



Town of Golden
Strategic Priorities Report
2013



Context

Introduction

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

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

The Town of Golden is guided by an Official Community Plan (OCP). This long-range strategy articulates the Town's vision, planning principles and sustainability options over the next decade.

In addition, the Town is guided by five guiding principles articulated in the *OCP (see next page)*. A key element in this plan is to develop it in a way that makes sense and is easily translatable and executable. The plan should translate into actions.

To assist Council in this process, the Town of Golden enlisted the services of Dr. Gordon McIntosh of the Local Government Leadership Institute to facilitate a **Priority Setting Workshop**. Using the goals of the *Strategic Plan* as a roadmap, the outcomes of these September 2013 sessions resulted in specific priorities for Council attention NOW as well as NEXT and LATER as resources become available.

Town of Golden

The Town of Golden, British Columbia is located in the southern Rocky Mountain trench known as 'Kicking Horse Country'. Golden is 267 kilometres west of Calgary, Alberta and 148 kilometres east of Revelstoke on the Trans-Canada Highway. Golden's primary industries are forestry, tourism and transportation.

Community Vision

Council encourages and relies on the involvement and input of residents and local businesses. Through a consultative process, the community has developed a long-range community plan to guide the growth and development of the Town as part of the Official Community Plan process.

The people of Golden take great pride in this spectacular mountain community. Through sustainable environmental practices and careful development, Golden will continue to utilize many natural resources to maintain a community based on a strong and diverse economy, a healthy environment and active lifestyles.



Guiding Principles

Source: Official Community Plan

Golden will aim to preserve and enhance its unique character:

- for all to live in a healthy vibrant community
- through a range of housing options
- through design that promotes small town safety
- by preserving heritage buildings
- through characteristic natural features
- by fostering multicultural heritage
- by diversifying the economy
- by reinventing the definition of resort town
- by promoting “Authentic. Community. Adventure.”

Golden will strive to work in collaboration with all regional public and private area stakeholders to meet the goals of the community through partnerships and strategic alliances.

Golden will aim to achieve social sustainability through the facilitation and identification of:

- health care, social services, education
- environmental quality - air and water
- protection from natural hazards
- recreational, social and cultural opportunities
- sustainable transportation
- aging in place initiatives
- social and youth services and activities
- benchmarking good health outcomes

Golden will strive to enable the development of a healthy, diversified economy through the identification and facilitation of:

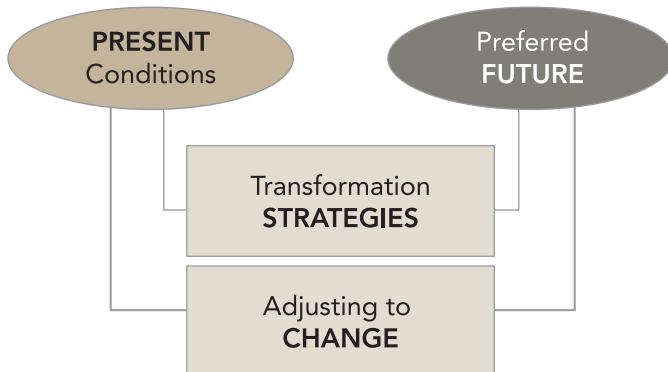
- affordable and staff housing options
- a strong and diversified workforce
- efficient and effective Town services
- revitalization of commercial areas
- overall community visual appearance
- ensuring Golden is a great place to visit
- strengthening the tourism industry
- encouraging private investment
- infrastructure to support growth
- industry attraction and retention
- Golden as an event/conference destination
- streamline business procedures
- maintain competitive fee rates

Golden will aim to achieve environmental sustainability by identifying and facilitating:

- growth that supports environmental values
- growth in existing developed areas
- mixed use lands
- compact neighbourhoods
- green technologies
- preserving environmentally sensitive areas
- protecting wildlife habitats and corridors
- rehabilitating / restoring landscape
- encouraging environmental sustainability
- environmental management practices
- planning with effects of climate change in mind

