

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

COMMITTEE OF THE WHOLE AGENDA

Tuesday, March 6th, 2018 6:00pm

Municipal Administration Centre

- 1) Call to Order – Chairman, Deputy Warden Stewart
- 2) Approval of Agenda
- 3) Approval of February 20th, 2017 Committee of the Whole Minutes
- 4) Business Arising from the Minutes
- 5) In Camera – Contract Negotiations (Sean Fraser)
- 6) In-Camera – Contract Negotiations (Cellular and Broadband Updates)
- 7) In-Camera – Contract Negotiations (ESREN)
- 8) Approval of Strategic Priorities Document
- 9) Approach to Grant Requests for Class or Team Events
- 10) Inactive Accounts
- 11) Discussion of NS Onshore Petroleum Atlas
- 12) Mayfest Volunteer Request
- 13) Council Reports at Committee of the Whole
- 14) Staff Reports
- 15) Adjournment

STRATEGIC PRIORITIES CHART December, 2017 (amended Mar. 2018)

COUNCIL PRIORITIES	
NOW <ol style="list-style-type: none"> BROADBAND PROPOSAL: Agreement – Jan. INTERNET SERVICE: Business Case – March CELLULAR SERVICE: Business Case – May NEW BUSINESS PARK: Options – June REN STRATEGY: Review – Mar. 	
NEXT <ul style="list-style-type: none"> ACCESSIBILITY: Audit INFRASTRUCTURE FUNDING: PLAN WATER: Assessment & Projects SEWER: Assessment & Projects GUYSBOROUGH: Collaboration Meeting TOURISM PROGRAM: Review 	ADVOCACY/PARTNERSHIPS <ul style="list-style-type: none"> <i>Broadband Funding (Province)</i> <i>Long-Term Care Facility Funding (Province)</i> <i>Aging In Place Program (Province)</i> <i>NS Broadband Study (Province)</i> <i>PFN: CEDI Initiatives</i>
CLERK TREASURER	FINANCE
<ol style="list-style-type: none"> REN STRATEGY: Review – Mar. INDUSTRIAL PARK –LAND AD, SALE & NEW BUSINESS PARK: Options - June Asset Management System: Phase 1 – June <ul style="list-style-type: none"> Emergency Management Coordination Leadership Team Development Program 	<ol style="list-style-type: none"> INFRASTRUCTURE FUNDING: Plan – Jun Water Meter System: Integration Landfill Billing System: Review – Mar. <ul style="list-style-type: none"> Water Utility Rates: Review – Oct. Information Technology Strategy: Sept
PUBLIC WORKS	RECREATION
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SUSTAINABILITY	PLANNING
<ol style="list-style-type: none"> ACCESSIBILITY: Audit – Mar. Emergency Business Continuity Plan – May. Renewable Energy: Options – June (Prov.) <ul style="list-style-type: none"> PFN: CEDI Initiative Next Steps – April Municipal Awareness Strategy – September 	<ol style="list-style-type: none"> EASTERN ANTIGONISH PLAN REVIEW – Sept. <i>Civic Address Internal Audit</i> – April Amendments – PAC Jan/Feb. <ul style="list-style-type: none"> Antigonish Affordable Housing (Phase 3) MacDonald Dairy Warehouse Levy's Leather Warehouse
ADMINISTRATION	ADMINISTRATION
<ol style="list-style-type: none"> BROADBAND PROPOSAL: Agreement – Jan. INTERNET SERVICE: Business Case – March CELLULAR SERVICE: Business Case – May <ul style="list-style-type: none"> Newsletter Review Online Media Refresh 	<ol style="list-style-type: none"> GUYSBOROUGH: Collaboration – Mar. TOURISM Review/Scan – Mar. Internet Upgrades – Mar. <ul style="list-style-type: none"> Court House: Assessment - Mar Dog Control Program: Review - June

TO: COMMITTEE MEMBERS
FROM: STAFF
SUBJECT: *COMMITTEE OF THE WHOLE MEMO*
DATE: MARCH 6TH, 2018

IN-CAMERA –CONTRACT NEGOTIATIONS (SEAN FRASER); CONTRACT NEGOTIATIONS (CELLULAR AND BROADBAND UPDATES); CONTRACT NEGOTIATIONS (ESREN)

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.

APPROVAL OF STRATEGIC PRIORITIES DOCUMENT

Staff will present the final version of the Strategic Priorities Document, which incorporates with work done during the Strategic Priorities Workshops held with Gord MacIntosh in December, for the Committee's consideration for approval.

APPROACH TO GRANT REQUESTS FOR CLASS OR TEAM EVENTS

Staff have followed up on the direction provided by the Committee on February 20 and will report back for further discussion.

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
05091438	\$638.96	moved mobile
05112478	\$65.25	wrongly assessed, changed to farm in 2013
07120850	\$55.67	moved mobile
07122896	\$2,136.20	uncollectable, includes tax sale fee from 2014, duplicate account
07129645	\$900.62	moved mobile
07140134	\$412.86	moved mobile
07153538	\$260.64	moved mobile
09018522	\$89.46	moved mobile
09218386	\$6.58	mapping error
09292209	\$1,206.32	Double assessed
09707093	\$817.74	Crown purchased land for highway
10259673	\$36.28	moved mobile
TOTAL	\$6,626.58	

DISCUSSION OF NS ON-SHORE PETROLEUM ATLAS

Staff have followed up on the direction provided by the Committee on February 20 and will report back for further discussion.

MAYFEST VOLUNTEER REQUEST

Saint Martha's Hospital Auxiliary is starting their preparations for this year's Mayfest, to be held on May 12th at Bloomfield. They are wondering if there are any Councillors available and willing to help out with security again this year. As usual there will be two shifts, 9.30-11.30 and 11.30- 1.30, at the front and back entrances to the building.

