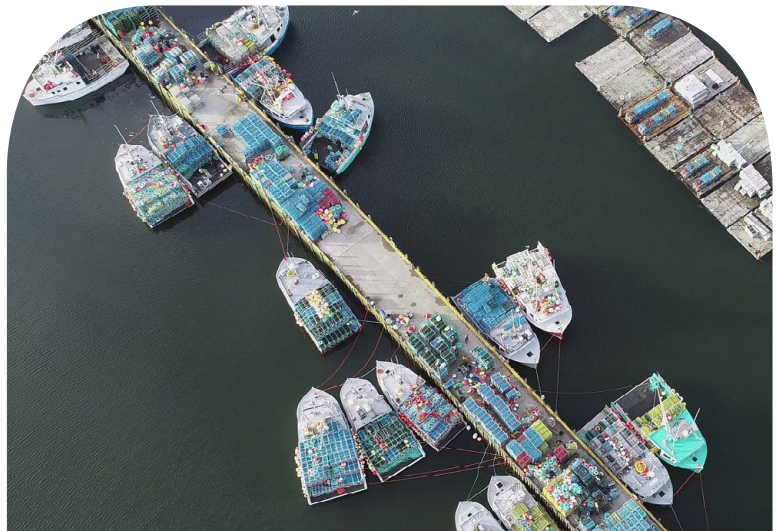




# 2022-2025 Strategic Plan

July 2022



# Introduction

Strategic planning is the process by which an organization determines its long-term goals and the actions needed to reach them. It is a useful process that blends high level visioning and objective analysis of goals and priorities to chart a future course of action in the face of competing priorities. The success of any strategic plan comes from its successful implementation. It is critical for organizations to link their strategic planning efforts to other critical decision-making processes, and to ensure to support priorities and to guide trade-offs among competing demands for time and resources.

For municipalities, the strategic plan is a keystone document. It guides it towards where it would like to be in the future (proactive) versus having to deal with situations as they happen (reactive) and includes the steps it will take to get there.

It also involves stakeholders (Council, Staff, General Public, Businesses, Neighbouring Units) in visioning the preferred future which helps produce a flexible plan derived from internal discussions and external sources of input.

## Our Process

The strategic planning process is about getting from Point A to Point B more effectively, efficiently, enjoying the journey and learning from it. Part of that journey is the strategy and part of it is execution. Having a good strategy dictates “how” to travel the road selected, and effective execution makes sure to check-in along the way.

Our process began in September 2021 and was completed in 4 phases: Assess, Design, Build and Manage.

The Assess phase helped us gather insights and conduct a SWOT analysis to determine our strategic position. The Design phase then gave us the opportunity to develop our mission, vision, and values. From there, we moved onto the Build phase which saw the planning team build a plan that we can implement. Finally, the Manage phase developed how we will execute our strategy and manage its performance.

These phases were overseen by the planning team included all members of Council and the team of senior management. Their work was conducted in a combination of formal meetings, workshops, engagement sessions and on-on-one conversations.

## Vision

A community shaped by the sea, that provides an ocean of opportunity.

## Mission

To work together to provide municipal services that meet the needs of our residents and enhances our quality of life.

## Strategic Goals





# 1 Grow our Economy

## 1.1 Attract Accommodations

### KEY PERFORMANCE INDICATORS

- 1.1.1 Identify potential municipal properties suitable for accommodations.
- 1.1.2 Identify and pursue potential developers and investors to help increase the number of accommodations in the Municipality.
- 1.1.3 Build the case for accommodations
- 1.1.4 Reach out to other municipalities/towns that have done this.
- 1.1.5 Consider the possibility of engaging consultants.

### TIMEFRAME

2023/2024

## 1.2 Invest in our Beaches & Parks

### KEY PERFORMANCE INDICATORS

- 1.2.1 Review our Beach Strategy
- 1.2.2 Continue to support community organizations that align with our Beach Strategy.
- 1.2.3 Improve accessibility at our beaches.
- 1.2.4 Identify other beaches and parks to develop.

