

2015



Corporate Strategic Plan For The Township Of Brock

A Corporate Strategic Plan is a blueprint or roadmap that defines the corporate priorities for the Township of Brock.

This document is available in alternate formats upon request.
Please contact the Clerk's Department at 705-432-2355.

Township of Brock Corporate Strategic Plan

2015-2020

Transparency - Integrity – Responsibility – Respect - Honour

Mayor & CAO's Message

The Township of Brock is extremely pleased to present its 2015 to 2020 Strategic Plan. On May 15th and again on June 16th with members of the public in attendance, members of Council together with the Senior Management Team for the Township met to develop a high level corporate strategic plan for the municipality and to identify key priorities that would form the platform for the current term of Council. This document contains the Vision, Mission and Principles that will guide our actions. It identifies Council's goals under five pillars, together with the strategies and actions that will allow us to further the goals.

We are united in our desire to advance a number of critical priorities that we believe are important for the Township as a whole. We are committed to working together for the best interests of our constituents, our partners and our community as we continue to address the challenges that we face. We will focus on turning these challenges into opportunities to bring about positive and lasting change.

The Township of Brock is a community like no other. Here you will find unparalleled small town charm, wide open rural spaces, enviable access and proximity to Lake Simcoe, and an inspiring agricultural history that remains prominent today, all within easy commuting distance to the Greater Toronto Area and beyond. More than this however, you will find that there is something for everyone in Brock Township. Whether you have called Brock home for many years or just a few, you will know that opportunity in Brock abounds. We offer an affordable lifestyle, safe and sustainable communities and a healthy natural environment that supports a diverse range of passive and recreational opportunities. There is something for everyone here.

As community and organizational leaders, we will work hard to ensure that the Township of Brock remains unique and importantly, that we retain the community character and sense of place that sets us apart. Our efforts over the next four years will focus on building our community and retaining our distinct character. We will undertake a review of core services. We will work with our partners and in particular with our municipal partners to create stronger integrated services and we will ensure that the Township of Brock is open for business. We will ensure our infrastructure and assets are well managed and that our cultural and recreational assets are being utilized efficiently and effectively. We will honour our past as we look to the future.

We have worked hard to capture the key themes that we believe are top of mind for the Township of Brock and we have articulated a shared vision based on where we believe we need to be. While the Plan coincides with the term of Council and is a corporate document intended to guide the work of internal Departments, its goals are longer term. This Plan – Our Strategic Plan – is our footpath for the future. We look forward to taking the journey together.