COUNCIL REPORTS AT COMMITTEE OF THE WHOLE

A discussion regarding whether External Committee reports should be provided at the meetings of the Committee of the Whole instead of at our Council meetings.

STAFF REPORTS

Administration

- The deadline for Community Partnership Grant applications closed on Wednesday, February 28. Forty-seven applications were received. Staff is reviewing the applications for completeness and eligibility. Council will have the opportunity to review the applications and approve funding through budget deliberations.
- Professional Development Plans (PDPs) for FY 2018-19 have been completed for all senior staff. PDPs for all staff will be completed in the coming weeks.
- On Tuesday, February 20, Municipal Clerk Treasurer and the Town CAO received a presentation from the Department of Energy concerning a Rural Ride-Hailing Initiative being developed by the Department. If the initiative moves forward they will be in contact with Antigonish Community Transit.
- On Friday, March 2, Municipal Clerk Treasurer took part in a preliminary discussion related to the establishment of an "Antigonish Enterprise Hub". This "Hub" would bring all government sponsored economic development agencies (ESREN, ACOA, NSBI, Chamber of Commerce, Nova Scotia Works, etc...) under one roof.
- Accessibility – Fulcrum Accessibility Consulting's Accessibility Audit was received by the County on March 1, 2018. This report will be reviewed and analyzed by staff, shared with OHS &W committee and a priority list and accessibility plan for the County developed and delivered to Council by March 23rd, 2018. Two to three top items will be identified and brought forward before the full plan is complete so that deliverables can be met in a timely manner and that budgeted funds from 2017-18 can be used.

Recreation

- Enrollment underway for March Break programs; good success with a new approach of collaborating with Town Recreation to provide a guide to community programs and events, with Recreation providing programming to fill "gaps" that may be present.
- Enrollment for the next swim sessions opens on March 16th.

- An employment opportunity for the Aquatics and Summer Programs Coordinator II position was posted on February 27th, with a closing date of Friday March 9th. Summer staff positions will be posted of applications during the week of March 12th.

Finance

- Financial Conditions Indicators (FCI) came in; the Director of Finance is working on an information update and analysis for the Committee for their March 20th meeting.
- As part of Continuous Profession Learning for her CPA/CA designation, the Director of Finance attended a session in Halifax for Key Performance Indicators on Thursday, March 1st.
- Preparations for financial year end and budget are underway and ongoing.

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

COMMITTEE OF THE WHOLE MEETING MINUTES

A Committee of the Whole Meeting was held Tuesday, February 20th, 2018 at 5:30pm in the Council Chambers of the Municipal Administrative Centre, 285 Beech Hill Road, Antigonish NS.

Present were: Warden Owen McCarron, Chair
 Deputy Warden Hughie Stewart
 Councillor Mary MacLellan
 Councillor Donnie MacDonald
 Councillor Vaughan Chisholm
 Councillor John Dunbar
 Councillor Gary Mattie
 Councillor Neil Corbett
 Councillor Bill MacFarlane

Glenn Horne, Municipal Clerk/Treasurer
Beth Schumacher, Deputy Municipal Clerk
John Bain, Director of Planning, Eastern District Planning Commission

Regrets: Councillor Rémi Deveau

CALL TO ORDER

The meeting of the Committee of the Whole was called to order by the Chair, Warden McCarron, at 5:32pm.

APPROVAL OF AGENDA

The following items were added to the agenda:

- In-Camera – Personnel Matters
- East Antigonish Bursary Criteria
- Roger Porter Request for Letter

Moved by Deputy Warden Stewart and seconded by Councillor MacFarlane that the agenda be approved as amended. Motion carried.

APPROVAL OF MINUTES

Warden McCarron called three times for any errors or omissions in the February 13th Committee of the Whole minutes.

Moved by Deputy Warden Stewart and seconded by Councillor MacDonald that the Committee of the Whole minutes of February 13th be approved as presented. Motion carried.

BUSINESS ARISING FROM THE MINUTES

Mr. Horne conducted a draw to select the two districts for participation in the mural program this year. Districts 3 and 10 were selected. Mr. Horne noted that a third district would be selected if a mural project for the Special Olympics did not end up happening. Staff will set up a meeting with the Councillors of the selected district, and the preferred timeline is to have the mural up by June.

IN-CAMERA: CONTRACT NEGOTIATIONS; PERSONNEL MATTERS

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 Chisholm that the Committee of the Whole Meeting be adjourned to an In-Camera Session to discuss the Contract Negotiations and Personnel Matters at 5:36pm. Motion carried.

Moved by Councillor MacDonald and seconded by Councillor Mattie that the In-Camera session be adjourned at 5:59pm. Motion carried.

CONSIDERATION OF THE EDPC ANNUAL OPERATING BUDGET

Mr. Bain, Director of Planning at the Eastern District Planning Commission, provided the Committee with a general overview of the proposed annual operating budget for the Commission. Mr. Bain noted a small increase in the amount that the County would be asked to contribute. Further review of the how expenditures are distributed was provided. Mr. Bain was thanked for his presentation.

Moved by Councillor Chisholm, Seconded by Councillor Corbett, that the Committee recommends that Municipal Council approves the 2018/2019 Annual Operating Budget for the Eastern District Planning Commission. Motion carried.

