

**Coast of Bays
Coastal Planning Committee**

Strategic Planning Session Report

**St. Alban's, NL
December 8, 2005**

Facilitated by:

Jim Hornell

Jim Hornell Consulting
jim.hornell@nf.sympatico.ca

709 489 7538

**Coast of Bays Coastal Planning Committee
Strategic Planning Session
St. Alban's, NL
December 8, 2005**

Facilitator's report

The future is not some place we are going, but a place we are creating!

Participants:

- Conrad Collier - COBC
- Steward May - Harbour Authorities
- Herb Dunphy - Municipalities
- Ross Hinks - Conne River Band Council
- Joan O'Brien - DFO
- Steve Moyse - DFA
- Bret Pilgrim - Coastal Planning Coordinator (REDB)
- Jeff Roberts - Fisheries Committees
- Pius Howse - Recreation Boaters & Cabin Owners
- Baxter House – Tourism

Following introductory comments, introductions and a series of light icebreakers, the facilitator led the group through a series of structured activities designed to engage participants in considering what entails strategic planning, its benefits and areas of potential concern. Following these activities, participants entered into facilitator led dialogue to consider and develop the mission, vision, objectives, initiatives and measures of success for this recently formed group.

The results of the planning process and this report will serve to focus the activities of this committee for the coming months. It represents the continued evolution of this unique committee.

The group considered their experiences with strategic planning and also their expectations of what strategic planning is and is not.

Strategic Planning is:

- ◆ Proactive
- ◆ Comprehensive
- ◆ Planning for the future
- ◆ “Putting your ducks in line”
- ◆ Issue identification

Strategic Planning is not:

- ◆ Static
- ◆ Narrow sighted
- ◆ Reactive

Benefits of Strategic Planning:

- ◆ Provides directions
- ◆ Foundation to build on
- ◆ Helps streamline actions
- ◆ Helps understand issues of different stakeholders
- ◆ Makes you think in advance
- ◆ Provides knowledge of other options [ways of doing things]
- ◆ Identifies potential roadblocks
- ◆ Is a communication tool for others

Concerns about Strategic Planning:

- ◆ Potential to be inflexible
- ◆ Implementation
- ◆ Needs to be thorough
- ◆ Need buy-in
- ◆ Requires a mechanism for monitoring and evaluation
- ◆ Others may read the plan without knowledge of the group, their goals and the local context

Expectations for the planning session were developed to guide the process and to be used as a visual outcome check at the end of the session.

Group's Expectations for the Planning Day:

- ◆ Mission statement
- ◆ Identify goals & objectives
- ◆ Consensus and all participants see themselves represented
- ◆ There be a clear view of the role of the working group and the reason for it
- ◆ A path forward would be developed that would include short and longer-term objectives.

The concept of *core values* was introduced. *Core values* were described as ideas of high worth that were non-negotiable and would guide the committee with its mandate.

Core Values:

- ◆ Open & transparent
- ◆ Stakeholder sensitivities
- ◆ Search for “win/win”
- ◆ Open mindedness
- ◆ “Community” driven [cooperation]
- ◆ Mature about ideas
- ◆ Efficiencies in processes [Keep it Simple]
- ◆ Mutual respect

Mission discussion [the foundation of the committee's fundamental existence]

Why Does the Committee Exist?

- ◆ Protect resources [current & new]
- ◆ Coastal planning
- ◆ Engage groups
- ◆ Understand issues and concerns
- ◆ Ensure sustainable development of resources
- ◆ Ensure communities are sustained
- ◆ Support and being proactive because opportunities exist at this time

Who Does the Committee Serve?

- ◆ Future generations
- ◆ Various stakeholder groups
- ◆ Environment and the wise use of it
- ◆ Communities of the Coast of Bays
- ◆ Various government departments and agencies

What Does the Committee Do?

- ◆ Engage in two-way communication
- ◆ Plan and develop guidelines
- ◆ Co-ordinate
- ◆ Collaborate
- ◆ Conflict avoidance & conflict resolution
- ◆ Make recommendations

Coast of Bays Coastal Planning Committee Mission statement:

To foster the sustainable use and development of coastal and marine environments through collaboration and planning for the Coast of Bays region.

SWOT Analysis: The facilitator engaged the group in activities to assess areas of internal strengths as well as areas where the committee may not be as strong. Also external opportunities and potential threats were explored and recorded.

