

**MUNICIPALITY OF THE COUNTY OF**  
**ANTIGONISH**

**COMMITTEE OF THE WHOLE AGENDA**

**Tuesday, May 2<sup>nd</sup>, 2017 @ 5:30 pm**  
**Municipal Administration Centre**

- 1) Call to Order – Chairman, Warden Russell Boucher
- 2) Approval of Agenda
- 3) Approval of April 18, 2017 Committee of the Whole Minutes
- 4) Business Arising from the Minutes
- 5) In-Camera: Personnel Matters (Financial Analyst Position)
- 6) In-Camera: Personnel Matters (Maternity Leave)
- 7) Inactive Accounts
- 8) Beech Hill Solid Waste Resource Management - C&D Update
- 9) Final Consideration and Approval of 2017/2018 Capital Projects
- 10) Bulky Waste Tender
- 11) Further Consideration of Undertaking a Corporate Plan
- 12) Staff Reports
- 13) Adjournment

**TO:** COMMITTEE MEMBERS  
**FROM:** STAFF  
**SUBJECT:** ***COMMITTEE OF THE WHOLE MEMO***  
**DATE:** MAY 2<sup>ND</sup>, 2017

**PERSONNEL MATTERS – FINANCIAL ANALYST POSITION AND MATERNITY LEAVE (*In-Camera*)**

This subject matter falls within Section 22(2) of the Municipal Government Act as that which a committee may discuss in a closed session. It is recommended a motion be made to initiate an in-camera session. Materials will follow.

**INACTIVE ACCOUNTS**

Finance staff has compiled a list of accounts on the roll that cannot be collected for reasons outlined below, and are recommending that they are written-off.

Roll #	Balance	Background
01687433	\$142.14	Trailer gone
02752034	\$86.80	Land Reg. issue
07201710	\$543.71	Trailer gone
07201869	\$79.04	Trailer burned
07202881	\$1,223.81	Double assessed
07204140	\$437.47	Trailer gone
09006648	\$652.62	Trailer gone
10107873	\$871.78	Trailer gone
10343224	\$184.95	Trailer gone
2683733	\$1,290.96	PVSC put mobile home on property that didn't have one.
<b>TOTAL</b>	<b>\$5,513.28</b>	

**BEECH HILL SOLID WASTE RESOURCE MANAGEMENT – C&D UPDATE**

Public Works staff is looking for direction from the Committee with regards to a proposal to construct a new Construction and Demolition (C&D) cell site at the Beech Hill Solid Waste Resource Management Site, which would also require the purchase/upgrade of equipment. Further details are summarized in the staff report attached.

### **FINAL CONSIDERATION OF 2017/2018 CAPITAL PROJECTS**

Staff is preparing estimated project costs for the following projects, anticipated to take place during the 2017/2018 fiscal year:

<b>Project Name &amp; Spending Category</b>
<b>GENERAL GOVERNMENT</b>
Municipal Office Front Roof Replacement
Municipal Office Exterior Paint
Municipal Office Accessibility Improvements
Records Management System
<b>PROTECTIVE SERVICES</b>
EMO Office Relocation
<b>TRANSPORTATION</b>
Repaving Heritage Drive
Repaving Ponderosa Drive
<b>ENVIRONMENTAL HEALTH</b>
Sylvan Valley Sewer Line Relocation
C&D 6-Wheel Truck
Solid Waste Management Bull Dozer
Recycling Truck
<b>RECREATION AND CULTURAL</b>
Active Transportation Project(s)
Court House (Maintenance of Heritage Property)
Canada 150 Community Project
<b>WATER UTILITY</b>
Somers Road Waterline Extension

A summary of these estimated expenses will be provided for further discussion at the meeting.

### **BULKY WASTE TENDER**

The tendering process for the Spring Bulky Waste Collection is scheduled to close at noon on May 2<sup>nd</sup>. Staff will be presenting their recommendation for the Committee's consideration.

### **FURTHER CONSIDERATION OF UNDERTAKING A CORPORATE PLAN (*For Information*)**

Please review the attached memo and support materials.

**STAFF REPORTS (For Information)**

*Recreation*

- The **Active Transportation Community Workshop** has been booked for **Tuesday, June 6, 9:30 - 4:30**. Further details will be provided closer to the event date.

*Administration*

- Solar Community Program: On April 24<sup>th</sup>, Minister Samson was hosted by Minister Delorey and Warden Boucher at the County Office to make his announcement regarding the new Community Solar Program launch. The event was well attended, and was a nod to our solar system and the community interest and knowledge in this field.
- Upcoming Event: The Antigonish Art Fair has extended an invitation for Council to attend their newest event, **A Piece of Antigonish, on May 6th from 10am to 2pm**. A copy of the event poster is attached for your reference.
- Saltscapes: Tammy Feltmate, Director of Sustainable Communities attended the 11<sup>th</sup> annual Saltscapes Lifestyle Expo with Councillor Maclellan for the three-day to work at the booth set up by Antigonish Visitor Information Centre. This year local businesses and municipalities donated prizes for a basket valued at over \$2000. Feedback on the booth and the information presented was positive, with many coming to take pictures of booth for inspiration for next year. A huge thank-you goes out to Lynne Delorey Vasil and Debbie Boyd, for doing a fabulous job on this initiative.
- World Water day and Earth Day 2017: the Sustainable Advisory Committee, in partnership with Antigonish International Film Festival, hosted two films, Before the Flood and Crapshoot at the County Admin Building on April 12<sup>th</sup> & 20<sup>th</sup>. Staff would like to thank the AIFF, as well as Tracey MacEachern, County staff for her support, and to Nicole Havercort and ERSWM for attending both events with information and a display in the lobby leading up to the showings.
- Accessibility Challenge: Work is underway to plan an **Accessibility Challenge for May 26, 2017**. This event will provide 20-25 community leaders with a number of tasks to complete, with a few challenges focussing on mobility and access to services added in to everyday errands, meetings and travel. Initial feedback indicates a lot of interest, with MP Sean Fraser and MLA Randy Delorey already signed up. *Council has received an email and an invitation; RSVP deadline is May 5<sup>th</sup>*. This date is important as staff has to secure equipment (including wheelchairs) and develop challenges and scenarios for participants to complete.



MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

**COMMITTEE OF THE WHOLE MEETING MINUTES**

A Committee of the Whole Meeting was held Tuesday, April 18<sup>th</sup>, 2017 at 7:00pm in the Council Chambers of the Municipal Administrative Centre, 285 Beech Hill Road, Antigonish NS.

Present were:           Warden Russell Boucher, Chair  
                              Councillor Mary MacLellan  
                              Councillor Hughie Stewart  
                              Councillor Vaughan Chisholm  
                              Councillor John Dunbar  
                              Councillor Gary Mattie  
                              Councillor Bill MacFarlane  
                              Glenn Horne, Municipal Clerk/Treasurer  
                              Beth Schumacher, Deputy Municipal Clerk

Regrets:                 Deputy Warden Owen McCarron  
                              Councillor Donnie MacDonald  
                              Councillor Rémi Deveau

**CALL TO ORDER**

The meeting of the Committee of the Whole was called to order by the Chair, Warden Boucher, at 7:06pm.

**APPROVAL OF AGENDA**

A request was made to add the following to the agenda, following the staff reports:

- Request for donation

*Moved by Councillor MacLellan and seconded by Councillor Chisholm that the agenda be approved as amended. Motion carried.*

**APPROVAL OF MINUTES**

*Moved by Councillor Dunbar and seconded by Councillor Stewart that the Committee of the Whole minutes of March 21, 2017 and April 4, 2017 be approved as presented. Motion carried.*

**BUSINESS ARISING FROM THE MINUTES**

Mr. Horne noted for the Committee that he had received an update from the Department of Transportation (TIR) regarding the status of the flashing amber lights on Highway 104 at Dagger Woods Road. TIR staff indicated that the issues that required resolution in advance of the power connection were being wrapped up, and activation of the lights was expected shortly.

**IN-CAMERA: PERSONNEL MATTERS (SUMMER RECREATION STAFF) AND CONTRACT NEGOTIATIONS (RECORDS MANAGEMENT SOFTWARE)**

These subject matters fall within Section 22(2) of the Municipal Government Act as matters that a committee may discuss in a closed session. It is recommended a motion be made to initiate an in-camera session.

*Moved by Councillor MacLellan and seconded by Councillor Stewart that the Committee of the Whole Meeting be adjourned to an In-Camera Session to discuss Personnel Matters and Contract Negotiations at 7:09pm. Motion carried.*

*Moved by Councillor Stewart and seconded by Councillor MacLellan that the Committee recommends that Municipal Council approve the recommended hiring for summer recreation staff, as amended. Motion carried.*

*Moved by Councillor Chisholm and seconded by Councillor MacFarlane that the In-Camera session be adjourned at 7:24pm. Motion carried.*

**APPROVAL OF PROVINCIAL CAPITAL ASSISTANCE PROGRAM APPLICATIONS**

Mr. Horne reviewed the applications prepared by staff for the Provincial Capital Assistance Program (PCAP). These applications were for: the relocations of the sewer line in Sylvan Valley, enhancements to the Beech Hill Solid Waste Management Facility for the intake and disposal of construction and demolition (C&D) debris, and (tentatively) a Somers Road water line extension. Mr. Horne noted that the funding available for the program, which is meant to serve the entire province, is only about \$600,000.

Mr. Horne also provided the Committee with an update regarding the feedback received following the distribution of the Capital Improvements letters to property owners impacted by the proposed Somers Road and North Grant water line extensions. Neither of the projects received the required 66% threshold of positive responses from impacted property owners to permit the projects from proceeding. The Somers Road project was quite close to this threshold, and some follow-up would be taking place to confirm that residents that wished to respond had the opportunity to do so.

*Moved by Councillor Chisholm and seconded by Councillor Stewart that the Committee recommends that Municipal Council approve the Provincial Capital Assistance Program (PCAP) applications made for the Sylvan Valley Sewer, Somers Road Waterline, and C&D Cell Construction. Motion carried.*

**STAFF REPORTS**

Public Works staff is seeking a motion from Council to permit the advertisement of a tender for the Spring Bulky Waste Collection, which is anticipated to take place during the last two weeks in May.

