

STRATEGIC PRIORITIES Report 2018

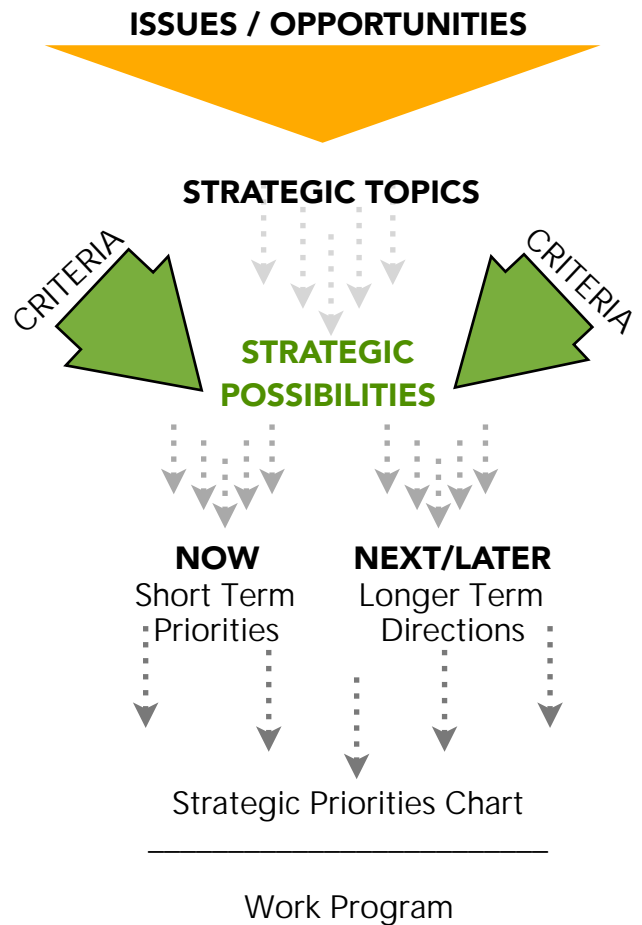


Strategic ALIGNMENT

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 Pictou County began with establishing a shared understanding of the organization's purpose and future aims for the community. The resulting **Vision Checklist** was used to as a bridge to compare current realities with Council's expectations. **Issues and opportunities** were identified and reviewed to arrive at **Strategic Topics** for further consideration.

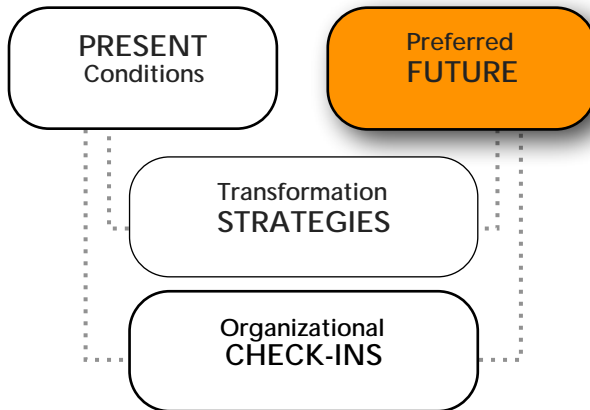
Each strategic topic was discussed to explore response options to achieve Council expectations. Reality, urgency and responsibility criteria were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT and LATER Directions** of Council. Operational strategies were 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 December 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 and strategy objectives were used as a starting point to discuss the future.

