

SUMMARY

Council small-group Discussions on Corporate Objectives

Objective

Increased Council attention to strategic and long-term issues

Potential Action items

1. Review opportunities for further delegation to staff (subject to regular reporting) of administrative detail which might not have to come to Council
2. Stricter planning of Council agendas to limit time allotted to operational detail
3. Look at ways to streamline agendas, e.g., the consent agenda
4. Add special meetings of Council to receive, discuss, and advance Strategic Action Plan implementation (no other items permitted on agenda)
5. Add a third meeting per month, as required, to be devoted entirely to longer-term issues requiring more discussion (no other items permitted on agenda). Typically, the entire agenda dedicated to one theme/issue
6. Staff reports to indicate the relevance of the topic to the Strategic Action Plan

Objective

Ongoing Council training, particularly regarding Council role in governance and operations

Potential Action Items

1. Training sessions for Council, including review/discussion of appropriate Council role (see relevant section of Organization Review report)
2. Follow-up on AMO new Councillor training
3. Orientation training annually (with mandatory attendance expected)
4. Public education on how Municipal Government operates, Council/staff roles, etc.

Objective

Inclusive Governance and Operations that make residents and businesses in Walkerton, the hamlets, and rural areas feel included in Brockton

Potential Actions

1. Advocate during the Bruce County Official Plan Review for an allocation of residential growth to the hamlets
2. Support municipal programs such as youth and seniors' recreation in hamlets, community activities in hamlets such as festivals, and the heritage of the hamlets
3. Fund streetscape improvements in the hamlets that reflect/build on their character, heritage, and amenities
4. Continue to hold an annual Council meeting in each hamlet, particularly when items relevant to that area are on the agenda, and providing time for input from local residents

5. Use political influence to advocate with other levels of government for agriculture-supporting initiatives that are beyond Brockton jurisdiction or capacity
6. Continue to fund the rural road system as the highest municipal contribution in support of agriculture
7. Advocate against school closings

Objective

A Welcoming Face to new Brockton residents

Potential Actions

1. Develop a written “Welcome new neighbour” brochure (with pdf on the website) to be distributed to every new household
2. Familiarize new residents with the history and character of Brockton
3. Annual “Welcome new residents” picnic
4. Support local associations in recruiting volunteers and participants from among new residents
5. Emphasize our “Shop Local” message to new residents
6. Adopt a municipal statement recognizing and welcoming Diversity. Provide publicity and training.

Objective

Policies to support the recovery of our businesses from the COVID era

Potential Actions

1. Support a County initiative to reduce the small-business tax ratio, on condition that /as long as the Province compensates municipalities for the loss of municipal revenue
2. Continue to review municipal regulations to permit new business ideas (e.g., sidewalk patios) even if only temporarily
3. Publicize and follow the Procurement policy with respect to its “Shop local” practices and support for local businesses
4. Expand community improvement area to the whole Municipality; expand program funding and COVID-recovery range of programs

Objective

Community Engagement

Potential Actions

1. Time-limited Ad hoc task forces to study issues and make recommendations, à la Municipal Services Review
2. Work to make public aware of the amount and type of growth on the books (500 units draft-approved) or applied for, to prepare people for change.
3. Engage the public in grappling with the need to expand infrastructure, programs, etc., and find the funding for it (i.e., invite the public to put themselves on Council’s shoes)

4. Continue Zoom opportunities to convey information to the public and answer questions about issues.
5. “Mayor’s breakfast” on various themes, including welcoming diversity
6. Evaluate committees: are they successfully fulfilling terms of reference, conveying public perceptions, and presenting options for Council

Objective

Support for our Volunteer partners

Potential Actions

1. Revive volunteer appreciation event for Municipal committee members, following pandemic
2. Consider expanding it to other associations and service clubs working for the betterment of Brockton
3. Hold an annual forum with local associations for the purpose of exchanging and potentially coordinating plans for community events, construction projects, etc.
4. Use Municipal media to make new residents aware of volunteer opportunities and association-led community events
5. Identify the demographic changes that will affect volunteer activities, particularly in the hamlets

Objective

Continue to upgrade our practices and reputation for customer service

Possible Actions

1. Develop and publicize a policy on Customer Response Standards
2. 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
3. Provide a customer service training program for all customer-facing staff positions
4. Indicate to staff in all positions, with training as needed, their importance as ambassadors for the Municipality whenever dealing with members of the public
5. 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
6. Publicize the relatively high level of performance the Municipality delivers in basic services such as road maintenance, snow clearing, water supply

Objective

Staff Retention

Potential Actions

1. Update our Human Resource policies, with a focus on employee retention
2. Review and expand our policy on Working Remotely
3. 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

4. Investigate staff development opportunities via secondments or special assignments at the County
5. Develop a statement of the corporate values of the Corporation as an employer
6. Acknowledge jobs well done as part of staff performance management program
7. Institute a practice of offering interviews to existing staff for vacant positions being filled

Objective

Plan the future number and specialization of staff to meet the demands from growth

Possible Actions

1. Long-term plan for expanding staff capacity to meet demand generated by growth, with an associated financial plan
2. Look at staffing trends in other Municipalities with past growth similar to our future growth
3. Build public awareness of the service demands being experienced or predicted
4. Provide staff time for training and the implementation of new processes that will improve productivity

Objective

Review our processes to improve timing and efficiency

Potential Actions

1. Adopt fillable on-line application forms; work toward e-permitting for some types of applications
2. Look at how other municipalities have dealt with increasing development (E.G. Cambridge, Centre Wellington), and steal good ideas (e.g., design standards)
3. Continue/expand practice of pre-application meetings to chart path to approvals
4. Investigate a "Brockton app" and alternative communication improvements
5. Future opportunities to improve communications digitally when Brockton has universal high-speed internet service

Objective

Service -sharing/Joint purchasing with neighbouring municipalities and County

Potential Actions

1. Continue to work with the Municipal Innovation Council to examine service and purchasing efficiencies
2. Look at joint purchase of office products
3. Look at a County-wide umbrella for IT services and equipment, including cyber-security
4. Look at opportunities to build on the existing successful County-wide model of joint purchasing of employee benefits
5. Continue regional approach to economic development, particularly related to labour force
6. Look at joint upgrading of recycling and composting programs
7. Review the landfill agreement with Hanover

Objective

Continue 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

Possible Actions

1. Complete water and wastewater capacity study
2. Complete a condition-based plan for vehicle and equipment assets
3. Determine a plan for the existing arena
4. Determine a long-term plan for rural bridges

Objective

Long-term Asset Management Financial Implementation Plan

Possible Actions

1. 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 such as grants and community fund-raising, and
 - planned acceptance of unfunded depreciationas well as the projected impact on local taxes and rates over the 20-year period
2. Develop a financial implementation plan for the planned expansion of infrastructure capacity, the demand for which is generated exclusively by residential growth
3. 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, East Ridge business park, rural bridges), based on the long-term financial plan
4. 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
5. Be transparent to the public regarding the condition of existing infrastructure, the anticipated growth in population, the impact of that growth on infrastructure, and the financial choices that result

Objective

Plan for growth-related impacts on infrastructure

Possible Actions

1. Plan for additional open space and connectivity of parks and trails in future development areas
2. Plan for the additional capacity in recreation and sport facilities required for the anticipated population
3. Develop amenities in the hamlets that will improve their appeal for new development

4. Prepare a development charges study to identify potential legally-permissible charges for growth-related capital 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.
5. Similarly, consider preparing a community benefits study