



STRATEGIC PLANNING WORKSHOP MINUTES

APRIL 30/MAY 1, 2010

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Participants

Name	Area
Adam Grant	Ontario
Barry MacGregor	Nova Scotia
Chris Hart	Newfoundland
Claudia Kurzac	British Columbia
Darcy Chrisp	Manitoba
Debra Langier-Blythe	Alberta
Jasmina Egeler	British Columbia
Josée Theriault	New Brunswick
Keir Cordner	British Columbia
Ken Diplock	Ontario
Nicolas Raymond	Quebec
Peter Heywood	Ontario
Phi Phan	Alberta
Ryan Philipation	Saskatchewan
Sarah Chergui	Quebec
Annakyn Skyler	Scribe, Edge Consulting
Michelle Sharp	Facilitator, Edge Consulting

Introductions

Adam Grant welcomed the participants to the workshop.

There are a number of new board members and this workshop is a great opportunity for the branch executives to get to know CIPHI and the direction the organization is going. The last five year strategic plan was created in 2005 so we need to create a new plan for the next five years. We received over 400 responses to the survey which very was exciting; we wouldn't have received this level of response a few years ago.

The group introduced themselves, the area they represented, years in CIPHI and why they joined CIPHI. At the end of the introductions, the group identified common reasons for being involved in CIPHI:

- » Self fulfillment
- » Ability to influence the direction
- » Representation
- » Passion
- » Loyalty and pride
- » Dedication.

Michelle Sharp provided an overview of the workshop agenda, outcomes for the day and guidelines for the workshop:

Agenda

- » Our current state
 - ♦ Progress in the last 5 years
 - ♦ What are we great at
 - ♦ What do our members want
 - ♦ Opportunities for the future
 - ♦ Our financial state
- » Education Session
 - ♦ Governance or working board
- » Our future state
 - ♦ Why do we exist
 - ♦ CIPHI in 5 years

- ♦ Our strategic goals
- ♦ Initiative to achieve our goals
- ♦ Set priorities
- » Team charter
 - ♦ Communications
 - ♦ Engagement
 - ♦ Committee structure
- » Next steps
- » Workshop evaluation and close

Desired Outcomes

- » What is CIPHI's core business and mandate?
- » Clear vision and five year goals with a realistic plan for how we get there from here.
- » What do we need to achieve our goals (infrastructure, finances, etc.).
- » How we work as a team moving forward.

Guidelines

- » Everyone participates/no one dominates.
- » Build on each other ideas.
- » Humour helps.
- » Criticize behaviour, not the person.

Definitions

Michelle provided definitions for strategic planning activities and obtained agreement from the participants on these definitions.

Strategic Plan

A disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.

Vision

A phrase of two that showcases your organization's view of the future....it is a compass and provides direction. It gets members, staff, board etc. pumped!

- » The group discussed whether a vision statement had to be achievable and agreed that the statement should be something to strive for and that there should be some potential for achievement, either alone or in conjunction with other groups.

Mission

A statement of your organization's purpose, establishing what it is and what it does (who, what, where and for whom)

- » The current mission statement appears to include all of the elements that should be there.

Strategic Objectives

A list of all the major goals/objectives that you set for your organization over time, usually 3 to 5 years.

Strategic Initiatives

What we need to do to achieve the objectives. Usually turns into "change" projects that allow organizations to get there from here. Also includes performance measures and ownership

Our Current State

Progress in the Past Five Years

The participants discussed what CIPHI accomplished during the last five years and noted that the strategic plan was not regularly brought to board meetings nor was it reviewed on an annual basis.

We accomplished a lot during the last five years and there is still room for improvements. The membership doesn't know all of the work that CIPHI has done. Improved communication and marketing is a potential opportunity.

- » We rely on volunteers to issue communications to the members and this communication doesn't always happen.
- » Engaging the members is a challenge for us. The good news is that we received over 400 responses to the survey; we wouldn't have had this level of response a few years ago.
 - ♦ One of the reasons for the increased engagement is because we have given the members the Continuing Professional Competencies (CPC) Program and the communication to the members about this product, while somewhat fragmented, has started us on standardizing our communication.
- » The ListServ, populated by Peter, has facilitated better communication with our members.