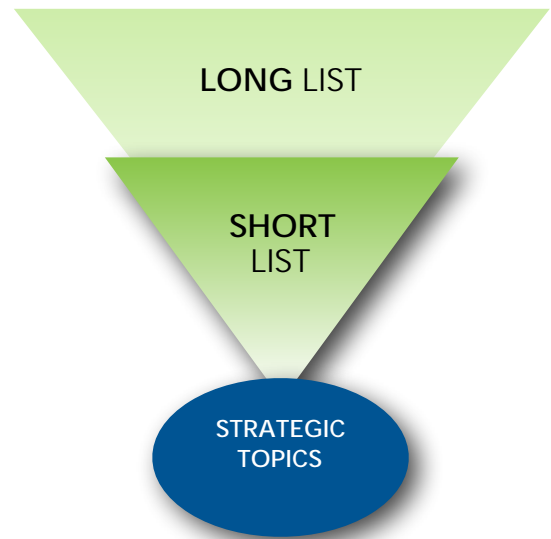
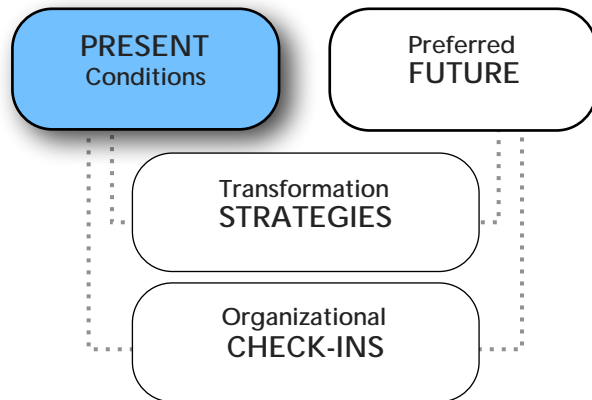
Participants identified 'what works well' and 'areas for attention' using five distinct areas of a sustainable community – Economy, Environment, Infrastructure, Social and Governance factors. This **Vision Checklist** (see *Appendix 1*) identifies Council expectations for a preferred future. These success 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, staff identified a long list of issues and opportunities facing Pictou County (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:

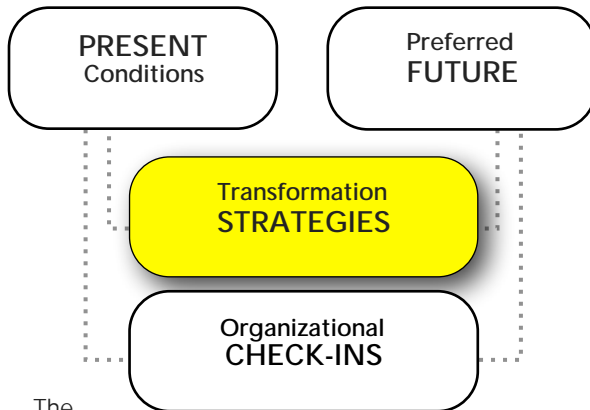
EXTERNAL - environmental influences from outside the organization

INTERNAL - organizational factors required to ensure efficiency and effectiveness

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

- ### STRATEGIC TOPICS
1. Modern Communication
 2. Capital Plan
 3. Recreation Plan
 4. Grant Allocation Policy
 5. Economic Development
 6. Business Park Road Access
 7. Clean County Program
 8. Northern Pulp Mill
 9. Municipal / First Nation Relations
 10. Agriculture
 11. Water System
 12. Homelessness
 13. Poverty Reduction
 14. Boat Harbour
 15. Council Follow-up