Process

Strategic Leadership Model



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

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

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

Vision Check-up

To begin the workshop process, participants discussed what success would look like for Golden using five distinct areas of a sustainable community – Economy, Environment, Infrastructure, Social and Governance factors. During the workshop, this framework was utilized to see 'what is working well' (factors that ought to be strengthened) and 'areas for attention' (factors that should be addressed). This framework creates a Vision Checklist that articulates measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages; observable benefits that can be seen or perceived such as feelings and experiences; tangible outputs that are produced such as services and programs delivered to the community.

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

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

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

VISION CHECK-UP

September 2013

EXPECTATIONS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>ENVIRONMENT</p> <p>Human Environment Community Aesthetics Natural Area Protection Environmental Quality</p> <p>Clean Air and Water Zero Waste Recycling Strong Stewardship Groups Parks and Open Space Ecotourism Opportunities Wildfire Mitigation Brownfield Development Community Engagement</p>	<ul style="list-style-type: none"> • Good water • Ecotourism • Recycling • Defined foot print • Environmental lobby 	<ul style="list-style-type: none"> • Community aesthetics • Air quality • Composting • Brownfield development • Sewage plant • Unsightly premises
<p>ECONOMY</p> <p>Job Creation Business Retention Business Growth Business Attraction Community Image</p> <p>New businesses Social and cultural offerings Social vibe Clean and attractive areas Increased assessment Full employment Population growth Full visitor accommodation</p>	<ul style="list-style-type: none"> • Adventure tourism • Affordable for events • Physical location • Outside national parks • Natural beauty • Community diversity • Weddings 	<ul style="list-style-type: none"> • Zoning constraints • Parking issues • Signage • Food productivity • Food security • Highway closures • Airport • Retaining seniors • Social facilities • Coordination of efforts • Commercialism • Farm Gate sales • Perception of difficult to do business in the community

VISION CHECK-UP

September 2013

EXPECTATIONS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>INFRASTRUCTURE</p> <p>Transportation Utilities Facilities Community Systems Service Delivery</p> <p>Walking Trails Bridges to Ski Hill Second River Bridge Streets with Curbs Truck Bypass Conference Centre Downtown Pedestrian Access Good Airport Second Fire Hall</p>	<ul style="list-style-type: none"> • Snow clearing • Council awareness • Asset management • Sewer system • Water system 	<ul style="list-style-type: none"> • Facility utilization • Aging infrastructure • Aging pipes • Snow clearing levels • Downtown pedestrian access • Water-mains
<p>SOCIAL</p> <p>Arts & Culture Support network Citizen & Property Safety Healthy Lifestyles Health Service Access Sense of Heritage</p> <p>Community Events Engaged Community Seniors Services Youth Programs Recreation Opportunities Engaged Volunteers Suitable Housing Trail System Safety Services Demographic Diversity Low Crime Rate Affordable Child Care</p>	<ul style="list-style-type: none"> • Lots of programs • A&C organization • Recreation facilities • Strong volunteer base • Housing ownership • Social networks • Hospital • Medical services • Connected community 	<ul style="list-style-type: none"> • Risk of medical service cuts • Pedestrian networks • Neighbourhood connections • Facility use (increase) • Partnership opportunities • A&C collaboration • Housing • Collaboration between organizations

VISION CHECK-UP

September 2013

EXPECTATIONS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>GOVERNANCE</p> <p>Good Policies Strategic Direction Role Clarity Agency Liaison</p> <p>Community Consultation Fiscal Responsibility Transparent Processes Engaged Citizens Well Informed Citizens Public Communication Legislative Compliance Responsive to Change Community Focused Diverse Partnerships Good Voter Turnout Equity in Shared Services</p>	<ul style="list-style-type: none"> • Provincial/Federal relationships • Council diversity 	<ul style="list-style-type: none"> • Asset Management • Balanced budget • Regional cooperation • Adequate staffing levels • Voter turnout • Public communication • Public engagement

Issues and Opportunities

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

During the September workshop, Council identified a list of current and emerging issues and opportunities facing Golden.

