to promote Brockton | To be reviewed |
| II. Continue to investigate ways to improve and streamline development approval processes and implement outcomes from | Ongoing |
| III. Update website development portal for ease of information access as a result of Land Use Development Process Review | 2021-2022 |
| IV. Determine the projected costs, task list, working relationships, potential service improvement, and potential cost-recovery related to the creation of a Development Coordinator position with planning expertise on the Brockton staff to improve the handling of the current and expected volume and complexity of development applications | To be reviewed |
| Expedite New Commercial / Industrial Development - Brockton wants what every community wants: plentiful employment, thriving businesses, and an influx of new businesses. Our geography and our good quality of life are our biggest selling features but there is always more to do to be a leader in attracting innovative new business. | |

SW: This role is necessary to provide a consistent and attentive service response for Developers based on the expected and current volume of units (1500+)

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| I. Advance the approved expansion of the East Ridge Business Park and implement an aggressive marketing campaign | Certain | |
| 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 | To be reviewed | |
| III. Maximize the employment potential of the Walkerton downtown by <ul style="list-style-type: none"> o Construction and development of the “Market Garden” development and a range of activities to occur at that site o Festivals, events, and downtown development that increase foot traffic o Effective partnership with the business community | Ongoing | |
| IV. Increase the exposure of the Saugeen River, though value added add-ons and activities to further maximize the potential of users visiting downtown Walkerton | To be reviewed | |
| IV. Pre-zone designated commercial and industrial development areas as much as possible through Comprehensive Zoning By-Law Review | To be reviewed | |
| V. Continue to financially support SaugeenConnects and other regional approaches to labour force attraction, retention, and training issues | Ongoing | |
| VI. Convene a regular “large employers round table” to discuss potential new and evaluate existing public-private initiatives related to labour force attraction, retention, training (Mayor’s breakfast, forum, SEDC immigration initiatives etc.) | To be reviewed | |
| Support Agriculture and Farm Income - farming is by far Brockton’s largest industry. Yet, in addition to always precarious weather, it faces a chronic shortage of its increasingly-skilled labour requirements. 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. | | |
| I. Support policies that maximize on-farm income by <ul style="list-style-type: none"> o 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 o Accommodating and promoting farm-gate sales and farmers markets | 2021-2022 | SW: County of Bruce Official Plan review is occurring now through 2022. |
| II. Support infrastructure that improves farm operations <ul style="list-style-type: none"> o Continuing to advocate for high-speed internet service and cell-phone service o Supporting the EPCOR natural gas expansion project for construction to begin in 2023 o Ongoing consultation by both Brockton and the County of Bruce on road construction plans o Continuing to recognize the rural road system as the highest municipal contribution to agricultural operations | Ongoing | |
| III. Support actions to raise agriculture’s profile as an important trade with decent income <ul style="list-style-type: none"> o Promoting the Fair o facilitate discussions between local farm organizations and educational institutes (colleges, highschoools, Launch Pad) to create opportunities for farm based career learning | 2023-2024 | |
| IV. Facilitate on-farm solutions to environmental issues, e.g., treatment of green bin waste | To be reviewed | SW: How will we facilitate? |
| Communtiy Improvement Plan - a Community Improvement Plan authorizes the Municipality to provide public works and amenities, and to directly subsidize private construction, in an area where the Municipality wants to encourage private investment toward a community objective. Brockton’s current CIP covers only historic downtown Walkerton and has only been used to encourage the improvement of commercial building façades. | | |
| I. Apply the CIP to the whole municipality, with a steadily enhanced annual funding base | To be reviewed | SW: While all of these iniatives are important we need Council to consider the most important to include and move forward on |
| II. Encourage property owners to improve their properties in accordance with municipal community improvement objectives, by means of incentives such as: <ul style="list-style-type: none"> o Expedited processing of applications for municipal incentives, zoning approvals, permit applications, etc. o Modest matching cash grants from Brockton o Modest matching interest-free loans from Brockton | To be reviewed | |