CONSIDERATION OF THE DISSOLUTION OF THE HAVRE BOUCHER VILLAGE COMMISSION

Mr. Horne provided an overview of the information included in the meeting memo, outlining the circumstances leading up to this consideration, as well as the relevant sections of the MGA that speak to this process. Mr. Horne noted that, if Council wanted to give formal consideration to dissolution of the Havre Boucher Village Commission, there would still be several processes that had to take place over a number of months. Councillor Corbett requested that a community meeting be coordinated around the same time as any notice regarding the consideration of dissolution is distributed. Staff will coordinate this with Councillor Corbett. Staff was directed to start the required steps as required by the MGA.

DISCUSSION OF THE NOVA SCOTIA ON-SHORE PETROLEUM ATLAS

Mr. Horne introduced the letter from the Municipality of the District of Guysborough, requesting a letter of support be sent to the Province. Discussion followed. Staff was directed to contact the Municipality of Guysborough for further information, as well as reaching out to the municipalities in the basin areas identified in the Guysborough letter for their feedback. Staff was also directed to reach out to the Departments of Energy and Environment, asking for experts on the subject to come and speak to Council at a future date.

ERSWM REQUEST TO SUPPORT A PROVINCE-WIDE BAN ON PLASTIC BAGS

Councillor MacDonald reviewed the correspondence that was included in the agenda package from Eastern Regional Solid Waste Management, requesting support for a province-wide ban on plastic bags. Consensus was provided by the Committee to provide support for this request.

Councillor MacLellan noted a request from a constituent regarding recycling in the community. Councillor MacDonald will speak to representatives from ERSWM about options for sessions in the community. Mr. Horne also made note of the app that ERSWM has available for residents.

FESTIVAL ANTIGONISH 2018 SEASON LAUNCH INVITATION

The invitation that was included in the agenda package was reviewed by the Committee.

Moved by Councillor MacFarlane, Seconded by Councillor MacDonald, that the Committee recommends that Municipal Council approve the purchase of six (6) tickets at a cost of \$300 for the Festival Antigonish 2nd Annual Season Launch Dinner. Motion carried.

EAST ANTIGONISH BURSARY

Staff handed around a list of criteria that was developed by the family of Warden Russell Boucher for a memorial bursary in his name at the East Antigonish Education Academy. Staff will provide these criteria to the staff at the school, along with confirmation of the amount of the bursary, and a request to have it formally renamed to be the "Warden Russell Boucher Memorial Bursary".

Moved by Councillor Mattie, Seconded by Councillor Chisholm, that Municipal Council approves the criteria and renaming of the bursary traditionally given to the East Antigonish Education Academy as the "Warden Russell Boucher Memorial Bursary", with an award amount of \$500. Motion carried.

ROGER PORTER REQUEST FOR LETTER

Warden McCarron provided the Committee with a summary of a request that he had received from Mr. Roger Porter for a letter to the Department of Environment asking for consideration of terms to permit limited Off-Road Vehicle use in the Odgen Round Lake Wilderness Area. Staff was directed to review correspondence sent regarding the matter in 2014, and to contact the Municipality of the District of Guysborough to see what their position on the matter is, prior to drafting a letter. Consensus was to provide the letter as requested.

ADJOURNMENT

Moved by Deputy Warden Stewart and seconded by Councillor Mattie that the Committee of the Whole meeting be adjourned at 6:52pm. Motion carried.

Warden Owen McCarron

Glenn Horne, Municipal Clerk/Treasurer

STRATEGIC PRIORITIES 2018



Strategic ALIGNMENT

Overview

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*!

Strategic alignment is the road map to achieving the organization's purpose and implementing Council's priorities for the region. But how are these priorities identified and defined?

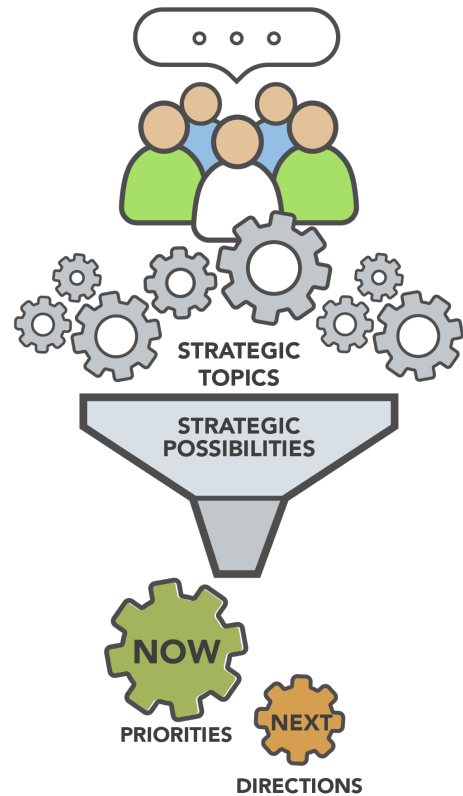
Council's priority setting process began with establishing a shared understanding of the organization's mandate, expectations and emerging strategic topics.

Each **Strategic Topic** was discussed to explore possible actions to achieve Council expectations. Reality, urgency and responsibility criteria were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT 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 8 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.

