
From: Paul Bigioni
Director, Corporate Services & City Solicitor

Subject: Strategic Plan
- Proposal of Planning Solutions Inc.
- File: A-1200-001-18

Recommendation:

1. That the Proposal of Planning Solutions Inc. dated June 13, 2019 be received for information;
2. That the two stage strategic planning process described in the Proposal be endorsed, inclusive of: (a) A Stage I Workplan which recognizes the City's existing capital projects and goals; and (b) A Stage II Strategic Plan which will establish a vision and long term goals for the City, including a vision for the City's future growth areas;
3. That the strategic planning process be inclusive, involving Council, City staff, community partners, agencies, organizations, residents, businesses, landowners and other stakeholders; and
4. That the appropriate City of Pickering officials be authorized to take the necessary actions as indicated in this report.

Executive Summary: On June 13, 2019, Planning Solutions Inc. submitted a Proposal to assist the City with the preparation of a corporate strategic plan. The Proposal calls for a two-stage approach. Stage I consists of a Council-driven Workplan which recognizes the City's existing capital projects and goals. Stage II will consist of a more comprehensive, longer term Strategic Plan. With the support of the City's Chief Administrative Officer, the Director, Corporate Services & City Solicitor will accept the Proposal of Planning Solutions Inc. and, together with Manager, Business Development & Public Affairs, will begin the phase I Workplan, commencing in July, 2019.

Financial Implications: The attached Proposal will cost the City \$29,500 plus HST. Funds are available in the 2019 Current Budget, Account 2126.3392.0000. Pursuant to the City's Purchasing Policy PUR-010, the Proposal requires approval by the Director, Corporate Services & City Solicitor and Manager, Supply & Services.

Discussion: Pursuant to Resolution 76/19 dated April 25, 2019, City Council resolved that:

1. Council direct City staff through the CAO, to prepare a work plan to enable a review of the Vision and Mission for the City of Pickering, priorities and mechanisms to validate priorities that have been met, and report back with a work plan no later than the June 24, 2019 Council meeting; and,
2. That Ward 3 Regional Councillor David Pickles be appointed as the liaison between the City of Pickering and Durham Region regarding the Durham Region Strategic Planning Process, and liaise with Karen Wianecki, Director of Practice Planning Solutions Inc. who has been retained by Durham Region.

Resolution 76/19 was passed on a motion by Councillor Maurice Brenner, seconded by Councillor McLean.

A Strategic Plan is of great value to any municipality. It is a means for defining values, a vision and set of goals. It is a way to balance and prioritize our many programs. The process for creating a strategic plan is as important as the plan itself. It must be based on meaningful input and consultation with Council, City staff, community partners, organizations/agencies, businesses, landowners, residents, and other stakeholders.

Pursuant to resolution 76/19, City staff reached out to Karen Wianecki, the principal of Planning Solutions Inc., a Durham Region based consulting firm with 19 years of experience advising municipalities in the areas of strategic planning, stakeholder and community engagement, resource management, land-use planning and multiparty public policy issue resolution. Planning Solutions Inc. has developed strategic plans for large and small municipalities (including the Region of Durham, Gravenhurst, Midland and Blue Mountains), and for conservation authorities (including Central Lake Ontario Conservation Authority, Kawartha Region Conservation Authority and Lake Simcoe Region Conservation Authority).

On June 13, 2019, Planning Solutions Inc. submitted a Proposal (Attachment No. 1 to this Report) for a Strategic Plan for the City of Pickering. The proposal calls for a two-stage approach. Stage I consists of Council driven Workplan which recognizes the City's existing capital projects and goals. The virtue of the stage I Workplan is that it takes into account the important work already underway in Pickering. The development of Seaton (currently Canada's largest greenfield development area), the attraction of industry to the City's Innovation Corridor, the prospect of a new Federal airport and the creation of a vibrant and entirely new downtown area with a mix of public and private facilities are all underway, and the stage I Workplan will give these crucial projects pride of place.

In the longer-term, City staff recognize the importance of a more comprehensive Strategic Plan. Stage II of the Planning Solutions Inc. Proposal calls for a longer-term Strategic Plan which will build on the Stage I Workplan. The Strategic Plan will define the City's overall vision and will guide Council and staff as they work together to set the City's goals for the future. In order for the Strategic Plan to be meaningful, it will include an element of "strategic programming". In other words, it will formulate the City's vision, and will also put that vision into action. Stage II of the Strategic Plan will also include a vision for the City's future growth areas including defining of boundaries between the Urban and Rural areas and their inter relationships.

Finally, it is important to note that the Strategic Plan will not be a rigid, fixed program. It is as much a process as a plan. For the Strategic Plan to be meaningful, Council and staff must revisit it periodically no less than the commencement of each term of a new Council to assess the degree of success in implementation, including milestones, and to make any necessary adjustments, taking into account the ever-changing political, legal and financial landscape in which Pickering exists.

Attachments:

1. Strategic Plan Proposal of Planning Solutions Inc. dated June 13, 2019

Prepared By:

Paul Bigioni
Director, Corporate Services & City Solicitor


Endorsed By:

Kyle Bentley
Director, City Development & Chief Building
Official

Mark Guinto
Manager, Public Affairs &
Corporate Communications

Stan Karwowski
Director, Finance & Treasurer

PB:ks

<p>Recommended for the consideration of Pickering City Council</p>  <p>June 17, 2019</p> <p>Tony Prevedel, P.Eng. Chief Administrative Officer</p>

City of Pickering

Developing a Council-Driven Workplan & A New Strategic Plan



Submitted by:
Planning Solutions Inc.
8 Buggy Lane
Ajax, Ontario
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June 13, 2019

Mr. Mark Guinto
Manager, Public Affairs & Corporate Communications
Office of the Mayor
City of Pickering
1 The Esplanade S
Pickering, Ontario L1V 6K7

Dear Mark:

Subject: Proposal – Work Plan & Strategic Plan Development

With reference to our recent telephone conversation (08-04-2019) and in keeping with your request, I am pleased to present the attached Proposal for your consideration. I understand the City of Pickering is embarking on a journey to initially develop a Council-driven Workplan and potentially to consider (over the longer term) developing a formal Strategic Plan. In my view, I believe you are initially seeking to develop a Council-driven Workplan (Action Plan) to define the collective priorities of Council for this term. A larger and more publically engaging Strategic Plan may be developed to articulate the priorities of your community members, partners and clients. It is my understanding that you are interested in proceeding with the workplan first as Stage 1 and that Stage 2 may be undertaken, depending on direction from Council. This Proposal has been developed on the basis of this two-phase approach. Stage 1 focuses on the development of a Council-driven set of collective priorities and the articulation of these priorities in the form of a Strategic Workplan. Stage 2 focuses on the development of a Strategic Plan. It is important to note that the Council-driven Workplan will form the basis for the tasks and specific actions that will be included in the Strategic Plan but that this list may be embellished as a result of input from community members, municipal partners, clients and other interested parties. It is also important to note that the Strategic Plan in Stage 2 would include the articulation of a Vision, Mission, Values, Goal and Objective statements.

The documentation appended herewith provides an outline of my understanding of the project and offers a suggested methodology in support of the development of the Council-driven Workplan and a new City of Pickering Strategic Plan.

The timing to think strategically could not be better. Significant change is underway at the provincial and federal levels and a new era of modernization and transformation is emerging. The development of a new Durham Region Strategic Plan will allow the City of Pickering to align its Council priorities with those that are emerging at the regional level. There is much to focus on at the City of Pickering; some might suggest there is a great deal of excitement but also a number of critical initiatives that must be properly resourced. The largest residential build-out in Canadian history is taking place in Seaton. The prospects for a new Toronto East Aerotropolis will garner exponential interest in Pickering from around the globe. Durham Live will bring with it additional cultural and economic benefits for residents and visitors alike. And these are only three of the exciting initiatives that are in various stages of development. The number of high profile initiatives require the alignment of resources (both human and

fiscal) and as a result, developing an agreed-upon Strategic Plan is vital to ensure that priorities are properly resourced and that results are achieved.

Karen Wianecki, Director of Practice with Planning Solutions Inc. is particularly well-suited to work closely with City of Pickering staff and elected officials during Stage 1 (Workplan) and Stage 2 (Strategic Plan). By way of background, Planning Solutions Inc. is a small Canadian company (based in Ajax, Ontario) with a nineteen-year history of providing specialized services in the areas of strategic planning, stakeholder and community engagement, resource management and land use planning, multi-party public policy issue resolution and effective facilitation.

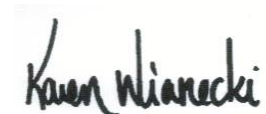
Planning Solutions Inc. has worked extensively with Municipalities across Ontario on the development of detailed workplans, Council-driven Strategic Plans and Community-based Strategic Plans. PSI is under contract to the Region of Durham and is providing support to Durham staff who will be taking the lead to develop a new Strategic Plan for the Region. Work has just concluded to facilitate a Senior Management Team as well as a Regional Council Workshop. PSI has also been retained by upper levels of government as well as municipal partner agencies and private industry. PSI has developed Strategic Plans for large municipalities and smaller, rural municipalities as well as for many Conservation Authorities including Central Lake Ontario CA, Kawartha Region CA and Lake Simcoe Region CA to name a few.

As the owner of Planning Solutions Inc., I do not subscribe to the standard notion of consultation, but rather believe in the power of collaborative planning and engagement, an approach that I believe sets my firm apart. Professional fees and services have never been increased in the nineteen years that PSI has been in operation as there is an affirmed commitment to offer top quality service at a highly competitive price. It is my belief that there are few firms with as much local strategic planning experience as PSI. This breadth of experience will enable PSI to ramp up quickly to meet the City's needs. Please know that I would be pleased to answer any questions that you or others may have in connection with this submission and of course, to make any revisions to the proposed approach again as directed by you, Mark.

Thank you for the opportunity to be considered for such an important initiative. Any questions concerning the attached may be directed to me at (905) 428-6113.

Regards,

PLANNING SOLUTIONS INC.

A handwritten signature in black ink that reads "Karen Wianecki". The signature is written in a cursive, flowing style.

Karen R. Wianecki, M.Pl., MCIP, RPP
Director of Practice

1.0 INTRODUCTION

1.1 Municipalities – Agents of Change

There are many challenges facing Ontario's 444 Municipalities. Economic volatility, demographic shifts (and in particular an aging demographic), climate uncertainty and the impact of technology and social



media on business practice and protocol requires municipalities to be business-minded and laser focused in securing opportunity and advantage. Citizens are better informed and expectations for exemplary public service (and public services) continue to grow at a time when fiscal prudence is top of mind. In addition to the economic, demographic, environmental and technological challenges, municipalities today are focusing on fiscal prudence and the provision not just of value-added service but value innovation which must be top of mind for organizations who wish to remain on the cusp of leading edge service delivery. The City of

Pickering serves many masters. Developing a Council-driven Work plan first (and potentially a Strategic Plan to follow) will be critical to delivering on key priorities and ensuring that Council remains laser focused on the initiatives that matter.

Capitalizing on change is nothing new for the City of Pickering. With an eye on the future and despite a shifting political landscape, the City has continued to serve its constituents well. Durham Live, a potential new Toronto East Aerotropolis, and the epic Seaton development offer only a few of the stellar initiatives that are continuing to place Pickering at the forefront of innovation and community leadership. At the same time, however, it is imperative that the City focus on realizing results. Having an affirmed Council-directed Workplan and Strategic Plan will ensure that top-order priorities are collectively identified and importantly, that they are properly resourced and managed.

1.2 The Value of Strategic Planning

The City of Pickering's Workplan and Strategic Plan must consider the way in which the world is changing. By focusing on these new and continually evolving demands, the City can remain relevant, nimble, responsive and service-driven. A robust Council-drive Workplan is a necessary first step to developing an agreed-upon set of critical Council-supported priorities.

Developing a Council-driven Workplan (and a more robust Strategic Plan) will allow the City of Pickering to:

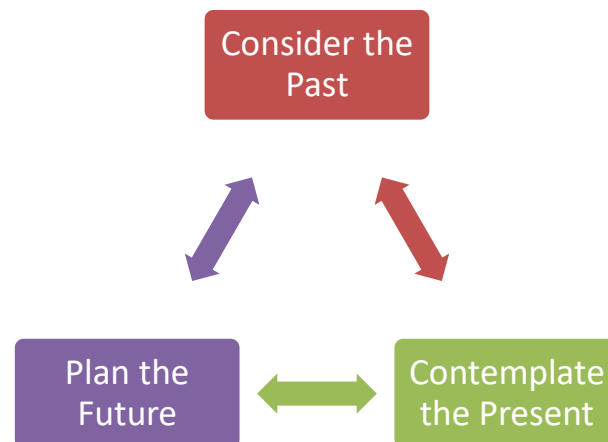
- ❖ think about the kind of future it envisions for itself and how this vision fits more broadly with the emerging vision that is being developed by the Region of Durham through its collective strategic planning exercise;
- ❖ understand the agents of change that will impact the future – demographic changes, environmental factors, political and socio-cultural, technological and economic factors that will affect the way the City does business and the kind of business the City provides moving forward;
- ❖ enable City Council to consider its own collective priorities and to put in place appropriate strategies to address the 'go forward' requirements for success;

- ❖ adopt a strategic and visionary approach to the services currently being offered; and
- ❖ begin to think about the emerging demands that will put pressure on the municipality, its staffing and resources.

It will provide an important opportunity for the City to think about, anticipate and prepare for change. It will allow the organization to establish broadly supported corporate priorities and it will ensure that resources are aligned to address these priorities. The development of a Council-driven set of collective priorities will be the focus for Stage 1. This Workplan will act as a platform for the development of a new Strategic Plan that will include the development of a Vision, Mission, Values, Goals, Objectives and specific tasks. Once developed, the Council-driven Workplan and the more robust Strategic Plan will serve as two important communications tools that the City of Pickering can use to articulate its areas of focus and strategic intent to constituents, clients, community members, partners, other levels of government and the organized stakeholder community.

Strategic Plans are important documents and equally as important as the Plan itself is the process of getting to the Plan. Widely diversified in focus and orientation, Strategic Plans are a reflection of the organization. Some Strategic Plans are blueprints for change; others offer a reaffirmation of a direction and a set of objectives that may have a longstanding history. Strategic Plans are as individual as the organizations that develop them. At a very basic level, Strategic Plans allow organizations like the City of Pickering to identify a vision, a mission, a mandate and set of goals. Good Strategic Plans however don't end there. Those that are durable – those that withstand the test of time – translate these visionary elements into tangible actions that everyone (Council Members, junior and senior staff, residents, partners, clients and special interest groups) can align with. They put vision to action and they unify and align constituent interests. Strategic Plans that are effective become living, evolving documents that are an integral part of an organization's culture.

