Dear Mr. D. Evans

RE: WORKSHOP SERVICES

It is critical for Council and administration to continually work at developing and maintaining a strategic focus, clear roles and good processes. I have conducted 1,400 sessions throughout Canada and overseas “to help elected officials and staff to make a leadership difference in local government”. I use contemporary concepts to produce high workshop participant satisfaction and useful outcomes.

The session - Are We on the Same Page? (Attachment 1) enables participants to develop and/or review strategic priorities for attention by:

- Celebrating strategic progress relative to the current plan & recent activities
- Developing a vision checklist (success matrix) to assess the present and progress
- Identifying strategic topics facing the organization & community
- Establishing potential action plans to implement strategic possibilities
- Applying criteria to determine Council priorities among the strategic possibilities
- Determining operational strategies and longer-term objectives
- Creating a strategic dashboard to monitor and update priority action plans
- Ensuring organizational/governance capacity to achieve the strategic directions

Deliverables include: Strategic Priority Report, ‘One page’ Strategic (Dashboard), Vision Checklist (with success indicator matrix), Council Priorities Work Program, Operational Strategies & Priority Setting Guidelines

In addition to my successful Canada-wide experience (Att. 3 & 4) involving 130,000 people, I offer you the following regarding your recommendation of my services:

- extensive consulting experience in the area of local government effectiveness;
- successful Canada-wide workshops for elected, advisory and/or staff members;
- 34 years managerial experience in most aspects of local government;
- a focus on current realities to favourably impact day-to-day activities;
- an expertise in solution seeking processes with practical action plans;
- “hands-on” experiences to maximize participant involvement; and
- Workshop documentation and techniques for workshop follow-up.
For budgeting purposes, my professional rates are $3,750 per day for facilitation and $1,500 for technical work, and the costs for services are as follows:

- **Workshop Facilitation** – preparation & facilitation (2 days & 1 evening)  $10,500
- **Expenses as required**: accommodation & travel at cost; meal per diem - Supper @ $30, Lunch @ $25 & Breakfast @ $15; & report typing @ $22/hour.
- **Staff Session Option** (day) – operational strategies, service excellence and/or leadership development  $3,000
- **Free follow-up advice** (2 hours telephone consultation). *I want your organization to be successful in its follow-up to the Workshop.*  
- **Document Workshop outcomes** as a follow up action plan and report  $1,350

I am confident that you and your organization will realize value through my services and I hope you will consider my services. The only dates left to year end as of today are:

- September 11-13, 23/24, 30/October 1
- November 14/15 & 25-29
- December 10-13 & 16-20

Yours truly,

Gordon A. McIntosh – PhD & CLGM

Attachments:  
1. Priority Setting Agenda  
2. Profile  
3. Some Client References
Are We on the Same Page?
(Priority Setting)

DATE: 8:30 – 4:30 – Council & Management
5:30 - 8:30 - Public Session
8:30 to 4:30 – Council & Management
LOCATION: XYZ
FACILITATOR: Gordon A. McIntosh – PhD & CLGM

Agenda

GETTING STARTED
1. Workshop Overview  Presentation
2. Participants’ Aims & Confirm Agenda  Round Table

1.0 STRATEGIC SCAN
1. Community Checklist  Presentation
2. Develop Success Indicators  Group Work
3. ‘What is Working Well’ and ‘Areas for Attention’  Plenary

Deliverables: Community Score Card & Assessment

2.0 STRATEGIC TOPICS
1. Identify Issues/Opportunities  Round Table
2. Short List Items  Group Ranking
3. Determine Strategic Topics List  & Discussion

Deliverables: Issues/Opportunities List Focus Areas & Strategic Topics Lists

3.0 STRATEGIC POSSIBILITIES
1. Solution Seeking Model  Presentation
2. Determine Expectations and Options (for strategic topics)  Discussion
3. Establish Potential Action Plans  Discussion

Deliverables: Draft Action Plans

4.0 STRATEGIC PRIORITIES
1. Review Priority Setting Criteria  Presentation
2. Determine Council Priorities  Discussion
3. Confirm Operational Strategies  Discussion
4. Confirm Success Indicators Matrix  Discussion

Deliverables: Strategic Priorities Chart and Council Priority Work Program

5.0 STRATEGIC ORGANIZATION
1. An Organizational Score Card  Presentation
2. Assess Internal Strengths and Weaknesses  Round Table
3. Identify Organizational Improvement Targets  Discussion

Deliverables: Organizational Success Indicators and Improvement Targets

NEXT STEPS
1. Workshop Outcomes Summary  Presentation
2. Workshop Follow-up & Feedback  Round Table

Deliverable: Workshop Follow-up Action List
PROFILE

Gordon McIntosh has 40 years of management, educator and consultancy roles in the local government sector. As President of the Local Government Leadership (LGL) Institute, he provides governance development, strategic facilitation and leadership training services. He has conducted 1,200 workshops involving 140,000 elected and appointed officials on topics such as:

- **Are We on the Same Page?** – making strategic choices using priority setting criteria with short term action plans consistent with organizational resources
- **Need a Vision Check-Up?** – moving beyond vision and goal statements to describe and regularly assess progress toward a preferred future
- **Avoiding the Rocky Shoals** – developing success indicators to assess and develop strategies to enhance decision making, role clarity and organizational effectiveness
- **What's in the Box?** – determining essential and discretionary services as well as ways to maximize efficiency and ensure a balanced service delivery capacity
- **What Does It Take?** – identifying and developing leadership competencies for personal and organizational success along with learning and performance indicators
- **Playing Nice in the Sand Box!** – facilitating shared values and goals for enhanced team, interdepartmental, interagency and intergovernmental collaboration

Gordon received the Professional Award of Excellence and served as President of the Local Government Management Association in BC. His managerial positions included corporate, human service and community development functions of local government. As the Islands Trust Executive Director, he worked with a 26-member Council serving the 470 Gulf Islands in the Georgia Basin.

Doctor McIntosh’s research work focuses on local government leadership competency modeling and development. Current faculty roles include the Universities of York, Alberta, Victoria and Cape Breton as well as the Tanzanian Public Service and Victoria.

Gordon has developed twenty-five core modules for conference sessions, executive workshops and customized programs. He has delivered programs for local, First Nation, Métis and regional governments as well as municipal associations in every region of Canada and overseas - Palestine, Caribbean, Sri Lanka, Africa and Philippines. Session alumni comment that his sessions are fast paced, interactive, humorous and practical with high satisfaction ratings.

He was raised in Ottawa where he received athletic awards for water polo. Gordon and his wife Diane live in North Saanich where they enjoy cycling, gardening and hiking.
GORDON A. McINTOSH

RECENT CLIENT REFERENCES

CITY OF WHITEHORSE, YK
Linda Rapp, CAO (867) 668-8650 & Mayor Dan Curtis
Focus: Service Capacity Review, Leadership Development, Governance & Strategic Priority Setting

TOWN OF INUVIK, NWT
Grant Hood, CAO (867) 777-8608 & Former Mayor Jim McDonald
Focus: Service Capacity Review, Leadership Development & Strategic Priority Setting

THOMPSON-NICOLA REGIONAL DISTRICT, BC
Suhkbinder Gill, CAO (250) 377-7055 & Chair Randy Murray
Focus: Service Capacity Review, Strategic Priority Setting and Staffing Strategy

DISTRICT of LAKE COUNTRY, BC
Albert DeFeo, CAO (250) 766-6671 & Mayor James Baker
Focus: Service Capacity Review, Governance Success & Strategic Priority Setting

METLAKATLA FIRST NATION, BC
Cindy Smith, Finance Manager (250) 633-3001 & Chief Councillor Harold Leighton
Focus: Strategic Priority Setting, Service Capacity Review & Governance Excellence

