



**BREA ENVISIONS
COMMUNITY
STRATEGIC PLAN**

BREA **Be...**
envisions

To the Brea Community:

The Brea Envisions Committee presents this Community Strategic Plan to the City of Brea and its residents. This plan is the voice of the community that was compiled over a period of more than a year and a half, and details its priorities and values. The Brea Envisions Committee operated by consensus with all Committee members sharing a voice. Committee members employed a hands-on approach and formed the following sub-committees: an Outreach Committee, a Data Review Committee, and a Report Drafting Committee. This allowed us to limit the use of a consultant and allowed the Committee, along with the assistance of Ambassadors, to develop and directly take part in the community outreach, compile the data, and write this Plan, which summarizes the community outreach data. In other words, this Strategic Plan was directed and prepared by the community and reflects what our City communicated as its core priorities and values.

As part of the final phase of the Brea Envisions effort, a professional research company conducted a statistically valid phone and email survey to test the outcomes of the process. The topline results are included at the end of this report. Full results can be found in Appendix C. This research confirmed the outcomes within a statistical margin of error of +/- 3.6%.

Through this process we engaged the community in multiple capacities to achieve the published results from the data collection efforts. These efforts included committee engagement, ambassadors, online polls, social media, neighborhood coffee meetings, meeting with service groups, booth setups, Senior Center visits, door-to-door visits with businesses, workshops and open house events. All told, the grass-roots engagement, along with the input from community members, allowed for a greater level of community engagement.

The Committee would like to thank all the residents and businesses who participated in the various events and outreach efforts. We also would like to thank all City staff who provided support to each of the groups during this process. This Strategic Plan would not be the sound report that we believe it to be without this crucial support.

Respectfully Submitted,

Brea Envisions Committee

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Background And Purpose

Over the past three decades, the City of Brea has engaged the entire community in creative and constructive planning processes to define Brea's future and put the programs in place to realize the community's objectives. In the late 1980s, the City embarked on its first major community engagement effort—the Brea Project—which helped guide the City for over 20 years. Since then, the City has engaged the public on numerous occasions to have community-wide dialogue about issues critical to the community's long-term welfare and prosperity. These efforts have resulted in an active citizenry that expects to take part in planning, and have produced a collective Community Vision and targeted strategies for maintaining the qualities that define Brea.

The Brea Envisions program is a community-driven effort identifying the values to shape Brea for the next 20 years. This effort to define the strategies will allow City leaders to plan for the future.

Goals and expectations of the Brea Envisions process are to:

- Engage and inform the community.
- Identify a Community Vision.
- Develop a strategic plan to guide policy, decisions, and budgeting choices.
- Provide implementation steps and inform updates to the Parks, Recreation and Human Services Plan; develop a Cultural Arts Plan; a focused update of the General Plan, and contemplated actions to make City services and operations efficient and responsive to the identified community needs.

Understanding the needs of the community is vital to a Community Strategic Planning process, and civic engagement is an essential element to the plan's success. Community input was embraced throughout the process and various methods were utilized to gain the public's input. Brea Envisions was designed to learn from Brea residents, local business owners, and community stakeholders their values, needs, and the opportunities they see for Brea's future. Their shared values and vision, together with a deeper understanding of what Breans believe is necessary to maintain the qualities that define the community, were key considerations in the development of the Brea Envisions Community Strategic Plan.

What Is A Community Strategic Plan?

The Community Strategic Plan resulting from the Brea Envisions process, is at the heart of the conversation about the future direction of the City. It will help shape the Organizational Strategic Plan, as well as various Departmental efforts.

As the organization and community moves forward, the Community Strategic Plan will be the starting point in an ongoing conversation about how to balance the Community Vision, Values and Themes that were generated during the outreach process with the fiscal realities. This document does not purport to determine that balance, but instead proposes initiatives to fulfill the Community Vision. The Initiatives are based entirely on input gathered through the outreach process, and were developed by a committee of engaged citizens—the Brea Envisions Committee—in concert with input from the larger community. The feedback to implement these values and initiatives will be an ongoing process.



