

Attachment
*Strategic Planning Proposal –
DRAFT*



Strategy &
Consulting



City of New Westminster Electrical Utility Commission

Strategic Planning Proposal – DRAFT

Submitted: October 15, 2024

Submitted By: Colliers Strategy & Consulting Inc.

Land Acknowledgement

Colliers Canada acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.

This place is the unceded and ancestral territory of the hənqəminəm and Sḵwxwú7mesh speaking peoples, the xʷməθkʷəy̓əm (Musqueam), Sḵwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations, and has been stewarded by them since time immemorial.

Vancouver is located on territory that was never ceded, or given up to the Crown by the Musqueam, Squamish, or Tsleil-Waututh peoples. The term unceded acknowledges the dispossession of the land and the inherent rights that Musqueam, Squamish and Tsleil-Waututh hold to the territory. The term serves as a reminder that Musqueam, Squamish and Tsleil-Waututh have never left their territories and will always retain their jurisdiction and relationships with the territory.

October 15, 2024

Lisa Spitale
Chief Administrative Officer
City of New Westminster and
Electrical Utility Commission

Via Email: lspitale@newwestcity.ca

Re: Proposal: City of New Westminster Electrical Utility Commission Strategic Plan

Dear Lisa,

On behalf of Colliers Strategy & Consulting Inc. ("Colliers S&C"), I am pleased to present this proposal to you for strategic planning services associated with producing a new Strategic Plan for the City of New Westminster Electrical Utility Commission (the Commission).

Colliers S&C is the consulting group of Colliers International. Based in Vancouver, our office is composed of planners, geographers, land use economists, project managers and development managers – all who have extensive experience working with local government and the public sector. Our services have broad range across the entire development spectrum and include strategic planning for municipal owned assets and development companies, including those who provide essential infrastructure and services.

As we head into the year 2025, it is an opportune time for the Commission to review an assess its current state, look at internal and external factors that impact its operation and develop strategies to carry it forward over the next three to five years to 2030. It is also essential to look at how the Commission can work together with the City of New Westminster to support its ambitious growth agenda in alignment with the City's own strategic plan and other provincial energy policies and infrastructure needs.

Thank you for the opportunity to submit this proposal. Please review and don't hesitate to reach out to me if you have any questions or clarifications. We have resources ready to start immediately upon award of contract and would likely need to schedule the in-person facilitated session quite quickly to ensure participant schedule and availability.

We look forward to your response.

Sincerely,

A handwritten signature in blue ink that reads "Monica Morgan".

Monica Morgan CMC PMP LEED AP BD+C

Vice President – Strategy and Consulting
+1 778-772-9505

Monica.Morgan@colliers.com

1. Corporate Overview

Colliers International ("Colliers") is a leading diversified professional services and investment management company, offering comprehensive services to investors, property owners, tenants, and developers around the world. With over 18,000 professionals located in 443 offices worldwide, we offer a complete range of integrated real estate services on a local, regional, national, and international basis. With offices in 68 countries, our professionals have integrated the resources of real estate specialists across the country to accelerate the success of our clients. Colliers has deep roots in Canada as it was founded in 1898 in Vancouver, BC and has operated in BC for over 125 years. We offer a fully integrated suite of brokerage and related real estate services with expertise in all asset classes, including industrial, manufacturing, office, retail, hospitality, healthcare, education, technical facilities, multi-family residential and mixed-use. Colliers International is located in Vancouver at 1067 West Cordova St., Suite 1100 and has an office located at Suite 1110 - 1175 Douglas St in downtown Victoria, BC.