### TIMEFRAME

2022/2023/2024

## 1.3 Improved Cell Service

### KEY PERFORMANCE INDICATORS

- 1.3.1 Develop partnerships with service providers
- 1.3.2 Pursue private/public partnerships with the goal of improving cell services in the Municipality.
- 1.3.3 Continue to work with the WREN in advocating and piloting innovative solutions.

### TIMEFRAME

2024/2025

## 1.4 Municipal Property Development

### KEY PERFORMANCE INDICATORS

- 1.4.1 Identify municipal properties for sale and/or development.
- 1.4.2 Assess the feasibility of expanding and/or developing more business and residential parks.
- 1.4.3 Identify the needs of our communities and immediate opportunities.
- 1.4.4 Identify potential developers and formalize partnerships
- 1.4.5 Pursue funding opportunities to help develop properties or entice developers to develop properties.
- 1.4.6 Develop a land purchasing policy or strategy.

### TIMEFRAME

2023/2024

## 1.5 Renewable Energy

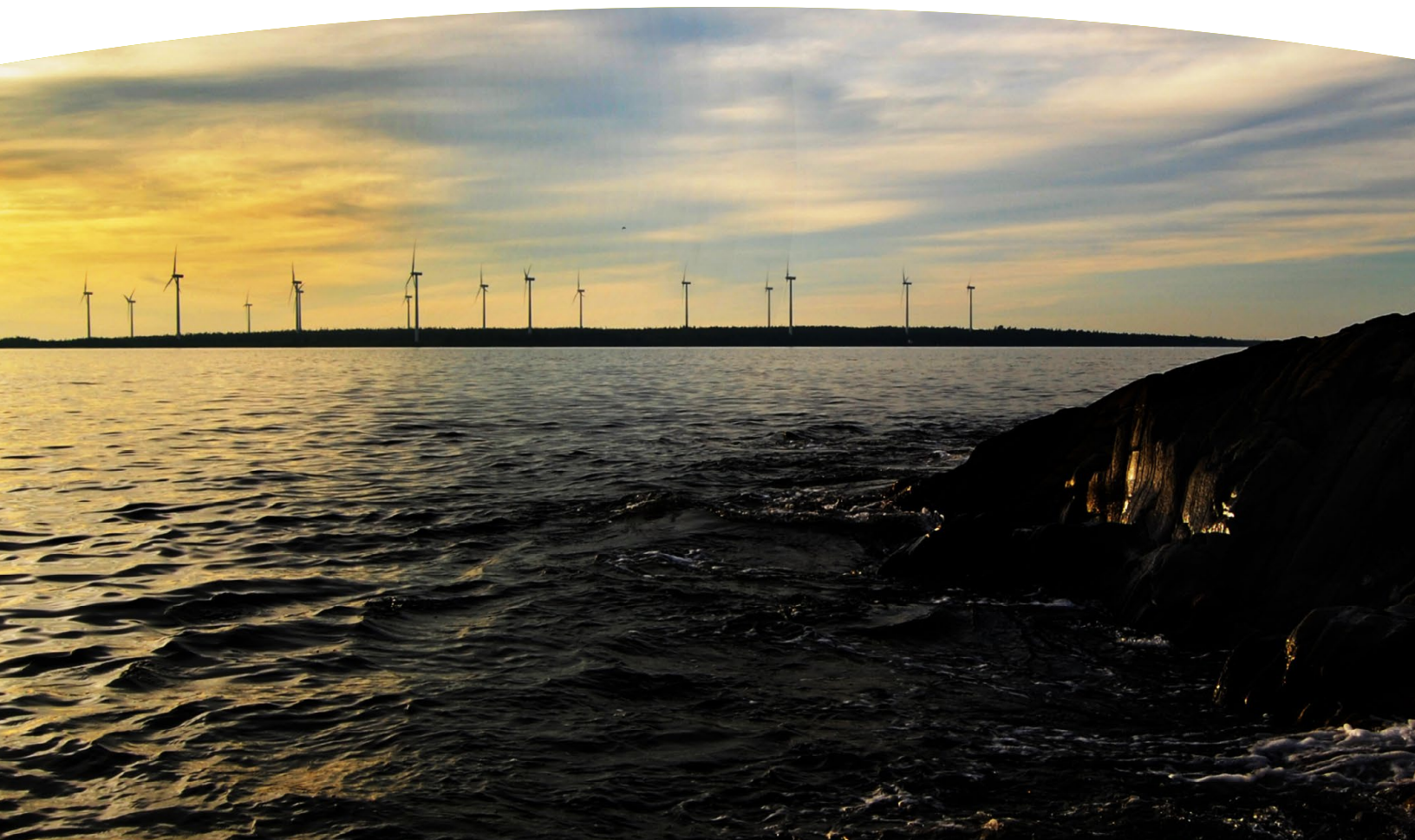
### KEY PERFORMANCE INDICATORS

1.5.1 Consider opportunities to invest in renewable energies.

1.5.2 Evaluate the need for electric vehicle chargers within the Municipality.

### TIMEFRAME

2023





## 2.1 Community Health Centre

### KEY PERFORMANCE INDICATORS

- 2.1.1 Determine Location.
- 2.1.2 Develop Design Program.
- 2.1.3 Identify Funding Opportunities.
- 2.1.4 Finalize Design.
- 2.1.5 Construct.

### TIMEFRAME

2022/2023

## 2.2 Doctor Recruitment & Retention

### KEY PERFORMANCE INDICATORS

- 2.2.1 Work with partners such as the NSHA and Yarmouth Doctor Recruitment Committee to recruit health professionals.
- 2.2.2 Develop a local student recruitment program.
- 2.2.3 Focus on providing navigation services to new recruits.

### TIMEFRAME

2023/2024

## 2.3 Public Transit

### KEY PERFORMANCE INDICATORS

- 2.3.1 Continue to support Sou'West Nova Transit.
- 2.3.2 Create open and inclusive policies and by-laws that support other transportation services.

### TIMEFRAME

2023





# 3 Strengthen our Communities

## 3.1 Infrastructure Renewal

### KEY PERFORMANCE INDICATORS

- 3.1.1 Develop an Asset Management Plan