Figure 1 Illustrates the Community Strategic Plan's relationship to other City-wide efforts. For reference abbreviations are: CIP = Capital Improvement Program; PRMP = Parks and Recreation Master Plan; CCC = Central City Core Planning Effort



Figure 2 Illustrates the difference between the Community Strategic Plan and the Organizational Strategic Plan

Project Organization

The Brea Envisions process was divided into three phases:

Phase I – Gather the Community Values, Needs, and Opportunities

Phase II – Refine the Vision, Community Themes and Strategic Initiatives

Phase III – Validate the Input and Prepare the Community Strategic Plan

Each phase built upon the last. The Vision and Themes in Phase II came directly from the input received in the outreach of Phase I. The final Vision and strategic Initiatives in Phase III is a final confirmation of the results of Phases I & II. The details for each project phase are explained in the text below.

Project Phases

Phase 1

COMMUNITY ENGAGEMENT PROCESS

Brea Envisions is a community-driven process providing a variety of opportunities for all to express their hopes and desires for their neighborhoods and community. Through an interactive “high tech” and “high touch” process, community members shaped a shared vision grounded in community values. During Phase I, the outreach process included the following components:

Monthly meetings of the Brea Envisions (“Be”) Committee

Brea Ambassadors

Outreach effort including:

- Multi-layered information campaign
- City-wide events
- Business community outreach/seniors/youth

Phase I online effort: questionnaire, surveys, open dialogue

Community Open House

BREA ENVISIONS COMMITTEE

The Brea Envisions Committee consists of 16 community members selected through an application process and then chosen at random to represent the geographic, demographic and cultural diversity of the Brea Community, as well as a variety of community interests,



such as seniors, youth, local business owners, school-affiliated community members, and community service organizations. The original core committee of 10 members was tasked with expanding the committee to 16 members, ensuring a sufficient balance of perspectives and interests were represented. Using an application process and then random selection, the Core Committee specifically expanded the group to include more youth, young adults and the Community Serving Partner. The committee served as the conduit between the community-at-large and the Project Team (staff working group), played an integral role in guiding and implementing the outreach process and drafting the Community Strategic Plan. They received and helped shape information regarding critical questions to be posed to the community, then took that information to the community to gather input.

AMBASSADORS

The “high touch” component of the Brea Envisions engagement process was the Be... Ambassadors, represented by various community members and stakeholders. Everyone could participate as an Ambassador. Training was offered in person and online and Ambassadors were included in Be... Committee meetings and workshops along the way. They extended the reach of the engagement process by leading conversations with friends, neighbors, and colleagues, and subsequently returning additional critical information regarding the needs, wants, and desires of the community. Together, the Brea Envisions Committee and Ambassadors ensured outreach remained a community-driven process in both guidance and implementation.

OUTREACH EFFORT

The Brea Envisions outreach effort incorporated a variety of outreach methods, locations, and events. The effort featured a broad-based information campaign through social media, advertisements in public locations, banners, and the creation of a Brea Envisions webpage where the public could learn about the program and participate in online questionnaires. The Project Team also conducted outreach at events such as National Night Out, Brea Fest, the Wellness Festival, Brea 8k, Pre-School Literacy Night, and BKSA Parents Night. In addition, the Ambassadors collected ideas from their friends, neighbors and colleagues of all ages and backgrounds, including youth and seniors. These meetings included visits to the Rotary Club, Lion’s Club, and Ministerial Association, among other groups. Finally, City staff also met with business owners from many of Brea’s major commercial centers for feedback on how to maintain the health and vitality of local businesses. These outreach efforts posed the following questions to the community:

I love Brea because... You be the artist...create an art piece for Brea Brea’s big ideas...what’s your big idea?
 Tell us how to keep Brea healthy What is your vision for Brea’s future? What challenges do you see?
 What do you think needs enhancing or improving in Brea?

The responses gathered from these in-person and online outreach efforts helped form and frame the questions included in the Phase I Questionnaire.