Countries	66
Offices	498
Professionals ¹	22,000
Brokerage Producers	5,300
SF Managed	2B
Lease / Sale Transactions	59,000
Transaction Value (US\$)	\$104B
Assets Under Management	\$98B



Colliers Strategy & Consulting Inc. ("Colliers S&C") is a wholly owned subsidiary company comprised of senior business leaders with various domain expertise serving clients who require strategic advice and access to integrated and multi-disciplined solutions to large-scale, widespread, and complex real property issues. Colliers S&C is comprised of professionals with complementary backgrounds and proven track records in real estate, infrastructure, development, business operations, corporate finance, acquisition and disposition due diligence, strategic planning, deal advisory, and execution. Colliers S&C offers services in the following areas of Strategic Advisory, Development Advisory, Workplace Advisory and Planning and Placemaking.

The Colliers S&C acts as the 'integrator' function for Colliers. In other words, we provide strategic planning and decision support for complex issues by leveraging the expertise of the broader Colliers network. Supported by robust market research, industry knowledge, innovative technology, and seasoned professionals, we collaborate with organizations to understand their unique challenges, opportunities, and desired objectives to develop and execute on strategies that optimize their infrastructure and real property portfolios to drive growth and long-term sustainability, realize incremental value, minimize risks and liabilities, and/or support decision making related to broader business objectives, service delivery and operational and strategic needs.

Our Services



Strategic Advisory

Colliers' Strategic Advisory practice works with you to create value amidst rapidly changing market conditions, analyzing, evaluating and advancing decision-making on complex issues informed by the unique drivers of your business.



Development Advisory

We help you understand the impacts of strategies and decisions on financial returns. We enable you to make go-no-go decisions based on better risk-adjusted analysis.



Workplace Advisory

We provide tailored and actionable real estate and workplace recommendations that stem from high-level observation, surveys, focus groups, interviews and research.



Planning & Placemaking

The Planning & Placemaking practice applies a holistic approach to creating innovative, data-driven project solutions to help you create thriving mixed-use projects. We are passionate urban planners and land economists, striving towards the development of inclusive, equitable, and sustainable communities.

2. Project Understanding and Scope of Work

The City of New Westminster owns the Electrical Utility, and it is governed by an independent Board of Commissioners. The purpose of the Commission is to provide accountable, effective stewardship and strategic direction tailored to the unique needs of an electric utility operating in a municipal environment consistent with the enterprise's mandate and objectives. Its purpose is to ensure that the enterprise is managed in a manner that is sensitive to both the revenue generating, service provision needs and other policies of the City on one hand and the operational and regulatory requirements of the industry on the other. In particular, it is to provide oversight and direction that is industry-knowledgeable to ensure the Utility is appropriately strategically positioned, both in the current industry and in regard to expected developments.

Work of the Commission aligns with several City policies and policy areas, including:

- Climate Action and Environment
- Reconciliation
- Diversity Equity Inclusion and Anti-Racism
- Organizational Effectiveness and
- Public Engagement.

There is likely also strategic alignment with other key policy objectives, areas and infrastructure needs of the provincial government such as Clean BC and those policies of BC Hydro. Further work on this will be included and undertaken as part of the research and preparation phase of the work. Further, the Commission is essential in supporting the City of New Westminster Strategic Plan areas of Homes and Housing Options, People Centered Economy and Asset Management and Infrastructure.

A strategic plan is the end result of the strategic planning process. At its most basic, it's a tool used to define an organization's goals and the actions that will be taken to achieve them over a defined period of time. Strategic plans can be short term (0-3 years), medium term (4 – 7 years) or longer term (up to 10 years+). As we head into 2025, it might be effective to have a three-to-five-year plan to look at where the Electrical Utility wants to be in the year 2030.

Typically, a strategic plan should include the following:

- Vision/Mission/Values
- Organizational goals, including long term goals and short-term, yearly objectives
- Strategic priorities and actions, tactics, or approaches needed to meet the goals and objectives.
- Strategic alignment with other organizations, both internal and external.

Strategic planning is a collaborative group activity and, in this instance, will be undertaken with the Commission members and any related management staff from the City of New Westminster.

