



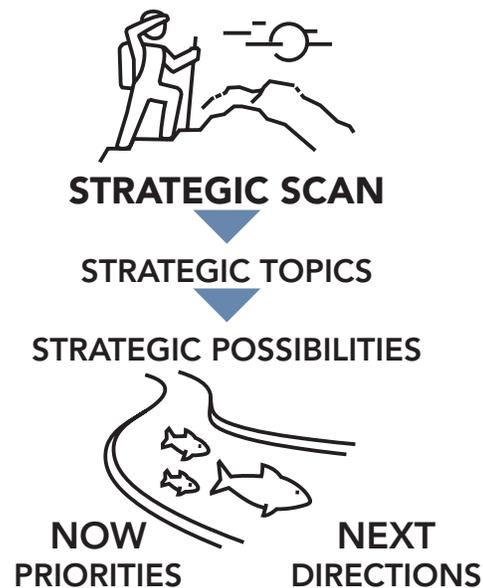
TOWN OF INUVIK
Northwest Territories

Strategic Priorities 2019

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GORDON A. McINTOSH

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?

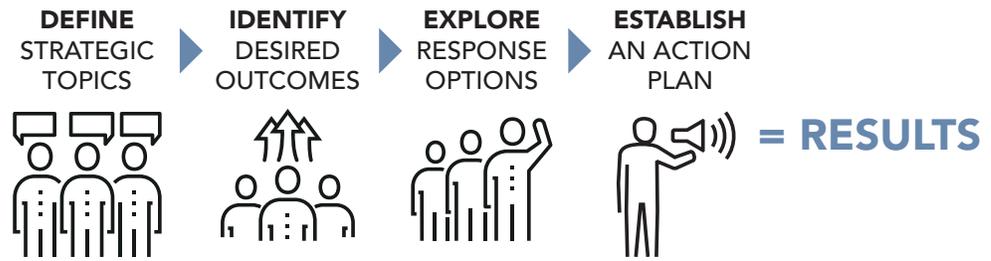
Council's priority setting process began with establishing a shared understanding of the organization's mandate and a scan of community conditions and emerging strategic topics.

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 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



Council's priority setting process began by looking to the future. Participants engaged in a 'Vision Check-up' (see Appendix 1) discussing the five distinct areas of a sustainable community:

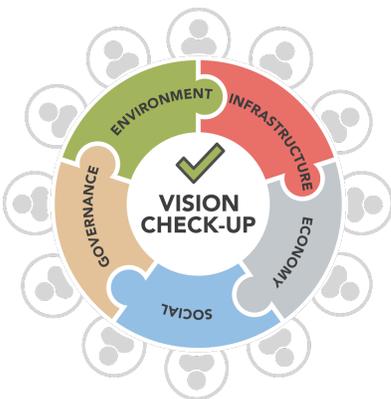
- Environment - maintaining a healthy and natural environment through responsible use, protection and sustainable practices
- Infrastructure - well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity
- Economy - building a strong and vibrant 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 community a great place to live and work? This vision for the town 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 vision 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 **Vision Checklist** serves as foundational information for moving forward in the priority setting process. Council can update this Vision Checklist annually and utilize it to monitor and assess the health and progress of the organization and the region – either internally with staff or externally through public consultation processes.



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Strategic TOPICS

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 region 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.

Council reviewed the list along to establish Strategic Topics for discussion during the workshop.