*Moved by Councillor MacLellan, and seconded by Councillor MacFarlane that the Committee recommend that Municipal Council approve the issuance of a Tender for bulky waste collection during the last two weeks of May, 2017. Motion Carried.*

Mr. Horne then provided members of the Committee with notice of an upcoming Joint Town & County Advisory Committee meeting, scheduled to take place on Monday, April 24<sup>th</sup> with a location to-be-determined. This meeting is being called to provide members of both Councils with the opportunity to speak with representatives from the School Board, including Board members and staff, and the School

Options Committee if possible, regarding the possible closure of the Antigonish Education Centre, as requested by Council at the Committee of the Whole meeting that took place on March 21, 2017.

**DONATION REQUEST**

Councillor MacLellan notified the Committee that the Friends of the Antigonish Library (FoAL) had launched their 2017 fundraising campaign. Councillors were encouraged to contact Vera to make arrangements for donations if they wished.

**ADJOURNMENT**

*Moved by Councillor MacFarlane and seconded by Councillor Mattie that the Committee of the Whole meeting be adjourned at 7:34pm. Motion carried.*

---

Warden Russell Boucher

---

Glenn Horne, Municipal Clerk/Treasurer

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

---

**TO:** Committee of the Whole  
**FROM:** Daryl Myers, Director of Public Works  
**SUBJECT:** ***BEECH HILL SOLID WASTE RESOURCE MANAGEMENT FACILITY***  
**DATE:** April 26, 2017

---

## **BACKGROUND**

In 2006, the Beech Hill Landfill was officially closed and re-opened as a Transfer Station. All garbage is transported to Guysborough, recyclables to Kemptown and compost is processed on site along with clean Construction and Demolition (C&D) material and Leaf and Yard waste. Other services we provide include: (1) Electronic Recycling (2) Paint drop off area (3) Collection of used batteries (4) Collection of propane tanks (5) Collection container for incandescent bulbs.

The one grey area has always been what chipped C&D material can be used for. Clean wood along with leaf and yard waste is incorporated into our composting operation as a carbon source. Mixed C&D was used in our Dead Stock Program until the BSE outbreak occurred and the Program was cancelled because of health concerns. The other use was mixing it with our Bio-Solids as a bulking agent to enable us to apply this material to the closed portion of our Landfill Site.

As a result of a fire at a C&D site in the Valley last year, the Fire Marshal and Department of Environment conducted inspections of all the sites in Nova Scotia to make sure they were in compliance. Although the Fire Marshall's Office had no issues with our site, the Department of Environment concluded we were in violation of our approval and as a result issued Summary Offence Tickets along with several Directives.

The major component to these Directives was to transport incoming material to an approved site until we develop a C&D site of our own. Presently we ship one load of C&D material per week at a cost of \$1,000 to a site in Pictou County owned by Marinus Verhagen. The options for the stockpiled C&D material from the last few years is either to have it shipped off site or we can construct our own C&D Facility to accommodate this material and materials we will receive in the future.

With the right equipment we could construct a new C&D area ourselves and proceed to move the stockpiled material along with incoming C&D to the new cell. The equipment upgrades would include the replacement of our 2004 dozer and the purchase of an off-highway truck. I feel we could get good pre-owned equipment in the range of \$300,000 to \$350,000. Costs associated with the actual site development would be minimal because we will use our own resources to carry out this work. With the present volumes of C&D coming to our site we could anticipate spending a minimum of \$55,000 annually to have it hauled away as opposed to having our own site. The pay back would be fairly short.

I am asking Council for approval to proceed with the construction of our own C&D site and the purchase of the necessary equipment upgrades.

If anyone has any questions or concerns, please feel free to contact me on cell at 902-863-9653.

DM

**MUNICIPALITY OF THE COUNTY OF**  
**ANTIGONISH**

**REQUEST FOR DECISION**

**TO:** Committee of the Whole  
**FROM:** Glenn Horne, Municipal Clerk Treasurer  
**SUBJECT:** *Consideration of a Corporate Plan*  
**DATE:** MARCH 23, 2017

---

**SUMMARY**

After initiating a process to develop a Corporate Plan for the Municipality, Municipal Council has expressed its desire to reconsider this initiative. As originally proposed, a Corporate Plan is a tool that can assist the Municipality in identifying its goals, assessing community needs and consider actions to meet both. This plan would articulate the Municipality's mission, vision, values and priorities, and guide planning and operational activities over the next 4-5 years. This memo is provided to support the Committee's discussion as it considers how or if it would like to move forward with this initiative.

**BACKGROUND**

In October 2014 Municipal Council took part in a Priority Setting Exercise, facilitated by Gordon MacIntosh of the Local Government Leadership Institute. Through this exercise, a Strategic Priorities document was produced and approved by Municipal Council. It identified five key priorities with specific timelines and actions attributed to specific individuals. This document and the April 2016 update to Council is attached for your reference.

Building on the success of this Priority Setting exercise, on May 3<sup>rd</sup>, 2016, Municipal Council was asked to consider initiating a Corporate Planning Process to "Choose our Preferred Future" following the 2016 municipal election (a copy of this presentation is also attached for your reference). At that time councillors indicated that the development of a plan was a good idea. Estimates were included in the 2016/17 operating budget and a work plan was developed for this activity.

On Tuesday, November 1, 2017, the Committee of the Whole was provided with a request for proposals for corporate planning facilitation. This RFP was recommended to Municipal Council and approved on Tuesday, November 15, 2017. Written and verbal updates were provided to the Committee of the Whole on December 6, 2017. Between late November and December 19, 2017, a small working group received and reviewed 21 proposals. On December 20, 2017, a recommendation to award this contract came before Municipal Council, at which time concerns were raised with the scope, expense and value of the initiative. After some discussion a motion was passed to table consideration of this item for a future meeting.

## **CONSIDERATIONS**

From an administrative perspective the 2014 Priority Setting Exercise has proven to be a valuable exercise. Some benefits included: improved time and resource management, more efficient use of Council's time at meetings and meaningful engagement with partners and building strong relationships, improved communication with stakeholders and the community about the Municipality's priorities, and achievement of specific outcomes. The strongly positive feedback received from Municipal Council also indicated this exercise was a success.

A Corporate Plan is viewed as a next step to build on this success. It is proposed as a tool that can identify what this Council would like to achieve for the Antigonish County. It would build on past success in a few specific ways:

- by including staff and the community in Council's process;
- by taking some time to look ahead at opportunities and challenges;
- by directing time and money to achieving broadly supported priorities;
- by building confidence, expertise and relationships around broadly supported priorities

The support for the priorities identified would be further broadened by taking some time to discuss why we each choose to be a municipal councillor or employee, what is important to us and what we would like to accomplish together. These conversations can sometimes feel unnecessary or trivial, but coming to a consensus on these fundamental questions is the foundation on which everything else is built. It enables council and staff to confidently deal with any situation.

In direct response to one of the specific concerns expressed about a corporate plan is not intended to be a fixed or static document. Rather, like the Municipality's budget, capital plan, planning strategies or policies, it is a living document. It also does not preclude a new initiative or emerging issue from being addressed. It simply outlines the general direction of the organization. To enable this living document it is important that Council and staff revisit a corporate plan at regular intervals through reports, decision points and follow-up discussions.

The success of any corporate strategy or plan is highly dependent on a number of things: results should be hard to achieve yet within reach, results should be meaningful to the Municipality and the community, and results should be visible and measurable. But the most important and central condition of success is the buy-in and championing of the senior officials of the organization – in our case Municipal Council and the staff Senior Leadership Team.

Municipal Council, in particular, cannot provide guidance to staff to move ahead with a corporate planning process if it is not prepared to take part and champion the process and plan. This is too large a commitment of resources to not provide value to the Municipality. Further, adding another plan to "collect dust the shelf" will undermine trust among all those who contribute to the plan. For these reasons I request a full and open conversation on the merit of moving forward with a Corporate Plan.

## **WORK PLAN IMPLICATIONS**

Whatever guidance Council provides will have a work plan implication. Those specific implications will be determined once Council has provided guidance.

## **BUDGET IMPLICATIONS**

The proposal from the Sobey School Business Development Centre provided a budget of \$29,000 to complete the work outlined. Additional expenses such as meeting rooms may push this budget to approximately \$32,000. At this point in the fiscal year any expenses incurred for a Corporate Plan would take place in FY 2017/18.

## **ALTERNATIVES**

The Municipality may choose not to proceed with the Corporate Planning process as previously approved. In that instance the following alternatives could be considered:

- Proceed with specific components of a corporate planning exercise, such as priority setting. There has been mention of engaging Gordon MacIntosh as a follow-up to the 2014 exercise; this is a viable alternative.
- Hold public engagement sessions for specific priorities.
- Engage Advisory Committees on development of priorities.

Other options that Council would like to consider can also be further discussed.

## **COMMUNICATION CONSIDERATIONS**

Depending on Council's decision, there will need to be communication to proponents and the community.

## **NEXT STEPS**

Municipal Council is asked to provide staff with clear direction on the consideration of a Corporate Plan.





# Strategic Priorities 2014



# Context

## Introduction

**Strategic Planning** is a process to define an organization's direction, determine long range planning goals and guide decision-making. Most strategic plans address high level initiatives and overarching goals. Metaphorically, a strategic plan is an organizational roadmap.

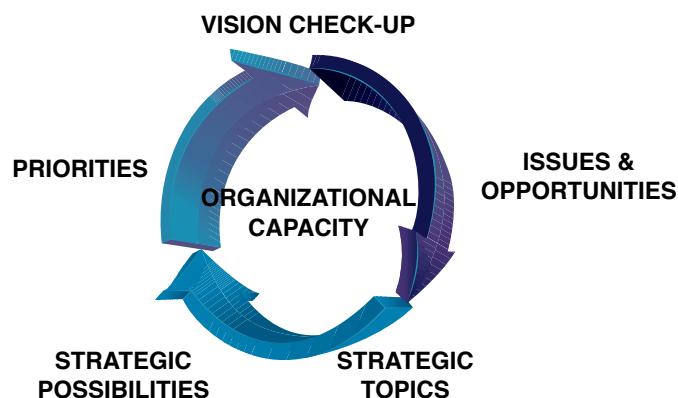
If strategic planning is the roadmap, **Strategic Priority Setting** is the vehicle to reach the destination. In fact, it is a tool to narrow the array of choices facing a local government amidst limited resources.

