

February 24, 2021

Toward an
ACTION PLAN 2021-2025
COUNCIL
Of the
MUNICIPALITY of BROCKTON

The Purpose of these slides

- 1. To suggest why a Strategic Action Plan is worthwhile**
- 2. To suggest the form your Strategic Action Plan might take**
- 3. To indicate the sort of things I'll ask you to consider as we develop the Action Plan together**

What are we aiming to produce?

A public document expressing **Council's** view of:

- What you want to – and believe you can - achieve/initiate in this term of Council
- Your recommendations for action in the next term
- Brockton's priorities and how you will make choices
- What staff should squeeze into budgets and workplans
- What your community should expect from their municipal government

Three Realms of Council Responsibility

- As Community Representatives

Community projects and programs: Your government's impact on the world beyond the municipal office

- As a Corporate Board of Directors

Nature and Style of governance: Resources, respect, and reputation of the organization of which you are the directors

- As Trustees

Financial Stewardship: Duty of care for the community's assets; balancing wants and willingness to pay; the question of value

Why Bother?

An Action Plan should help Council

- Anticipate what's coming and show leadership
- Spend more time on what's most important
- Make many individual decisions more easily, in keeping with its broader goals
- Work as cohesively as possible
- Communicate a collective vision to staff, community, and other governments/agencies

Why Bother?

An Action Plan should help Management

- Align budgets, workplans and manpower to accomplish Council's priorities
- Coordinate – all oars pull in the same direction
- Establish trust with Council, because they know what Council supports
- Invest time more productively, because they know what Council wants to achieve

Why Bother?

An Action Plan should help the Community

- Be assured that issues/opportunities have been anticipated and that action is being taken
- Hold Council accountable for achieving what it said it wanted to achieve
- Understand the reasoning behind/outcomes expected from the choices being made
- Identify how they can get on board and help get things done

Why Bother?

An Action Plan should help other Gov'ts

- Know what to expect from Brockton
- Get a clear and consistent message from you
- Identify how they could help you
- Identify how you could help them

IT IS ABOUT CHANGE

In order to IMPROVE or PROTECT, you may want to:

- **Do something new**
- **Do something differently**
- **Do more of something/less of something**
- **Capitalize on an Opportunity/Resist a Threat**

Otherwise, Assume that...

- snow will still get ploughed,
- buildings will still be inspected,
- minutes will still be taken
- etc.

