



Developing Council's Priorities

2023-2026

Municipalities of all sizes will begin the new Council term with an organized discussion among Council members and senior staff about Council's individual and collective aims for the next four years, and beyond. Typically, this discussion builds on an orientation by the CAO and department heads about the municipality's services, organization and finances. Having these discussions early in the Council term and producing a statement of Council's priorities for the term have proven their value. There is no substitute for a productive and positive start to the term, and a solid plan to achieve results.

Considering Outside Facilitation? We Can Help - Add Us to Your List!

We are a team of seasoned Ontario CAOs and municipal sector consultants - **Bill Winegard**, **Susan Shannon**, **Dave Cash**, and **Murray Clarke** - who bring you lifetimes of experience in smaller to mid-sized municipalities. We share a passionate belief in the value of strategic planning and a respectful atmosphere for sharing ideas and learning the ropes.

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We know Municipal Strategic Planning works, and good early discussions help: we have “been there, done that” for a combined 100 Years!

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Benefits for Council. They:

- hear from each other what each hopes to achieve
- get started working with each other and with staff with a forward-looking approach
- identify where they have consensus, where they want to focus their energies and funds, and how they can “get out of the gate fast”
- recognize their collective potential to get important things done
- recognize the need to balance their objectives for the community with financial and other limitations
- are better able to communicate collectively to staff, key stakeholders and the community

Benefits for Staff. They Get:

- a dedicated forum to hear what the new Council will look to staff to achieve in the community, in the budget, and in the administration
- the opportunity to work with Council in an informal setting
- an opportunity to share important issues and considerations that new councillors may not have been aware of (e.g. the state of the infrastructure, the impact of Provincial regulations, or the limited discretion in municipal budgets)
- the ability to communicate Council's intentions effectively to other staff and the community
- a basis on which to consider budgets, new initiatives and public requests



Benefits for the CAO. Independent Facilitators:

- let the CAO and Mayor participate freely in the discussion; someone else is worrying about whether it is on time and productive
- enhance the ability to keep the discussion moving and ensure that everyone has a say
- may be freer to comment on the respective roles of Council and staff, and invite staff to offer pertinent information
- provide another set of listening ears to hear the questions being raised and experienced eyes and to review the directions that emerge

MEET YOUR FACILITATION TEAM



Bill Winegard

Both as a CAO and as a consultant, Bill Winegard has worked with Councils and staff of smaller and mid-sized municipalities to facilitate full and fruitful early discussion and “ghost-author” meaningful municipal strategic plans. He works hard to ensure clear priorities and cogent action plans, always with an eye to finances and feasibility.



Susan Shannon

For over twenty-five years, Susan has worked in and with municipalities. Earlier in her career she was a Chief Administrative Officer (CAO) and has guided municipalities through the strategic planning process as both a CAO and in a consulting capacity. Susan is a municipal specialist with hands-on experience and in-depth internal knowledge of municipal operations. Her areas of expertise include strategic planning, service delivery reviews and organizational reviews.



David Cash

As a Subject Matter Expert (SME), David has participated as a team member on several consulting projects with KPMG, MDB Insight (now part of Deloitte), and the Canadian Urban Institute (CUI).

In his consultancy he has delivered training workshops for elected officials for the Economic Developers Council of Ontario (EDCO) and served as the prime consultant in delivering economic development strategies to municipalities and evaluating options for more effective and efficient service delivery. In his role as CAO in Whitchurch-Stouffville (York Region) he gained broad-based experience in strategic and fiscal planning and overall management of an urban/rural municipality (pop 47,500), that was experiencing rapid growth.



Murray Clarke

Murray retired in 2017 after a long career as a CAO in mid-sized urban and rural municipalities in Ontario and British Columbia. Since retiring Murray has taken on a variety of assignments and contract work in the local government sphere. He has extensive experience in leading and developing clear and concise strategic plans that set out a “shopping list” of actions and initiatives. He brings strengths in communications, project management, human resources and particular expertise in economic development. Murray was awarded the Queen’s Jubilee Medal for public service in 2012.

**We Look Forward to Working with You –
here's to A SUCCESSFUL COUNCIL TERM!**



GET IN TOUCH

Phone: 416 695 8992

Email: strategicplanners@rogers.com

Learn more:

Municipal Strategic Planning Associates
<https://www.muniserv.ca/municipal-strategic-planning-associates>