Traditional Strategic Plans are roadmaps that describe where an organization is going and how it will get there. It is the driving visionary document that galvanizes organizations like the City of Pickering by considering the past, contemplating the present and plan the future.



**Confirming a New Narrative
& A New Strategic
Imperative for the City of
Pickering**

Build New Muscle

Seamless Collaboration

Intelligence & Agility

Harness Big Data & Analytics

Exploit Long-Term Trends

**Use New Tools to Manage
Risks & Near-term
Uncertainty**

**Develop a Granular
Understanding
of Issues & Opportunities**

**Promote & Refine Strategies
to Excel**

**Define New Avenues of
Competitive Advantage
(Blue Ocean Thinking)**

**Define the Gaps &
Identify the Opportunities**

**Articulate a Refined &
Crystallized Strategic Plan &
Strategic Strategy**

Evaluate Progress

Report on Results

Developing a relevant and robust Strategic Plan is all about change – change in the right direction. A strategic planning framework is needed however to allow the City of Pickering to focus on value innovation and to create opportunity. All too often, conventional approaches to strategy development have focused on building a defensible position; identifying competitors and racing to beat the competition. A new world of strategic opportunity can be secured by following a different strategic logic that enables organizations like the City to focus on opening up new areas that offer value.

To take advantage of emerging opportunities and navigate in a more challenging environment, the City Of Pickering needs to develop new muscle. The City will consider how it can offer better, more integrated and more aligned service in a manner that is even more seamless than present. The organization needs to be intelligent and agile; it needs to harness big data and analytics and collaborate across the value chain to drive decision making, enhance performance and manage complexity.

The City of Pickering can leverage advantage by recognizing the importance of developing a granular understanding of the world around it and planning for action that will allow it not simply to compete, but to excel. The City of Pickering, in positioning itself for the future, will want to:

- understand existing and emerging dynamics and how new trends play against those requirements and the potential that exists to define (and redefine) sources of competitive advantage;
- understand the trends thoroughly and how these trends apply to the City of Pickering and to identify new opportunities and develop strategies to capitalize on these new opportunities;
- develop a detailed, granular view of customers and demands to identify and tailor strategies accordingly;
- match granular insights with granular operations strategy.

Strategic Planning offers many inherent corporate benefits. Having an updated Strategic Plan that builds on the past but that is relevant, reflective and broadly supported is a vital foundation for moving forward collectively. **It will allow the City of Pickering to focus on doing things right and doing the right things.**

It is important that City Council have in place a Council-driven Strategic Workplan that defines critical areas of priority. This agreed-upon Workplan will articulate the broadly supported Council priorities that will be the focus of effort over the next three years and beyond.

The Council-driven Workplan will be used as the basis for developing a more robust Strategic Plan that will be driven by Council and informed by the broader Pickering community. This broader Strategic Plan will provide an affirmed articulation of the City's vision, mission, values, goals and objectives.

The purpose of this document is to describe the approach that Planning Solutions Inc. will take to work in collaboration with staff at the City of Pickering to carry out two distinct tasks:

1. To work with staff to support Council in formulating an agreed-upon Council-driven Workplan (Stage 1); and
2. To work with staff to support Council in developing a more robust Strategic Plan (Stage 2).

Important strategic planning context and background follows.

2.0 CONTEXT & BACKGROUND

2.1 Strategic Planning: An Overview

All too often, organizations develop strategic documents that lack integration into day to day business planning. Strategic Plans that lack an accompanying Action Plan frequently fail to achieve their long-range objectives. Strategic planning therefore must incorporate two elements:

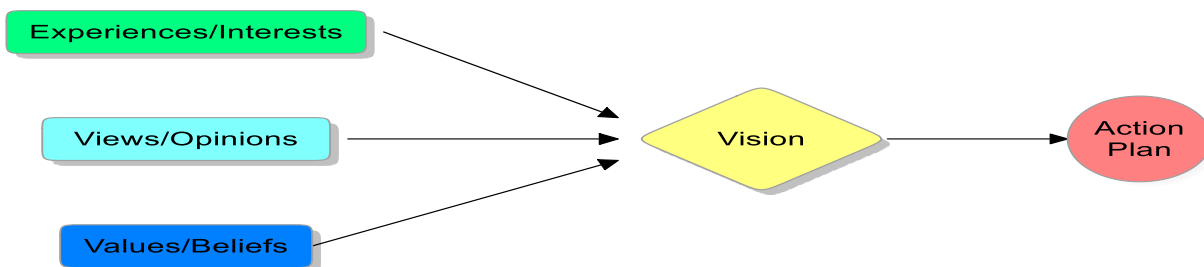
- Strategic Thinking; and
- Strategic Programming.



Develop a Mirror Image

Strategic Thinking involves capturing information from all sources: it involves looking from the inside out and from the outside in. Sometimes referred to as a 360 Degree Review, it involves creating a mirror image of an organization by building on the insights of City staff and learning from outsiders who work with the in a variety of capacities. In other words, it allows the City to not only focus on how it sees itself, but also how others see the municipality. This requires a SCOP Analysis – an Analysis of Strengths, Challenges, Opportunities and Pressures. By combining the insights and learnings from those ‘on the inside’ with the insights and learnings from those ‘on the outside’, a better understanding of the issues and the areas of opportunity will emerge.

Taking the vision and strategic priorities and putting them into action is frequently referred to as **Strategic Programming**. In other words, putting the vision to action. Most Strategic Plans build from a standard set of business parameters: experiences or interests, views or opinions, values or beliefs and a vision emerges from that foundation. Most Strategic Plans produce a vision that includes a set of goals and a series of strategies. Planning Solutions Inc. believes that Strategic Plans **must be taken to the next level and include an Action Plan that turns the vision into reality**. An Action Plan should take the vision and the corporate goals and objectives and identify what is to be achieved by when. It should contain a Short (1-2 years), Medium (3-5 years) and Long-Term (5 Years and Beyond) Action Plan.



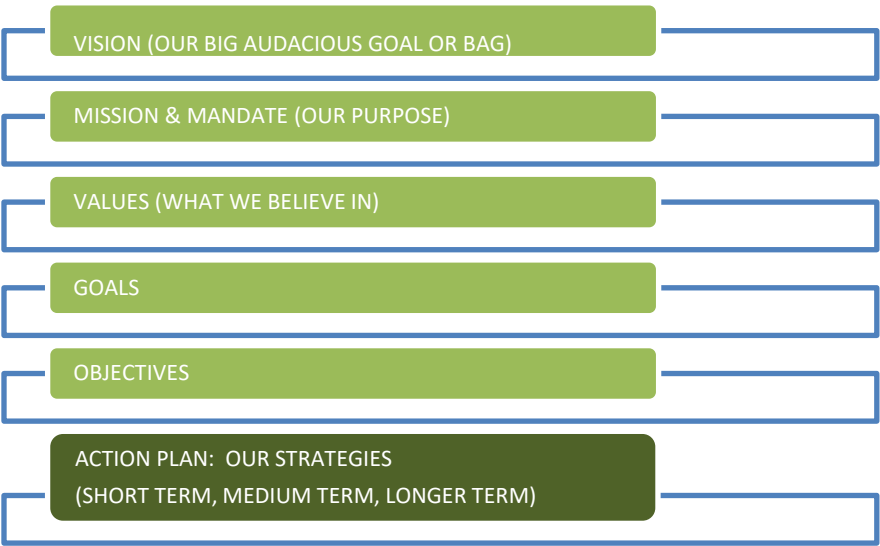
The City of Pickering will begin with the development of an Action Plan or Council-driven Workplan in Stage 1. This Workplan will be developed collectively and will form the basis for budget considerations and resource allocations. The Workplan (referenced as an Action Plan above) will form an integral part of a more robust and comprehensive Strategic Plan that may be developed in Stage 2.

2.2 The Structure and Organization of a Suggested Strategic Plan

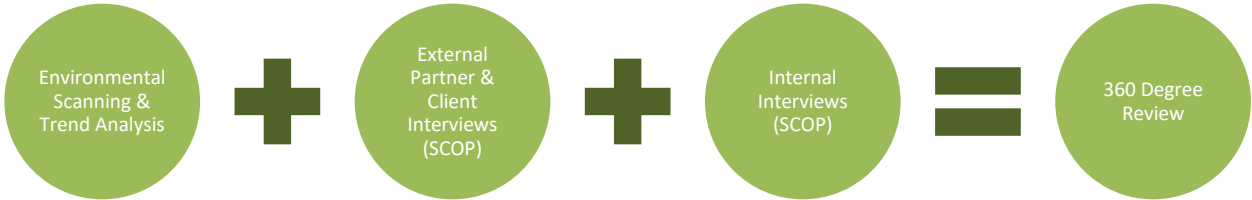
In order for any Strategic Plan to have real meaning, it must be:

- Broadly supported.
- Understood.
- Realistic, relevant and practical.
- Proactive and dynamic.
- Robust yet flexible.
- Results oriented.

To achieve these fundamentals, it is vital that the process of developing the Strategic Plan be viewed as importantly as the Strategic Plan itself. The process should build in a logical and incremental but also in an evolutionary way. The process should be holistic and integrated. While the components of the City's Strategic Plan will be subject to specific direction by Council, it could include the following key components:



Strategic Planning should be supported by a number of important fundamentals:



Each of these critical fundamentals will be discussed in more detail in the suggested approach that follows.

3.0 THE CONSULTANT

3.1 Planning Solutions Inc. – A Company Overview

Planning Solutions Inc. (PSI) is an Ajax, Ontario based firm offering strategic planning, stakeholder and community engagement, public consultation, environmental mediation, resource management and land use planning, program evaluation, fact finding and report writing services.

Planning Solutions Inc. (PSI) has completed hundreds of assignments successfully on behalf of public and private sector clients. PSI has been retained by many municipalities (and municipal partner agencies including Conservation Authorities) to complete numerous projects and initiatives including key strategic plans. PSI has worked with the Region of Durham on its Strategic Plan (both the current Plan and the emerging Plan). PSI is currently committed to facilitating two meetings for the Region (one with Department Heads and a second with Regional Council) and Karen Wianecki is currently supporting Regional staff who will be moving forward to develop the new Region of Durham Strategic Plan. Karen has worked with Uxbridge Township and with Brock Township to develop their current Strategic Plans as well as with Central Lake Ontario Conservation Authority, Lake Simcoe Region Conservation Authority and Kawartha Region Conservation Authority. Beyond Durham’s borders, Karen has played an integral role in facilitating Council-driven and Community-based Strategic Plan for the Town of Gravenhurst, Town of Midland, Town of the Blue Mountains (draft) as well as the Ontario Waterpower Association and upper levels of government.



Planning Solutions Inc. is recognized for its ability to leverage social capital at the community level and for producing documents that reflect consensus perspective. PSI operates on the fundamental premise that a whole team approach to project management is essential and as a result, PSI makes an unwavering commitment to work hard to not only meet but to exceed the expectations of its clients.

A detailed Company Profile has been included as Appendix A.

Karen R. Wianecki, M.Pl., MCIP, RPP, Director of Practice

Karen Wianecki is a professional planner, mediator and facilitator who specializes in community and stakeholder engagement. Karen holds an Undergraduate Specialist Degree in Geography from the University of Toronto and a Master’s Degree in Urban and Regional Planning from Queen’s University at Kingston. She studied environmental mediation through the Harvard Mediation Project and received advanced ADR accreditation through the Faculty of Law, University of Windsor and stakeholder engagement through SFU. Karen is one of three Canadian mediators on the U.S. Institute for Environmental Conflict Resolution Roster as well as the Native Sub-Roster based in Tucson, Arizona.

Karen spent sixteen years of her career with the Ontario Public Service, working as a professional planner for the Ministries of Municipal Affairs, Housing and Natural Resources. She held a number of progressively responsible positions with the OPS, first as a Community Planner and Special Projects Coordinator, Policy Advisor, Policy Officer, Municipal Plan Input & Review Coordinator, Manager of Strategic Planning and ADR Program Manager. Karen left the OPS in 2000 to establish Planning

Solutions Inc., a professional consulting practice devoted to community, agency and stakeholder engagement, facilitation, resource management, public policy development and environmental issues management. Planning Solutions Inc. is located in Ajax, Ontario.

Through her consulting practice, Karen has had the pleasure of working closely with numerous public and private sector clients here in Ontario as well as in Western Canada. Karen subscribes to the notion that process is as important as product. Engaging communities, agencies and stakeholders builds confidence and creates social capital. Co-creative engagement, properly designed and facilitated, leads to innovation and learning which in turn can produce results that are truly remarkable.



Karen has been employed by a variety of public and private sector clients here in Ontario as well as in Western Canada. She has worked extensively with Conservation Authorities, First Nations, government at all levels, special interest and environmental non-government organizations, industry and business as well as communities. Karen subscribes to the notion that none of us have all of the answers, but all of us have some of the answers. She believes that collaboration and partnership leads to innovation and learning which in turn can produce results that are truly remarkable.

Project Responsibilities

Karen will be responsible for acting as the primary point of contact for the City of Pickering strategic planning initiative. Karen will function as the Project Lead and will be responsible for attending all meetings with City staff and Council during Stage 1 and for facilitating all meetings with community members, partners and organized stakeholders during Stage 2. Karen will develop the Survey/Questionnaires to be administered to key informants and will facilitate all focus sessions and staff workshops. Karen will compile the survey and workshop results and will be responsible for taking the lead to develop the Strategic Plan understanding that this will be a collaborative effort with City staff and Council at all stages of plan preparation, development and validation.

