

Town of  
Yarmouth  
**STRATEGIC  
PRIORITIES  
2017**



# 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!

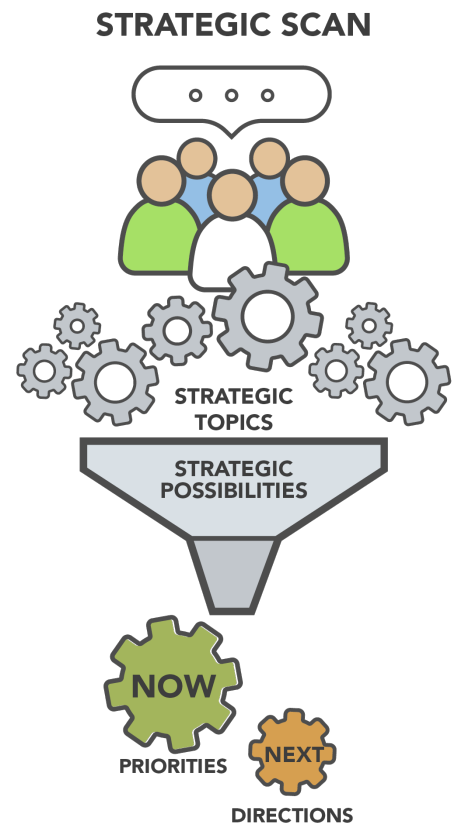
Strategic alignment is the road map to achieving the organization's purpose and implementing Council's priorities for the community. But how are these priorities identified and defined?

Council's priority setting process began with establishing a shared understanding of the organization's mandate and a scan of community conditions 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 7 of this report. This chart is meant to be extracted from the report along with the **Strategic Work Program** for regular review, revisions and celebration - ensuring Council and staff are on the same page.

The 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.



# 1

## Strategic SCAN

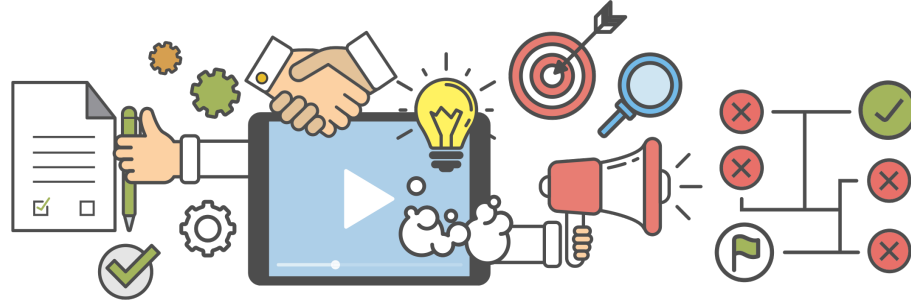
### COMMUNITY CHECKLIST

### SUCCESS INDICATORS

What does **success** look like?

### ASSESSMENT

What is **working well** and **areas for attention**



Council's priority setting process began by looking to the future. Participants engaged in a 'Community 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 community a great place to live and work? This vision for the community is informed by elected official (and staff) contact with a wide range of residents and groups as well as previous municipal planning documents and studies.

During the community check-up discussion, success indicators began 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 that are produced such as services and programs delivered to the community.

The final component of a strategic scan is to assess what current actions are *working well* and *areas for attention*.

The resulting **Community Check-up** insights serves as foundational information for moving forward in the priority setting process. Council can update this Community 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.

