

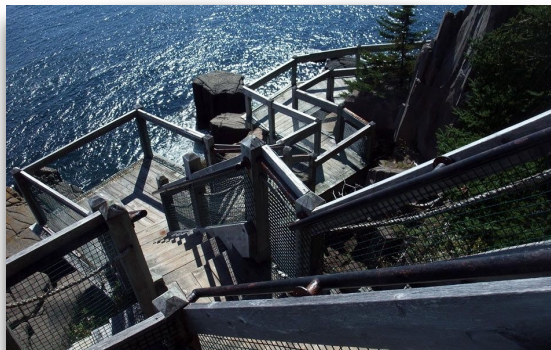
**STRATEGIC
PRIORITIES
Report
January 2017**



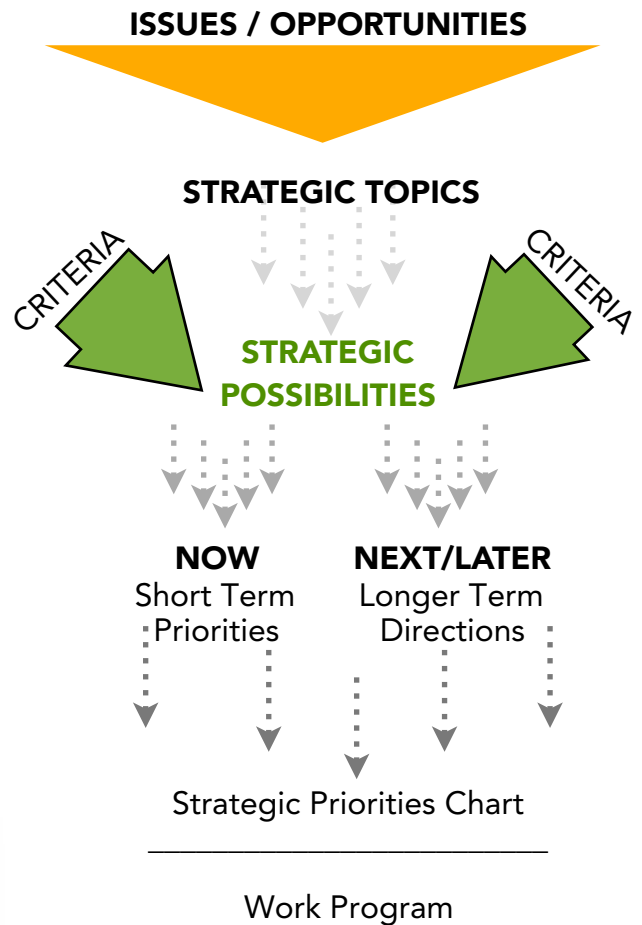
Strategic ALIGNMENT

Strategic alignment is an organization's process of defining its future directions and making choices to guide policy decisions, resource allocations and organizational efforts. In local government, not only does it entail aligning organizational aims with actions, tactics with responsibilities and resources to timelines, but ensuring both Council and staff are on the same page!

The priority setting process employed by the District of Digby started with establishing a shared understanding of the organization's purpose and future aims for the community. The resulting **Vision Checklist** was used to compare current realities with Council's expectations. **Issues and opportunities** were identified and reviewed to arrive at **Strategic Topics** for further consideration.



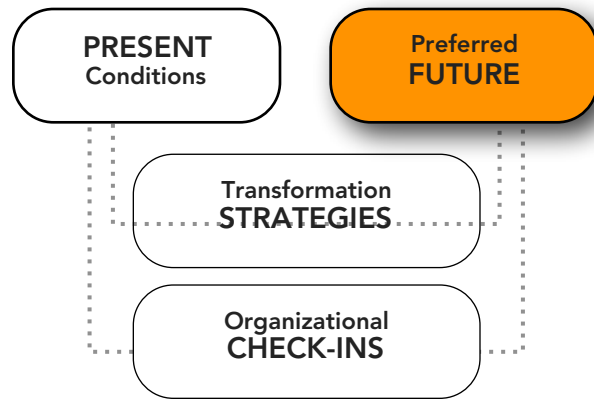
Each strategic topic was discussed to explore response options to achieve Council expectations. Reality, urgency and responsibility criteria were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT and LATER Directions** of Council. Operational strategies were also put forward by Administration.



Council's priorities, as well as key operational strategies have been placed on one page - the **Strategic Priorities Chart** found on page 7 of this report. This chart is meant to be extracted from the report along with the **Strategic Work Program** for regular review, revisions and celebration - ensuring Council and staff are on the same page.

The sequence of activities noted in the graphic above serve as a reminder of how Council's strategic priorities were developed. Knowledge of the steps and tools used allow Council and Administration to replicate the process, keeping strategic priorities current and relevant.