3.2 Relevant Experience

Successful completion of the Workplan (Stage 1) and Strategic Plan (Stage 2) requires a professional with credentials in the following key areas:

- Experience Developing Strategic Plans Including Strategic Plans for Municipalities
- Knowledge of Issues Facing Municipalities & Municipal Partners in Ontario
- Environmental Scanning & Needs Assessment Experience
- Broader Policy & Planning Experience
- Training & Strategic Plan Orientation
- Facilitation Experience Including Ad Hoc Committee Facilitation
- Experience Developing & Executing Interview Protocols
- Plan Documentation Experience
- Project Administration & Coordination

In addition, this initiative requires a professional who is firmly committed to working collaboratively with the City of Pickering and a solid **reputation** for delivering on time and within budget. The following chart highlights the experience Karen Wiancki has in these critical areas:

Required Expertise	PSI Experience
<p>Experience Developing Strategic Plans Including Strategic Plans for Municipalities</p>	<p>Extensive experience developing new Strategic Plans as well as updating existing Strategic & Business Plans for Municipalities and Partner Agencies, including:</p> <ul style="list-style-type: none"> • Region of Durham (2015 & Current) • Township of Brock • Township of Uxbridge (Council Workplan Priorities) • Town of Gravenhurst • Town of Midland (Council Workplan Priorities) • Town of the Blue Mountains (Draft Document) • Central Lake Ontario Conservation Authority (2015) • Lake Simcoe Region Conservation Authority (2015) • Kawartha Region Conservation Authority (2016) • Ganaraska Region Conservation Authority (2014) • Nottawasaga Valley Conservation Authority (2013) • Credit Valley Conservation Strategic Plan • Credit Valley Conservation Foundation Strategic Priorities • Long Point Region Conservation Authority Strategic Planning Workshop • Grand River Conservation Authority Strategic Plan <p>Experience working with government organizations and private industry to develop Strategic Plans, including:</p> <ul style="list-style-type: none"> • Ontario Waterpower Association (2018) • Friends of the Greenbelt Foundation (2017) • Northern Ontario School of Medicine (2013) – Early Engagement Strategy & Trend Line Analysis • Ministry of the Environment Draft Strategic Plan • Canadian Dam Association, Strategic Plan & Business Plan Review
<p>Knowledge of Issues Facing Municipalities & Municipal Partners in Ontario</p>	<ul style="list-style-type: none"> • Regional Planning Commissioners of Ontario. Striking the Right Balance: Building the Relationship & Improving the Relationship to Implement the Growth Plan. Practical & Pragmatic Implementation – The Issues & The Opportunities. Draft White Paper. 2018. • Regional Municipality of Durham. Affordable and Seniors Housing Task Force. Report. 2017. Implementation Phase Underway 2018. • Regional Municipality of Durham. DEDP: Defining Priorities & A Collaborative Action Plan. Workshop Facilitation. 2019 & 2016. • The Friends of the Greenbelt Foundation. Natural Heritage Mapping Workshop. Facilitation. 2014. • Oak Ridges Moraine Foundation Board of Directors. Provincial Position on the 2015 Provincial Review of the Oak Ridges Moraine Conservation Plan. Facilitation. 2014. • City of Burlington. Transportation Master Plan. A Project Undertaken with Cole Engineering Group Ltd. 2012. • Knowledge of the Regional Review currently underway at the Province as well as additional policy and program changes and recent announcements

Required Expertise	PSI Experience
	<ul style="list-style-type: none"> • Experience working with municipalities, the province and CA's on a range of resource related issues and planning matters across Ontario, particularly in the outer GTA (e.g. the 905 and 705 areas).
Environmental Scanning & Needs Assessment Experience	<p>Experience compiling detailed trend line data and environmental scans:</p> <ul style="list-style-type: none"> • Region of Durham (2019) • Township of Tiny (2019) • Great Lakes Charter Annex Advisory Panel. Environmental Scan & Agents of Change Across Continental North America. • Long Point CA, Environmental Scan & Trend Analysis (as part of an Ad Hoc Committee Workshop of Senior Staff, Board Members working on an updated Strategic Plan.) • Nottawasaga Valley Conservation Authority, Environmental Scan (completed for the Strategic Planning process.) • Latornell Conference 2011. Guest Speaker. The Last 100 Days: An Overview of Key Trends & Drivers of Change. • Kawartha Conservation, Environmental Scan (completed for the Strategic Planning Process.) • Grand River Conservation Authority, Environmental Scan. Water Management Plan Advisory Panel, Inaugural Meeting. • Grand River Conservation Authority, Strategic Plan Update. Environmental Scan & Trend Analysis Review. <p>Experience completing needs assessments and SCOP (Strengths, Challenges, Opportunities & Pressures) Analyses:</p> <ul style="list-style-type: none"> • Region of Durham (2019 & 2015) • Township of Tiny (2019) • Ganaraska Region Conservation Authority SCOP Analysis completed as part of the Strategic Planning process. (2014) • Nottawasaga Valley Conservation Authority. Digital SCOP Analysis completed as part of the Strategic Plan. (2013) • Infrastructure Ontario. Muskoka Regional Centre. Early SCOP Assessment. 2013. • Kawartha Region Conservation Authority, Strategic Plan (SCOP Analysis). 2011. • Northumberland County Domestic Violence Monitoring Committee, Needs Assessment. 2012 • Kawartha Region Conservation Authority, Watershed Planning & Regulation Policies Manual – Stakeholder Needs Assessment. 2011. • Otonabee Region Conservation Authority, Watershed Planning & Regulation Policies Manual – Stakeholder Needs Assessment. 2011. • Credit Valley Conservation Authority. Planning Services Enhancement Project. Comprehensive review of the planning and permitting process. 2011. • Grand River Conservation Authority, Strategic Plan, SWOT Analysis • Credit Valley Conservation Authority, Strategic Plan, SWOT Analysis.
Broader Policy & Planning Experience	<p>Extensive experience working with community leaders and municipal staff across Ontario. The following represents a select number of projects successfully undertaken:</p>

Required Expertise	PSI Experience
	<ul style="list-style-type: none"> • Town of Gravenhurst, Opportunity Assessment & Optimal Use Study, Muskoka Regional Centre. (A Study Commissioned by Infrastructure Ontario). • Lake Simcoe Region Conservation Authority, Source Protection Planning for South Georgian Bay-Lake Simcoe Source Protection Region. Municipal Workshop Facilitation; Facilitating the Policy & Planning Working Group (A Subcommittee of the Source Protection Committee). • Township of East Garafraxa, Township Council - Visioning Exercise (2008). • Township of Georgian Bay, Master Plan for Honey Harbour (2010/2011). • Township of Georgian Bay, Master Plan for MacTier (2010/2011). • Township of Georgian Bay, Master Plan for Port Severn (2010/2011). • Regional Municipality of York, Long Term Water Conservation Strategy . • Regional Municipality of York, Streetscape Design Staff Workshop (2011). • Regional Municipality of York, Operationalizing the Transportation Master Plan. Staff & Agency Partners Workshop (2010). • Regional Municipality of York, South Yonge Street Master Plan. Stakeholder Engagement Process Design & Workshop Facilitation. • Town of Ajax, Carruthers Creek Flood Remediation Class EA, Public Consultation Component & Public Open Houses (2010/2011). • City of Peterborough, Sanitary Sewer Mitigation EA (2010). Public Open Houses. • City of Vaughan, Gallanough Park Flood Remediation Study. Public Open Houses & Community Design Workshop (2009).
Training & Strategic Plan Orientation	<p>Extensive experience developing and delivering Strategic Planning training and orientation for numerous municipal clients including:</p> <ul style="list-style-type: none"> • Region of Durham • Township of Tiny • Township of Brock • Town of Midland • City of Kawartha Lakes • Town of the Blue Mountains • Nottawasaga Valley Conservation Authority – Strategic Planning Primer for NVCA Staff and Board Members. • Kawartha Region Conservation Authority – Strategic Planning Primer for KRCA Staff & Board Members • Grand River Conservation Authority – Introduction to Strategic Planning (Workshop Module Prepared for CO Board & Senior Staff). <p>PSI has also delivered stakeholder engagement training to a number of clients including:</p> <ul style="list-style-type: none"> • Canadian Centre for Conflict Management (July 2019) • Ministry of Aboriginal Affairs, Negotiations & Reconciliation Division. • Ontario Waterpower Association. • Ontario Ministry of Natural Resources, Species At Risk Branch. • Nottawasaga Valley Conservation Authority. • Ontario Public Service, MNR.
Facilitation Experience	<p>Extensive experience facilitating Ad Hoc Committees, Working Groups & Advisory Panels, including:</p>

Required Expertise	PSI Experience
Including Ad Hoc Committees	<ul style="list-style-type: none"> • Region of Durham Affordable & Seniors' Housing Task Force. 2017, 2018. • Ministry of Natural Resources & Forestry, CFS & ESA. Stakeholder & Indigenous Partners Workshop. 2017. • Ministry of Natural Resources. Endangered Species Act Ministerial Panel. 2012/2013. • Parks Canada & Saugeen Ojibway Nation. Facilitation of a Relationship Agreement for the Management of the Bruce Peninsula National Park. 2013. (Note – No Agreement Reached) • Fisheries & Oceans Canada and Saugeen Ojibway Nation. Facilitation of the 'Five on Five' Working Group. (Note – No Agreement Reached) • South Georgian Bay-Lake Simcoe Source Protection Committee, Policy & Planning Working Group • Aboriginal Traditional Knowledge Ad Hoc Committee – Developing a Statement of Aboriginal Perspective on the Use & Application of Way of Life Knowledge in Resource Management Decision Making. • State of Aggregate Resources in Ontario (SAROS) Minister Appointed Advisory Panel (2009). • Lakes & Rivers Improvement Act Technical Advisory Committee Facilitation (2006-2009). • Great Lakes Charter Annex Advisory Panel.
Experience Developing & Executing Interview Protocols	<p>Extensive experience designing interview questionnaires and administering one-on-one interviews:</p> <ul style="list-style-type: none"> • Durham Economic Development Partnership (DEDP) - 2019 • Ganaraska Region Conservation Authority Forest Management Plan for the Ganaraska Forest. 2016. • Kawartha Region Conservation Authority. Early Thought Leader Interviews. 2016 • Ganaraska Region Conservation Authority Strategic Plan. Key Informant Interviews. 2013/14. • Kawartha Region Conservation Authority Strategic Plan. Key Informant Interviews. 2011. • Credit Valley Conservation Authority. Planning Services Enhancement Project. Key Informant Interviews. 2011. • Nottawasaga Valley Conservation Authority, Planning Program Review. Key Informant Interviews. 2010. • Saskatchewan Environment. Corporate Policy & Planning Realignment. Key Informant Interviews. 2008. <p>Experience developing and compiling reports (without attribution) using electronic medium:</p> <ul style="list-style-type: none"> • Ganaraska Region Conservation Authority. Key Informant Interviews & Survey Compilation. • Nottawasaga Valley Conservation Authority. Key Informant Interviews & Survey Compilation. • Infrastructure Ontario. Muskoka Regional Centre. Initial Interviews with Key Informants. Synopsis of Input Received from the Community. 2013. • Ontario Waterpower Association, electronic member survey as part of the Strategic Planning preparatory work. 2012.

Required Expertise	PSI Experience
Plan Documentation Experience	<p>Extensive experience completing research and producing government Reports including:</p> <ul style="list-style-type: none"> • Environment Canada. Lessons Learned Report on the Lake Superior Zero Discharge Demonstration Program. An Initiative Completed with the Minnesota Pollution Control Agency. • Environment Canada. Toward the Development of a Nearshore Framework. Phase 1 Report Completed with Baird Engineering & Dr. Larry Hildebrand. • Environment Canada. Lessons Learned & Achievements Report. \$30 Million Lake Simcoe Clean-Up Fund. • Interim Assessment of Mediation & Information Services Provided to the Superior Court of Justice Family Division, Durham Region • Assessment of Forest Management Plans in Ontario & the Recognition of Resource Based Tourism Values • Evaluation of Ontario's Water Resource Management Strategies & Flood Damages. • Program Evaluation for Ontario's Land Use Planning Program.
Project Administration & Coordination	<ul style="list-style-type: none"> • Experience managing complex projects requiring the development of Work Plans, Status Reports & Project Monitoring: • Project Coordination specifications are tailored to meet client needs. Virtually every project referenced above has required the preparation of a Work Plan, status reports and regular client meetings. • PSI has consistently delivered on time and within budget. • PSI has a stellar reputation for producing top quality products and working collaboratively with clients to ensure needs are met but expectations are exceeded.

More detailed information about Karen's credentials and experience may be found in the CV appended herewith.

3.3 References

The City of Pickering may wish to connect with the following references:

Client	Contact	Project Details
Durham Region Strategic Plan	Elaine Baxter-Trahair, CAO or Sandra Austin, Director of Corporate Initiatives Phone: (905) 668-7711	PSI was retained by the Region of Durham to facilitate two meetings, one with Department Heads and a second with Regional Council.
Township of Tiny	Mayor George Cornell or Doug Luker, CAO Phone: (705) 526-4204	PSI is currently working with staff and Council to develop a new Strategic Plan for the Township of Tiny.
Ontario Waterpower Association Strategic Plan	Paul Norris, President Phone: (705) 743-1500	PSI was retained by the OWA to develop a new Strategic Plan. Karen facilitated a two-day workshop with OWA staff and members of the Board of Directors. A new Strategic Plan and a set of corporate priorities were developed and are being implemented.
Lake Simcoe Region Conservation Authority	Mike Walters, CAO Phone: (905) 895-1281	PSI was retained by LSRCA to develop its most recent Strategic Plan. PSI was also retained to facilitate the policy and planning working group of the South Georgian Bay-Lake Simcoe Source Protection Committee. The Working Group was charged with the responsibility of developing policy options and recommendations to protect against critical drinking water threats. PSI has worked extensively with LSRCA on a number of additional initiatives including the development of a new governance model for the Lake Simcoe Environmental Management Strategy.

3.4 Project Governance & Responsibilities



Karen Wianecki will be responsible for all aspects of this project. She will attend all meetings with the City of Pickering and work closely with the Project Lead. Karen recommends that the City consider establishing a Strategic Plan Steering Committee to oversee Stage 2 of the project. While Karen will take direction from the City on the governance of the project, it is recommended that a Steering Committee be created with representation from Council and Senior Staff to oversee the development of the Strategic Plan. Karen will work collaboratively with City staff to develop all strategic plan and meeting materials as outlined and will attend and make all presentations to Council. Karen will be responsible for ensuring that all deliverables are met and that the project remains on time and within budget, as outlined in this submission. It is conceivable that City staff and Council may elect

to deviate from the work schedule and that the change in schedule may impact final deliverables. Karen Wianecki remains committed to ensuring that there are no project delays as a result of action taken (or not taken) by PSI.

4.0 METHODOLOGY: STAGE 1 (WORKPLAN)

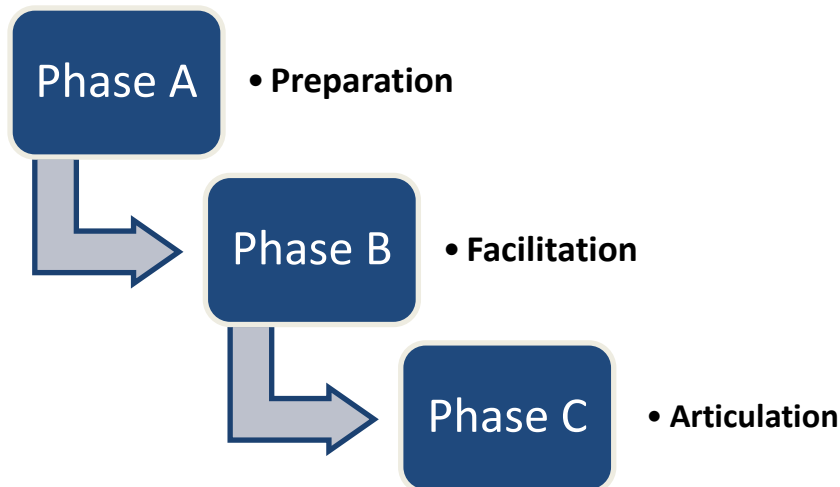
PSI proposes an approach that is logical, iterative, straightforward and in keeping with the requirements identified through initial discussions with City staff. Throughout the entire project, PSI will work closely with City staff to promote a whole team approach which will ensure that the Council Workplan and potentially the updated Strategic Plan are completed to the satisfaction of the City of Pickering. The methodology for Stage 1 (Council-driven Workplan) and Stage 2 (Strategic Plan) follow.