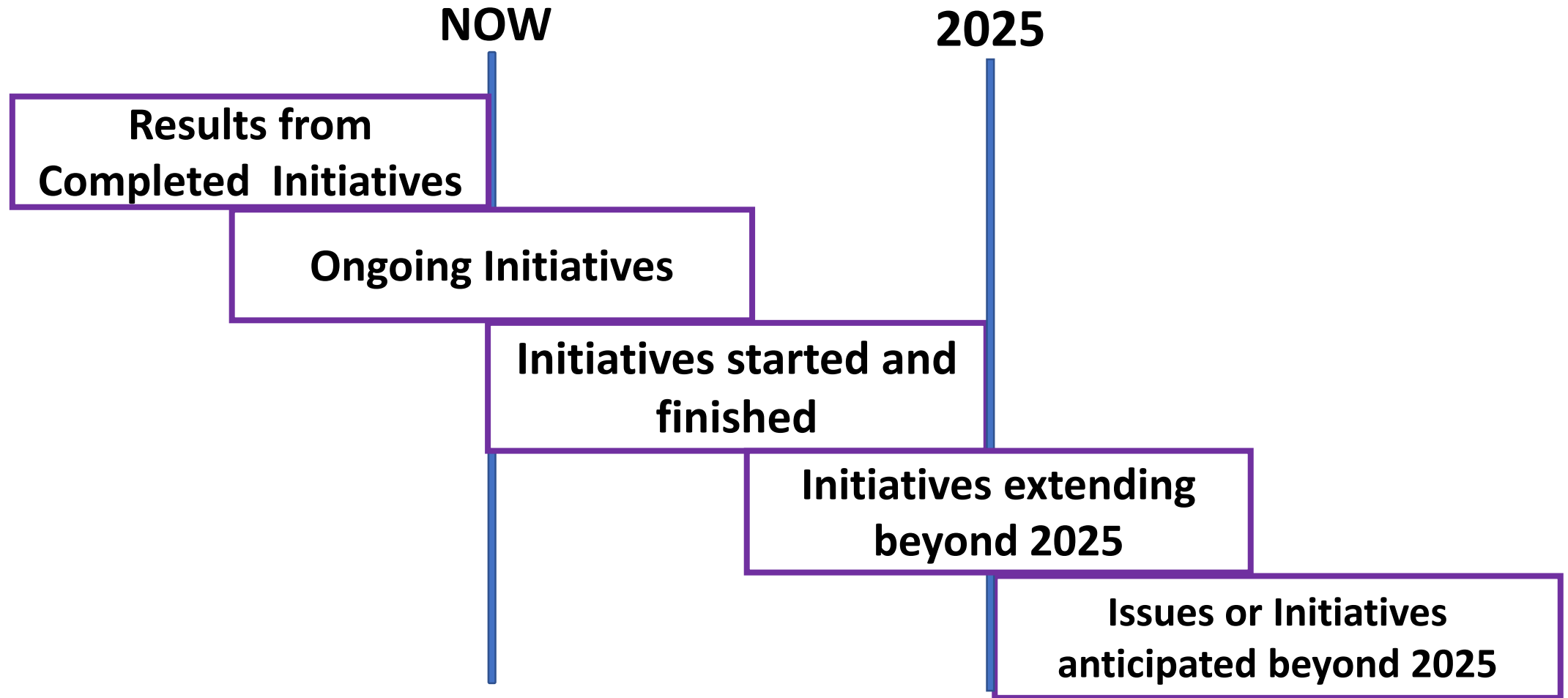
Indicators of Success

Your Action Plan will be a success if:

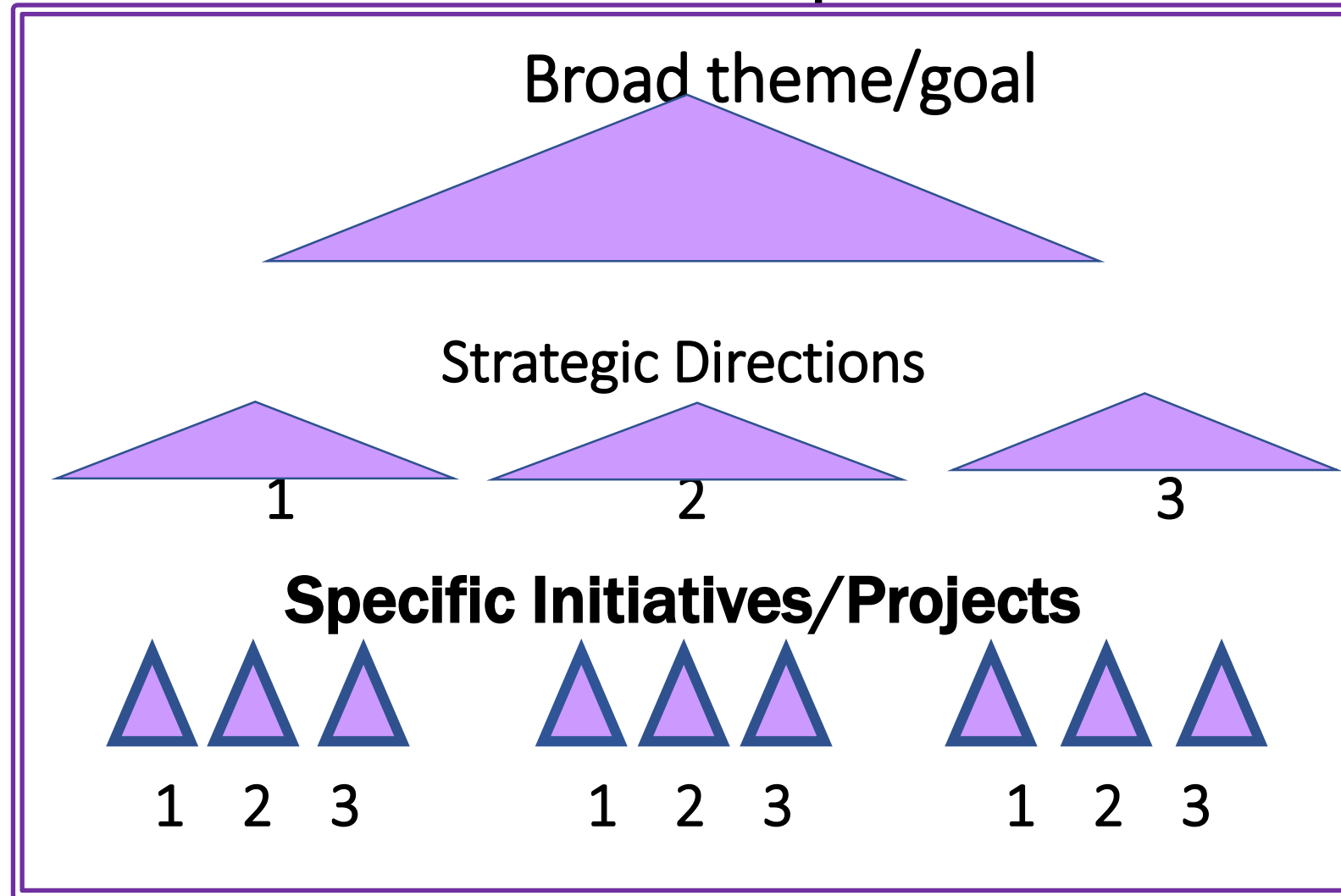
- It doesn't sit on a shelf: Staff reports on progress and Council reports to the community
- Council's message is Clear and Collective
- Council and staff use it when making future decisions
- Council and staff use it to set priorities (time/resources)
- It motivates staff and others to work with you



