

Memo



TO: Chair, Strategic Planning Committee

FROM: Chief Administrative Officer

DATE: March 5, 2021

SUBJECT: Strategic Planning for the Town of Lake Cowichan

Based on the committee's direction, the adjacent municipalities were contacted on who they had used as facilitators for their strategic planning process. All of the CAO's were most helpful and I contacted the three consultants who had been used separately by them. Two of the consultants responded by phone and subsequently provided their proposals in writing.

The two respondents are:

- Allison Habkirk; and
- Innova Strategy Group led by Kevin Ramsay.

Their quotes for undertaking the facilitation of the strategic plan are \$3,800 and \$10,250 before taxes, respectively. Each respondent has provided his/her proposed work plan which is attached.

Base on their workplans you should have a sense of what would be accomplished for the Town.

They both come recommended by my peers.

Recommendation

That we consider Allison Habkirk as the facilitator for the strategic sessions.

Note: Allison is an Adjunct Assistant Professor in the School of Public Administration, University of Victoria and has served as Mayor and Councillor with the District of Central Saanich.

A handwritten signature in black ink, appearing to read 'Joseph A. Fernandez', written over a horizontal line.

Joseph A. Fernandez



Draft Zoom/face to face Agendas

Date TBD

Time TBD

Session #1 (3 hours)	<p>Welcome Mayor Bob K. Day & CAO Joe Fernandez</p> <p>Introductions</p> <p>Agenda overview</p> <p>What do you want your citizens to say about you in 2022?</p> <p>What do you want your citizens to say you accomplished?</p> <p>What do you want to accomplish at these workshops?</p> <p>Corporate strategic planning – why do it?</p> <ul style="list-style-type: none">• What is the role of the strategic plan?• Financial strategy – core & new work• What is the role of your Official Community Plan (OCP) – how do your OCP, strategic plan and financial plans fit together? <p>Alternative approaches to strategic planning</p> <p>What did the Survey tell us</p> <p>Financial position of the municipality & corporate capacity (staff input)</p> <p>Let's talk priorities – what do you want to accomplish by the end of your term</p> <p>Outcome: preliminary list of Council priorities</p>
Session #2 (2-3 hours)	<p>Focus on goal and priorities – what you are doing now & what you will be working on next</p> <p>What is staff working on right now? Staff input on current work and future priorities (significant initiatives)</p> <p>Outcome:</p> <ul style="list-style-type: none">• identification of additional priorities outlined by staff• Ranking of priorities
Session #3 (2-3 hours)	<p>Building on the previous workshop, reviewing draft materials, getting to agreement</p> <p>Outcome:</p> <ul style="list-style-type: none">• Draft priorities & draft plan/strategy
Session #4 (2-3 hours)	<p>Final review & agreement</p> <ul style="list-style-type: none">• Council supported final document

INNOVA STRATEGY GROUP

OVERALL METHODOLOGY

1. One day (or 2 half day) interactive session with Council:
 - a. Team building activity
 - b. Lake Cowichan's strengths
 - c. Lake Cowichan's challenges
 - d. Future issues
 - e. Risk
 - f. Review of existing information (growth projections, OCP, past strategic plans, etc.)
 - g. Projects to be started / completed over next 5 years
 - h. Policies to be amended / added over next 5 years
 - i. Develop concepts for Lake Cowichan Vision and Mission
2. Development of themes / strategies. Mission and Vision (Innova)
 - a. Projects bundled into strategic groupings
 - b. Wording to reflect Council ideas
 - c. Develop Council prioritization survey
3. Council to prioritize projects / initiatives (by email)
4. 3-hour follow up session with Council:
 - a. Review of overall priorities – consideration for additions or deletions
 - b. Agreement on strategic groupings
 - c. Agreement on what is reasonably achievable
 - d. Agreement on draft Mission and Vision
5. Production of Draft Strategic Plan (Innova):
 - a. Graphics to support strategies
 - b. Development of draft report (Innova)
6. 1- hour follow up session with Council
 - a. Agree on final wording and presentation of materials
7. Council adoption (by CAO)

TIMING

Week 1 - Project Initiation – coordinate dates for Council interface
Week 2 – Review of background information, development of materials for Council engagement
Week 3 – Council Meeting #1
Week 4 – Project prioritization, develop themes, Mission, Vision
Week 5 – Council Meeting #2
Week 6 – Council Meeting #3
Final Adoption – as scheduled by Council