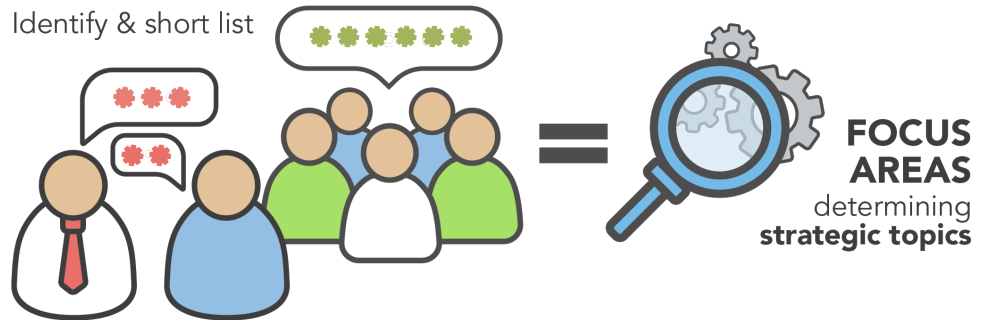


# 2

## 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.

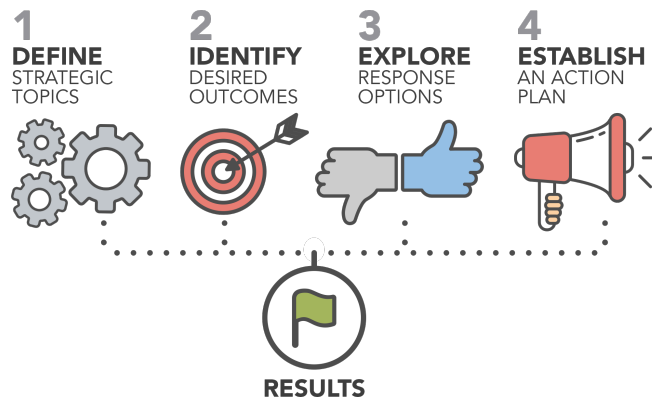
Council reviewed the short list along with consideration for other items from the long list to establish Strategic Topics for discussion during the workshop.

STRATEGIC TOPICS
1. Waterfront Development
2. Th'YARC Future
3. Infrastructure Replacement
4. Airport Future
5. Main Street Enhancement
6. Regional Collaboration
7. Mariners Centre Expansion
8. Medical Services Access
9. Community Marketing
10. Wind Turbines
11. Population Decline

# 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
<b>1. WATERFRONT DEVELOPMENT</b> <i>Waterfront Strategy</i> <i>Waterfront Future - Governance</i> <i>Wharf Projects</i>	<ul style="list-style-type: none"> <li>• Prepare terms of reference for a Waterfront strategy including the governance structure and partners.</li> <li>• Identify a list of wharf projects for short term attention.</li> </ul>
<b>2. Th'YARC</b> <i>Centre Design / Location</i>	<ul style="list-style-type: none"> <li>• Prepare committee terms of reference to confirm design, location and budget for an arts and culture facility.</li> </ul>
<b>3. INFRASTRUCTURE</b> <i>Funding Strategy</i>	<ul style="list-style-type: none"> <li>• Prepare infrastructure and facility inventory in preparation for the development of an Infrastructure Funding Strategy</li> </ul>
<b>4. AIRPORT</b> <i>Business Case</i>	<ul style="list-style-type: none"> <li>• Develop a business case to entice passenger service with a goal of enhancing economic development opportunities.</li> </ul>
<b>5. LONG TERM CAPITAL PLAN</b> <i>Capital Priority Strategy</i> <i>Asset Management System</i>	<ul style="list-style-type: none"> <li>• Inventory infrastructure projects and develop criteria to evaluate and identify priorities along with funding strategies (see #3).</li> <li>• Inventory and assess existing and future infrastructure as the basis for a comprehensive maintenance system.</li> </ul>
<b>6. DOWNTOWN REVITALIZATION</b> <i>Project Target List</i>	<ul style="list-style-type: none"> <li>• Develop a project list and strategies to redevelop downtown as part of the Downtown Revitalization Plan.</li> </ul>
<b>7. YARMOUTH MARKETING</b> <i>Program Targets</i>	<ul style="list-style-type: none"> <li>• Identify current commercial/industrial businesses, assess gaps and develop a list of target sectors to focus marketing efforts.</li> <li>• Prepare a prospectus and distribute to potential business clients.</li> </ul>
<b>8. WREN</b> <i>Strategy Review</i>	<ul style="list-style-type: none"> <li>• Undertake a review of the 5-year agreement with Western Regional Enterprise Network to determine cost and benefit of regional efforts at the local level.</li> </ul>
<b>9. OCEAN FRONT WIND FARM</b> <i>Council Position</i>	<ul style="list-style-type: none"> <li>• Examine cost/benefit to the Town and determine if the project should be considered to generate an alternate source of revenue.</li> </ul>
<b>10. MARINERS CENTRE</b> <i>Expansion Proposal</i>	<ul style="list-style-type: none"> <li>• Request the Board to develop and submit a proposal for expanding the Mariners Centre.</li> </ul>
<b>11. REGIONAL COLLABORATION</b> <i>Joint Action Plan</i> <i>Regional Viability Study</i>	<ul style="list-style-type: none"> <li>• Host a workshop to review regional agreements between the Town, District of Yarmouth and Argyle First Nation.</li> </ul>
<b>12. SOLAR PROJECT</b> <i>Council Direction</i>	<ul style="list-style-type: none"> <li>• Prepare a report outlining the feasibility and return on investment on the Solar Energy project for Council consideration and direction to prepare a timely bid to the Province.</li> </ul>
<b>13. MEDICAL ACCESS</b> <i>Partner Discussion</i> <i>NSHA Advocacy</i>	<ul style="list-style-type: none"> <li>• Meet with the Nova Scotia Health Authority and MLA to advocate for a Walk-in Clinic with expanded hours.</li> <li>• Collaborate with NSHA to advocate to the Province for citizen access to locally-based health services.</li> </ul>