Strategic FUTURE



Council's January 2017 priority setting process followed the *open systems model* of strategic planning. Beginning with the end in mind, the preferred future is described. This vision for the community is informed by elected official contact with a wide range of residents and groups as well as previous municipal planning documents and studies.

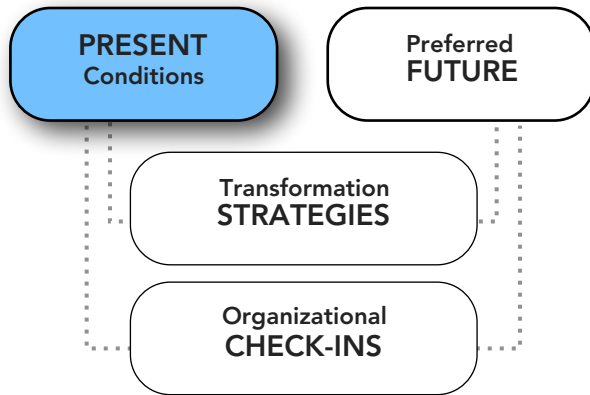
Council's vision statement "*Preserving our past, developing our future*" and mission statement "*to provide, promote, or facilitate municipal services that meet the community needs while preserving, supporting and enhancing quality of life for all*" were used as starting points to discuss the future.

The participants identified 'what works well' and 'areas for attention' using five distinct areas of a sustainable community – Economy, Environment, Infrastructure, Social and Governance factors. This **Vision Checklist** (see Appendix 1) identifies Council expectations for a preferred future. These success indicators articulate measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages; observable benefits that can be seen or perceived such as feelings and experiences; tangible outputs that are produced such as services and programs delivered to the community.

Council can utilize this tool to monitor and assess the health and progress of the organization – either internally with staff or externally through public consultation processes. Involving stakeholders allows Council to understand community perspectives from residents, businesses and partners. It causes Council and the organization to think about the big picture not just recent issues, consider external not just internal interests and define expectations for success for future analysis of potential strategic directions and priorities.

A Vision Check-up can be conducted annually as part of Council's priority setting process.

Strategic TOPICS



To be strategic means that in addition to expectations for the future, Council must have a sense of current realities and conditions - both positive and adverse. Conducting this assessment is important for several reasons. It gets the process rooted in the real world after thinking about the ideal future. It collects ideas and information while beginning to focus the strategic priority setting process.

During the workshop, Council identified a long list of issues and opportunities facing the District of Digby (see Appendix 2). Conducting this assessment is important for several reasons. It gets the process rooted in the real world after thinking about the ideal future. It collects ideas and information while beginning to focus the strategic priority setting process.

Participants used a rapid identification process to generate ideas that come from two sources:

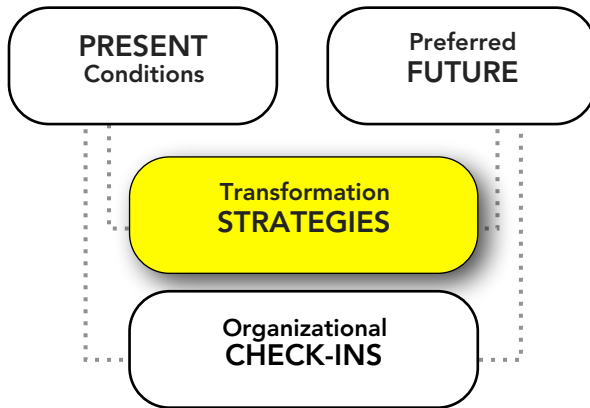
EXTERNAL - environmental influences from outside the organization

INTERNAL - organizational factors required to ensure efficiency and effectiveness

The long list was scored with both elected officials and staff choosing their 'top ten' items from the list. The overall top ranked items were extracted forming a short list of issues and opportunities (see Appendix 3). These were reviewed to establish **strategic topics** for further examination during the process.

- STRATEGIC TOPICS**
1. **Coordination Positions**
 2. **Trails / Open Space**
 3. **Industrial Park / Airport**
 4. **Marine Terminal**
 5. **Primary Health Services**
 6. **Modern Communication**
 7. **Alternative Energy / Grid**
 8. **Regional Partnership - Governance Structures**
 9. **Economic Diversification**
 10. **Demographics**

Strategic POSSIBILITIES



The Strategic Topics became the focus of the process to generate **strategic possibilities** for priority setting consideration.

To move forward, a four-step process, the **Solution Seeking Model**, was utilized to expand the topics and discuss possibilities that could be actioned.



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Sometimes multiple preferred strategies emerged - short or long term, plan A or plan B, and strategies with or without resources.