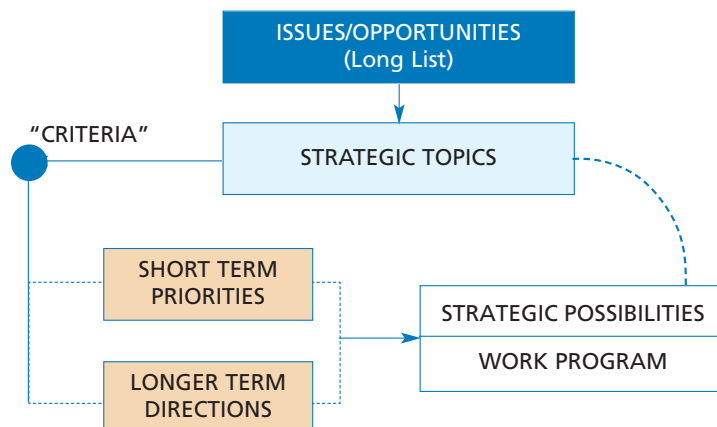
LONG LIST					
'C' indicates Council scoring. 'S' indicates staff scoring.					
ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Regional District Governance	1	0	Broadband Resolution	-	6
Energy Conservation	-	-	Food Security	8	-
Fire Retention Plans	-	9	Number of Facilities	2	-
2014 Infrastructure Grants	14	17	Community Engagement	11	8
Fees and Charges Review	16	12	Permissive Tax Exemption Policy	4	4
Tourism Based Activities	-	-	Balanced Budget Post AM/DDA	16	10
Administrative Capacity	26	12	Changing Demographics	-	-
POC Fire Services Recruitment	-	8	Service Capacity	24	3
Reserve Structure Review	3	10	Cultural Activity Awareness	-	-
Regional Cost Sharing	34	28	Fire Service Operational Review	-	10
Areas of Responsibility/Influence	5	5	MMBC Contract	-	-
Destination Marketing	16	-	Public Awareness of Staff Roles	-	5
Long Term Financial Planning	26	9	PILT Equity	3	6

LONG LIST					
‘C’ indicates Council scoring. ‘S’ indicates staff scoring.					
ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Relevant Land Use Planning	-	-	Flood Mitigation	13	11
Infrastructure Renewal	14	20	Public Communication (External)	-	11
Economic Development Service	17	7	Traffic Volume	15	-
Zoning Bylaw	23	-	Downtown Traffic Flow	1	-
Aesthetics	10	1	Air Quality Improvements	4	-
Recreation Facility Growth Plan	3	-	Second Bridge KH River	4	5
Airport Commercialization	-	10	Assessment Information - Impact	-	-
Recreation Cost Recovery	13	15	Highway Bypass	2	-
Fire Fighting Training Ground	-	2	Evaluation of Services	30	11
Population decline	-	7	Signage Bylaw	4	1
Legislative Processes	3	-	Interface Fire Mitigation	-	8

This long list of items was scored with both Council and staff choosing their ‘top ten’ items from the list. The facilitator extracted the overall top ranked items forming a short-list of issues and opportunities (see next page). Some items were ranked higher by Council or staff and some were common to both. The short list contains Council driven matters and staff-lead items.

