

**THE CORPORATION OF THE TOWNSHIP OF LAKE OF BAYS
REPORT**

TO: Mayor and Members of Council
FROM: Planner
DATE: June 9, 2009
SUBJECT: Strategic Plan Update

Recommendation

That a by-law to authorize the Mayor and Clerk to sign an agreement with ICA Associates to formalize the Strategic Planning Process be APPROVED.

Origin

Mayor and Council

Background

Further to the staff report dated May 12, 2009 (copy attached) ICA Associates have commenced their Strategic Planning Process.

A Simple Agreement is included for information and execution.

Analysis

On May 8th, 2009 staff were involved with a telephone conference call to discuss and review a common understanding of desired outcomes, process plans and roles. It was agreed that the planner would be the municipal contact person for this process and that Ms. Louise Parrott would be the main representative for the consultants. The RFP was reviewed and the proposed plan including the proposed timelines was discussed. In addition, the formulation of the Public Advisory Group (PAG) was discussed as well as the method for selection for membership on the PAG was also reviewed.

Since that time, Council selected Councillor Burgess to represent the members of Council on the PAG and also to be the liaison between the process and the members of Council.

Public Advisory Group Membership

On May 20th, one member from ICA Associates, the planner and Councillor Burgess reviewed nineteen requests from the public expressing an interest with this group. Five members were unanimously selected to join Councillor Burgess to form the six member group. The criteria for selection was mainly based on their connection to their community networks, the ward where they reside, their accessibility/availability to assist and their known perspectives, expertise and interests. These five members includes: four members of the public and one LOBA representative. The planner will act as a resource for this group and assist the consultants with any logistical matters related to this group and future meetings. The planner will not influence this process.

Inaugural PAG Meeting:

On May 27th, 2009 the PAG met for the first time. A copy of the meeting minutes is attached.

Essentially, it was understood and agreed that the role of the PAG will:

- give input into the process and not the strategic plan and
- reach out to the community to encourage their input in this process.

The PAG is scheduled to meet on June 3, 2009 to review and formulate a specific contact list.

With respect to the other individuals who have expressed an interest in the process, they have been contacted and will likely be invited to assist with the communication component of this process. Their roles and responsibilities will be formalized in the near future with the assistance of the newly formed PAG.

Next Steps – Communications Strategy

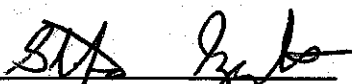
The consultant is working with staff and the PAG to create the communications strategy. This strategy includes the creation of a formal website dedicated to this process and linked to the Township website, contact groups, advertisements, survey tools, times and locations of the three public meetings, etc. The purpose of this strategy is to ensure this process includes a diverse and multi-sectored recruitment to assist with a successful public strategic planning process.

With respect to the public meetings, they are tentatively scheduled for Tuesday July 14, Thursday July 16 and Saturday July 18, 2009.

Funding


Federal Funding may be available to assist with this process. Official word is pending.

Respectfully submitted by:



Stefan Szczerbak, M.Sc., RPP, MCIP
Planner

With the concurrence of:



Don H. Chevalier
CAO/Treasurer

THE CORPORATION OF THE TOWNSHIP OF LAKE OF BAYS
REPORT

TO: Chair & Members of Finance & Corporate Services Committee
FROM: CAO/Treasurer
DATE: May 12, 2009
SUBJECT: Strategic Plan Advisory Committee

COPY

Recommendation

For information only.

Origin

Chair, Finance & Corporate Services Committee

Analysis

Staff has contacted Mr. John Miller of ICA Associates to commence with the strategic planning work plan as outlined in his successful proposal.

Project Clarification

The first step in the process is to meet with representatives from the Township of Lake of Bays to ensure a common understanding of desired outcomes, process plans and roles. Demographic research will be conducted concurrently.

Steering Committee

Establishing a steering committee is critical to the success of the project. Working with the municipality, the terms of reference will be clarified, a list of potential members will be created, selection criteria will be put in place, the opportunity promoted and individuals will be interviewed and selected.

One model suggested by the consultant for consideration for the steering committee is to limit membership to five. The potential five members may be Council (1), staff (1) and geographical areas Franklin/Sinclair (1), Ridout (1) and McLean (1). Other scenarios may be entertained; however, maintaining a small committee is recommended. Advertisements for interested members are in process.