Next action steps were determined to implement the preferred strategy. The action steps generated enough information to consider each preferred option as a strategic possibility. This does not make them priorities – yet. There are too many of them given the organization's limited capacity. An organization's capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations include:

- **Policy** – procedures that define mandate / roles
- **Finances** – available net resources
- **Culture** – norms delineating acceptable behaviours
- **Risk** – tolerance for organization / legal exposure
- **Human Resources** – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- **Funding** – available funding beyond day-to-day operations
- **Scrutiny** – level of visibility for organizational actions
- **Demands** – diverse requests from clients and the public
- **Environment** – conditions impacting the organization
- **Support** – legitimacy and trust among stakeholders

STRATEGIC DETERMINATION

STRATEGIC POSSIBILITIES	ACTION
<p>1. POSITION COORDINATION <i>Fire Services Options Report</i> COUNCIL NOW PRIORITY <i>Grant Writer, Trail Coordinator</i> (see #2 below)</p>	<ul style="list-style-type: none"> • Research communities who have a coordinator position for volunteer fire services. • Prepare an options report to discuss fire service coordination. • Administration to develop a position profile for future budget consideration.
<p>2. TRAILS / OPEN SPACE <i>Feasibility Report & Plan</i> COUNCIL NOW PRIORITY</p>	<ul style="list-style-type: none"> • Prepare a feasibility report for Council to assess the value of hiring a Trails and Open Space coordinator. • Develop a plan to promote the use of the trails and coordinate new trail development.
<p>3. INDUSTRIAL PARK / AIRPORT <i>Position Statement</i> COUNCIL NOW PRIORITY <i>Prospects Report</i> COUNCIL NEXT ITEM</p>	<ul style="list-style-type: none"> • Prepare an inventory of current servicing available in the park. • Research best practices re: industrial park competitive advantages. • Prepare a position statement outlining options for discussion with the Town. • Prepare a prospectus report to market lands.
<p>4. MARINE TERMINAL <i>Multi-Purpose Terminal Business Case</i> COUNCIL NEXT ITEM <i>Tidal Industry Feasibility Study Funding</i> COUNCIL ADVOCACY ITEM</p>	<ul style="list-style-type: none"> • Develop terms of reference for a business case that outlines the potential use of the Marine Terminal re: cruise industry, fisheries, products and services. • Advocate to the Province for a feasibility study funding aimed at promoting 'the Digby Advantage' as a leader in the tidal alternative energy
<p>5. PRIMARY HEALTH <i>Access</i> COUNCIL ADVOCACY ITEM</p>	<ul style="list-style-type: none"> • Continue to work with the community and Nova Scotia Health Authority stakeholder groups to lobby the Province for greater healthcare access for the citizens of the District of Digby.
<p>6. MODERN COMMUNICATION <i>Rural Internet Business Case</i> COUNCIL NOW PRIORITY</p>	<ul style="list-style-type: none"> • Develop a business case identifying operational strategies, benefits and budget for a submission for rural internet funding from the federal government.
<p>7. ALTERNATIVE ENERGY / GRID <i>Renewable Energy Strategy</i> <i>Tidal Industry Feasibility Study</i> COUNCIL ADVOCACY ITEM <i>Climate Change Strategy</i> COUNCIL NEXT ITEM</p>	<ul style="list-style-type: none"> • Work with the Western Regional Enterprise Network to complete a renewable energy strategy as an economic driver. • Research 'smart grid' storage and advocate to Nova Scotia Power for improvements to the grid. • Develop a Climate Change Strategy focused on municipal practices.
<p>8. REGIONAL PARTNERSHIPS <i>Village and Town Meetings</i> COUNCIL NOW PRIORITY <i>Governance Structures</i> COUNCIL NEXT ITEM</p>	<ul style="list-style-type: none"> • Undertake joint meetings with the Island Villages, Town of Digby, Municipality of Clare and Village of Weymouth to discuss areas of interest and opportunities to share services to contribute to the viability of the region.
<p>9. ECONOMIC DIVERSIFICATION <i>Strategy Update</i> COUNCIL NEXT ITEM</p>	<ul style="list-style-type: none"> • Continue to work with the Western Regional Enterprise Network to collect data and support the strategy update focusing on the rural internet initiative, renewable energy strategy and the Marine Terminal. • Promote tourism opportunities including the trail system and heritage/ culture - the artists in Bear River.
<p>10. DEMOGRAPHICS <i>Economic Development Strategy</i></p>	<ul style="list-style-type: none"> • Research what 'makes Digby a great place to live' relative to job opportunities, migration, seniors and available housing to determine focus for economic development initiatives and marketing efforts.