SHORT LIST			
ISSUE / OPPORTUNITY	COUNCIL	STAFF	TOTAL
REGIONAL COST SHARING	34 (#1)	28 (#1)	62
EVALUATION OF SERVICES	30 (#2)	11 (#6)	41
ADMINISTRATIVE CAPACITY	26 (#3)	12 (#5)	38
LONG TERM FINANCIAL PLANNING	26 (#4)	9	35
Infrastructure Renewal	14	20 (#2)	34
2014 Infrastructure Grant	14	17 (#3)	31
FEES AND CHARGES REVIEW	16 (#9)	12 (#6)	28
Recreation Cost Recovery Target Levels	13	15 (#4)	28
SERVICE CAPACITY	24 (#5)	3	27
BALANCED BUDGET	16 (#8)	10	26
ECONOMIC DEVELOPMENT SERVICE	17 (#7)	7	24
Flood Mitigation	13	11 (#7)	24
ZONING BYLAW	23 (#6)	0	23
DESTINATION MARKETING	16 (#10)	0	16
Reserve Structure Review	3	11(#8)	14
Public Communication	-	11(#9)	11
BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS			
CAPITALS = COUNCIL ITEMS and Title Case = Staff lead items			

Issues and Opportunities to Priorities



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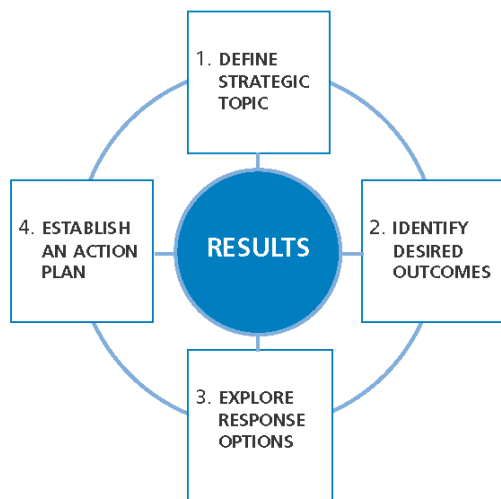
Strategic Topics

The Issue and Opportunity Short List was reviewed and discussed. From this discussion, Council developed a list of ten Strategic Topics, which became the focus of the priority setting process. The Strategic Topic list is not the same as the issue short list. There may be items on the short list that are not 'strategic' in nature or several items may fall into a broader strategic category. Council agreed to explore the following strategic topics:

1. Regional Cost Sharing
2. Service Capacity Review
3. Long Term Financial Planning
4. Fees and Charges Review
5. Infrastructure
6. Economic Development Service
7. Zoning Bylaw
8. Destination Marketing
9. Recreation Cost Recovery
10. Transportation Corridor

Seeing the Possibilities

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



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected.

The solution seeking discussion generated enough information to consider the strategic topics as *strategic possibilities*. This does not make them priorities – yet. There are too many of them given the organization's limited capacity. An organization's capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations to consider in assessing capacity include:

