



**Town of Mahone Bay
Corporate Strategic Plan
2018-2021**

Approved by Council February 13, 2018

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Town of Mahone Bay

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Message from the Mayor

I am pleased to present the Town of Mahone Bay Corporate Strategic Plan for 2017 - 2021. This plan has been produced through consultation with the members of council and the support of our senior management staff. The plan takes into account our past successes and recognizes the challenges our town will face in the future.

The strategic plan is the foundation that provides rationale for implementing the strategic direction of the town through this Council's tenure. It is critical to define our strategic mandate accurately to ensure expectations are realistic. The strategic plan must be responsive to external sources that impact the potential to satisfy those expectations. It must also address the resources or constraints that may enable or prevent council from implementing the plan.

This strategic plan is not carved in stone. It is a document that lives in the life of the town. It is designed to be flexible and responsive to changes in strategic direction when external forces on the town necessitate such a change. The strategic plan does not exist in a vacuum. It is shaped by:

- Our corporate mission, vision and core values
- The way that our town government is structured and operates each day
- The services that the town commits to provide to the citizens

The competent, dedicated town staff collaborate to provide the services that you receive throughout the year. Their efforts are augmented by many volunteers working through a variety of different groups in Mahone Bay. These citizens are critical to the success of the Town of Mahone Bay. I look forward to working with council, staff, volunteers and residents to ensure Mahone Bay is successful in achieving our goals for the future.

David W. DeVenne
Mayor, Town of Mahone Bay

2. Mission, Vision, and Core Values

Our Mission is to provide high quality services to our vibrant and thriving community, through efficient and accessible government.

Our Vision is a sustainable community where individuals, groups and businesses “make things happen”.

Our Core Values are our shared beliefs, behaviours and attitudes that guide Town Councillors and employees in the delivery of services to our community.

We are:

- Honest
- Accountable
- Fair
- Transparent
- Responsive

3. Key Strategic Initiatives and Core Activities

In order to achieve our vision and mission we intend to focus on the following areas:

3.1 **21st Century Infrastructure**

- Implement further phases of the Harbour Development Plan
- Continued development of Alternate Resource Energy Authority
- Facilities Management
- Asset Management
- Optimize efficiency of Utilities
- Provide safe streets and sidewalks
- Meet and exceed standards for water and wastewater
- Implement Federal and Provincial Accessibility legislation

3.2 **An Optimal Governance and Operations Structure**

- Foster inter-municipal shared services
- Determine optimal governance system that results in effective decision making
- Determine the optimal operations structure that results in the efficient delivery of services

3.3 **Economic and Community Development**

- Define the framework for an economic development strategy
- Ensure that Town policies, procedures, by-laws and other regulations foster growth and development
- Ensure that town infrastructure is in place to support development plans
- Collaborate with organizations that are involved in economic development activities
- Encourage a range of housing options
- Optimize value and use of our heritage, harbour and green spaces in economic development decisions
- Enhance recreation and open space opportunities
- Encourage diversity in community

3.4 **Public Engagement**

- Develop a policy and framework to engage the public in Council activities and decision making
- Improve communications and share information with the public in a manner consistent with their needs
- Create opportunities for public engagement

4. Our Continuous Improvement Plan

The Strategic Plan must contain a formal annual review process. It outlines the roles and responsibilities of the Town Council to carry out a regular review of the plan, and to ensure its success and continuance. It is important to recognize that this document is a three-year plan and is flexible enough that amendments can be made by the Town Council as required.

The strategic plan is an important document for the Council, committees, and staff. Too often, organizations have invested resources in developing a strategic plan, only over a short period of time to have it lose its importance on the future direction of the organization.

The Town Council has a mandate to review the plan and make recommendations for amendments. As well, the Chief Administrative Officer (CAO) will provide to the Council at regular intervals an update on the progress made on the goals and action plans. The CAO will present an annual report to the Council that provides an update as to the activities undertaken to carry out the plan. On a semi-annual basis, the agenda of the Town Council will include time to discuss the progress and status of action plans approved within the strategic plan.