Communications Strategy

A strategy will be developed by the steering committee to introduce the community to the process and keep them informed of the project's progress. The municipality intends to make a page available on their website to contain a calendar, resource materials, interim and final reports, links to community organizations and a link to an online survey tool.

Community Focus Groups

The steering committee will identify the key sectors and groups within Lake of Bays to ensure diverse, multi-sectored recruitment to the focus groups. Online and face-to-face options are recommended with the locations of the three focus groups spread out geographically.

Submitted by:



Don H. Chevalier
CAO/Treasurer

Township of Lake of Bays Community-Based Strategic Plan

First meeting of the Project Advisory Group (PAG)
Wednesday May 27th 2009

MEETING NOTES

Participants: Kelly Hayward Herb Hickling Bruce Thomas (for Fred Landry)
 Marie Poirier Deb Cumming Ginny Burgess
 Stefan Szczerbak Jennifer Schnier Mayor Janet Peake

Consultants: John Miller Louise Parrott

1) Getting Started:

Words that caught your attention during the introductions:

- balance and compromise
- diversity of backgrounds
- communication skill
- complexity of neighborhoods and communities

Over-riding themes:

balance	communication
corporate strategic planning	complexity and challenge
desire to be here	depth

Who are we?

- fabric of the community
- group of dedicated stakeholders dedicated to developing a stronger community

2) What Is Community-Based Strategic Planning?

Questions/comments of clarification from the RFP document-

Will we be looking at the last strategic plan?

What does "re-affirm" mean?

Concern about the time frame

Aligning the strategic plan with the budget process and operation – sounds wonderful but needs more detail – we need to hone this a bit

The role of the Project Advisory Group is:

- to give input into the process, not the strategic plan
- to reach out to the community to encourage their input.

What VALUES do we need to uphold in order for this process to be successful?

- Open-minded, ready and willing to listen to suggestions for change; listening, disseminating, and then creating a plan, not the other way around
- Respect: understanding the balance among different needs of stakeholders
- Needs to be an inclusive process, open and transparent, defensible methodology to the process - explainable
- Process needs to enforce and enhance the values of the township and its mission statement
- Needs to be honest, without bias, and fair
- Results-oriented – aim for specific results

3) What's a PAG?

- Starting assumption – the previous mission, values and history will be discussed at the beginning. This conversation is the jumping-off point.
- Technology of Participation – proven, time-tested methodology →

PHASE 1:

Practical Vision – What do we want to see 5 years into the future?

Underlying Obstacle – What's stopping us, what's in our way? Be specific.

Strategies →

- What can WE do to deal with the obstacles?
- produce categories of activity



PHASE 2:

Action – Township staff develop business/operational plans that reflect the new strategic directions

- Action Planning Symposium where community members develop action plans that reflect the new strategic directions

4) Building a Framework of Participation and Involvement:

- a. Brainstorm: *“Who are all the people who need to be involved in this community-based strategic planning project in Lake of Bays?”*

Brainstormed Categories of Stakeholders

<p>Seniors Lake Associations Service clubs Media Hunt clubs Resort owners Children Business Owners (retail/comm./service/ resource extraction/contractors/seasonal Tourism Year Round Residents Second Home Residents Seasonal Residents Renters Tourists Tourist Associations and Booths Waterfront Back-country Large landowners Youth (organized and not) Environment Heritage Libraries Recreation (informal and formal, seasonal)</p>	<p>Religious groups Ice fishers Firefighters Villages Neighbourhoods Government – (District, MNR, MTO, MAH,DFO, Township staff, Council and committees, police, EMS) Hospital Social services Retirement homes Post office Liquor stores Tenure (Long-timers and transplants) Past leaders Education Financial services Arts and culture Nearby (not in LoB) Parks (Algonquin Park) Museums Clubs (interest-based) Tele-commuters</p>
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5) Input options:

- Three public meetings in July
- On-line survey/vehicle to collect ideas on Township website
- Paper version of survey

6) Date of next PAG Meetings: Wed. June 3rd at 10 AM and Mon. June 15th at 1 PM

7) Next Steps and Assignments:

- Provide list of stakeholders in “table” form to PAG members
- Members to fill in whatever specific contact info they can for the next meeting
- PAG members will receive an e-mail invitation to log into Huddle

At next meeting:

- Identify role(s) for other volunteers
- Provide PAG members with an information summary at next meeting to include demographic information, outline of process, and key questions.