Accomplishments

- » CPC Program:
 - ♦ A standard of practice and code of ethics for entering the practice of public health.
 - ♦ The program defined CIPHI as a professional organization and is comparable to other professional practices.
 - ♦ The Council of Professional Experience (COPE) oversees the program and Board of Certification (BOC) provides certification.
 - ♦ 80-90 % of the positive responses from the employee survey were about the CPC program.
- » National Data Base (Member Service Centre or MSC)
 - ♦ The database is growing to support the CPC program.
 - ♦ It provides an access point for members to track their professional career and development hours and has networking capabilities.
 - ♦ The database also gives CIPHI a method of managing the membership list and payment of dues.
 - ♦ There are issues with some of the MSC functionality.
 - ♦ The development of MSC set precedence for CIPHI; this was the first time significant money was spent on a full-time, outside professional service/contractor.

- » Contracting a professional full-time, full-service administrative service provider (MPS) with scalable service provision dependent on workload.
 - ♦ Hiring an full-time administrative service provider allowed the NEC to move away from the administrative work the board members were engaged in and to focus on CIPHI's strategic work.
- » Established partnerships with other organizations, e.g. Public Health Agency Canada.
 - ♦ Organizations see the value that CIPHI provides and want to partner with us.
- » Established a Quebec branch.
 - ♦ This is the first time in 25 years that CIPHI is a national organization.
- » Standardization of exams.
- » Succession planning.
 - ♦ Established the position of President Elect which facilitates knowledge transfer between the current and incoming presidents.
- » Populated ListServ.
 - ♦ Last year we had 500 members – this year we have over 1200.

Strengths - What We Are Great At

- » We have administrative services capable of supporting the needs of CIPHI and its members
- » Holding conferences – these engage the members.
- » Board and member passion for the field and profession of Environmental Public Health
- » National representation.
- » CPC.
- » External partners, e.g. Public Health Agency Canada.
- » Improved communication, this was a key success of CPC.
- » BOC Exam.
- » MSC.
- » Shift of our business culture.
 - ♦ We obtained professional services to alleviate the administrative work performed by the Board and to help us be more professional within our organization.
- » Positive leadership.
- » Shared values

- » CIPHI is the only organization for Environmental Public Health professionals such as Public Health Inspectors and Environmental Health Officers which gives us a “unique position” in the market.
- » Collaboration with educational institutions on curriculum review.
 - ♦ This collaboration raises the profile of the profession and attracts new members.
- » Culture of continuous improvement.

Weaknesses

- » Communicating with our members.
- » Volunteer burnout – routine work is completed mostly by volunteers.
- » Draft terms of reference for the NEC executive positions have not been reviewed and approved.
- » Membership is not mandatory.
- » There is no succession planning to facilitate board continuity and knowledge sharing amongst the Board members representing the Branches.
- » Our financial status is not always clear, so sometimes unsure whether we have the financial viability to carry on with our initiatives, positions, etc.
 - ♦ Our financial reporting did not give us the means to see what money comes in and where money is spent.
 - ♦ Membership dues come in throughout the year and we don’t know the amount until the end of the year.
 - ♦ Money is generated from the national conference, but we don’t know until after the fact how much money that is.
 - ♦ The money we receive from our partnership from the federal government is used hold to support CPC/NEC initiatives and will come to an end in the coming years.
- » NEC is not functionally bilingual as an organization (e.g. day-to-day administration and support)
- » Limited membership engagement.
- » The newly certified EPH professionals may not have the same loyalty as the more experienced.
 - ♦ There is a concern that the new professionals entering the practice are using their positions as a stepping stone in their career and do not consider continuing their practice on a long-term basis.

Challenges

- » We rely too much on external funding for projects.
- » Lack of awareness/support of CIPHI and EPHP with the public, employers, EPHP and politicians.
- » Financial and political climate.
- » Potential erosion of our unique position in the market.

- » The governance of the NEC is too much of a working board

Products and Services

The participants identified products and services that are supplied at the national level. The national level provides stewardship and the branches connect with their members. The member survey indicated that labour relations are another service that is wanted.

- » Oversee NEC, BOC, COPE and Environmental Health Foundation of Canada (EHFC).
- » Certify, advocate, educate, set standards and facilitate connections.
 - ♦ Standards are set for entering the practice, although not all provinces have adopted the CIPHI entry-to-practice standards for PHIs/EHOs in relevant legislation
 - ♦ A future focus is to set standards for maintaining the practice.
 - ♦ Connections are facilitated using existing networks, EH Newsletter/magazine, conferences, CPC, MSC.