VILLAGE of LUMBY, BC
Tom Kadla, CAO (250) 547-2171 & Mayor Kevin Acton
Focus: Service Capacity Review, Economic Resilience & Strategic Priority Setting

BEAVER COUNTY, AB
Bob beck, CAO (780) 663-3730 & Reeve Kevin Smook
Focus: Service Capacity Review, Economic Resilience, Governance & Strategic Priority Setting

WHEATLAND COUNTY, AB
Alan Parkin, CAO (403) 361-2002 & Reeve Glenn Koester
Focus: Core Service Review & Strategic Priority Setting

NORFOLK COUNTY, ON
Keith Robicheau, Former County Manager 705) 474-0626 x2400 (now North Bay)
Focus: Core Service Review and Staffing Strategy

TOWN of WINDSOR, NS
Louis Coutinho, CAO (902) 798-6675 & Mayor Ann Allen
Focus: Service Capacity Review, Regional Cooperation & Strategic Priority Setting

COUNTY of COLCHESTER, NS
Rob Simonds, CAO (902) 897-3184 & Mayor Christine Blair
Focus: Service Capacity Review & Strategic Priority Setting
Strategic Planning

July 16, 2019
2019-439-TownshipNorthHuron

Prepared By:
Sandi Verrecchia, CEO
Satori Consulting inc.
905-319-1159
July 16, 2019

Dwayne Evans
Chief Administrative Officer

Dear Mr. Evans:

We are pleased to provide you with the following proposal to work with the Township of North Huron to help develop a new four year strategic plan. With a relatively new council, it will be important to have a facilitator that has expertise in strategic planning and the ability to appropriately question, ensuring that the plan will serve the needs of the Township, and make choices that effectively allocate the finite resources.

As a full-service consulting firm, our client work varies across a wide variety of verticals and disciplines. The following document outlines our recommended approach which will include pre-work, a two-day facilitated session, draft plan development, community input and a final plan. In terms of similar assignments, Satori facilitates approximately 20 strategic planning sessions per year. The engagements vary from one-day facilitation, to stakeholder engagement, plan development, presentation and Board approval.

We are excited about this opportunity and welcome the chance to work on this very important initiative. In the meantime, please feel free to reach out with any questions that you may have.

Best regards,

Sandi Verrecchia, MBA, CMC, MCC, C-Dir
CEO Satori Consulting inc.
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At Satori, everything we do is designed to **maximize potential**.

We do this by **actively listening and understanding** you and your organization – opportunities, pain points, goals and vision. We pride ourselves on **exceptional experiences** for each of our clients. We **partner** with businesses to **plan and execute solutions** to your complex and challenging problems.

We develop and deliver creative solutions in four core areas:

- **Predictive Analytics, CRM Solutions & Actionable Insights**
- **Strategic Planning**
- **HR and Leadership**
- **Governance**

Satori Consulting Inc., a privately owned company, was incorporated in 2010 after acquiring the rights and intellectual property of the Strategic Solutions Group (SSG) to the then Associate Vice President, Sandi Verrecchia. Sandi was an integral part of the 2003 start-up of SSG, the consulting arm of CUMIS.

Spring-boarding off the success of SSG, Satori continues to focus on the credit union sector but has expanded to service a variety of sectors including Insurance, Non-profit, Pharma, Academia, Manufacturing and Technology. Satori’s products and services are designed to provide organizations with actionable insights and strategy. Working in partnership with our clients, we excel in predictive analytics, CRM optimization, strategy, leadership development, facilitation techniques, and implementation. We ensure we have a solid understanding of our client needs before recommending a solution.

Headquartered in Burlington, Ontario, **Satori Consulting Inc.** serves clients across Canada. With our committed team and select network of associates and consultants, Satori is firmly positioned as a premier provider of high impact consulting. Organizations partner with Satori Consulting for expertise, knowledge and unprecedented service that come from a dynamic operation founded on a strong set of values.
Satori’s Mandate

Satori is the Japanese word for enlightenment.

We believe that our approach to the unique needs of each of our clients and their organizations allows for a greater level of learning for both our clients, and our staff. We are passionate about making an impact.

We differentiate ourselves by adhering to our mandate:

- **Education** – We are certified and educated in all the work that we do.

- **Customized solutions** – We believe that one size does not fit all. We listen intently to our clients and develop solutions that will have the greatest impact on desired results.

- **Honesty** – We don’t take integrity lightly. We share our honest opinions, experience and best practices. We challenge the status quo, so that every engagement is successful, from start to outcomes.

- **Partnership** – We view ourselves as an extension of our client organizations and truly believe that when our clients are successful, we are successful. This grounds us in our partnership attitude and ability to influence positive change.
Scope of Work

We would begin by reviewing all relevant documentation to become more familiar with the Township. This information will include the Mission, Vision and Values, as well as the most recent strategic plan, financials, marketing plans and any other relevant information.

Each participant will be given pre-thinking work relative to developing context maps, SWOT analysis and shaping the future. These exercises will allow for the exploration of customer needs, political, economic and social trends, uncertainties, internal strengths and weaknesses and external opportunities and threats in the context of personal desires for the Township. The pre-thinking work will set the stage for interactive discussions to gain alignment on the strategic direction and subsequent goals and priorities.

Once all this information has been harnessed, the Senior Leadership and Council will come together to define the strategic direction and the overarching Strategic Goals. The session will vet all priorities through the lens of “what needs to be true” and “impact to the community to ensure that the priorities of the Management and Council allocate resources appropriately and prudently.

The goals will be formed based on the collaborative information collected to date. Once the goals are selected and agreed upon, a set of priorities will be developed to support each strategic goal. Some of the priorities will likely change from year to year as will the tactics, but the goals should remain steadfast for at least the duration of the three-year plan.

At this stage the plan will written and shared with the public for input and discussion. Once input has been received the plan with the finalized and an accompanying operational/tactical plan for 2020 will be developed and vetted for capacity and interdependencies, owner, measurements, and a budget.

Deliverables

1. A full work plan will be delivered once approved.
   a. The work plan will include milestones and touch-points for communication.
2. An articulated strategic direction.
3. A four-year strategic plan that includes strategic goals and corresponding priorities
4. A public forum for vetting the plan and gathering public input
5. An accompanying operational plan that includes KPI’s and measurements as well as staff ownership once the public has weighed in.
6. All accompanying notes that support the development of the plan.

Timing
The intent is to hold a two-day offsite near the end of September for the Sr. Management and Council. This will be followed by the writing of the plan for community input in November. The final strategic plan and accompanying operational plan will be prepared in December for a January 2020 launch.

Dates currently available:

September 16 & 17

September 30 & October 1

Potentially September 23rd and 24th.

Investment

<table>
<thead>
<tr>
<th>Task</th>
<th>Fees</th>
<th>Anticipated Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre work and Session prep.</td>
<td>1½ day administration</td>
<td>$750.00</td>
</tr>
<tr>
<td>Facilitation – 2 day facilitated session + draft plan</td>
<td>$1750.00/day for facilitation</td>
<td>$5,250.00</td>
</tr>
<tr>
<td>Community session</td>
<td>1-day administration to work with Council and Management to be prepared</td>
<td>$3,250.00</td>
</tr>
<tr>
<td></td>
<td>1 day session</td>
<td></td>
</tr>
<tr>
<td>Final Plan development</td>
<td>1-day administration</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Optional operational plan development</td>
<td>2 days working with Management Team</td>
<td>$3,500.00</td>
</tr>
<tr>
<td>Total Investment</td>
<td></td>
<td>$14,250.00</td>
</tr>
</tbody>
</table>
Inclusions and Exclusions

All estimated costs provided do not include travel expenses, shipping costs or facilitator/consultant incidentals. Mileage will be calculated @$.52 per km. These will be charged to the client at actual cost.

If facilities are required, the client is responsible for organizing and providing the venue as well as the costs associated with the venue.