Strategic PRIORITIES

Based on the number of topics and organizational capacity assessment, the strategic possibilities were translated into short-term priorities and longer term directions. The process was guided by the application of:

- Reality criteria to ensure the possibility can be acted on NOW, otherwise NEXT or LATER (see *Appendix 4.a*)
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action (see *Appendix 4.b*)
- Responsibility criteria to determine if it falls within the political or administrative realm (see *Appendix 4.c*)

The resulting Strategic Priorities Chart (see next page) captures Council's priorities and operational strategies at the time of the workshop. Items listed in **BLUE CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council direction. Items listed in **RED CAPITALS** indicate priorities that will be addressed NEXT or when a NOW item is completed. **GREEN Italicized** items reflect matters being advocated on behalf of the community to other levels of government or agencies for action.

In addition to Council priorities, there are other strategic matters receiving the attention of Administration. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The focus of the Strategic Priorities Chart is on five NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. These longer-term directions (or emerging strategic topics) are unpacked using the Solution Seeking approach and using the priority setting criteria to consider new strategic priorities. LATER items or NEW items are not lost. They are reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Sometimes, an emerging strategic priority may cause an existing one to be moved to NEXT / LATER status to ensure strategic priorities are consistent with available resources.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity to make adjustments, change priorities and celebrate achievements. It should be included in every Council meeting agenda as a constant reference (not review), updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with staff and then Council.

STRATEGIC PRIORITIES CHART

January 2017

CORPORATE PRIORITIES (Council/CAO)

NOW

1. **RURAL INTERNET: Federal Funding Application**
2. **INDUSTRIAL PARK SERVICING: Position Statement**
3. **TRAILS and OPEN SPACE COORDINATION: Feasibility Report & Plan**
4. **ISLAND VILLAGES MEETINGS: Areas of Interest**
5. **FIRE SERVICES: Options Report**

TIMELINE (2017)

- March
- April
- April / June
- March
- June

NEXT

- **HAINES LAKE PROPERTY PLAN**
- **INDUSTRIAL PARK PROSPECTUS REPORT**
- **JOINT COUNCIL MEETING - CLARE: Shared Interest**
- **JOINT COUNCIL MEETING - TOWN: Shared Services**
- **VILLAGE OF WEYMOUTH: Shared Areas of Interest**
- **MULTI-USE TERMINAL: Business Case**
- **CLIMATE CHANGE: Municipal Strategy**
- **BARTON SCHOOL PROPERTY**

ADVOCACY / PARTNERSHIPS

- **Tidal Industry Feasibility**
- **Regional Renewable Energy Strategy (WREN)**
- **Electric Grid Capacity (NSPI / Province)**
- **Primary Health Care Access (Digby Community & NSHA Stakeholder Committee)**
- **Rural Internet (Western REN Rural Broadband Partnership)**

ORGANIZATIONAL PRINCIPLES

- ❖ Be Environmentally Friendly
- ❖ Maximize Community Engagement
- ❖ Encourage Youth Engagement

- ❖ Develop Alternative Revenue Sources
- ❖ Pursue Partnerships

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER (Linda)

1. **RURAL INTERNET: Federal Application - March**
2. **ISLAND VILLAGES: Areas of Interest - March**
3. **FIRE SERVICES: Options Report - June**
4. **JOINT MEETING: Municipality of Clare - April**
5. **JOINT MEETING: Town of Digby - April**
6. **VILLAGE OF WEYMOUTH: Shared Interest**

RENEWABLE ENERGY/CLIMATE CHANGE (Terry)

1. **CLIMATE CHANGE: Municipal Strategy - Dec.**
2. PACE: Program Management - Ongoing
3. EV Charging Stations - May
4. Solar Program: ID Edible Community Groups - May
5. **Regional Renewable Energy Strategy (WREN)**
6. **Bio-gas Generator/SEEL - Ongoing**
7. **Tidal Feasibility - Continue Advocacy**

DEPUTY CAO/OPERATIONS (Jeff)

1. **TRAIL/OPEN SPACE: Feasibility Report - June**
2. Lighthouse Transition - Aug.
3. Airport Capital/Maintenance Plan - Aug.