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| <ul style="list-style-type: none"> o Permission to use/encroach on adjacent municipal property/rights-of-way o Familiarity with and assistance to apply to relevant grant and loan programs available from provincial or federal levels | |
| III. Adopt the following community improvement objectives in respect of which incentives would be available: <ul style="list-style-type: none"> o Improvement of the street-facing façades, including signage, of existing commercial or heritage buildings o 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 o 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 o A new purpose-built multi-residential rental building, including rent-geared-to-income housing and seniors-oriented housing o Significant renovation of an existing commercial, industrial or multi-residential building to install energy-saving or energy-generation measures o Renovation to, or undertakings in, commercial premises that will be demonstrably important to the business's recovery from COVID-era damage | To be reviewed |
| Evaluate the effectiveness of incentives at meeting community improvement objectives | To be reviewed |
| 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. | |
| I. Support a thorough review and implementation through the County of the Provincial initiative to reduce the tax ratio for small business | Ongoing |
| IV. Assist with coordination of an accelerated schedule of special events and activities such as: <ul style="list-style-type: none"> o A major event for the official opening of the new park o A heritage festival or similar event in each hamlet o A special event to support re-opening the downtown o Boosting our on-line presence inviting shoppers and tourists to "Come home to Community" in Brockton | 2021-2022 |
| V. Work with local businesses to prepare and distribute a Brockton business directory on-line and to each household with the Welcome Guide | 2021-2022 |
| VI. Accelerate 2021 budgeted municipal purchases from local suppliers, subject to the Purchasing and Procurement Policy | Ongoing |
| VII. Work with businesses on the use of sidewalk space, and other municipal property for commercial attractions such as patios, pop-up markets, parking, etc. (Patio Guidelines) | Ongoing |

SW: Done and not implementing for 2022

Municipal Government

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| Inclusive Government - inclusive governance and operations so that residents and businesses in Walkerton, hamlets, and rural areas feel part of Brockton | |
| I. Continue to hold an annual Council meeting in each hamlet, providing time for local residents' input | Ongoing |
| II. Advocate against school closings and maintain strong relations with school partners | Ongoing |
| III. Develop amenities in the hamlets that will enhance their appeal for new development | Ongoing |
| Inclusive Government - a welcoming face to new Brockton residents | |
| I. Develop and deliver the Welcome brochure and/or package (with link on the website) and ensure availability to new households | 2021-2022 |
| II. Work with local organizations to organize "Welcome new residents" picnics each year, potentially in conjunction with other festivals and events | To be reviewed |
| III. Adopt a municipal policy, program and training recognizing, educating and welcoming diversity | To be reviewed |
| Inclusive Government - Community Engagement | |
| I. Work to make the public aware of the amount and type of growth on the books or applied for, in order to prepare people for change through communications. | To be reviewed |
| 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) | To be reviewed |