Phase 2

DEVELOP VISION, COMMUNITY THEMES AND STRATEGIC INITIATIVES

The goal of Phase II of the Brea Envisions process was to take all of the data from the Phase I outreach and assemble emerging community themes. In August 2016, the community was invited to a month-long series of “Think Out Loud Thursday” meetings, each of which focused on discussing emerging Themes. The community was also invited to an Open House to allow those who were unable to attend a “Think Out Loud Thursday” to participate in all of the activities at one event. These initial Themes were then reviewed by Committee members and Ambassadors at a Community Strategic Initiative Workshop on January 4, 2017. The Committee and Ambassadors translated these Themes into a Vision statement and Strategic Initiatives based on a review of the data gathered from Phase I. The Vision, Themes and Initiatives were vetted further at the Phase II “Nuts and Bolts” Workshop, to further the outreach by the Committee.



Phase 3

TESTING THE RESULTS

In order to determine whether or not the output gathered in Phases I and II accurately reflected the community’s voice, the Brea Envisions Committee enlisted the help of True North, a professional research team, to conduct a statistically valid study. The Brea Envisions Community Survey took place from May 3-May 15, 2017. It was designed to provide reliable information regarding residents’ opinions on issues related to the Community Strategic Plan, including land use, economic development, revitalization, community engagement, sustainability, cultural amenities, recreation, conservation, public safety and mobility.

The results of the survey, which has a maximum margin of error of +/- 3.6 percent*, supported the information gleaned from the Phase I and Phase II outreach efforts. Following is an excerpt from the survey report. The topline results are inserted at the end of this document and the full report is available at cityofbrea.net/BreaEnvisions.

A clear theme of the survey results is that residents are focused on maintaining—rather than changing—the character of Brea. Nearly every resident surveyed held a positive opinion regarding Brea as a place to live (95% excellent or good), as a place to raise a family (92%), and for the overall quality of life in the City (94%). The small town feeling of the community, natural open spaces, public parks, variety of business/shopping opportunities, good schools, the clean, well-kept appearance of the City, and the recreational activities offered locally were just some of the key things that residents feel make Brea a special place to live. These are the aspects of the City that residents value most, as well as those that they are most interested in preserving through the strategic planning process.

DEVELOP FINAL VISION AND COMMUNITY STRATEGIC PLAN

The last phase of the project consisted of the creation of the draft Community Strategic Plan and review by the Project Team and the Brea Envisions Committee. The Plan was first reviewed by the community at the Phase III “Nuts and Bolts” workshop and then introduced to the City Council at a working session on June 22, 2017. This will be followed by a final round of revisions, a celebration presentation, and adoption by the City Council in Fall, 2017.

**The sampling methodology used ensures that the sample was representative of adults in the City of Brea. The results of the sample can thus be used to estimate the opinions of all adults in the City. Because not every adult in the City participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 730 respondents for a particular question and what would have been found if all adults in the City had been interviewed.*



Community Themes From Outreach

As a result of the outreach that occurred during Phase I of the Brea Envisions process, several Values, Needs, and Opportunities arose from the data. These Values, Needs, and Opportunities are a direct result of feedback from the community and were used to develop the Community Vision and Strategic Initiatives that are included in the following sections of the Report. The supporting data for these Values, Needs, and Opportunities are included in the Appendices.



For full results and data, please visit breaenvisions.net

Community Vision

The Brea Vision statement from the 2003 General Plan process is:

Brea will be a community that provides great places to live, work, learn, and play, places that respect the community's natural and cultural resources, provide open space and public spaces that appeal to all Breans, encourage economic vitality, and enhance the overall quality of life for all residents.

Based on the community outreach, the 2003 Vision Statement continues to resonate with most residents. More than 85% of respondents to the Phase I Questionnaire indicated that they either "strongly agreed" or "agreed" with the statement. Only a small percentage strongly disagreed with the statement. While the sentiments of the 2003 Vision Statement still reflect the Community's Values, there is a need to make it more concise and memorable. To that end, the following change to the Brea Vision statement is proposed:

Brea will continue to be a vibrant, innovative, sustainable, and scenic community that values its citizens, schools, diversity, heritage, arts, and open and public spaces, while maintaining its small town feel and quality of life for its residents, businesses and visitors.