Committees

CIPHI has a significant list of committees and the participants decided to review the list and identify the committees that support our initiatives.

Committee List

- | | | |
|---------------------------------------|-----------------------------------|--|
| » Advocacy | » Constitution and Bylaws | » Environmental Public Health Week |
| » Awards | » Contracts | » External Relations |
| » Board of Certification | » COPE | » Finance |
| » CIPHI 100 th Anniversary | » CPC | » International Federation of Environmental Health |
| » CIPHI Booth | » CPHA | » Membership |
| » Communications | » Data Management | » Retirees advisory Committee |
| » Conference Committee | » Environmental Health Foundation | » Website |

Financial State

The group discussed the current financial state and financial reporting issues:

- » The financial reporting, although much improved from what we were getting, is still inadequate to govern our fiduciary responsibilities. If NEC is in charge of all the financial aspects of CIPHI, we need a breakdown of all areas of accountability; otherwise we don't have a clear financial picture. We also need budget to actuals.

- » Our administrative service provider, MPS, is doing a lot of work that was done by volunteers or was previously not done.
- » The NEC budget covers shortfall in other budgets.
- » We need to have transparency in place to show our members how our money is managed.
- » The MSC project seems to be over budget but project costs are not in the financial statements attributed to NEC operations due to offsets from external project funding.
 - ♦ It is within the board's mandate to put a stop to the project until they get a clear accounting of the cost to complete the project (this was a comment by the facilitator).
 - ♦ Ken has a summary of where the MSP is at and will provide that information to the board.
- » We need membership information; how many by province, how many people could potentially be members etc. and we need that information to manage our membership drive.
- » A major problem is that we don't have someone to provide the oversight of the organization; we need to investigate the feasibility of hiring an executive director.

Governance or Working Board

Prior to defining the future state, Michelle provided some education about the types of Not For Profit (NFP) Boards and the group concurred that although they are currently a working board, they would like to move to a governance board over time if a business case can be made for hiring staff.

The following headings provide a summary of the presentation materials.

Key Principles for Member-Based NFP Boards

- » Members drive the agenda
- » Member's opinions and needs are sought on a regular basis, in a formal way.

Role of NFP Board

The board of directors is the highest level of decision-making and authority in a non-profit organization and provides:

- » Oversight
- » Leadership
- » Direction
- » Policy setting

Policy (Governance)-Type Boards

- » Tends to concern itself primarily with planning, determining the overall direction of the organization, and creating and evaluating major policies.
- » Is not so much involved in determining the day-to-day processes or means by which policies are implemented, as in the outcomes, results or ends to be achieved.
- » Delegates the responsibility of implementing policies and managing the organization's daily business to an Executive Director.
- » Is common among medium and large sized not-for-profit organizations with a range of programs or services.

Working Boards

- » Concerns itself with the organization's operations as well as with planning, setting direction and determining and evaluating policies.

- » Is involved in many of the practical, day-to-day activities of the organization such as bookkeeping, service delivery, writing grant applications, and so on.
- » May or may not have staff to delegate some responsibilities.
- » Is common among small, grassroots and single-service not-for-profit organizations.
- » Must beware of such potential problems as board member burnout, taking on responsibilities beyond its members' level of skill or expertise, delegating too much of its work to staff, and role confusion with staff members.

NEC Board Discussion

- » We didn't join the board to do the day-to-day administration work, but that is what we are doing and we are too busy to do the strategic things we originally signed up for.
- » We should see if we are using the branches and volunteers effectively – these are regional networks for members to become more involved in the organization.
 - ♦ There may be potential of engaging members in smaller roles through regional networks.
- » There are 20 committees and these are primarily filled by the board members.
 - ♦ We need some initiatives to bring people other than board members onto these committees.
 - ♦ We need to have a smaller number of very focused committees.
- » Debra is developing terms of reference for committees in the Alberta Branch and a similar undertaking at the National level will give the board a tool to ensure the committees meet their requirements.
- » Maintaining the status quo is not OK – we want to do more, but burnout is an issue.
- » The magnitude of the projects we completed took a lot of dedicated time and effort and there will be other projects to take their place. CPC for example, was successful because we had a good external project manager and resources to deliver. Communications by President-Elect was excellent and the road trip provided the branches with "a face" to NEC. This project is a "bright spot" and an example for other projects.