Applicable taxes on all goods and services will be applied at the time of invoicing.

Cancellation Policy

If cancellation occurs thirty (30) business days or more prior to the scheduled engagement date, time spent on project and out of pocket expenses will be owed to Satori Consulting Inc.

If cancellation occurs less than thirty (30) business days but more than 15 fifteen (15) days from the scheduled engagement date, then Satori Consulting Inc. will be paid fifty percent (50%) of the total program fees and all out of pocket expenses relative to the project will be refunded.

If cancellation occurs less than fifteen (15) business days from the scheduled engagement date, then Satori Consulting Inc. will be paid one hundred percent (100%) of the total program fees and all out of pocket expenses relative to the project will be refunded.
Approval

The Township of North Huron acknowledges that Satori Consulting Inc. reserves the right to amend the statement of work by providing the client with a change in scope document should any significant unanticipated issues arise. Scope changes will be presented for discussion, agreement and approval prior to additional work being done.

Payment Structure
- ½ upon signing
- Remainder at time of operational planning session

We are in agreement with the scope of work, project costing and terms and conditions as outlined within this statement of work (2019-439-TownshipNorthHuron).

Township of North Huron

Name:__________________________
Title:__________________________
Date:__________________________

Satori Consulting Inc.

Name:__________________________
Title:__________________________
Date:__________________________
Sandi Verrecchia, MBA, CMC, CPCC, C-Dir

Specific Training:

- Royal Roads MBA
- Certified Management Consulting (Canadian Association of Management Consultants)
- Certified Coach (The Coaches Institute)
- Certified Director (The Directors College, DeGroote)

Sandi Verrecchia is a Certified Management Consultant, holds a Master's degree and is a professional Leadership Coach. With over 20 years of experience across a wide cross section of clients and industries, her diverse background of consulting, teaching, operations, marketing and sales and governance is a wonderful complement to her passion for coaching.

Sandi holds the position of President and CEO of Satori Consulting Inc. where she and her team execute across their four pillars of Leadership Development, Strategy, Governance and Analytics.

As a Leadership Coach, Sandi helps clients and organizations acquire objectivity and distance so that they can begin to change the behaviours that are limiting their effectiveness. Her practice is built on awareness and commitment to enable clients to gain perspective and lock in lasting change.

Sandi is also a Certified Director which supports her work in leading corporations and boards to apply the latest corporate governance principles, practices and insights.

Organizations partner with Satori Consulting Inc. for expertise, knowledge and unprecedented customer service that comes from a boutique operation that is founded on a strong set of values.

Everything we do is designed to maximize potential – this is our WHY!
Appendix B Satori Client Base

Satori Consulting Inc. has clients internationally. The following is a list of current clients and the time that each has been a client. Satori Consulting currently has 6 staff and 2 associates.

<table>
<thead>
<tr>
<th>Client</th>
<th>Client Since (Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connect First Credit Union</td>
<td>2016</td>
</tr>
<tr>
<td>Prospera Credit Union</td>
<td>2018</td>
</tr>
<tr>
<td>Interior Savings Credit Union</td>
<td>2004</td>
</tr>
<tr>
<td>Access Credit Union</td>
<td>2016</td>
</tr>
<tr>
<td>Kawartha Credit Union</td>
<td>2018</td>
</tr>
<tr>
<td>Synergy Credit Union</td>
<td>2004</td>
</tr>
<tr>
<td>Westoba Credit Union</td>
<td>2016</td>
</tr>
<tr>
<td>Kindred Credit Union (formally Mennonite)</td>
<td>2007</td>
</tr>
<tr>
<td>Pace Savings and Credit Union</td>
<td>2015</td>
</tr>
<tr>
<td>Tandia Credit Union</td>
<td>2005</td>
</tr>
<tr>
<td>East Coast Credit Union</td>
<td>2017</td>
</tr>
<tr>
<td>Salmon Arm Savings and Credit Union</td>
<td>2012</td>
</tr>
<tr>
<td>Aldergrove Credit Union</td>
<td>2013</td>
</tr>
<tr>
<td>North Peace Savings and Credit Union</td>
<td>2011</td>
</tr>
<tr>
<td>Ayr Farmers Mutual</td>
<td>2017</td>
</tr>
<tr>
<td>Sunshine Coast Credit Union</td>
<td>2012</td>
</tr>
<tr>
<td>Vantage One Credit Union</td>
<td>2018</td>
</tr>
<tr>
<td>Casera Credit Union</td>
<td>2012</td>
</tr>
<tr>
<td>Your Credit Union</td>
<td>2017</td>
</tr>
<tr>
<td>Healthcare Municipal Credit Union</td>
<td>2018</td>
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<tr>
<td>Farm Mutual Re</td>
<td>2015</td>
</tr>
<tr>
<td>Quinte First Credit Union</td>
<td>2013</td>
</tr>
<tr>
<td>Luminus Financial</td>
<td>2013</td>
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<tr>
<td>Trillium Mutual</td>
<td>2017</td>
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<tr>
<td>The Kings Mutual</td>
<td>2017</td>
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<tr>
<td>Cayuga Mutual Insurance</td>
<td>2016</td>
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<tr>
<td>Wabisa Mutual Insurance</td>
<td>2015</td>
</tr>
<tr>
<td>Norfolk Mutual</td>
<td>2016</td>
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<tr>
<td>Germania Mutual</td>
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<tr>
<td>Dufferin Mutual</td>
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</tr>
<tr>
<td>Toronto Municipal Employees Credit Union</td>
<td>2016</td>
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<tr>
<td>Bartimaeus</td>
<td>2010</td>
</tr>
<tr>
<td>Starfish Learning</td>
<td>2010</td>
</tr>
<tr>
<td>Hadrian Manufacturing</td>
<td>2017</td>
</tr>
<tr>
<td>Caledon Library</td>
<td>2017</td>
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<tr>
<td>Burlington Chamber</td>
<td>2015</td>
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<tr>
<td>Halton Learning Foundation</td>
<td>2016</td>
</tr>
<tr>
<td>Health First Network</td>
<td>2017</td>
</tr>
<tr>
<td>Victoria Park Housing</td>
<td>2017</td>
</tr>
<tr>
<td>Organization</td>
<td>Year</td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
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<tr>
<td>Oakville Milton SPCA</td>
<td>2018</td>
</tr>
<tr>
<td>Thresholds Homes and Supports</td>
<td>2018</td>
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<tr>
<td>York Region</td>
<td>2018</td>
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<tr>
<td>Hamilton Burlington SPCA</td>
<td>2018</td>
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<tr>
<td>Queens Department of Medicine</td>
<td>2018</td>
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<tr>
<td>Mississauga Board of Trade</td>
<td>2018</td>
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<tr>
<td>Howard Mutual Insurance</td>
<td>2019</td>
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<tr>
<td>CIFFA</td>
<td>2019</td>
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<tr>
<td>Investment Management Corp. of Ontario</td>
<td>2019</td>
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<tr>
<td>InnVest Hotels</td>
<td>2019</td>
</tr>
<tr>
<td>TCU Financial</td>
<td>2019</td>
</tr>
<tr>
<td>First Citizens Bank (Trinidad)</td>
<td>2019</td>
</tr>
<tr>
<td>FaithLife Financial</td>
<td>2019</td>
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<tr>
<td>Ontario Municipal Leadership Institute (OMLI)</td>
<td>2019</td>
</tr>
<tr>
<td>CAMSC</td>
<td>2019</td>
</tr>
</tbody>
</table>
Appendix C – References

1. Barry Delaney – CEO Salmon Arm Credit Union (SASCU), 1-250-833-1310, barrydelaney@sascu.com

SASCU has been a client of Satori Consulting inc. since 2012. In 2017 SASCU engaged Satori to conduct member and non-member research that would help the organization make a significant decision in its long standing business practices. The research included focus groups with staff and members as well as external market research with non-members. The result was a fact decision that was brought to the Board for approval and was approved unanimously.