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

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

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

STRATEGIC POSSIBILITIES

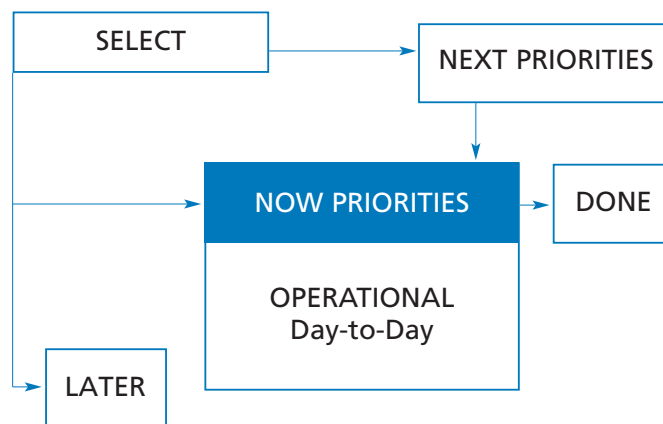
STRATEGIC TOPIC DISPOSITION	ACTION
1. REGIONAL COST SHARING (COUNCIL ADVOCACY ITEM) <i>Regional Collaboration Protocol</i>	- Approach Regional District to develop a collaboration agreement for specific assets and programs.
2. SERVICE CAPACITY REVIEW (COUNCIL NEXT ITEM) <i>Service Capacity Workshop</i>	- Schedule service capacity review workshop to inventory services, establish expectations for each, identify what's working well and areas for attention, and establish adjustment targets.
3. LONG TERM FINANCIAL PLANNING (COUNCIL NOW PRIORITY) <i>2014 Capital Projects</i> (COUNCIL NEXT ITEM) <i>5-Year Capital Plan</i>	- Review current capital priorities and determine funding methods for 2014 including debt consideration. - Review current and future capital needs along with revenue projections to develop a long term capital strategy.
4. FEES AND CHARGES REVIEW (COUNCIL NEXT ITEM) <i>Utility Fees</i>	- Review utility fees to ensure adequate cost recovery while ensuring competitiveness.
5. INFRASTRUCTURE	- See #3 LONG TERM FINANCIAL PLANNING
6. ECONOMIC DEVELOPMENT SERVICE (COUNCIL NOW PRIORITY) <i>Business Model</i>	- Develop a Terms of Reference to start up an economic development function and hire an Economic Development Officer in partnership with the Regional District.
7. ZONING BYLAW (COUNCIL NOW PRIORITY) <i>Zoning Bylaw Review</i>	- Draft Terms of Reference to undertake a review to update the bylaw selectively for Council approval.
8. DESTINATION MARKETING (COUNCIL ADVOCACY ITEM)	- Meet with the Destination Marketing Organization regarding maximization of resources for marketing Golden.
9. RECREATION COST RECOVERY (COUNCIL NEXT ITEM) <i>User Fee Policy Review</i>	- Analyze current data from recreation facilities with an aim to discern cost recovery levels to draft a User Fee Policy and Schedule.
10. TRANSPORTATION CORRIDOR <i>COUNCIL ADVOCACY ITEM</i>	- Meet with the Minister of Transportation, MLA and MP to ensure Highway 1, 95 and Highway 95 Bridge remain on the Province's agenda.

Results

Strategic Priorities

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

The Strategic Priorities Chart captures Council's priorities and operational strategies at the time of the September workshop. Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council direction. Items listed in CAPITALS indicate priorities that will be addressed NEXT or when a NOW item is completed. **Bold** items indicate Organizational Improvements to maximize Council and staff capacity as well as excellence in governance.



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

The utility of the priority setting process is evident in the number of items that can truly be acted upon as **Strategic Priorities**. The focus is on **five** NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. LATER items or NEW items are not lost. They are reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Accomplishments are achievable - not just words on paper.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity to make adjustments, change priorities and celebrate achievements. It should be included in every Council meeting agenda as a constant reference, updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with Council and with staff.

STRATEGIC PRIORITIES CHART

Sept 2013

CORPORATE PRIORITIES (Council/CAO)

NOW

- 1. ZONING BYLAW: Terms of Reference**
- 2. 2014 CAPITAL PROJECTS: Funding**
- 3. BCVC STRATEGY: Options**
- 4. ECONOMIC DEVELOPMENT SERVICE: Model**
- 5. RESERVES: Restructure Policy**

TIMELINE

- January 2014
- November 2013
- December 2013
- November 2013
- September 2014

NEXT

- UTILITY USER FEE: Report
- SERVICE CAPACITY REVIEW
- PERMISSIVE TAX EXEMPTION POLICY
- RECREATION COST RECOVERY / USER FEES
- LONG TERM FINANCIAL PLAN
- KICKING HORSE CULTURE: Funding

ADVOCACY / PARTNERSHIPS

- *Regional Collaboration*
- *Destination Marketing*
- *Trans Canada Twinning*
- *Highway 95 Bridge*

OPERATIONAL STRATEGIES (CAO/Staff)

CAO (Jon)