Future State

What Do Our Members Want – Review of the Member Survey Response

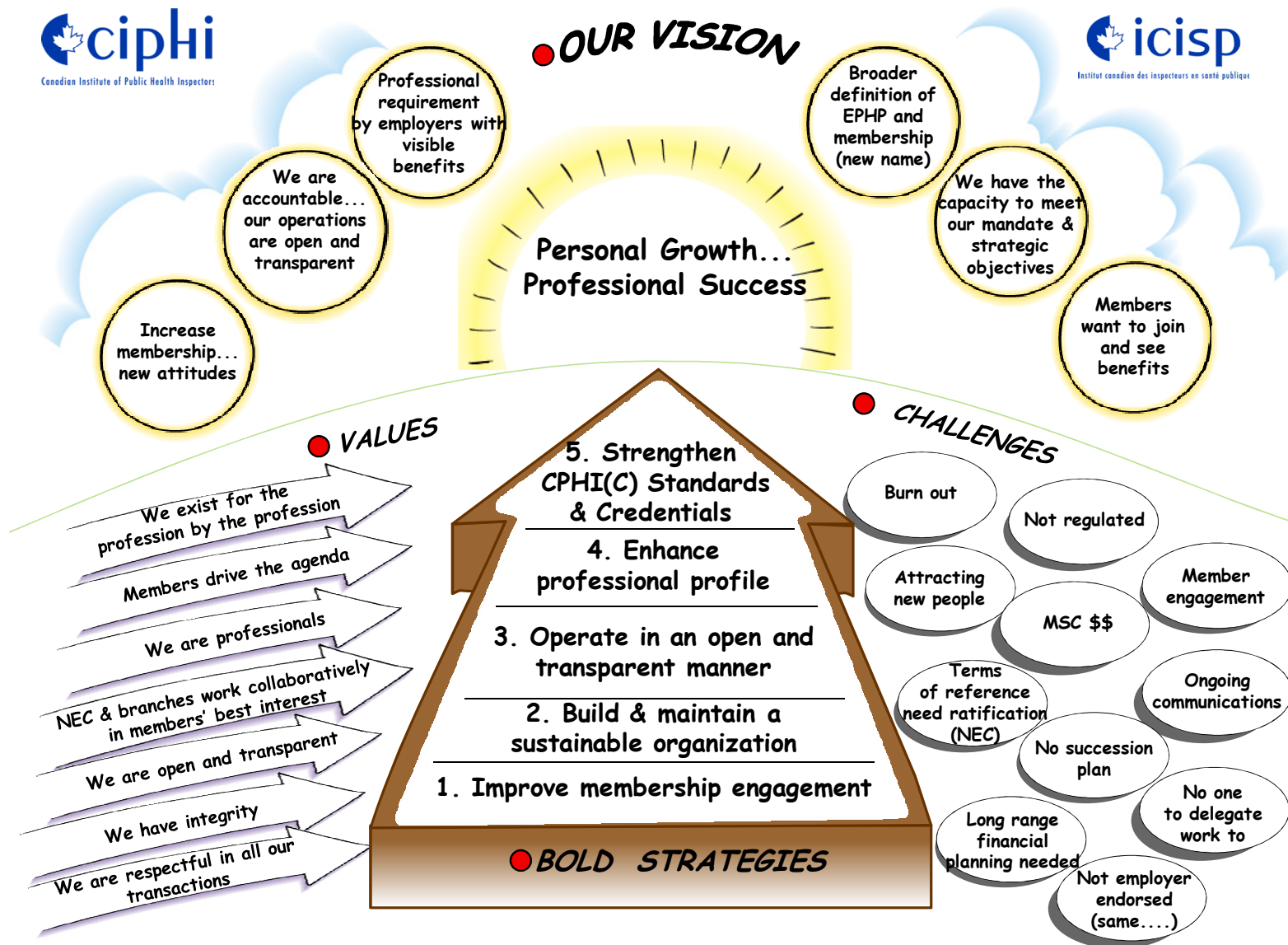
The participants discussed the responses from the member survey.