4.1 Stage 1: Council-Driven Workplan

Completing a broadly supported Council-driven Workplan involves a number of critical tasks, including:

- ❖ Review of the important background material including any staff and/or Council meetings relating to the identification of strategic priorities.
- ❖ Identification of key agents of change (Environmental Scan);
- ❖ Confirmation of critical issues (existing and emerging) and opportunity areas as well as strategic directions;
- ❖ Development (by Council) of critical Council-driven priorities.
- ❖ Articulation of priorities on the basis of short, medium and long-term actions.

The development of a collaborative set of Council-endorsed priorities is a simple and straightforward task that can likely be completed in one meeting of Council. The following schematic provides an overview of the proposed methodology for Stage 1: development of the Council-driven Workplan.



The details of Stage 1 are outlined in detail below:

4.1.1 Phase A: Preparation Phase

Planning Solutions Inc. is recommending that an initial meeting be convened with City staff (Project Lead) to confirm project scope, timeframe and process details. The initial start up meeting will be scheduled to address the following:

- ❖ Confirm project scope, workplan, timeframe and deliverables.
- ❖ Confirm reporting and communications protocols.
- ❖ Confirm roles and responsibilities of City staff and Consultant.
- ❖ Identification of key points of contact.
- ❖ Discuss dates and venues for Council session and any meetings that may need to be convened with Senior Management Team
- ❖ Discuss the role of the SMT vis-à-vis the Council session
- ❖ Discuss any existing or emerging issues that may impact the ability to secure a collective Council—driven set of priorities.
- ❖ Discuss any implications for timing (i.e. Regional Review)

The initial meeting will also provide an opportunity for City staff to share any relevant background documentation and/or material that the Consultant should be aware of including any internal documents that may have been developed to identify areas of strategic priority and focus.

The initial meeting should also afford a candid opportunity to discuss the approach, focus and orientation for the Council session and the expectations of City Council for the session (timing, structure, approach).

In order to properly prepare for a successful session, PSI will develop a Meeting Handbook that will include a Facilitator's Foreword, Agenda, Background Reading Materials and templates to be completed in advance of the Council session. See a sample included in Appendix C. Please note that PSI will work closely with the Project Lead to develop the meeting materials and the Handbook.

PSI will prepare a draft Handbook and Agenda for review by the Project Lead. Revisions will be incorporated based on direction from City staff. There may be a need for a second face-to-face meeting to review the meeting materials and Agenda.

If there are specific instructions from Community Leaders, these too will be incorporated into a final version of the meeting materials (Handbook) which will be distributed well in advance of the Council session.

Some discussion of the need for and value of an Environmental Scan should also be discussed as well as any one-on-one conversations that may need to take place (i.e. with the Mayor and/or others on Council).

***Deliverables: Second Meeting with Project Lead to review Draft Handbook Including Agenda
Environmental Scan (to be determined in discussions with the Project Lead)
Final Handbook***

4.1.2 Phase B: Facilitation

During the second or facilitation phase, Karen Wiancki will convene a Council session that is positive and productive, focused and engaging. The intent will be to develop an agreed-upon list of Council-identified priorities. These priorities will be developed into a Strategic Workplan and will list the priorities of Council over this term.

Deliverables: Facilitation of the Special Meeting of Council.

4.1.3 Phase C: Articulation

Proceedings from the session will be developed by PSI within 48 hours of the conclusion of the Council session. Proceedings will be shared with the Project Lead in draft and will be finalized to include any requested revisions. The final Proceedings will be shared with Council as a final draft, subject to any revisions identified.

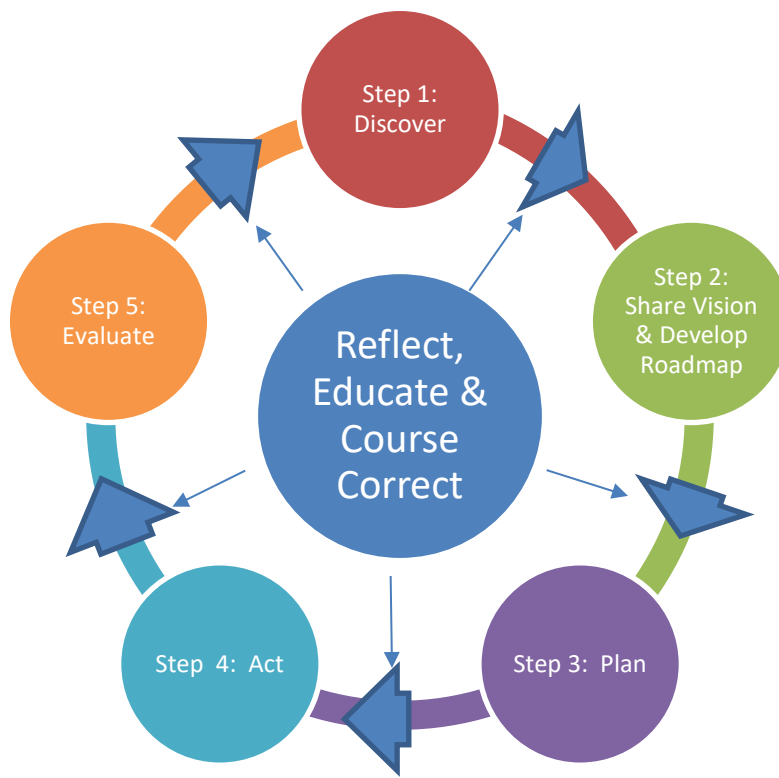
Deliverables: *Draft & Final Proceedings*

5.0 METHODOLOGY - STAGE 2: (STRATEGIC PLAN)

Completing an updated Strategic Plan involves a number of critical tasks, including:

- ❖ Review of the important background material including any staff and/or Council meetings relating to the identification of strategic priorities.
- ❖ Identification of key agents of change (Environmental Scan) and the specific implications for the City of Pickering;
- ❖ Review of municipal partner Strategic Plans including the Pickering Museum Village Strategic Plan, TRCA Strategic Plan;
- ❖ Review of key documents that establish strategic direction for the City of Pickering (e.g. Official Plan; Central Pickering Development Plan, Cultural Strategic Plan, Recreation Parks Master Plan, etc.)
- ❖ Development of staff engagement process (e.g. Kitchen Table Dialogue Guides; Focus Sessions; Survey; others)
- ❖ Engagement of community partners and key clients (Thought Leader Interviews)
- ❖ Senior Staff Workshop(s)
- ❖ Council Workshop(s)
- ❖ Confirmation of critical Council-identified issues (existing and emerging) and opportunity areas as well as strategic directions;
- ❖ Formulation of Vision, Mission, Values, Goals and Objectives/Targets
- ❖ Engagement of community members to provide input to a draft Rudiments documents.
- ❖ Validate and confirm Council-driven priorities/tasks.
- ❖ Develop a Monitoring and Evaluation Plan.

The following schematic provides an overview of the proposed methodology:



A more detailed concept map of the process is outlined below:



PSI is proposing an iterative approach that mirrors the five-phase methodology but with some important embellishments, as outlined below. These embellishments have been incorporated to advance a more fulsome stakeholder, agency and community engagement process for developing the Strategic Plan that builds on and honours the need for a broadly supported Strategic Plan but manages input effectively and creates a meaningful plan for engagement, monitoring and evaluation process at the outset:



5.1 Phase 1: Preliminary Planning

Planning Solutions Inc. is recommending that an initial meeting be convened with City staff to confirm project scope, timeframe and process details. The City may wish to establish a Steering Committee to guide the development of the Strategic Plan. This approach has been used by other municipalities and is currently being advanced by the Region of Durham. Members of the Steering Committee could include key staff (e.g. CAO, Department Heads) and select Members of Council who would work with the consultant directly to define the process, review key deliverables and offer input and guidance to the project overall.

If a Steering Committee approach is advanced, PSI recommends a face-to-face or telephone meeting with the Project Lead to develop draft Terms of Reference for the Steering Committee. The draft Terms of Reference should be shared in advance of the Steering Committee meeting and open to input and revision from Steering Committee members. The Terms of Reference should delineate the timeframe, deliverables, and process for developing the Strategic Plan.

Regular (monthly) meetings of the Steering Committee are recommended. These monthly meetings will provide a touchstone opportunity for the Steering Committee to meet directly with the Consultant and may be either face-to-face meetings or arranged via teleconference as determined by the Steering Committee members.

Deliverable: *Steering Committee Terms of Reference*

5.1.1 Initial Meeting With Strategic Planning Steering Committee

A start up meeting with the Strategic Planning Steering Committee will be scheduled to address the following:

- ❖ Confirm project scope, work plan, timelines and deliverables.

- ❖ Confirm reporting and communications protocols.
- ❖ Confirm roles and responsibilities of team members.
- ❖ Identification of key points of contact.
- ❖ Discuss dates and venues for SCOP interviews, workshops and any focus meetings with client &/or partners (more details follow in Phase 2)
- ❖ Discuss any existing or emerging issues that could have a bearing on the dialogue at the focused dialogue sessions.

List of Key Contacts (Internal & External)

Planning Solutions Inc. recommends that the Strategic Planning Steering Committee define the list of key participants for the SCOP Analysis. The members of the Steering Committee may wish to develop a representative sample of constituents from the following key client and partner groupings:

- ❖ Community Leaders – Mayor & Members of Council
- ❖ Municipal Staff – CAO & Department Heads, operational and front-line staff (senior, middle management and junior staff)
- ❖ Municipal Partners – AMO, Conservation Authorities, Community Groups, Associations & Organizations
- ❖ Federal & Provincial Partners
- ❖ ENGOs – CELA, Headwaters Institute, Environmental Defence, Alternative Land Use Services
- ❖ Associations – Ontario Soil & Crop, Carolinian Canada, Ontario Federation of Agriculture, Association of Municipalities of Ontario
- ❖ Academia – UOIT, Durham College, etc.
- ❖ Consultants – Government Relations, Environmental, Engineering
- ❖ Umbrella Organizations – AMO, BILD
- ❖ Special interest groups and organizations

Phase 1 Deliverables & Target Dates:

Deliverable	Suggested Target Date¹
Meeting with the Steering Committee	June
Revised Work Plan	June
List of Trusted Advisors for One-on-One Interviews	July



5.2 Phase 2: Gathering Information

Once the work plan has been revised and the methodology agreed upon, there are some important initial steps that must be taken to secure 'critical intelligence'. There is an abundance of information and documentation that can be used to inform the City of Pickering Strategic Plan. A review of key documents is an essential first step in developing a document that is robust, reflective of current and emerging priorities and is reflective of the direction of key partners.

¹ All dates are proposed as suggestions only. Final deliverables and target dates will be confirmed by the City of Pickering.

5.2.1 Background Document Review

Related Background Documentation

PSI will review Annual Reports² and business planning priorities as well as background Council meeting minutes that reflect a strategic focus. PSI will also review key municipal plans and documents that are of relevance to the Strategic Plan.

Deliverable: PowerPoint Presentation for Council & Staff Session to summarize emerging pressures.

Key Municipal Documents Review

Changes at the micro level are outplaying macro level strategic shifts. Transformative change is underway at the provincial level as the Conservative Government under Premier Doug Ford wrestles with smaller government and the need to ensure policy and programs are aligned with efficiency, effectiveness and value for money.

Deliverable: Overview of key macro and micro-level trends affecting the City of Pickering.

Review of Other Strategic Plans – Strategic Thrusts & Gap Analysis

Lessons can be learned from others and in particular, from other municipal partners and clients including the Pickering Museum Village (Strategic Plan 2018-2023), Pickering Public Library Strategic Plan (2019-2023) as well as key strategic documents developed by specific departments (e.g. City of Pickering Cultural Strategic Plan, City of Pickering Information Technology Strategic Plan). Other partner Strategic Plans should also be examined to identify critical strategic thrusts and priorities (i.e. Toronto & Region Conservation Authority, for example).

As mentioned, at the provincial and federal level, considerable strategic rethinking is underway as Ministries and Departments focus on transformation and modernization. In the private sector, emphasis is shifting to vested outsourcing, partnerships and collaborative ventures. New methods of harvesting information and new modes of engaging a broader demographic are emerging daily. These new and continually emerging models may offer a unique template for the City to consider not only in terms of the content, but also the format of its new Strategic Plan.

Deliverable: Summary Report of Key strategic thrusts and gap analysis.

Build on Input of Early Thought Leaders

PSI will, with the endorsement of the Steering Committee, secure direct input from a cadre of Trusted Advisors. The identified Project Lead and/or Steering Committee will provide key direction regarding the list of Trusted Advisors who should be part of an early engagement exercise. These conversations should explore a number of topical areas including City strengths and areas of priority. It is recommended that the members of the Steering Committee develop a representative sample of constituents and that direct one-on-one interviews be convened. This information should be used to develop a gap analysis – areas of focus not currently being addressed as well as new areas where the City could (and potentially could) offer value added. The Trusted Advisors should include representatives from government, business, community, industry and academia. Up to 15 Trusted Advisor interviews will be conducted.

Deliverable: Summary & Overview of Trusted Advisor Insight

² With particular emphasis on 2018 Annual Reporting.

5.2.2 Key Trends & Drivers – Environmental Scan

PSI will rely on background documentation, an overview of emerging policy and legislative initiatives as well as lessons learned from others to conduct an evaluation of key trends and drivers. This trend analysis or environmental scan will emphasize the impact of change for municipalities and municipal managers generally, and for the City of Pickering specifically.

Of particular relevance to the City are changes that are being driven by a series of new political imperatives. Given the transformation agenda and the ongoing Regional Review, performance and agility will be key. PSI will rely on some work that has been completed to build an informative environmental scan that defines key socio-cultural, technological, economic, environmental and political trends and catalysts of change. PSI will rely on City staff to provide updated demographic data as well as accurate demographic forecast information for including in the demographic component of the scan. It is suggested that the environmental scan be used at a staff/staff & Council session to begin the strategic plan process.

Deliverable: Updated Environmental Scan Report highlighting existing and emerging key issues affecting municipalities in general and the City of Pickering in particular.