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
1. MODERN COMMUNICATION <i>Business Case</i>	<ul style="list-style-type: none"> Determine gaps in service and develop a business plan to encourage internet and cell phone service providers to upgrade services and determine the County's role
2. CAPITAL PLAN <i>Capital Priority Strategy</i> <i>Shelf-ready Capital Project List</i>	<ul style="list-style-type: none"> Inventory infrastructure projects and develop criteria to evaluate and identify priorities along for completion of the long term capital plan Identify funding sources and reserve requirements of capital priorities for inclusion in the 3-Year Capital Priority Strategy and budget Confirm Shelf-ready Capital Project List
3. RECREATION <i>Recreation Plan</i>	<ul style="list-style-type: none"> Draft Terms of Reference for the development of a recreation plan
4. GRANT ALLOCATION <i>Municipal Grant Allocation Policy</i>	<ul style="list-style-type: none"> Prepare a Grant Allocation Policy for the fair and equitable distribution of community grant funding - eligibility, allocation and accountability
5. ECONOMIC DEVELOPMENT <i>REN Strategy</i>	<ul style="list-style-type: none"> Work with REN through their process of start-up and strategy development to ensure efforts are aligned with County expectations
6. BUSINESS PARK <i>Road Access</i> <i>Business Park Updates</i>	<ul style="list-style-type: none"> Meet with <i>DEANS</i> to ensure road access to the Business Park Request <i>DEANS</i> to provide Council with regular Business Park updates
7. CLEAN COUNTY PROGRAM <i>PCSS Request</i>	<ul style="list-style-type: none"> Request waste services to undertake a Clean County campaign and ongoing program
8. PULP MILL <i>Northern Pulp Mill Effluent Review</i>	<ul style="list-style-type: none"> Request the Province facilitate a collaborative and comprehensive process between the County and the Northern Pulp to ensure an effective monitoring program
9. MUNICIPAL RELATIONS <i>New Glasgow Meeting</i> <i>Pictou Landing First Nation</i>	<ul style="list-style-type: none"> Meet with New Glasgow to develop a list of current and potential cost-share projects Meet with Pictou Landing First Nation to discuss areas of mutual interest (i.e. Boat Harbour)
10. AGRICULTURE SUPPORT <i>REN Request</i>	<ul style="list-style-type: none"> Request the Regional Enterprise Network (REN) to include agriculture in its strategic plan development
11. WATER SYSTEM <i>Water System Expansion Criteria</i> <i>Water System Plan</i> <i>Water Meter Replacement Proposal</i>	<ul style="list-style-type: none"> Determine criteria to establish a policy for considering water system expansion requests Develop a water system plan for the County to guide future development of the water system Prepare water meter replacement proposal
12. HOMELESSNESS <i>Viola Homeless Society Request</i>	<ul style="list-style-type: none"> Consider the funding request for a shelter upon receipt from the <i>Viola Homeless Society</i>
13. POVERTY REDUCTION <i>Stakeholder Meeting</i>	<ul style="list-style-type: none"> Convene a community stakeholder meeting to explore options for poverty reduction in the County
14. BOAT HARBOUR <i>Boat Harbour Remediation</i>	<ul style="list-style-type: none"> Meet with Pictou Landing First Nation to discuss their position on Boat Harbour Meet with the Province to determine approach, timing and funding of Boat Harbour remediation
15. COUNCIL FOLLOW-UP <i>Follow-up Action List</i>	<ul style="list-style-type: none"> Develop a Follow-Up Action list to ensure project progress is monitored

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 **BOLD 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 CAPITALS indicate priorities that will be addressed NEXT or when a NOW item is completed. **Bold** items indicate Organizational Improvements to maximize Council and staff capacity as well as excellence in governance. *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

December 2017

CORPORATE PRIORITIES (Council/CAO)

NOW

1. **MODERN COMMUNICATION: Business Case Consultant**
2. **RECREATION PLAN: Terms of Reference**
3. **GRANT ALLOCATION: Draft**
4. **COMMUNICATION FUNCTION: Proposal**
5. **MUNICIPAL RELATIONS: New Glasgow Meeting**

TIMELINE (2018)

- January
- February
- March
- February
- March

NEXT

- LONG TERM CAPITAL PLAN: Shelf Ready Priorities
- WATER SYSTEM: Expansion Criteria
- POVERTY REDUCTION: Workshop
- WATER SYSTEM PLAN
- PUBLIC COMMUNICATION: Policy

ADVOCACY / PARTNERSHIPS

- ***Clean County Program (PCSS)***
- ***REN: Strategy Review***
- ***Agriculture Support Strategies (REN)***
- ***Viola Homeless Society: Request***
- ***Pulp Mill Effluent Review: Process (Province)***
- ***Business Park Road Access***
- ***First Nation Relations: Boat Harbour***
- ***Boat Harbour Remediation (Province)***
- ***County Marketing Strategy Request (REN)***

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER

1. **MOD. COMM.: Business Case Consultant**- Jan.
 2. **COMMUNICATION FUNCTION: Proposal** - Feb.
 3. **MUNI RELATIONS: New Glasgow Meeting** - Mar.
- REN Start-up Project Coordination - Mar.
 - Pension Plan: Terms of Reference - Jan.