- 1. BCVC DISPOSITION: Options - Dec/13**
- 2. ECONOMIC DEV. SERVICE: Model - Nov/13**
- 3. SERVICE CAPACITY REVIEW - May/14**

- Management Realignment
- KICKING HORSE CULTURE: Funding

PROTECTIVE SERVICES (Ken)

1. Operational Review - Nov/13
2. Recruitment Strategy - Nov/13
3. Volunteer Retention Proposal - July/14

- Regional Training Ground Proposal

FINANCE (Lisa)

- 1. RESERVES: Restructure Policy - Sept/14**
2. PERMISSIVE TAX EX. POLICY: Review - May/14
3. Benefits Review

- Payroll System Review
- LONG TERM FINANCIAL PLAN

OPERATIONS (Chris)

1. CAPITAL PRIORITY FUNDING - Nov/13
- 2. 2014 CAPITAL PROJECTS: Funding - Nov/13**
3. UTILITY USER FEE: Report - Aug 2014

- Civic Centre Completion
- Flood Mitigation Strategy

COMMUNITY SERVICES (Jordan)

1. REC. COST RECOVERY/USER FEES: Data
2. Rec. Facility Utilization: Strategy

- Partnership Project: Report - July/14
- Community Group Communication Checklist

STRATEGIC INITIATIVES (Dave)

1. CAPITAL PRIORITY/ FUNDING: Matrix - Nov/13
2. Communications Policy: Development - Dec/13
3. Fire Mitigation Interface Strategy

DEVELOPMENT SERVICES (Jon / Phil)

- 1. ZONING BYLAW: Terms of Reference - Jan/14**
2. Hire Tech - Oct/13
3. Process Backlog - March/14

- Hire Manager
- Bylaw Adjudication Process - April

CODES:

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

Strategic Priorities Work Program

As the final stage in the solution seeking process, an action plan was developed that identifies resources and responsibilities to implement Council's priorities. The Strategic Priorities Work Program is used to determine the activities and resources required to implement strategic priorities. It is necessary for:

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

The Work Program lays out what is necessary from staff and / or partners to implement a strategic priority. The Work Program clearly itemizes Council expectations in terms of:

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

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

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



Strategic Priority Work Program

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
NOW		
<p>1. ZONING BYLAW (Jon / Phil) <i>How do we ensure the bylaw is business friendly?</i></p> <p>* Targeted Amendments</p> <ul style="list-style-type: none"> • Orderly growth • Golden-specific solutions • Consistent application • Respect existing base • Encourage development 	<ul style="list-style-type: none"> • In house • Consultant • Combination • Comprehensive • Targeted Parking and Industrial Zone 	<ol style="list-style-type: none"> 1. Identify and allocate funding - Dec. 2. Develop project terms of reference - Jan. 3. Research and gather stakeholder input - Feb. 4. Prepare report for public and Council feedback - May 5. Amend report as necessary - July
<p>2. 2014 CAPITAL PROJECTS (Chris) <i>What are our projects and priorities for 2014?</i></p> <p>* Capital Priority List</p> <ul style="list-style-type: none"> • Projects identified and prioritized • Fully funded projects • Resource capacity established • Priority focus • Funding strategy 	<ul style="list-style-type: none"> • In house • Consultant 	<ol style="list-style-type: none"> 1. Define 2014 priorities - Oct. 2. Identify revenue sources - Nov. 3. Determine Council position re: borrowing - Dec. 4. Draft Borrowing Bylaw - Jan.?
<p>3. BC VISITOR CENTRE STRATEGY (Jon) <i>Do we have the capacity to operate this facility?</i></p> <p>* Options</p> <ul style="list-style-type: none"> • Value for money • Sustained service • Cost / benefit analysis • Operating costs understood • Capital costs determined • Service access for all residents 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Inventory current levels - Feb. 2. Define expectations and service targets - March 3. Secure Council decision - June 4. Staff accordingly - June - Dec.