The scope of work proposed includes the following activities:

1. **Planning and Research** - approximately eight (8) to twelve (12) hours are provided for work on the strategic plan in the weeks leading up to the strategy session. This includes time spent with Commission Board members and management staff in order to prepare for the session including planning the agenda, any information required in advance, review of strategic alignment with other applicable strategic plans and identified policies and priorities, telephone calls and meetings. A draft/proposed agenda will be developed in collaboration with designated Commission members and senior administrative staff. It is anticipated the meetings will be held in person and online as required. Schedule and strategic planning session will be confirmed at this stage.
2. **Facilitation** – Facilitation of a full day strategic planning session, currently anticipated to be held in November 2024. The strategy session will include development of a vision/mission statement, SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, identification of organizational goals and yearly objectives and other items as developed in Step 1.
3. **Summary Content and Strategic Plan Report** – Following the strategic planning session, we will provide a summary report outlining the updated Vision/Mission/Values and priority focus areas with related objectives and outcomes and identification of any follow up or further work. Content for a final report will be produced that can be linked to and published online for public review and information.

Out of Scope

Signing the venue contract and any costs associated with venue and/or catering are outside the scope of services and will be provided by the City of New Westminster and/or the Commission. We can work with the City to identify and secure a venue as needed. The Colliers head office centrally located at the Rogers Tower could be provided as an off-site venue if desired at no cost.

Final strategic plan final report production is not included in this fee quote.

3. Consulting Resources

For this assignment, Colliers S&C has assembled a team of qualified consultants that are available immediately to work with the City of New Westminster and the Electrical Utility to produce an updated Strategic Plan, including:



Monica Morgan
Lead Consultant

Vice President, Strategy and Consulting – 30+ years’ experience

Monica Morgan is a Project Management and Real Estate Development Consultant with over 30 years of experience in the public, private and non-profit/community sectors. Monica has a proven track record working with executives, elected officials, community leaders and project teams to develop and implement complex capital projects and unique community-based initiatives, many recognized for their innovation and excellence.

Monica recently conducted strategic planning and developed content for the City of New Westminster 2023 – 2026 Strategic Plan and the City of New Westminster Fire and Rescue Services inaugural 2023 – 2026 Strategic Plan. The City of New Westminster provided desktop publishing for these three assignments. Monica’s role was developing content with the City of New West Council, CAO, senior leadership and management teams.

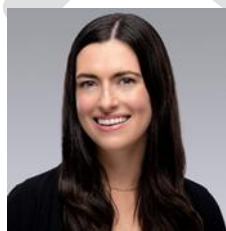
[View the City of New Westminster Strategic Priorities Plan Summary Document](#)

[View the City of New Westminster 2023 - 2026 Strategic Plan](#)

[City of New West Fire and Rescue Services 2023-2026 Strategic Plan](#)

Monica will be the lead consultant for the assignment and key contact for the City and will be supported by a strategic planning resource who will assist with meeting facilitation.

Senior Planning Resource – 6+ years’ experience



Laura Dumbrell, RPP MCIP
(Candidate)
Urban Planner

Laura possesses significant experience in both the development consulting and municipal planning fields, through which she has honed her ability to develop effective planning policies, spearhead consultation and engagement activities, assess potential development outcomes, and create well-informed recommendations. Having worked on large-scale development projects in urban centres across Canada, Laura is solution-oriented and utilizes various project management techniques to ensure objectives are clearly defined and tracked. She is skilled at writing and presenting complex, multifaceted technical information in a clear, impactful way.

Resumes for Monica and Laura are attached as Appendix 1. Client references can be provided upon request.

4. Pricing and Deliverables

Colliers S&C proposes professional fees based on hourly rates to a maximum upset amount of **\$10,000.00 CDN** + applicable taxes. Colliers will invoice the City of New Westminster 50% upon contract award and the balance due upon completion of the scope of work as outlined in this proposal. It is anticipated the work will be completed by December 15th, 2024, although it might run into January 2025 depending on participant availability.