CORPORATE (Cora Lee)

1. Administration Dept. Re-organization - May
2. Fiscal Control Policies - June
3. Annual Audit Preparation Work - June

BUSINESS/ECONOMIC DEVELOPMENT (Dan)

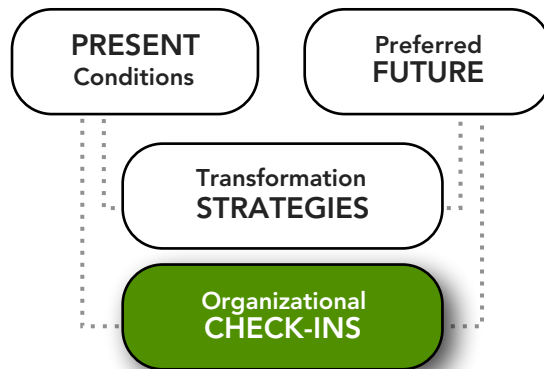
1. **INDUSTRIAL PARK: Position Statement - April**
2. **INDUSTRIAL PARK: Prospectus Report - Aug.**
3. **MULTI-USE TERMINAL: Business Case**
4. Business Owner Education Workshops
5. **Tidal Feasibility: Continue Advocacy**

OPEN SPACE/TRAILS (TBD)

1. **TRAIL PLAN - June**
2. **OPEN SPACE PLAN: Implementation - June**
3. **HAINES LAKE PROPERTY PLAN**
4. **BARTON SCHOOL PROPERTY: Options**

Blue=NOW; Red=NEXT; Green=Advocacy/Partnerships; Black=Operational Strategies

Strategic ACTION



As the final stage in the solution seeking process, preliminary action steps were developed that identify resources and responsibilities. The resulting action plans for each NOW strategic priority and NEXT direction form the **Strategic Priorities Work Program**. The work program is used to determine key performance milestones and to serve as a feedback mechanism monitoring progress and results. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the CAO will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The work program (see Appendix 5) lays out what is necessary from staff and/or partners to implement a strategic priority. The work program clearly itemizes Council expectations in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2), and actions and timelines (column 3).

Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents. Regular updating of the chart ensures that everyone is '**on the same page**'. Roles are clear, the focus is defined and progress is monitored and celebrated.

Strategic FOLLOW-UP

The following recommendations are offered for Council's consideration:

That Council adopts the 2017 *Strategic Priorities Report* for continuous reference at each Council meeting, quarterly updates and annual strategic priority reviews.

That Council requests the CAO to schedule an annual Priority Setting update session. *The annual budget should reflect Council's priorities.*

Appendices

1. Vision Dialogue Chart
2. Issues and Opportunity Long List
3. Issue and Opportunity Short List
4. Assessment Criteria
 - a. Reality Check
 - b. Urgency Criteria
 - c. Responsibility Criteria
5. Strategic Priorities Work Program



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CIVIC GOVERNANCE | LEADERSHIP | STRATEGY

VISION CHECK-UP

ENVIRONMENT Maintaining a healthy and natural environment. “When one tugs at a single thing in nature, he finds it is attached to the rest of the world” – John Muir, naturalist.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Human Environment Community Aesthetics Natural Area Protection Environmental Quality Land Use Environmental Footprint Energy Conservation</p> <ul style="list-style-type: none"> • Green community / renewable energy • Climate change strategy • Green energy strategy • Environmental stewardship • LED streetlights • Clean, attractive community • Power production for municipal use • Protection of water source • Fully funded and planned trail program • Accessibility and protection of natural tourism opportunities 	<ul style="list-style-type: none"> • Waste diversion • Wind turbine farm • Trails and open spaces • Alternate sources of funding • Sewer upgrades • Capital recreation fund • Digester • SEEL partnership • Cove Regional Wastewater Treatment Facility • Bog project 	<ul style="list-style-type: none"> • Rising sea levels • Solar • Advertise trails • Provincial acceptance of technology changes • Waste to energy project • Climate change strategy • Tidal energy hub • Long term sustainability plan

INFRASTRUCTURE Well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Transportation Community Utilities Facilities Community Systems Service Delivery</p> <ul style="list-style-type: none"> • Preventative maintenance • Trail development and maintenance • Safe and effective roadway networks • Sustained provincial/federal funding programs • Fully funded 5-year capital plan • Asset management plan • Expanded street lighting • Multi-use marine facility • Electric utility • Sufficient grid capacity • Recreation plan / DNR property • Long term sewer sustainability fund • Public transit expansion • Cell coverage 	<ul style="list-style-type: none"> • Long term open space plan • WWTF – regional effort • Public transportation • Street lighting • Green infrastructure • 5-year capital plan 	<ul style="list-style-type: none"> • Long term planning • Islands Ferry approaches • Trail development • Rural internet • Multi-use marine terminal • Digester • Industrial park • Long term airport plan