John Grant, Mayor

Thomas G. Gettinby, CAO & Municipal Clerk

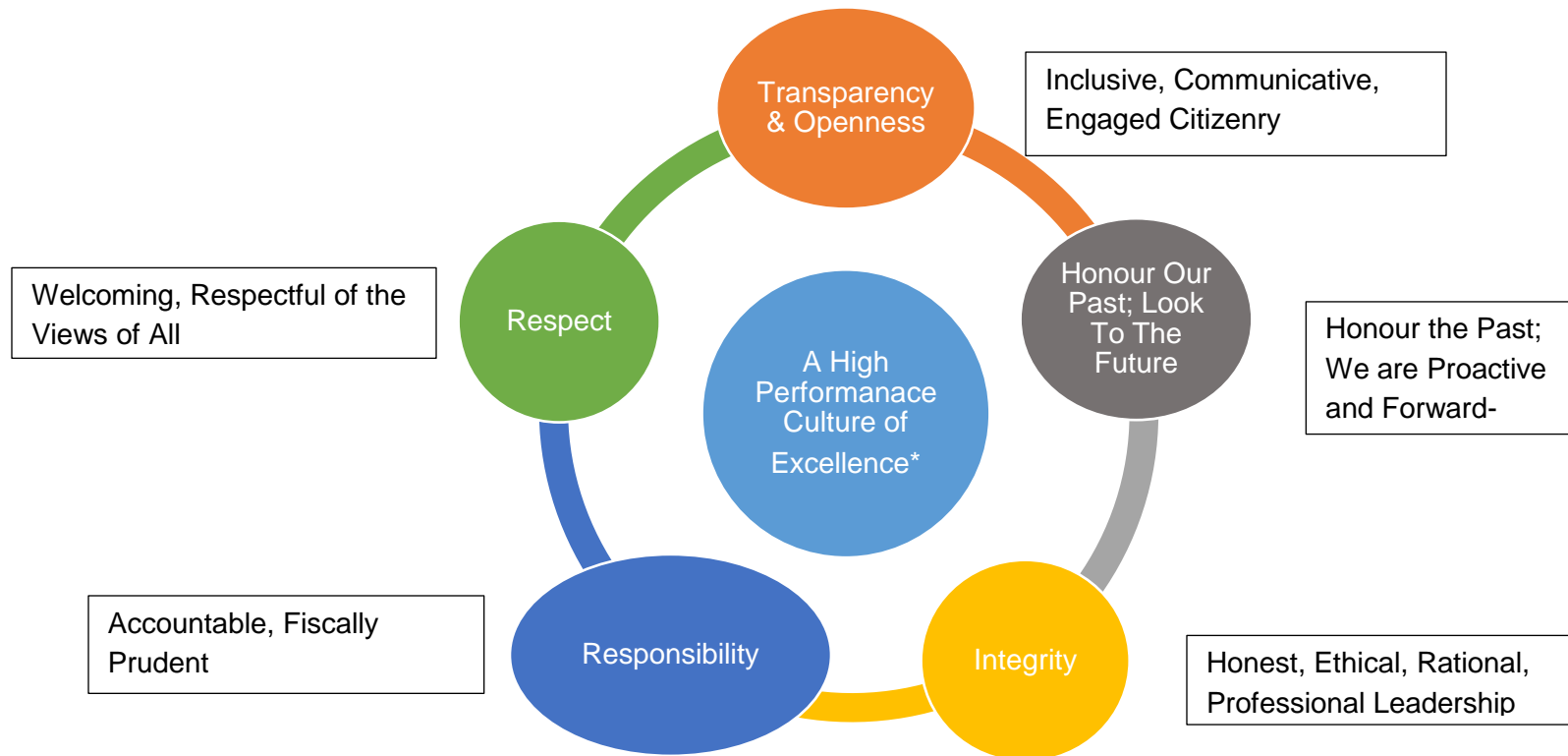
Our Vision

The Township of Brock: A welcoming, vibrant community growing in harmony with our natural surroundings. Breathe it in.

Our Mission

Through innovation and excellence in service delivery, the Township of Brock will provide municipal programs and services that continue to support a healthy and vibrant community.

Our Governing Fundamentals



(* A High Performance Culture of Excellence refers to a whole team approach; a caring attitude and an operating environment where all team members are focused on getting the job done. There is an alignment of purpose and an emphasis on excelling.)

A high performance culture, efficient and effective leadership from a committed and responsive executive and administrative team.

1. Respect for all, by all, at all times.
2. Openness and transparency in decision making.
3. Solid team leadership, with honesty and integrity, focusing on what is best for the Township as a whole.
4. Responsibility and accountability, to the citizens of Brock, and to one another.
5. We honour our past as we look to the future.

Strategic Plan 2015-2020: Framework Strategic Goals & Actions



At The Core: Service Excellence (Best Services at Lowest Tax Rate)

Objectives:

- **Fiscal Responsibility**
- **Cost Containment**
- **Transparent and Open Decision Making**
- **Using Technology to Advantage**
- **Employer of Choice**

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

****Core Service Review***

Assess our core service, take a rational and measured approach and develop an Organizational Excellence Strategy that focuses on doing things right and doing the right things. Define optimal level of service, core and non-core services; revisit the operational review and align with best practices from other jurisdictions. Consider the role of the Township in providing service and explore the opportunities associated with service transformation (from doing to facilitating.)

****Lead By Example: Organizational Readiness – Team Brock***

Explore opportunities to improve internal efficiencies and effectiveness. Promote a whole team approach.

****Promote Continuous Improvement***

Explore opportunities to improve communications with constituents through regular newspaper articles, an improved website and contact with Council Members.

****Human Resource Management Plan***

Develop a comprehensive Human Resource Management Plan to identify core competencies and to address recruitment, retention, staff training and development, skills enhancement and acquisition as well as succession planning, knowledge retention and transfer.

Strategic Goal: Economic Prosperity (A growing and diversified economy)

Objectives:

- **Diversified Economy**
- **Welcoming business environment – Doors Open Brock (Open for Business)**
- **Visitor destination**
- **Known for growing agricultural sector**
- **Strong and effective municipal partner**

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

****Open for Business***

Identify opportunities to ensure the Township is 'Open for Business.' Identify existing under-developed lands already identified in the Official Plan and develop a strategy to promote these under-developed lands to move forward.

****Tourism Strategy***

Develop a comprehensive Tourism Strategy for the Township of Brock capitalizing on the economic opportunities that exist and considering potential tourism opportunities. Attract industry and retail business and explore the 'aqua-business' opportunities associated with Lake Simcoe. Capitalize on recent farm to fork trends, the 100 Mile Diet and consider opportunities for new tourism potential (ecotourism, adventure tourism and culinary tourism).

Access to Market Strategy

Develop an Access to Market Strategy. Focus on the Township's strategic geographic location and proximity to market. Build on the 407 expansion and the proposed Pickering Airport to identify the Township's superb location.