RECREATION

1. **RECREATION PLAN: Terms of Reference** - Feb.
 2. Community Facility / Park: Inventory - Mar.
 3. **GRANT ALLOCATION POLICY: Draft** - Mar.
- Trail Map
 -

FINANCE

1. Electronic Tax Notice: Template - Feb.
 2. Tangible Capital Assets: Approach - Mar.
 3. Pension Plan Implementation - Mar.
- Professional Accreditation Program
 -

ADMINISTRATION

1. Website: Redesign - Jan.
 2. PUBLIC COMMUNICATION: Policy - Feb.
 3. Council Expense Policy - Mar.
- Fire Levy Rate
 -

OPERATIONS

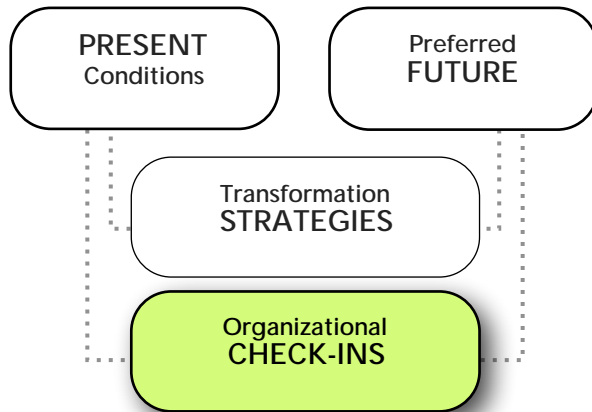
1. Mobile GPS: Proposal - Feb.
 2. Water Meter Replacement: Proposal - Jan.
 3. Thorburn Treatment Plan: Options Report - Mar.
- Service / Staff Analysis - Mar.
 - WATER SYSTEM EXPANSION: Criteria
 - Dog Control Bylaw Review

ORGANIZATIONAL

- Regular Staff Meeting Calendar - Jan.
- Quarterly Strategic Priority Review - Mar.
- Follow-up Action List: Initiate - Jan.
- Hire Fire Inspector - Feb.

CODES: BOLD CAPITALS = NOW Priorities; CAPITALS = NEXT Priorities; *Italics* = Advocacy; Regular Title Case = 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 2018 **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



GORDON McINTOSH | President
C: 250.881.0761 T. 250.655.7455

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"> • Alternate energy initiatives • Outdoor recreation and active lifestyles • Community support for recycling programs • Effective landfill management • Good air quality • Waste to Energy diversion • Protection of natural environment • Preservation of ground water resources • Maintain/protect diverse landscape • Environmental stewardship • Agriculture stewardship 	<ul style="list-style-type: none"> • Recycling program • Waste standards • Landfill drop off voucher • Natural beauty • Outdoor recreation • Wind energy options • Wonderful beaches • Trail system • Wind energy policies • Municipal wind energy operation 	<ul style="list-style-type: none"> • Pulp mill discharge • Air quality • Derelict buildings • Fly ash from NS Power • Road-side garbage • Illegal dumping

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"> • Good roads and sidewalks • Effective asset management system • Well maintained facilities • Reliable potable water quality and supply • Environmental compliance • Long term capital plan • Long term replacement programs • Well maintained facilities • Broadband access and cell phone service • Public transit 	<ul style="list-style-type: none"> • Roads and sidewalks • Lots of water projects • Relatively new infrastructure • Well maintained facilities • Community halls • Trails • Community rink • Street light installation • Quality potable water 	<ul style="list-style-type: none"> • Water meter replacement • Broadband access • Cell phone coverage • Illegal dumping • Aging systems and halls • Recycling program