Areas of Strengths:

- ◆ Dedicated resource personnel
- ◆ Working together
- ◆ Broad representation
- ◆ Diverse knowledge
- ◆ Diverse resources
- ◆ Pioneers – able to attract resources

Areas Not so strong:

- ◆ Committee not fully solidified [composition]
- ◆ Supports required
- ◆ Conflicting Opinions
- ◆ Growing pains [just getting started]
- ◆ Potential for some members to be self serving
- ◆ Sustained communication
- ◆ “Young” committee – new

Opportunities:

- ◆ Pioneers – in early
- ◆ Partnership opportunities
- ◆ Other groups exist
- ◆ Opportunity to “write” [create] the rules

Threats:

- ◆ Community buy-in
- ◆ Sustained communication
- ◆ Public perception of being self-serving
- ◆ Change in government direction [policy]
- ◆ Financing
- ◆ “Getting it wrong”
- ◆ *Municipal* versus *regional* in scope

Visioning Activity [2010 Celebration]

By projecting to the year 2010, the group was able to reflect back on accomplishments, reasons for success, and offer motivational messages to others who might be inclined to replicate the envisioned success of Coast of Bays Coastal Planning Committee.

Accomplished:

- ◆ Consistent participation
- ◆ Understanding between stakeholders [aware of each others needs and priorities]
- ◆ Conflict resolution
- ◆ Industries growing and flourishing
- ◆ Fostered communication and understanding

Why Successful:

- ◆ Proceeded initially with small steps and processes
- ◆ Educated on the needs of stakeholders
- ◆ Open and transparent
- ◆ Were all-inclusive
- ◆ Worked as a team
- ◆ Recognition by governments that that CBCPC was a legitimate body with a role to play in the region

Core Strategies [to meet the mission and achieve the vision]:

Objectives:

- 1. Consistent participation*
- 2. Development of a Management Plan*
- 3. Awareness & Visibility*
- 4. Completion of Terms of Reference*

Objective #1

Consistent participation:

General discussion about objectives included issues such as:

- Having regular meetings at convenient times able to accommodate most
- Conference calls
- Training
- Web site discussion forums
- Information sharing [internal & external]

Initiative #1:

- ◆ **Development of a formal communication plan for internal and external audiences**

Measures of Success:

- Number of web site hits
- Completion of actual Communications Plan
- Informal feedback to Committee members

Assigned Responsibility: Co-ordinator

Initiative #2:

- ◆ **Stakeholder updates on each agenda**

Measures of Success:

- Review of agendas and minutes of meetings
- % of stakeholder groups providing updates at each meeting

Assigned Responsibility: Committee Chair

Initiative #3:

- ◆ **Completion of an Annual Report**

Measures of Success:

- Annual report produced and circulated

Assigned Responsibility: Committee Chair & Co-coordinator

Initiative #4:

- ◆ **Evaluate Committee composition [appropriate groups/personnel engaged]**

Measures of Success:

- Analysis of % of committee in attendance
- % of responses to calls for feedback on issues

Assigned Responsibility: Executive [for next meeting]

Objective # 2

Development of a Management Plan [to be a dynamic process with ongoing updates and monitoring]

Initiative #1:

- ◆ **Needs Assessment and issue identification/prioritization based on individual sectors [potential conflicts identified]**

Measures of Success:

- Highest needs identified and consensus on priorities

Assigned Responsibility: Co-coordinator and Committee Rep for each sector]

Initiative #2:

- ◆ **Action Plan to address timelines, supports and responsibilities**

Measures of Success:

- An Action Plan Developed

Assigned Responsibility: Committee

Initiative #3:

- ◆ **Complete identification of boundaries for the planning area**

Measures of Success:

- A Document with recommendations for decision

Assigned Responsibility: DFO

Objective #3

Awareness & Visibility [The group recognized that this may be a longer term objective and there may be some overlap with aspects of Objective #1 – Consistent Participation]

Initiative #1:

- ◆ **Communication Plan completed [Although Awareness and Visibility is not a short term objective, the Committee felt that the completion of the Communication Plan was a shorter term objective. For measures and responsibilities see Objective #1, Initiative #1]**

Other related initiatives to be achieved in the medium to longer term were identified and included:

- Newsletters
- Presentations to groups [schools, government departments and agencies, municipalities, Fisher committees, Harbour Authorities]

Assigned Responsibilities: Committee Chair & Co-coordinator

Objective #4

Complete Committee's Terms of Reference

Initiative #1

- ◆ **Review and finalize draft [including definition of boundaries]**

Measure of Success:

- A Completed and approved Terms of Reference

Assigned responsibility: Committee

Throughout the planning session, participants made insightful and well received suggestions about how the Committee should conduct its affairs. Ideas and suggestions included:

- *Everyone needs to understand the scope of where we are and what we can and cannot do*
- *The committee should not be another layer of bureaucracy*
- *Actions and responses should be front and centre*
- *Regular meetings should be held at convenient times to accommodate most participants*
- *The committee must support stakeholders.*

Facilitator's conclusion:

At the conclusion of the session, participants agreed that the planning process had been a success and their needs and expectations had been met. There was recognition throughout the day that the plans represented preliminary steps to guide the committee.

From a facilitator's perspective, it should be noted that all participants were engaged and contributed throughout the day.

Jim Hornell
Facilitator