ISSUES & OPPORTUNITIES
Identify & short list



FOCUS AREAS
determining
STRATEGIC TOPICS

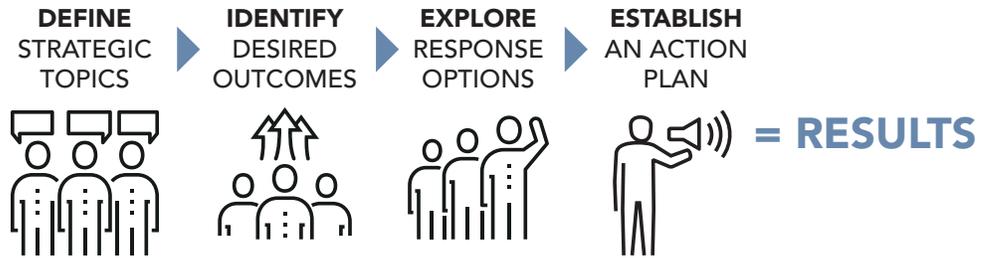


STRATEGIC TOPICS
1. Gas and Oil Coordination
2. Cannabis Legislation
3. Derelict Buildings
4. Long Term Financial Plan
5. Economic Development
6. Preventive Maintenance Plan
7. Breynat St. Redevelopment
8. Parks and Trails
9. Bylaw Enforcement
10. Tourism
11. Recreation Facilities
12. Environmental Leadership

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Strategic POSSIBILITIES

Participants discussed and 'unpacked' each Strategic Topic utilizing a four-step process known as the **Solution Seeking Model** (see display below).



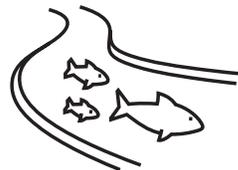
Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Sometimes multiple preferred strategies emerged - short or long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

EXPECTATIONS & OPTIONS



STRATEGIC POSSIBILITIES



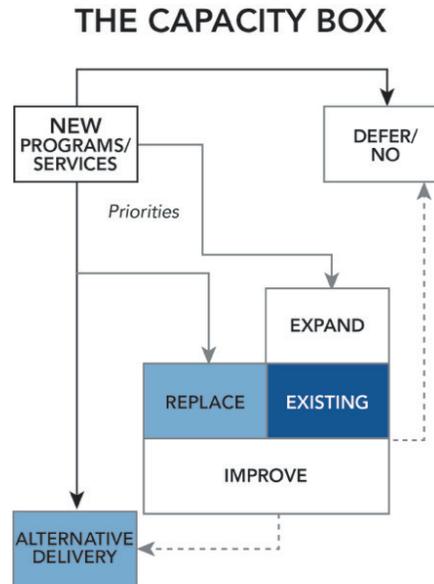
STRATEGIC POSSIBILITIES

STRATEGIC TOPIC	POTENTIAL ACTIONS
1. OIL & GAS <i>Oil & Gas Coordination</i>	<ul style="list-style-type: none"> Secure future local gas delivery for the community
2. CANNABIS LEGISLATION <i>Cannabis Land Use Bylaw</i> <i>Cannabis Public Usage Policy</i>	<ul style="list-style-type: none"> Review final draft of bylaw governing the location and zoning of Cannabis dispensaries Review final draft of use of cannabis in public spaces policy
3. DERELICT BUILDINGS <i>Unightly Premises Bylaw</i>	<ul style="list-style-type: none"> Research other communities to see how they have successfully handled derelict buildings Draft an Unightly Premises Bylaw that includes community maintenance standards that promote a positive community image
4. FINANCIAL PLAN <i>Long Term Financial Plan</i>	<ul style="list-style-type: none"> Develop a long term financial plan based on various revenue projection models Review and include current 5 year capital priorities Identify alternate sources of revenue
5. ECONOMIC DEVELOPMENT <i>Economic Readiness Strategy</i>	<ul style="list-style-type: none"> Develop terms of reference to undertake a review process to determine targets for attention to enhance economic readiness Determine if current strategy should be adjusted or refocused Complete application for strategy funding
6. PREVENTIVE MAINTENANCE <i>Asset Management Plan</i>	<ul style="list-style-type: none"> Prepare infrastructure and facility inventory in preparation for the development of an Asset Management System and lifecycle plan
7. BREYNAT ST. REDEVELOPMENT <i>Design Review</i>	<ul style="list-style-type: none"> Review engineered road design and identify safety issues Identify short term and longer term solutions for inclusion in the <i>5 Year Capital Plan</i>
8. PARKS & TRAILS <i>Trail and Open Space Plan</i>	<ul style="list-style-type: none"> Develop terms of reference for a trail and parks plan that address a trail system of mobility, accessibility and the preservation of green space
9. BYLAW ENFORCEMENT <i>Service Level Review</i>	<ul style="list-style-type: none"> Review current bylaw enforcement service levels Prepare an options report for Council that provides an assessment of existing service capacity and enhanced service scenarios
10. TOURISM <i>Tourism Strategy</i>	<ul style="list-style-type: none"> Develop terms of reference for a strategy aimed at leveraging outdoor adventure tourism opportunities Complete application for strategy funding
11. RECREATION FACILITIES <i>Recreation Facilities Plan</i>	<ul style="list-style-type: none"> Develop terms of reference for the development of a plan that identifies community recreation facilities, determines gaps and assesses need as well as facility conditions and repurposing options
12. ENVIRONMENTAL LEADERSHIP <i>Research</i>	<ul style="list-style-type: none"> Develop terms of reference for an energy committee Research best practices in reducing waste and anti-littering education Adjust Town policy and practices based on outcomes