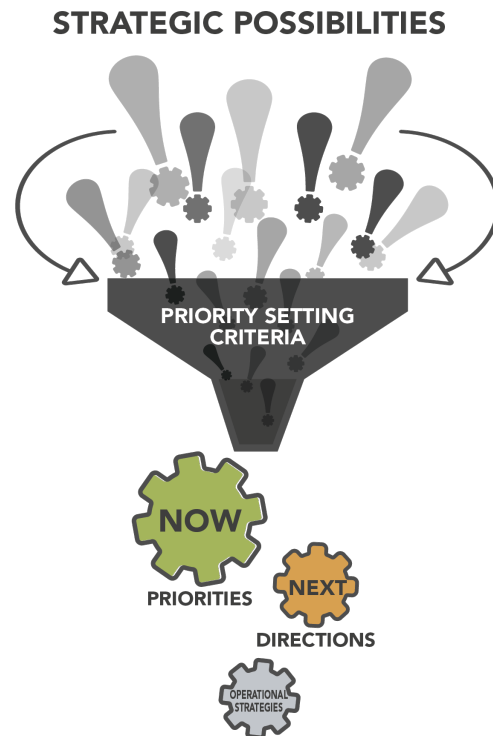
# 4

## 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 CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with staff and then Council to make adjustments, change priorities and celebrate achievements.

# STRATEGIC PRIORITIES CHART

January 2017

## CORPORATE PRIORITIES (Council/CAO)

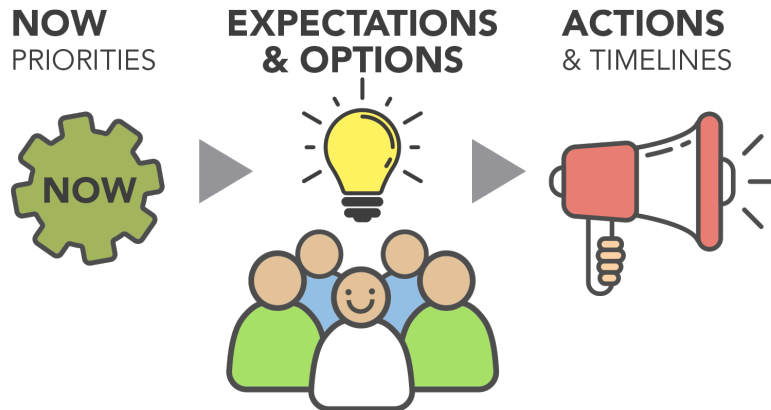
<b>NOW</b> <b>1. SOLAR PROJECT BID: Decision</b> <b>2. AIRPORT PASSENGER SERVICE: Feasibility</b> <b>3. WATERFRONT DEVELOPMENT: Strategy</b> <b>4. ARTS and CULTURE FACILITY: Direction</b> <b>5. REGIONAL COLLABORATION: Joint Council Workshop</b>	<b>TIMELINE (2017)</b> March February March February April
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<b>NEXT</b> <ul style="list-style-type: none"> <li>• WATERFRONT GOVERNANCE</li> <li>• LONG-TERM CAPITAL PLAN</li> <li>• 5-YEAR CAPITAL STRATEGY</li> <li>• WREN STRATEGIC REVIEW</li> <li>• REGIONAL VIABILITY STUDY</li> </ul>	<b>ADVOCACY / PARTNERSHIPS</b> <ul style="list-style-type: none"> <li>• <i>Medical Access - NSHA, Province</i></li> <li>• <i>Mariner Centre Expansion Proposal</i></li> <li>• <i>Ocean Wind Farm Position (Province)</i></li> <li>• <i>Arts &amp; Culture Facility Plans (Th'YARC)</i></li> <li>• <i>School Property Sale (School Board)</i></li> <li>• <i>Immigration Regulations (Federal)</i></li> <li>• <i>Wharves Upgrade Request (YAIC)</i></li> <li>• <i>Regional Economic Dev. Strategy (WREN)</i></li> </ul>
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## OPERATIONAL STRATEGIES (CAO/Staff)