Resource	Hourly Rate	Anticipated Hours	Total Amount
Senior Staff/Project Lead - Monica Morgan	\$300	25	\$7,500.00
Intermediate/Support Staff	\$250	10	\$2,500.00
Estimated Total			\$10,000.00

Deliverables include planning and background document review, key information interviews, strategic planning session with the Board of Commissioners, summary notes and final Strategic Plan report content with review and updates.

5. Authorization

If you are in agreement with this proposal, please provide authorization to proceed with your signature below or a purchase order that will form as a binding agreement.

City of New Westminster Electrical Utility Commission Authorized Signature



At Colliers, we are enterprising.

We maximize the potential of property and real assets to accelerate the success of our clients, our investors and our people.

Our expert advice to property occupiers, owners and investors leads the industry into the future. We invest in relationships to create enduring value. What sets us apart is not what we do, but how we do it. Our people are passionate, take personal responsibility and always do what's right for our clients, people and communities. We attract and develop industry leaders, empowering them to think and act differently to drive exceptional results. What's more, our global reach maximizes the potential of property, wherever our clients do business.

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**Vice President
Strategy and Consulting**

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Vancouver BC V6C 2R6 Canada

Monica Morgan CMC, PMP, MLAI, LEED AP BD+C

Professional Profile

Monica is a Vice-President, Strategy and Consulting with the Colliers Planning and Placemaking Group based out of Vancouver, BC, Canada. Monica has over 25 years of experience in the public, private and non-profit/community sectors. A results-oriented leader, she has a proven track record working with executives, community leaders and highly skilled project teams to develop and implement complex capital projects that promote community social and economic development, many recognized for their innovation and excellence. She has gained valuable experience in many sectors including affordable housing, health care and post-secondary education and specializes in publicly owned land and built infrastructure. Monica often works through the complete project lifecycle from strategic and portfolio planning to project initiation, options analysis, business case and design and construction and also has experience with various forms of procurement including Design Bid Build, Design/Build and alternate finance/Public Private Partnerships. Throughout her career, Monica has demonstrated success in collaborating with and engaging diverse and discerning communities of stakeholders to meet project objectives and deliverables while also providing significant shareholder and community benefits.

Education and Qualifications

Advanced Project Management Certificate

Langara College

Bachelor of Arts

University of British Columbia

Credentials

Certified Management Consultant (CMC)

Canadian Association of Management Consultants

Project Management Professional (PMP)

Project Management Institute

Leadership in Energy and Environmental Design – Building Design and Construction (LEED AP BD+C)

Canadian Green Building Council

Selected Project Experience

Fraser Health Authority - Long Term Care Program of Projects

Monica recently completed a program of business plans for several Long Term Care Projects with Day Programs for Older Adults and associated child care facilities for Fraser Health Authority resulting in Provincial government approval of two projects over \$400 million in capital and ongoing operating costs for 400 new beds. A further two projects are in development with capital and operating costs of over \$500 million and 500 new beds in communities within the Fraser Health region.

Hospital Campus Development and Redevelopment Projects

Monica has written project concept and business plans resulting in over \$5B in investment for a portfolio of acute care hospital sites within the Lower Mainland Region including the new St. Paul's Hospital on an 18-acre site in downtown Vancouver, the Burnaby Hospital Redevelopment at an existing site in Burnaby, BC and the New Surrey Hospital in Surrey BC.

