

Report to Council

Report Title:	Strategic Action Plan Final Update/ Housing Strategy Plan		
Prepared By:	Sonya Watson, Chief Administrative Officer, Cally Mann, Municipal Executive Coordinator		
Department:	Administration		
Date:	March 10, 2026		
Report Number:	CAO2026-06	File Number:	C11AD, C08
Attachments:	Strategic Action Plan – Final Update, Brockton Housing Strategy		

Recommendation:

That the Council of the Municipality of Brockton hereby receives Report Number CAO2026-06 – Strategic Action Plan Final Update, prepared by Sonya Watson, Chief Administrative Officer and Cally Mann, Municipal Executive Coordinator for information purposes and further approves the Housing Strategy as outlined.

Report:

Background:

On December 14, 2021, Council provided the final approval for the adoption of the 2021-2025 Strategic Action Plan. The Action Plan translated broad community goals and strategies from the 2013 plan into specific initiatives for staff. The plan considered changes in the community as it related to COVID-19 as well as labour force challenges, housing market, population demographics and opportunities to newcomers. Staff wanted to ensure priorities were clear so staff could continue to deliver high-quality services efficiently and effectively to Brockton residents and businesses. The process we went through involved input from Council, staff at all levels, residents, businesses, industry and the agriculture sector. After gathering this input, the Action Plan was created to see results that aligned with the communities' priorities.

The Strategic Action Plan focused on the priorities of the municipality from 2021 to 2025 and actions to achieve specific goals. Brockton's Strategic Action Plan provided direction for the municipality on the services it delivers locally. It was also a template for the community as a whole - one that businesses, service clubs, institutions, organizations and residents were invited and encouraged to use, as they helped to shape our vision.

Analysis:

Staff have provided Council regular updates on what actions have been completed and we have reached the end of the Strategic Action Plan. As we conclude the term, staff are pleased to report that 104 of 105 actions have been initiated, with nearly all completed or are currently ongoing, with one action referred to the future related to the hiring of a position related to coordination of special events in conjunction with volunteer organizations. The remaining actions will be carried forward through the Brockton Housing Strategy, a central element to the Housing Accelerator Fund initiative implementation. The only action not included in the Housing Strategy, is the planning for the new arena, which remains a significant priority project that will be an immediate focus area for Council and Staff.

Council and Staff have advanced an ambitious range of initiatives—both large and small—through this Strategic Action Plan, delivering meaningful progress and celebrating numerous successes along the way. Below is a brief snapshot of some of the highlights:

- Completed a Recreation and Facilities Master Plan
- Hosted a yearly Volunteer Appreciation Event
- Developed a Welcome Brochure and Package for new residents
- Additional programming in Hamlets
- Continued advocating for new resident doctors
- Support the establishment and growth of the Regional Fire Training Centre
- Completed Master Servicing Plan to support growth in the community
- Promoted staff projects and progress through the annual Brockton Accomplishments report
- Moved to E-Permitting for Building Permits
- Increased potential for downtown with the re-development of the Market Garden
- Updated Committee Terms of Reference
- Continued support of riverbank initiatives
- Construction of the East Ridge Business Park and implementation of Marketing Plan
- Updated CIP to include all of Brockton and additional business and housing development programs
- Installed four electric vehicle charging stations, including three new locations and two hamlet locations
- Completing updates to community Planning documents
- Prioritizing housing developments through updated incentives and priority planning initiatives
- Support for advancement of the Saugeen Hospice Project
- Cost reductions through implementation of the Provincial Wide Producer Pay Recycling Regime
- Implementation of a Brockton Business directory on the website

This outlines a number of key projects that supported Council's Strategic vision while ensuring actions were manageable based on already existing departmental workloads, yearly infrastructure projects and maintenance of existing service levels.

In addition to this we are also pleased to present the Housing Strategy that is in alignment with Council approved initiatives as part of the Housing Accelerator Funding and the many projects already underway or to be completed in the three-year period between 2025-2027. This document will be posted publicly as a more friendly visual of the many housing actions underway.

Our vision for the community remains the same — we are a proud rural community strengthened by a balance of social equity, culture, environmental integrity, and progressive economic development. With this vision as our foundation, this guides our corporate values and our actions, shapes our organizational culture, and ensures we continue to serve our community with purpose and integrity. We intend to build on this as we look ahead to future strategic planning following the 2026 election and completion of our Housing Strategy Plan.

Strategic Action Plan Checklist:

What aspect of the Brockton Strategic Action Plan does the content/recommendations in this report help advance?

- Recommendations help move the Municipality closer to its Vision Yes
- Recommendations contribute to achieving Heritage, Culture, and Community Yes
- Recommendations contribute to achieving Quality of Life Yes
- Recommendations contribute to achieving Land Use Planning and the Natural Environment Yes
- Recommendations contribute to achieving Economic Development Yes
- Recommendations contribute to achieving Municipal Governance Yes

Financial Impacts/Source of Funding:

- Do the recommendations represent a sound financial investment from a sustainability perspective? Yes

Reviewed By:



Trish Serratore, Chief Financial Officer

Respectfully Submitted by:



Sonya Watson, Chief Administrative Officer