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| III. | | To be reviewed | |
| | Establish time-limited ad hoc task forces to study issues and make recommendations, with adequate staff support | | |
| IV. | Organize one or more "Mayor's breakfast" type events on various themes, including welcoming diversity | To be reviewed | |
| V. | Evaluate committees: are they successfully fulfilling terms of reference, conveying public perceptions, and presenting options for Council | Ongoing | |
| VI. | Look at communication alternatives to ensure engagement is effective – develop a Brockton App, website improvements, customer service delivery improvements | 2021-2022 | |
| VII. | Evaluate the effectiveness of the "Build Your Brockton" contract which expires end of 2021 | Certain | |
| | Responsive Government - continuing to upgrade our practices and reputation for customer service | | |
| I. | Develop and publicize a system and a policy on Customer Service Standards | To be reviewed | |
| II. | | To be reviewed | |
| | 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 | | SW: This will require increased staff compliment if a person is required to answer and attend to every phone call in immediate time. |
| III. | Provide a customer service training program for all customer-facing staff positions | To be reviewed | |
| IV. | 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 | To be reviewed | |
| 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 | Ongoing | |
| | Responsive Government - continuing to give priority to the services to which residents and businesses give priority | | |
| I. | Publicize the relatively high level of performance the Municipality delivers in basic services such as road maintenance, snow clearing, water supply | To be reviewed | |
| II. | Continue to seek public input on budget priorities | Ongoing | |
| 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 | To be reviewed | |
| | Efficient Government - Review of our processes to improve timing and efficiency | | |
| I. | Continue to work with the Municipal Innovation Council to examine service and purchasing efficiencies | Ongoing | |
| II. | Look at joint purchase of office products | To be reviewed | |
| III. | Look at a County-wide umbrella for IT services and equipment, including cyber-security | To be reviewed | |
| V. | Look at joint upgrading of recycling and composting programs | To be reviewed | |
| VI. | Examine long-term potential for managing water treatment jointly with nearby municipalities | To be reviewed | |
| | Efficient Government - staff retention | | |
| I. | Update our Human Resource policies, with a focus on employee retention and attraction | 2021-2022 | |
| II. | Review and expand our policy on Working Remotely | 2021-2022 | |
| 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 | Ongoing | |
| IV. | Continue supporting staff development opportunities via special projects and assignments and mentorships. | Ongoing | |
| V. | Develop a statement of the Corporation's values as an employer | 2021-2022 | |
| VI. | Institute a variety of practices to acknowledge jobs well done on the part of staff, including through the performance management program | 2021-2022 | |
| VII. | Institute a practice of offering interviews to existing staff for vacant positions being filled | 2021-2022 | |
| | Forward-looking Government - Planning for the growth-related impacts on municipal infrastructure | | |
| I. | 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. | To be reviewed | SW: It would be a staff recommendation that this study is a priority for the 2022 budget. |
| II. | Similarly, consider preparing a community benefits study | To be reviewed | |
| III. | | 2021-2022 | |
| | Do a growth management study to project areas for future residential expansion | | SW: the work on the County OP will help to advance this priority and should be a focus in the near term to determine future growth areas |

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| VI. 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 |
| Forward-looking Government - planning for the future number and specialization of staff to meet the demands from growth | |
| I. Develop a long-term plan for expanding staff capacity to meet demand generated by growth, with an associated financial plan | To be reviewed |
| II. Look at staffing trends in Municipalities with past growth similar to our future growth and prepare, recommend and plan for a phase approach | To be reviewed |
| III. Build public awareness of the service demands being experienced or predicted | To be reviewed |
| Responsible Trustees of Municipal Assets - 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 | |
| I. Complete water and wastewater capacity study and plan for next steps based on outcomes | Ongoing |
| II. Complete a condition-based plan for vehicle and equipment assets | To be reviewed |
| III. Determine a long-term plan for rural bridges | To be reviewed |
| IV. Follow the Roads Needs Study to ensure timely renewal of roads | Ongoing |
| V. Follow the Parks, Recreation, Culture Master Plan once complete | 2021-2022 |
| Responsible Trustees of Municipal Assets - Long-term Asset Management Financial Implementation Plan | |
| I. Prepare and present for Council adoption a 20-year financial plan to implement the Asset Management Plan (existing assets), specifying the: <ul style="list-style-type: none"> o planned use and timing of additions and withdrawals from reserves, o planned use and timing of debt financing and repayment, o planned reliance on conditional funding, e.g., grants, community fund-raising, and o planned acceptance of unfunded depreciation o the projected impact of the above on local taxes and rates over the 20-year period | To be reviewed |
| II. Develop a financial implementation plan for the planned expansion of infrastructure capacity, the demand for which is generated exclusively by residential growth | To be reviewed |
| 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 | 2021-2022 |
| 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 | 2021-2022 |
| V. Communicate and share the asset management plan and schedule projects with the public | 2023-2024 |