5.2.3 Gather Comments, Insight & Input

In order for the Strategic Plan to resonate with Council members and staff (as well as the broader Pickering community), there is a need for early buy-in. Opportunity must be provided for the views of Council members and staff to be an integral part of the Strategic Plan's development. Meaningful input from the broader community will be essential. In addition to building on the views of community members, staff and Council, it is vital that the new Strategic Plan engage the views of clients and partners. Part of any successful strategic planning exercise, is a focused SCOP³ (Strengths, Challenges, Opportunities, Pressures) Analysis. The ability to complete a SCOP Analysis focusing on internal strengths and weaknesses and external threats and opportunities, will allow the City to build a 'mirror image' and a plan that has collective buy in. It will also enable the City to understand where its partners and clients are going strategically and to capitalize on opportunities for better alliance with others.

5.2.3.1 Community Engagement: An Ongoing Commitment

It will be important to ensure that members of the public have an opportunity to provide their input to the Strategic Plan. A range of methodologies is recommended to ensure that the City provides equitable access for all interested parties to share their insight. PSI recommends that engagement occur throughout the entire strategic planning process. It is recommended that an Initial Community Newsletter be developed to launch the project and that an FAQ document be prepared and uploaded to the City's website. Regular Community Newsletters should provide updates to interested community members throughout the process. Members of the Steering Committee should be engaged in discussing the options and opportunities for community engagement. It is recommended that a community engagement strategy be developed with the Steering Committee and that this strategy be used as the basis for moving forward from a communications and marketing perspective. There may be value in convening a Public Input & Listening Session and there may also be value in focusing on more innovative approaches that would see City staff convene Pop-Up events that are aligned with festivals and community gatherings that are already proposed.

³ Sometimes referred to as a SWOT Analysis – Strengths, Weaknesses, Opportunities & Threats. PSI prefers the SCOP analogy with its emphasis on Strengths, Challenges, Opportunities and Pressures.

Range of Methodologies (Web; Workshops & Interviews)

Strategic planning offers an opportunity to engage but also to educate others in the role and mandate of an organization. While targeted input can be obtained from the 'organized public', it is extremely challenging to secure input from the public at large. The Town of Gravenhurst in developing its Community-based Strategic Plan encouraged small group input through the development of Kitchen Table Dialogue Guides that invited members of the public to convene their own conversations and to offer input into the process. The Region of Durham in developing its current Strategic Plan convened Pop-Up Events at local Festivals and Community events – staff and consulting team members went to where residents were already gathering. Postcards were developed to allow for quick and easy resident input and in addition, the Region of Durham also took advantage of Drop Boxes that were located throughout the Region to allow for input from residents across the Region. In other cases, Essex Region CA recently completed its new Strategic Plan. Part of ERCA's early strategic planning work was to upload a SCOP survey to the website and secure public input through electronic means. CLOCA in carrying out the development of its first formal Strategic Plan also engaged input from the broader public by using an electronic survey. Uptake of the CLOCA survey was particularly high given that CLOCA offered prizes (free parking passes) to those who took the time to share their views. These approaches may offer an interesting range of options for the City to consider. The process must be tailored to meet the specific needs and objectives of the City of Pickering. PSI will offer advice but will take direction from the Steering Committee and Project Lead.

Standard Questions

PSI will (with input from the Steering Committee), develop a standard list of questions targeting key strengths, challenges/issues and areas of opportunity. In the interest of time and process efficiency, it may be advisable to conduct some of the SCOP sessions collectively (e.g. one session with staff; one session with Council, etc.) Key partners should be interviewed by telephone individuals and in confidence. The details of the SCOP assessment will be discussed with the Strategic Planning Steering Committee.

Deliverable: *Key Informants Interview List and Surveys for Partners and Clients.*

Development of Community Engagement Strategy

- ***Project Launch (Community Newsletter & FAQ)***
- ***Development of Kitchen Table Dialogue Guides***
- ***Potential Application of a 'Train the Trainer' methodology to invite participation by staff at a series of targeted focus group sessions across departments (inter-departmental)***
- ***Identification of Pop-Up Event Schedule***

Phase 2 Deliverables & Target Dates:

Deliverable	Suggested Target Date
Background Documentation Review	June
Other Strategic Plan Reviews	June
Environment Scan & Trend Analysis	June
Environmental Scan Draft	June - July
Community Engagement Strategy - Determine Range of Methodologies for Engagement	June
Frequently Asked Questions & Community Newsletter (Project Launch). Please Note: Regular communications to the community should be carried out at key milestone dates (e.g. to announce upcoming Community Meetings & Listening Sessions; to release a draft Plan; to provide an update on progress and to advise when the Plan is going to Council)	June

Deliverable	Suggested Target Date
Survey/Questionnaire Development for Key Informants	June
Trusted Advisor Insights	July
List of Key Informants	June
Initial Facilitated Session with Steering Committee	June - July
Partner Surveys Uploaded	By July 1



5.3 Phase 3: Creating the Vision

5.3.1 Engaging Steering Committee, Staff & Council Members

Sharing the Draft Environmental Scan

The Environmental Scan will provide an important platform for the identification of initial priorities. City staff and management, Steering Committee and Council should be provided with an opportunity to review the Environmental Scan and identify a list of City of Pickering priorities. The Environmental Scan, in addition to offering insight about existing and emerging trends should also define the current operating environment as well as any opportunity areas for the City. Intelligence from the review of existing municipal and partner Strategic Plans may offer additional insight into these areas of priority. PSI may use a Blue Ocean Strategy approach to defining new areas of opportunity, based on direction and concurrence from the Steering Committee.

Blue Ocean Strategy – Developing a Strategy Canvas⁴

Increasingly, organizations are reconsidering their strategic planning processes and are moving toward the development of Strategies rather than Plans. There are a number of new and innovative approaches emerging in the field of strategic planning including the development of an approach by Mauborgne and Kim that enable organizations to create uncontested market space by developing a Strategy Canvass. In brief, Blue Ocean Strategy provides a methodology for organizations to consider new value creation using six specific paths:

Path 1: Look across alternative industries. Who are the alternative providers of service?

Path 2: Look across strategic groups within industry. What strategic groups exist within the municipal landscape?

Path 3: Redefine client base. What is the 'client chain' and how would the City unlock new value if the client base shifted?

Path 4: Look across to complementary service offerings. What is the context in which City services are being used?

Path 5: Rethink the functional-emotional orientation of the municipal landscape. What is the functional/emotional appeal of City services? What opportunities exists for the City to enhance functionality and emotional appeal?

Path 6: Participate in shaping external trends over time. What key trends and drivers can the City influence rather than adapt to?

⁴ The City of Pickering is commencing its Strategic Planning process by developing a Council-driven Workplan. It is likely that the articulation of Council-directed priorities may be sufficiently detailed that a strategy map may not be required. It has been included here simply as an option for the City to consider.

Engaging Staff & Council

As noted, the development of a Strategic Plan for the City of Pickering must involve those who will have responsibility for its implementation. It must act as a catalyst for collective action as it is the key strategic document that will offer a collective framework for action. Sessions with management and staff should be convened early in the process. A session with Council is also in order although the work developed in Stage 1 (Workplan) will offer an established focus for the development of a fulsome list of corporate priorities and projects. A decision should be made by the Steering Committee as to whether a separate staff and Council session should be held or whether a joint Staff/Council session would be more beneficial.

PSI recommends that this be used only as a baseline and that additional facilitated sessions be convened with key stakeholders. PSI believes that a robust process of developing the Strategic Plan be established at the outset and that a process of engagement be designed with the Steering Committee to create buy in and early support. PSI also believes that input must be managed effectively. A product must be produced in an efficient and effective timeframe so that results can be realized in this term of Council.

PSI recommends several facilitation sessions as follows:

- City Senior Management Team
- City Council

The purpose of the initial sessions will be to carry out a facilitated SCOP assessment, to collectively assess the achievements and areas for improvement. The purpose of each session will be to build a Strategy Canvas. Each of the sessions will use a Workbook approach to allow participants to share individual perspectives about strategy and areas of opportunity. PSI has extensive experience in developing Strategic Planning Workbooks and relies on an approach that has been fine-tuned by the Queen's School of Management that enable participants to walk through the strategic plan in a logical, sequential manner.

A separate workshop for partners should also be held. Again, working with the Steering Committee, PSI will discuss the benefits of a session to engage: other government partners as well as the business community and engaged/interested community members. To this end, it is recommended that a series of focused workshops be convened on a sector specific basis as follows:

- ❖ Government Partners (Other Regional Municipalities; Regulatory Partners, First Nations.)
- ❖ Industry Partners (Boards of Trade, Development Industry; etc.)
- ❖ Community Partners (Environmental Partners; Social Service Agencies, ENGOS; etc.)

Focused stakeholder workshops should be structured to emphasize two-way information sharing. In addition to profiling the work and mandate of the City, these sessions can be used to review current corporate direction and to validate priorities. Building partnerships and focusing on collaborative outcomes will allow the City to explore how it could advance the strategic priorities of its partners and, at the same time, allow the City to explore how others might assist in advancing its own critical priorities. PSI will develop the meeting agenda and any supplementary materials and will, within 48 hours of the conclusion of the session, produce proceedings that will be shared with the members of the Steering Committee.

A sample booklet developed for the NVCA has been included in Appendix C.

Deliverable: *Staff Workshop, Council Workshop, Community Pop-Up or Listening Sessions, Stakeholder Workshop (Government, Industry, Community). Strategy Canvas. The Strategy Canvas will outline the rudiments of the Draft Strategic Plan.*

Timing: *To be determined with the Steering Committee. Likely Fall 2019.*

5.3.2 Second Steering Committee Meeting – Early Draft Refinement & Evaluation Methodology

A second meeting of the Steering Committee is recommended to allow for further refinements to be made to the early draft and to allow for the development of an Evaluation Methodology.

Evaluation Strategy:

Effective plans are those that are regularly monitored and evaluated. All too often, Plans are developed with no specific measures or marks of success. At the outset, it is important to develop measurements of success so that once crafted, there are measures by which the Plan can be regularly monitored to determine whether key priorities are being advanced. The consulting team will work with the Steering Committee to develop specific measurements of success. It is recommended that an Evaluation Framework be developed. Usually, an evaluation framework includes three specific measurement indicators:

- *Process Indicators*
- *Substance Indicators; and*
- *Relationship Indicators*

***Process Indicators** focus on the process itself. By way of example, it may include indicators to identify whether all the right people were targeted and involved (partners, clients, community leaders, special interest groups, etc.) **Substance indicators** focus on the outcomes – were we successful in building a broad base of support for the updated Strategic Plan. Finally, **Relational Indicators** emphasize relationships – is there an improvement in the relationships between the City and its partners/clients. It is recommended that an evaluation framework and a monitoring methodology be developed and linked back to the key strategic objectives.*

Develop Measurement Indicators & Evaluation Framework

PSI will work with the Steering Committee to define measurement indicators and will incorporate the defined indicators into an evaluation framework and monitoring methodology.

The second Steering Committee workshop should focus on the refinement of the early draft and focus on the Evaluation Framework.

Deliverable: *Evaluation Framework & Benchmarks of Success.*

Timing: *Fall 2019.*

5.3.3 Draft Plan

Input from the SCOP analysis, Environmental Scan, Staff, Council, community and stakeholder workshops as well as the Thought Leader interviews and surveys will be used to develop an initial early draft of the Strategic Plan. The early draft will be tabled first with the Steering Committee and once the Steering Committee is satisfied with its contents, it will be shared more broadly with City staff and

members of Council. PSI recommends that Council approval be secured before the early draft is shared with any external partners or clients.

Deliverable: *Draft Plan presented to Steering Committee for initial review.*

Timing: *Fall 2019.*

5.3.4 Input to the Draft Plan

A second set of workshops to allow for further refinement of the Strategic Plan is recommended. A joint staff/Council meeting is recommended to discuss key issues and any additional areas of opportunity that may not have been identified at the outset. The early draft could be used as a platform for securing additional input and guidance from key stakeholders.

Deliverable: *Draft Plan input from Steering Committee, staff, Council and key partners.*

Timing: *To be determined by the Steering Committee. Likely late Fall 2019.*

Broader Engagement

Members of the public have maintained a high degree of interest in the delivery of services at the municipal level. A better educated and more engaged public (and a more active organized stakeholder base) necessitate some consideration of the need for and value of engaging the broader resident community. It is recommended that the issue of broader public engagement be considered by the members of the Steering Committee. At the very least, the City may wish to consider providing an electronic opportunity for public commentary and input by providing space on its website to engage interested members of the public and to provide an ongoing update about the strategic planning process. PSI will work with members of the Steering Committee to determine the value of a web-presence and the opportunity to solicit input from the public.

Deliverable: *Web-based input and comment forms.*

Potential Follow Up Community Listening Session

Timing: *Late fall 2019.*

Phase 3 Deliverables & Target Dates:

Deliverable	Target Date
Early First Draft	October - November
Council Approval to Release Early Draft	November
Public Opportunity for Review	November
Stakeholder Workshops	September – October
Second Council and Staff Workshop	November
Second Draft Plan	December
Circulation of Second Draft with Request for Comments from Staff, Council & Key Partners, Clients	December - January



5.4 Phase 4: Finalizing the Strategic Plan

Further refinements should be made to the draft Strategic Plan to reflect additional comments submitted by members of the Steering Committee, staff and management, Council Members and key partners and clients. A second draft of the Strategic Plan will be prepared and additional revisions made to the document.

The final draft Strategic Plan should be shared with the Steering Committee and any revisions discussed and collectively agreed upon by the Steering Committee members. Once the Steering Committee is satisfied with the Plan it should be presented to Council. Once endorsed, copies of the Strategic Plan should be uploaded to the City’s website and hard copies or a weblink and associated News Release should be forwarded to municipal partners, environmental organizations, industry and business sector representatives as well as upper levels of government. It may also be advisable for the City to engage the services of a desktop publishing firm to provide additional visual formatting before the document is finalized. Please note, this proposal does not include desktop publishing. PSI will forward an electronic copy of all material to the City of Pickering using MicroSoft Word. Presentations will be produced using PowerPoint.

The Steering Committee may wish to examine the need for and value of ongoing engagement (i.e. the creation of a Community Round Table or Advisory Panel, for example). From an implementation perspective, partners may have an important role to play and continued engagement may be important to achieving a number of plan objectives.

Phase 4 Deliverables & Target Dates:

Deliverable	Target Dates
Draft 2 Strategic Plan	January
Sharing Draft Strategic Directions & Actions with Others	February
Review of partner comments	February
Steering Committee Meeting to Review Partner Input	March
Steering Committee Endorsement of Final Draft Strategic Directions & Actions and Recommendation to Table Plan with Council for approval	March
Presentation of the Final Strategic Plan to the City of Pickering Council	April



5.5 Phase 5: Implementation

Some organizations are of the view that once the Strategic Plan has been developed, the work is done. PSI is of the view that the work is only beginning. Effective communications and roll out of the Strategic Plan is critical, as is ongoing evaluation and reporting on progress.