Strategic Initiatives

Based on the feedback from the Community Values, Needs, and Opportunities, the Strategic Initiatives are grouped into the following broad Themes:

- Connected Community
- Economic Development
- Energy and Sustainability
- Fiscal Responsibility
- Land Use and Housing
- Leisure and Culture
- Open Space
- Public Safety
- Transportation

These themes are sorted alphabetically and the order does not imply that any one theme is more important than the other. All of these Themes are important and interdependent to fulfilling the Community Vision. Based on the outreach process and community feedback, Values within each Theme have been identified. These Values are what the community has said is an important part of the community, either currently or in the future.

Again based on the outreach process and community feedback, Initiatives were detailed that would allow the community to fulfill that Value. Within each initiative, Action Items identified as bullet points, were detailed as items to achieve the Initiatives.

Following, the Values, Initiatives, and Action Items for each Theme are detailed and discussed.

Value | Healthy, Active, and Pedestrian Friendly Community

Brea is a family-friendly community that places importance on being a healthy and active City. Residents enjoy and use walking trails, parks and a variety of public spaces. The Brea Community Center offers youth programs, fitness/wellness programs, a resource center and many other community services. There is an active and involved senior population and the Brea Senior Center offers activities and programs geared to our seniors' needs.

Initiative 1

Promote a healthy and active lifestyle.

Maintain and improve the existing recreation activities offered at the Brea Community Center, Senior Center, parks and open space trails that are geared to the needs of all age groups.

Promote information about healthy eating and exercise.

Explore innovative ways to connect our local communities, such as local fire department basketball games and community-wide events (e.g. parade).

Initiative 2

Promote a walkable community.

Develop and expand a network of walking and biking trails.

Develop and promote safe sidewalks and bike lanes.

Promote existing public spaces and create new public spaces in which the community can walk and bike.

Establish development standards that make all new developments pedestrian friendly and walkable.



ECONOMIC DEVELOPMENT

Value | Diverse Mix of Businesses

Brea is a community that has a diverse mix of businesses that gives it a small-town feel with large City amenities. Brea will continue to need a robust business sector to generate the revenue necessary to continue providing quality services to the community.

Initiative 1

Promote the Brea Community to a diverse mix of businesses while maintaining our small town feel.

When attracting businesses to Brea, continue to focus on those that build tax revenue.

Continue to attract unique types of restaurants and entertainment businesses that are appropriate to the City and appeal to both residents and visitors.

Initiative 2

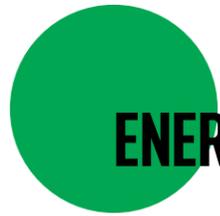
Promote current businesses, especially small local businesses, to the larger community.

Work with the Chamber of Commerce to promote local businesses within the City and the larger area.

Promote public events that bring visitors to Brea and grow the economy.



Be... sustainable.



ENERGY AND SUSTAINABILITY

Value | Wise and Sustained Use of Natural Resources

Brea should be innovative and creative when it comes to the use of our finite natural resources in a planned, adaptive, and sustainable way. Brea is an environmentally responsible community that conserves water and avoids development that endangers hillsides or its small-town character.

Initiative 1

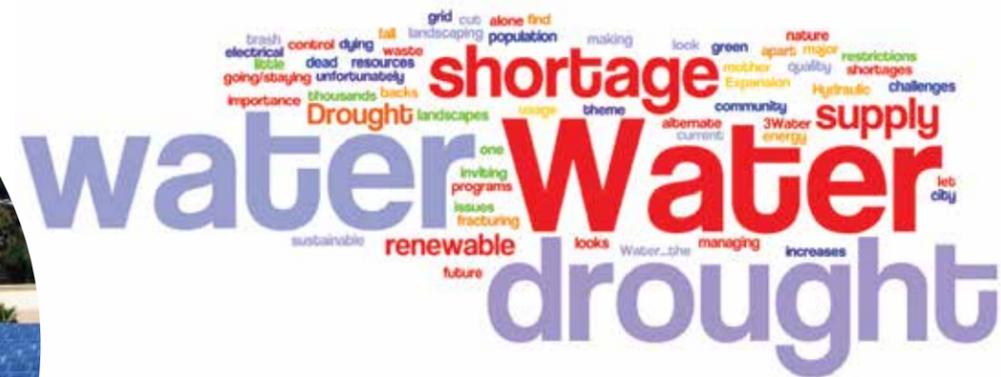
Promote the smart and sustainable use of water resources.