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Strategic Priorities

Participants generated a number of possibilities. This does not make them priorities - yet. There are too many of them given the Town's limited capacity.



The Town's capacity box is not readily visible but does have limitations or boundaries. If the box is full then the Council must be realistic about putting more initiatives inside. Some of the limitations include:

- **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

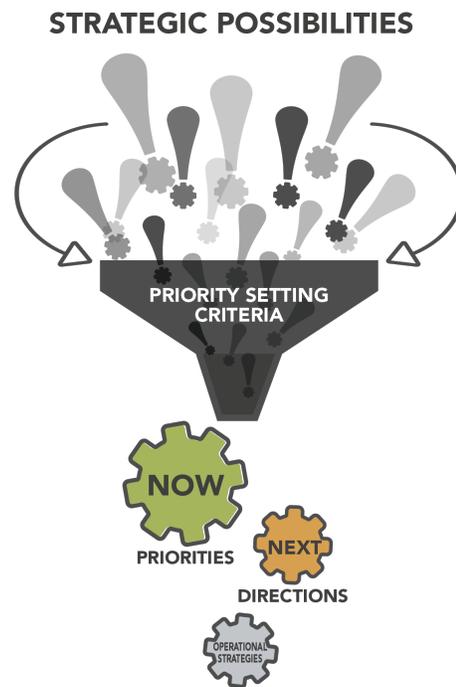
These capacity box elements are impacted by dynamic internal and external factors:

- **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

Based on the number of topics and organizational capacity assessment, the strategic possibilities were translated into five (5) short-term priorities to be addressed NOW 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 3.a*)
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action (*see Appendix 3.b*)
- Responsibility criteria to determine if it falls within the political or administrative realm (*see Appendix 3.c*)

The resulting NOW Priorities and NEXT Directions have been placed on one page for easy reference (*see next page*).



Items listed in **BOLD CAPITALS** indicate priorities the 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 the 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 the Council's strategic priorities and direction, there are other strategic matters receiving the attention of the corporation. 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 Senior Administrative Officer (SAO) with the Council and reviewed quarterly by the SAO with staff and then the Council to make adjustments, change priorities and celebrate achievements.

STRATEGIC PRIORITIES CHART

November 2018

COUNCIL PRIORITIES

NOW

1. **CANNABIS BY-LAWS: Draft**
2. **BY-LAW ENFORCEMENT: Review Capacity**
3. **RECREATION FACILITY: Utilization Inventory**
4. **BREYNAT ROAD: Redesign Cost Estimate**
5. **ECONOMIC DEVELOPMENT STRATEGY (EDS): Committee Start-up**

TIMELINE

- January
- December
- December
- December
- December

NEXT

- TOURISM STRATEGY: Funding
- GAS DISTRIBUTION SYSTEM: Options
- DERELICT BUILDINGS: Options
- PARKS & TRAILS: Long Term Plan
- ENVIRONMENTAL: Town Practices Review