<b>CHIEF ADMINISTRATIVE OFFICER (Jeff)</b> <b>1. SOLAR PROJECT BID: Decision - Mar.</b> <b>2. AIR PASSENGER SERVICE: Feasibility - Feb</b> <b>3. ARTS and CULTURE FACILITY - Feb.</b>  <ul style="list-style-type: none"> <li>• <b>JOINT COUNCIL WORKSHOP</b></li> <li>• <b>WATERFRONT DEVELOPMENT: Strategy</b></li> <li>• Organizational Review</li> </ul>	<b>FINANCE (Gerry)</b> <b>1. LONG TERM CAPITAL PLAN: Inventory - Dec.</b> <b>2. WATERFRONT DEV.: Wharf Projects - Mar.</b> <b>3. Software Enhancements - May</b>  <ul style="list-style-type: none"> <li>• 5-YEAR CAPITAL STRATEGY</li> <li>•</li> </ul>
<b>PLANNING (Caroline)</b> <b>1. MPS: Update - May</b> <b>2. Dog Park: Design - April</b> <b>3.</b>  <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<b>FIRE DEPARTMENT (John)</b> <b>1. Service Delivery Standard - April</b> <b>2. New Volunteer Recruitment Program - Sept.</b> <b>3. Administration Manual - Oct.</b>  <ul style="list-style-type: none"> <li>• 911 Connection</li> <li>• Fire Hall Research</li> </ul>
<b>RECREATION (Frank)</b> <b>1. Facility Needs Assessment - Dec.</b> <b>2. Milo Repairs - April</b> <b>3. Outdoor Ball Hockey - May</b>  <ul style="list-style-type: none"> <li>• Use Agreement: New Elementary School</li> <li>•</li> </ul>	<b>ECONOMIC DEVELOPMENT (Natalie)</b> <b>1. Social Media Strategy - Mar.</b> <b>2. Downtown Revitalization: Projects - Mar.</b> <b>3. Marketing Program: Targets - April</b>  <ul style="list-style-type: none"> <li>• WREN STRATEGIC REVIEW</li> <li>•</li> </ul>
<b>CAPITAL PROJECTS (Dave)</b> <b>1. Long Term Capital Plan - Sept.</b> <b>2. Asset Management Plan: Phase 1 - Dec.</b> <b>3. Kill Wharf Repair: Proposal - July</b>  <ul style="list-style-type: none"> <li>• Fire Hall Upgrades</li> <li>•</li> </ul>	

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



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

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

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

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

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

Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents. Regular updating of the chart 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 2017 *Strategic Priorities Update* for continuous reference at each Council meeting, quarterly updates and annual strategic priority reviews.