- Provide incentives for drought-tolerant and low-water landscaping.
- Encourage the efficient use of water in all new construction.
- New development must use only the amount of water that is sustainable for the larger community.

Initiative 2

Promote the smart and sustainable use of energy.

- Provide incentives for the installation and use of rooftop solar systems for both residential and commercial/industrial buildings.
- Encourage the efficient use of energy in all new construction. This can be done through the use of renewable energy, both on-site and off-site, and more efficient use of those energy resources.
- Provide incentives to encourage the use of zero emission vehicles.
- Provide incentives to encourage the placement and use of electric vehicle charging stations.



Be... responsible.



FISCAL RESPONSIBILITY

Value | Balanced Budget with a High Level of Service

Brea is a community that values fiscal responsibility so that we maintain a balanced budget while providing a high level of service. Brea is also a community that values transparency and quality customer service in its City operations.

Initiative 1

Use financial resources to maintain a safe, family-oriented, and progressive community.

- Address unfunded pension liabilities and any other fiscal liabilities.
- Discuss possibilities for revenue increases and/or spending decreases.
- Broaden sales tax base to increase revenue generation.
- Annually assess the adequacy of the City's financial reserve policy.

Initiative 2

Brea has a forward-thinking, responsive government.

- Transparency in all actions of the City Council, Commissions/Committees, and City staff is of paramount importance.
- Providing a high level of customer service to the public is a key component to the small town feel of Brea.



Value | Workforce Housing Opportunities

As Brea continues to develop and grow we will commit to providing for sensible and accessible workforce housing opportunities. Brea has an obligation to provide housing to all sectors of the community.

Initiative

City and community planning will promote higher density living and mixed affordable housing where appropriate for the existing neighborhood.

Staying within public standards and guidelines, planning and development will account for and promote workforce housing solutions at every opportunity.

Create a set of standards, guidelines, and programs to attract and promote responsible and progressive workforce housing developers.

The availability of present and future transportation options should have a strong influence on zoning and development decisions.



Be...
creative.

LEISURE AND CULTURE

Value | Enhance and Promote Cultural Amenities

There is a need to develop and maintain various cultural activities that are directed toward all age groups from toddlers to seniors. This would allow social interaction between citizens of different age groups and would also allow them to share in cultural activities. Community events that encourage such social interaction will enable community members to meet and get to know each other.

Initiative

Promote cultural activities and facilities. City services have played a crucial role in creating this reputation and are important for Brea's future.

Build upon the strong and distinctive image as a City that encourages and supports the arts and engages in and supports community-wide events.

Reach out to the public to make Brea a "go to" cultural and entertainment destination for residents as well as visitors.

Promote Brea's Sister City program and activities.

Preserve and promote the museums and gallery within Brea.

Modernize and promote the Curtis Theatre.



PUBLIC SAFETY

Value | Keep Brea Safe

A major component of Brea's small town feel and quality of life is the need to maintain Brea as a safe community.

Initiative 1

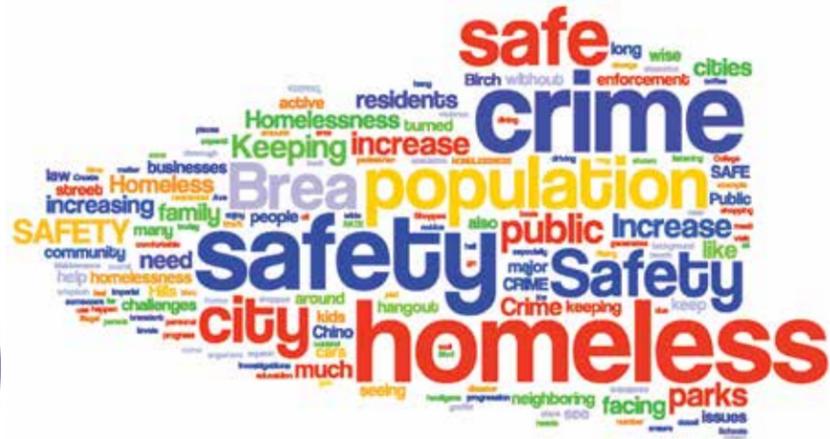
Brea must maintain high public safety levels of service.