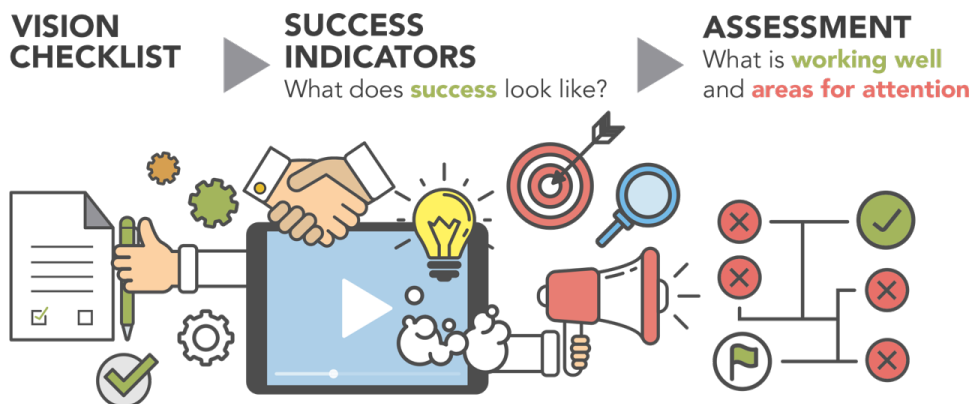
The strategic alignment process is dynamic. The sequence of activities noted in the graphic above serve as a reminder of how Council's strategic priorities were developed. Knowledge of the steps and tools used allow Council and Administration to replicate the process, keeping strategic priorities current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

STRATEGIC SCAN



1

Strategic SCAN



The priority setting process often begins by looking to the future. Participants engage in a 'Vision Check-up' (see Appendix 1) discussing the five distinct areas of a sustainable community:

- Environment - maintaining a healthy and natural environment through responsible use, protection and sustainable practices
- Infrastructure - well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity
- Economy - building a strong and vibrant community by attracting, supporting and retaining businesses and residents
- Social - building social capital and engaging citizens and partners to improve the well-being and diversity of the community
- Governance - fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness

Beginning with the end in mind, the preferred future is described. What would make the region a great place to live and work? This vision for the region is informed by elected officials (and staff) contact with a wide range of residents and groups as well as previous municipal planning documents and studies.

During the vision check-up discussion, success indicators begin to emerge describing positive outcomes in each of the sustainability pillars. **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; and tangible outputs produced such as services and programs delivered.

The final component of the strategic scan which Council may complete is to assess what current actions are *working well* and *areas for attention*.

Council can update this Vision Checklist annually and utilize it to monitor and assess the health and progress of the organization and community – either internally with staff or externally through public consultation processes.

This process was not undertaken during the workshop due to time constraints. It should be considered as an activity during the recommended annual priority update.

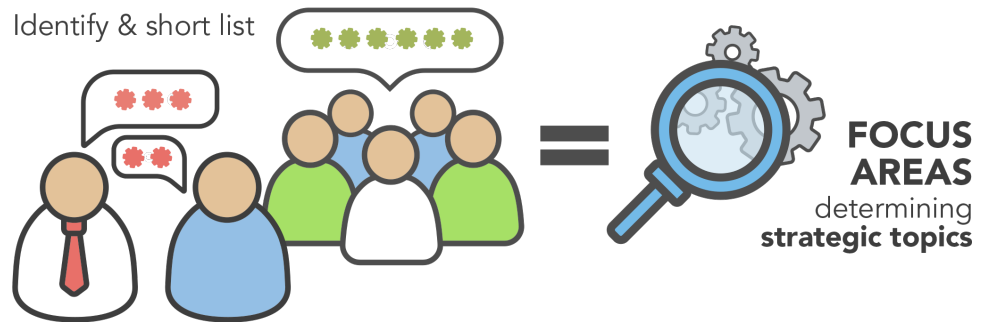


2

Strategic TOPICS

ISSUES & OPPORTUNITIES

Identify & short list



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 challenging. 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.

All workshop participants responded to the following question:

"What do you think are the significant issues and opportunities facing the organization and the community we serve?"

An **Issues/Opportunities Long List** was generated (see *Appendix 2*) and participants indicated their top ten items they felt the organization should be focused on. The resulting **Issues/Opportunities Short List** (see *Appendix 3*) indicates which emerging items are shared by Council and staff and those highlighted by Council or staff.

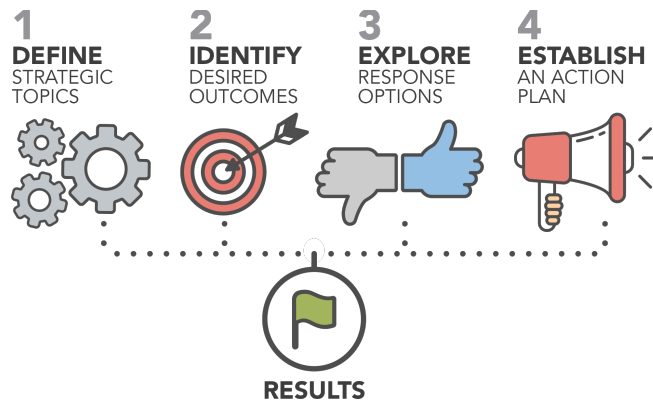
Council reviewed the short list along with consideration for other items from the long list to establish Strategic Topics for discussion during the workshop.

STRATEGIC TOPICS	
Cellular & Broadband Access	Sewer Systems
Accessibility to Municipal Services	Affordable Housing
Asset Management	Industrial / Business Development
Taxation and Funding	Paq'Tnkek First Nation Partnership
Water Systems	Seniors

3

Strategic POSSIBILITIES

To move from strategic topics to **Strategic Possibilities**, a four-step process, the **Solution Seeking Model**, was utilized (see *display below*).