- 3.1.2 Ensure proper financial and human resource allocation to maintain infrastructure.

### TIMEFRAME

2023

## 3.2 Housing

### KEY PERFORMANCE INDICATORS

- 3.2.1 Identify potential municipal properties suitable for housing.
- 3.2.2 Identify and reach out to developers and investors.
- 3.2.3 Explore funding opportunities.
- 3.2.4 Work with our provincial and federal counterparts to improve the housing stock in our Municipality.

### TIMEFRAME

2024

## 3.3 Expand Wastewater Services

### KEY PERFORMANCE INDICATORS

- 3.3.1 Complete an assessment of our current wastewater systems.
- 3.3.2 Develop a wastewater expansion plan.
- 3.3.3 Consider the financial impact of wastewater expansion.
- 3.3.4 Pursue funding opportunities to help offset the cost.
- 3.3.5 Consider the implementation of a Supervisory Control And Data Acquisition (SCADA) system.

### TIMEFRAME

2024/2025

## 3.4 Accessibility

### KEY PERFORMANCE INDICATORS

- 3.4.1 Continue the work of the Accessibility Advisory Committee (AAC).
- 3.4.2 Perform an accessibility audit on the main municipal properties.
- 3.4.3 Pursue and promote funding opportunities to help offset the cost of improving accessibility.

### TIMEFRAME

2023/2024

## 3.5 Diversity and Inclusion

### KEY PERFORMANCE INDICATORS

- 3.5.1 Organize diversity and inclusion training & education sessions for both Council and Staff.
- 3.5.2 Create a Diversity and Inclusion Committee or Action Team.
- 3.5.3 Work with the Nova Scotia Office of Equity and Anti-Racism Initiatives to create a plan to address systemic hate, inequity and Racism, as prescribed for in the Act to Dismantle Racism and Hate.

### TIMEFRAME

2024





# 4 Operate Efficiently

## 4.1 Develop an Employee Retention Program

### KEY PERFORMANCE INDICATORS

- 4.1.1 Perform a full organizational review.
- 4.1.2 Review and modernize benefit programs.
- 4.1.3 Consider innovative HR policies that promote a health work/life balance, mental health, support & training and succession planning.