To assist Council in this process, Municipality of the County of Antigonish enlisted the services of Dr. Gordon McIntosh of the Local Government Leadership Institute to facilitate a **Priority Setting Workshop**. The outcomes of this October 2014 session resulted in specific priorities for Council attention NOW as well as NEXT and LATER as resources become available.

The purpose of this report is two-fold:

- To document the process as a reminder of how Council's strategic priorities were identified. Knowledge of the steps and tools used allow Council and Administration to replicate the process thereby keeping strategic priorities current and relevant.
- To document outcomes from the session providing Council with a synopsis of strategic priorities and operational action items along with a detailed work plan to allow for successful follow-up action.

The graphic below illustrates the ever flowing cycle of strategic priority setting. The process and products are documented in the following pages of the report.



## Community Vision

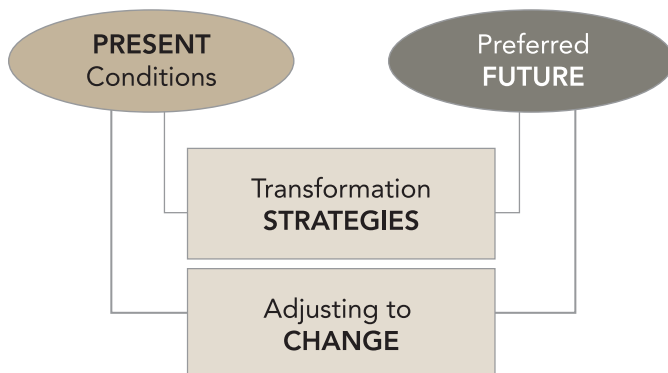
The community vision statement for Antigonish is shared by the County and the Town of Antigonish:

*“Antigonish is a vibrant, safe, diverse and affordable community, caring in nature, proud in its heritage and committed to sustainability.*

*Central to this vision are our values of preserving a high quality of life and well-being of our citizens, celebrating our heritage and culture, protecting our natural environment, enhancing learning opportunities and working collectively and peacefully to advance prosperity.*

Source: *Integrated Community Sustainability Plan*

# Process



Council's priority setting process followed the *open systems model* of strategic planning. Beginning with the end in mind, the preferred future is defined and the community vision is revisited. The next step is looking at the community's present conditions by highlighting the current issues and discussing opportunities facing the County of Antigonish.

It is the transformation stage of the model where the gap between vision and reality is closed by defining achievable actions and setting priorities. Strategic priority setting steps involve identifying actions, developing strategies and making choices consistent with the mandate and available resources of Antigonish.

A final critically important element of the process is adjusting to change. Strategic priorities need to be regularly monitored and adapted to changing external conditions and organization capacity. Once priorities are completed, new ones can take their place. As well, policies and systems must be aligned for successful implementation of strategies.

## Vision Check-up

To begin the workshop process, Council and senior staff discussed what success would look like for the County of Antigonish using five distinct areas of a sustainable community – Economy, Environment, Infrastructure, Social and Governance factors. The framework creates a Vision Checklist that articulates 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.

During the workshop, the checklist was used as a tool to conduct a **Vision Check-up** 'what is working well' (factors that ought to be strengthened) and 'areas for attention' (factors that should be addressed).

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 measures of success for future analysis of strategic directions and priorities.

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

VISION CHECK-UP			October 2014
EXPECTATIONS	WHAT WORKS WELL	AREAS FOR ATTENTION	
<b>ENVIRONMENT</b>  <b>Human Environment</b> <b>Community Aesthetics</b> <b>Natural Area Protection</b> <b>Environmental Quality</b> <ul style="list-style-type: none"> <li>• Wood Conservation</li> <li>• Energy Conservation</li> <li>• Watershed Protection</li> <li>• Solid Waste Management</li> <li>• Alternate Energy Sources</li> <li>• MCCAP / Climate Change</li> <li>• Active Parks &amp; Green Spaces</li> <li>• Environmental/Economic Alignment</li> </ul>	<ul style="list-style-type: none"> <li>• Keppoch Park</li> <li>• Recreation facilities &amp; beaches</li> <li>• Conservation with DNR</li> <li>• Identifying opportunities for alternate energy</li> <li>• Wind turbine bylaw</li> <li>• Sustainable Procurement Policy</li> <li>• Community aesthetics</li> <li>• Starting to include coastal setbacks in planning</li> <li>• Waterway setbacks</li> </ul>	<ul style="list-style-type: none"> <li>• Embrace alternate energy</li> <li>• COMFIT solar</li> <li>• 3 phase power mapping</li> <li>• Sewer standards / guidelines</li> <li>• Land use and value of planning</li> <li>• Dangerous goods &amp; material movement through community</li> <li>• Coastal erosion</li> <li>• Coastal property tax relationship</li> <li>• Loss of shoreline</li> <li>• Water meters</li> <li>• Food security</li> <li>• Agricultural land preservation</li> </ul>	
<b>ECONOMY</b>  <b>Job Creation</b> <b>Business Retention</b> <b>Business Growth</b> <b>Business Attraction</b> <b>Community Image</b> <b>Community Sustainability</b> <ul style="list-style-type: none"> <li>• Increase in Building Permits</li> <li>• Major Industry Attraction</li> <li>• Job Retention</li> <li>• Community Input</li> <li>• Strong Community Centres</li> <li>• Good Networks</li> <li>• Infrastructure for Growth</li> <li>• Highway Twinning</li> </ul>	<ul style="list-style-type: none"> <li>• Low commercial taxes</li> <li>• Low residential taxes</li> <li>• Good land use planning</li> <li>• Solid waste management</li> <li>• Strong health care</li> <li>• Good recreation facilities</li> <li>• Strong volunteer base</li> <li>• Expansion of services</li> <li>• Road</li> </ul>	<ul style="list-style-type: none"> <li>• Sewage plant capacity</li> <li>• Seniors housing</li> <li>• Fisheries</li> <li>• TOA/County service agreements / relations</li> <li>• Education costs to County</li> <li>• Development red tape</li> <li>• Economic Development Strategy</li> <li>• Tourism</li> <li>• Climate change adaption</li> <li>• Branding</li> </ul>	
<b>INFRASTRUCTURE</b>  <b>Transportation</b> <b>Utilities</b> <b>Facilities</b> <b>Community Systems</b> <b>Service Delivery</b> <ul style="list-style-type: none"> <li>• Good Wharfs</li> <li>• Good Parks</li> <li>• Reliable Water &amp; Sewer</li> <li>• Protected Shoreline</li> <li>• Cell / Internet Service</li> <li>• Appropriate Signage</li> <li>• Sport/Recreation Fields</li> <li>• 'Right Place, Right Time'</li> <li>• Safe Sidewalks</li> </ul>	<ul style="list-style-type: none"> <li>• Water plans</li> <li>• Sewer plans</li> <li>• Road maintenance</li> <li>• Snow Clearing</li> <li>• Recycling / solid waste management</li> <li>• Quality municipal roads</li> <li>• Deficit/needs identification</li> <li>• Community centres</li> </ul>	<ul style="list-style-type: none"> <li>• Community partnering</li> <li>• Water &amp; sewer expansion</li> <li>• Land use bylaw / planning policies</li> <li>• Infrastructure gaps</li> <li>• Limited funding</li> <li>• Infrastructure for growth</li> <li>• RDA-REN model / tourism gap</li> <li>• Water gaps</li> <li>• Public engagement</li> <li>• Street safety / sidewalks</li> </ul>	

VISION CHECK-UP			October 2014
EXPECTATIONS	WHAT WORKS WELL	AREAS FOR ATTENTION	
<b>SOCIAL</b>  <b>Arts &amp; Culture</b> <b>Support Network</b> <b>Citizen &amp; Property Safety</b> <b>Healthy Lifestyles</b> <b>Health Service Access</b> <b>Sense of Heritage</b> <ul style="list-style-type: none"> <li>• Cultural / Special Events</li> <li>• Community Transit</li> <li>• Senior Services</li> <li>• Services for Special Needs</li> <li>• Library - Multi-use Learning Centre</li> <li>• Heritage Preservation</li> <li>• Affordable Housing</li> <li>• Multi-use Trail Systems</li> <li>• Active Transportation</li> <li>• Active Living / Healthy Lifestyles</li> <li>• Community Collaboration</li> <li>• Active Volunteers</li> <li>• Farmers Market</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-go night</li> <li>• Transit system</li> <li>• Special district grants</li> <li>• Housing investment</li> <li>• Trails, community access</li> <li>• MCA/ community involvement</li> <li>• Chase the Ace - fundraising initiatives</li> <li>• Heritage preservation</li> <li>• Recreation programming</li> <li>• Proven track record</li> </ul>	<ul style="list-style-type: none"> <li>• Bike lanes</li> <li>• Seniors housing</li> <li>• Arts support</li> <li>• Grant policy / criteria, checklist</li> <li>• Seniors programming</li> <li>• Youth retention</li> <li>• Job retention</li> <li>• Healthy lifestyle support</li> <li>• Youth involvement</li> </ul>	
<b>GOVERNANCE</b>  <b>Good Policies</b> <b>Strategic Direction</b> <b>Role Clarity</b> <b>Agency Liaison</b> <ul style="list-style-type: none"> <li>• Amalgamation</li> <li>• First Nation Collaboration</li> <li>• Council / Staff Communication</li> <li>• Public Communication</li> <li>• Public Engagement</li> <li>• Government &amp; Group Collaboration</li> <li>• Local Partnerships</li> <li>• Public Expectation Alignment</li> <li>• Clear Mandate</li> <li>• Good Governance Studies &amp; Structure</li> </ul>	<ul style="list-style-type: none"> <li>• Community partnerships</li> <li>• Council/staff relationships</li> <li>• Fiscal responsibility</li> <li>• Good public relationship</li> <li>• Public engagement</li> <li>• Council accessibility</li> <li>• Sticking to basics/mandate</li> <li>• Shared service opportunities</li> <li>• Regional relationships</li> <li>• Intra-municipal relationships</li> <li>• Mayor &amp; Wardens meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Amalgamation</li> <li>• Policy review / knowledge</li> <li>• Inter-governmental meetings with provincial departments</li> <li>• Regional collaboration system / process and mechanisms</li> <li>• Shared service opportunities</li> <li>• Community collaboration - go out to the community</li> <li>• Public engagement - Council and committees</li> <li>• Planning services</li> </ul>	