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"> • Regional Enterprise Network success • Energy revenue generators – solar, wind • Regional cooperation • Access to grants and funding programs • Business retention, expansion and attraction • Visitor attraction – tourism • Seniors housing • Industry diversification • Good paying jobs • Broadband services 	<ul style="list-style-type: none"> • REN start-up • Website relaunch • New Prison • Farmers Market • Strong manufacturing presence 	<ul style="list-style-type: none"> • Future status of Michelin • New prison • Fishery industry • Outmigration • Marketing the community • Broadband access • Agriculture preservation • Business retention • Business supply chain • Lower level jobs • Need diversification

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"> • Healthy active lifestyles • Festivals and events • Community pride and spirit • • Active community groups • Public facilities to meet needs of residents • Access to medical services • Affordable housing • Seniors housing and services • Preservation of arts and culture • Safe community • Active volunteers • Educational opportunities • Inter-generational connection 	<ul style="list-style-type: none"> • Wellness centre • Community spirit • Good facilities • Strong artisan culture • Lots of festivals • Arts and culture • Bike and walking trails • Community halls 	<ul style="list-style-type: none"> • Medical services • Doctor wait times • Affordable housing • School closures • Outmigration • Volunteer fire department • Volunteerism • Accessible opportunities • Poverty reduction • Retirees are leaving • Seniors needs

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"> • Knowledge of statutory requirements • Effective, well run Council meetings • Public consultation and idea sharing • Financial transparency • Effective communication tools • Good Council/staff working relationship • Performances reviews to meet goals • Solid policies and procedures • Regional cooperation and partnerships • Defining appropriate service levels • Fair tax rates and service charges • Quality customer service 	<ul style="list-style-type: none"> • Inter-municipal agreements • Shared service agreements • Focus on the big picture • Municipal relations • Shared service priorities • Regional leadership • Limited Council turnover 	<ul style="list-style-type: none"> • Taxation rates • Post amalgamation fall-out • Public involvement • Communication tools • Public policy awareness • Council/staff interaction • Staffing levels • Dealing with social media • Council awareness of staff functions and workload

ISSUE & OPPORTUNITY LONG LIST			
'S' indicates SCORING			
ISSUE / OPPORTUNITY	S	ISSUE / OPPORTUNITY	S
Open Data Source	-	Building Inspection	-
Solar Energy Projects	-	Business / Industry Attraction	8
Medical Access	9	IT Improvements	3
Branding and Marketing the County	6	Public Communication / Awareness	12
Internet Access / Cell Phone Coverage	7	Doctor Retention	2
Government Transparency	4	Healthcare Access	-
Healthy Environment	4	Alternate Energy	5
REN Start-up	5	Municipal Partnerships	5
Support to Small Business	4	Education - Retention of Schools	4
Environmental Assessment Criteria	4	Tangible Capital Asset Program	4
Recreation Opportunities	5	Healthy Lifestyles	1
Business Park	3	Community Pride	-
New Resident Attraction	3	Provincial Relations	-
Community Sustainability	3	Trails	1
Poverty Reduction	3	Age Friendly Community	1
Agriculture	3	Playgrounds	1
Tourism	3	Natural Areas	1
Roads	2	Libraries	-
Strategic Plan	2	Municipal Planning Strategy	-
Staffing levels	2	Illegal Dumping	1
Volunteer Support	1	Social Media	-
Northern Pulp Emission / Effluent	1	Job Retention	-
Natural Gas Access	1	Public Transportation	-
Meter Replacement	1	Water and Sewer Expansion	9
Youth Retention	1	Affordable Housing	7
Listening	1	Economic Readiness	5
Street Repair Costs	1	Community Halls	2
Public Transportation	1	Heritage Preservation	1
Clear Cutting	1	Community Rinks	1
Cannabis Legislation	1	Sidewalks	1
Accessibility	1	Transparency	1