“We worked with Sandi on a critical consumer consultation project involving multiple focus groups, on-line surveys, and data analysis. For a piece of the work, Sandi sought out a third party to close the gap and provided us a seamless product that we considered high value”.

2. Dan Coldwell – Chief Marketing and Community Relations Officer PACE Credit Union, 1-905-660-2852, dcoldwell@pacecu.com

PACE Credit Union has been a client of Satori Consulting Inc. since 2015. We have actively been involved in their strategic plan both 2016 and 2017 (we were unable to in 2018 due to conflicting priorities). We also have engaged with their management group to understand root causes plaguing some internal conflict and we support their internal staff engagement survey and external member effort survey.

“This document is an exemplary document, one that is comprehensive and progressive... In short, I would say that this is the most complete Strategic Plan I have read as a Board member”. Brent Bailey Board Chair.

3. Lisa Ivoll-leggo, Executive Director Thresholds Homes and Supports.ca, 1-519-742-3191 ext. 1225 lvoll-leggo@thresholdssupports.ca

Thresholds Homes and Supports have been a client of Satori since 2018. Having encountered a great deal of change over the past couple of years, the staff and management were fractured. When attempts to fix the issues internally failed, they turned to Satori Consulting. We hosted 4 days of interactive training, thought starter exercises and strategy café’s, to understand the root causes, and whether they were systemic or attributable to a certain area. Once complete the staff engaged in a creative exercise designed to hear everyone’s perspective on the main issues and for the staff to develop a list of suggested changes that they believed might produce positive results. The management took the information very seriously, and in December were able to announce work completed, and work in progress as a result of the sessions. They were also able to explain the reasons why some of the suggestions could not be implemented. They continue to move forward, and much of this information will form the backbone for this year’s strategic planning session.
Sandi Verrecchia is an excellent consulting professional and I would highly recommend her as a business consultant for your organization. We have engaged Sandi’s expertise on two important projects over the last 18 months. The first project was leadership development. This initiative has been extremely successful as our high potential employees have increased their leadership skills, expertise and confidence, to a point where they are in positions to take on increased responsibilities. The individual coaching sessions, which formed part of the development program, have been so successful that we have extended the time-period to access individual coaching sessions on two separate occasions. The second project involved team development. Sandi successfully navigated through the politics and the characteristics of an underperforming team to identify the behavioral root causes. Through creative team exercises and using the right balance of empathy and direct questioning to challenge unproductive behaviors, the team cohesiveness has improved through elevated levels of trust and a greater ability to address points of conflict. During these two projects, Sandi was very approachable and was always available to answer any questions. As a result of these successes, our organization has retained Sandi to lead two additional projects related to our director peer evaluation process and sales training. Sandi is a great work partner and we appreciate the genuine interest she takes in the success of our organization.
Proposal to Provide Consulting Services for the Development of a Strategic Plan

SUBMITTED BY
LURA Consulting

SUBMITTED TO
Township of North Huron

CONTACT
shall@lura.ca
416-886-8205

July 26, 2019
July 26, 2019

Dwayne Evans  
Chief Administrative Office  
Township of North Huron

Submitted by Email: DEvans@northhuron.ca

Dear Mr. Evans:

Re: Proposal to Provide Strategic Planning Services for the Township of North Huron

Please find enclosed LURA Consulting’s proposal to provide consulting services in support of developing an updated strategic plan for the Township of North Huron. Our proposal includes an introduction to LURA and our strategic planning experience, the credentials of our proposed strategic planning team, our proposed strategic planning work plan to develop a new Strategic Plan for North Huron, and budget estimate.

LURA Consulting offers 40 years of consulting experience in designing and implementing community-based strategic planning and engagement processes. Of relevance for your upcoming strategic planning project:

❖ **We are leaders in collaborative visioning and community-based strategic planning processes for Ontario municipalities.** LURA has extensive experience providing consulting services to diverse Ontario municipalities to engage residents and stakeholders in community-based and strategic planning processes, including high profile municipal projects such as ReThink London; Future Hamilton and Cambridge Connected.

❖ **We have worked with multiple small, rural and geographically diverse municipalities in Ontario on strategic planning projects, including in Huron and Bruce County.** The LURA team has led the development of community-based strategic plans for Brockton and Huron-Kinloss in Bruce County and developed Huron County’s sustainability plan. We recently completed a strategic planning process with Council and senior staff for Scugog Township. We have also led community-based strategic planning processes for Huron County (sustainability action plan), The Blue Mountains (sustainability plan), the Town of Huntsville (sustainability plan), and Wilmot Township (community-based strategic plan). As such, we understand and appreciate how to undertake strategic planning projects in smaller, rural municipalities.

❖ **We have proven hands-on experience with engagement to inform strategic plans developed for public sector agencies.** We are now working with multiple public sector clients to develop new strategic plans through comprehensive stakeholder and community engagement processes. Current strategic planning clients include St. Lawrence College; Mohawk Students Association; County of Bruce; Ontario Legislative Assembly; Centre for Climate Change (at Mohawk College); and the Hamilton Region Conservation Authority.
We offer the Township of North Huron an experienced team of senior qualified professionals — led by public engagement and collaborative strategic planning practitioner James Knott. Working with our in-house support team, James will design and lead a constructive and collaborative process to produce an updated strategic plan for the Township of North Huron.

Thank you for the opportunity to submit our proposal. I would be pleased to clarify any aspect of our submission with you, should you require further information.

Respectfully submitted,

Susan Hall
Partner, LURA Consulting
Township of North Huron
Consulting Services to Develop an Updated Strategic Plan

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Appendix A: Team Member CVs
1.0 About LURA – Proponent Experience

LURA Consulting is a multi-disciplinary firm specializing in collaborative processes relating to strategic planning, sustainability, behaviour change, and stakeholder engagement. As leaders in collaborative planning, LURA Consulting has partnered with public agencies and their communities to achieve economic, environmental and community prosperity for present and future generations. We work with institutions, agencies, governments, their partners, stakeholders, and communities to develop policies, plans and programs by promoting effective civic engagement in public sector decision-making processes.

LURA’s key strength is our ability to develop strong collaborative processes and partnerships. LURA practitioners – who include seasoned facilitators, communications experts, strategic planners, and technical specialists – have worked with many communities to develop community-based plans while addressing the competing interests/needs of diverse stakeholders.

At LURA, we work with our clients and their communities and constituencies to foster relationships, mobilize community capacity for change, produce defendable solutions, and make planning interesting and engaging. Our approach and core philosophy are embodied in our company name – Listen, Understand, Relate, Advance.

<table>
<thead>
<tr>
<th>Products/Services Offered</th>
<th>Total # of Employees</th>
<th>Major Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborative Strategic Planning; Stakeholder Engagement; Process and Project Facilitation and Management; Sustainable Community Planning; Communications/Education; Behaviour Change Strategies</td>
<td>20</td>
<td>City of Hamilton, City of Toronto, Waterfront Toronto, City of London, City of Peterborough, Toronto Transit Commission, Province of Ontario (Metrolinx, Environment, Municipal Affairs, Natural Resources and Forestry)</td>
</tr>
</tbody>
</table>

LURA is a corporation which is Canadian owned and operated by four partners. We have offices in Toronto, Hamilton, and Whitby, Ontario.

Capacity to Undertake Projects of All Sizes

As a boutique consulting firm with a core staff of 20 and that has been in business for over 40 years, LURA has the capacity to undertake a mix of large and small-scale projects. For many years, as our company was growing, we worked on numerous small-scale, small budget projects. Now with four decades of experience, our team of in-house consultants generally delivers almost 100 projects each year. Typically, this includes a mix of a handful of larger, “cornerstone” projects (spanning 1-2 years) along with dozens of smaller-scale projects with budgets in the range of $15,000 - $50,000. To augment
our in-house staff, we also work with several contractors and collaborators, who enhance our capacity to undertake multiple projects of all sizes. Generally, LURA has 50 active projects at any given time.

