

**TOWARD A STRATEGIC ACTION PLAN 2025**

**By the**

**COUNCIL**

**of the**

**MUNICIPALITY of BROCKTON**

**Spring 2021**

**PLANNING PROCESS**

# SUMMARY

Month	Step in action planning process	comment	VVks Elapsed
Feb/March	Workshop #1 (A and B) w Council and dept heads	By Zoom	0
March	Workshop #1 w EDC	By Zoom	0
March	Initiate Community surveys	By mail + website- staff	2
March	Initiate business survey	By e-mail + website	3
March	Short paper - past lessons, future factors	Mail to focus groups – staff	3
March/April	Short paper – past lessons, future factors - ec dev	E-mail to stakeholder grps	4
March/April	2 discussions w municipal staff groups	By Zoom likely	4
April/May	Analyze/report on surveys	7 wks after mailout	7
April/May	Workshop #2 w Council and dept heads	In-person?	7
April/May	Workshop #2 w EDC	In-person?	7
May	Preliminary draft of potential 2021-25 actions	Bill	8
May	4 focus groups by 2013 themes (arts/culture, environment, quality of life) + staff	In-person	10
May	3 economy-related focus groups	In-person	
May	Technical consultation w dept heads	In-person	10
June	Workshop #3 w EDC		12
June	Workshop #3 w Council and dept heads	In-person	12
June	Full draft of Action Plan prepared	Bill	13
June	Community Improvement Plan review, proposed changes	Bill + staff	13
June	Electronic circulation and comment	staff	14

June	Revisions – Final Draft	Bill	15
June	Presentation to Council	Bill	16

## ECONOMIC DEVELOPMENT ACTION PLAN PROCESS

- *Zoom workshop with the EDC- March 15 -to review Ec Dev portion of the 2013 plan, 2018 Business Retention and Attraction Study, 2019 Brockton Branding Program, and Community improvement Plan - to identify a limited number of questions to be asked of the rest of the business community*
- *A separate survey specifically to business community (includes Brockton Fed of Ag members?), limited to On-line only with a limited number of questions, for business community reaction*
- *Provide summary of the results of the business community survey back to Council in Council workshop #2 and also to EDC in EDC workshop #2*
- *The Preliminary Action Plan developed at those workshops will contain a long list of potential 2021-2025 economic development initiatives for the purposes of public feedback*
- *In addition to the feedback focus groups on other aspects of the Preliminary Action plan, there will be three focus groups oriented to economy stakeholders (e.g. Fed of Ag members, Walkerton BIA, development/real estate)*
- *Potential amendments to the Community Improvement plan will be considered by focus groups*
- *Workshop #3 with Council will be preceded by a workshop with EDC to prioritize 2021-2025 economic development initiatives and recommend to Council*
- *Economic development initiatives will be folded back into the comprehensive 2021-2025 Brockton Action Plan in Council Workshop #3, which will focus on questions of feasibility, priorities, and reasonable four-year expectations.*
- *A review and potential amendments to the Community Improvement Plan will also be presented for Council consideration in conjunction with Workshop #3*

## DETAILED PROCESS DESCRIPTION and TIMING

STEP in the PROCESS	OUTCOME	March	April	May	June	BILL DAYS
<b>Intro meeting with CAO and senior staff</b>	<ul style="list-style-type: none"> <li>tentative dates for all subsequent steps</li> <li>outline communication roles in process</li> <li>summary of relevant previous plans and studies</li> <li>status update on previous strategic initiatives</li> </ul>					NC
<b>First Workshops 1A and 1B with Council and senior staff</b>	<ul style="list-style-type: none"> <li>review of Brockton's successes, disappointments, opportunities, threats pursuing 2013 strategies</li> <li>preliminary set of questions for public survey</li> </ul>					1.5
<b>Workshop w EDC</b>	<ul style="list-style-type: none"> <li>review of Brockton's successes, disappointments, opportunities, threats pursuing 2013 Ec Dev strategies</li> <li>review B R and E recommendations, branding, CIP</li> <li>preliminary set of questions for business/farm survey</li> </ul>					0.5
<b>Mtgs (2) with Brockton's non-management staff – Intro to strategic planning</b>	<ul style="list-style-type: none"> <li>staff readiness to participate during process and encourage others</li> <li>another view of Brockton's successes, disappointments, opportunities, threats</li> </ul>					0.5
<b>Discussion Paper "Planning for 2025"</b>	<ul style="list-style-type: none"> <li>short (2-pages?) for distribution via website, Facebook, Library, etc., and Focus group invitees</li> <li>discussion-starter on Brockton's successes and disappointments on 2013 Goals and strategies</li> <li>How the public can get involved in the process</li> </ul>					0.5
<b>Separate Ec Dev Discussion paper</b>	<ul style="list-style-type: none"> <li>Discussion of progress/opportunities/challenges, previous studies, CIP. Outline Ec Dev consultation plan</li> </ul>					0.5