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

## Appendices

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

Dr. Gordon McIntosh, CGLM



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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><b>Human Environment   Community Aesthetics   Natural Area Protection   Environmental Quality   Land Use   Environmental Footprint   Energy Conservation</b></p> <ul style="list-style-type: none"> <li>• Wind as an alternate source of energy</li> <li>• Policies/bylaws supporting the environment</li> <li>• Protection of natural environment</li> <li>• Clean, safe potable water</li> <li>• Maintain good air quality</li> <li>• Maintain/protect diverse landscape</li> <li>• Environmental stewardship</li> <li>• Alternate power options</li> <li>• Green committee – green energy initiatives</li> <li>• Flood mitigation</li> <li>• Green space development</li> <li>• Watershed protection</li> </ul>	<ul style="list-style-type: none"> <li>• Broad Brook Wetland project</li> <li>• Walking trails</li> <li>• Comfit program</li> <li>• LED street lights</li> <li>• Municipal Planning Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Grey water use</li> <li>• Flood mitigation</li> <li>• Solar panels</li> <li>• Doggie bag drop off / trails</li> <li>• Alternate Power</li> <li>• Green Committee</li> <li>• Watershed protection</li> </ul>

## 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><b>Transportation   Community Utilities   Facilities   Community Systems   Service Delivery</b></p> <ul style="list-style-type: none"> <li>• Effective water/waste water treatment</li> <li>• Infrastructure capacity for future growth</li> <li>• Infrastructure maintenance – below ground</li> <li>• Sufficient reservoir capacity</li> <li>• Funding for infrastructure renewal</li> <li>• Safe wharf infrastructure</li> <li>• Well maintained roads</li> <li>• Facility lifecycle planning / upgrades</li> <li>• Airport infrastructure for passenger service</li> </ul>	<ul style="list-style-type: none"> <li>• Good service delivery</li> <li>• Road cleaning/maintenance</li> <li>• Asset management plan</li> <li>• Funding depreciation</li> <li>• Service delivery standard</li> </ul>	<ul style="list-style-type: none"> <li>• Reservoir capacity</li> <li>• Culverts / flooding</li> <li>• Wharf upgrades</li> <li>• Fire hall upgrades</li> <li>• Sidewalks</li> <li>• Capital priority list</li> <li>• Potholes</li> <li>• Lake George</li> <li>• Public expectations</li> </ul>

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

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p><b>Job Creation   Business Retention   Business Growth   Business Attraction   Business Investment   Community Image   Community Sustainability   Tourism   Community Reputation</b></p> <ul style="list-style-type: none"> <li>• Infrastructure for growth</li> <li>• Job creation with living wage</li> <li>• Stable/predictable tax base</li> <li>• Positive community image and promotion</li> <li>• Partnerships with community stakeholders</li> <li>• Business retention and expansion</li> <li>• Strong retail development</li> <li>• Commercial business mix</li> <li>• Development of spin off industries</li> <li>• Increase in tourism – visitors</li> <li>• Increase in tourism spending</li> <li>• Good transportation access routes</li> <li>• Regional centre for services</li> </ul>	<ul style="list-style-type: none"> <li>• Ec. Dev. Strategy</li> <li>• Focus on retail</li> <li>• Science North</li> <li>• Tournament visitors</li> <li>• Mining exploration</li> <li>• Mining Centre of Excellence</li> <li>• Health research area</li> <li>• LUB/MPS updates</li> </ul>	<ul style="list-style-type: none"> <li>• Retail/shopping development</li> <li>• Business mix</li> <li>• Downtown promotion</li> <li>• Selling point to bring youth back</li> <li>• Work force</li> <li>• Fisheries</li> <li>• Trade programs</li> <li>• Promote Yarmouth advantage</li> <li>• Mariners Centre</li> </ul>

# 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**

- Active and committed volunteers
- Support for arts/culture/heritage
- Inclusive community
- Safe community
- Health and safety support groups/agencies
- Good access to medical services
- Affordable, available housing options
- Good indoor/outdoor recreation facilities
- Active lifestyle options for healthy citizens
- Retention of youth
- Services for all – young to seniors

- Strong sense of heritage
- Art gallery
- Community optimism

- Arts facility
- Affordable housing
- Mental health services
- Youth engagement
- Heritage infrastructure
- Doctor recruitment
- Walk-in clinic
- Dealing population

## 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**

- Community involvement and engagement
- Sound, strategic decision making
- Clear Council policies
- Positive, collaborative decisions
- Fiscal responsibility
- Regional collaboration
- Positive First Nation relationship
- Realistically meeting public expectations
- Council/staff role clarity
- Good Council working relationships
- Effective use of staff expertise