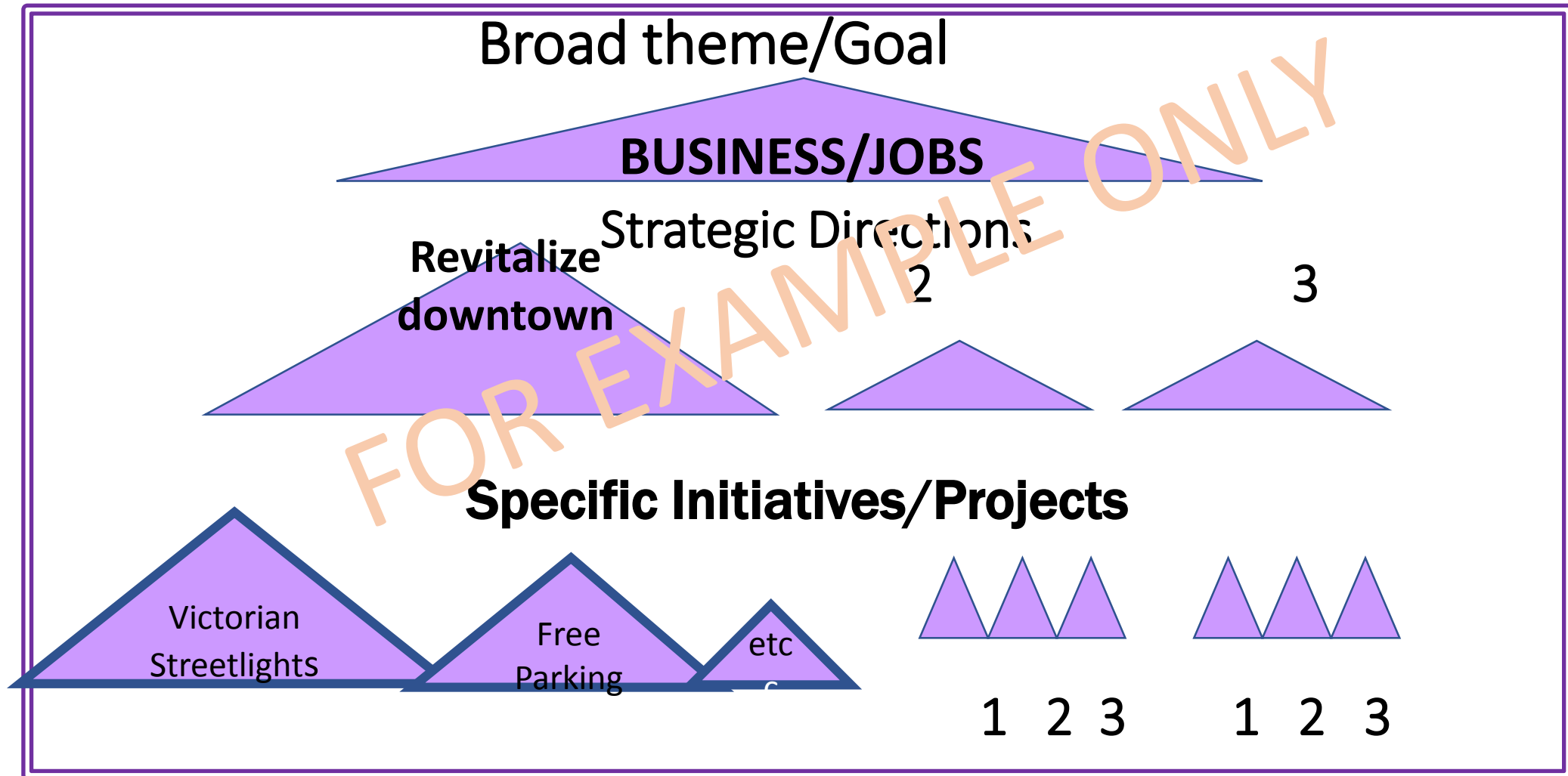
TIME HORIZONS to CONSIDER



From Broad Goals to Specific Action



EXAMPLE – Broad Goal Specific Action



Measuring and Monitoring

Victorian
Streetlight

Free
Parking

PROGRESS MEASURES (internal activity)