## Issues and Opportunities

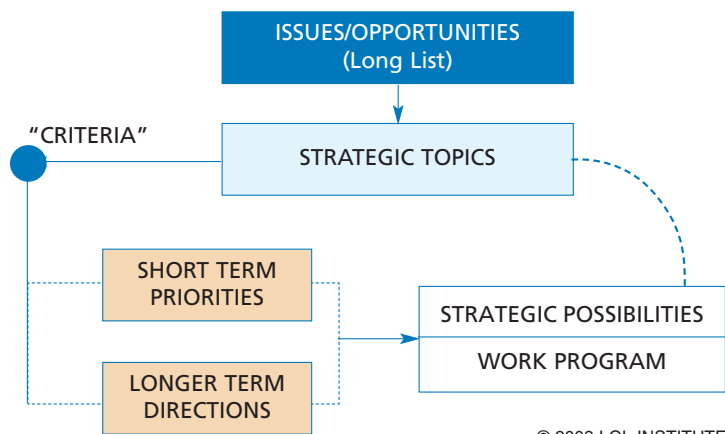
Before designing a building, architects survey the landscape – then they bring the client’s vision into existence. Following this notion, by surveying the landscape of the community Council is better prepared to address public expectations and needs. The end result is key strategic topics to be addressed in the priority setting process.

During the October workshop, Council identified a list of current and emerging issues and opportunities facing the County of Antigonish.

LONG LIST			
ISSUE / OPPORTUNITY	SCORE	ISSUE / OPPORTUNITY	SCORE
Maintenance of existing infrastructure	17	Transit services	6
Seniors care facilities	4	Major industrial development	14
Shared services	25	Active transportation (walking & bike)	5
Business development in rural communities	-	Coastal erosion	-
Open for Business culture	3	Mixed rail services	4
Newer sewer treatment plant	76	Water meters	8
Population retention	-	New industrial park	17
Economic development	25	Fringe area water pressure	18
Secondary highway upgrades	-	Water and sewer projects	9
Amalgamation	13	County role in job creation / new employment	3
Youth retention	14	Planning / eliminating red tape	10
Climate Change Adaption	13	Alternate energy	3
TOA & MCA partnerships	-	Infrastructure expansion	20
New financial landscape	-	Public engagement	2
Seniors housing	21	Supporting cultural facilities	-
Utilization of Antigonish Harbour	2	Highway development / commercial	1
Agriculture & local food production	5	Energy security	14
Tourism	33	Poverty alleviation / working poor	-
Recreational opportunities	9	More public parks	2

LONG LIST			
ISSUE / OPPORTUNITY	SCORE	ISSUE / OPPORTUNITY	SCORE
Upgrade fisheries	-	EMO Infrastructure & Hazmat	4
The Maritime Link	2	Support of community	-
Provincial/municipal partnerships	8	Staff & Council orientation/education	-
Strong financial planning	34	Land use planning /bylaw public engagement	-
Excellence in service delivery	-	First Nation collaboration	-
Keeping rural communities together	-	Strong goals for community projects	-
Effective utilization of land base	-	Brownfield development	-
Attracting retirees to move here	-	County branding	-

## Issues and Opportunities to Priorities



© 2003 LGL INSTITUTE

The long list of items was scored with both Council and staff choosing their 'top ten' items from the list. The facilitator extracted the overall top ranked items forming a short-list of issues and opportunities (see next page). At this point in the process, the short list contains Council driven matters and staff-lead items.

## Issues and Opportunities - Short List

SHORT LIST	
ISSUE / OPPORTUNITY	SCORE
SEWER TREATMENT PLAN	76
FINANCIAL PLANNING	34
TOURISM	33
SHARED SERVICES	25
ECONOMIC DEVELOPMENT	25
SENIORS HOUSING	21
INFRASTRUCTURE EXPANSION	20
FRINGE WATER PRESSURE	18
INDUSTRIAL PARK	17
INFRASTRUCTURE MAINTENANCE	17
ENERGY SECURITY	14
MAJOR INDUSTRY ATTRACTION	14
CLIMATE CHANGE ADAPTATION	13





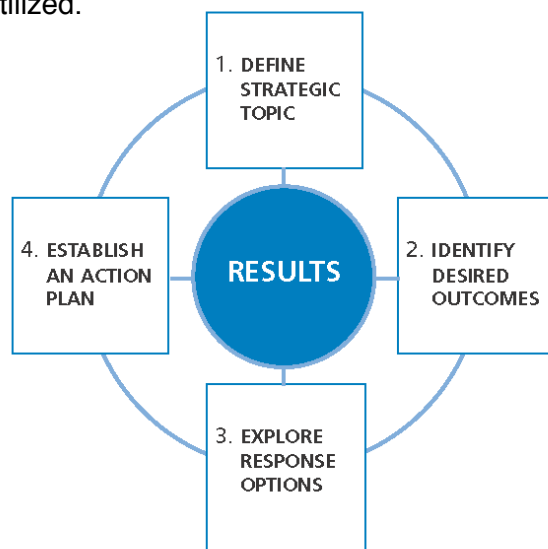
## Strategic Topics

The Issue and Opportunity Short List was reviewed and discussed. From this discussion, Council developed a list of Strategic Topics, which became the focus of the priority setting process. The Strategic Topic list is not the same as the issue short list. There may be several items captured within one topic. Council agreed to explore the following strategic topics:

1. Economic Development & Tourism
2. Sewer Treatment Plant
3. Seniors Housing
4. Development Procedures
5. Fringe MPS
6. County Procedure Manual
7. Shared Services
8. Financial Planning
9. Capital Strategy
10. Climate Change Action Plan Review
11. Energy Security
12. Fringe Water Pressure

## Seeing the Possibilities

Moving towards something that is desirable, the possibilities are immense. To move from strategic topics to strategic priorities, a four-step process, the **Solution Seeking Model**, was utilized.



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.

The solution seeking discussion generated enough information to consider the strategic topics as *strategic possibilities*. 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 and roles
- Finances – available net resources
- Culture – norms delineating acceptable behaviours
- Risk – tolerance for organization and 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



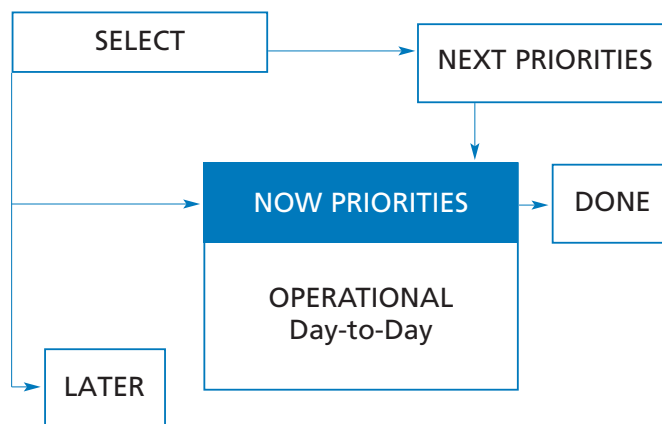
STRATEGIC POSSIBILITIES	
STRATEGIC TOPIC	ACTION
<b>1. ECONOMIC DEVELOPMENT &amp; TOURISM</b> <i>Economic Development &amp; Tourism Strategy</i> (COUNCIL NOW PRIORITY) <i>Industrial Park</i> (COUNCIL NEXT ITEM) Reg. Economic Network (REN) Start-up (Operational Item)	<ul style="list-style-type: none"> <li>Determine options and approach to both Economic Development and Tourism resources and strategy development.</li> <li>Determine revenue sharing options for new industrial park.</li> <li>Work with regional partners to set-up an effective REN.</li> </ul>
<b>2. SEWER TREATMENT PLANT</b> <i>Sewer Treatment Plant Agreement</i> (COUNCIL NOW PRIORITY)	<ul style="list-style-type: none"> <li>Develop Memorandum of Understanding with potential partners to examine options for the development of a new sewer treatment plant.</li> </ul>
<b>3. SENIORS HOUSING</b> <i>County Role</i> (Include in Municipal Plan Review)	<ul style="list-style-type: none"> <li>Determine County role for the promotion of 'aging in place' and subsidized lodge housing.</li> </ul>
<b>4. DEVELOPMENT PROCEDURES</b> <i>Planning Function Review</i> (Operational Item)	<ul style="list-style-type: none"> <li>Review development procedures to ensure business friendly practices and the elimination of red tape. (Planning Function Review)</li> </ul>
<b>5. FRINGE MPS</b> <i>Completion</i> (COUNCIL NOW PRIORITY)	<ul style="list-style-type: none"> <li>Complete the Municipal Plan for Fringe area.</li> </ul>
<b>6. PROCEDURE MANUALS</b> <i>Policy Review</i> (Operational Item)	<ul style="list-style-type: none"> <li>Complete a review of policies to determine and prioritize document for updating.</li> </ul>
<b>7. SHARED SERVICES</b> <i>Current Shared Service Review</i> (Operational item) <i>Potential Shared Services</i> (COUNCIL NEXT ITEM)	<ul style="list-style-type: none"> <li>Review and evaluate existing shared services to address any gaps.</li> <li>Create a list of potential shared service opportunities for partner discussions with the Town.</li> </ul>
<b>8. FINANCIAL PLANNING</b> <i>Multi-year Financial Plan</i> (COUNCIL NEXT ITEM)	<ul style="list-style-type: none"> <li>Develop terms of reference for components of a multi-year plan to ensure operational and capital resources are anticipated and addressed.</li> </ul>
<b>9. CAPITAL STRATEGY</b> <i>Long Term Capital Strategy</i> (COUNCIL NEXT ITEM)	<ul style="list-style-type: none"> <li>Develop long term capital strategy with priorities and financing strategies.</li> </ul>
<b>10. CLIMATE CHANGE PLAN</b> <i>Complete MCCAP Review</i> (Operational Item)	<ul style="list-style-type: none"> <li>Complete review of Climate Change Action Plan to assess progress and identify further areas for attention.</li> </ul>
<b>11. ENERGY SECURITY</b> <i>Solar Energy Business Case</i> (COUNCIL NOW PRIORITY)	<ul style="list-style-type: none"> <li>Determine the feasibility and options for the capture and use of solar energy for municipal and residential purposes.</li> </ul>
<b>12. FRINGE WATER PRESSURE</b> <i>Engineering Report Review</i> (COUNCIL NOW PRIORITY)	<ul style="list-style-type: none"> <li>Complete water rate study</li> <li>Review <i>Fringe Water Pressure Engineering Report</i> to ensure water pressure is adequate for fire protection. Include funding requirements in 2015 budget discussion.</li> </ul>

# Results

## Strategic Priorities

Based on the number of topics, organizational capacity and the application of the reality, urgency and responsibility criteria, the strategic topics were translated into five **strategic priorities** to be addressed NOW (see Strategic Priorities Chart, next page).