- ‘Planner on the Street’
- Priority setting

- Acadia First Nation
- Regional role clarity
- Shared service agreements
- Public education
- Public communication

ISSUE & OPPORTUNITY LONG LIST					
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring.					
ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Lake George Capacity	10	7	Regional Amalgamation	20	6
Economic Readiness	9	6	Tourism	7	-
Wind Turbines	-	-	Catalytic Dev. Organization	2	4
University	-	1	Main Street Revitalization	14	15
Stormwater Management	8	9	Grey Water Utilization	-	-
Waterfront Development	45	11	Recreation Development	-	-
Infrastructure Development	16	30	Mariners Cente	15	14
Environmental Concerns	9	-	Fringe Sidewalks	-	-
Casino	-	-	Climate Change	-	-
Fire Service Delivery Standard	4	9	Arts and Culture Promotion	-	-
New Yarmouth Arts Centre	39	19	Old Schools	-	5
Public Communication Strategy	9	11	Sewage Plant Upgrade	7	-
Development Land	3	12	Alternate Revenue Sources	-	8
Fire Department Building	-	8	Old Housing Inventory	-	-
YAIC Wharf Upgrades	14	8	Alignment Issues List	-	6
Primary Industry	-	-	Dog Park	-	-
101/103 Cinnnection	-	-	Rural Urban Centres	-	7
NSCC/High School relationship	7	-	Biosphere	3	-
Doggie Bags	-	-	Zoning Regulations	-	-
Bring Back	6	16	Marketing the Town	-	-
Hotel Stock	-	-	Asset Mapping	-	-
Outmigration	-	-	WREN	1	-
Airport	26	17	Transit Connections	-	-
Declining Tax Base	3	3	Trails	-	6
Senior Government Downloading	6	4	Community Aesthetics	-	2
Web.com	8	-	Aging Communities/Demographics	-	3
Small Business Capital - access	-	-	Volunteerism	3	11
Medical Access	15	5	Domtex	-	1
Wharf Development	-	-	Downtown Anchor	-	-
Lack of Workforce	7	-	Sports Events	4	4
Affordable Housing	11	-	Cruise Ships	-	-
Advocacy re: Health Access	-	-	Asset Management	-	22
Lake Milo Aquatic Club	-	-	New Schools - Capacity	-	-
Green Space Development	-	-	Old Police Station - Disposal	3	-
Technology Strategy	-	-	Passenger Service	4	-

<b>ISSUE &amp; OPPORTUNITY SHORT LIST</b>			
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring. #=Rank.			
<b>ISSUE / OPPORTUNITY</b>	<b>COUNCIL</b>	<b>STAFF</b>	<b>TOTAL</b>
<b>Th'YARC FUTURE</b>	39 - #2	19 - #3	58
<b>WATERFRONT DEVELOPMENT</b>	45 - #1	11 - #9	56
<b>INFRASTRUCTURE REPLACEMENT</b>	16 - #6	30 - #1	46
<b>AIRPORT FUTURE</b>	26 - #3	17 - #4	43
MARKETING	20 - #4	10	30
<b>MAIN STREET REVITALIZATION</b>	14 - #8	15 - #6	29
REGIONAL GOVERNANCE	20 - #5	6	26
Asset Management	-	22 - #2	22
Outmigration	6	16 - #5	22
AC / WHARF	14 - #9	8	22
<b>PUBLIC COMMUNICATION</b>	9 - #10	11 - #10	20
WALK-IN CLINICS	15 - #7	5	20
Active Transportation	1	15 - #7	16
Development Lands	3	12 - #8	15
Volunteerism	3	11	14
<b>BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS</b>			
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
<b>IMPERATIVE - Requirement to Act</b>	Legislation	No Legislation
<b>LIABILITY - Risk Exposure</b>	Legal	Inconvenience
<b>SAFETY - Direct vs. Potential Threat</b>	Life - Imminent	Property Damage
<b>FINANCIAL - Magnitude of Cost</b>	Significant	Operational
<b>VISIBILITY - Implications to Organization</b>	Negative	Neutral
<b>PUBLIC BENEFIT - Who receives outcomes?</b>	Most	Few
<b>COMMUNITY NEED - Who's asking?</b>	At Large	Minority Interest
<b>TIMELINESS - Resource Alignment</b>	Unique	Frequent
<b>STRATEGIC - Linkage to goals/priorities</b>	Critical	Useful
<b>OBLIGATION - Commitment to others</b>	Contractual	Casual
<b>LEADERSHIP - Political Requirement</b>	High	Low
<b>TIMELINE - Imposed Timeframe</b>	Deadline	None
_____		