**Proven Strategic Planning Experience for Public Sector Clients**

Below is a representative sample of our strategic planning and stakeholder engagement project experience with public sector institutions and agencies over the past four years:

<table>
<thead>
<tr>
<th>Strategic Planning Projects</th>
<th>Executive and Senior Team Facilitation Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Township of Scugog (2019)</td>
<td>City of Kitchener Development Services Senior Staff Workshops (2019)</td>
</tr>
<tr>
<td>St. Lawrence College (2014 and 2019)</td>
<td>York Region Diversity and Inclusion Strategy Partnership/Senior Staff Workshops (2017)</td>
</tr>
<tr>
<td>Mohawk Students Association (2017-18)</td>
<td>Toronto Heritage Foundation Visioning (2017)</td>
</tr>
<tr>
<td>City of Cambridge (2016-17)</td>
<td>City of Markham Council Strategic Directions (2015)</td>
</tr>
<tr>
<td>Central Region CCAC (2016)</td>
<td></td>
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<tr>
<td>Burlington Public Library (2016)</td>
<td></td>
</tr>
<tr>
<td>Durham Region (2016)</td>
<td></td>
</tr>
<tr>
<td>City of Owen Sound (2015-16)</td>
<td></td>
</tr>
</tbody>
</table>

The project profiles below provide more in-depth descriptions of strategic planning and engagement projects completed by LURA for municipalities and other public sector clients in the past several years.

**Region of Durham Strategic Plan**

In 2015, the Region of Durham embarked on a process to update its Strategic Plan. Through this process, the Region committed to crafting a solutions-focused plan, intent on managing change and making Durham a destination of choice for permanent residents, industry, business, and visitors. LURA Consulting and Planning Solutions Inc. were retained to develop the Strategic Plan.

LURA’s strategic planning services included the following activities:

- Vision, Goals and Strategies Development;
- Draft and Final Plan Development;
- Steering Committee Meetings;
- Online Surveys and Social Media;
- Pop-Up Consultations;
- Kitchen Table ‘Talk About It’ Guide;
- Community Meetings;
- Council Presentations; and
- Staff Facilitation Training.

The new *Growing Together, Reaching Further, Aspiring Higher, Durham Region Strategic Plan 2015 –2019* is a guiding document that identifies a vision, mission, goals and strategies that the Region will be focusing on over the next four years and beyond. It is a platform
for strategic, long-range thinking and for responding to evolving community needs in a clear and accountable way. Approximately 1,300 people were engaged through various channels throughout the planning process.

**St. Lawrence College Strategic Plan**

St. Lawrence College retained LURA Consulting to develop a new strategic plan for the College. *Our Future: St. Lawrence College 2014-2019 Strategic Plan* builds on the accomplishments of the College’s previous strategic plan and outlines SLC’s aspirations for the next five years.

building on the momentum of College conversations co-designed and delivered by the LURA team relating to sustainability at the College.

LURA worked with the College Executive Team to design and implement a strategic planning process that integrated an extensive campus and stakeholder engagement program. The engagement program was designed to draw on the wisdom of the entire college community through multiple conversations about the College’s future with the Board of Governors; Community Council; College Leadership Team; College Foundation; Student Government; Faculty & Staff; Students, alumni, retirees and business and community partners.

Engagement activities inspired participation and feedback through a combination of face-to-face and web-based interactive tools such as world cafes, discussion guides, and an online survey. In addition to consultation and facilitation services provided, LURA also drafted the strategic plan.

The collaborative strategic planning process was one of the most extensive consultation programs in the College’s history. Multiple opportunities for participation and feedback enabled the entire college community to shape SLC’s new vision, mission and strategic directions. The college community also arrived at a common understanding of its shared future by collectively re-evaluating the organization’s values for the first time in more than 10 years.

LURA has been retained by the College to develop its new five-year strategic plan for 2020-2025.

**Burlington Public Library Strategic Plan**

LURA was retained by the Burlington Public Library to conduct in-depth engagement to inform the library’s strategic planning process. The process included a series of sector-based focus groups with library users, youth, community organizations, library staff, library management, City staff, City Councillors, and BPL board members. LURA facilitated a full-day workshop with the BPL board to flesh out key elements of the strategic plan, based on feedback from the sectoral focus groups.
The new strategic plan was approved by the BPL board in June 2016, and many of the priorities highlighted within are reflective of the ideas emerging from the engagement process.

Legislative Assembly of Ontario Strategic Plan
The staff of the Legislative Assembly of Ontario (LAO) are responsible for all aspects of running the Government of Ontario’s legislature and related legislative services. In 2017, LURA was retained to design and facilitate a strategic planning process with senior LAO management that would result in a strategic plan for the Legislative Assembly for the next five years.

The strategic planning process consisted of a series of five interactive workshops with staff, focusing on: current situation; vision and values; goals and strategies; implementation; and plan refinement. As of early 2018, LURA has prepared a draft strategic plan which is currently undergoing client review. Plans are now being developed to ensure effective implementation of the new strategic plan.

2.0 Strategic Planning Project Team

Project Manager and Strategic Planning Lead

James Knott
Title: Director of Strategy
Qualifications:
- PRINCE2 Foundation and Practitioner, 2015
- B.Sc., Environment and Resource Sciences, Trent University, 2010
- Ecosystem Management Technology, Fleming College, 2007
Years of Experience: 8

An experienced consultation, strategic planning and community-based planning specialist, James Knott brings a disciplined and practical approach to the projects he manages and processes he designs. James believes that for projects and initiatives to be truly transformational, communities need to be involved early and throughout the process, and he thoughtfully designs processes in such a way as to facilitate meaningful and broad engagement. His effectiveness and passion for this is evidenced by the reach achieved in many of the strategic planning and engagement projects he has worked on in Ontario, which include Brockton’s Sustainable Strategic Plan, the Greater Peterborough Area’s Climate Change Action Plan as well as its Sustainability Plan, Hamilton’s 25-year community vision (“Our Future Hamilton”), Mississauga’s Transportation Master Plan, and Cambridge’s community-based strategic planning process (“Cambridge Connected”).

Most recently, James has been the project manager for several large-scale strategic planning and engagement projects relating to development of strategic plans for the Hamilton Region Conservation Authority (2018); Centre for Climate Change Management at Mohawk College (2017-2018); and Burlington Public Library (2016). Over the past several years, James has provided strategic planning
Township of North Huron
Consulting Services to Develop an Updated Strategic Plan

services for the Mohawk Students Association, including facilitation of strategic planning retreats, engagement of Mohawk students on strategic priorities, and writing of MSA’s new strategic plan.

Responsibilities: As project manager, James will be the day-to-day contact for the Township of North Huron. He will manage and lead all project-related tasks on behalf of the LURA team and take the lead on preparing engagement materials and strategic plan development.

Strategic Planning and Engagement Support

Alex Lavasidis, MA
Title: Senior Community Engagement Coordinator
Qualifications:
- B.A. H., Environmental Studies, Trent University, 2013

Years of Experience: 3

Alex has experience in public engagement, facilitation, project support, and research. She has provided support on community engagement and strategic planning projects internationally, nationally, and locally on a range of topics including urban planning, governance, health services, youth engagement, and climate change. She recently helped organize and deliver a high-profile Transportation Summit for Metrolinx involving stakeholders from across the Greater Toronto and Hamilton Area. Current engagement and strategic planning projects include the City of Toronto’s Housing Opportunities Action Plan; Stakeholder Engagement on the Dufferin Grove Park Improvement Project; and Stakeholder Engagement on the City of Toronto’s Don Mills Recreational Centre Initiative. Alex recently provided coordination and reporting services for MNRF’s Lake Erie Nutrients Action Plan consultations; the Taylor Creek Sub-Watershed Master Plan Study in the City of Toronto; Enbridge Gas Distribution’s natural gas feasibility study in Fenelon Falls; and the Portlands Energy Centre Community Ecological Committee.