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:

EXPECTATIONS & OPTIONS



- 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 stakeholder

STRATEGIC POSSIBILITY	POTENTIAL ACTIONS
1. BROADBAND INTERNET <i>Business Case</i> <i>Federal/Provincial Funding</i> <i>Nova Scotia Broadband Study</i>	<ul style="list-style-type: none"> • Review the <i>Nova Scotia Broadband Study</i> as a foundation for the County's Broadband Internet Business Case Prepare business case outlining the costs, benefits and funding sources for fibre optic broadband • Invite Expressions of Interest from service providers
2. CELLULAR SERVICE <i>Business Case</i>	<ul style="list-style-type: none"> • Determine service gaps and cell tower locations to enhance cell phone coverage • Investigate other options
3. NEW BUSINESS PROPOSAL <i>Client Agreement</i>	<ul style="list-style-type: none"> • Review Eastlink service proposal and determine County position • Prepare client agreement for Council review
4. INFRASTRUCTURE FUNDING <i>Capital Investment Plan</i>	<ul style="list-style-type: none"> • Through the Asset Management Committee, develop criteria to determine infrastructure priorities • Draft a Capital Investment Plan (CIP) that outlines 5-year infrastructure priorities and funding requirements
5. SEWER SYSTEM <i>Sewer Assessment</i> <i>Priority Projects List</i>	<ul style="list-style-type: none"> • Review sewer ASSESSMENTS • Determine compliance priority projects for 2018/19/20 • Determine priorities for inclusion in the CIP
6. WATER SYSTEM <i>Water Assessment</i> <i>Compliance Projects</i> <i>Expansion Projects</i> <i>Rate Study</i>	<ul style="list-style-type: none"> • Review the assessment to determine gaps and options • Determine compliance projects for 2018/19/20 • Determine priority expansion projects for 2018/19/20 • Complete Water Rate Study
7. ASSET MANAGEMENT <i>Asset Management System</i>	<ul style="list-style-type: none"> • Complete funding application to FCM • Assess current conditions of County facilities and capital assets to complete the asset management system • Confirm priorities in the CIP
8. INDUSTRIAL PARK <i>Industrial Park Prospectus</i> <i>Industrial Park Business Case</i>	<ul style="list-style-type: none"> • Develop a prospectus for the Industrial park to market serviced industrial land to targeted industries • Complete economic assessment • Develop a business case for the addition of a new industrial park
9. ECONOMIC DEVELOPMENT <i>REN Strategy Review</i>	<ul style="list-style-type: none"> • Review the Regional Enterprise Network Strategy and assess progress to determine future County contributions to REN

STRATEGIC POSSIBILITY	POTENTIAL ACTIONS
10. GUYSBOROUGH PARTNERSHIP <i>Joint Council Meeting</i>	<ul style="list-style-type: none"> • Host a joint meeting with Guysborough
11. TOURISM <i>Tourism Strategy</i>	<ul style="list-style-type: none"> • Request the REN to include tourism in its strategy development • Assess tourism investments and activities
12. PAQ'TNKEK FIRST NATIONS PARTNERSHIP <i>CEDI Partnership Initiatives</i> <i>Joint Council Meeting</i> <i>Recreation Needs</i>	<ul style="list-style-type: none"> • Continue CEDI • Host joint Council meeting with PFN to enhance relations and seek areas for collaboration • Work with PFN to include its needs in the recreation / MPAL plan development • Identify strategic joint projects in 2018
13. STRATEGIC VALUES <i>Strategic Plan</i>	<ul style="list-style-type: none"> • Conduct the vision check-up activity recommended as a basis to develop strategic values to guide future strategic planning initiatives
14. MUNICIPAL SERVICE ACCESSIBILITY <i>Accessibility Audit</i>	<ul style="list-style-type: none"> • Undertake an accessibility audit of County facilities and programs to determine gaps and identify needs • Develop multi-year accessibility plan
15. AGING IN PLACE <i>Provincial Programs</i>	<ul style="list-style-type: none"> • Meet with the Province to advocate for funding to assist with 'aging in place' programs and services
16. LONG-TERM CARE FACILITY <i>Facility Financing</i>	<ul style="list-style-type: none"> • Work with the RK MacDonald Nursing Home to advocate for sustainable funding for long-term care
17. FARMER'S MARKETS <i>Proposal</i>	<ul style="list-style-type: none"> • Consider the expansion proposal upon receipt
18. TAXATION <i>Property Tax Awareness</i>	<ul style="list-style-type: none"> • Provide information to ratepayers re: property assessment, taxation, budgeted revenues and expenditures

4

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 priority setting criteria:

- 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](#))

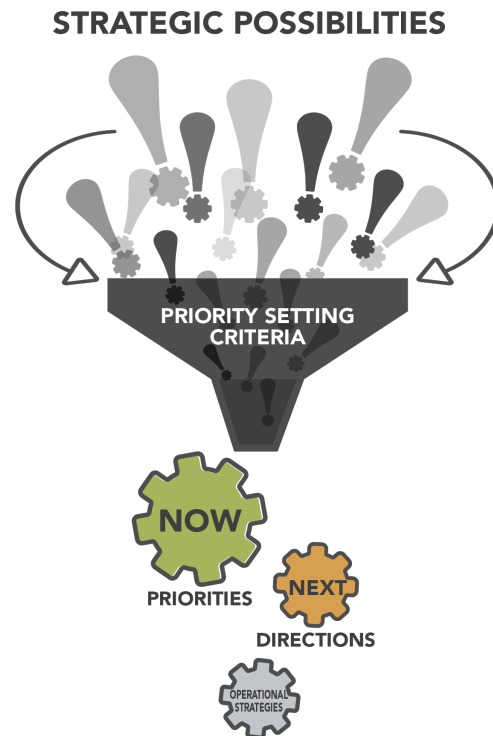
The resulting NOW Priorities and NEXT Directions have been placed on one page for easy reference. The Strategic Priorities Chart ([see next page](#)) also captures staff's operational strategies.

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's focus. Items listed in CAPITALS indicate matters that will be addressed NEXT or when a NOW item is completed. Italicized items reflect matters being advocated on behalf of the community to other levels of government or agencies for action.