The Strategic Priorities Chart captures Council's priorities and operational strategies at the time of the October 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.



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 utility of the priority setting process is evident in the number of items that can truly be acted upon as **Strategic Priorities**. The focus is on **five** NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. 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. Accomplishments are achievable - not just words on paper.

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, updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with Council and with staff.

# STRATEGIC PRIORITIES CHART

October 2014

## CORPORATE PRIORITIES (Council/CAO)

### NOW

1. **SOLAR ENERGY: Business Case**
2. **SEWER TREATMENT PLANT: Memorandum of Understanding**
3. **ECONOMIC DEVELOPMENT & TOURISM STRATEGY: Terms of Ref.**
4. **FRINGE AREA WATER: Options**
5. **FRINGE AREA MPS: Completion**

### TIMELINE

November  
December  
November  
January  
December

### NEXT

- PLANNING FUNCTION: Review
- CAPITAL STRATEGY
- POTENTIAL SHARED SERVICES
- INDUSTRIAL PARK
- RESIDENTIAL ENERGY PROGRAM
- LONG TERM FINANCIAL PLAN

### ADVOCACY / PARTNERSHIPS

- *Shared Services Review*
- *Potential Shared Services*

## OPERATIONAL STRATEGIES (CAO/Staff)

### CHIEF ADMINISTRATIVE OFFICER ( )

1. **EDT STRATEGY: Terms of Reference - Nov.**
  2. REN: Start-up - April
  3. SHARED SERVICES: Review
- Strategic Plan Linkages
  - Policy Review

### FINANCE ( )

1. CAPITAL STRATEGY: Inventory - June
  2. Water utility Rates: Review - Nov.
  3. IT Proposal - Staff - Jan.
- LONG TERM FINANCIAL PLAN
  -

### PUBLIC WORKS ( )

1. SEWER TREATMENT PLANT: MOU - Nov.
  2. FRINGE AREA WATER: Options - Jan.
  3. Water Meter Proposal - Jan.
- Maintenance System
  -

### RECREATION ( )

1. Accessibility Policy -
  2. Registration Software
  3. Active Transportation Actions
- -

### CORPORATE SERVICES ( )

1. **SOLAR ENERGY: Business Case - Nov.**
  2. Residential -
  3. MCCAP: Review -
- Business Continuity
  - Public Engagement Strategy

### PLANNING ( )

1. **FRINGE MPS: Completion**
  2. South West MPS -
  - 3.
- -

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

## Strategic Priorities Work Program

As the final stage in the solution seeking process, an action plan was developed that identifies resources and responsibilities to implement Council's priorities. The Strategic Priorities Work Program is used to determine the activities and resources required to implement strategic priorities. 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 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, responsibility and timelines (column 3).

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. Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents, updated regularly.



## Strategic Priority Work Program

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>NOW</b>		
<p><b>1. SOLAR ENERGY (_____)</b>  <i>How can we provide environmental stewardship and leadership as a municipality?</i>  <b>* Business Case</b></p> <ul style="list-style-type: none"> <li>• Municipal facilities powered by solar energy</li> <li>• Costs clearly identified</li> <li>• Return on investment determined</li> <li>• Risks assessed</li> <li>• Grant funding in place</li> <li>• Reduction in green house gas</li> <li>• Defined costs and projections</li> <li>• Clear policy framework</li> <li>• Best use of tax dollars</li> <li>• Public awareness and support</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li> </ul>	<ol style="list-style-type: none"> <li><b>1. Develop business case - Nov.</b></li> <li></li> <li></li> </ol>
<p><b>2. SEWER TREATMENT PLANT (_____)</b>  <i>How do we expand sewer capacity for County residents and prepare for future growth opportunities?</i>  <b>* Memorandum of Understanding</b></p> <ul style="list-style-type: none"> <li>• Cost effective option</li> <li>• Location identified</li> <li>• Legislative compliance</li> <li>• Sustainable funding</li> <li>• Volumes defined</li> <li>• Expansion costs identified</li> <li>• Fees determined</li> <li>• Responsibilities negotiated</li> <li>• Successful grant application</li> <li>• Funding allocated</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• <b>Consultant</b></li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Determine Town partnership interest - Nov.</li> <li><b>2. Draft MOU - Dec.</b></li> <li>3. Make grant application - Dec.</li> <li>4. Prepare partnering agreement - Jan.</li> <li>5. Prepare design - June</li> <li>6. Construction - 2016/17</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>3. ECONOMIC DEVELOPMENT &amp; TOURISM (____)</b>  <i>How do we diversify the economy, leverage our natural assets and promote our community?</i>  <b>* Economic Development &amp; Tourism Strategy</b></p> <ul style="list-style-type: none"> <li>• Clear definition / role and vision</li> <li>• Available land / new industrial park</li> <li>• New business attraction</li> <li>• Increased tax base</li> <li>• Solid and sustained funding model</li> <li>• Proactive approach</li> <li>• Clear aims and defined benefits</li> <li>• Defined focus and targets</li> <li>• Diverse economy</li> <li>• Community engagement</li> <li>• Base for community branding</li> <li>• Visitor / business friendly</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> <li>• Council</li> <li>• Business Community</li> <li>• Public</li> <li>• <b>Combination</b></li> </ul>	<p><b>STRATEGY</b></p> <ol style="list-style-type: none"> <li>1. <b>Develop Terms of Reference / budget - Nov.</b></li> <li>2. Define targets and strategies - Nov. - Jan.</li> <li>3. Complete strategy development - April</li> </ol> <p><b>Branding Strategy</b></p> <ol style="list-style-type: none"> <li>1. <b>Conduct brand consultation</b></li> <li>2. Prepare budget item impact</li> <li>3. Confirm brand logo</li> </ol> <p><b>INDUSTRIAL PARK</b></p> <ol style="list-style-type: none"> <li>1. See NEXT ITEMS</li> </ol> <p><b>Regional Economic Network (REN)</b></p> <ol style="list-style-type: none"> <li>1. <b>Review start-up terms of reference</b></li> </ol>
<p><b>4. FRINGE AREA WATER (____)</b>  <i>How do we ensure water flow capacity for growth and in the event of a fire?</i>  <b>* Engineering Report Review</b></p> <ul style="list-style-type: none"> <li>• Community safety</li> <li>• Optimum capacity</li> <li>• Legislative compliance</li> <li>• Sustainable water rates</li> <li>• Capacity for industrial and residential growth</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Review engineering report - Jan.</b></li> <li>2. Determine preferred option - Mar.</li> <li>3.</li> </ol>
<p><b>5. FRINGE AREA MPS (____)</b>  <i>How do we ensure well planned communities?</i>  <b>* Completion</b></p> <ul style="list-style-type: none"> <li>• Enhanced sustainability</li> <li>• Shared community vision</li> <li>• Long term goals and objectives for community</li> <li>• Engaged and supportive public</li> <li>• Land use planning guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Complete project - Dec.</b></li> <li>2. Council approval - Jan.</li> <li>3.</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
NEXT		
<p>PLANNING FUNCTION (____)</p> <p><i>How can we maximize our service and reduce red tape?</i></p> <p><b>* Planning Function Review</b></p> <ul style="list-style-type: none"> <li>• Define service expectations</li> <li>• Identify efficiencies</li> <li>• Assess current service practices</li> <li>• Business friendly procedures and practices</li> <li>• Positive staff morale</li> <li>• Improve application processing</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Conduct audit of current practices - Dec.</b></li> <li>2. Revise procedures - Feb.</li> <li>3. Develop public guidelines - April</li> </ol>
<p>CAPITAL PLAN (____)</p> <p><i>How do we allocate current and future capital funding and what are the priorities?</i></p> <p><b>* Long Term Capital Strategy</b></p> <ul style="list-style-type: none"> <li>• Current and future needs assessed</li> <li>• Operating and maintenance costs known</li> <li>• Funding sources identified</li> <li>• Priorities determined</li> <li>• Comprehensive inventory</li> <li>• Efficient and safe systems and facilities</li> <li>• Inventory of projects</li> <li>• Capital priority list</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Develop terms of reference - Oct.</b></li> <li>2. Budget consideration - Dec.</li> <li>3. Undertake process - 2015</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>SHARED SERVICES (____)</p> <p><i>What services are better provided through regional collaboration and partnerships?</i></p> <p><b>* Shared Service Review</b></p> <ul style="list-style-type: none"> <li>• Reduce duplication</li> <li>• Realize cost savings and efficiencies</li> <li>• Meet citizen expectations</li> <li>• Evaluation of current shared services</li> <li>• Investigation of potential opportunities</li> <li>• Common interests defined</li> <li>• Relationship principles defined</li> <li>• Benefits and pitfalls identified</li> <li>• Funding opportunities leveraged and maximized</li> <li>• Regional competition decreased</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<p><b>EXISTING SERVICES</b></p> <ol style="list-style-type: none"> <li>1. Review/evaluation of current shared services - Dec.</li> <li>2. Define targets for revisions - Mar.</li> <li>3. Revise agreements - June</li> </ol> <p><b>POTENTIAL SERVICES</b></p> <ol style="list-style-type: none"> <li>1. Investigate opportunities</li> </ol>
<p>INDUSTRIAL PARK (____)</p> <p><i>How do we ensure land availability for industrial growth?</i></p> <p><b>* Business Case</b></p> <ul style="list-style-type: none"> <li>• Serviced commercial/industrial lot supply</li> <li>• Appropriate zoning in place</li> <li>• Quality development</li> <li>• Developer certainty for investment</li> <li>• Diverse economy</li> <li>• Increased assessment</li> <li>• County role identified</li> <li>• Sufficient capacity for growth</li> <li>• New business attraction</li> <li>• Increased tax base</li> <li>• Solid and sustained funding model</li> <li>• Proactive approach</li> <li>• Defined focus and targets</li> <li>• Diverse economy</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul> <ul style="list-style-type: none"> <li>• <b>With Town</b></li> <li>• County initiative</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Determine revenue sharing options</b></li> <li>2. Develop business case for investment</li> <li>3. Prepare area service plan</li> </ol>



PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>RESIDENTIAL ENERGY PROGRAM (____)</p> <p><i>How can we encourage energy efficiency?</i></p> <p>* <b>Business Case</b></p> <ul style="list-style-type: none"> <li>• Efficient and safe systems</li> <li>• Reduction in energy footprint</li> <li>• Cost savings for residents</li> <li>• Regard for community / residential growth</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Investigate concepts and options - Nov.</li> <li>2. Prepare business case</li> <li>3.</li> </ol>
<p>FINANCIAL PLAN (____)</p> <p><i>How do we ensure adequate funding for future operating and capital needs?</i></p> <p>* <b>Long Term Financial Plan</b></p> <ul style="list-style-type: none"> <li>• Asset renewal and sustainability</li> <li>• Permissive tax exemption policy</li> <li>• Cost recovery aims defined</li> <li>• Capital projects programs anticipated</li> <li>• Reserve policies aligned with priorities</li> <li>• Balanced multi-year budget</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Inventory current projects and service capacity</li> <li>2. Undertake data analysis - projections and gaps</li> <li>3. Develop 3 year operating budget</li> </ol>
ADVOCACY		
<p><b>SHARED SERVICES</b></p> <p>* <i>Review of Existing Services</i></p>	<ul style="list-style-type: none"> <li>• <i>Meet with Town to undertake joint review of current services</i></li> </ul>	
<p><b>SHARED SERVICES</b></p> <p>* <i>Investigation of Future Opportunities</i></p>	<ul style="list-style-type: none"> <li>• <i>Host meeting with neighbouring municipalities to explore potential shared services</i></li> </ul>	

**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*.

# Municipal Priorities Update

Presentation for Antigonish County Municipal Council  
19 April 2016

# Summary

- In October 2014 Municipal Council took part in a Priority Setting Exercise, facilitated by Gordon MacIntosh of the Local Government Leadership Institute.
- Through this exercise five (5) key priorities were identified with specific timelines and actions attributed to specific individuals.
- Municipal Council has given the following guidance concerning the “Strategic Priorities Chart & Priority Work Program”:
  - The Program is for continuous use at each Council meeting, quarterly review, and annual updating.
  - Each year the Municipal Clerk Treasurer shall schedule an annual Priority Setting Update session to be held prior to the setting of the annual operating budget.
- This session will serve as an annual review.

# Benefits

- From a Staff perspective the Priority Setting Exercise has proven to be a valuable exercise:
  - Improved time and resource management;
  - More efficient use of Council's time and input at meetings;
  - Engage partners with confidence, building better relationships and making more progress.
  - Better communicate our priorities to stakeholders and community;
  - Achieve specific outcomes and move on to the next – progress!
- At its core these articulated priorities have given staff direction – they are our lighthouse....



# Corporate Priorities

## NOW

1. A Business Case for Solar Energy ✓
2. Fringe Area Sewer Treatment Plant and Sewer System Capacity
3. Economic Development & Tourism Strategy
4. Fringe Area Water Capacity
5. Complete Fringe Area MPS / LUB Revisions ✓
6. Develop a Capital Investment Strategy & Long-Term Investment Plan (Added in April 2015) ✓

# Corporate Priorities

## NEXT

- ✓ ● Review Municipal Planning Function
- ~~Develop a Capital Investment Strategy~~ (moved to NOW)
- ✓ ● Explore the Potential for Shared Services
- Explore the Potential for the Existing and a New Industrial Park
- Develop Options for a Residential Energy Program
- ~~Develop a Long Term Financial Plan~~ (moved to NOW)
- Seniors Housing (Added in April 2015)

# NOW Priority Updates

# 1. A Business Case for Solar Energy

## COMPLETED

- Staff Lead: Tammy Feltmate
- In December 2012, Appleseed Energy completed a feasibility study for the Municipality, analyzing opportunities to use solar power to offset heating and electricity costs at the Municipal Office.
- Three options were presented to Council in 2013 of increasing energy output.
- Staff have revisited the financial analysis to provide a more accurate picture to Council of the proposed costs.
- At its October meeting, Municipal Council approved a 25kW Solar PV project for the 2016/17 fiscal year.
- The tender was awarded to Appleseed Energy.
  - Net metering agreement is now being negotiated,
  - Expected installation by July / August 2016.



## 2. Fringe Area Sewer Treatment Plant and Sewer System Capacity ONGOING

- Staff Leads: Glenn Horne & Daryl Myers
- Working Group has been meeting regularly on this item:
  - Municipality: Hilda Dunnwold. Town: Ken Proctor & Mike Topley
- Department of Environment is preparing regulations requiring all municipalities to conduct Environmental Risk Assessments (ERA) by 2017 on sewage effluent outfall / receiving waters.
  - Suggested that Antigonish's ERA should be completed before any commitments for STP upgrade.
- Effluent Sampling (required to gather data for an ERA) commenced in May 2015 and will continue to May 2016. Results are showing good plant performance meeting current discharge criteria.
  - An RFP for the ERA will be prepared to follow the effluent sampling. STP effluent flow gauging is ongoing and continuous. Sludge removal is underway.
- Hydraulic Profile is complete except for finalizing the high and low tide elevations.
- Anticipated Schedule: ERA preparation (2016), ERA completion (2017), predesign/design (2017).
- Anticipated Budget: Study in the \$200k range.
- Progress has been made; a full update will be provided to both Municipal & Town Council in May 2016

# 3. Economic Development & Tourism Strategy ONGOING

- Staff Lead: Glenn Horne
- Eastern-Strait Regional Enterprise Network
  - Inter-Municipal Agreement signed on Wednesday, April 8
  - First meeting of the LOC on Tuesday, April 14
  - LOC Orientation & Board of Directors Recruitment Complete.
  - Board of Directors meets on Nov. 23 to determine next steps.
  - CEO John Beaton has been appointed; strategic plan development is underway.
- Antigonish Tourism Strategy
  - Discussions have been held with local tourism vendors, municipal & town Councils as well as neighboring municipalities.
  - Ongoing engagement with ACOA to determine what assistance is available.
  - Ongoing engagement with DEANS and the establishment of a Antigonish Working Group.
  - Suggest additional discussion by Council to determine next steps.

# 4. Fringe Area Water Capacity

- Wright's River Aquifer (ONGOING)
  - Staff Lead: Daryl Myers
  - Staff have been active in working with the Town and the Department of Environment to come to an agreement on sequence of operation & monitoring for the Aquifer.
  - All treatment and monitoring equipment has been approved and/or enhanced.
  - Council has approved an approach to compensation for this activity.
  - GUDI Testing is ready to be initiated.
  - We are awaiting response from the Town on proposal for compensation.
- Water Rate Study (COMPLETED)
  - Staff Lead: Allison Duggan/Jim Davis
  - Rates have been approved.
  - Tender for a Comprehensive Water Metering Program is before Council.
  - Accounting systems have been revised to reflect UARB standards.
- Fire Flow Upgrades (ONGOING)
  - Staff Lead: Daryl Myers
  - Review of existing mapping and flow data.
  - Meeting with fire flow technicians to better understand what is required.
  - Engineering consultants prepared to assist with revisions the previously provided upgrades for further consideration.

## 5. Complete Fringe Area MPS / LUB Revisions **COMPLETED**

- Staff Lead: John Bain
- The MPS / LUB were approved by the Minister of Municipal Affairs in late April 2015.
- The follow-up amendments concerning Commercial Signage were also approved.
- These documents are now in force.

# 6. Develop a Capital Investment Strategy & Long-Term Investment Plan

- Staff Lead: Glenn Horne / Allison Duggan **COMPLETED**
- Met with Paul Wills, CEO of Municipal Finance Corporation on numerous occasions to explore the Debt Affordability Model.
  - The Debt Affordability Model is endorsed by MFC and currently being used by a number of municipalities throughout the province.
  - The Municipality's financial information has now been populated in the model.
  - Staff have reviewed the model and have determined that it will be useful for our purposes.
  - Council has endorsed a Capital Investment Procedure to guide investments.
- Exploring best practices: **ONGOING**
  - Revisiting old practices such as “due to – due from”, separate billing for sewer, budget preparation & forecasting, etc...
  - Address weaknesses in Financial Indicators, where necessary.
  - **Developing a plan for asset management.**
  - Grant Policy Review completed and approved by Council.

# Next Corporate Priorities

- ✓ • **Review Municipal Planning Function (Lead: Glenn)**
  - Mr. Lloyd's report has been completed and Council has endorsed continuing to work with the EDPC.
  - Mr. Lloyd and I met with EDPC Director John Bain on Thursday, April 2, to discuss next steps and how services can be improved.
  - An EDPC presentation was made to Council in early May 2015 – **updated report in February 2016** .
  - EDPC has been undertaking to address the issues outlined in the report.
  