- » CIPHI's role seems unclear to some members – for example, there is a perception that CIPHI has a role in labour relations management.
- » CPC is valued by a lot of the respondents and this has created positive spinoffs.
 - ♦ People now want to join CIPHI.
- » Some of the negative comments are because the members are unaware of what CIPHI is doing.
 - ♦ We are responsible for ensuring that members are informed and we have to improve communications.
 - ♦ The survey was an opportunity to learn and improve, especially from the negative comments.
- » Some members don't see that they have personal responsibility for professional development.
 - ♦ These members see professional develop as the employer's responsibility.
- » People see the conferences as a core component of CIPHI and want to participate in them.
- » Responses were fairly evenly split between positive and negative.
 - ♦ It is positive that even though there were a lot of negative responses, these members were engaged enough to respond to the survey.
- » There are huge extremes in the responses which may be a result of specific branch and legacy issues.
 - ♦ The board will communicate the results of the survey to the members, what they are doing with the feedback and recognize legacy issues – the messaging in this communication is very important.
 - ♦ The board will also communicate information of how dues are used, our strategic initiatives and board activities, including the volunteer activities.
- » Some members are seeing a trend for the better.

Vision

The participants brainstormed what CIPHI would look like in 10 years, identified theme's and suggested some vision statements.

The following poster was developed throughout the workshop and summarizes some of the key discussion elements.



Background Discussion Leading to New Vision

Vision Statement Themes

- » We are accountable; our operations are open and transparent.
- » Professional requirement by employers – benefits are visible
- » Increased membership – new attitudes
- » Broader definition of EPHP and membership
- » We have the capacity to meet our mandate and strategic objectives.
- » Members want to join seek membership

Suggested vision statements

- » Environmental Public Health Embracing Professionalism
- » Growing leaders in Canadian Public Health
- » #1 Health “stop” for the people, by the people
- » Personal growth, professional success
- » Enhancing the standard of Public Health
- » For the profession, by the profession

Before deciding on the vision statement the participants discussed the lack of membership knowledge about CIPHI, CIPHI’s role and the primary audience for the vision statement.

- » A lot of members are misinformed about CIPHI’s mandate. CIPHI sets the standards, but CIPHI does not do the work – the members do the work.
- » If we are successful in our core business of certifying, advocating and educating, the outcome will be optimal health and a reliable structure for managing environmental public health issues.
- » Our primary audience for the vision statement is our members; we may create a slogan for external audiences.

Values

The group identified CIPHI values throughout the two day workshop and agreed that the “Board is the operational arm of the members” and that the following are CIPHI’s values:

- » CIPHI initiates projects and programs that are for the benefit and advancement of the profession by the practitioners of the profession
- » Members drive the agenda

- » We are open and transparent
- » NEC and branches work collaboratively in the members best interest
- » We are professional
- » We have integrity
- » We are respectful in all our transactions.

Our Team Charter

The group discussed how they wanted to work together and identified the guiding principles for a team charter.

Guiding Principles

Note: these statements were further edited/massaged by the facilitator in the final team charter one-pager provided after the workshop. These bullets reflect the actual discussion at the workshop. See attached PDF for one-pager....

- » We provide leadership by meeting our objectives.
- » We lead the way by modeling the behaviours that we want in our members.
- » We grant each other permission to say 'no'.
- » We have a passion for the work and committees we volunteer for.
- » We are open and transparent with each other.
 - ♦ We have direct communication and hold each other accountable.
- » We share documents via central repository.
- » We use email best practices protocol.
- » We connect every month via a web meeting tool.
 - ♦ A team member will prepare and issue minutes.
- » We update others within a reasonable amount of time of our meetings.

The group also discussed ways to communication and to hold each other accountable:

- » Volunteers are uncomfortable with holding each other accountable but having terms of references and expectations will make it easier to hold people accountable in a respectful way.
- » Have monthly teleconferences to stay in touch.

Our Strategic Goals

The participants discussed the issue of mandatory membership.

- » If mandatory membership drops off the table, we will lose support from those members that support this direction.
- » We can define what mandatory means; one option is have the employer require CIPHI membership as a condition of employment.
- » There is an employment implication to mandatory membership – if CIPHI pulls certification, will the employer have to fire the employee.
- » Other professions that require membership fall under provincial health care legislation – CIPHI and its members do not fall under such legislation.
- » Some provinces have other legislation that covers non-health related professions, but we haven't investigated this as an option.
- » We are pursuing a change to our constitution to make membership mandatory; however we need to explore the legalities and ensure we have support from employers and unions.

