

## Report to Council

<b>Report Title:</b>	Brockton Strategic Action Plan 2025		
<b>Prepared By:</b>	Sonya Watson, Chief Administrative Officer		
<b>Department:</b>	Administration		
<b>Date:</b>	September 8, 2020		
<b>Report Number:</b>	CAO2020-16	<b>File Number:</b>	C11AD, L04
<b>Attachments:</b>	Proposal from Bill Winegard and Associates		

### Recommendation:

That the Council of the Municipality of Brockton hereby receives Report Number CAO2020-16 - Brockton Strategic Action Plan 2025, prepared by Sonya Watson, Chief Administrative Officer, and in doing so approves the CAO authorizing an agreement with Bill Winegard and Associates for work related to the Brockton Strategic Action Plan 2025 in the amount of \$14,850.00 to be funded by Provincial One-time funding.

### Report:

#### Background:

In 2013, the Municipality of Brockton created the “Building a Better Brockton” plan, which outlined a multitude of high-level goals without a focused action-oriented plan for implementation.

Since the “Building a Better Brockton” Strategic Plan was implemented in 2013, there have been additional reviews and studies completed including the Municipal Services Review in 2016, an Organizational / Operational Review in 2016, a Business Retention and Attraction Study in 2018 and a Brockton Branding Project in 2019. Staff review these plans as new organizational and operational plans are implemented. Since 2013, there have been changes in staffing and leadership and Council. Various changes have been implemented through the recommendations of the reviews and studies. With a relatively new Senior Management Team and new Council members it would be timely to ensure we jointly establish a suitable roadmap to meet the Corporate objectives with well establish strategies. This Action Plan will help guide future decision making.

A Strategic Action Plan is a key piece of effective municipal governance, which influences:

- Future decision making by Council and Staff
- Setting priorities
- Accountability to achieve the goals set out
- Regular reporting to Council on progress

- Trust and cooperation between Council, staff and the community
- Knowledge of what is to come and what can be achieved

Since a Strategic Action Plan requires a considerable amount of engagement with Council, staff and the community, it becomes a document that is important to Municipality of Brockton stakeholders as it becomes the embodiment of the local goals with achievable timelines.

**Analysis:**

With the scope of changes that have been implemented from the various reviews and studies completed over the past few years as well as the number of changes in staffing and leadership, staff are recommending that a new Strategic Action plan be completed that will incorporate a full review of these documents. The review will incorporate strategies with a five-year timeline in mind for implementation. This will allow for the Municipality of Brockton to focus on priorities and achieve goals more efficiently.

The one-time funding that the Municipality of Brockton received from the Province looks to assist municipalities in creating efficiencies in municipal government by narrowing priorities to guide staff’s work.

While most plans of this kind can range as high as \$80,000, staff have communicated with various consultants and have chosen Bill Winegard and Associates who are experienced third party facilitators with excellent local references. They have done work recently in neighbouring West Grey and Hanover. The proposal for the development and consultations required to establish a new Strategic Action Plan will be \$14,850.00 which is well under the \$20,000 budgeted.

I will be the lead on this project working with Cally Mann, Municipal Executive Coordinator.

**Sustainability Checklist:**

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

- |   |     |
|---|-----|
| • Do the recommendations help move the Municipality closer to its Vision? | Yes |
| • Do the recommendations contribute to achieving Cultural Vibrancy?       | Yes |
| • Do the recommendations contribute to achieving Economic Prosperity?     | Yes |
| • Do the recommendations contribute to Environmental Integrity?           | Yes |
| • Do the recommendations contribute to the Social Equity?                 | Yes |

**Financial Impacts/Source of Funding:**

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

The cost of the Strategic Action Plan is covered by the Provincial one-time funding. The only additional cost will include staff time for creating necessary community surveys and communications as required.

**Reviewed By:**



**Trish Serratore, Chief Financial Officer**

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**Respectfully Submitted by:**



**Sonya Watson, Chief Administrative Officer**