ADVOCACY / PARTNERSHIPS

- *Peggy Curtis Field Development (GNWT)*
- *Quarterly RCMP Liaison*
- *Airport Road Repair (GNWT)*
- *Homeless Strategy (Interagency Group)*
- *Satellite Receiving Station Licensing (Fed)*
- *MacKenzie Valley Highway (GNWT)*
- *Public Utility Council Rate Reviews*
- *Mental Health Services (GNWT)*
- *Airport Bypass Chip Seal (GNWT)*
- *Inuvik Works (Fed)*
- *Jim Koe Park Development Funding (GNWT/Fed)*
- *College Changes (GNWT)*

OPERATIONAL STRATEGIES

ECONOMIC DEVELOPMENT & TOURISM

1. **EDS: Sector Target Committees - Dec.**
 2. TOURISM STRATEGY: Funding Application - Dec.
 3. Jim Toe Park Funding: Proposal Review - Dec.
- Meetings & Events Strategy
 - Tourism Marketing Strategy

FINANCE & ADMINISTRATION

1. MAIS: Voter Module Activation - Mar.
 2. Website Recruitment Module Proposal - Dec.
 3. Tim Tracking Software
- Long Term Financial Plan
 - Cross Training Schedule Review

PUBLIC WORKS & INFRASTRUCTURE

1. PARKS & TRAILS: Long Term Plan
 2. Asset Management System Startup - Feb.
 3. **BREYNAT ROAD: Redesign Cost Estimate - Dec.**
- Roads Maintenance Manual
 - Utilidor Replacement: Schedule
 - Road Plan: 3-Year Priorities - Feb.

COMMUNITY SERVICES

1. Memorial Program (Library) Browse: Install - Dec.
 2. **RECREATION FACILITY: Utilization Inventory - Dec.**
 3. Community Events (Contacts) Calendar - Dec.
- EREC Online Registration System
 - Keyless Entry System

SENIOR ADMINISTRATION OFFICER

1. **CANNABIS BY-LAWS: Draft - Jan.**
 2. Professional Development: Needs Assessment - Nov.
 3. Post-Election Orientation - Nov.
- Committee Terms of Reference
 - ENVIRONMENTAL: Practices Review

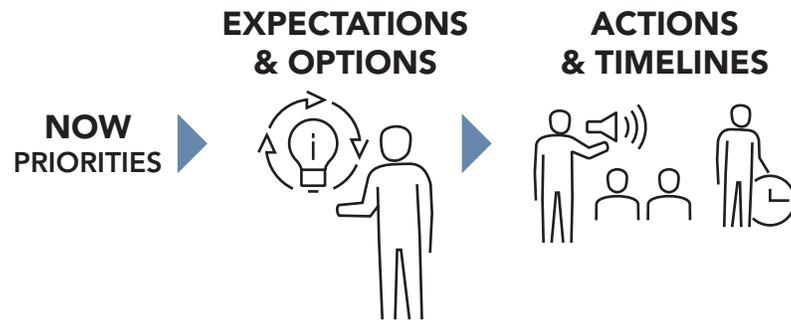
PROTECTIVE SERVICES

1. **BY-LAW ENFORCEMENT: Review - Jan.**
 2. Fire Services: Review - Jan.
 3. Betterment of Dog Pound: Proposal - Dec.
- Fire Supervisor Training
 - Emergency Measures Plan Review

ORGANIZATIONAL EXCELLENCE

1. Employee Orientation - Leadership Team - Aug. & Staff - Sept.
2. Job Description Review: Expectations & Individual Training Needs - Dec.
3. Respectful Workplace: Staff Discussion - Dec.
4. Staff Development Program: Proposal - 2019

BOLD CAPITALS = Council NOW Priorities; **CAPITALS** = Council NEXT Items; *Italics* = Advocacy; 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 from 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 SAO 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 4*) lays out what is necessary from staff and/or partners to implement a strategic priority. The work program clearly itemizes the Council’s expectations in terms of:

- **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 2019 **Strategic Priorities Report** and Work Program for continuous reference at each Council meeting, quarterly updates and annual strategic priority reviews.