Revisit the Economic Development Strategy

Revisit the Township's Economic Development Strategy. Consider the need for focused resources at the township to promote economic development.

Agribusiness Development Strategy

Work with the agricultural community to develop a positioning strategy to enhance the sector's position.

Strategic Goal: Healthy, Safe, Sustainable Communities

Objectives:

- **Safe, welcoming and inclusive**
- **Unified community**
- **Range of housing choices**
- **Clean & green**

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

****Asset Management Strategy***

Complete an assessment of all municipal assets and develop an Asset Management Strategy.

****Optimize Cultural & Recreational Assets***

Complete an optimization study of Township recreational and cultural facilities to determine if there are opportunities to use cultural and recreational assets more efficiently and more effectively?

Increase Housing Choices & Promote Affordable Housing

Develop an Innovative Housing Strategy. Explore opportunities to increase housing choices to attract new and retain existing residents. Promote more diversified housing stock options to appeal to existing residents (including seniors), new families as well as the recently retired.

Improve Community Safety & Preparedness

Complete a Master Fire Plan for the Township of Brock.

Healthy Connected Communities

Explore opportunities to advance walkability, livability, active transportation and community connections. Explore transportation opportunities and in particular, links to other communities as well as the creation of natural linkages (trails, natural heritage system linkages, etc.)

Strategic Goal: Connect With Others (Effective Partnerships; Engaged Community)

Objectives:

- **Effective Partnerships**
- **Engaged Community**
- **Inspired Youth**

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

****Promote Inter-Municipal Partnerships & Collaboration***

Explore opportunities for Cost Sharing Agreements with other municipalities. Consider Public/Private Partnerships. Are there opportunities to share resources with other municipalities?

Explore Funding Opportunities

Take advantage of funding and advisory services available at the Region and the Province. Collaborate with upper levels of government. Identify opportunities for joint funding (e.g. Lake Simcoe Region Conservation Authority & Others).

Build New Partnerships

Identify opportunities to work with other governments and the Durham Regional Police Service to ensure the Township community remains a safe place to live, work and play. Explore opportunities to work with secondary and post-secondary partners. Consider opportunities to increase the use of coop students as this is an important connection to organizational/service excellence and succession planning. Recognize and capitalize on the amazing talent of our senior population. Develop a Volunteer Strategy.

Strategic Goal: Share Our Success (Increase Visibility & Improve Understanding)

Objectives:

- **Increase Visibility**
- **Improve Awareness**
- **Market Our Success**
- **Tell Our Story**

Strategic Actions:

We will achieve our objectives by focusing on the following specific strategies/actions (* = Top Order Priority)

****Marketing Strategy***

Develop a Marketing Strategy for the Township of Brock focusing on image building, branding and visibility. Emphasize the positives of Brock.

Communications Strategy (Internal & External)

Improve the way information is shared both at the Township and with stakeholders, clients and partners. Develop key and clear messages – keep our constituents informed and aware of any change in service levels/Township role.

Community Engagement

Develop a Community Engagement Strategy to identify strategies to inspire the Township community to become engaged in Township business. Focus on youth engagement but capitalize and draw on the tremendous wealth of knowledge, insight, skills and resources that exist among our senior population.

