

Town of Mahone Bay Strategic Plan

Action Plan 2018 - 2021

21st Century Infrastructure

			17/18	2018/19					2019/20				2020/21			
			Year 1	Year 2					Year 3				Year 4			
General Action	Specific Action	Responsible	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Implement further phases of the Harbour Development Plan	Collaborate with waterfront property owners	CAO/Solicitor				*										
	Monitor and pursue funding opportunities for a storm surge abatement plan	CAO					*	*	*	*	*	*	*	*	*	
	Develop RFP for detailed design and estimates for consideration by Council	CAO/DOO/Consultant					*	*								
	Public consultation	Council/Consultant						*								
	Decision by Council on actions	Council							*							
Continued Development of AREA	Work with AREA to sign agreements and contracts in accordance with work plan developed for AREA	CAO	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Provide regular updates to Council	CAO	*		*		*		*		*		*		*	
	Continue to explore with AREA new revenue opportunities from various renewable resources	CAO		*		*		*		*		*		*		
Facilities Management	Activate Facilities Working Group	Council	*													
	Create facilities needs assessment	Consultant	*	*												
	Provide staff report with recommendations to Council	CAO/ DOO		*												
	Public Engagement Process	Council/Consultant			*	*										
	Council makes decision and authorizes staff to prepare financial implications and options for Council	Council				*										
Asset Management	Progress Report on Asset Management Plan as per Gas Tax Agreement	CAO and Council		*		*		*		*		*		*		
	Review Asset Management Plan	CAO/DOO/Council													*	

Optimize efficiency of utilities	Report on continued efforts to improve the cost efficiency of the utilities by utilizing demand side management, wind, solar, imports and smart meters	CAO	*		*		*		*		*		*		*
Provide safe streets and sidewalks	Carry out inspection and inventory of sidewalks to determine priorities	DOO		*			*				*				
	Annual staff recommendations to Council for street budgets	DOO	*			*				*					*
	Install crosswalk flags and speed signs	DOO	*												
	Complete follow up evaluation of crosswalk flags and speed signs	CAO			*				*					*	
	Prepare annual 10 year capital budget for Municipal Affairs	Input Council/staff			*			*				*			
	Approve annual capital budget	Council		*				*				*			
Meet and Exceed Standards for water and wastewater	Carry out system assessment report for wastewater collection, including stormwater separation and treatment facility	Consultant	*												
	Ensure water pumps have a backup emergency generator	DOO			*										
	Determine priorities for waterline replacement program and cause of water leaks	DOO/Consultant			*			*					*		
	Establish gate valve replacement program	DOO		*				*				*			
	Straight pipe study follow-up	CAO/DOO			*										
Implement Federal and Provincial Accessibility Legislation	Establish Accessibility Advisory Committee (Possibly regional)	Council		*											
	Seek input from persons with disabilities and organizations representing persons with disabilities in the development of an Accessibility Plan	Council		*	*										
	Develop an Accessibility Plan in accordance with provincial legislation	CAO and Council				*									
	Make Accessibility Plan publicly available	CAO				*									
	Update Accessibility Plan every three years	CAO													*

An Optimal Governance and Operations Structure

			2018/19 Year 2					2019/20 Year 3				2020/21 Year 4			
General Action	Specific Action	Responsible	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Foster inter-municipal cooperation	Regular report by CAO to Council on status of service delivery provided by JSB	CAO		*				*				*			
	Report on status of shared resources with other municipalities	CAO		*				*				*			
	Ensure opportunities are examined by placing issue of inter municipal cooperation on all agendas of Mayor/Warden/Deputies/CAO committee	CAO	*	*	*	*	*	*	*	*	*	*	*	*	*
Determine optimal governance system that results in effective decision making	Complete municipal boundary review as required by the Department of Municipal Affairs	Council								*					
	Review mandate and need for all committees and appointment to other organizations	Council				*								*	
	Participate in Council Governance training every two years or as appropriate	Council				*								*	
	Engage in discussions regarding information necessary to decide on best governance system	Council				*								*	
Determine the optimal operations structure that results in the efficient delivery of services	CAO carry out organization review to determine the optimal operations structure, including succession planning	CAO/Consultant			*				*				*		
	Implement an updated records management system	CAO			*	*									
	Explore enhanced customer service opportunities, including maximization of technology	CAO				*									