ECONOMY Building a strong and vibrant community by attracting, supporting and retaining businesses and residents.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Job Creation Business Retention Business Growth Business Attraction Business Investment Community Image Community Sustainability Tourism Community Reputation</p> <ul style="list-style-type: none"> • Stable, viable business community • Sustaining employment for families • District as tourism destination • Diversified economy • Growth and investment • Effective community branding and promotion • Efficient transportation systems • Youth employment and retention • Healthcare professionals / doctors • High immigration rates • Tidal industry for job creation • Fully developed industrial park • Digby–St. John ferry, long term commitment • Vibrant, active airport 	<ul style="list-style-type: none"> • On shore processing plants • Welcoming committee • Commercial tax rate • New MGA regulations • Lower tax rates to encourage businesses • Scallops – global recognition • WREN / BRE partnerships • Dan Harvey contract • One on one business mentoring • ‘Can Do’ community image • Fish processing plan • Engineering design • Business retention / growth 	<ul style="list-style-type: none"> • Population decline • Need for employees • Retention of immigrants • Welcome committee follow-up • Declining communities • Support for business • Business attraction • Legislation re: transfer of licences • Declining mink industry • Industrial park attraction • Job growth, quality • Investment readiness

VISION CHECK-UP

SOCIAL Building social capital and engaging citizens and partners to improve the well-being and diversity of the community.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Arts & Culture Community Support Network Citizen & Property Safety Healthy Lifestyles Health Service Access Sense of Heritage</p> <ul style="list-style-type: none"> • Accessible healthcare services and facilities • Recreation programs • Transit to connect the community • Adequate internet • Affordable housing • Healthy lifestyles • Active volunteers • Inclusive, compassionate community • Safe place to raise a family • Services for all ages • Robust heritage program • Lots of events for residents and visitors • Engaged, positive community • Heritage program for churches 	<ul style="list-style-type: none"> • Free recreation options • Community partnerships • Heritage Church Program • Public transportation • Senior care • Seniors safety coordinator • Trails, lighthouses, DNR • Special events / festivals • Active living coordinator 	<ul style="list-style-type: none"> • Doctor retention • Special event communication • Public transportation reach • More recreation programs • Seasonal employment • Volunteer burnout • Wage rates • Community involvement • School breakfast program • Recruit volunteers • Social media

GOVERNANCE Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Good Policies Strategic Direction Role Clarity Agency Liaison</p> <ul style="list-style-type: none"> • Community involvement and engagement • Sound, strategic decision making • Clear Council policies • Positive, collaborative decisions • Fiscal responsibility • Positive processes • Regional collaboration • Realistically meeting public expectations • Council role clarity • Good Council working relationships • Effective use of staff expertise • High voter turnout 	<ul style="list-style-type: none"> • Regional cooperation • Council works well • Government cooperation • Role clarity 	<ul style="list-style-type: none"> • Number of committees • Work as a team • Youth involvement • Community engagement • 4 villages

ISSUE & OPPORTUNITY LONG LIST					
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring.					
ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Rural Internet	45	25	Green Energy	17	14
Regional Partnerships	15	16	Stagnant Tax Base	-	3
Employment Opportunities	1	4	Infrastructure Replacement	10	-
Asset Management Plan	4	-	HR - Succession Planning	-	2
Position Coordination	29	18	Economic Dev. Innovation	3	-
Public Transit	-	-	Demographic Challenge - Aging	-	-
Trails / Open Space	20	17	Land Availability	-	-
Primary Health Care	23	9	Doctor Recruitment	2	-
Non Taxation Revenue Streams	9	-	Recreation Opportunities	-	4
Marine Renewable Energy	6	6	Environmentally Friendly	-	-
Governance Structures	8	4	Business Development - Airport	-	3
Volunteer Burnout	-	-	Great Place to Live	-	-
Red Tape for Businesses	-	-	Seniors Program	-	-
Multi-Purpose Marine Terminal	10	9	Youth engagement	-	-
Highway 101 Completion	5	5	Forest Industry	-	-
Staff Operational Efficiency	1	-	Industrial Park Use	17	5
Assessment Communication	-	-	Community Engagement	-	7
Partnership Projects - NGO/Private	-	-	Enhancing Tourism	8	-
Managing Tax Burden	-	-	Electric Grid	14	-
Export Markets	6	-	Lobster owner/Operator	5	-
Wine Industry	1	-	Solid Waste Opportunities	7	4
Community Events/Festivals	-	-	Creative Economy	2	-
Tasking Community Groups	-	-	Viability of Villages	2	2
Heritage Projects	4	-	Affordable Housing	-	-
Poverty Issues	7	-			

ISSUE & OPPORTUNITY SHORT LIST			
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring. #=Rank.			
ISSUE / OPPORTUNITY	COUNCIL	STAFF	TOTAL
RURAL INTERNET	45 - #1	25 - #1	70
COORDINATION POSITIONS - Fire, Grant Writing & Trails	29 - #2	18 - #2	47
TRAILS / OPEN SPACE	20 - #4	17 - #3	37
PRIMARY HEALTH CARE	23 - #3	9 - #6	32
REGIONAL PARTNERSHIPS	15 - #7	16 - #4	31
GREEN ENERGY	17 - #6	14 - #5	31
INDUSTRIAL PARK / AIRPORT	17 - #5	5 - #8	27
MULTI-PURPOSE MARINE TERMINAL	10 - #9	9 - #7	19
ELECTRIC GRID	14 - #8	-	14
GOVERNANCE STRUCTURES	8 - #10	4	12
BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS CAPITALS = COUNCIL ITEMS and Title Case = Staff led items			