The group discussed the intent behind the previous strategic initiatives and identified themes for the new strategic goals

Our New Strategic Goals

Michelle provided an example of what a CIPHI strategic goal might be based on what she heard in the strengths, weaknesses and opportunities. The group identified the strategic goals and decided to have the break out teams come up with the initiatives of the following goals:

1. Improve Membership Engagement
2. Build and Maintain a Sustainable Organization
3. Operate in an Open and Transparent Fashion
4. Enhance the Professional Profile
5. Strengthen Our Credentials and Standards

Initiatives to Achieve Our Goals

Each strategy was reviewed by a sub group of the participants and these sub groups proposed initiatives to achieve the strategy. The proposed initiatives were reviewed by the larger group and as a result of that review, 35 initiatives were identified and agreed to.

The participants voted on their priorities using “dots” to gain a quick view of which initiatives were important to the Board. A concern was raised that the top six initiatives may not have financial support because the revenue stream is variable and uncertain. The Board agreed that before proceeding on any of the top six initiatives, initiative 1.4 “To develop a business plan” was a pre-requisite to the other six initiatives. The following are the top seven initiatives:

- 1. Develop a two year business plan (pre-requisite) 1.4**
- 2. Develop a communications and marketing plan - internal and external (14 votes) 3.10**
- 3. Explore and present options for 100% membership (13 votes) 1.3**
- 4. Obtain a permanent operational management (8 votes) 2.8**
- 5. Enhance advocacy and bilingualism – consistent approach (8 votes) 4.4**
- 6. Develop terms of references for executive positions, committee chairs/members (7 votes) 2.1**
- 7. Build professional competencies through educational opportunities (6 votes) 5.4**

1.0 Improve Membership Engagement					
#	Initiative to Achieve the Strategy	Priority	Responsible	By	Comments
1.1	Involve members on key decisions.				The group discussed mandatory membership: » 100% membership is a CIPHI goal. » Do we achieve this goal using a hard, soft or somewhere in between approach? » We need to communicate the results of the last strategic plan, priorities for moving forward, survey responses and articulate the move away from mandatory membership. » We need to ensure we have consistent messaging at every level, whether it is– about mandatory membership or other
1.2	» Explore member privileges.				
1.3	Explore and present options for 100% membership. » Explore and present options for mandatory membership/models for membership » First step is to create a detailed plan (scope, involvement, deliverable)		Josee		
1.4	» Create new members welcome kit.				
1.5	Explore social networking (MSC).				

1.0 Improve Membership Engagement

#	Initiative to Achieve the Strategy	Priority	Responsible	By	Comments
1.6	Create an overall website strategy: » Redesign website » Use unified marketing, e.g. website template				<p>messages.</p> <p>» Originally mandatory membership was not engagement – it was seen as a means of control over standards of practices and a code of ethics.</p> <p>» Mandatory Professionalism was the title of resolution passed at the AGM.</p> <p>» In order to make mandatory membership, we need to make amendments to the constitution.</p> <p>» Some members won't be happy but if we pursue other ways of enrolling members.</p>

2. Build and Maintain a Sustainable Organization

#	Initiative to Achieve the Strategy	Priority	Responsible	By	Comments
2.1	Develop terms of references for executive positions, committee chairs/members.		Debra	Sep	<p>» 2 year business plan will address continuity at the Board.</p> <p>» NEC has two levels of members – boards from each province and members at large.</p>
2.2	Explore/examine/evaluate similar organization's governance models.				
2.3	Complete, disseminate and ensure contemporaneousness of orientation binder.		phi		
2.4	Develop 2 year business plan that would be updated its conclusion.		Finance Committee	Sep	
2.5	Develop policy, procedures for financial reporting to Board, members and external stakeholders.				
2.6	Investigate alternative revenue streams.				
2.7	Identify and manage weaknesses.				

2. Build and Maintain a Sustainable Organization

#	Initiative to Achieve the Strategy	Priority	Responsible	By	Comments
2.8	Obtain permanent operational management. » Dependant on the outcome of 2.4				
2.9	Explore other organizations membership models.				
2.10	Change from a working board to a policy board.				