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

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>NOW</b>		
<p><b>1.</b> <b>SOLAR ENERGY</b></p> <p><i>Should the Town bid to have the solar energy project locate in Yarmouth and what is the Town's investment?</i></p> <p>* <b>Project Bid</b></p> <ul style="list-style-type: none"> <li>• Community asset</li> <li>• Fiscally sustainable initiative</li> <li>• Source of alternate power generation</li> <li>• Positive return on investment</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. Determine return on investment - February</li> <li>2. Council direction - March</li> <li>3. If 'yes' - prepare and submit bid - April</li> </ol>
<p><b>2.</b> <b>AIRPORT PASSENGER SERVICE</b></p> <p><i>How can we enhance the airport for residents, visitors and business attraction?</i></p> <p>* <b>Business Case</b></p> <ul style="list-style-type: none"> <li>• Maximize airport as an economic development asset</li> <li>• Partner cooperation</li> <li>• Feasibility determined</li> <li>• Capital / operating costs identified</li> <li>• Attraction of passenger airlines</li> <li>• ACAP funding</li> <li>• Runway repair</li> <li>• Marketing strategy for Intervista</li> <li>• Increased tourism access</li> <li>• Medi-transport</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Corporation</li> <li>• <b>WREN</b></li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Prepare business case to determine feasibility - Feb.</b></li> <li>2. Determine Council direction</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>3.</b> <b>WATERFRONT DEVELOPMENT</b> <i>How can we best support the development of the waterfront as a community asset?</i></p> <p>* <b>Waterfront Strategy</b> * <b>Governance Structure</b></p> <ul style="list-style-type: none"> <li>• Effective governance structure</li> <li>• Clear roles and responsibilities</li> <li>• Coordinated strategy</li> <li>• Wharf projects identified</li> <li>• Adequate funding</li> <li>• Safe Operation</li> <li>• Commercial fishing support</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li> </ul>	<p><b>STRATEGY</b></p> <ol style="list-style-type: none"> <li>1. Develop terms of reference - February</li> <li>2. Budget - March</li> <li>3. Hire consultant - April</li> <li>4. <b>Finalize strategy</b> - June</li> </ol> <p><b>WATER FRONT FUTURE - NEXT ITEM</b></p> <ol style="list-style-type: none"> <li>1. <b>Define governance structure</b> - June</li> <li>2. Reconstitute entity - August</li> </ol> <p><b>UPGRADE PROJECTS</b></p> <ol style="list-style-type: none"> <li>1. Develop list of projects for 2017 budget - March</li> </ol>
<p><b>4.</b> <b>ARTS and CULTURE FACILITY</b> <i>What is the Town's role in the development of an arts and culture facility?</i></p> <p>* <b>Council Direction</b></p> <ul style="list-style-type: none"> <li>• Promotion of culture and the arts</li> <li>• Venue for community events</li> <li>• Design and location determined</li> <li>• Contribute to downtown revitalization</li> <li>• Understand capital costs and operational implications</li> <li>• Sufficient revenue</li> <li>• Funding options determined</li> <li>• Partnerships identified</li> <li>• Visitor attraction</li> <li>• Public 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>1. <b>Determine Council direction</b> - February</li> <li>2. Develop Terms of Reference for concept - March</li> <li>3. Confirm location -</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>5. REGIONAL COLLABORATION</b>  <i>How do we work with our regional partners effectively for the mutual benefit of our citizens?</i></p> <p>* <b>Joint Council Workshop</b></p> <ul style="list-style-type: none"> <li>• Reduce duplication</li> <li>• Efficient service provision</li> <li>• Stronger / unified voice</li> <li>• Review of service agreements</li> <li>• Fair processes</li> <li>• Equitable funding formulas</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Facilitator</li> <li>• <b>Combination</b></li> </ul> <ul style="list-style-type: none"> <li>• Town of Yarmouth</li> <li>• District of Yarmouth</li> <li>• District of Argyle</li> <li>• Mi'kmaq First Nation</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Host joint Council workshop - April</b></li> <li>2. Create list of mutual areas of interest -</li> </ol>