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

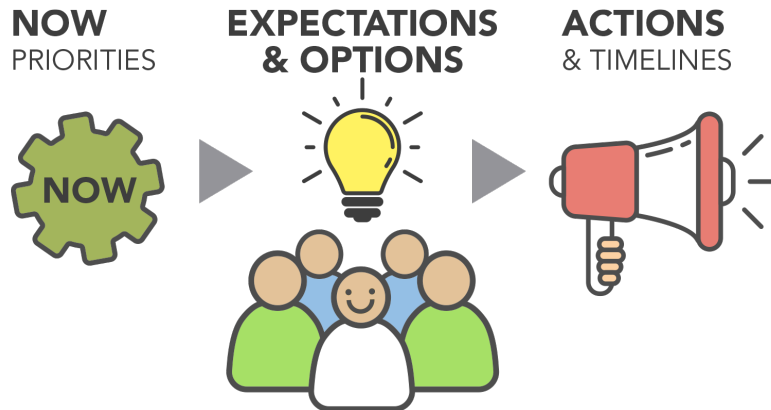
The focus of the Strategic Priorities Chart is on five NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. These longer-term directions (or emerging strategic topics) should be discussed further using the Solution Seeking approach and using the priority setting criteria to consider new strategic priorities. NEW items can be 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 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. It should be included in every Council meeting agenda as a constant reference (not review), updated monthly by the Clerk Treasurer with Council and reviewed quarterly by the Clerk Treasurer with staff and then Council to make adjustments, change priorities and celebrate achievements.



STRATEGIC PRIORITIES CHART December, 2017 (amended Mar. 2018)

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<ol style="list-style-type: none"> SEWER TREATMENT: Assessments & Problem ID – Sept. WATER SYSTEM: Assessment – Mar. WATER SYSTEM: Upgrades <ul style="list-style-type: none"> Facilitate Asset Condition Assessments 	<ol style="list-style-type: none"> Active Transportation: Action Plan – April. MPAL: Recreation Plan – June. Part Time Staff Leadership Program – April Support Community Initiatives – Jan 2019 <ul style="list-style-type: none"> Recreation for All Program – Jan 2019
SUSTAINABILITY	PLANNING
<ol style="list-style-type: none"> ACCESSIBILITY: Audit – Mar. Emergency Business Continuity Plan – May. Renewable Energy: Options – June (Prov.) <ul style="list-style-type: none"> PFN: CEDI Initiative Next Steps – April Municipal Awareness Strategy – September 	<ol style="list-style-type: none"> EASTERN ANTIGONISH PLAN REVIEW – Sept. <i>Civic Address Internal Audit</i> – April Amendments – PAC Jan/Feb. <ul style="list-style-type: none"> Antigonish Affordable Housing (Phase 3) MacDonald Dairy Warehouse Levy's Leather Warehouse
ADMINISTRATION	ADMINISTRATION
<ol style="list-style-type: none"> BROADBAND PROPOSAL: Agreement – Jan. INTERNET SERVICE: Business Case – March CELLULAR SERVICE: Business Case – May <ul style="list-style-type: none"> Newsletter Review Online Media Refresh 	<ol style="list-style-type: none"> GUYSBOROUGH: Collaboration – Mar. TOURISM Review/Scan – Mar. Internet Upgrades – Mar. <ul style="list-style-type: none"> Court House: Assessment - Mar Dog Control Program: Review - June



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 Clerk Treasurer 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 and work program 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 Update** for continuous reference at each Council meeting, quarterly updates and annual strategic priority reviews.

That Council requests the Clerk Treasurer to schedule an annual Priority Setting update session prior to the start of the annual budget process. *The annual budget should reflect Council's priorities. The Vision Check-up exercise contained in this plan should be undertaken and developed at that time.*

Appendices

1. Vision Check-up
2. Issue and Opportunity Long List
3. Issue and Opportunity Short List
4. Priority Criteria
5. Strategic Priorities Work Plan

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CIVIC GOVERNANCE | LEADERSHIP | STRATEGY

COMMUNITY CHECK-UP		
ENVIRONMENT Maintaining a healthy and natural environment through responsible use, protection and sustainable practices		
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">• Solid waste management• Energy conservation• Watershed protection• Wood conservation• Alternate energy options• Climate change and carbon footprint• Active parks and green spaces• Environmental and economic alignment	<ul style="list-style-type: none">•	<ul style="list-style-type: none">•
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">• Well maintained facilities• Infrastructure capacity for future growth• Effective water systems• Efficient sewer systems• Access to broadband internet• Cell phone coverage without dead zones• Appropriate signage• Sport and recreation fields• Barrier-free facilities	<ul style="list-style-type: none">•	<ul style="list-style-type: none">•
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">• New jobs to grow the community• Attracting visitors and increasing tourism• Targeted industry attraction• Job retention• Community input• Strong community centre• Infrastructure for growth• Industrial park options	<ul style="list-style-type: none">•	<ul style="list-style-type: none">•

COMMUNITY CHECK-UP		
SOCIAL		
Building social capital and engaging citizens and partners to improve the well-being and diversity of the community.		
Arts & Culture Community Support Network Citizen & Property Safety Healthy Lifestyles Health Service Access Sense of Heritage	•	•
<ul style="list-style-type: none">• Community pride• Community engagement• Active volunteers• Effective communication• Recreation opportunities for all ages• Services and housing options for seniors• Active transportation• Multi-use trail systems• Affordable housing• Farmer's markets• Heritage preservation• Cultural and heritage preservation• Community special events• Community collaboration		
GOVERNANCE		
Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness.		
SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Good Policies Strategic Direction Role Clarity Agency Liaison	•	•
<ul style="list-style-type: none">• Sound financial policies• Priority, budget, work plan alignment• Work as a team to get things done• Long range planning• Community engagement• Council and staff on the same page• Business friendly attitude• Effective public communication• First Nation collaboration• Government and group collaboration• Local partnerships• Clear mandate• Strategic values and planning		