ISSUE & OPPORTUNITY SHORT LIST	
ISSUE / OPPORTUNITY	SCORE
PUBLIC COMMUNICATION and AWARENESS	12
BUSINESS, INDUSTRY, RESIDENT ATTRACTION	11
WATER and SEWER EXPANSION	9
MEDICAL ACCESS	9
HEALTHY ENVIRONMENT / ASSESSMENT CRITERIA	8
INTERNET and CELL PHONE COVERAGE	7
AFFORDABLE HOUSING	7
BRANDING and MARKETING THE COUNTY	6
ALTERNATE ENERGY	5
Economic Readiness	5
REGIONAL ENTERPRISE NETWORK	5
Recreation Opportunities	5
MUNICIPAL PARTNERSHIPS	5
Code From Long List: BOLD CAPITALS = COUNCIL / STAFF COMBINED SCORES CAPITALS = COUNCIL ITEMS Title Case = Staff 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. MODERN COMMUNICATION</p> <p><i>How do we ensure County residents and business have broadband access and cell phone coverage?</i></p> <p>* Business Case</p> <ul style="list-style-type: none"> • Determine County role • Partnership with service providers • Access to federal / provincial funding • Appropriate infrastructure upgrades • High speed internet • Efficient cell and radio contact • Affordable service 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Develop terms of reference - January 2. Hire consultant - January 3. Develop business case
<p>2. RECREATION PLAN</p> <p><i>What are the recreation needs of our citizens and how do we address them?</i></p> <p>* Community Recreation Plan</p> <ul style="list-style-type: none"> • Understanding of community needs and expectations • Determination of recreation gaps • Active healthy lifestyles / well-being • Opportunities for social gathering • Understanding of demographic needs • Enhanced community spirit • Mental health support • Facility upgrades determined for capital planning 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Draft terms of reference - February 2. Inventory current services 3. Undertake need assessment 4. Develop plan 5. Solicit public feedback

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>3. GRANT ALLOCATION <i>How do we ensure fair and equitable distribution of community grant funding?</i></p> <p>* Grant Allocation Policy</p> <ul style="list-style-type: none"> • Program clarity • Equitable allocation and distribution • Support for the advancement of strategic goals • Support for community based programs and services • Fair and consistent process for grant consideration • Eligibility criteria for assessing application • Community benefit defined • Ensure accountability 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Research best practices - February 2. Review current grant allocation policy - February 3. Prepare Municipal Service Grant Policy - March
<p>4. COMMUNICATION FUNCTION <i>How do we ensure effective public communication?</i></p> <p>* Function Proposal</p> <p>* Public Communication Policy</p> <ul style="list-style-type: none"> • Clear communication re: policies and priorities • Proactive and consistent messaging • Community awareness of Council direction • Community engagement for better decision-making • User friendly website • Timely media releases • County promotion and marketing • Effective use of social media • Community open house meetings • Newsletter 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>FUNCTION</p> <ol style="list-style-type: none"> 1. Confirm Council expectations - January 2. Prepare function proposal - February <p>COMMUNICATION POLICY</p> <ol style="list-style-type: none"> 1. Draft Public Communication Policy - February 2. Develop communication plan / budget

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>2. MUNICIPAL RELATIONS <i>How do we work with neighbouring municipalities and First Nations for the mutual benefit of our citizens?</i></p> <p>* Areas of Interest * Regional Collaboration Protocol</p> <ul style="list-style-type: none"> • Mutual areas of interest identified • Effective / efficient programs and services • Reduce duplication • Stronger/unified voice • Fair processes • Equitable funding formulas • Good working relationship • Financial sustainability • Value for money 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>MUNICIPAL</p> <ol style="list-style-type: none"> 1. Host meeting with New Glasgow Council - March 2. Discuss areas of common interest 3. Develop joint action plan <p>FRIST NATION</p> <ol style="list-style-type: none"> 1. Meet with Pictou Landing First Nation
NEXT		
<p>LONG TERM CAPITAL PLAN <i>How do we ensure we are prepared for future capital expenditures?</i></p> <p>* Capital Priority Strategy * Shelf Ready Priority List</p> <ul style="list-style-type: none"> • Long range plan • Fiscally responsible / accountable • Sound reliable systems • Adequate reserves • Defined priorities • Accurate assessment of assets • Projections for future requirements 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>CAPITAL PRIORITY STRATEGY</p> <ol style="list-style-type: none"> 1. Define priority setting criteria 2. Determine 3 year priorities 3. Confirm funding requirements 4. Submit budget items 5. Adopt capital priority strategy <p>SHELF READY PRIORITIES</p> <ol style="list-style-type: none"> 1. Develop priority list