3. Operate In and Open and Transparent Fashion

#	Initiative to Achieve the Strategy	Priority	Responsible	By	Comments
3.1	Publish interim, clear and concise budgets, financial statements and governance operational policies.				<ul style="list-style-type: none"> » We need to meet the basic communication needs within NEC. » We are not specialists in communications - we need to bring someone in to help us. » A communication officer would be connected to news organizations and could make sure communications occurs. » All internal and external communication would be handled by the communications officer. » We may not be able to afford a full time communication officer, but we can hire someone to handle specific communications. <ul style="list-style-type: none"> ♦ Start small and move towards a target. » Perhaps we need to look at the model we have for our President: <ul style="list-style-type: none"> ♦ A potential option is have a paid President who is on a sabbatical for their term.
3.2	Publish NEC meeting minutes within 30 days of a meeting.				
3.3	Publish NEC committee's updates and status.				
3.4	Improve accessibility to the NEC and committees.				
3.5	Survey members for feedback. » Build on the member survey.				
3.6	Hire a communications officer for: <ul style="list-style-type: none"> » Help with media releases. » Content management. » Consistent look and feel. 				
3.7	Provide regular updates to each branch.				
3.8	» Maximize all communications (twitter/ Facebook) initiatives				
3.9	Increase traffic to various mediums.				
3.10	Develop a communications and marketing plan		Communication		

3. Operate In and Open and Transparent Fashion

#	Initiative to Achieve the Strategy	Priority	Responsible	By	Comments
	(internal and external). » Barry will draft email to look for a member interested in doing a communication plan.		Committee		

4. Enhance the Professional Profile

#	Initiative to Achieve the Strategy	Priority	Responsible	By	Comments
4.1	Develop consistent messaging nationally and to branches and members.				»
4.2	Explore marketing expertise: » Hire experts. » Develop guiding principles for communication and marketing plan.				
4.3	Explore and develop relationships with related organizations.				
4.4	Enhance advocacy and bilingualism for a consistent approach. »		Quebec Branch Advocacy Committee		
4.5	Communicate accomplishments and success.				

5. Strengthen Our Standards and Credentials					
#	Initiative to Achieve the Strategy	Priority	Responsible	By	Comments
5.1	Strengthen relationships with educational institutions.				»
5.2	Review and enhance the BOC process.				
5.3	Review and enhance the CPC program.				
5.4	Build professional competencies through educational opportunities.		Peter		

Wrap-Up

Plus (what worked)	Delta (what could have been improved)
<ul style="list-style-type: none"> » Appreciate the discussion and the candid advice provided by the facilitator. <ul style="list-style-type: none"> ♦ It was a safe environment for the discussion. 	<ul style="list-style-type: none"> » Wish the facilitator had provided examples of similar organization with similar governance models with strengths and weakness /case studies.
<ul style="list-style-type: none"> » Great balance between talking and activities that got us out of our seat. 	<ul style="list-style-type: none"> » We could have done better dealing with the elephant in the room if I'd had a better understanding of what was going to be addressed in the meeting.
<ul style="list-style-type: none"> » Flexibility of your method/facilitation – taking us back from our spiralling discussions and being able to go with the flow of the conversation. 	<ul style="list-style-type: none"> » Some of the data that would have helped us make decisions like the financial data would have been useful.
<ul style="list-style-type: none"> » We did the work – the facilitator didn't dictate the work. Liked going thru the strategic planning process. 	<ul style="list-style-type: none"> » Question as to whether the work is actually achievable and understand that we will work further on defining practical actions.
<ul style="list-style-type: none"> » Revisiting the vision and strategies. 	<ul style="list-style-type: none"> » Would like to have tactile things to help focus attention
<ul style="list-style-type: none"> » You fleshed out great ideas and pointed out a few of our shortcomings. 	<ul style="list-style-type: none"> » Not sure if we firmed up the mission statement – thought we would leave with a clear vision/mission statement. Mission statement not in scope of the workshop but the group felt it could be refined. This was auctioned out to Ryan.
<ul style="list-style-type: none"> » Gave me ideas about the direction our branch could take. 	
<ul style="list-style-type: none"> » Liked the use of the different tools. It helped us see things differently and gave us have time to reflect. It was an easy approach to something that could have been complex. 	
<ul style="list-style-type: none"> » Very eye opening in a good way. 	
<ul style="list-style-type: none"> » The break outs and the democratic priority setting – it allowed us to come out with the workshop with the targets. 	
<ul style="list-style-type: none"> » Liked the visual of the poster. 	
<ul style="list-style-type: none"> » Kept the group engaged – brought positive things out from all of us 	
<ul style="list-style-type: none"> » We now have a plan in place to start move forward. 	
<ul style="list-style-type: none"> » Accommodation of the various learning styles. 	
<ul style="list-style-type: none"> » Everyone was respectful of each other's opinions'. 	