

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
NOW		
<p>1. CAPITAL PLAN <i>How do we ensure we are prepared for future capital expenditures and growth of the community?</i></p> <p>* Capital Plan Review * 5-Year Capital Priorities * Asset Management System</p> <ul style="list-style-type: none"> <input type="checkbox"/> Strategic direction - long range view <input type="checkbox"/> Fiscally accountable / responsible <input type="checkbox"/> Sound reliable systems / infrastructure <input type="checkbox"/> Defined priorities <input type="checkbox"/> Funding sources identified <input type="checkbox"/> Adequate reserves <input type="checkbox"/> Efficient and safe systems and facilities <input type="checkbox"/> Accurate assessment of assets 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>PLAN / STRATEGY</p> <ol style="list-style-type: none"> 1. Define priority setting criteria - September 2. Determine 5-year priorities - November 3. Confirm funding requirements - November 4. Submit 2020 budget items - December 5. Adopt 5-Year Capital Plan - January 6. Adopt Long-Term Capital Strategy - January <p>ASSET MANAGEMENT SYSTEM</p> <ol style="list-style-type: none"> 1. Inventory existing infrastructure - January 2. Assess infrastructure condition 3. Create asset management system - August
<p>2. HOSPITAL - 2nd ACCESS <i>How do we ensure vehicle accessibility to the hospital expansion?</i></p> <p>* Hospital 2nd Access Route Selection</p> <ul style="list-style-type: none"> <input type="checkbox"/> Approved government funding for access <input type="checkbox"/> Retain hospital services <input type="checkbox"/> Route finalization <input type="checkbox"/> Complete engineering and design <input type="checkbox"/> Shovel ready project <input type="checkbox"/> Public support 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>ROUTE SELECTION</p> <ol style="list-style-type: none"> 1. Provide route options report to Council - February 2. Finalization route selection - June <p>CONSTRUCTION</p> <ol style="list-style-type: none"> 1. Develop engineering terms of reference 2. Determine budget / borrowing capacity 3. Investigate grant options <p>EXPANSION</p> <p>???? Confirm timing for expansion</p>

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<p>3. HOUSING NEEDS ASSESSMENT <i>What are the housing needs in the community and how do we address them?</i> * Needs Assessment LCIC Request * Housing Strategy</p> <ul style="list-style-type: none"> <input type="checkbox"/> Affordable housing for residents <input type="checkbox"/> Sufficient rental housing supply <input type="checkbox"/> BC Housing partnership <input type="checkbox"/> Grow the community / stop leakage <input type="checkbox"/> Attract young families <input type="checkbox"/> Downtown housing <input type="checkbox"/> Retain senior population <input type="checkbox"/> Attract developers <input type="checkbox"/> Identify land and zoning requirements 	<ul style="list-style-type: none"> • In house • Lower Columbia Initiatives • Combination • Selkirk College • BC Housing 	<p>NEEDS ASSESSMENT</p> <ol style="list-style-type: none"> 1. Prepare LCIC request - January 2. Review scope for need assessment - March <p>STRATEGY</p> <ol style="list-style-type: none"> 1. Review terms of reference for housing strategy
<p>4. COMMUNITY SAFETY <i>How do we enhance community safety and property crime prevention?</i> * Community Safety Task Force</p> <ul style="list-style-type: none"> <input type="checkbox"/> Community engagement and support <input type="checkbox"/> Public education <input type="checkbox"/> Crime reduction <input type="checkbox"/> Safety expectations defined <input type="checkbox"/> Clear recommendations for implementation <input type="checkbox"/> Sufficient capacity to implement recommendations <input type="checkbox"/> Adequate RCMP complement 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>TASK FORCE</p> <ol style="list-style-type: none"> 1. Develop task force terms of reference - January 2. Set-up Task Force - March 3. Identify needs and gaps 4. Provide recommendations to Council <p>RCMP</p> <ol style="list-style-type: none"> 1. Review staffing status - March 2. Convey Task Force recommendations

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<p>5. OFFICIAL COMMUNITY PLAN <i>What is the vision for the future growth of the City?</i> * Official Community Plan Update</p> <ul style="list-style-type: none"> <input type="checkbox"/> Long term goals and objectives for growth <input type="checkbox"/> Foundation for organization decision-making <input type="checkbox"/> Community input and feedback <input type="checkbox"/> Alignment of growth plans and bylaws <input type="checkbox"/> Trail vision for sustainability <input type="checkbox"/> Policies of future land use <input type="checkbox"/> Orderly growth <input type="checkbox"/> Infrastructure requirements projected <input type="checkbox"/> Transportation / trail networks identified 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>OCP PROCESS</p> <ol style="list-style-type: none"> 1. Develop terms of reference - April 2. Retain consultant - May 3. Public consultation - September 4. Draft plan - November 5. Draft policies - January 2020 6. Public hearings 7. Completion - December 2020
NEXT		
<p>FISCAL SUSTAINABILITY <i>How can we balance community expectations and needs with organizational capacity and resources?</i> * Long Term Fiscal Plan * Service Capacity Review</p> <ul style="list-style-type: none"> <input type="checkbox"/> Service levels defined <input type="checkbox"/> Revenue options examined <input type="checkbox"/> Programs and services aligned with resources <input type="checkbox"/> Inventory of current services <input type="checkbox"/> Priorities and expectations defined <input type="checkbox"/> Assessment of alternative service delivery <input type="checkbox"/> Maximize efficiency 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>LONG TERM FISCAL PLAN</p> <ol style="list-style-type: none"> 1. Develop terms of reference 2. Retain consultant <p>CAPACITY REVIEW</p> <ol style="list-style-type: none"> 1. Develop terms of reference 2. Retain facilitator

