



Minutes

Strategic Planning Ad Hoc Committee

March 6, 2024, 9:00 a.m.

City Hall - 808 2nd Avenue East - Council Chambers

MEMBERS

PRESENT: Chair Ian Boddy
Deputy Mayor Scott Greig
Councillor Suneet Kukreja
Member Steve Lowe
Member Clark MacFarlane
Member Jen Smith

MEMBERS

ABSENT/REGRETS: Vice Chair Marion Koepke
Member Trish Meekins

STAFF PRESENT: Tim Simmonds, City Manager
Michelle Palmer, Senior Manager of Strategic Initiatives and Operational Effectiveness
Emma Sweeney, Communications & Administrative Assistant

1. CALL TO ORDER

Chair Boddy called the meeting to order at 9:00 a.m.

2. CALL FOR ADDITIONAL BUSINESS

There was no additional business.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. CONFIRMATION OF MINUTES

4.a Minutes of the Strategic Planning Ad Hoc Committee meeting held on January 24, 2024

SP-240306-001

Moved by Deputy Mayor Greig

"THAT the Strategic Planning Ad Hoc Committee approves the minutes of the meeting held on January 24, 2024."

Carried.

5. DEPUTATIONS AND PRESENTATIONS

There were no depositions or presentations.

6. PUBLIC QUESTION PERIOD

There were no questions from the public.

7. CORRESPONDENCE RECEIVED FOR WHICH DIRECTION IS REQUIRED

There were no correspondence items presented for consideration.

8. REPORTS OF CITY STAFF

8.a Report CM-24-008 from the Senior Manager, Strategic Initiatives and Operational Effectiveness Re: Strategic Plan 2050 - March 2024 Update

The Senior Manager, Strategic Initiatives and Operational Effectiveness began her presentation by reviewing the vision question finalized at the previous meeting:

"Tell us your vision for the City of Owen Sound by 2050."

After informal testing of the question, she noted that people struggled to answer the question in a way that could give informed ideas. Some people were able to easily answer it while others struggled or offered ideas outside of the City's purview.

Through a community member, an opportunity was identified to reach out to Jay Pitter Placemaking to review the engagement plan for validation.

The Senior Manager, Strategic Initiatives and Operational Effectiveness discussed two key items with the consultant:

1. The terms "strategic plan" and "vision" have been used interchangeably. However, that has created confusion. She noted that a strategic plan is broader and includes a vision and recommendations. Going forward, the Senior Manager, Strategic Initiatives and Operational Effectiveness will refer to this initiative as Vision 2050.

2. How can the City improve community engagement and reach all members of the community?

She proposed that the City retain Jay Pitter Placemaking to provide learning and development to staff in refining the engagement plan to have enhanced clarity, creative and inclusive activities, and be outside the norm.

The Senior Manager, Strategic Initiatives and Operational Effectiveness also suggested the following reframe of Phase One, based on conversations with Jay Pitter Placemaking:

- Instead of approaching the public with a single question, staff begin with a survey grounded in the Strategic Priorities in the previous Strategic Plan.
- Lead education sessions for municipal staff with the opportunity to collaborate and share costs with Meaford and Georgian Bluffs, and also a separate education session with community members and organizations.

Phase Two would involve the following changes:

- Visioning sessions would be held with Jay Pitter acting as a coach and helping to lead sessions.
- This would be followed with data gathering as planned, which would be brought back to this Committee.

The Senior Manager, Strategic Initiatives and Operational Effectiveness then responded to a question about testing the original Vision 2050 question. Prior to the last report, she had not tested the question. However, after the last meeting, she tested the question with a dozen people in her circle.

She then addressed a question about how Jay Pitter Placemaking was selected for this task. She explained that the City has an exemption for training and development within the Purchasing By-law.