Responsibilities: Alex will provide strategic planning and engagement support, including design and facilitation support for the workshop sessions as well as provide writing support for the strategic plan.
LURA Team Strengths

Key features and benefits of our proposed strategic planning team include:

- **Experienced, Accessible and Accountable Project Direction and Leadership** – James Knott is a Director at LURA, ensuring a LURA Director will attend all key project meetings and take overall responsibility for successful project delivery.

- **Extensive Strategic Planning Experience with Municipalities and Public Sector Agencies** – James is currently leading strategic planning work for the City of Kitchener and has recently completed strategic planning projects for the City of Cambridge, Hamilton Region Conservation Authority, Mohawk College and the City of Hamilton. James has also completed a strategic plan for the municipality of Brockton.

- **Strong Advisory, Capacity Building and Mentoring Capabilities** – James has worked with multiple municipalities and institutions in the role of strategic planning and engagement “architect”, providing advice, training and mentoring for agency staff on community-based planning and engagement. Notable examples of this include work with Hamilton on Our Future Hamilton, Mohawk College, and Cambridge on Cambridge Connected.

- **Engagement, Research and Facilitation Skills** – Our team offers extensive experience with the key process skills – strategic planning process design; meeting design and facilitation; excellent communications/presentation abilities; research/analysis; and synthesis – which are needed to deliver this strategic planning project successfully.

- **Report Writing** – One of LURA’s hallmarks is clear and effective third-party reporting on the results of stakeholder and public engagement and strategic planning processes. LURA’s team will ensure that the results of the Township of North Huron’s strategic planning process are documented in a concise and user-friendly manner that will facilitate plan implementation and progress tracking.

Reference Projects

Below, we have provided below references for three strategic planning projects completed for Ontario municipalities within the past five years. LURA’s project manager James Knott played a lead role in managing and delivering each of the strategic planning projects described below.

**Mohawk College Centre for Climate Change Management (2018-2019)**

**Sandi Stride, Executive Director, Centre for Climate Change Management at Mohawk College**
Tel: 905-575-1212 ext. 4323, Email: sandi.stride@mohawkcollege.ca

**Bay Area Climate Change Office** – LURA (led by James Knott and Liz McHardy) is worked with Mohawk College, the City of Burlington, and the City of Hamilton to develop and launch the newly established Bay Area Climate Change Office. LURA led a comprehensive engagement program, including one-on-one interviews with 35 key stakeholders in Burlington/Hamilton, online engagement/pop-up conversations, stakeholder workshops, and public meetings. Using our consultation findings and best practice research, we developed a proposed governance and implementation model for the Bay Area Climate Change Office – which will oversee and direct climate change action in Burlington and Hamilton.

**Project Budget** – $80,000
Cambridge Connected – Community-Based Strategic Plan (2015-2016)

Brooke Lambert, Director of Corporate Strategy, City of Cambridge
Tel: 519-740-4683 ext. 4711, Email: lambertb@cambridRe.ca

City of Cambridge Strategic Plan – LURA was retained by the City to facilitate and advise on their strategic planning process. LURA worked with City staff to design and implement a comprehensive engagement program, designed to achieve a level of civic participation never-before-seen in Cambridge. LURA also provided expert engagement analysis and reporting services for the City. Building on the input received, LURA worked closely with a staff and Council project team to develop the draft strategic plan and its key elements, including the vision, mission, values, goals and objectives. We were instrumental in putting a strategic framework in place that has been a critical element of the plan’s implementation to date. The plan provides a new foundation for decision-making, priority setting and ongoing performance management at the City. LURA’s strategic planning team was co-led by James Knott.

Project Budget – $50,000

Mohawk Students Association Strategic Plan (2017-2018)

Alan Griffiths, Executive Director, Mohawk Students’ Association
Tel: 905.575.2391, Email: alan.griffiths@mohawkcollege.ca

MSA Strategic Plan and Student Engagement – LURA worked with MSA staff, managers, and Board members to refine their draft strategic plan. LURA facilitated interactive workshops to develop goals and strategies to guide the MSA in their work over the next several years. Following this was a series of workshops to develop annual work plans designed to realize the strategies and goals. This strategic planning work was led by James Knott. Following the adoption of the Strategic Plan, LURA designed and implemented a comprehensive college-wide engagement process for the MSA, which resulted in over 5,500 students across Mohawk’s three campuses directly participating and providing valuable feedback for the MSA. The findings will be used in developing annual work plans that will drive the implementation of the strategic plan and improve programs and services.

Project Budget – $50,000

Contingency Staffing Plan

In the unlikely event that our project lead or team members face unavoidable scheduling challenges or become unavailable due to unforeseen circumstances during the project, LURA has other experienced senior strategic planning and engagement specialists (Susan Hall, Liz McHardy, Michelle Dagnino) and engagement coordinators/reporters (Ryan Adamson, Christine Yachouh) in-house with similar experience and qualifications who can be mobilized to work on the project if the need arises.
Conflict of Interest Statement

We confirm that LURA does not have a conflict of interest with respect to providing consultant services to the Township of North Huron for this strategic planning project.

Ensuring Accessibility

LURA has a strong understanding of and commitment to accessibility and accommodation, as legislated under the Accessibility for Ontarians with Disabilities Act. Under the AODA, LURA provided facilitation services for the development of four accessibility standards (transportation; employment; information and communications; and built environment) that were developed by multi-stakeholder committees between 2006 and 2010. LURA project team members have received accessibility training mandated under the AODA standards and ensure that these are followed in implementing our engagement projects throughout Ontario.

3.0 Project Understanding and Methodology

We understand that the Township of North Huron would like to build on your current 2014-2018 Strategic Plan, integrating the views and perspectives of the new Council as well as the Township’s Senior Leadership Team and in consultation with community stakeholders. The strategic planning process is envisioned to include:

- Review and validation of (or potential updating of) the existing vision, mission, values and goals;
- Development of key strategic priorities, actions and initiatives that will guide the work of Council and staff in the next four years;
- Design and facilitation of a Council/staff workshop to discuss and agree on key elements of the new strategic plan and a community workshop to vet these elements with the broader community; and
- Preparation of a concise, user friendly plan that will capture and communicate the Township’s key direction and priorities for the current term of Council.

Strategic Planning Framework

Good strategic planning begins with the development of a strong organizational design and an intuitive planning framework that is responsive and adaptive yet provides a structured process and timeline for stakeholder engagement and completion of the work. Best practice research from contemporary strategic planning processes indicates that a consensus-driven, multi-stakeholder, vision-oriented and collaborative approach to developing strategic plans is essential to set the stage for effective and sustainable plan implementation.
LURA’s proven **Collaborative Strategic Planning Framework** is founded in identifying and building on institutional assets, the creation of (or refining) a vision and mission, defining or confirming values, establishing objectives, analyzing the current conditions, developing goals and actions, identifying priorities, and defining implementation frameworks that include tangible performance measures. The basis of our strategic planning approach is outlined in the process diagram below.

### Proposed Work Plan

The work plan outlined below provides additional details on our proposed approach to delivering a strategic planning process for the Township of North Huron.

The core tasks in the work plan can be completed in the Township’s desired timeframe of September to December, 2019.