- ✓ • **Explore the Potential for Shared Services (Lead: Glenn)**
  - Inter-Municipal Agreement Policy passed by Council in January
  - Identification of opportunities completed in January.
  - Recent examples:
    - Eastern-Strait Regional Enterprise Network
    - Antigonish / Port Hawkesbury Leadership Coaching and Staff Development
  - Senior staff have actively reviewed programs to look for opportunities for shared services.
  - CAOs / Clerk continue to meet and have discussed further opportunities for shared services such as **Records Management** and further utilization of **Diamond Municipal Solutions**.

# Next Corporate Priorities

- **Develop Options for a Residential Energy Program (Lead: Tammy)**
  - Efficiency Nova Scotia (ENS) developed a proposal in September for marketing and administration of a Residential Energy Program - wanted a multi-year commitment in their project proposal.
  - Proposed cost to participating municipalities were estimated to be \$15K in year one and \$9400 years 2-4.
  - September the Municipality co-signed a letter with four other municipalities to the Deputy Minister of Energy expressing concern that a program would not be feasible with high admin fees.
  - October the DM responded acknowledging the concerns and committed the Department to looking into alternatives. DM agreed to support the initiative with funds to help with first year fees.
  - ENS has not addressed the concerns expressed about the program proposal.
  - Observing PACE programs to date in Richmond and Guysborough, there are challenges.
  - Bridgewater, Lunenburg and Shelburne have issued a joint RFP looking for service/ program support. These units had funds in 2015-16 budget dedicated to start up.
  - Recommended that we continue to monitor the progress of other municipalities to determine if this program is feasible to Antigonish County at a later date.

# Next Corporate Priorities

- **Seniors Housing (Lead: Glenn for now)**
  - No update.
    - Ownership of the RK MacDonald Nursing Home
    - Support of the Antigonish Affordable Housing initiative (\$100K over five years).
- **Explore the Potential for the Existing and a New Industrial Park (Lead: Glenn)**
  - A proposal is being submitted to the Economic Development & Industrial Park Committee in the coming weeks.



# In addition to these priorities...

Operational Priorities			
<b>Clerk's Office</b>	Council Coordination (Approx. 40 meetings each year)	<b>Recreation</b>	Regular Summer Programming with Accessibility Development✓
	Organizational Development (ongoing)		Shared MPAL Programming with Town✓
	Quality Management Initiative Proposal (TBD)		Procure Registration Software✓
	Records Management Proposal✓		Part-Time Staff Development & Support
	Process/Policy Review & Improvement (ongoing)		ID Priorities from the Active Transportation Plan
	Misc. (Evolve, Cluster Sewers, Jail, Arena, Inter-Gov, etc...) (ongoing)	<b>ESC</b>	Develop a Business Continuity Plan (ongoing)
<b>Public Works</b>	Regular Water, Sewer, Solid Waste & Road Ops		Community Outreach (ongoing)
	Conduct Solid Waste Audit✓		Develop Community Engagement Strategy /
	Commissioning of Beech Hill Pump Station✓		Development of "Listening to Our Neighbors"✓
	Development of LSR Pump #7✓		OHS Operations
	Replacement & piloting of 5-6 E-One pumps in the pomquet sewer system.✓	<b>Planning</b>	Planning Review Respons✓
<b>Finance</b>	2015/16 Municipal Operating Budget✓		Review of Hamlet Industrial Permitted uses in Central Antigonish Plan✓
	Tax & Utility Billing✓		Nova Construction – Development Agreement✓
	Adjust Utility Accounting Systems✓		

Questions?  
Comments?

# Choosing Our Preferred Future:

## A Proposal for a Corporate Plan

April 19, 2015



# Summary

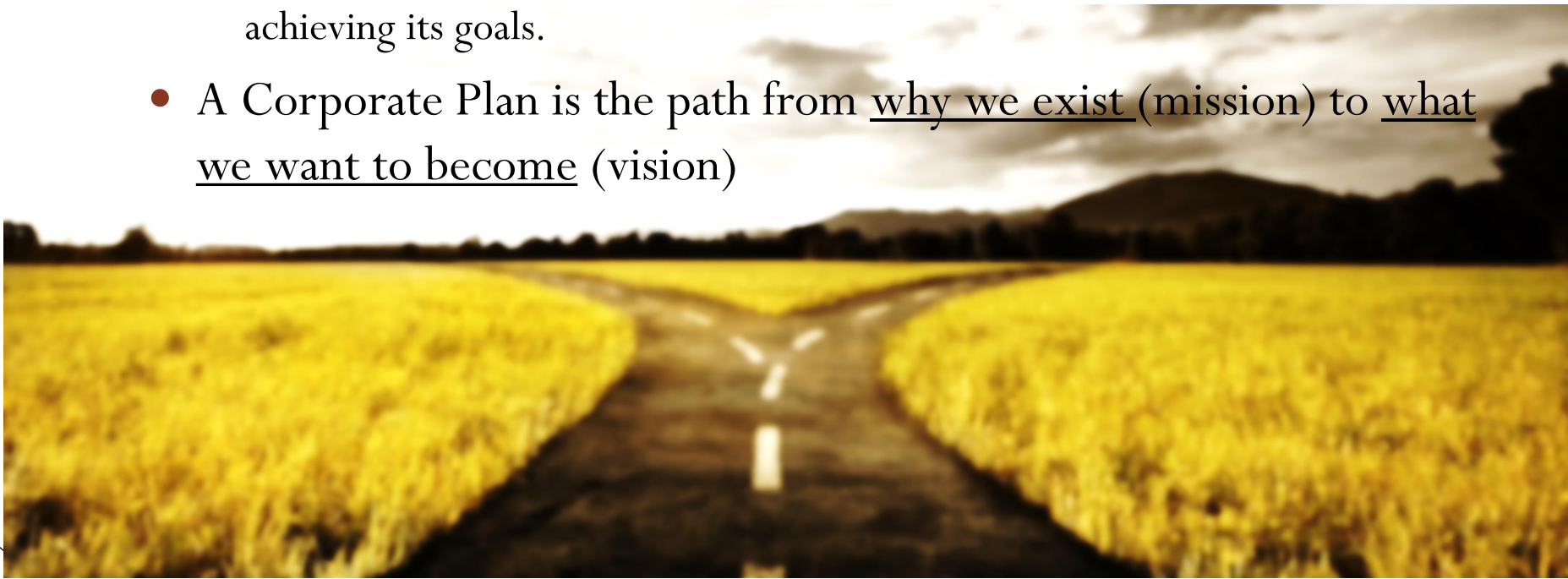
- Municipal Council is being asked to consider initiating a Corporate Planning Process to “*Choose our Preferred Future*” following the 2016 municipal election.
- Global, national and provincial forces will always have an impact on our municipality, but by developing a strong plan with a strong process & implementation we can prepare for and have more control over our own future.
- As Yogi Berra once said, “the future ain’t what it used to be.” It is vital to our success to create our own preferred future so that we maintain the quality and level of service our residents have come to expect while being responsive to their needs.

# Challenge & Opportunity

- It is easy to get caught up in the day-to-day aspects of running a municipality that you never get around to planning for the future.
  - By looking ahead we are better positioned to avoid pitfalls & make better use of resources.
- If an organization doesn't know where it is headed its priorities will change constantly with little engagement or commitment from those involved.
  - If we don't know where we are going we will never get there.
- The Municipality's existing services (solid waste collection, accounting, planning, recreation, water, sewer, etc...) are of a high quality.
  - We benefit our residents if we continue to push and improve.
- Increased downloading from other levels of government & uploading from the community.
  - Stating what the Municipality is about conversely states what we are not about.

# Why a Corporate Plan?

- A Corporate Plan can be Council's leadership roadmap for the Municipality of the County of Antigonish.
  - It identifies what Council wants to achieve for the community; what our community will be like.
  - It speaks to how we are going to get there.
  - It guides all initiatives to ensure the Municipality is moving closer to achieving its goals.
- A Corporate Plan is the path from why we exist (mission) to what we want to become (vision)





## Why Choose Our Preferred Future?

- If we don't choose, it will be chosen for us.

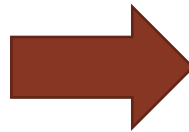


People don't plan to fail;  
they fail to plan.

-John Beckley



# Achieving our Preferred Future



## Canada's Olympic Men's Hockey

1998	Nagano	Marc Crawford	4 <sup>th</sup>
2002	Salt Lake City	Pat Quinn	GOLD
2006	Turin	Pat Quinn	7 <sup>th</sup>
2010	Vancouver	Mike Babcock	GOLD
2014	Sochi	Mike Babcock	GOLD



# Mike Babcock

“I don’t know what it’s like in your business. But in mine: If you’re not getting better, you’re getting passed.”

What drives Mike Babcock? “I’d like to be the best coach in my generation.”

“He [Babcock] prepares for every detail of the game. That’s why he’s not smiling: He’s always thinking about the execution and implementation of his vision.” - *Kevin Sawyer, who played for Babcock in Spokane, Cincinnati and Anaheim*

“I don’t think there’s a secret to success. It’s lifelong learning. What you did last year and how you wrote last year, if you’re writing the same next year someone else is going to have your job. You have to evolve because everyone else evolves.”

Takeaway: We have to plan and continuously improve to be successful. It won’t just happen.

# Why Now?

- Internal:
  - New Council term – 4 year mandate
  - Build on successful pilot of Priority Setting with Gordon MacIntosh.
  - Municipality has under-gone significant change in personnel. We have a new mix of skills , competencies and vision.
  - We have the benefit of many years of successful council and administrative management; we have the benefit and opportunity of being in a better financial position than many.
- External
  - We have moved into a environment of increasing costs, increasing demands and decreasing revenues.
  - *Now or Never* Report is 25 months old. What do we have to show for it?
  - We are a regional player – if we don't lead and set example our region will lag.
  - Pressure is mounting on Municipality's to improve: shared services, restructuring, amalgamation, dissolution, etc...

