



2021-2025 Strategic Action Plan

Final Update



As we conclude the term of our plan, we are pleased to report significant progress: 104 out of 105 actions have been initiated, with nearly all completed or are currently ongoing, with one action formally withdrawn. The remaining actions will be carried forward through the Brockton Housing Strategy, a guiding document of the Housing Accelerator Fund initiative implementation. The only action not included in the Housing Strategy relates to planning for the new arena. This project will continue past the scope of the 2021-2025 Strategic Action Plan.

In 2026, staff will prioritize the implementation of the Housing Strategy, focusing on advancing key initiatives that address housing affordability, availability, and diversity within the community. This work will lay the groundwork for the next phase of strategic planning. Beginning in 2027, with a new term of Council, staff will propose the initiation of a new Strategic Action Plan process designed to guide the organization in delivering on the priorities and outcomes identified with a 2026–2030 Council lense.



Throughout the Strategic Action Plan process, staff have worked closely with Council, staff and the community on projects and actions. The Strategic Action Plan has led to the creation of new programs, finished ongoing projects and implementation of new processes for Council and staff, as well as continued advocacy on important community needs.

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, we have developed corporate values to guide our actions, shape our organizational culture, and ensure we continue to serve our community with purpose and integrity.

As we conclude the 2021-2025 Strategic Action Plan, we thank staff, Council, residents, community groups and other stakeholders for helping bring this vision forward and for supporting the implementation.

Current Status of all Heritage, Culture and Community Actions

1	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	Completed - Ongoing	8	Offer municipal assistance as requested for new or revived community events throughout Brockton, including assistance with grant applications.	Completed - Ongoing
2	Further promote and add to the online Brockton Heritage Story map.	Completed - Ongoing	9	Continue with the Municipality's volunteer appreciation event, and consider whether it could be expanded to include appreciation of service clubs.	Completed - Ongoing
3	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.	Completed	10	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	Completed - Ongoing
4	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.	Completed - Ongoing	11	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.	Completed - Ongoing
5	Promote cultural events in Brockton's hamlets (example: Elmwood Concerts in Park, Cargill outdoor concerts).	Completed - Ongoing	12	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	Withdrawn for the 2021-2025 period - to be reconsidered in the future.
6	Continue to develop partnerships to revive, develop, and promote events in Walkerton that support business, community, and service clubs.	Completed - Ongoing			
7	Expand the online community calendar to increase public awareness of the range and diversity of community events and activities.	Completed - Ongoing			



See the action item number for a quick visualization of the completeness of the action. If the number is light, the action is likely started but may not have progressed enough. The darkest colour is reflective of a complete or complete - ongoing task.

Current Status of all Quality of Life Actions

13	Initiate the planning for a new recreation centre	Started - Ongoing	19	Support the County and Province in advocating for more long-term care beds in Brockton.	Completed - Ongoing
14	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.	Completed	20	Maintain support to establish the hospice in the Municipality of Brockton.	Completed - Ongoing
15	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.	Completed	21	Develop more activity programming for all ages in the hamlets, working with local organizations whenever possible.	Completed - Ongoing
16	Develop through the Parks, Recreation and Culture Master Plan a Community "Walkability" plan	Completed	22	Increase the availability and renewal of playground equipment throughout Brockton	Completed - Ongoing
17	Implement a community "Walkability" plan including findings from the Master Recreation Plan.	Completed - Ongoing	23	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.	Completed - Ongoing
18	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.	Completed - Ongoing	24	Plan for the June 2022 expiry of Brockton's current contract with the OPP	Completed - Ongoing
			25	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.	Completed - Ongoing
			26	Support the establishment and growth of the Regional Fire Training Centre in Brockton.	Completed - Ongoing

Current Status of all Land Use Planning and Natural Environment Actions

27	Through the ongoing Bruce County Official Plan Review, support policies pertaining to Brockton	Started - Ongoing	35	Actively monitor the valley-bank erosion study scheduled for 2022, and seek federal and provincial funding as required to implement study findings.	Completed - Ongoing
28	Bring an interim update of the Comprehensive Zoning By-Law forward for review	Completed	36	Support river and riverbank cleanup initiatives.	Completed - Ongoing
29	Conduct a Comprehensive Review of the Official Plan and Zoning By-Law	Started - Ongoing	37	Support Official Plan policies that encourage low-impact development, e.g., permeable surface parking areas, swales in new lots to absorb runoff.	Started - Ongoing
30	Support Bruce County in advocating for the development of more rent-geared-to-income housing units locally.	Ongoing	38	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	Completed
31	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	Completed	39	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.	Completed - Ongoing
32	Convene forums - including the County, large employers, the Municipality, and private builders	Completed - Ongoing	40	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.	Completed - Ongoing
33	Expand the tree-planting program and include an inventory of the existing tree canopy.	Completed - Ongoing			
34	Review and enforce tree-planting requirements in subdivision agreements.	Completed - Ongoing			



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Current Status of all Economic Development Actions