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>WATER SYSTEM <i>How do we ensure safe, clean, potable water in the most efficient manner, thought the County?</i></p> <p>* Expansion Criteria * Water System Plan</p> <ul style="list-style-type: none"> • Clean, sustainable potable water • Analysis of services and gaps • Legislative compliance • Plan for corrective action • Affordability / cost effective treatment systems • Water conservation and efficiency initiatives • Protection of source water 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>EXPANSION REQUESTS</p> <ol style="list-style-type: none"> 1. Determine criteria to assess expansion requests 2. Develop water system master agreement 3. Confirm water system expansion policy <p>SYSTEM DEVELOPMENT</p> <ol style="list-style-type: none"> 1. Develop water system plan: Terms of Reference <p>UTILITY BILLING</p> <ol style="list-style-type: none"> 1. Prepare Water meter replacement proposal - January
<p>POVERTY REDUCTION <i>What is the County's role in addressing poverty reduction?</i></p> <p>* Workshop</p> <ul style="list-style-type: none"> • Programs and services to support social needs • Job creation • Affordable housing • Local partnerships • Community engagement • Inclusive community • Caring community 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Host community workshop
<p>COMMUNITY MARKETING <i>How do we promote the advantages of visiting or locating business in Pictou County?</i></p> <p>* Community Marketing Strategy * Competitive Advantage Message</p> <ul style="list-style-type: none"> • Confirm role/scope of REN • Effective marketing and promotion • Proactive and consistent messaging • Attract and retain businesses 	<ul style="list-style-type: none"> • In house • Consultant • Combination <ul style="list-style-type: none"> • REN • County 	<p>STRATEGY</p> <ol style="list-style-type: none"> 1. Request development of a strategy - <p>MESSAGE</p> <ol style="list-style-type: none"> 1. Develop promotional messaging 2. Include in future visitor / business promotions

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
ADVOCACY		
CLEAN COUNTY PROGRAM <i>* Blitz and Program</i>	<ul style="list-style-type: none"> • PCSS request for a campaign and ongoing program 	
REGIONAL ENTERPRISE NETWORK <i>* Strategy Review</i>	<ul style="list-style-type: none"> • Review the REN strategy to ensure alignment with County needs (and value for money) 	
AGRICULTURE SUPPORT <i>* Strategy Development</i>	<ul style="list-style-type: none"> • Request REN to include the agriculture industry in its development of a strategy 	
VIOLA HOMELESS SOCIETY <i>* Funding Request</i>	<ul style="list-style-type: none"> • Consider shelter funding request upon receipt 	
PULP MILL EFFLUENT <i>* Process Review</i>	<ul style="list-style-type: none"> • Request the Province to facilitate a collaborative process between the County and the Northern Pulp which ensures an effective monitoring program and accountability conditions 	
BUSINESS PARK <i>* Road Access</i>	<ul style="list-style-type: none"> • Meet with DEANS to confirm plans for road access 	
FIRST NATION RELATIONS <i>* Boat Harbour</i>	<ul style="list-style-type: none"> • Meet with Pictou Landing First Nation to discuss their position on Boat Harbour and other areas of mutual interest 	
BOAT HARBOUR <i>* Remediation</i>	<ul style="list-style-type: none"> • Meet with the Province to determine approach, timing and funding of Boat Harbour remediation 	
COUNTY MARKETING <i>* Marketing Strategy Request</i>	<ul style="list-style-type: none"> • Request REN to develop a marketing strategy for the County 	

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 the Council to focus their priority setting discussion is *italicized*.