**Task 1: Kick-Off and Project Planning Meetings (Kick-off mid August; Progress Meetings TBD)**

The kick-off meeting will be to orient our team to the project and: 1) confirm the work plan and tasks; 2) discuss the context for the strategic planning process; 3) review/confirm the project schedule and budget; 4) receive background information; 5) identify opportunities and key issues relating to the project; and 6) discuss desired outcomes for the strategic planning process. Following the kick-off meeting, we will produce an updated project work plan (with more specific timing for key tasks and deliverables).

We have planned and budgeted for three additional one-hour project planning meetings – one in advance of the Council/staff workshop and community meeting, and a third to discuss the contents of the draft strategic plan.

**Deliverable:** updated project work plan (Gantt chart)

**Task 2: Background Information Review (late August)**

We will review background information provided by Township staff (current Strategic Plan, key Township plans and studies) to become fully familiar with the context and background for the upcoming strategic planning process.
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Task 3: Council/Staff Workshop (late September/early October)
We will prepare an annotated agenda for the Council/Staff Workshop, which we have assumed will be conducted over a day and a half. We envision a workshop-style session with Council/Staff that is highly interactive and engaging and may include the following key agenda components:

- Presentation by LURA on the proposed strategic planning process and key considerations emerging from our review of background materials relating to the development of the new strategic plan;
- Facilitated SWOT style discussion that considers the Township’s strengths, weaknesses, opportunities and threats as Council moves into the next four years. We will employ a highly interactive format for this SWOT session (perhaps a World Café format) that fully engages Council in this important context setting discussion.
- Vision/Mission/Value/Goals Check-up – Building on the results of the SWOT, we will engage Councillors/Staff in a discussion to determine whether the existing vision and mission are to be reaffirmed or updated. If updates are to be completed, we will confirm the process for doing so and facilitate discussions on what changes are required.
- Activities to define a set of potential actions and initiatives for the Township in the next four years. This could include a card sort exercise (use of predetermined images on cards to enable participants to identify Township residents’ expectations/aspirations of Council for the upcoming term) or discussion of a pre-determined set of actions developed by staff.
- Prioritization – building on the results of the earlier exercises, we will facilitate discussions on strategic priorities for the current term of Council and the new strategic plan.
- Potential use of Menti – Menti is an on-line polling/visual preference platform that enables quick visualizations of preferences to be projected in the meeting room. Participants enter their feedback using their Smart Phones and results are quickly posted. LURA has a licence to use Menti, which could offer an effective tool for visualizing Council/staff preferences on key elements of the strategic planning framework. Sample output from Menti is illustrated below.
- Implementation Considerations – facilitated discussions to flesh out key implementation considerations, including refinement of priority actions and initiatives and roles and responsibilities for implementation.
- Team building exercises and activities will be integrated as appropriate throughout the agendas. We envision a mix of full group discussion and smaller group breakouts throughout the workshop.

Vision Check-Up - What approach should we take as we move forward?

![Menti output]

Proposal for Services 10
Workshop supplies and materials will also be assembled and provided by the LURA Team.

LURA will facilitate and deliver the Council/Staff workshop at a venue in the Township. We have assumed that staff will make all venue arrangements and plan the session logistics in collaboration with our team.

Deliverable: agenda, materials and facilitation for Council/Staff workshop

**Task 4: Community Meeting Planning and Facilitation (late October/early November)**

Building on the results of the Council/Staff Workshop, we will plan a community meeting to enable community feedback on the key components of the strategic plan, as emerging from the Council/Staff workshop. We anticipate that these components will include a vision, mission, values, goals, strategic priorities and related initiatives/actions for the next four years. We envision an interactive workshop format that includes a presentation on key elements of the draft strategic plan, followed by interactive feedback sessions to enable community feedback on the materials presented. Feedback tools may include comment forms, posting of sticky notes on displays, and/or topic-based feedback stations. In particular, community members will be asked to provide feedback on the proposed strategic priorities, including identifying any priorities that they believe should be added for consideration. The agenda, format and discussion tools to be used at the community meeting will be confirmed in consultation with Township staff.

Deliverable: agenda, materials and facilitation for community meeting

**Task 5: Prepare Strategic Plan (draft by early December; final by mid December)**

Drawing on the results of Tasks 3 and 4, we will draft the proposed strategic plan. We anticipate that the format of the plan will be highly visual featuring a tabular format, written in plain language and be suitable for posting on the Township’s website. The plan could include an accompanying message from the Mayor and/or CAO.

In the budget estimate that follows, we have provided an optional budget line item for LURA’s in-house graphic designer Lauren Sooley to prepare a highly visually appealing design and layout for the final strategic plan. Our core budget assumes that LURA will produce a Word version of the strategic plan, including relevant photos and images provided by Township staff.

Deliverable: draft and final four-year strategic plan
4.0 Estimated Budget

The table below provides a breakdown of our proposed budget, including estimated level of effort (in hours) for each member of the LURA project team for the tasks outlined in the work plan above.

<table>
<thead>
<tr>
<th>Township of North Huron — Strategic Planning Consulting Budget</th>
<th>James Knott</th>
<th>Alex Lavasidis</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Kick-off and Progress Meetings</td>
<td>4 $150/hr</td>
<td>4 $110/hr</td>
<td>$1,040</td>
</tr>
<tr>
<td>2. Background Information Review</td>
<td>2 $150/hr</td>
<td>4 $110/hr</td>
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<tr>
<td>3. Council/Staff Workshop (1.5 days)</td>
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<tr>
<td>4. Community Meeting (2-3 hours)</td>
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<td>5. Prepare Strategic Plan (draft and final)</td>
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<tr>
<td>6. Travel (at half regular hourly rates)</td>
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<tr>
<td><strong>Total Hours Per Project Team Member</strong></td>
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<td><strong>Subtotal Fees</strong></td>
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<td><strong>Disbursements (mileage, meals, accommodation, engagement materials, etc.)</strong></td>
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<td></td>
<td>$1,200</td>
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<tr>
<td><strong>Total Fees and Expenses (excluding HST)</strong></td>
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<td></td>
<td>$12,620</td>
</tr>
</tbody>
</table>

Optional design/layout for Final Strategic Plan are estimated to be $1760 excluding HST.
Appendix A – Team Member CVs
JAMES KNOTT
Director, Strategy

As an adept project manager, James brings a disciplined and practical approach to the projects he manages and processes he designs. James believes that for projects and initiatives to be truly transformational, communities need to be involved throughout, and he thoughtfully designs processes in such a way as to facilitate meaningful and broad engagement. His specialty lies in managing and coordinating all aspects of engagement and consultation, including the synthesis and reporting of large volumes of public and stakeholder feedback. In addition to his project management skills, James also has a strong understanding of how to design the systems and frameworks necessary to coordinate meaningful progress reporting on the implementation of multi-agency/multi-department plans and strategies.