That Council requests the SAO to schedule an annual Priority Setting update session. *The annual budget should reflect Council's priorities. Council may also wish to complete the Vision Check-up at this time - success indicators.*

Appendices

1. Vision Check-up
2. Issues and Opportunity Long List
3. Assessment Criteria
 - a. Reality Check
 - b. Urgency Criteria
 - c. Responsibility Criteria
4. Strategic Priorities Work Program



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VISION 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"> Quality drinking water Sustainable food production Guiding plans / land use framework Oil and gas coordination Natural area protection Use of alternative energy options Community awareness and support Water and energy conservation Legislative compliance Environmental leadership 	<ul style="list-style-type: none"> Water quality Compost facility Education - anti-litter program Recycling 	<ul style="list-style-type: none"> Environmental practices Derelict buildings Parks and trails Effects of climate change Sewage lagoon odour More garbage bins Hydro project - use of river Cigarette butts Landfill options

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 All roads to safe standards Asset management for equipment / facilities Long-term capital plan Storm water management 	<ul style="list-style-type: none"> Maintenance of infrastructure 	<ul style="list-style-type: none"> Storm water management Asset management Airport road repair MacKenzie Valley Highway Utility rate review Breynat Rd redevelopment Recreation facility Gas distribution system Long term financial plan Facility respect Accessibility / mobility

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"> Infrastructure for growth Sustainable growth Expansion of energy sector Innovative businesses Industry partnerships Outdoor adventure tourism Effective branding and marketing Efficient permitting processes Skill development / reliable workforce Industry diversification 	<ul style="list-style-type: none"> Satellite location Tourism potential re: Arctic Air service All season access Tukoyaytuk all season road 	<ul style="list-style-type: none"> Support to small business Skill development - entrepreneurs Tourism Reliable work force Cannabis opportunities Oil and gas coordination Cost of living Food costs

VISION CHECK-UP

SOCIAL

Building social capital and engaging citizens and partners to improve the well-being and diversity of the community.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Arts & Culture Community Support Network Citizen & Property Safety Healthy Lifestyles Health Service Access Sense of Heritage</p> <ul style="list-style-type: none"> • Community pride • Community engagement • Active volunteer base • Effective communication • Access to quality healthcare • Recreation opportunities for all ages • Safe community • Active community groups • Youth programs / recreation opportunities • Support to seniors 	<ul style="list-style-type: none"> • Growth in festivals • Community events • Non-sport youth opportunities • Community group coordination • Quality of life improvements • Community greenhouse 	<ul style="list-style-type: none"> • Homelessness • Alcohol addiction • Volunteer burnout • Community group funding • Programs for all ages • Grant policy • Mental health services • Cannabis legislation • Food security

GOVERNANCE

Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Good Policies Strategic Direction Role Clarity Agency Liaison</p> <ul style="list-style-type: none"> • Sound financial policies • Clear Council direction • Priority, budget, work plan alignment • Work as a team to get things done • Long range planning • Community engagement • Effective public communication • Effective advocacy • Legislative compliance • Organizational service capacity • Understanding / managing public expectations • Working for the greater good 	<ul style="list-style-type: none"> • Improved public communications • Transparency of decisions • Communication Council & SAO • Collaborative decision-making 	<ul style="list-style-type: none"> • Council visibility • Bylaw enforcement • Signage • Social media • Public apathy



ISSUE & OPPORTUNITY LONG LIST			
ISSUE / OPPORTUNITY	Score	ISSUE / OPPORTUNITY	Score
Jim Koe Park Redevelopment	2	Economic Development	5
Community Pride	1	Youth Involvement Strategy	1
Infrastructure Long Term Plan	5	Hydro Power Off River	-
Cannabis Legislation Preparation	6	Food Security	1
Climate Change	2	Marketing Strategy	3
Energy Audits	2	Utilidor Replacement	3
Mackenzie Valley Highway	Adv.	Gas / Oil Coordination	7
Recycling / Compst	2	Arts / Crafts	1
Local Theatre	1	Breynat St. Redevelopment	4
Anti-Littering	1	Industrial Area Clean-up	-
Skate Park Expansion	1	Campground Space	-
By-Law Services	1	User Fee Price Sensitivity	-
Residential Permit Fee Reductions	-	Intergovernmental Communication	Adv.
Mental Health Awareness Working Group	Adv.	Town Employee Satisfaction Surveys	2
Environmental Leadership	2	Revamping Recreation Facilities (Gym)	3
Derelict Buildings	6	Youth Centre	-
School & Playground Zone Speed Limits	1	Airport Road Upgrade	Adv.
Boat Launch Enhancements	-	ITH / Dempster Emergency Plan	Adv.
Community Hall Conversion to Gym	-	Peggy Curtis Field Development	Adv.
Signage / Street Signs	Adv.	Public Utility Board Communication	Adv.
Waste Water Management	1	Tourism Strategy	3
Inuvik Works	Adv.	Parks & Trail Development	4
Homelessness	Adv.	Addiction Treatment Strategy	Adv.
College Changes - Council Reply	Adv.	Animal Control	2
Skidoo Zoning	-	Long Term Financial Plan	5