5.5.1 Strategic Plan Roll Out

PSI will work with the Project Lead (and affiliated staff in Communications and the Mayor's Office) to develop a News Release announcing the approval of the new Strategic Plan.

5.5.2 Evaluation Metrics Follow Through & Reporting

PSI will also work with the Project Lead to follow through on the Evaluation Framework reporting. PSI, as part of its commitment, would also be pleased to work with the Project Lead to build internal organizational capacity to carry out ongoing environmental scanning by working closely with an assigned point of contact to develop the environmental scan and to share methodologies for preparation of same. This capacity building effort will be part of PSI's commitment to the City of Pickering and will be included in the estimated project cost as outlined below.

Deliverables:

Deliverable	Target Dates
Implementation of the Evaluation Framework with the Project Lead	Post Plan Approval
Capacity Building within the City of Pickering	Post Plan Approval

6.0 WORK SCHEDULE & BUDGET

The work schedule and project budget are outlined below. Karen Wianecki is prepared to complete the Strategic Plan in accordance with the timeframe defined by Council. The proposed target timeframes are offered only as an initial point of reference. It is also important to note that PSI is also prepared to take any extra time deemed necessary by the Steering Committee and/or Council to ensure the process is valuable for all and that any additional consultation and/or engagement of stakeholders is needed.

6.1 Estimated Project Budget – Stage 1 (Workplan)

Task	Deliverable	Person Days	Total Cost
Phase A: Preparation		3	\$3,000.00
Inaugural Meeting with Project Lead		.5	\$500.00
Background Review		1	\$1,000.00
Development of Meeting Handbook (Draft & Final)		1	\$1,000.00
Second Meeting with Project Lead		.5	\$500.00
Environmental Scan		N/A	Included
Phase B: Facilitation		1	\$1,000.00
Special Meeting of Council		1	\$1,000.00
Phase C: Articulation		1	\$1,000.00
Proceedings (Draft & Final)		2	\$2,000.00
Project Total		6	\$6,000.00

6.2 Estimated Project Budget – Stage 2 (Strategic Plan)

Estimated Project Costs reflect the level of effort outlined in this submission.

Task	Deliverable	Person Days	Total Cost
Stage 1: Preliminary Planning		2.5	\$2,500.00
4.1	Steering Committee Terms of Reference	1	\$1,000.00
4.1.1	Meeting with Steering Committee	1.5	\$1,500.00
	Revised Work Plan	N/A	Included
	List of Key Informants	N/A	Included
Stage 2: Gathering Information		11	\$11,000.00
4.2.1	Background Document Review <ul style="list-style-type: none"> • Municipal Documents • Municipal Partner Documents • Other Relevant Strategic Plans 	3	\$3,000.00
4.2.2	Environmental Scan	2	\$2,000.00
4.2.3	Gathering Comments, Insights & Input <ul style="list-style-type: none"> • Key Informant Interviews with Trusted Advisors • Range of Methodologies for Community Engagement – Community Engagement Strategy • FAQ & Community Newsletters (up to 3) • Public Information & Listening Sessions (2) 	6	\$6,000.00
Stage 3: Creating the Vision		8.5	\$8,500.00
4.3.1	Sharing the Environmental Scan Blue Ocean Strategy Engaging Staff, Council & Stakeholders	3	\$3,000.00
4.3.2	Second Steering Committee Meeting & Evaluation Framework Development	1.5	\$1,500.00
4.3.3	Development of Draft Plan	2	\$2,000.00
4.3.4	Input to the Draft Plan – Review & Incorporation of Comments	2	\$2,000.00
Stage 4: Finalizing the Strategic Plan		5.5	\$5,500.00
4.4.1	Revision #2 Draft Plan & Sharing the Draft Plan with Others Review Partner Comments	3	\$3,000.00
4.4.2	Steering Committee Meeting to Review Comments & Prepare Final Draft (Via Teleconference)	.5	\$500.00
4.2.3	Steering Committee Endorsement to Forward Plan to Council	N/A	Included
4.4.4	Final Draft to Council	.5	\$500.00
4.4.5	Presentation of Final Draft Plan to Pickering City Council	1.5	\$1,500.00
Stage 5: Implementation		2	\$2,000.00
4.5.1	Evaluation Framework Roll Out	1	\$1,000.00
4.5.2	Evaluation Framework Follow Through & Reporting	1	\$1,000.00
Total Commitment		29.5	\$29,500.00

PSI has assumed that workshops will be convened in the Pickering area.

6.3 Billing Schedule & Method of Payment

While the payment schedule may be negotiated to coincide with the City's business planning cycle, the following payment schedule is suggested:

- 20% of the total contract amount due and payable upon execution of the contract;
- 50% of the total contract amount due and payable upon development of the Draft Strategic Plan;
- Final 30% of the total contract amount due and payable upon completion of the Strategic Plan.

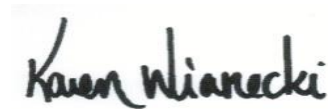
7.0 SUMMARY

PSI has the resources and the time to meet all of the deliverables and the timing identified and will work closely with the City of Pickering to ensure the process and the product exceed the expectations of those involved. In summary, there are several key areas that we believe our submission will offer value-added:

- Ensuring there is an agreed-upon Terms of Reference for the Steering Committee;
- A robust set of workshops and engagement opportunities not only for City staff and Council, but also for City partners and clients as well as community members;
- An assessment of strategic thrusts of current municipal partner Strategic Plans;
- An approach that emphasizes the development of a Strategy and not just a Plan;
- The use of Blue Ocean Strategy to emphasize new areas of value added;
- Additional resources committed to roll out of the Strategic Plan including the application of evaluation criteria and benchmarks of success as well as a reporting framework; and
- A knowledge transfer component to build capacity within the City for environmental scanning and trend line analysis.

Any questions concerning this submission may be directed to the undersigned. I thank you for the opportunity to be considered.

All of which is respectfully submitted,



Karen R. Wianecki, M.Pl., MCIP, RPP
Director of Practice
Planning Solutions Inc.

Appendix A

Company Profile – Planning Solutions Inc.



Karen Wianecki, M.Pl., MCIP, RPP

EDUCATION

MASTER OF URBAN AND REGIONAL PLANNING

Queen's University, Kingston, Ontario 1985

HONOURS BACHELOR OF ARTS (SPECIALIST) DEGREE, GEOGRAPHY

University of Toronto, Scarborough, Ontario 1981

PROFESSIONAL AFFILIATIONS

Canadian Institute of Planners, Full Member

Ontario Professional Planners Institute, Full Member

Ontario Bar Association, ADR Sector Member

Ontario Waterpower Association, Member

National Association for Dialogue & Deliberation

National Roster & Native Sub-Roster, U.S. Institute for Environmental Conflict Resolution, Tucson Arizona, Roster Mediator

Reviewer, **Professional Standards Board for the Planning Profession in Canada**

PROFESSIONAL EXPERIENCE

DIRECTOR OF PRACTICE, Planning Solutions Inc.

Founder and Director of Practice of Planning Solutions Inc., a professional consulting firm specializing in multi-party stakeholder engagement and conflict resolution, complex project management and resource-based planning. Services offered and clients are outlined below:

Environmental Mediation & Adjudication: Specializing in Multi-Party, Public Policy Dispute Resolution

- Fisheries & Oceans Canada. Developing a New Business Agreement with the Saugeen Ojibway Nation. 2012.
- Mediation Centre of Southeastern Ontario. Skills Building: Alternative Dispute Resolution in the Municipal, Planning & Resource Management Sphere. April 2018.
- Ministry of Natural Resources. Crown Forest Sustainability Act & Endangered Species Act. Multi-Party Stakeholder Engagement & Issues Resolution. 2017.
- Ministry of Natural Resources & Canadian Boreal Forest Agreement. Abitibi River Forest. Options to Address the Caribou Conservation Plan. 2012.
- Ministry of Natural Resources – Low Water Response Workshop. Mediation, Negotiation & Issues Management: A Primer. 2009.
- Ministry of Natural Resources. Great Lakes Charter Annex Advisory Panel. Multi-Party Facilitation. 2008. http://cela.ca/uploads/f8e04c51a8e04041f6f7faa046b03a7c/584_Rethinking_Annex.pdf
- Ontario Energy Board. Enbridge Gas Settlement Conference. September – October 2018.
- Ontario Energy Board. IESO/Smart Metering Settlement Conference. January 2018.
- Ontario Energy Board. Union & EPCOR Settlement Conference. 2017.
- Ontario Energy Board. Enbridge 2018 Cost of Service Application. Settlement Conference. 2017.
- Ontario Energy Board. Rideau St. Lawrence Distribution Cost of Service Application. Settlement Conference. 2017.
- Ontario Energy Board. TransCanada Settlement Conference. 2016/2017.
- Ontario Energy Board. Northern Ontario Wires. Settlement Conference. 2017.
- Ontario Energy Board. Wasaga Distribution Settlement Conference Facilitation & Fact Finding. 2015.
- Ontario Energy Board. North Bay Hydro Settlement Conference Facilitation. 2014.
- Ontario Energy Board. St. Thomas Energy Inc. Cost of Service Application. Settlement Conference Facilitation. 2014

- Ontario Energy Board. Union Gas 2011 Earnings Sharing & Disposition of Deferral Accounts and Other Balances Settlement Conference. 2012.
- Parks Canada. Developing a Business/Governance Agreement with the Saugeen Ojibway Nation. 2012, 2013.
- Saskatchewan Forest Service. Co-Mediator with Frank Handy, SFH Group – Multi-Party Stakeholder & First Nation Issue in North-Central Saskatchewan. 2008
- Staff Support to the Ontario Forest Industry & Resource-Based Tourism Sector, Resource Stewardship Agreements Memorandum of Understanding.
- Victim Offender Reconciliation Program. Community Mediator.

Public Consultation & Stakeholder Engagement: Applying Systems Thinking to Stakeholder Engagement Stakeholder & Community Engagement - Strategy Development & Training

- Federation of Ontario Cottagers Association. 2016 Fall Seminar. Guest Presentation: Effective Collaboration & Engagement for Lake Associations. 2016.
- Infrastructure Ontario. “A Plan for Meaningful Engagement: Harnessing the Power of Collective Wisdom.” 2016.
- Ganaraska Region Conservation Authority. Community & Stakeholder Engagement component of the Ganaraska Forest Management Plan. 2016/17.
- Ontario Waterpower Association. Community Engagement Toolkit. 2016.
- Ministry of Natural Resources & Forestry. Conservation Authorities Act Review. Municipal & Stakeholder Engagement Sessions. 2016. (A Collaboration with LURA Consulting).
- Northern Ontario School of Medicine. Stakeholder Engagement Strategy. 2014.
- Environment Canada. Toward A Nearshore Framework for the Canadian Portion of the Great Lakes. Stakeholder Engagement Strategy. 2013.
- City of Toronto. Moore Park Ravine Private Property Owners Engagement Project. 2013/2014.
- Infrastructure Ontario. Muskoka Regional Centre Opportunity Study. Community Engagement Strategy. 2013.
- Ministry of Aboriginal Affairs. Negotiations & Reconciliation Division. October 2011.
- Ontario Waterpower Association. May 2011.
- Ontario Ministry of Natural Resources, Species at Risk Branch. April 2011.
- Nottawasaga Valley Conservation Authority. 2010.
- Ontario Public Service. Stakeholder Engagement Training Workshop. 2009.

Federal Government:

- Environment Canada. Lake Superior Zero Discharge Demonstration Program: Lessons Learned & Achievements Report. 2015/16.
- Environment Canada. Advancing a Canadian Nearshore Framework for the Great Lakes. A Collaborative Initiative with Baird & Associates and Dr. Larry Hildebrand, 2013/2014.
- Environment Canada. Development of a Project Charter & Project Plan for an Integrated Nearshore Assessment & Management Framework. 2012/2013.
- Fisheries & Oceans Canada. Aligning & Harmonizing Federal & Provincial EA Regulatory Policy, Procedures & Process. Inter-Agency & Intergovernmental Workshop. January 2012.

Provincial Government:

- EcoHealth Ontario. Greenspace & EcoHealth Policy Toolkit. 2016-2017.
- Infrastructure Ontario. Muskoka Regional Centre. Opportunities Assessment & Optimal Use Study. Community Engagement and Outreach. MHBC Planning Lead. 2013/2014.
- Hydro One. Clarington Transformer Station. Community Consultation & Public Information Centre. 2012.
- Ontario Ministry of Natural Resources:

- Non-Forestry Roads Decommissioning – Process Facilitation. 2015.
- Shoreline Strategy Municipal Guide. 2014.
- Lake Simcoe Stewardship Network. Facilitation. 2013, 2014.
- Endangered Species Act Minister’s Advisory Panel. Facilitation. 2013.
- Provincial Stakeholder Consultations – Polar Bear & Lake Sturgeon. February – March 2012.
- Biodiversity & Climate Change – A Series of MNR Workshops. March – April 2012.
- Climate Change Vulnerability Assessment & Adaptation Options for the Northeast Clay Belt. January 2012.
- Stakeholder Consultation – Habitat Regulations for 7 Species (Bent Spike-rush; Common Five-lined Skink, Eastern Foxsnake (Carolinian & Georgian Bay populations), Gray Ratsnake (Carolinian & Frontenac Axis population) & Rapids Clubtail. January 2012.
- Bobolink Working Group – Action Planning Session. December 2011.
- Proposed Habitat Regulations & Development Guidance Document. Workshop Facilitation with the Development Industry. March 2011.
- Stakeholder Consultations. Caribou Conservation Plan. & Habitat Regulations. 2008, 2009, 2011.
- State of the Aggregate Resource in Ontario, Advisory Committee & Technical Expert Panels. 2009.
- Species At Risk Program Advisory Committee Inaugural Meeting. 2008.
- Lakes & Rivers Improvement Act Technical Advisory Committee Facilitation. 2006 – 2009.
- Great Lakes Charter Annex Advisory Panel Facilitation.
- Great Lakes Charter Annex Intra-Basin Transfer Facilitation.
- Renewable Energy Education Advisory Committee.
- Saskatchewan Industry & Resources. Intergovernmental Working Group on Mining Efficiency & Effectiveness.