41	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.	Completed - Ongoing	47	Pre-zone designated commercial and industrial development areas as much as possible through the Comprehensive Zoning By-Law Review.	Ongoing
42	Continue to investigate ways to improve and streamline development approval processes and implement outcomes from the Land Use Development Process Plan Review.	Completed - Ongoing	48	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
43	Update Brockton's online development portal for ease of access to information.	Completed	49	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.	Completed
44	Advance the approved expansion of the East Ridge Business Park and implement an aggressive marketing campaign.	Completed - Ongoing	50	Support policies that maximize on-farm income	Ongoing
45	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.	Completed	51	Support infrastructure that improves farm operations	Ongoing
46	Maximize the development potential of downtown Walkerton	Completed - Ongoing	52	Support actions to raise agriculture's profile as an important trade with decent income	Ongoing
			53	Showcase on-farm solutions to environmental issues, e.g., treatment of green bin waste.	Ongoing

Current Status of all Economic Development Actions

54	Apply the CIP to include the whole municipality, with a steadily enhanced annual funding base.	Completed	61	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.	Completed - Ongoing
55	Encourage property owners to improve their properties in accordance with municipal community improvement objectives, by means of incentives	Ongoing			
56	Evaluate the effectiveness of incentives at meeting community improvement objectives.	Ongoing			
57	Adopt the following community improvement objectives in respect of which incentives would be available	Completed - Ongoing			
58	Assist with coordination of special events and activities	Completed - Ongoing			
59	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.	Ongoing			
60	Consider budgeted municipal purchases from local suppliers, subject to the Purchasing and Procurement Policy.	Completed			

Current Status of all Municipal Governance Actions

62	Continue to hold an annual Council meeting in each hamlet, providing time for local residents' input.	Completed	70	Organize one or more "Mayor's breakfast" type events on various themes.	Completed - Ongoing
63	Advocate against school closings and maintain strong relations with school partners.	Ongoing	71	Evaluate committees: are they successfully fulfilling terms of reference, conveying public perceptions, and presenting options for Council.	Completed - Ongoing
64	Develop amenities and / or beautification in the hamlets that will enhance their appeal for new development.	Ongoing	72	Look at communication alternatives to ensure engagement is effective – develop a Brockton App, website improvements, customer service delivery improvements.	Completed
65	Develop and deliver the Welcome brochure and/or package (with link on the website) and ensure availability to new households.	Completed	73	Evaluate the effectiveness of the "Build Your Brockton" contract which expires end of 2021.	Completed
66	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.	Completed - Ongoing	74	Develop and publicize a system and a policy on Customer Service Standards.	Completed
67	Adopt a municipal policy, program and training recognizing, educating and welcoming diversity.	Ongoing	75	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.	Completed
68	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	76	Provide a customer service training program for all customer-facing staff positions.	Ongoing
69	Establish time-limited ad hoc task forces to study issues and make recommendations, with adequate staff support, at Councils discretion.	Ongoing	77	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.	Completed



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Current Status of all Municipal Governance Actions

78	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	86	Update our Human Resource policies, with a focus on employee retention and attraction.	Completed - Ongoing
79	Publicize the relatively high level of performance the Municipality delivers in basic services such as road maintenance, snow clearing, water supply.	Ongoing	87	Review and expand our policy on working remotely.	Completed
80	Continue to seek public input on budget priorities.	Completed - Ongoing	88	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
81	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.	Completed - Ongoing	89	Continue supporting staff development opportunities via training, special projects and assignments and mentorships.	Ongoing
82	Continue to work with the Municipal Innovation Council to examine service and purchasing efficiencies.	Completed	90	Develop a statement of the Corporation's values as an employer.	Completed
83	Look at a County-wide umbrella for IT services and equipment, including cyber-security.	Completed	91	Institute a variety of practices to acknowledge jobs well done on the part of staff, including through the performance management program.	Ongoing
84	Look at joint opportunities for advancement to recycling and composting programs.	Completed	92	Institute a practice of offering interviews to existing staff for vacant positions being filled.	Completed
85	Examine long-term potential for managing water treatment jointly with nearby municipalities.	Completed	93	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.	Completed



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Current Status of all Municipal Governance Actions

94	Do a growth management study to project areas for future residential expansion.	Completed	102	Prepare and present for Council adoption a 20-year financial plan to implement the Asset Management Plan (existing assets)	Completed - Ongoing
95	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	103	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.	Completed - Ongoing
96	Develop a long-term plan for assessing staff capacity and continuity to meet demand generated by growth, with an associated financial plan.	Ongoing	104	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.	Ongoing
97	Look at staffing trends in Municipalities with past growth similar to our future growth and prepare, recommend and plan for a phase approach.	Ongoing	105	Communicate and share the asset management plan and schedule projects with the public.	Completed - Ongoing
98	Complete water and wastewater capacity study and plan for next steps based on outcomes.	Completed	106	Implement a fleet management plan renewal and efficiencies to be realized between departments	Ongoing
99	Complete a condition-based plan for vehicle and equipment assets.	Completed			
100	Determine a long-term plan for rural bridges.	Completed - Ongoing			
101	Follow the Roads Needs Study to ensure timely renewal of roads.	Completed - Ongoing			



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