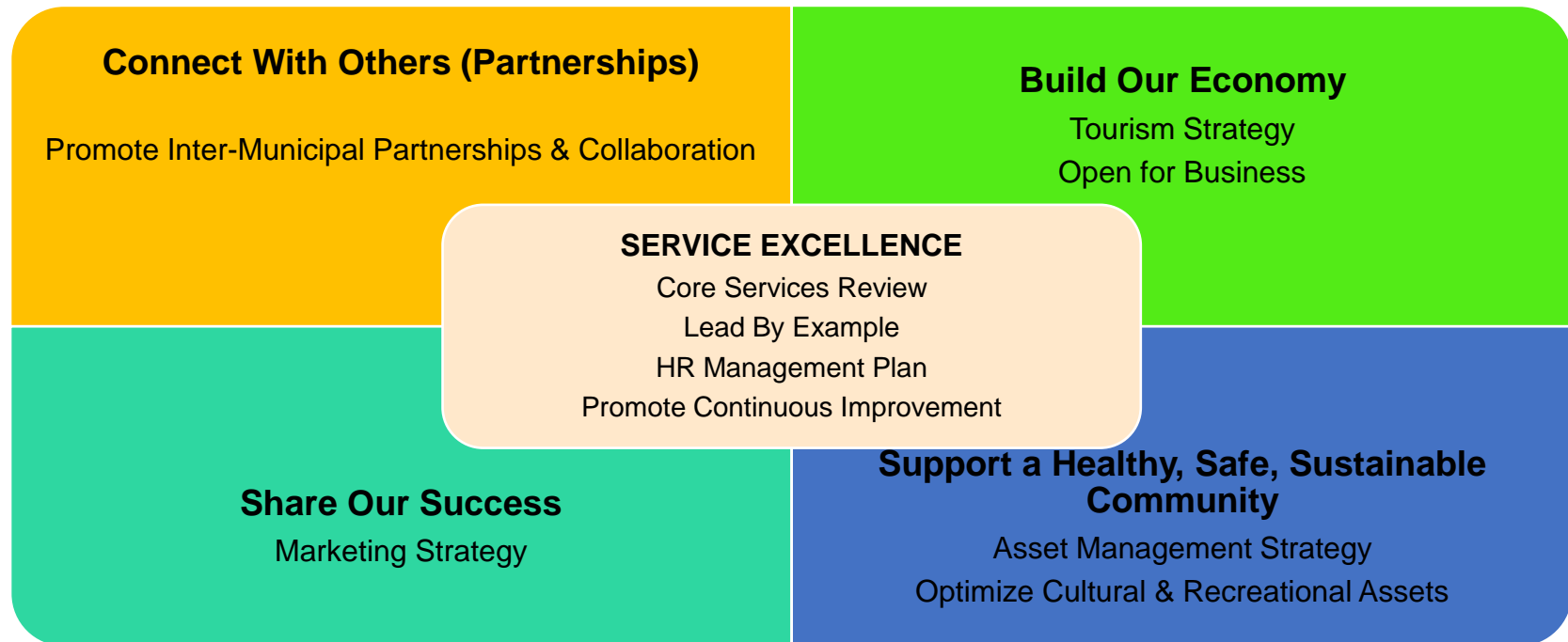
Pillars of Priority: Our Top 10 Strategic Actions

Our key priorities focus on five (5) key areas, as follows:

- ✓ Service Excellence (At the Core of Everything We Do)
- ✓ Building Our Economy
- ✓ Sharing Our Success (Marketing & Communications)
- ✓ Connecting With Others (Partnerships)
- ✓ Supporting A Healthy, Safe, Sustainable Community

It is our belief that these five areas offer an important and balanced focus for Council to address the economic, socio/cultural and environmental priorities, all supported by a high performance culture of excellence.

The following represents Council's strategic priorities for the 2015-2020 term of Council:



Our Top 10 Priorities for 2015-2020

AT CORE: Service Excellence
<p>Strategic Action: Core Service Review Assess our core service, take a rational and measured approach and develop an Organizational Excellence Strategy that focuses on doing things right and doing the right things.</p>
<p>Strategic Action: Lead By Example Explore opportunities to improve internal efficiencies and effectiveness. Promote a whole team approach.</p>
<p>Strategic Action: Promote Continuous Improvement Explore opportunities to improve communications with constituents through regular newspaper articles, an improved website and contact with Council Members.</p>
<p>Strategic Action: Human Resource Management Plan Develop a comprehensive Human Resource Management Plan to identify core competencies and to address recruitment, retention, staff training and development, skills enhancement and acquisition as well as succession planning, knowledge retention and transfer.</p>
Strategic Goal: Build Our Economy
<p>Strategic Action: Tourism Strategy Develop a comprehensive Tourism Strategy for the Township of Brock capitalizing on the economic opportunities that exist and considering potential tourism opportunities. Attract industry and retail business and explore the 'aqua-business' opportunities associated with Lake Simcoe.</p>
<p>Strategic Action: Open for Business – Brock <i>Develop a strategy to address job creation and retention.</i> Identify opportunities for residential growth by facilitating/encouraging the advancement of under-developed lands already identified for development in the Township of Brock Official Plan. Assess existing policies to identify any potential impediments/barriers to economic growth and development.</p>
Strategic Goal: Support A Healthy, Safe, Sustainable Community
<p>Strategic Action: Asset Management Strategy Complete an assessment of all municipal assets and develop an Asset Management Strategy.</p>
<p>Strategic Action: Optimize Cultural & Recreational Assets Complete an optimization study of Township recreational and cultural facilities to determine if there are opportunities to use cultural and recreational assets more efficiently and more effectively?</p>
Strategic Goal: Connect With Others
<p>Strategic Action: Promote Inter-Municipal Partnerships & Collaboration Explore opportunities for Cost Sharing Agreements with other municipalities. Consider Public/Private Partnerships. Are there opportunities to share resources with other municipalities?</p>
Strategic Goal: Share Our Success
<p>Strategic Action: Marketing Strategy Develop a Marketing Strategy for the Township of Brock focusing on image building, branding and visibility. Emphasize the positives of Brock.</p>

The Township of Brock...

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Breathe It In