Economic and Community Development

			2018/19 Year 2					2019/20 Year 3				2020/21 Year 4			
General Action	Specific Action	Responsible	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Define the framework for an economic development strategy	Engage community partners in identifying potential areas of economic development in Mahone Bay	Council/Consultant								*					
	Discussion with all partners as to the role of each in economic development to identify gaps in service	Council/Consultant										*			
Ensure that Town policies, practices, bylaws and other regulations foster growth and development	Bylaw Review committee review all bylaws to determine if meeting this goal and identify gaps, report to Council	Bylaw Review					*								
	Planning Review Committee review MPS and LUB to determine if meeting this goal, report to Council	PAC									*				
	Respond to federal cannabis legislation	PAC/Bylaw		*											
Ensure that Town infrastructure is in place to support development plans	Work with the Mahone Bay and Area Tourism and Chamber of Commerce to identify available Wi-Fi in the Town of Mahone Bay (map and signage)	CAO			*				*				*		
Collaborate with organizations that are involved in economic development activities	Continued involvement with SS Regional Enterprise Network (Liaison and Oversight Committee)	Council	*	*	*	*	*	*	*	*	*	*	*	*	*
	Quarterly meetings with Mahone Bay Tourism and Chamber of Commerce	CAO	*	*	*	*	*	*	*	*	*	*	*	*	*
	Continue to circulate to the business community funding opportunities from ACOA and other government agencies	CAO	*	*	*	*	*	*	*	*	*	*	*	*	*
Encourage a range of housing options	Review permitted uses in the Land Use Bylaw re Housing Mix	PAC						*							
	Explore Affordable Housing Opportunities through various housing groups and agencies	Council					*				*				*
	Investigate viability of tiny homes in the Town of Mahone Bay	PAC							*	*					

Optimize value and use of our heritage, harbour and green spaces in economic development decisions	Continue to pursue opportunities for Harbour Management with the Department of Natural Resources	Council	*	*											
	Consult with Marina Operators and MBATCC for economic opportunities utilizing the Harbour and waterfront	Econ. Dev Committee				*				*				*	
	Monitor water quality in Harbour	Dept Env/BCAF			*										
	Continue to preserve and protect natural and heritage resources	HAC/PAC	*	*	*	*	*	*	*	*	*	*	*	*	*
Enhance recreation and open space opportunities	Seek out opportunities to increase utilization of existing facilities by groups of all ages and physical abilities	DOO/MODL	*	*	*	*	*	*	*	*	*	*	*	*	*
	Update website to increase awareness of recreation opportunities within the Town	CAO			*										
Encourage diversity in the community	Ensure that Town policies and procedures respect diversity of staff, citizens and visitors	Council	*	*	*	*	*	*	*	*	*	*	*	*	*
	Create a welcoming environment in the Town for persons from diverse communities	Council	*	*	*	*	*	*	*	*	*	*	*	*	*

Public Engagement

			2018/19 Year 2					2019/20 Year 3				2020/21 Year 4			
General Action	Specific Action	Responsible	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop a policy and framework to engage the public in Council activities and decision making	Present a draft public engagement policy to Council	CAO/Consultant						*							
	Council adopt final policy	Council						*							
Improve communication and share information with the public in a manner consistent with their needs	Place meeting agendas on website three days prior to meeting of Council	CAO	*current practice as per policy												
	Post approved minutes on website within three days of approval	CAO	*current practice as per policy												
	Include links on Town website to partner organizations	CAO	*current practice - ongoing												
Create opportunities for public engagement	Permit 10 minute public question/comment period at the end of Council meetings	CAO	*current practice as per policy												
	Hold general public semi-annual meeting to update public on town activities and priorities	Council		*		*		*		*		*		*	
	Increase understanding in community on how to engage with Council (newsletter, website, public meetings)	CAO/Council	*	*	*	*	*	*	*	*	*	*	*	*	*