

Meet the Municipal Strategic Planning Associates (MSPA) Team



In September 2023, the Municipality of Strathroy-Caradoc engaged Municipal Strategic Planning Associates (MSPA) to lead both the Municipality and the Police Services Board through their strategic planning processes.

Municipal Strategic Planning Associates (MSPA) is a collaboration of management consultants providing Strategic Planning services to municipalities. Each member of our Team has had extensive direct experience in leading strategic planning projects during our careers as Chief Administrative Officers, and more recently in our private practices. We believe that our broad understanding of the local government sphere, combined with our collective experience as professional municipal managers, gives us a unique perspective on the context and aims of this initiative.

This Project involves an update to an existing Strategic Plan for the Municipality of Strathroy-Caradoc and the development of a new Strategic Plan for the Strathroy-Caradoc Police Services Board. The contract administrator for this Project work is Cash & Associates Inc., one of the MSPA member firms. Other Associate members assembled for this project are Murray Clarke, Susan Shannon, Bill Winegard and Rob Browning.



David Cash Project Manager and MSPA Lead Associate

David Cash is President of Cash & Associates Inc., a management consulting company he started in 2014, after an extensive career in municipal government in Ontario. He has held various senior positions in his career, including Chief Administrative Office (CAO), Commissioner of Planning & Development, and Director of Economic and Tourism Development.

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Bill Winegard

MSPA Associate

Following several years with the Ontario Ministry of Municipal Affairs and Housing, Bill Winegard had a 12-year career as CAO in Gravenhurst and Caledon. In both municipalities, Bill personally facilitated Council's strategic planning days. Subsequently, he spearheaded the building of Council priorities into the operating, capital and multi-year budgets, department business plans, and performance reviews with department heads.

Since entering the consulting realm in 2003, Bill has worked with Council and staff in 20 small and mid-sized municipalities to help develop Council Statements of Priorities and Community Action Plans. These consulting engagements have ranged from a single-day priority-setting workshop to extensive processes which entailed community group consultation, surveys, detailed staff input, and several stages of Council deliberation.

Murray Clarke

MSPA Associate

Murray retired in 2017 after a long career as a CAO in mid-sized municipalities in Ontario and British Columbia. The municipalities where he served each reflect a blend of rural / agricultural areas and urban centres, and he is sensitive to the dynamic associated with communities with mixed characteristics.

He has extensive experience in strategic planning for results, and brings strengths in communications, project management, human resources, and economic and tourism development. At retirement, Murray launched Erebus Municipal Service Inc. to fuel his passion to remain engaged and active in local government.

Since retiring, he has completed a range of consulting assignments as well as several interim roles as CAO or Director of Public Works in several rural/urban communities and in a large upper tier setting. He is currently working with Grey County, the Town of Hanover and the Township of West Grey to facilitate ongoing discussions regarding Hanover's grown management projected land needs.

Murray has collaborated with other Associates on various strategic planning projects including Middlesex Centre and is presently engaged with the Township of Mapleton in

developing its strategic plan for the new Council term and beyond. Murray led in-house strategic planning initiatives at Bracebridge and Kincardine in Ontario, and at the Town of Sidney in British Columbia.

Susan Shannon

MSPA Associate

Susan Shannon is the Principal Consultant and Owner of Shaping Organizational Solutions (SOS). She is a well-known and respected municipal specialist with an experienced-based understanding of municipal and provincial affairs, specializing in project management, organizational assessment, service delivery assessment and strategic development.

For over 30 years, Susan has worked both in municipalities as a CAO, and with municipalities in her consultancy. She brings executive experience, superior research skills and professional care and objectivity to each project she undertakes. Having been a CAO, she has a proven, experienced-based understanding of municipal affairs.

Susan has co-facilitated strategic planning processes and helped developed strategic plans for the Town of Penetanguishene, Township of Mapleton, the Township of Southgate and the Township of Norwich.

Susan held a ten-year contract as Project Coordinator for the Emergency Services Steering Committee (ESSC), a joint committee of LUMCO (Large Urban Municipal Caucus of Ontario) and MARCO (Mayors and Regional Chairs of Ontario) municipalities and the Ontario Association of Police Services Boards (OAPSB). As such she understands the complexities of emergency services administration.

Rob Browning

MSPA Associate

Rob Browning has 40 plus years' experience in the public sector with 35 years in progressive leadership roles from Fire Captain to City Manager. His career includes implementing ISO 9001 across 11 departments in a municipality; forming a public/private partnership resulting in the formation of a no share capital corporation to develop an emergency services training centre at very little capital or operating cost to the taxpayer; implementing a shared services agreement between two municipalities; and generating action plans to implement Council's strategic plans in several municipalities. He has also worked in the private sector in the private lending world and was a partner in a Canadian custom orthotics manufacturing company.

From his experience, strategic plans often have an operations focus and really do not explore how services could be delivered in the long range. His perspective is that the strategic plan should have a 10-15-year horizon or longer that explores possible

avenues for service delivery that considers municipal growth, public sector trends, technological advancements, business systems, resource redistribution and projected services demands to name a few. This provides a solid basis for decision makers to develop subplans to thoroughly examine potential efficiencies and modernization.

About 38 years ago, some citizens and municipalities within the Counties of Peterborough and Northumberland created a joint fire training facility for their firefighters. The facility is a no share capital and charitable corporation and does not receive operational revenue through any municipal budget. It operates as a business on profit and loss. In 2011, it was in some distress, and he was engaged to revive it. In 2020, it is a vibrant facility serving public, private, and institutional entities and is in a very favourable and sustainable financial position. The Board of Directors is comprised of Fire Chiefs from both Counties. This is a great example of municipal collaboration, and he brings this experience to the table for this project.