Recent Representative Clients and Projects

- **Roman Catholic Archdiocese of Vancouver** – Sacred Heart Parish Redevelopment Project for Seniors Housing and Respite Beds
- **221A Artist Run Centre** – Blockchain Node Library Project Business Plan
- **Coalition of Child Care Advocates of BC** – Child Care Capital Funding Current State Analysis
- **City of New Westminster** – 2023 – 2026 Strategic Planning Facilitation
- **City of New Westminster Fire and Rescue Services** – 2023 -2026 Inaugural Strategic Plan

Additional Representative Clients and Projects

Fraser Health Authority

- Long Term Care Capital Program Business Plans (Delta, Abbotsford and two other municipalities)
- Surrey Memorial Hospital Priority Improvement Project Business Plans
- Burnaby Hospital Redevelopment Project - Phase 1 Business Plan & Phase 2 Concept Plan (Concurrently)
- New Surrey Hospital Concept Plan
- Office Space Consolidation and Real Estate Strategic Plan for Lower Mainland real estate portfolio

Thinkspace Architecture/District of Summerland - Community Health Centre Feasibility Study

St. Francis of Assisi – New School Redevelopment Project Options Analysis

Capilano University

- Creative Technology Community Project Business Plan
- Childcare Centre and Student Housing Business Plan updates
- New Squamish Campus Business Plan
- New Squamish Campus Master Plan

Chernoff Thompson Architects/Thompson Rivers University - School of Business and Economics - New Building Business Plan

City of Vancouver - Vancouver Affordable Housing Endowment Fund (VAHEF) Governance and Operations Model Review and Housing Services Review

Providence Health Care - New St. Paul's Hospital Business Plan and Real Estate Strategy

Confidential Provincial Health Authority – Clinical Capacity Command Centre Business Plan

City of Edmonton - Due Diligence Review of 160-acre Northlands Vision 2020 Redevelopment Project Proposal

Regina YWCA – Site Options Analysis in Regina, Saskatchewan

BC Housing – SRO Renewal Initiative Public Private Partnership Project

Emily Carr University of Art + Design - Initial Concept Plan – New Campus at Great Northern Way

Port Metro Vancouver – Senior Advisor, Capital Project Review

University of the Fraser Valley - Canada Education Park Business Case and Student Centre Business Case

Yellow Quill First Nation – Office Tower Concept Plan and Business Case in Saskatoon, Saskatchewan

Okanagan Tree Fruit Co-operative – Project Future Facilities Business Case

BC Hydro - Edmonds Campus Consolidation Feasibility Study

Powerex Corporation - Office Improvements Trading Floor Business Case

Insurance Corporation of BC – Central City Project Business Case

BC Transportation Financing Authority - Various Transportation Infrastructure Projects

- Highway 1/200th Street Interchange – Design Build Develop
- Highway 11 – Mission Interchange Partnership Project
- Highway 99/32nd Avenue Surrey

Multiple Affordable Housing Projects – Developed over 250 units for low income people including:

- Bruce Ericksen Place – 380 Main Street, 35 Units for low income urban singles. Henriquez Partners Architects, Lieutenant-Governor of British Columbia Medal in Architecture, AIBC
- Oasis – 40 East Hastings, 84 units for low income urban singles
- Bridget Moran Place, 668 Powell Street, 61 units of housing for women
- Solheim Place, 251 Union Street, Chinatown, 86 units Families/Seniors Housing



Senior Consultant, Planning & Placemaking | Vancouver

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 Vancouver BC V6C 1C7

Laura Dumbrell BA (HONS), MUP

Professional Profile

Laura is a Senior Consultant within the Planning and Placemaking team at Colliers Strategy & Consulting. Through her background in both consulting and municipal government, she brings a breadth of knowledge pertaining to various aspects of planning practice. She is responsible for all aspects of project delivery and management, including engagement, analysis, and presentation of findings.

Prior to joining Colliers, Laura worked as a Consultant and Planner in various government markets managing all aspects of public policy engagements and partnerships. She has experience in highly complex transactions involving Public-Private Partnership RFPs, design-bid build contracts for infrastructure and transit projects, and regional planning portfolios.

Areas of Expertise

- Land Use Planning
- Project Management
- Transit-Oriented Development
- Development Consulting
- Stakeholder Engagement
- Public Consultation
- Policy Analysis

Business & Professional Experience

Laura has experience providing real estate development advice and land use planning services in communities across North America. She holds a Master of Urban Planning and an Honours Bachelor of Arts in Geography.