<b>NEXT</b>		
<p><b>LONG TERM CAPITAL PLAN</b>  <i>How do we anticipate and plan for operational and capital project funds?</i></p> <p>* <b>Long Term Financial Plan</b></p> <p>* <b>5-Year Capital Strategy</b></p> <ul style="list-style-type: none"> <li>• Accurate future projections</li> <li>• Financial stability &amp; fiscal responsibility</li> <li>• Better decision making</li> <li>• Ability to incorporate priorities</li> <li>• Ability to plan for 'next' projects</li> <li>• Clearly identified operational costs / user fees</li> <li>• Capital projects and programs anticipated</li> <li>• Balanced budget</li> <li>• Accurate assessment of assets</li> <li>• Sustainable service level</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<p><b>PLAN / STRATEGY</b></p> <ol style="list-style-type: none"> <li>1. <b>Define priority setting criteria - May</b></li> <li>2. Determine 5-year priorities - June</li> <li>3. Confirm funding requirements - September</li> <li>4. Submit 2018 budget items - October</li> <li>5. Adopt capital strategy - January</li> </ol> <p><b>ASSET MANAGEMENT PLAN</b></p> <ol style="list-style-type: none"> <li>1. Inventory existing infrastructure - December</li> <li>2. Assess infrastructure condition</li> <li>3. Create asset management system - December 2018</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>WREN STRATEGY</b>  <i>How do ensure the value of our contribution to regional efforts produces results at the local level?</i>                      * <b>Strategic Plan Review</b></p> <ul style="list-style-type: none"> <li>• Confirm role/scope of WREN</li> <li>• Effective marketing and promotion</li> <li>• Attract and retain businesses</li> <li>• Identify desired targets and gaps</li> <li>• Develop ROI measures</li> <li>• Diversify economy</li> <li>• Increase tax base</li> <li>• Increase employment opportunities</li> <li>• Value for money</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• WREN</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Review strategic plan - Fall</li> <li>2. Assess annual budget contribution - September</li> </ol>
<p><b>REGIONAL VIABILITY</b>  <i>What measures can we undertake to ensure the viability of the Town relative to effective governance?</i>                      * <b>Viability Study</b></p> <ul style="list-style-type: none"> <li>• Financial sustainability</li> <li>• Effective / efficient programs and services</li> <li>• Regional collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Seek District's agreement to undertake a study</li> </ol>
<b>ADVOCACY</b>		
<p><b>MEDICAL ACCESS</b>                      * <b>Clinic Expansion</b>                      * <b>Doctors Recruitment</b></p>	<ul style="list-style-type: none"> <li>• Meet with the Nova Scotia Health Authority and MLA to advocate for a Walk-in Clinic with expanded hours.</li> <li>• Collaborate with NSHA to advocate to the Province for citizen access to locally-based health services.</li> </ul>	
<p><b>MARINER EXPANSION</b>                      * <b>Proposal and Request</b></p>	<ul style="list-style-type: none"> <li>• Consider request within capital budget and plan.</li> </ul>	

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>OCEAN WIND FARM (Province)</b> <i>* Town's Position</i>	• Determine Town's position re: ocean-based wind farms.	
<b>ARTS &amp; CULTURE FACILITY (Th'YARC)</b> <i>* Future Plans</i>	• Determine its direction and status re: a future facility.	
<b>SHOOL PROPERTY SALE (School Board)</b> <i>* Land Acquisition</i>	• Complete negotiations and land transfer.	
<b>IMMIGRATION REGULATIONS (Federal)</b> <i>* Increased Quota</i>	• Seek greater intake capacity.	
<b>WHARVES UPGRADE (YAIC)</b> <i>* Financial Request</i>	• Consider within the capital budget process and planning.	
<b>REGIONAL ECONOMIC DEV. STRATEGY (WREN)</b> <i>* Draft Strategy</i>	• Review strategy for implications to the Town's efforts.	

**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*.