EDUCATION

- PRINCE2 Foundation and Practitioner, 2015
- Bachelor of Science, Environmental and Resource Sciences, Trent University, 2010
- Downtown Revitalization, Fanshawe College, 2008
- Ecosystem Management Technology, Sir Sandford Fleming College, 2007

PROJECT EXPERIENCE

ENGAGEMENT AND PUBLIC CONSULTATION EXPERIENCE

- City of Peterborough Watershed Planning Study (current)
- Hamilton Active and Safe School Transportation – Parent Engagement (current)
- City of Brampton Official Plan Review (current)
- Mohawk College Centre for Climate Change Management – Bay Area Climate Change Office Consultations (2018-2019)
- City of Mississauga Transportation Master Plan (2017-2019)
- Mohawk Students’ Association College-wide Engagement (2018)
- Niagara-on-the-Lake Urban Tree By-Law Consultations (2018)
- Oxford County Transportation Master Plan (2017-2018)
- London One River Environmental Assessment (2017-2018)
- City of Saskatoon Environmental Engagement (2017-2018)
- Saskatoon Public Library – Engagement for Central Library Development (2017-2018)
- City of Toronto Economic Development and Culture Strategy consultations (2017)
- Metrolinx Transportation Symposium (2017)
- Enbridge Gas Distribution – Survey (2017)
- City of Mississauga Engagement Strategy (2016-2017)
- City of Hamilton Building Division Visioning Workshop (2016)
- City of Brampton Year-Round Market Engagement (2016)
- Ministry of Municipal Affairs/ Ministry of Natural Resources and Forestry/Niagara Escarpment Commission – Coordinated Land Use Planning Review, Stakeholder and Public Submission Analysis and Reporting (2016)
- Ministry of Natural Resources and Forestry Conservation Authority Act Review Consultations (2016)
- City of Toronto Waterfront Transit Reset Visioning Workshop (2016)
- Our Future Hamilton Summit (2016)
- City of Hamilton School and Municipal Design Workshop (2016)
- City of Hamilton Community Vision (2015-2016)
- Metrolinx Facilitator Training (2016)
- City of Hamilton IT Governance Workshop (2016)
- City of Hamilton Environment Summit (2013)
- West Harbour GO Station Stakeholder Meeting (2013)
- Aging Well in Niagara (2012-2013)

**STRATEGIC PLANNING**

- City of Hamilton Clean and Green Committee Strategic Planning (current)
- Kitchener Development Services Visioning (current)
- St. Lawrence College Strategic Plan (2019)
- Hamilton Conservation Authority Strategic Plan Consultations (2018)
- Mohawk Students Association – Strategic Planning Workshops and Annual Work Plan Development (2017-2018)
Greater Peterborough Area Climate Change Action Plan (2016)
Burlington Public Library Strategic Plan (2016)
City of Cambridge Strategic Plan Development (2015-2016)
Auckland Council Arts and Culture Unit – Te Oro Strategic Plan (2014-2015)
Auckland Council Arts and Culture Unit – Nathan Homestead Strategic Plan (2014-2015)
Auckland Council Arts and Culture Unit – Ōtara Music and Arts Centre Strategic Plan (2014-2015)
Auckland Council Arts and Culture Unit – Māngere Arts Centre Strategic Plan (2014-2015)
Township of Huron-Kinloss – Sustainable Strategic Plan (2013)
Township of Wilmot Strategic Plan (2013)
Town of Halton Hills – Community Sustainability Strategy (2012)
Municipality of Brockton – Sustainable Strategic Plan (2012)
Greater Peterborough Area Economic Development Corporation – Sustainable Peterborough (2010-2012)

ANALYSIS, RESEARCH, AND REPORT WRITING

International Joint Commission – 2017 High Water Impacts Research (current)
Mohawk College Centre for Climate Change Management – Proposal Writing to the MOECC (2017)
City of Cambridge Survey Analysis (2016)
Auckland Council Arts and Culture Unit – Annual Work Program Development (2013-2015)
Auckland Council Arts and Culture Unit – Sector Investment Best Practices Review (2014)
Auckland Council Arts and Culture Unit – Sector Investment Framework (2013-2014)
Auckland Council Arts and Culture Unit – City-wide Arts and Culture Investment Analysis (2013-2014)

PERFORMANCE MEASUREMENT AND REPORTING

Environment and Climate Change Canada – Engagement Framework and Analysis Tool (current)
City of Cambridge Strategic Plan – Measures and Indicators (2016)
- Auckland Council Arts and Culture Unit – Facilities and Programs Satisfaction Surveys (2013-2015)
- Auckland Council Arts and Culture Unit – Development of Annual Performance Measures (2013)
ALEX LAVASIDIS
SENIOR COMMUNITY ENGAGEMENT COORDINATOR

Alex has experience in public engagement, facilitation, project support, and research. She has provided support on community engagement projects internationally, nationally, and locally on a range of topics including urban planning, governance, health services, youth engagement, and climate change. Her academic background in urban planning and environmental studies provides her with a strong knowledge base when supporting Lura’s list of ongoing projects.

EDUCATION

M.A., Planning, University of Waterloo, 2016
Certificate in Planning for Effective Public Participation,
   International Association of Public Participation, 2015
Certificate in Techniques for Effective Public Participation,
   International Association of Public Participation, 2015
B.A. H., Environmental Studies, Trent University, 2013

PROJECT EXPERIENCE

ENGAGEMENT AND REPORTING

- Region of Peel – Major Transit Station Areas Study (Ongoing)
- City of Toronto – Dufferin Grove Northwest Corner and Clubhouse Improvements (Ongoing)
- Town of Oakville – Bronte GO Station Major Transit Station Area Study (Ongoing)
- City of Toronto – St. Andrew’s Playground (Ongoing)
- Bruce County – Bruce County GPS (Community Visioning) (Ongoing)
- Town of Milton – Milton GO Station Mobility Hub Study (Ongoing)
- Portlands Energy Centre – Community Ecological Committee (Ongoing)
- PortsToronto - Billy Bishop Airport Community Liaison Committee and Noise Sub Committee (Ongoing)
- City of Toronto – Don Mills Community Recreation Facility planning (2018-2019)
- City of London – One River Environmental Assessment (2017-2019)
- City of Toronto – Taylor Creek Park Management Plan (2017-2019)
- Grand River Conservation Authority – Centre Wellington Tier 3 (2017-2018)
• City of Vaughan – Pedestrian and Cycling Strategy (2018)
• York Region – Ontario Early Years Child and Family Centre Initiative (2018)
• Toronto and Region Conservation Authority – West Bolton Sustainable Neighbourhood Action Plan (2018)
• Canadian Council of Ministers of the Environment – Workshop on Shared Infrastructure (2018)
• Ministry of Natural Resources – Fish Management Zones (2018)
• Metrolinx – Business Case Guidance Workshop (2018)
• Oshawa Airport – Annual Public Meeting (2018)
• Town of Oakville – Biodiversity Strategy Workshop (2018)
• Ministry of Natural Resources – Conservation Authority Service Delivery (2018)
• City of Toronto – Taylor Massey Creek Subwatershed Master Plan (2017-2018)
• City of Guelph – Emma to Earl Street Bridge Environmental Assessment (2017)
• Ministry of Transportation Ontario-Ontario’s Cycling Strategy Action Plan (2017)
• Oxford County – Transportation Master Plan (2017)
• Metrolinx – Transportation Symposium (2017)
• Ministry of Natural Resources – Lake Erie Nutrients Consultations (2017)
• St. Joseph’s Health Centre – Learning & Innovation Centre and Library Engagement (2017)
• University of Waterloo – Non-Partisan Youth Engagement Campaign for the 2015 Federal Election (2015)
• Ontario Heritage Trust – Natural Heritage Portfolio (2012-2013)

FACILITATION

• City of Vaughan – Transportation Symposium (2019)
• Town of Oakville – Bronte GO Station Major Transit Station Area Study Public Meeting (2019)
• Toronto Region Conservation Authority – Toronto Wildlife Centre Workshop (2018)
• Metrolinx – Bike Share Consultation Workshop (2018)
- Toronto Youth Cabinet – City Hall 101 Toolbox (2017)
- 1UP Toronto – Urban Changemaker’s Youth Design Jam (2017)
- Ontario Ministry of Child and Youth Services – PoliHack (2016)
- Partnership for Canada-Caribbean Community Climate Change Adaptation – Climate Change and Coastal Erosion Design Charrettes (2014)

RESEARCH and EVALUATION

- Nature Canada – Save Our Swallows Interim Program Evaluation (2019)
- Master’s Research on the Promotion of Green Stormwater Management in Kitchener and Waterloo (2016)
- City of Toronto – Public Spaces for Public Life Study (2016)
- REEP Green Solutions – Rain Barrel Use Study (2015)
- Partnership for Canada-Caribbean Community Climate Change Adaptation – Coastal Climate Change Adaptation Plan for Negril, Jamaica (2014)