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<p>DOWNTOWN PLAN <i>How can we support business viability the housing development in the downtown core?</i> * Downtown Plan Review</p> <ul style="list-style-type: none"> <input type="checkbox"/> Economic hub of the community <input type="checkbox"/> Increased tourism spending <input type="checkbox"/> Vibrant community gathering place <input type="checkbox"/> Increased local employment <input type="checkbox"/> Regional hub and service provision <input type="checkbox"/> Aesthetically inviting <input type="checkbox"/> Affordable housing options <input type="checkbox"/> Alignment with Official Community Plan 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Review Downtown plan - key topics 2. Host stockholder workshop 3. Identify options for City & others
<p>CHIEF ADMINISTRATIVE OFFICER <i>How can we prepare for succession of the CAO?</i> * Functional Review * Recruitment Process</p> <ul style="list-style-type: none"> <input type="checkbox"/> Position profile <input type="checkbox"/> Council expectations defined <input type="checkbox"/> Job overview <input type="checkbox"/> Accountabilities outlined <input type="checkbox"/> Role clarity <input type="checkbox"/> Position qualifications <input type="checkbox"/> Leadership competencies defined <input type="checkbox"/> Best fit for the organization <input type="checkbox"/> Confirm organizational structure for the future 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>FUNCTIONAL REVIEW</p> <ol style="list-style-type: none"> 1. Develop terms of reference 2. Retain consultant 3. Review report for 2020 budget <p>RECRUITMENT</p> <ol style="list-style-type: none"> 1. Determine preferred option - December 2. Council direction

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<p>HUMAN RESOURCES</p> <p><i>How can we facilitate maintenance and development of the waterfront?</i></p> <p>* Human Resources Strategy</p> <p>* Human Resource Function</p> <ul style="list-style-type: none"> <input type="checkbox"/> Positive staff morale <input type="checkbox"/> Positive union relations <input type="checkbox"/> Reduce grievances <input type="checkbox"/> Labour relations assessment <input type="checkbox"/> Recruitment of quality staff candidates <input type="checkbox"/> Staff succession planning 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>HR STRATEGY</p> <p>????? Develop terms of reference</p> <p>HR FUNCTION - Pending Functional Review</p> <ol style="list-style-type: none"> 1. Cost benefit analysis 2. Council direction <p>UNION RELATIONS</p> <p>????? Dedicated resource proposal - Feb.</p>
<p>ATTAINABLE HOUSING</p> <p><i>How can we support the development of reasonably priced residential units as well as supportive housing that meets community needs?</i></p> <p>* Housing Strategy Options</p> <ul style="list-style-type: none"> <input type="checkbox"/> Affordable homes in new subdivisions <input type="checkbox"/> Development of brownfield sites <input type="checkbox"/> Developer interest <input type="checkbox"/> Developer assurance <input type="checkbox"/> Defined incentive parameters for capital planning <input type="checkbox"/> Reduction in leakage of residents to neighbours <input type="checkbox"/> Innovative development <input type="checkbox"/> Social and supportive housing <input type="checkbox"/> Downtown housing <input type="checkbox"/> Land identified / zoned for development 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p><i>Pending outcome of Housing Needs Assessment - #3</i></p>

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ADVOCACY		
HOSPITAL EXPANSION <i>* Funding</i>	<ul style="list-style-type: none"> • <i>Confirm expansion of the hospital to meet regional needs</i> 	
WARFIELD <i>* Warfield Request</i>	<ul style="list-style-type: none"> • <i>Undertake capacity analysis that will inform Council's response</i> 	
WIDE AREA SITE <i>* WAS Remediation</i>	<ul style="list-style-type: none"> • <i>Request clarity re: future direction (ME MH)</i> 	
SUPPORTIVE HOUSING <i>* Funding</i>	<ul style="list-style-type: none"> • <i>Request funding from BC Housing for supportive housing strategy</i> 	
SELKIRK PROGRAM EXPANSION <i>* Funding</i>	<ul style="list-style-type: none"> • <i>Support College efforts to expand programs (MEA)</i> 	
OLD TRAIL BRIDGE <i>* Demolition</i>	<ul style="list-style-type: none"> • <i>Request action or funding (MOTI)</i> 	
GLENMERRY SCHOOL <i>* School Replacement</i>	<ul style="list-style-type: none"> • <i>Request prioritization of this project (MEA)</i> 	

Bolded items indicate Council **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by Council to focus their priority setting discussion is *italicized*.