3.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

3.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

3.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
NOW		
<p>1. CANNABIS BYLAWS <i>How do we ensure the Town is prepared for the legalization of cannabis?</i></p> <ul style="list-style-type: none"> * Use In Public Spaces Bylaw * Land Use Bylaw Review <ul style="list-style-type: none"> • Clear policy and regulation • Bylaw aligns with legislation • Regulation for smoking in public spaces • Zoning regulations for dispensaries • Land use conformity for production facilities • Clearly communicated enforcement penalties • Sufficient enforcement capacity 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>PUBLIC USE</p> <ol style="list-style-type: none"> 1. Forward bylaw for legal review - January 2. Council direction - February 3. Monitor enforcement for effectiveness - June <p>PRODUCTION / SALES</p> <ol style="list-style-type: none"> 1. Forward land use changes for legal review - Jan. 2. Adjust land use bylaw - March
<p>2. BYLAW ENFORCEMENT <i>What are the Town's options for bylaw enforcement?</i></p> <ul style="list-style-type: none"> * Bylaw Enforcement Review <ul style="list-style-type: none"> • Safe community • Consistent application of bylaws • Appropriate service levels established • Best approach considered • Proactive public communication / education • Proactive public communication / education • Timely response to complaints • Support to RCMP enforcement • Appropriate fines for infractions 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>OPTIONS REVIEW</p> <ol style="list-style-type: none"> 1. Review service capacity with Council - December 2. Review service models - January 3. Prepare options report for Council consideration - Feb. 4. Budget consideration - March

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>3. RECREATION FACILITY <i>How do we plan for recreation facilities and infrastructure?</i></p> <p>* Recreation Facilities Plan</p> <ul style="list-style-type: none"> • Clear understanding of utilization and need • Wide range of recreation options • Active and healthy community • Sustainable recreation facilities and programs • Capitalize on natural area / outdoor opportunities • Affordable facilities • Youth opportunities / engagement • Repurposing of existing facilities 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Prepare utilization summary - December 2. Develop terms of reference for facility plan development - January 3. Consider in budget process - March
<p>4. BREYNAT ROAD <i>What is the best approach to the redevelopment of Breynat Road to ensure a safe design?</i></p> <p>* Design Review</p> <ul style="list-style-type: none"> • Safety issues identified • Engineered road design • Short term priorities identified • Costs and funding sources understood • Long term plans included in capital budget 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p style="text-align: center;">SHORT TERM</p> <ol style="list-style-type: none"> 1. Identify immediate safety issues - December 2. Review engineered road design / cost estimate 3. Allocate funding for short term priorities <p style="text-align: center;">LONG TERM</p> <ol style="list-style-type: none"> 1. Include long term solutions in capital budget