ISSUE & OPPORTUNITY LONG LIST					
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring.					
ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Barrier Free Access	16	51	Fringe Area Water	18	19
Broadband Internet	45	26	Gaspereaux Lake Water	-	8
Asset Management	22	35	Seniors / Disabled Housing	-	-
Municipal Shared Services	8	15	Cell Phone Service	44	27
Water Looping	16	5	Active Transportation	4	22
Energy - Expanding Renewables	-	3	Heritage Preservation	-	-
Tourism Support	6	-	Infrastructure Funding	5	6
Poverty Reduction	-	10	Provincial Relations	16	2
Affordable Access to Recreation	6	2	Events Coordinator	-	1
Signage	7	6	Low taxes	24	19
Library Funding	8	3	Shared Use of Public Facilities	3	7
Community Led Initiatives	10	7	Integrated Resource Management	-	-
Safe Water	2	5	Progressive Plan Documents	-	-
Attracting Families	4	9	Family/Youth Mental Health	7	3
Energy Security	-	7	Cannabis Legislation	-	-
Adapting to Customer Needs	-	-	Blue Route / Bike Trails	-	-
Sidewalks	2	-	Food Security	-	3
Recycling Enhancements	-	-	Affordable Housing	11	6
Wildlife Protection	-	-	Fisheries protection	-	-
Seafood Market	-	-	Nursing Homes	1	-
Business Retention and Support	-	-	Arts and Culture	-	-
Regional Transit Connection	-	-	Data Analytics	7	-
Youth Retention	5	-	Service Adaptation	-	-
Connecting Mainstream	-	-	First Nations Partnerships	6	16
Tech / Smart City	-	-	Farmer's Markets	10	-
Watershed Protection	6	-	Forestry Protection	-	-
Shared Emergency Services	6	16	Sewer System Extension	12	6
Infrastructure Upgrades	28	9	Water System / Expansion	37	9
Community Engagement	-	7	Municipal Awareness	8	1
Municipal Relations	3	-	Provincial Relations	-	-
Industrial Park Development	21	1	Emergency Planning	6	29

ISSUE & OPPORTUNITY SHORT LIST			
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring. #-Rank.			
ISSUE / OPPORTUNITY	COUNCIL	STAFF	TOTAL
CELL PHONE SERVICE	44 #2	27#4	71
BROADBAND INTERNET	45 #1	26 #5	71
BARRIER FREE ACCESS	16 #9	54 #1	70
ASSEST MANAGMENT	22 #6	35 #2	57
WATER SYSTEMS / EXPANSION	37 #3	9	46
LOW TAXES	24 #5	19 #7	43
FRINGE AREA WATER	18 #8	19 #8	37
INFRASTRUCTURE	28 #4	9	37
Emergency Planning	6	29 #3	35
Active Transportation	4	22 #6	26
Municipal Shared Services	8	15 #10	23
First Nations Partnerships	6	16 #9	22
INDUSTRIAL PARK	21 #7	1	22
WATER LOOPING	16 # 11	5	21
Sewer System Extension	12	6	18
PROVINCIAL RELATIONS	16 # 10	2	18
BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS CAPITALS = COUNCIL ITEMS and Title Case = Staff led items			

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

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

4.c RESPONSIBILITY CRITERIA	RESPONSIBILITY	
	POLITICAL	ADMINISTRATIVE
POLICY	New or Change	Procedure or Implementation
FINANCIAL	New or Change in Budget	Approved in Budget
EXTERNAL LINKAGE	Political Level	Staff Level
CORPORATE IMAGE	Agency Integrity	Service Quality
SERVICE LEVELS	New or Terminate	Service Standards
STRATEGIC DIRECTION	New or Change	Implementation
PERSONNEL	Clerk Treasurer 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. BUSINESS PROPOSAL <i>How do we advance the proposed business project?</i></p> <p>* Agreement</p> <ul style="list-style-type: none"> • Clear parameters • Adherence to legislation • Council support • Defined County role • Job creation 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Review Eastlink service proposal and draft County position - December 2. Meet with client - January 3. Prepare business case for County - February 4. Draft agreement - March
<p>2. INTERNET SERVICE <i>How do we ensure the County and residents of the County have access to high speed broadband internet?</i></p> <p>* Business Case</p> <ul style="list-style-type: none"> • Access to federal funding • Partnership with service providers • Sufficient funding for infrastructure upgrades • 50 Mbps download speed • 10 Mbps upload speed • Unlimited data option for fixed broadband services • Wireless technology 	<ul style="list-style-type: none"> • In house • Internet Provider • Combination 	<ol style="list-style-type: none"> 1. Prepare business case for service provider interest 2. Determine partnership parameters 3. Invite expressions of interest - March
<p>3. CELL PHONE SERVICE <i>How do facilitate County wide cell phone coverage?</i></p> <p>* Business Case</p> <ul style="list-style-type: none"> • Efficient cell and radio contact • No dead zones • Minimum 3G voice and data communications • Network distribution connections • Sufficient cell towers • Small cell technology evaluation • Youth retention 	<ul style="list-style-type: none"> • In house • Consultant • Combination • County • REN • Provider 	<ol style="list-style-type: none"> 1. Identify gaps in service - December 2. Determine cell tower construction costs - January 3. Determine partnership parameters and ROI - January 4. Prepare business case - January 5. Prepare EastLink agreement