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>4. ECONOMIC DEVELOPMENT SERVICE (Jon) <i>How do we ensure economic diversification?</i> * Shared Service Model</p> <ul style="list-style-type: none"> • Value for money • New business attraction • Increased tax base • Solid and sustained reputation • Business friendly environment • Proactive approach • Clear aims • Diverse demographics • Defined focus 	<ul style="list-style-type: none"> • In house • Consultant • Combination • Direct Control • CSRD contribution • EOF funded 	<ol style="list-style-type: none"> 1. Develop Terms of Reference - Oct. 2. Business Model options - Nov.
<p>5. RESERVES (Lisa) <i>Will our reserves meet our future needs?</i> * Restructure Policy</p> <ul style="list-style-type: none"> • Ensure future funded replacement • Reduce debt requirement • Avoid crisis situations • Legislative compliance 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Present draft policy - Sept.
NEXT		
<p>SERVICE CAPACITY (Jon) <i>How can we maximize our service capacity?</i> * Review</p> <ul style="list-style-type: none"> • Complete service inventory • Defined service expectations • Ways to be more efficient • Assess current delivery • Explore best practices • Assess effectiveness of services 	<ul style="list-style-type: none"> • In house • Consultant • In-house with facilitator • Comprehensive Review • Targeted Review 	<ol style="list-style-type: none"> 1. Assemble inventory 2. Conduct workshop - June? 3. Confirm targets 4. Assess adjustment options 5. Approve service adjustment strategy

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
UTILITY USER FEE (Chris) <i>How can we ensure cost recovery and competitive fees?</i> * Policy <ul style="list-style-type: none"> • Defined costs and projections • Target list of utilities • Clear policy framework • Best use of tax dollars • Public awareness and support 	<ul style="list-style-type: none"> • In house • Consultant • Costs/user • Target fees • Comparisons 	<ol style="list-style-type: none"> 1. Draft policy - Aug. 2. Present policy for Council consideration - Sept. 3. Public feedback - Oct. 4. Develop Bylaw - Nov.
PERMISSIVE TAX EXEMPTION (LISA) <i>Does our policy still meet the public interest?</i> * Policy <ul style="list-style-type: none"> • Fairness • Valid support to meet community needs 	<ul style="list-style-type: none"> • In house • Consultant 	<ol style="list-style-type: none"> 1. Undertake policy review - May 2. Determine Council direction
RECREATION COST RECOVERY /USER FEES (Jordan) <i>What can be done to ensure appropriate recreation fees and charges?</i> * User Fee Policy / User Fee Schedule <ul style="list-style-type: none"> • Defined terms • Best practices elsewhere • Clear policy framework • Best use of tax dollars • Public awareness and support • Continued use of facilities • Ensure continued accessibility 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Gather information on usage - Nov. 2014 2. Review best practices - Nov. 3. Develop cost recovery business case - Dec. 4. Submit request to Regional District - Jan. 5. Develop User Fee Policy 6. Develop User Fee Schedule
LONG TERM FINANCIAL PLANNING * 5 Year Plan <ul style="list-style-type: none"> • • • 		<p><i>Not developed</i></p>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
KICKING HORSE CULTURE (Jon) * Funding • • •		<i>Not developed</i>
ADVOCACY		
REGIONAL COLLABORATION <i>* Principles and Protocol</i>	<ul style="list-style-type: none"> • Meet with CSRD to develop rationale for mutual interest 	
DESTINATION MARKETING <i>* Collaborative Approach</i>	<ul style="list-style-type: none"> • Meet with Tourism Golden to develop inclusive DMO conditions 	
TRANS CANADA HIGHWAY <i>* Twinning</i>	<ul style="list-style-type: none"> • Advocate for position in the Province's long term capital plan 	
HIGHWAY 95 BRIDGE <i>* Overpass</i>	<ul style="list-style-type: none"> • Advocate for position in the Province's long term capital plan 	

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*.