**If we don't choose our preferred future it will be chosen for us.**

# Local Examples of Success

- Municipality of the District of Guysborough
  - Strives to provide exceptional local and property services to the residents of our communities; works to build on and enhance our sustainable economic, social and natural environment.
  - Uses a Strategic Plan for the basis of all work plans.
  - Council revisits and reviews progress at a retreat each year.
- Nova Scotia Community College
  - One of the best post-secondary institution in Nova Scotia; leading edge programs.
  - <https://www.youtube.com/watch?v=Kmab5OUIY0TY>
  - <https://www.youtube.com/watch?v=M4Xf2TJVPkY>
  - <https://www.youtube.com/watch?v=nPSGtJMDybM>
  - <https://www.youtube.com/watch?v=Dhzwadwh6o0>
- District of East Hants
  - East Hants is often held up as an example for other municipalities.
  - While they have the natural advantage of being a bed-room community of Halifax, the measure of success it has enjoyed did not come by accident:
    - <https://www.easthants.ca/wp-content/uploads/2016/01/Strategic-Plan.pdf>

## Mission

Through **innovation** and **excellence** in service delivery, East Hants provides municipal programs and services that continually enhance a **healthy** and **sustainable** community.



**EAST HANTS**

**We live it!**

## Core Values

What guides us:

- ▶ Excellence
- ▶ Integrity
- ▶ Fairness
- ▶ Respect
- ▶ Learning

## Organizational Values

How decisions are made:

- ▶ Excellence
- ▶ Fiscal Responsibility
- ▶ Stakeholder Engagement
- ▶ Informed & Sustainable Decision Making
- ▶ Innovation
- ▶ Responsive, Transparent, Accountable Government
- ▶ Safe & Healthy Workplace Philosophy

## Key Strategies

- ▶ Infrastructure Sustainability
- ▶ Governance
- ▶ Communication & Engagement
- ▶ Community Planning & Development
- ▶ Transportation
- ▶ Sustainability
- ▶ Economic Development

## Vision

East Hants is a **vibrant, diverse, growing** municipality attractive to residents and visitors because of our unique:

- ▶ Blend of urban & rural residential settings
- ▶ Commercial activities
- ▶ Programs & services
- ▶ Cultures & values
- ▶ Affordable housing
- ▶ Volunteers
- ▶ Active healthy lifestyle
- ▶ Beautiful landscapes
- ▶ Recreation opportunities
- ▶ History

These strengths, combined with sustainable economic development, a skilled work force, strong agriculture and tourism sectors, productive working relationships, and open government processes, ensure we are recognized as a leading municipality in Nova Scotia.

# Benefits of a Corporate Plan

- Build on what we are already doing well.
- Everyone is pulling in the same direction(s).
- When you are comfortable you are also confident!
- We clarify what we are about and what we are not about.
- Flexible & focused allocation of finite resources.
- Division of efforts and enables collaboration.
- Once you prove it, you never have to say it.

Questions?

Next: How might this work?

# How might it work?

- The Strategic Plan contains Council's mission & vision statement along with key strategies to be pursued.
  - Mission Statement: Why we exist.
  - Vision Statement: What we want to become.
  - Ex of Key Strategies from East Hants: Infrastructure Sustainability, Governance, Communication and Engagement, Community Planning and development, Transportation, Sustainability and Economic Development.
- Within each of key strategy, Council identifies goals to be achieved.
- Based on stated goals, staff place a draft operational and capital budget in front of Council each year. Council adopts a version of the budget which outlines initiatives that will assist to achieve these goals.
- Organizational Values outline how Council and staff make decisions and Core Values which outlines the values that the organization lives, breathes and reflects in all activities.
- This defines the stakeholder experience as it deals with the Municipality.

# What is involved?





# What is involved?

Why?	Mission, Vision & Values			
What?	Priority A	Priority B	Priority C	Priority D
How?	Goal #1	Goal #1	Goal #1	Goal #1
	Goal #2	Goal #2	Goal #2	Goal #2
	Goal #3	Goal #3	Goal #3	Goal #3
Who?	Annual Work Plans			
Outcome	Preferred Future & How it's Measured			

# Who is involved?



Council (ideally)  
with consultation  
from residents,  
stakeholders, staff,  
etc...

Developed by staff,  
approved by Council

Council

## Mission & Values

Priority A

Priority B

Priority C

Priority D

Goal #1

Goal #1

Goal #1

Goal #1

Goal #2

Goal #2

Goal #2

Goal #2

Goal #3

Goal #3

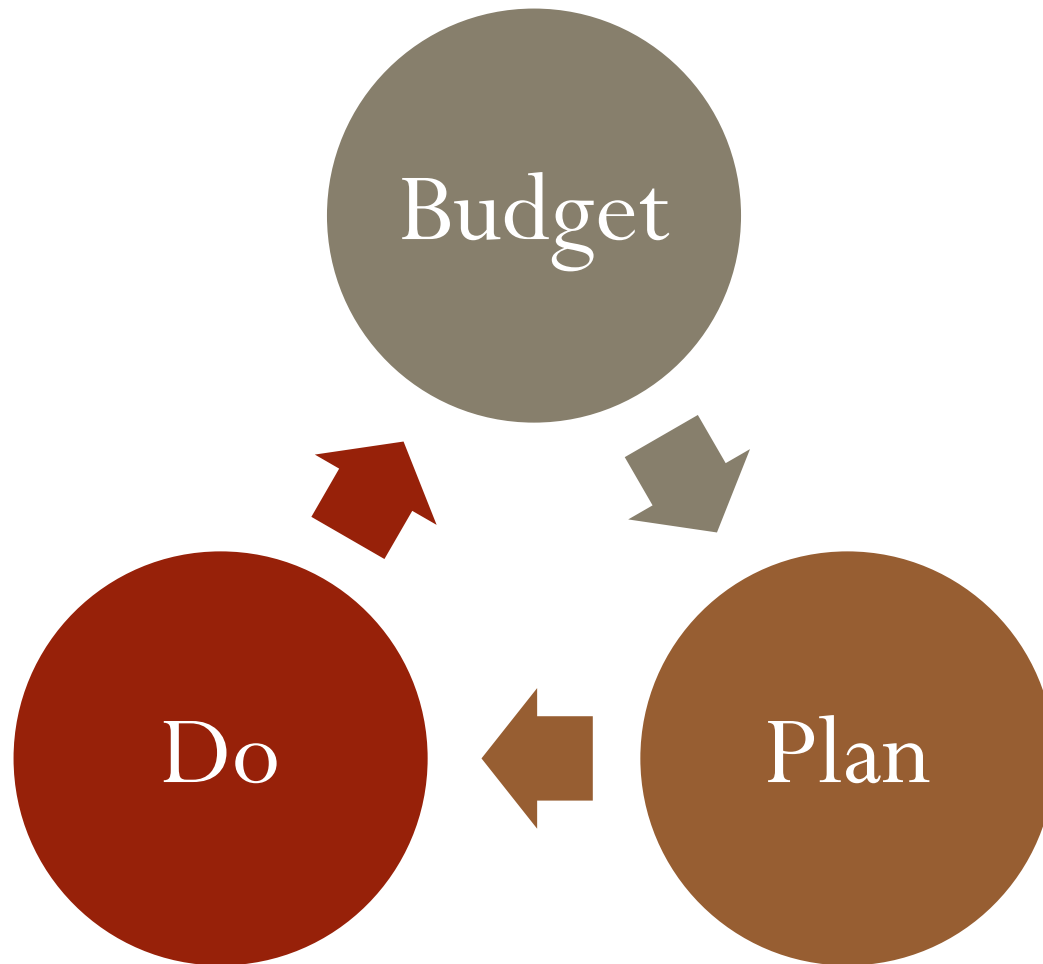
Goal #3

Goal #3

## *Annual Work Plans*

## *Preferred Future & How it's Measured*

# Current Work Cycle – Budget Driven



# Potential Work Cycle – Plan Driven



# Really, we need to talk about values?

## Decision Tree

Council

- 20 decisions / month

Clerk  
Treasurer

- 40 decisions / day

Senior Staff

- 30 decisions / day

Front-Line Staff

- 100 decisions / day

Values / Goals

# Engagement

- A core best practice is for an organization to include the priorities of its stakeholders (residents) in its corporate plan.
  - Public input through surveys, public meetings, open houses, etc...
- Each Department has varying needs. Process should include participation from all employees.
  - Foster buy-in, sense of ownership, and move toward plans / objectives tailored to each department.
  - “Get the inside onside, before you go outside.”
- Public is increasingly demanding accountability.
  - A plan with specific targets and monitoring will help to ensure expectations are met.

# Corporate Planning

## Strategic

- Responsibility of Council with support of staff.
- Shapes the organization and its resources.
- Assesses the impacts of environmental variables.
- Takes a holistic view of the organization.
- Develops overall objectives and strategies.
- Is concerned with long-term success.

## Operational

- Responsibility of senior and functional managers.
- Deals with current deployment of resources
- Develops tactics
- Projects current operations into the future
- Makes modifications to the business functions, but not fundamental changes

# Implementation

- 80% of any plan fail on execution.
- We have demonstrated success in achieving 2014 priorities.
- We also already have a structure to take priorities to plans: Annual Work Plans

<b>Department:</b>						
Activity (Provide a brief description)	Budget Allocation	Key Milestones				Outcome (Why is this positive for the Municipality?)
		Q1 (Apr - June)	Q2 (July - Sept)	Q3 (Oct - Dec)	Q4 (Jan - Mar)	
1						
2						
3						
4						
Do you foresee any significant challenges to the achievement of these activities?:				Reviewed & endorsed by:  <div>Department Head</div> <div>Date</div>		
How do you foresee working with other departments / colleagues to complete these activities?:						
				<div>Municipal Clerk Treasurer</div> <div>Date</div>		



# Outputs & Outcomes

- Possible Output:
  - Establishment of organizational values & vision
  - Identification of a number of goals and key performance indicators.
  - A community-based strategic plan.
- Possible Outcomes:
  - Focused and aligned council and staff.
  - Engaged and forward looking employees making decisions aligning with organizational values.
  - Community buy-in and engagement on strategic initiatives.
  - Basis to form partnerships and act as a regional lead.

# Questions & Discussion