Next, she addressed a question about how Jay Pitter Placemaking will help the City achieve a broad community response. She noted that the City will still implement a robust communications plan through signs, media interviews, and connecting agencies and organizations to build relationships, encourage participation, and work with the City as partners. The City's engagement strategy should be tailored to each group and have connecting organizations co-lead the session.

The City Manager reiterated that Jay Pitter Placemaking's role will not be to define a vision for the City, but to maximize the City's public engagement capabilities.

The Senior Manager, Strategic Initiatives and Operational Effectiveness responded to a question about the possibility of using the City's in-house resources to manage engagement. She noted that the City has a

Communications team of 1.5 staff and that the team does not currently have the resources or expertise to conduct effective community engagement for the 2050 Vision in-house.

Members continued to discuss the pros and cons of retaining a consultant to help with community engagement for Vision 2050.

The Senior Manager, Strategic Initiatives and Operational Effectiveness responded to a member's question about opening a formal hiring process to find a consultant. She noted that there would be challenges in opening a procurement process, citing the difficulty in developing objective evaluation criteria.

She also noted that through research and networking, Jay Pitter Placemaking is regarded as the top consultant in the community engagement field. The City Manager expressed his support for hiring Jay Pitter Placemaking, as her work across North America had come highly recommended to him.

The Senior Manager, Strategic Initiatives and Operational Effectiveness responded to a question about sharing the cost of the consultant with another municipality. She noted that while that was a possibility, it might not mean a drastic reduction in the \$80,000 consultancy fee.

She also replied to a question regarding whether timelines for Vision 2050 would change if a consultant were hired. She noted that the first step would be firming up a contract with the consultant and then developing a work plan outlining the deliverables of the engagement plan, followed by the launch of the survey, tentatively in late May, and that the other phasing dates would not change.

Members also discussed the merits of having the survey available in multiple languages. The Senior Manager, Strategic Initiatives and Operational Effectiveness noted that she could discuss that option with the consultant.

She also reiterated the proposed cost of hiring the consultant is within the approved Capital Budget for this initiative. She added that to date, approximately \$5,000 of the total \$100,000 budget had been spent on collection boxes (which will be re-used in other City initiatives). The other upcoming expenses include signage and advertising, which are estimated to cost an additional \$5,000.

The Senior Manager, Strategic Initiatives and Operational Effectiveness noted that she would have a draft work plan ready for the next Committee meeting on May 8, where members would have the opportunity to provide feedback on the work plan. There was discussion around potentially moving that meeting to an earlier date in April.

Lastly, she spoke about the benefits of hiring a consultant, emphasizing that the training would be provided not only to her but to all project leads across the municipality involved in future community engagement roles.

SP-240306-002

Moved by Councillor Kukreja

"THAT in consideration of Staff Report CM-24-006 respecting Vision 2050 – Lessons Learned to Date March 2024, the Strategic Planning Ad Hoc Committee recommends that City Council:

- 1. Approve the revised community engagement plan; and**
- 2. Authorize staff to execute an agreement with Jay Pitter Placemaking for an upset limit of \$80,000."**

Prior to a vote on the motion, Deputy Mayor Greig requested a recorded vote:

	In Favour	Opposed
Deputy Mayor Greig		X
Councillor Kukreja	X	
Member Lowe	X	
Member MacFarlane	X	
Member Smith	X	
Chair Boddy	X	

The resolution was carried with five (5) votes in favour and one (1) vote opposed.

9. MATTERS POSTPONED

There were no matters postponed.

10. MOTIONS FOR WHICH NOTICE WAS PREVIOUSLY GIVEN

There were no motions for which notice was previously given.

11. CORRESPONDENCE PROVIDED FOR INFORMATION

There were no correspondence items presented for information.

12. DISCUSSION OF ADDITIONAL BUSINESS

There was no additional business.

13. NOTICES OF MOTION

There were no notices of motion.

14. ADJOURNMENT

The business contained on the agenda having been completed, Chair Boddy adjourned the meeting at 10:15 a.m.