4.a REALITY CHECK CRITERIA	SUCCESS		
	LIKELY		UNLIKELY
LEGISLATIVE EASE	Yes	Maybe	No
POLICY CONSISTENCY	Yes	Maybe	No
CONTRACTUAL EASE	Yes	Maybe	No
POLITICAL WILL	High	Neutral	Uncertain
ORGANIZATIONAL CAPACITY	High	Medium	Low
SAVINGS REALIZED	High	Medium	None
TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
TIMEFRAME FOR RESULTS	Reasonable	Challenging	Unrealistic
SUCCESS LIKELIHOOD	High	Medium	Uncertain
COMMUNITY SUPPORT	High	Average	Low
FISCAL RESOURCES	Confirmed	Available	Difficult
PARTNERSHIP POTENTIAL	Ready	Maybe	Uncertain/No
LEVERAGE OTHER RESOURCES	Yes	Maybe	Uncertain/No
ONGOING SUSTAINABILITY	Likely	Maybe	Uncertain/No
HUMAN RESOURCES	Yes	Somewhat	No
EXPERTISE	In-house	Available	Uncertain/No
CONSEQUENCES/RISK	None	Uncertain	Negative
AFFORDABILITY	Yes	Average	No

4.b URGENCY CRITERIA	URGENCY	
	URGENT	NOT AS URGENT
IMPERATIVE - Requirement to Act	Legislation	No Legislation
LIABILITY - Risk Exposure	Legal	Inconvenience
SAFETY - Direct vs. Potential Threat	Life - Imminent	Property Damage
FINANCIAL - Magnitude of Cost	Significant	Operational
VISIBILITY - Implications to Organization	Negative	Neutral
PUBLIC BENEFIT - Who receives outcomes?	Most	Few
COMMUNITY NEED - Who's asking?	At Large	Minority Interest
TIMELINESS - Resource Alignment	Unique	Frequent
STRATEGIC - Linkage to goals/priorities	Critical	Useful
OBLIGATION - Commitment to others	Contractual	Casual
LEADERSHIP - Political Requirement	High	Low
TIMELINE - Imposed Timeframe	Deadline	None

4.c RESPONSIBILITY CRITERIA	RESPONSIBILITY	
	POLITICAL	ADMINISTRATIVE
POLICY	New or Change	Procedure or Implementation
FINANCIAL	New or Change in Budget	Approved in Budget
EXTERNAL LINKAGE	Political Level	Staff Level
CORPORATE IMAGE	Agency Integrity	Service Quality
SERVICE LEVELS	New or Terminate	Service Standards
STRATEGIC DIRECTION	New or Change	Implementation
PERSONNEL	CAO Performance	Staff Performance
LEGISLATION	Ignore or Seek to Change	Interpretation
SENSITIVITY	High Visibility	Low Visibility
OBLIGATION	New or Change in Contract	Permissible
MEMBER LIAISON	Elected Official	Staff

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
NOW		
<p>1. RURAL INTERNET</p> <p><i>How do we ensure the District and residents of the District have access to high speed broadband internet?</i></p> <p>* Business Case</p> <ul style="list-style-type: none"> • Increase in cell towers • Efficient cell and radio contact • No dead zones • Access to federal funding • Partnership with service providers • Sufficient funding for infrastructure upgrades 	<ul style="list-style-type: none"> • In house • Internet Provider • Combination 	<ol style="list-style-type: none"> 1. Complete federal funding application - March 2. Prepare business case for service provider interest 3. Determine partnership parameters 4. Budget for infrastructure
<p>2. INDUSTRIAL PARK SERVICING</p> <p><i>What are we prepared to do to service the industrial park with a view to facilitating economic diversification?</i></p> <p>* Position Statement</p> <ul style="list-style-type: none"> • Economic benefits defined • Capital costs identified • Partnership parameters / agreement • Identification of potential target sectors • Diversify economy • Increase tax base • Increase employment opportunities • Role clarity 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Inventory serviced/unserviced lots - 2. Research best practices re: competitive advantage 3. Prepare position statement - April <p>NEXT:</p> <ol style="list-style-type: none"> 1. Develop prospectus aimed at business attraction