<b>Random-sample mail-out survey</b> - draft by consultants; implementation by staff; analysis by consultants	<ul style="list-style-type: none"> <li>• Mailed to random sample of Brockton households</li> <li>• statistically reliable input on potential issues/actions/solutions</li> <li>• consultant's report on survey results</li> </ul>					3.0
<b>On-line public survey</b>	<ul style="list-style-type: none"> <li>• Open opportunity for input on potential issues/actions/solutions from any Brockton resident</li> <li>• consultant's report on survey results</li> </ul>					NC
<b>Business, farm survey</b>	<ul style="list-style-type: none"> <li>• separate survey to test ec dev priorities</li> <li>• on-line only (not generally publicly available)</li> </ul>					1.5
<b>Workshop #2 with Council + senior staff</b>	<ul style="list-style-type: none"> <li>• Discussion of public input and priorities</li> <li>• Introduce corporate-facing goals and strategies</li> <li>• Preliminary set of strategies and potential actions, for purpose of public/focus group feedback</li> </ul>					1.5
<b>EDC workshop #2</b>	<ul style="list-style-type: none"> <li>• Discuss results of business/farm survey</li> <li>• Discuss preliminary set of Ec dev priorities</li> </ul>					0.5
<b>Preliminary Action Plan Prepared</b>	<ul style="list-style-type: none"> <li>• expressly intended for public feedback + generation of additional potential actions</li> <li>• accompanied by posting of consultant's reports on survey results</li> </ul>					1.0
<b>Feedback Focus Groups (4)</b> - 4 mtgs, each with 10-12 invitees, based on themes from 2013 Plan - incl 1 mtg w non-management staff	<ul style="list-style-type: none"> <li>• participants' assessment of effectiveness, feasibility, support, and timing, of preliminary proposed actions</li> <li>• generation of additional potential actions</li> <li>• consultant's report on focus group input</li> </ul>					2.5
<b>Ec Dev Feedback Focus Groups (3)</b>	<ul style="list-style-type: none"> <li>• participants' assessment of effectiveness, feasibility, support, and timing, of preliminary Ec dev proposals</li> <li>• generation of additional potential actions</li> <li>• consultant's report on focus group input</li> </ul>					1.5
<b>Technical Assessment Mtg with senior staff</b>	<ul style="list-style-type: none"> <li>• input to Council re any issues that could affect the feasibility and timing of proposed actions - legal, engineering, cost, revenue, relationship to ongoing initiatives, necessary conditions, etc.</li> </ul>					1.0

<b>Workshop #3 w EDC</b>	<ul style="list-style-type: none"> <li>• Review of Preliminary draft economic dev actions, based on business focus groups' input</li> <li>• Review of CIP</li> <li>• Recommend 2021-2025 economic actions to Council</li> </ul>					
<b>Workshop #3 w Council + senior staff</b>	<ul style="list-style-type: none"> <li>• Review of preliminary draft priorities and actions based on focus group and senior staff assessment</li> <li>• Heavy focus on feasibility, timing, clarity, and appropriate measures of progress and outcome</li> <li>• Final review of proposed actions</li> </ul>					1.5
<b>Full semi-final draft of Action Plan 2025</b>	<ul style="list-style-type: none"> <li>• clear, coherent, prioritized action plan, with rationale for proposals, timing, resource implications, measures</li> </ul>					1.0
<b>Review/proposed amendments to Community Improvement Plan</b>	<ul style="list-style-type: none"> <li>• Recommendations on CI project area and CIP programs, based on input</li> </ul>					1.0
<b>Opportunity for electronic feedback on semi-final draft</b>	<ul style="list-style-type: none"> <li>• Final comment from Council members and Dept heads</li> <li>• Posting on website, Facebook, etc., with brief opportunity for public feedback</li> </ul>					
<b>OPTIONAL: opportunity for public to provide feedback at a Committee of the Whole meeting</b>						
<b>Revisions and Final Draft</b>						0.5
<b>Presentation to Council of final draft Brockton Action Plan 2025</b>						1.0
<b>TOTAL CONSULTANT EFFORT</b>						21.0