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>4. INDUSTRIAL PARK</p> <p><i>How do we prepare for future industrial growth and development?</i></p> <p>* New Industrial Park Options</p> <ul style="list-style-type: none"> • Attract and retain businesses • Identify desired targets • Develop ROI measures • Engage stakeholders • Diversify economy • Increase tax base • Increase employment opportunities • Serviced industrial park options 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Prepare options report - March 2. Determine Council direction 3. Develop business case 4. Develop servicing and funding strategy 5. Approve budget
<p>5. REN STRATEGY</p> <p><i>What is the value of the REN partnership to Antigonish?</i></p> <p>* Regional Enterprise Network Agreement Review</p> <ul style="list-style-type: none"> • Cost effective regional economic development • Maximize opportunities / reduce duplication • Value for money • Targeted strategies • County specific projects • Ensure clarity of partnership expectations 	<ul style="list-style-type: none"> • In house • Consultant • Combination <ul style="list-style-type: none"> • Council • REN • Council & partners 	<p>REN STRATEGIC PLAN</p> <ol style="list-style-type: none"> 1. Review proposed strategy - January 2. Review agreement - February <p>COUNTY ROLE</p> <ol style="list-style-type: none"> 1. Assess REN costs and benefits - December 2018

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
NEXT		
ACCESSIBILITY <i>How do we ensure barrier free access to facilities and programs?</i> * Accessibility Audit <ul style="list-style-type: none"> • Accessible facilities to persons with disabilities • Compliance with building code and new legislation • Physical and economic access • Utilization of federal and provincial funding • Vertical transportation - elevators, stair heights • Barrier free path of travel • Integrated in municipal plans - LUB, MSP, policies • All County facilities and infrastructure 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Retain consultant - <i>done</i> 2. Undertake accessibility audit - January
INFRASTRUCTURE FUNDING <i>How do we anticipate and plan for capital project expenditures?</i> * Infrastructure Funding Strategy <ul style="list-style-type: none"> • Accurate future projections • Financial stability & fiscal responsibility • Better decision making • Ability to incorporate priorities • Ability to plan for 'next' projects • Accurate assessment of assets • Projections for future requirements • Sustainable service levels 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Define priority setting criteria - March 2. Determine 3 year priorities - June 3. Confirm funding requirements 4. Adopt Infrastructure Funding Strategy

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
WATER SYSTEMS <i>How do ensure safe, clean potable water through a cost-effective system?</i> * Water Study * Priority Projects <ul style="list-style-type: none"> • Clean, sustainable potable water • Analysis of services and gaps • Regular testing of groundwater • Legislative compliance • Plan for corrective action • Affordability / cost effective treatment systems • Water conservation and efficiency initiatives • Safe water wells • Protection of source water 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	WATER RATE STUDY <ol style="list-style-type: none"> 1. Prepare report identifying gaps / needs - January 2. Draft Bylaw - June 3. Schedule - September SYSTEM EXPANSION <ol style="list-style-type: none"> 1. Identify priority projects - February EXISTING SYSTEM <ol style="list-style-type: none"> 1. Undertake storage study - January 2. Prepare capital request - February 3. Tender construction - February
SEWER SYSTEMS <i>How do govern and facilitate the effective removal of wastewater?</i> * Sewer Report * Priority Projects <ul style="list-style-type: none"> • Centrally located treatment facility • Analysis of alternate sewer systems • Legislative compliance • Meet effluent discharge requirements • Sewer capacity to support growth /industry • Adequate capital funding 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Review sewer analysis report - January 2. Develop priority projects list - February 3. Budget for future upgrades in the Infrastructure Funding Strategy - June

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>GUYSBOROUGH</p> <p><i>How do we enhance relations, shared services and common interests?</i></p> <p>* Collaboration Meeting</p> <ul style="list-style-type: none"> • Understanding service needs • Mutual strategic priorities • Good communication • Maximize County service efficiency 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Meet with Mayor and CAO - January 2. Host joint council meeting - March
<p>TOURISM</p> <p><i>What are the options for delivering tourist focused services and tourism infrastructure development?</i></p> <p>* Review and Options</p> <ul style="list-style-type: none"> • Active and thriving business community • Increased all-season visitor traffic • Effective partnerships / events / markets • Funding levels identified • Deliverables defined • Value for money • Good working relationship with the tourism operators • Linked to economic development strategies • Signage program • Wide promotional reach 	<ul style="list-style-type: none"> • REN • County • Combination 	<p><i>Pending Review of REN Strategic Plan</i></p>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
ADVOCACY		
SENIORS CARE * Facility Funding		<ul style="list-style-type: none"> • <i>Seek funding from the Province for the development of a seniors care facility</i>
AGING IN PLACE * Program		<ul style="list-style-type: none"> • <i>Meet with the Province to determine their approach and funding for Aging in Place programs and services</i>
NOVA SCOTIA BROADBAND * Broadband Study		<ul style="list-style-type: none"> • <i>Review the Nova Scotia Broadband Study and recommendations for as a foundation for Broadband business case</i>
PAQ'TNKEK FIRST NATIONS (PFN) * Friendship Accord		<ul style="list-style-type: none"> • <i>Meet with PFN to develop a Friendship Accord</i>
BROADBAND * System Funding		<ul style="list-style-type: none"> • <i>Seek funding from the Province for broadband infrastructure and system development</i>
REGIONAL ENTERPRISE NETWORK * Contribution Review		<ul style="list-style-type: none"> • <i>Review REN Strategic Plan and progress to discuss future contribution levels</i>
TAXATION * Classification Review * Education Tax		<ul style="list-style-type: none"> • <i>Request the Province review the taxation classifications</i> • <i>Request the Province provide clarification re: the education tax system</i>

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*.