

REQUEST FOR DECISION 017-2025

Title: Council Strategic Planning Facilitation
Date: 2025-04-01
Prepared by: Glenn Horne, CAO
Contributors:



SUMMARY

Council Strategic Planning

The Town requested quotes from five qualified suppliers with expertise in municipal government for strategic planning facilitation. After reviewing three proposals received, the Mayor, Deputy Mayor, Town Clerk & CAO unanimously recommend Jacques Dube from JDStrategy, who provided the lowest-cost option and demonstrated the most suitable experience and approach for the town's strategic planning needs.

DRAFT MOTION:

That Committee of the Whole recommends to Council the following motion:

That Council award facilitation of Council's Strategic Plan to Jacques Dube, JD Strategy.

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1) CAO COMMENTS

The CAO supports this recommendation.

2) LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act Section 65.

3) STAFF RECOMMENDATION

The recommendation is to award the facilitation of Council's Strategic Plan to Jacques Dube, JD Strategy.

4) REFERENCES AND ATTACHMENTS

- Strategic Planning approach description, JD Strategy.

5) DISCUSSION

In accordance with the Town's policy for procurement of mid-range (\$2,500 - \$50,000) service, quotes were sought from five qualified suppliers seeking someone with in-depth understanding of municipal government who will design and implement a strategic planning process that:

- Creates a common understanding of the strengths, weaknesses, opportunities and threats that face the Town.
- Distinguishes between Council's policy-setting role and staff's operational responsibilities.
- Narrows the numerous issues and choices facing the Town into a focused list of actionable priorities.
- Considers priorities against available resources.
- Focuses on municipal jurisdiction and achievable goals within the current Council term.
- Incorporates mechanisms for regular review and progress reporting.
- Maintains simplicity and clarity throughout the process.

Quotes on a standard scope of work were requested from five individuals / organizations who are either known service providers of municipal strategic planning or taken from the provincial standing offer list for professional services. Three proposals were received. Proposals were reviewed by the Mayor, Deputy Mayor, Town Clerk & CAO. Based on his experience and outlined approach, the unanimous recommendation and lowest cost option is Jacques Dube, JDStrategy. A description of the proposed approach is attached for Council's reference.

With over 30 years of experience as a CAO in municipalities like St. Andrews, NB; Moncton, NB; and Halifax Regional Municipality, Mr. Dubé has successfully guided numerous municipalities through the

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development and implementation of strategic plans focused on tangible outcomes. Mr. Dube is a seasoned professional with expertise in municipal governance, policy, and operations.

6) FINANCIAL IMPLICATIONS

\$15,000 has been budgeted for this initiative; Mr. Dube's contract price of \$7250 + HST falls within that allocated budget.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

- This initiative will create a new Strategic Plan.
- This initiative is included in the Town's 2025/26 Ops Plan.

8) COMMUNICATION REQUIREMENTS

There are no apparent communication requirements at this time.

9) ALTERNATIVES

Council may approve the draft motion or not.



Town of Wolfville Strategic Planning Sessions

Date TBD, 2025

Wolfville, NS



- An estimated **50% of Canada's 3600 municipalities have a strategic plan** in place, not limited to just medium and large municipalities.
- The **Municipal Development Plan is the highest level** in the policy hierarchy, with the Strategic Plan directly beneath it.
- **Wolfville is well-positioned** to implement a new strategic plan, thanks to the existing strategies, initiatives, and policies that should serve as inspiration for your strategic plan.
- **Adherence to the strategic plan by the team** typically results in **successful outcomes**.
- It serves as a **tool for navigating complex governance and service delivery** challenges, regardless of the number of zeros involved.
 - Provides **organizational clarity, direction, and focus**.
- Promotes **openness and transparency** in line with your principles of **Leadership & Accountability, Community Engagement, Inclusion, and Sustainability**.
 - Fosters a **collaborative, equitable, and inclusive culture**.



The plan **aligns Council and staff** by giving staff clear direction



Telegraphs to the residents that **Council is focused on a strategy** and to businesses and people thinking of moving here



Allows capacity to react and readjust the plan as a **living document** – how much can you plan?



Basis upon which Operating & Capital budgets are set by Council- how do you budget effectively when you don't know what your priorities are?



- **Reduces conflicts** within Council, with residents & between Council & staff
- **Council oversight and decision-making**
- **Council receives and provides information and directs staff through the CAO**
- **Strategic Plan for the next 4 years**
- **A living document with regular reporting**



Culture eats strategy for breakfast – strategic plans will not work effectively without a strong collaborative culture across the entire organization including Mayor, Council & staff.

Strategic planning is the **driver of a collaborative culture** which is already one of your principles

Respects the **roles of Council as policy makers/decision-makers** and **staff as implementers**

Helps **Council focus on the big picture, its Vision, mission, strategic pillars, outcomes and actions**

Ensures all **recommendation reports & actions align with Council's Strategic Plan**

Step 1 is to adopt your values. Things like honesty, integrity, etc.



Step 2 is a SWOT analysis- an informed discussion about your strengths, weaknesses, opportunities and threats. We will spend time today together on that.



Step 3 is to set the Vision. The desired state; **what you want to be.**



Step 4 is a Mission Statement: It is your purpose. **What you do** as an organization. How your will achieve your Vision.





- **Step 5:**
- **Strategic pillars and outcomes: Achieve what and how** (see Amherst & HRM)
- What is **critical**, what is **important** and what **desirable to achieve Council's vision**.
- **Reality check**: resources, money, staff, urgency, safety issue, etc.
- Two types: **Council pillars** and **administrative pillars**, with the latter enabling of the former. (HRM ex.)



- **What is a Strategic Pillar?**

- A **high-level priority** of no more than 1-2 words. Recommend you **adopt no more than 4-5**.

Examples:

Prosperous Economy
Healthy Communities
Culture & Heritage
Integrated mobility

Environment
Social
Governance
Public safety





- **What is a Strategic Outcome?**
 - **What you want to achieve** under each Strategic Pillar
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- Example: A **Strategic Outcome** under a **Prosperous Economy** pillar could be:
 - **Talent Attraction, Retention and Development: A global and welcoming community that attracts, retains and develops talent**
 - **Establish 2-5 strategic outcomes for each Strategic Pillar**



Step 6: Draft Strategic Actions consistent with Council's Strategic Pillars.



Step 7: Recommend the CAO bring the **draft strategic plan to Council** in Committee-of-the-Whole for consideration and recommendation to Council



Reporting quarterly so Council can adjust its priorities as it sees fit