

**STRATEGIC PLANNING COMMITTEE MEETING
ON-LINE TELECONFERENCE**

**Tuesday, November 3, 2020
9:00 AM**

A G E N D A

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF THE MINUTES

- a) Minutes of the NPCA Strategic Planning Committee meeting dated Sept 17, 2020

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4. CORRESPONDENCE

5. DELEGATIONS

6. PRESENTATIONS

7. CONSENT ITEMS

8. DISCUSSION ITEMS

- a) Report No. SPC-03-20 RE: Strategic Planning Update and approval of consultant (For Approval)

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9. NEW BUSINESS

10. ADJOURNMENT

**STRATEGIC PLANNING COMMITTEE MEETING
ON-LINE TELECONFERENCE
MEETING MINUTES
Thursday, September 17, 2020
1:00 p.m.**

MEMBERS PRESENT: K. Kawall (Chair)
S. Beattie
R. Brady
D. Bylsma
J. Hellinga
D. Huson
B. Johnson (departed 1:36 p.m.)
W. Rapley (attended at 1:31 p.m.)
E. Smith
M. Woodhouse
B. Wright

MEMBERS ABSENT: B. Mackenzie

STAFF PRESENT: C. Sharma, C.A.O. / Secretary – Treasurer
G. Bivol, Executive Co-ordinator to the C.A.O. / Board
R. Bisson, Manager, Communications and Public Relations
N. Green, Project Manager
G. Shaule, Administrative Assistant

The Chair called the meeting to order at 1:05 p.m..

1. APPROVAL OF AGENDA

Recommendation No. SPC-08-2020

Moved by Member Huson

Seconded by Member Woodhouse

THAT the Strategic Planning Committee Meeting agenda dated Thursday, September 17, 2020 **BE APPROVED** as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF MINUTES

a) Minutes of the NPCA Strategic Planning Committee meeting dated July 23, 2020

Recommendation No. SPC-09-2020

Moved by Member Bylsma

Seconded by Member Wright

THAT the Minutes of the NPCA Strategic Planning Committee meeting dated July 23, 2020 **BE APPROVED**.

CARRIED

4. CORRESPONDENCE

None.

5. DELEGATIONS

None.

6. PRESENTATIONS

None.

7. CONSENT ITEMS

None.

8. DISCUSSION ITEMS

a) Motion to Ratify the Appointment of Chair and Vice Chair of the Strategic Planning

Recommendation No. SPC-10-2020

Moved by Member Woodhouse

Seconded by Member Smith

WHEREAS the Members of the Strategic Planning Committee did, on July 23, 2020 undertake to vote electronically on the appointment of a Chair and Vice Chair of the Committee from amongst its membership;

NOW THEREFORE, IN ACCORDANCE WITH THE RESULTS OF THE POLLING, BE IT HEREBY RESOLVED:

1. **THAT** Ken Kawall **BE APPOINTED** as Chair of the Strategic Planning Committee.
2. **AND THAT** Diana Huson **BE APPOINTED** as Vice Chair of the Strategic Planning Committee.

CARRIED

b) Motion Establishing a 2020 Strategic Planning Committee Meeting Calendar

Recommendation No. SPC-11-2020

Moved by Member Smith

Seconded by Member Hellinga

THAT the 2020 Strategic Planning Committee Meeting Calendar **BE APPROVED** as presented.

CARRIED

- c) Report No. SPC-02-20 RE: Strategic Planning Update #1 - C. Sharma, C.A.O. / Secretary – Treasurer spoke and N. Green, Project Manager presented via PowerPoint. Discussion ensued.

Recommendation No. SPC-12-2020

Moved by Member Huson

Seconded by Member Bylsma

1. **THAT** Report No. SPC-02-20 RE: Strategic Planning Update and associated staff presentation **BE RECEIVED**.
2. **THAT** the Strategic Planning budget attached as Appendix 1 to Report No. SP-02-20 **BE RECEIVED**.
3. **THAT** the Scope of Work for procurement of a facilitator/consultant to support the strategic planning process attached as Appendix 2 to Report No. SP-02-20 **BE RECEIVED** for input by the committee.
4. **AND FURTHER THAT** the draft Communication and Engagement Plan: Strategic Planning attached as Appendix 3 to Report No. SP-02-20 **BE RECEIVED** for input.

CARRIED

9. NEW BUSINESS

None.

10. ADJOURNMENT

Recommendation No. SPC-13-2020

Moved by Member Huson

Seconded by Member Bylsma

THAT the Strategic Planning Committee meeting of September 17, 2020 **BE** hereby **ADJOURNED** at 2:04 p.m..

CARRIED

K. Kwall
Committee Chair

C. Sharma, MCIP, RPP
Chief Administrative Officer / Secretary
- Treasurer

Report To: Strategic Planning Committee

Subject: Strategic Planning Update and Approval of Consultant

Report No: SPC-03-20

Date: November 3, 2020

Recommendations:

1. **THAT** Report No. SPC-03-20 RE: Strategic Planning Update BE RECEIVED.
2. **THAT** the contract for Strategic Plan consulting services be awarded to StrategyCorp at a total cost of \$29,900 plus HST, it being the highest ranked proposal.
3. **AND FURTHER THAT** the remaining balance of consulting budget of approximately \$15,000 be set aside as contingency to address any additional work or scope changes through the process.