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>3. TRAILS & OPEN SPACE COORDINATION <i>How do we coordinate the development of and maintenance of the District's trail system and open space?</i></p> <p>* Feasibility Report * Implementation Plan</p> <ul style="list-style-type: none"> • Active residents • Tourism asset • Need / potential use assessment • Project scope determined • Capital costs identified • Operational options identified • Partnerships and user groups identified • Risks and liability outlined • Provincial funding approved • Alternate funding scenarios identified 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Prepare coordinator job description - Feb. 2. Assessment report - April 3. Develop trail plan - June
<p>4. ISLAND VILLAGES <i>What are the are the areas of interest for shared services with the island Villages?</i></p> <p>* Areas of Interest</p> <ul style="list-style-type: none"> • Service enhancements • Operational efficiencies • Collaborative strategies • Shared capital costs • Active and thriving tourism industry • Funding levels identified • Deliverables defined • Value for money • Good working relationship • Efficient reporting and communication 	<ul style="list-style-type: none"> • In house • Facilitator • Combination 	<ol style="list-style-type: none"> 1. Host meeting with Villages - March 2. Explore areas of interest - March 3. Develop a relationship protocol

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>5. FIRE SERVICES <i>How do we coordinate fire services and protection?</i></p> <p>* Options Report</p> <ul style="list-style-type: none"> • Protection of community assets • Safety of residents • Full time coordinator • Support to volunteers • Smooth implementation of new regulations • Legislative compliance • Effective coordination of 11 departments • Partnership with the Town of Digby • Economies of scale • Equipment maintenance 	<ul style="list-style-type: none"> • In house • Town of Digby • Fire Association • Combination 	<ol style="list-style-type: none"> 1. Investigate other communities 2. Meet with the Town re: partnership 3. Meet with the Fire Association re: process 4. Prepare options report - June
NEXT		
<p>HAINES LAKE <i>How should the District move forward on the development / protection of the former DNR property on the lake?</i></p> <p>* Property Plan</p> <ul style="list-style-type: none"> • Municipal land for public access and use • Municipal storage • Recreational use • Collaborative community vision • 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Prepare property plan 2. Meet with community stakeholders 3.

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>JOINT MEETINGS</p> <p><i>What are the areas of interest for shared services with neighbouring municipalities?</i></p> <ul style="list-style-type: none"> * Municipality of Clare * Town of Digby * Village of Weymouth • Service enhancements • Economies of scale • Operational efficiencies • Collaborative strategies • Shared capital costs 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Host joint meetings
<p>MULTI-USE TERMINAL</p> <p><i>What is the feasibility of developing a multi-functioning marine terminal to enhance economic diversification?</i></p> <ul style="list-style-type: none"> * Business Case • Cruise ship attraction • Sale of products and local goods • Fisheries development • Increased employment opportunities • Promotion of the tidal industry • Partnerships • Access to provincial funding 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Determine location options - done 2. Terms of reference 3. Funding application

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>CLIMATE CHANGE</p> <p><i>What projects or initiatives can the District support to positively impact the effects of climate change?</i></p> <p>* Municipal Strategy</p> <ul style="list-style-type: none"> • 'Smart Grid' storage • Renewable energy alternatives • Wind turbine energy production • Electric car charging stations • Electric generator • PACE program • Solar program • Wast to energy project 	<ul style="list-style-type: none"> • In house • Consultant • Combination <p>Partners</p> <ul style="list-style-type: none"> • WREN • NSPI 	<ol style="list-style-type: none"> 1. Develop municipal strategy - TBD
<p>BARTON SCHOOL PROPERTY</p> <p><i>What are the alternatives for the school site if the property and assets are returned to the District?</i></p> <p>* Disposition</p> <ul style="list-style-type: none"> • Community input 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Prepare options report - TBD

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
ADVOCACY / Partnerships		
TIDAL INDUSTRY * <i>Feasibility</i>	<ul style="list-style-type: none"> • Work with the Western Regional Enterprise Network to complete a renewable energy strategy as an economic driver. 	
REGIONAL RENEWABLE ENERGY * <i>Strategy</i>		
ELECTRIC GRID * <i>Capacity</i>	<ul style="list-style-type: none"> • Research 'smart grid' storage and advocate to Nova Scotia Power for improvements to the grid. 	
PRIMARY HEALTHCARE * <i>Access</i>	<ul style="list-style-type: none"> • Continue to work with the community and Nova Scotia Health Authority stakeholder groups to lobby the Province for greater healthcare access for the citizens of the District of Digby. 	
RURAL INTERNET * <i>Broadband Partnership</i>	<ul style="list-style-type: none"> • Work with the Western Regional Enterprise Network to develop a business case identifying operational strategies, benefits and budget for a submission for rural internet funding from the federal government. 	

Bolded items indicate the Council **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by Council to focus their priority setting discussion is *italicized*.