

Report to Council

Report Title: Brockton Strategic Action Plan 2025 Update

Prepared By: Sonya Watson, Chief Administrative Officer

Department: Administration

Date: February 24, 2021

Report Number: CAO2021-03

File Number: C11AD, L04, M08

Attachments:

Recommendation:

That the Council of the Municipality of Brockton hereby receives Report Number CAO2021-03 - Brockton Strategic Action Plan 2025 Update, prepared by Sonya Watson, Chief Administrative Officer for information purposes.

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, a Community Profile in 2019, as well as the Brockton Branding Project in 2019, a Community Safety and Well Being Plan, and a Communications Plan in 2020. Staff review these plans as new organizational and operational plans are implemented.

As you are aware 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. Although delayed in 2020 due to the pandemic, it is timely to conduct a comprehensive review, receive community input and ensure we jointly establish a roadmap with to meet the Corporate objectives with well establish strategies. This Action Plan will help guide future decision making and help to target our focus for the next 5 years.

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:

As a result of the pandemic a key focus on economic development strategies is also more important than ever. With approval of the 2021 budget we have amended the scope in consultation with Bill Winegard and will be incorporating a focus of this Strategic Action Plan to also achieve a targeted focus on economic development. This component will involve the Community Development Coordinator the Economic Development Committee and a further level of engagement of businesses, the farming community, industry, developers etc. to target current and future needs. This targeted approach with the economic development lens will also provide for the consultation necessary for revisions to our Community Improvement Plan (CIP).

By the end of June Council and Staff will have heard from the community stakeholders on what is important to them for the next five years. These actions will need to be prioritized to develop an action plan that is achievable both legislatively, financially and with the staff resources available. The development of the Economic Development Plan and Community Improvement Plan will also help guide our focus on support programs for the business community as we move out of the pandemic. The resulting Community Improvement Plan will also allow for additional programs that can support area business improvements based on Council approval of incentive programs.

We welcome Bill Winegard from Winegard & Associates to lead Council, staff and the community through the Strategic Action Plan process with Workshop #1 scheduled for February 24, 2021 and workshop #2 scheduled for March 2, 2021 prior to initiating the community consultant process.

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, Economic Development Plan and the Community Improvement Plan is covered by the Provincial one-time funding for a total of \$19,350 plus HST. The only additional cost will

include staff time for managing the process and creating necessary community surveys and communications as required.

Reviewed By:

A handwritten signature in black ink, appearing to read 'Trish Serratore', with a stylized, cursive script.

Trish Serratore, Chief Financial Officer

Respectfully Submitted by:

A handwritten signature in black ink, appearing to read 'Sonya Watson', with a stylized, cursive script.

Sonya Watson, Chief Administrative Officer