Purpose

The purpose of this report is to provide an update on the milestones and progress related to the strategic planning process and approval of award of contract to the firm of StrategyCorp.

Background

According to the Strategic Planning Committee Terms of Reference, the roles and responsibilities of this committee that are relevant to this report are to: (1) ensure that the planning process and deliverables are on time and budget; and (2) advise staff on any third-party services such as the hiring of a facilitator and public relations consultant.

At the Sept. 17th meeting, the Committee received and supported the scope of work for procuring a facilitator/consultant to assist with specific strategic planning activities. In addition, the Committee provided input on the Communication & Engagement Plan (including the stakeholder analysis). While discussing next steps, the Committee requested that the Full Authority be engaged to identify NPCA strengths-weaknesses-opportunities-threats (SWOT). The SWOT analysis is an important front-end component of the strategic planning process and will be used for critical aspects of the strategic plan development (e.g., themes, strategic objectives).

- Strengths are internal things within our control. These are the things NPCA is good at (assets, resources, etc.).
- Weaknesses are things or resources NPCA is lacking internally, things NPCA needs to do better, or barriers to success.
- Opportunities are situations that exist that must be acted on for NPCA to benefit from them. These are trends, needs or niches the NPCA can fill.
- Threats are external to the organization and include potential barriers to success, negative trends (political, social, economic) that could impact the NPCA.

Discussion:

To date, staff have conducted background research, completed the procurement process, developed and begun implementing the Communication & Engagement Plan, and have been working on the SWOT (strengths, weaknesses, opportunities, threats) analysis by actively engaging all staff and the NPCA Board of Directors.

Procurement: Following the Sept 17 Committee meeting, staff initiated a procurement process by posting a Request for Proposals (RFP) *NPCA-2020-019 – Facilitator/Consultant for Strategic Planning* on Merx using the approved scope of work. Overall, 66 firms viewed the RFP and 8 proposals were submitted from:

- BDO Canada LLP
- Boulevard Strategy Group
- Capital Park Consulting
- Gelder Gingras & Associates
- Interthink Consulting
- Overlap Associates
- StrategyCorp Inc.
- The Porter O'Brien Agency

The proposals were compiled by the NPCA Procurement Specialist and reviewed and scored independently by 3 staff evaluators: CAO, Manager of Communications, and the Project Manager (in consultation with the Staff Working Group). The pricing on each proposal was kept confidential and scored separately by the Procurement Specialist. Evaluation was based on company profile (10%), experience/qualifications (30%), proposed approach (30%), and relevant references (10%). Upon completion of the evaluation process, the Procurement Specialist calculated the average score of each evaluation and included the points for pricing for each (20% of the score).

The top ranked proponent was StrategyCorp Inc. Reasons for selecting this proponent were: extensive experience with strategic planning and engagement, local municipal experience having worked with City of St. Catharines, Hamilton, and Niagara Region, excellent understanding of Conservation Authorities as they have worked (and are currently working with) Conservation Ontario to develop their strategic plan, excellent approach to developing Key Performance Indicators, strong collaborative engagement approach and experience with virtual engagement techniques, knowledgeable team of 3 people to assist with consultation sessions, engagement, and writing.

Additionally, StrategyCorp is a well-known and highly reputable and experienced firm with a range of municipal and government service offerings. Staff agree that this firm will add a lot of credibility and value to NPCA's strategic planning process.

Based on this thorough process and staff evaluation, it is recommended that the contract be executed with StrategyCorp to begin implementation of project components identified in the consulting contract.

Communication & Engagement: On Sept. 24, 2020, staff presented the draft Communication & Engagement Plan to the NPCA Public Advisory Committee for input. The presentation was well-received and approved. No further changes were requested. Staff have begun implementing the Communication and Engagement Plan by preparing necessary communication materials (e.g., engagement portal, graphics, poster, promotional video, letters).

SWOT Analysis: The Staff Strategic Planning Working Group (with guidance from the CAO and Project Manager) have led the development of the SWOT analysis. To obtain a broad view of the organization from a staff point of view, the working group members reached out to staff in various ways: at their divisional team meetings, via direct emails, through an anonymous online survey, or completion of a worksheet. In addition, Board input was sought on the SWOT exercise through a report to the Full Authority presented on October 22, 2020 (as well as two follow-up emails). There were various ways to participate in this exercise: via an online survey, by filling out and submitting an electronic worksheet, by filling out a hardcopy worksheet by hand, or by email. The deadline for Full Authority input on the SWOT is October 29, 2020. This information will be provided to the consultant along with other background information prepared by staff team.

Financial Implications:

There are no financial implications. The project has been planned accordingly and the facilitator/consultant cost is within the approved budget.

Links to Policy/Strategic Plan:

Adoption of the Strategic Planning Committee Terms of Reference and Work Plan tie in with the NPCA Mission Statement's objective to:

“To implement our Conservation Authorities Act mandate by remaining a responsive, innovative, accountable and financially sustainable organization.”

Related Reports and Appendices:

None.

Authored by:

Original Signed by

Natalie Green, M.Sc., PMP

Project Manager

Submitted by:

Original Signed by

Chandra Sharma, MCIP, RPP

Chief Administrative Officer/Secretary-Treasurer