Project Highlights

Glover Road/ Innovation Boulevard Development Strategy – Langley, BC

The City of Langley and Kwantlen Polytechnic University retained Colliers to determine the potential for Glover Road to transform into an innovation district, supported by upcoming rapid transit service with the Surrey-Langley SkyTrain extension. Laura led an extensive stakeholder engagement process as part of this project, which involved a series of in-depth focus groups with real estate developers, university staff, economic development experts and members of the local brewing industry. Interviews were also conducted with real estate brokers, landowners, and key informants from innovation districts elsewhere in North America (i.e., MaRS Discovery District in Toronto and the Golden Triangle District in Washington, DC).

This process was crucial in providing an understanding of Langley's existing niche areas that could spur innovation investment, as well as driving forces behind successful innovation districts. This led into financial viability testing, allowing the project team to determine the anticipated performance of a few development typology scenarios as identified by stakeholders. Key findings will inform updates to the City's OCP and zoning by-law and ultimately ensure that Langley is well-equipped to harness TOD benefits while paying homage to local context.

Education and Qualifications

Master of Urban Planning
 University of Toronto
 Bachelor of Arts (Honours with Distinction), Geography
 University of Victoria

Memberships and Affiliations

RPP MCIP (Candidate)
 Urban Land Institute (ULI)
 International Council of Shopping Centers (ICSC)
 International Association of Public Participation (IAP2)

Revitalization of Central Lonsdale District – North Vancouver, BC

Colliers was retained by the City of North Vancouver to complete a Situational Assessment for the Central Lonsdale neighbourhood to understand the current state of the area ahead of a Revitalization Plan. This will set the current benchmark for forward-thinking planning policies that help enhance the quality of commercial opportunities and define a character for the future of this node.

Laura played a key role in identifying best practices, including policy tools to support existing local business-owners and ensure adaptability while simultaneously fostering evolution. She also profiled case studies of successful retail corridors in major urban centres across North America, noting factors that create vibrancy in these areas such as local government interventions, programming, public space usage, business opening hours, and concentrations of certain types of retailers. The valuable outcomes of this work will help activate Central Lonsdale and create a holistic, thriving community with a strong sense of place for generations to come.

Representative Clients and Projects

Public Sector Mandates

Innovation Area and Civic Block Planning and Development Feasibility Strategy – **District of Squamish**

Residential Absorption Study – **City of Port Coquitlam**

Development Feasibility Analysis – **BC Ministry of Transportation and Infrastructure**

Student Housing Demand Analysis – **Kwantlen Polytechnic University**

Development Feasibility Assessment for Prince Rupert Site – **Gitxaala First Nation**

*Yonge North Subway Extension Transit Project Assessment Process – **Metrolinx**

*Scarborough Subway Extension Transit Project Assessment Process – **Metrolinx**

*Webequie Supply Road (Impact Assessment & Socio-Economic Studies) – **Webequie First Nation**

*Northern Road Link (Impact Assessment – Ring of Fire Area) – **Webequie & Marten Falls First Nations**

*Calgary Airport West Runway Rehabilitation Sustainability Assessment – **Calgary Airport Authority**

*Harris Road Underpass Project - **City of Pitt Meadows, Vancouver Fraser Port Authority, CP**

*Beach Grove Flood Protection Improvements and Climate Resilience – **City of Delta**

(* = work experience obtained at previous firms)

Private Sector Mandates

Southwood Circle Phase 1A Retail Strategy – **University of Manitoba Properties**

Royal Beach Master Plan Retail Demand Study – **RPSP Beach Front Development Manager Ltd.**

Market Assessment and Visitor Forecast Modelling – **Multinational Resort Client**

Fraser Valley Industrial Typology and Demand Analysis – **Hillcore Group**

Market Demand Assessment and Redevelopment Strategy – **Trail Bay Properties Ltd.**

Restaurant Locational Assessment – **Dilawri Group of Companies**