First Nations: Respecting Aboriginal Way of Life

- Regional Municipality of Durham. Staff Day. Guest Speaker: Aboriginal People & Ontario Municipalities. Building the Relationship Through Engagement: An Opportunity in the Making. 2018.
- Northeast Superior Regional Chiefs’ Forum. Comprehensive, Collaborative and Co-Creative Community Planning. 2013.
- Eagle’s Earth Cree & Ojibway Historical Centre, Hearst, Ontario. Economic Opportunities Study. First Nations Engagement & Facilitation. Undertaken with Malone Given Parsons. 2009.
- Facilitated the Aboriginal Traditional Knowledge Focus Group for the Ontario Ministry of Natural Resources designed to develop a Statement of Aboriginal Perspectives on the Use & Application of Way of Life Knowledge in Resource Management Decision Making.
- Facilitated the Aboriginal Traditional Knowledge Focus Group responsible for providing direction and guidance to Ontario Parks on the updated Provincial Parks & Protected Areas Planning Manual.

Municipal & Regional Government: Creating a Sense of Ownership - Engaging Communities & Community Members.

- Regional Planning Commissioners of Ontario. Striking the Right Balance: Building the Relationship & Improving the Relationship to Implement the Growth Plan. Practical & Pragmatic Implementation – The Issues & The Opportunities. Draft White Paper. 2018.
- Regional Municipality of Durham. Affordable and Seniors Housing Task Force. Report. 2017. Implementation Phase Underway 2018.
- Regional Municipality of Durham. DEDP: Defining Priorities & A Collaborative Action Plan. Workshop Facilitation. 2016.
- The Friends of the Greenbelt Foundation. Natural Heritage Mapping Workshop. Facilitation. 2014.
- Oak Ridges Moraine Foundation Board of Directors. Provincial Position on the 2015 Provincial Review of the Oak Ridges Moraine Conservation Plan. Facilitation. 2014.
- City of Burlington. Transportation Master Plan. A Project Undertaken with Cole Engineering Group Ltd. 2012.
- Ajax, Carruthers Creek Flood Mitigation Study (Class EA). Community Consultation. A Project Undertaken with Cole Engineering Group Ltd. 2010, 2011.

- Peterborough, Sanitary Sewer EA Mitigation. Stakeholder Consultation. A Project Undertaken with Cole Engineering Group Ltd. 2010, 2011.
- Regional Municipality of York:
 - Woodland Cover Workshop. 2014.
 - Transportation Services Division. Operationalizing the Transportation Master Plan. Staff Workshop. 2011.
 - Transportation Services Division, Lands & Natural Heritage. Stakeholder Workshop to Advance the Greening Strategy. October 2011.
 - Transportation Services Division. Context Sensitive Solutions. Internal Staff Workshop. October 2011.
 - Transportation Services Division. South Yonge Street Corridor Master Plan. Undertaken with The EDA Collaborative Inc. 2011.
- Township of Georgian Bay:
 - Honey Harbour Master Plan – Civic Engagement Process Design & Facilitation. Undertaken with The EDA Collaborative Inc. 2010, 2011.
 - MacTier Master Plan – Civic Engagement Process Design & Facilitation. Undertaken with The EDA Collaborative Inc. 2010, 2011.
 - Port Severn Master Plan – Civic Engagement Process Design & Facilitation. Undertaken with The EDA Collaborative Inc. and J.H. Stevens Planning Consultants. 2008, 2009.
- Muskoka Lakes Golf & Country Club Facilitation. 2014.
- Township of East Garafraxa. Visioning Exercise. 2008.
- City of Hamilton. Windermere Basin Design Charrette. Undertaken with Cole Engineering. 2008.
- Town of Whitby. Toward a Heritage Designation for Downtown Whitby. 2013.

Industry: Building Effective Partnerships

- Ontario Waterpower Association
 - Strategic Planning Workshop. 2018
 - Community Engagement in Small Hydropower Projects: A Toolkit for Waterpower Developers and Their Agents. 2017.
 - Harnessing Collective Wisdom and Preparing for the Next Era of Strategic Opportunity. Strategic Planning Support Document. 2015.
 - Best Management Practices Guide. Facilitation - Provincial Workshops. 2013.
 - Waterpower Summit: Bilateral Meeting of Industry & Government: Advancing Hydroelectric Power in Ontario. 2008.
 - Developing an Industry, Government & First Nations Hydropower Community of Practice. Inaugural Meeting. 2008.
- Canadian Dam Association. Strategic Plan & Business Plan Review. 2007.

Conservation Authorities: Promoting Productive Dialogue

- Central Lake Ontario Conservation Authority. Conservation Lands Master Plan. Municipal Recreation & Land Needs Assessment, Stakeholder & Community Engagement Design & Facilitation. 2018. (Ongoing)
- Central Lake Ontario Conservation Authority & Municipality of Clarington. Port Darlington Shoreline Study. Municipal & Stakeholder Engagement. 2018. (Ongoing)
- Conservation Ontario. Source Protection Planning Implementation Workshop Facilitation. March 2014.
- Conservation Ontario. Aligning for Excellence. Governance Options & Opportunities Project. 2013.
- Conservation Halton. Fisheries Management Plan – Community Advisory Committee Inaugural Workshop. Design & Facilitation. 2011.
- Credit Valley Conservation:
 - Sustainable Funding Project. 2011, 2012.
 - Planning Policy Customer Service Enhancement Project. 2011.
 - Towards A Natural Heritage System. Focused Dialogues With Stakeholders and Watershed Residents. 2009.
 - Development Review Policies Update. 2008, 2009.
 - Strategic Plan Review. 2008.
 - Black Creek Subwatershed Study. Inaugural Advisory Committee Meeting. 2008.

- Lake Simcoe Region Conservation Authority:
 - Source Water Protection Municipal Partners Workshop. 2012.
 - Source Water Protection for the South Georgian Bay Lake Simcoe Source Protection Region. Facilitation of the Policy & Planning Working Group. 2009, 2010, 2011, 2012.
 - Lake Simcoe Environmental Management Strategy (LSEMS) Governance Model. Facilitation of the LSEMS Working Group and Steering Committee. A Partnership between the LSRCA, MNR and MOE. 2007.
- South Georgian Bay Lake Simcoe Source Protection Region. Facilitation of Planning Working Group. Commenced: September 2009.

Resource Management & Municipal Planning: Balancing the Interests of Uses & Users

- Ganaraska Region Conservation Authority. Ganaraska Forest Management Plan. Municipal, Public & Stakeholder Engagement. 2017.
- Ausable Bayfield Conservation Authority. Updated Shoreline Management Plan. A collaborative venture with Aqua Solutions 5 Inc. & Dr. Robin Davidson-Arnott.
- City of Toronto. Moore Park Ravine - Private Ravine Property Owners Engagement Project. Developing Resource Materials & Engaging the Community. 2013/2014.
- Environment Canada. Lessons Learned Report on the Zero Discharge Demonstration Project. PSI is working with EC & the US Michigan Pollution Control Agency to Complete Key Informant Interviews & Review the Final Report. 2014.
- Grand River Conservation Authority. Water Management Plan. Steering Committee Facilitation. 2009.
- Kawartha Region Conservation Authority. Watershed Planning & Regulation Policies. 2010. 2011.
- Otonabee Region Conservation Authority. Watershed Planning & Regulation Policies Update. 2012.
- Ministry of the Environment:
 - Lake Simcoe Priority Stormwater Management Works. Lake Simcoe Protection Plan Workshop. 2011.
 - Lake Simcoe Climate Change Adaptation Strategy. Facilitation of Science Panel Meeting & Production of Report Used to inform the EBR Posting Submitted by MOE. 2011.
- Ministry of Natural Resources:
 - Development of the Alternative Dispute Resolution Process for Resource Stewardship Agreements Associated With Forest Management Planning in Ontario.
 - MNR Negotiating Team Member, Extraction of Aggregate Below the Water Table on Prime Agricultural Lands (Position Negotiated with the Ministry of Agriculture & Food).
 - Municipal Plan Input & Review Coordinator.
 - Coordinated MNR Response to Ontario Hydro Demand/Supply Plan Hearings.
- Township of Georgian Bay:
 - Master Plan, MacTier. A Joint Venture with The EDA Collaborative. 2011.
 - Master Plan, Honey Harbour. 2011.
 - Master Plan. Port Severn. A Joint Venture with The EDA Collaborative. A Joint Venture with The EDA Collaborative. 2009/2010.
- York Region. South Yonge Street Corridor Master Plan. Completed with the EDA Collaborative Inc.

Fact Finding & Program Evaluation: Doing Things Right & Doing the Right Things.

- Credit Valley Conservation. Planning Program – Customer Service Enhancement Initiative. 2011.
- Durham Family Court Clinic. Program Evaluation. Interim Assessment of the Mediation & Information Services Provided to the Superior Court of Justice (Family Division), Durham Region.
- Environment Canada. Lessons Learned & Achievements Report of the \$30 Million Lake Simcoe Clean Up Fund. 2011.
- Ministry of Municipal Affairs & Housing. Program Evaluation Plan for Ontario’s Land Use Planning Program. 2009.
- Ministry of Natural Resources. Program Evaluation. Evaluation of Ontario’s Water Resource Management Strategies & Flood Damages.
- Ministry of Natural Resources. Assessment of Forest Management Plans in Ontario & the Recognition of Resource Based Tourism Values
- Nottawasaga Valley Conservation Authority – Planning Program Review. 2010.

- Saskatchewan Environment. Corporate Policy & Planning Realignment. 2008.

Report Writing: Providing Clarity & Guidance

- Ministry of Natural Resources & Forestry. Conservation Authorities Act Review. 2016.
- Association for Conflict Resolution. Co-Writer. The Native Dispute Resolution Network: A Bridge Between Native Peoples, Agencies and Other Interests in Environmental Conflicts. 2008.
- CEATI Technology Review Report. Prepared for CEA Technologies Inc. Hydropower Full Environmental Cost Accounting. Undertaken with MOBEC Engineering & P. Norris. 2007.
- CEATI Report. Hydroelectric Generation Water Resource Management Roadmap. Undertaken with MOBEC Engineering & P. Norris. 2006.
- Environment Canada. Lessons Learned & Achievements Report for the Lake Simcoe Clean-Up Fund. Spring 2011.
- Ontario Waterpower Association. Renew. "Splendid Isolation Is Out...Collaboration Is In." October 2008.
- Saskatchewan Environment Forest Service. Provincial Standards for Road Construction & Stream Crossings. 2008. Undertaken with Water's Edge, Merin Forest Management & FRI Ecological Services
- Editor, Lakes & Rivers Technical Guidelines Update. 2006-2009.

Strategic Planning: Embarking On The Path of Progress

- Conservation Authority University. Guest Presentation: Introduction to Strategic Planning. 2016 & 2017.
- Severn Sound Environmental Association. Strategic Plan. Staff & Board Workshop. 2017.
- Central Lake Ontario Conservation Authority Strategic Plan. 2015.
- City of Kawartha Lakes Strategic Plan. 2016.
- Regional Municipality of Durham. Strategic Plan. (A collaborative venture with Lura Consulting.) 2015/16.
- Township of Uxbridge Strategic Plan. 2015.
- Town of Gravenhurst Strategic Plan. 2014.
- Township of Tiny Strategic Plan. 2014/15.
- Town of The Blue Mountains Strategic Plan. An initiative led by MHBC Planning. 2014/15.
- Northern Ontario School of Medicine. Updated Strategic Plan for 2015-2020. A Collaborative Effort with JD & Associates. 2014.
- Canadian Dam Association. Strategic Plan & Business Plan Review. 2006.
- Centre for Excellence in Mining Innovation. Developing a Strategic Research & Development Framework for Sustainable Mines and Sustainable Mining.
- Conservation Ontario:
 - The Future of Water & Watershed Management. Effective Positioning of Ontario Conservation Authorities. 2012.
 - Strategic Visioning Workshop. 2009.
 - Credit Valley Conservation Agency. Strategic Plan Review. 2007.
 - Grand River Conservation Authority. Strategic Plan Review. 2008.
 - Kawartha Region Conservation Authority. Strategic Plan Update. 2011.
 - Lac La Ronge Indian Band Strategic Plan. 2006.
 - Long Point Region Conservation Authority. Strategic Planning Retreat. September 2009.
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1999 – 2002 **PROJECT COORDINATOR** - Alternative Dispute Resolution Program, Forest Management Branch, Ministry of Natural Resources

1997 – 1999 **POLICY ADVISOR** - Lands & Waters Policy Branch, Ministry of Natural Resources, Toronto

1994 – 1995 **A/MANAGER, STRATEGIC PLANNING** - Corporate Policy & Planning Branch, Ministry of Natural Resources, Toronto

1990 – 1994 **POLICY OFFICER** - Corporate Policy & Planning Branch, Ministry of Natural Resources, Toronto

1987 – 1990 **PROGRAM COORDINATOR** - Plan Input & Review Program, Ministry of Natural Resources, Toronto

1987 **POLICY ADVISOR** - Ontario Buildings Branch, Ministry of Housing, Toronto

1986 – 1987 **PROJECT PLANNER** - Plans Administration Branch, Ministry of Municipal Affairs, Toronto

1983 – 1986 **COMMUNITY PLANNER** - Plans Administration Branch, Ministry of Municipal Affairs, Toronto

Appendix B

Karen R. Wianecki, M.Pl., MCIP, RPP
Director of Practice, Planning Solutions Inc.

CV & Biographical Sketch



**Karen R. Wianecki, M.Pl., MCIP, RPP Director of
Practice, Planning Solutions Inc.**

Biographical Sketch

Karen Wianecki is a professional planner, mediator and facilitator who specializes in community and stakeholder engagement. Karen holds an undergraduate specialist degree in Geography from the University of Toronto and a master's in Urban & Regional Planning from Queen's University. She studied environmental mediation through the Harvard Mediation Project and received Advanced ADR accreditation through the Faculty of Law, University of Windsor. Karen is one of three Canadian mediators on the U.S. Institute for Environmental Conflict Resolution Roster as well as the Native Sub- Roster based in Tucson, Arizona and is a Settlement Conference Facilitator for the Ontario Energy Board. In addition, Karen is one of the founding members of the Canadian Centre for Conflict Management (CCCM).

Karen spent sixteen years of her career with the Ontario Public Service, working for the Ministries of Municipal Affairs, Housing and Natural Resources as a planner and policy advisor, Cabinet Committee coordinator, Manager of Strategic Planning and Coordinator of Ontario's first environmental dispute resolution program where she oversaw the work of 21 mediators and 8 arbitrators, Province wide. Karen left the OPS in 2000 to establish Planning Solutions Inc., a professional consulting practice devoted to community and stakeholder engagement, facilitation, public policy development and environmental issues management.

Through her consulting practice, Karen has had the pleasure of working closely with numerous public and private sector clients here in Ontario as well as in Western Canada. worked extensively with Aboriginal organizations and communities, Federal, Provincial and Municipal governments, special interest and environmental non-government organizations, industry, and business as well as with residents on a range of contentious issues. Karen subscribes to the notion that process is as important as product. Engaging governments at all levels, industry and communities builds trust and creates social capital. Co- creative engagement, properly designed and facilitated, leads to innovation and learning which in turn can produce results that are truly remarkable.