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>5. ECONOMIC DEVELOPMENT <i>How do we diversify the economy, leverage our natural assets and promote our community?</i></p> <p>* Economic Development Strategy Review * Committee Start-up</p> <ul style="list-style-type: none"> • Diversify economy • Attract and retain businesses • Increase tax base • Increase employment opportunities • Capitalize on natural assets • Consider environment & sustainable development • Identify desired industry targets • Address housing 	<ul style="list-style-type: none"> • In house • Consultant • Council Committee • Combination 	<ol style="list-style-type: none"> 1. Form committee of Council - December 2. Undertake strategy review - March 3. Determine next steps - new or adjustments - April
NEXT		
<p>TOURISM STRATEGY <i>How do we promote our community as an outdoor and cultural tourism location?</i></p> <p>* Tourism Strategy Funding</p> <ul style="list-style-type: none"> • Promote arts and culture • Attract adventure tourists • Enhance support of local businesses • Increase employment opportunities • Promote natural experience • Educate visitors on northern culture • Grow tourist service industry • Maintain status of NWT regional hub • Targeted marketing material 	<ul style="list-style-type: none"> • In house • Consultant • Council Committee • Combination 	<ol style="list-style-type: none"> 1. Develop terms of reference 2. Apply for strategy funding from GNWT

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>GAS DISTRIBUTION</p> <p><i>How do we ensure the community will continue to have access to a reliable gas distribution system?</i></p> <p>* Gas Distribution System</p> <ul style="list-style-type: none"> • Access to gas for energy needs • Competitive rates 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Determine options
<p>DERELICT BUILDINGS</p> <p><i>How do we eliminate derelict buildings and unsightly premises from the community?</i></p> <p>* Unsightly Premises Options Report</p> <ul style="list-style-type: none"> • Community pride • Community safety • Protection of property values • Consistent enforcement 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Research best bylaw enforcement options
<p>PARKS & TRAILS</p> <p><i>How do we provide and maintain parks and trails for community recreation and enjoyment?</i></p> <p>* Long Term Parks and Trail Plan</p> <ul style="list-style-type: none"> • Enhance sense of community • Beautification of the town • Passive recreation opportunities • Promote healthy and active lifestyles • Enhance mobility of residents • Accessibility for residents and visitors • Map of parks and trails 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Develop terms of reference 2. Apply for strategy funding

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>ENVIRONMENTAL LEADERSHIP <i>How do we provide leadership in environmental practices to mitigate climate change and promote community pride?</i> * Environmental Practices Review</p> <ul style="list-style-type: none"> • Innovative practices • Shared environmental values • Community support and engagement • Community based education programs • Effective recycling program • Sustainable future for the town and residents • Environmental planning for new development • Resource management 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Review Town practices 2.
ADVOCACY		
<p>PEGGY CURTIS FIELD DEVELOPMENT * Construction</p>	<ul style="list-style-type: none"> • <i>Commitment for development as promised (GNWT)</i> 	
<p>RCMP * Liaison</p>	<ul style="list-style-type: none"> • <i>Alignment of mutual expectations</i> 	
<p>AIRPORT ROAD * Repair Status</p>	<ul style="list-style-type: none"> • <i>Commitment for road upgrade (GNWT)</i> 	
<p>HOMELESSNESS * Homeless Strategy</p>	<ul style="list-style-type: none"> • <i>Ensure programs and facilities to meet local needs (Interagency Group)</i> 	
<p>SATELLITE RECEIVING STATION * Station Licensing</p>	<ul style="list-style-type: none"> • <i>Support applications for new and expanded stations (Federal Government)</i> 	
<p>MACKENZIE VALLEY HIGHWAY * Upgrades</p>	<ul style="list-style-type: none"> • <i>Commitment and timing for condition and safety upgrades (GNWT)</i> 	
<p>PUBLIC UTILITY * Council Rate Review</p>	<ul style="list-style-type: none"> • <i>Seek rate reduction for norther communities (NWTC)</i> 	
<p>MENTAL HEALTH SERVICES * Service Access</p>	<ul style="list-style-type: none"> • <i>Ensure programs meet local needs (GNWT)</i> 	

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
AIRPORT BYPASS <i>* Chip Seal</i>	• <i>Commitment in upcoming capital works</i>	
INUVIK WORKS <i>* Local Employment</i>	• <i>Continuation of program for local employment opportunities (Federal Government)</i>	
JIM KOE PARK <i>* Development Funding</i>	• <i>Funding to support park development (GNWT)</i>	
COLLEGE CHANGES <i>* Local Campus</i>	• <i>Establish a position regarding the future of the local campus</i>	

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