



Town of Mahone Bay Strategic Plan 2021 - 2025



Approved by Council on June 3rd, 2021

INSERT PICTURE OF MAYOR AND COUNCIL.

Message from Your Mayor and Council

The Town of Mahone Bay elected officials' role is to plan for and provide the mechanism to meet residents' and businesses' needs. One of the first tasks we undertook as a Council this term was to update the Strategic Plan to guide our decisions and actions over the next four years.

Council and senior staff identified three strategic priorities for the new council term. These priorities reflect what we have heard from residents and learned through public engagement. Each of these priorities becomes an integral piece and together guide us on the path to creating a more robust, inclusive, and vibrant community.

This Plan lays out Council's intentions for the 2021-25 term. The Plan builds on past successes while embracing the challenges of the future. In the real world, reality often circumvents the best of intentions. Our Plan is a living document to be reviewed annually throughout the Council's term as needs and realities change.

Our Mission is to provide high-quality services to our community, through efficient, responsible and accessible Municipal government.

Our Vision is an inclusive, thriving, and healthy community committed to fostering collaborative opportunities for sustainable growth.

Our Core Values are the deeply ingrained principles that guide Town Councillors and staff in the timely and collaborative delivery of services and support to our community:

- Accessibility
- Accountability
- Equity
- Fairness
- Honesty
- Responsiveness
- Stewardship

Key Measurable Results to achieve by 2025 are:

1. 10% population increase with diversity in age, ethnicity and income.
2. Increased supply of affordable housing (costing less than 30% of Mahone Bay's median household income) to 25% of total housing units.
3. 50% replacement of the Town's core water, wastewater, and storm water infrastructure on Main Street.
4. 80% of the power for the Town's electric utility comes from renewable sources.

Strategic Priorities

Below are the three Strategic Priorities as determined by Council for the years 2021 - 2025.

The Strategic Plan was developed by Council to guide the direction of the Town of Mahone Bay for 2021-2025. It sets the stage as the foundation to guide decisions, projects, and initiatives to be undertaken during this four-year term.

In order to ensure the Strategic Plan is successfully implemented, staff will integrate the strategic priorities into the annual Business Plan and Budgets. This ensures that projects move forward and are approved by Council each year.

Once annual work plans are set, staff work together to ensure that projects are on track and continue to advance Council's strategic priorities.

1. Sustainable Municipal Services

Deliver efficient, progressive and affordable services to our community, ensuring our prosperity for the years to come.

1.1. Improve Performance of Town-Owned Utilities

Reduce water loss, increase flow capacity, reduce service disruptions, and increase demand.

Strategic Actions:

- Undertake strategic water, wastewater & electrical rate studies and adjust rates as appropriate
- Implement initiatives to increase demand (grow customer base and transition away from fossil fuels)
- Complete water and wastewater system diagnostics
- Strategically replace/upgrade utility infrastructure

Constraints include ratepayers' ability to pay, borrowing capacity, and external funding opportunities.

1.2. Implement Asset Management Planning

Establish and maintain service standards with public input on Town services and rates.

Strategic Actions:

- Develop 10-year asset management plans for each asset class:
 - Electrical generation & distribution system;
 - Water treatment & distribution system;
 - Wastewater collection & treatment system;
 - Stormwater drainage systems;
 - Buildings and facilities including those leased by the Town to third-parties;
 - Transportation systems including streets and sidewalks;
 - Recreational facilities, trails, green spaces and cemeteries;
 - Equipment & Vehicles including Fire Department; and
 - Natural infrastructure
- Integrate asset management plans into 10-year capital budget

Constraints include staff capacity and external funding opportunities.

1.3. Improve Accessibility of Public Infrastructure

Establish new and replacement infrastructure to current accessibility standards, increase usage of Town facilities / public spaces, and improve ongoing public engagement.

Strategic Actions:

- Develop and implement Accessibility Operational Plan (as per approved Lunenburg County Accessibility Plan)
- Strategically improve transportation infrastructure to support healthy living

Constraints include staff capacity, external funding opportunities, and roll-out of new legislation / regulations.

Table 1 – Sustainable Municipal Services

		2021				2022				2023				2024			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1.1	Undertake water, wastewater & electrical rate studies	Operating Initiatives															
	Water																
	Wastewater																
	Electrical																
1.1.2	Implement initiatives to increase utility demand	Operating Initiatives															
1.1.3	Complete water and wastewater system diagnostics	Operating Initiatives															
	Water																
	Wastewater																
1.1.4	Strategically replace/upgrade utility infrastructure	Capital Projects															
	Project 1																
	Project 2																
	Project 3																
1.2.1	Develop 10-year asset management plans for each asset class																
	Electrical																
	Water																
	Wastewater																
	Stormwater																
	Buildings and facilities																
	Transportation																
	Recreational facilities																
	Equipment & Vehicles																
	Natural infrastructure																
1.2.2	Integrate asset management plans into 10-year capital budget																
1.3.1	Accessibility Operational Plan	Operating Initiative / Capital Projects															
1.3.2	Improve transportation infrastructure to support healthy living	Capital Projects															
	Project 1																
	Project 2																
	Project 3																

1. Equitable & Inclusive Growth

Create and support enabling environment for equitable and inclusive growth in the community including investment in core infrastructure and services .