- Design task force meeting
- Streetlights on order
- Notices distributed to all households
- Parking meters sawed off

OUTCOME MEASURES (Community outcome)

- x% more downtown pedestrians
- x new downtown businesses

Revitalize downtown

Your Head Start

2013 Sustainable Brockton Plan

- Intensive Public Input
- Meaningful Range of Community Goals and General Directions
- Needs specific 1-4 year Initiatives to put meat on good bones

Existing Sector-specific Action Plans

- Business Retention/Attraction Study recommendations
- Municipal Services Review
- Etc.
- Need to be captured and prioritized

Let's Not Reinvent the Wheel

Work to be done

Community-facing Goals and Strategies

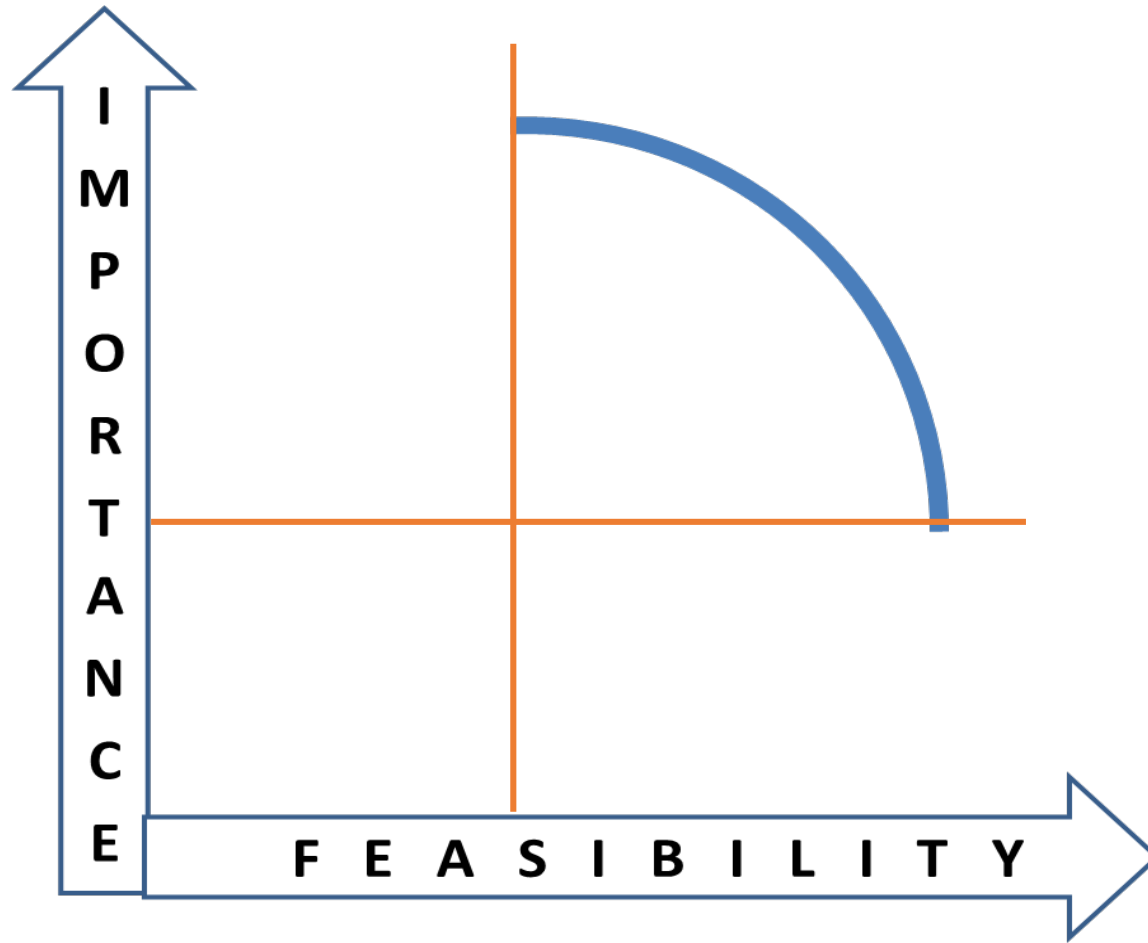
- Capitalizing on good community work from 2013, while
- Learning from the past and looking to the future
- Then updating strategies as necessary
- Identifying 2021-25 Actions

Corporate-facing Goals and Strategies

- Missing: Goals and Strategies related to Council's roles as Corporate Directors and Trustees (2013 Plan was entirely community focused)
- Capturing and prioritizing previous work (e.g. asset management plan)
- Identifying 2021-25 corporate-facing Actions
- Work for later Council/Dept Heads workshops



CHOOSING ACTION PRIORITIES



**ALL THINGS
TO
ALL PEOPLE**



(At least, not in the next four years)