Planning Solutions Inc. Company Profile

Company History:

Established in 2000, Planning Solutions is a Canadian consulting firm owned and operated by Karen Wianecki, M.Pl., MCIP, RPP. Planning Solutions offers a number of services, including:

- Stakeholder & Community Engagement
- Public Consultation
- Environmental Settlement-Based Mediation
- Resource Management & Land Use Planning
- Program Evaluation
- Fact Finding & Report Writing
- Strategic Planning

Clients & Partners:

Conservation Authorities:

- Ausable Bayfield Conservation Authority
- Conservation Ontario
- Conservation Halton
- Central Lake Ontario Conservation Authority
- Credit Valley Conservation Agency
- Credit Valley Conservation Foundation
- Ganaraska Region Conservation Authority
- Grand River Conservation Authority
- Kawartha Region Conservation Authority
- Lake Simcoe Region Conservation Authority
- Long Point Region Conservation Authority
- Nottawasaga Valley Conservation Authority
- Otonabee Region Conservation Authority
- Severn Sound Environmental Association (SSEA)
- Toronto and Region Conservation Authority

Government: Federal & Provincial

- Environment Canada
- Fisheries and Oceans Canada
- Hydro One
- Infrastructure Ontario
- Mining and Lands Commissioner of Ontario
- Ministry of the Attorney General, Dispute Resolution Office
- Ministry of the Environment, Deputy Minister's Office
- Ministry of Labour, Employment Standards Branch
- Ministry of Municipal Affairs and Housing
- Ministry of Natural Resources, Aboriginal Affairs Unit
- Ministry of Natural Resources, Aggregate & Petroleum Resources Unit
- Ministry of Natural Resources, Assistant Deputy Minister's Office
- Ministry of Natural Resources, Ecological Land Acquisition Program
- Ministry of Natural Resources, Renewable Energy Section
- Ministry of Natural Resources, Water Management Section
- Ministry of Natural Resources, Forest Management Branch
- Ministry of Natural Resources, Lands, Natural Heritage & Protected Spaces Branch
- Ministry of Natural Resources, Species At Risk Branch
- Ministry of Energy, Conservation & Strategic Policy Branch
- Ministry of Environment, Deputy Minister's Office
- Ministry of Environment, Environmental Assessment & Approvals Branch
- Ministry of Northern Development and Mines
- Ontario Energy Board

- Ontario Parks & Ontario Parks Board of Directors
- Parks Canada
- Saskatchewan Environment, Deputy Minister's Office
- Saskatchewan Environment Forest Service
- Saskatchewan Industry & Resources
- Saskatchewan Watershed Authority

Government: Aboriginal

- Chiefs of Ontario
- Constance Lake First Nation
- Grand Council Treaty #3
- Lac La Ronge Indian Band
- Métis Nation of Ontario
- Nishnawbe-Aski Nation (NAN)
- Northeast Superior Regional Chiefs Forum
- Union of Ontario Indians
- Wabun Tribal Council

Government: Regional & Local

- City of Burlington
- City of Hamilton
- City of Kawartha Lakes
- City of Markham
- City of Vaughan
- Long Range Planners of Ontario (LORAPON)
- Regional Municipality of Durham
- Regional Municipality of York
- Regional Planning Commissioners of Ontario (RPCO)
- Town of Ajax
- Town of Midland
- Town of the Blue Mountains
- Township of Brock
- Township of East Garafraxa
- Township of Essa
- Township of Georgian Bay
- Township of Tiny
- Township of Uxbridge

Private Industry:

- Aqua Solutions 5 Inc.
- Baird Engineering
- Canadian Dam Association
- Canadian Electrical Association (CEATI Inc.)
- Cole Engineering Group Ltd.
- EDA Collaborative Inc.
- Lura Consulting
- MHBC Planning
- MOBEC Engineering
- Ontario Mining Association
- Ontario Waterpower Association
- Parsons Brinckerhoff Halsall
- Water's Edge Environmental Solutions Team Ltd.

For more information about the services offered by Planning Solutions Inc., and for client testimonials, please visit our website: www.e-planningsolutions.ca

Appendix C
Meeting Handbook

Appendix C

NVCA Strategic Planning Workbook

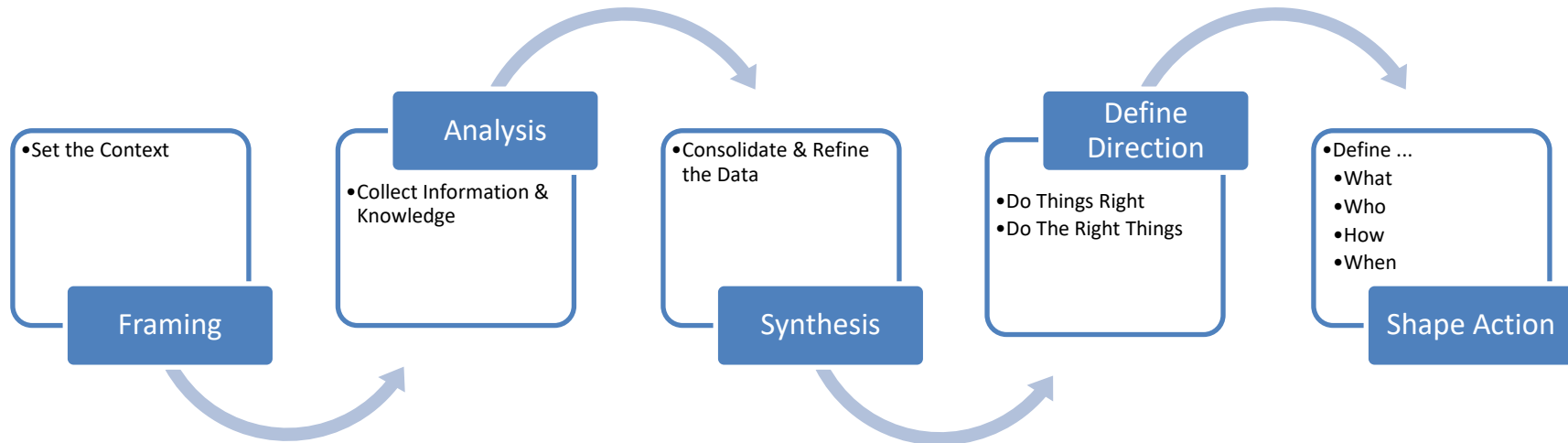
Date & Location to be Confirmed

Planning Solutions Inc.

Karen R. Wianecki, M.Pl., MCIP, RPP - Director of Practice, Planning Solutions Inc.

THE NVCA WORKING SESSION – WORKBOOK

This Workbook has been organized to assist you to complete a strategic analysis of the Nottawasaga Valley Conservation Authority. It is premised on the following framework and is adapted from Peter Richardson's 2001 work at Queen's University.



There are essentially six steps that we will use to develop a Strategic Work Plan for the NVCA:

Step 1: Assessing the Business & Competitive Environment

Step 2: Sizing Up the Organization

Step 3: Putting the Pieces Together

Step 4: Defining the Direction...Together

Step 5: Take Action

STEP 1: ASSESSING THE BUSINESS & COMPETITIVE ENVIRONMENT

Your strategic work plan must fit the future environment. There are a number of drivers that will shape your future and the future of government generally. These drivers are: political, economic, environmental, socio-cultural, geo-political and technological.

From your perspective, what are the major trends that will influence the NVCA in the future?

Political trends?

Economic trends?

Socio-cultural trends?

Technological trends?

Geo-political trends?

What factors do you believe will allow NVCA to create value?

Are these likely to change over the next three years? If so how?

Are there opportunities for the NVCA to capitalize on any of the following areas of competitive advantage? If so, how?

Innovation?

Speed/Timing?

**Partnerships & Alliances
With Others?**

Information/Technology?

Learning Capabilities?

What Does This Mean For the Way the Nottawasaga Valley Conservation Authority Will Do Business In the Future?

STEP 2: SIZING UP THE ORGANIZATION

1. What is the purpose of the NVCA?

2. What are the core skills that create our core competencies?

3. How does NVCA create value?

4. Do we market our services? Do we need to market our services? Are the methods we are using appropriate given the future trends?

5. What are our values?

- Toward our partners?
- Toward our clients?
- Toward one another?

STEP 3: PUTTING THE PIECES TOGETHER

1. What are the three major opportunities facing the NVCA?

2. What are the three major threats that we face collectively?

3. What are our three major strengths?

4. What are our three major weaknesses?

Make It Or Break It?

What are your five most important 'make or break' challenges and opportunities?

Lots of things are important but only those things that are Make-It or Break-it...that can lead to true success or absolute disaster are strategy.



What are our five major make-or break challenges?

<i>Challenge #1</i>	
<i>Challenge #2</i>	
<i>Challenge #3</i>	
<i>Challenge #4</i>	
<i>Challenge #5</i>	

STEP 4: DEFINING THE DIRECTION...TOGETHER

Time Frame = 3 Years

1. Our Purpose. What will we do as an Organization over the next 3 years to move toward achieving our vision?

2. Our Unique Identity. What makes us unique and differentiates us from others?

3. Our Values & Our Beliefs. What are the values and beliefs that we will use to build our future organization?

4. How Others Can Benefit...What is in it for our partners, our clients, our stakeholders?

What are our Corporate Objectives?

Objectives must be SMART...specific, measurable, achievable, realistic and timebound.

What are the top five objectives that the NVCA should be focusing on?

Key Organizational Objectives

<i>Objective</i>	<i>Details</i>
1.	
2.	
3.	
4.	
5.	

What are the measures that we should be focusing on that will allow us to determine whether we have been successful in achieving our objectives?

The Balanced Scorecard

<i>Measures</i>	<i>Details</i>

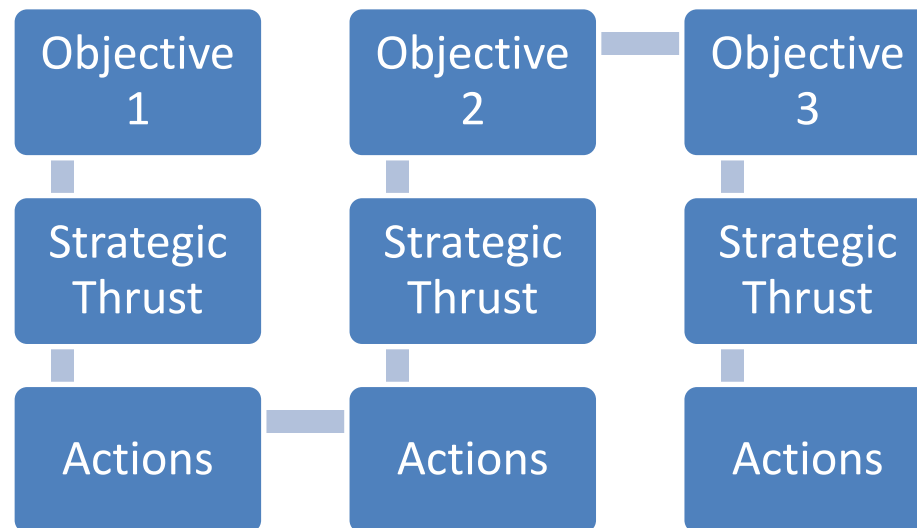
STEP 5: TAKING ACTION & ACTION PLANNING

In this section of the Workbook, you will think about your strategic objectives and the development of action plans.

Strategic Objective = a Make or Break issue that creates long term competitive advantage for the NVCA.

Strategic Thrust = Key initiatives, typically requiring 12 months or more to achieve

Action Plan – Short term tactical deliverables required to put strategic thrusts into effect – usually with a 90-120 day window



Objective #1: _____

Strategic Thrust #1: _____

Action Plan:

What (specific objective & deliverables)

How?

Who?

Who Else?

By When?

Budget?

Objective #2: _____

Strategic Thrust #2: _____

Action Plan:

What (specific objective & deliverables)

How?

Who?

Who Else?

By When?

Budget?

Objective #3: _____

Strategic Thrust #3: _____

Action Plan:

What (specific objective & deliverables)

How?

Who?

Who Else?

By When?

Budget?

Objective #4: _____

Strategic Thrust #4: _____

Action Plan:

What (specific objective & deliverables)

How?

Who?

Who Else?

By When?

Budget?

Objective #5: _____

Strategic Thrust #5: _____

Action Plan:

What (specific objective & deliverables)

How?

Who?

Who Else?

By When?

Budget?

GROUND TRUTH OUR STRATEGIC WORK PLAN PRIORITIES...

“10 Point Strategy Assessment”

1. Will our strategic priorities deliver on our vision?
2. Are our objectives ‘make or break’?
3. Does our work plan create unique positioning for us?
4. Does our work plan and do our strategic priorities reflect an innovative approach?
5. Does this work plan fully leverage our resources?
6. Is our work plan grounded in solid action?
7. Is our work plan compatible with our corporate culture?
8. Is our work plan understood and supported by our partners and our stakeholders?
9. Is our work plan capable to taking us where we want to go?
10. Are we collectively committed to this work plan?

GROUND TRUTH OUR STRATEGIC WORK PLAN PRIORITIES...

“10 Point Process Assessment”

1. Is the process understood by all?
2. Is this work planning process clearly distinct from our operational planning?
3. Does the process include an assessment of our macro environment?
4. Is there an appropriate level and blend of formal and informal activity?
5. Is there an opportunity for us to regularly assess where we are in achieving our corporate strategic work planning priorities?
6. Is the process promoting efficiencies and effectiveness or inhibiting efficiency and effectiveness?
7. Does the process focus on make or break issues and areas of opportunity?
8. Will our time spent result in dividends to all of us?
9. Is this a relevant, useful and living work plan that has meaning for all of us?

GROUND TRUTH OUR STRATEGIC WORK PLAN PRIORITIES...

“10 Point Implementation Assessment”

1. Is there a sense of shared purpose and collective priority?
2. Are there a limited number of key strategic priorities (e.g. five)
3. Is there a commitment to advance this work plan at all levels – in other words, do we have champions at the staff, President, Board and Member level?
4. Are sufficient resources allocated to allow us to achieve these objectives?
5. Are champions identified for each strategic priority?
6. Have we identified others who will offer support and assistance?
7. Have we thought about potential barriers to implementation?
8. Is there follow up and accountability?
9. How will we recognize success?
10. How will we report on and share our success?

IMMEDIATE FOLLOW UP (WITHIN ONE MONTH)

Issue the Strategic Agenda & Action Plan.

Communicate the strategies to all NVCA members, partners and clients.

Implement immediate actions.

Agree to revisit the work plan in six months.