2.1 Support Housing Supply to Meet the Needs of Growing Community

Support population growth with an increased number of dwelling units by implementing a Town Housing Strategy that fosters housing affordability, reduces the number of households in core housing need, and preserves our built heritage.

Strategic Actions:

- Complete Plan Mahone Bay MPS/Land Use By-Law review/update process and align results with Strategic Plan
- Develop and implement Housing Strategy with affordability as its focus
- Develop and implement policies that will enhance and protect the Town's built heritage and historic atmosphere.

Constraints include federal, provincial and community partners, market forces, staff capacity, and residential tax burden.

2.2 Provide Equitable Services to Support Growth

Dedicate ourselves to the continued improvement of services and responsiveness.

Strategic Actions:

- Review service levels and align with residents' ability to pay
- Explore shared services and partnerships for efficient service delivery while connecting with community passion and interest
- Establish inclusive strategies for provision of municipal services
- Strategically expand existing infrastructure to support planned growth and development

Constraints include residential tax burden and community expectations.

2.3 Governance to Meet Expectations of our Growing Community

Engage the community and govern consistently with Council's values.

Strategic Actions:

- Align staff capacity, capital and operating plans with strategic plan
- Update policies and by-laws to support effective governance and strategic plan implementation
- Prioritize public engagement processes supporting strategic plan implementation
- Regularly review progress and continually improve strategic plan for effective implementation

Constraints include staff capacity, external funding opportunities, and community expectations.

Table 2 - Equitable & Inclusive Growth

		2021				2022				2023				2024			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1.1	Complete Plan Mahone Bay MPS/LUB Process																
2.1.2	Develop and implement Housing Strategy																
2.2.1	Review service levels and align with residents' ability to pay																
2.2.2	Explore shared services and partnerships for efficient service delivery																
2.2.3	Establish inclusive strategies for provision of municipal services																
2.2.4	Expand existing infrastructure to support planned growth																
	Project 1																
	Project 2																
2.3.1	Align staff capacity, capital and operating plans with strategic plan																
2.3.2	Update policies and by-laws for effective governance and Plan implementation																
2.3.3	Prioritize public engagement processes supporting Plan implementation																
2.3.4	Regularly review progress and continually improve strategic plan																

3. Environmental Leadership

Ensure responsible and balanced growth management by incorporating progressive standards and a commitment to preserve our environment.

3.1 Reduce Community Greenhouse Gas Emissions

Focus on renewable energy supply with a reduction in emissions by sector guided by ongoing public/customer feedback.

Strategic Actions:

- Implement community Greenhouse Gas (GHG) Reduction Action Plan
- Expand home heating program
- Expand electric vehicle charging infrastructure
- Invest in renewable energy generation (e.g., community solar garden)
- Support regional initiatives that contribute to reductions in greenhouse gas emissions

Constraints include external funding opportunities, public buy-in, and ratepayers' ability to pay.

3.2 Adapt Community Infrastructure to Climate Change

Protect our shorelines against sea level rise and address flooding.

Strategic Actions:

- Develop and implement policies and by-laws supporting adaptation measures on private property
- Invest in strategic infrastructure (shoreline and stormwater management)

Constraints include external funding opportunities, staff capacity, roll-out of new legislation, and property owner buy-in.

3.3 Practice Stewardship of Our Natural Environment

Improve harbour water quality and urban forest health.

Strategic Actions:

- Develop and implement Urban Forest Management Plan (including parks)
- Invest in strategic infrastructure improvements (elimination of straight pipes) and land acquisitions (watershed)
- Encourage recognition of the value of natural assets in the Town

Constraints include property owner buy-in, buy-in from neighboring municipalities, roll-out of new legislation, and external funding.

Table 3 – Environmental Leadership

		2021				2022				2023				2024			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1.1	Community Greenhouse Gas (GHG) Reduction Action Plan	Operating Initiatives															
3.1.2	Expand home heating program	Operating Initiative															
3.1.3	Expand electric vehicle charging infrastructure	Capital Projects															
3.1.4	Invest in renewables (e.g., community solar garden)	Capital Project															
3.1.5	Support regional initiatives that contribute GHG reduction	Operating Initiatives															
3.2.1	Develop and implement policies / by-laws supporting adaptation measures																
3.2.2	Invest in infrastructure (shoreline and stormwater management)	Capital Project															
3.3.1	Urban Forest Management Plan (including parks)	Operating Initiative															
3.3.2	Invest in infrastructure (straight pipes) and land acquisitions	Capital Projects															
	Project 1																
	Project 2																
3.3.3	Encourage recognition of the value of natural assets	Operating Initiatives															