- Maintain the appropriate police presence to ensure a safe community.
- Continue to focus on crime prevention in the community.
- Maintain fast medical and fire response times.
- Continue to respond to homelessness in the community with outreach services and by partnering with non-profit groups where possible, and educate the community of these efforts.
- Maintain local control of police and fire services.

Initiative 2

Brea must be a community of safe neighborhoods.

- Facilitate neighborhood enhancements, such as lighting, that make for a safer environment.
- Promote neighborhood connections to encourage neighbors to know neighbors.
- Properly maintain streets, parks, and other public facilities.
- Encourage emergency preparedness training for residents and businesses.



Be... safe.

TRANSPORTATION

Value | Efficient Management of the Existing Road System

Brea's existing road system is largely built-out. Therefore, a City-wide focus to efficiently manage the existing road system is needed for the mobility of people and goods in cars and trucks.

Initiative

Maximize traffic flow and proactively maintain roads.

- Proactively maintain streets and right-of-ways.
- Facilitate methods to reduce traffic through the reduction of vehicles. Ultimately, the purpose of the transportation system is to move as many people or goods as efficiently as possible.
- New development must adequately mitigate traffic increases due to that development. New development, whether residential or commercial, should not make existing traffic worse.



Be... active.

CREATION OF A PERMANENT COMMISSION

Therefore, the Brea Envisions Committee recommends the creation of a Council-appointed CSP/Outreach Commission with the following mandate:

As the work of the commission will cross over many departments, the Commission will be supported primarily by City Manager and Public Information staff.

The Commission will work with other Commissions and departmental staff to further the goals of the CSP, including the development of the Organizational Strategic Plan.

As one of the outcomes of the CSP was the creation of an outreach culture in Brea that allows for back and forth conversations, the Commission will lead that conversation.

The Commission will conduct subject-specific prioritization roundtables for the various individual themes to better define the choices before the community. This will allow the community to explore the objectives and costs of various action items and help identify community priorities.

The Commission will annually establish a work plan for the coming year detailing its goals and a schedule for achieving those goals. The Commission will also provide annual reports to the City Council and the community detailing the progress of the past year.

The Initiatives should be constantly reviewed and refined, but one of the first steps of the Commission should be to develop a process flow chart to guide the overall process.

Communication with the public and the Initiatives should continue to evolve as our City continues to evolve. The sustainability of this CSP should remain within all City guidelines and mature as our City grows. We feel that the above steps will allow this CSP to stay relevant into the future. This will allow Brea to continue its distinction as a well-planned and engaged community.



ACKNOWLEDGMENTS

The City of Brea's first-ever Community Strategic Plan is the product of Brea Envisions, a community-driven outreach and participation effort involving citizens, community organizations, elected and appointed officials, City staff, and many others interested in the growth and prosperity of the City. Thanks and appreciation is offered to all those who participated in Brea Envisions and the creation of the Community Specific Plan.

| BREA CITY COUNCIL MEMBERS |



Cecilia HUPP
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Craig FARRIS
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Margaret HIGGINS
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Eric JOHNSON
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sports clubs/groups



Josh LEE
youth-high school



Craig LIVINGSTON
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Mary MARTINEZ
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Trent PRESTON
youth-college



Janet SON
family oriented community



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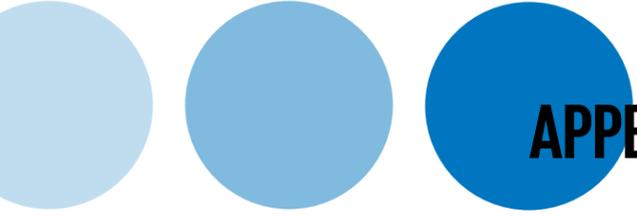


Lindsey LYSTAD
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| CITY OF BREA STAFF |



APPENDICES

The following documents are available at cityofbrea.net/breaenvisions

Appendix A

Phase I Open-Ended Data Tables

Appendix B

Think Out Loud Thursday and Open House Summary

Appendix C

Brea Envisions Community Survey Report