### TIMEFRAME

2022/2023

## 4.2 Create an Economic Development Office

### KEY PERFORMANCE INDICATORS

- 4.2.1 Hire an Economic/Business/Community Development Officer
- 4.2.2 Create a business retention and expansion plan.
- 4.2.3 Promote the Municipality as being open for business.
- 4.2.4 Continue to work with partners such as the WREN and Chamber of Commerce.

### TIMEFRAME

2024

## 4.3 Consider the Expansion of the C&D Site

### KEY PERFORMANCE INDICATORS

- 4.3.1 Assess the current condition of the C&D Site.
- 4.3.2 Evaluate the future needs of the facility.
- 4.3.3 Develop a plan for the future of the Site.

### TIMEFRAME

2024/2025

## 4.4 Transparency

### KEY PERFORMANCE INDICATORS

- 4.4.1 Consider the possibility of live streaming Committee of the Whole and Council meetings.
- 4.4.2 Continue having a strong social media presence to inform our residents on municipal matters.
- 4.4.3 Continue to actively publish all publicly available municipal documents.
- 4.4.4 Develop an education campaign promoting the role and work of the Municipality.

### TIMEFRAME

2023/2024



# 5 Keep Barrington Moving

## 5.1 Enhance Recreation Programs

### KEY PERFORMANCE INDICATORS

- 5.1.1 Continue the work of the Recreation Advisory Committee (RAC).
- 5.1.2 Perform an evaluation of all recreation programs.
- 5.1.3 Create and Grow partnerships with other Recreation Departments.

### TIMEFRAME

2023/2024

## 5.2 Sherose Island Recreation Complex Strategy

### KEY PERFORMANCE INDICATORS

- 5.2.1 Work with the RAC to perform an assessment of the entire property.
- 5.2.2 Conduct a needs assessment of recreation facilities and services at the Complex.
- 5.2.3 Develop a conceptual plan of the future of the Complex.

### TIMEFRAME

2024/2025

## 5.3 Increase the Number of Outdoor Spaces Strategy

### KEY PERFORMANCE INDICATORS

- 5.3.1 Assess our current outdoor spaces and the need for more.
- 5.3.2 Explore opportunities to partner with local organizations and businesses to develop and/or grow outdoor spaces.
- 5.3.3 Create unique spaces to foster arts and culture.

### TIMEFRAME

2023/2024

## 5.4 Trail Expansion

### KEY PERFORMANCE INDICATORS

- 5.4.1 Identify vacant municipal properties that could be suitable for trail development.
- 5.4.2 Develop a trail strategy and consider the financial implications of trail development.
- Consider innovative partnerships or synergies between trails and economic or tourism development.
- 5.4.3 Continue to support the work of the Woodland Multi Use Trail Association.
- 5.4.5 Assess the possibility of improving trail amenities and infrastructure.

### TIMEFRAME

2024

## 5.5 Sidewalk Expansion

### KEY PERFORMANCE INDICATORS

- 5.1 Assess the condition and location of current sidewalks.
- 5.5.2 Evaluate the need for more sidewalks and how to create potential “loops”.
- 5.5.3 Develop a sidewalk expansion plan, considering the financial impacts and alternatives (i.e., extended shoulder, asphalt vs. concrete, etc.).

### TIMEFRAME

2024/2025



# Implementation and Tracking

Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Whereas the strategic plan addresses the what and why of activities, implementation addresses the who, where, when, and how. Below is the planning calendar that will help aid us in executing and rolling out our plan successfully. Once our resources are in place, we can set our implementation schedule.

## Our Process

The plan will be implemented by:

- Communicating the strategy to everyone in our organization.
- Involving staff in the development of the plan.
- Assigning staff clear goals that tap into their strengths.
- Having staff create the action items to support their assigned goals.
- Holding staff responsible for the achievement of assigned goals.
- Holding staff strategy meeting to report on the progress.
- If something in the plan is not working, changing it. Taking corrective action or moving to build on success.
- Planning meetings where we only discuss strategy.
- Linking strategy to performance.
- Making true self-assessment an ongoing practice.
- Celebrating when goals are reached.

Holding regular strategy reviews is the key to implementing our strategic plan, making the numbers, achieving our goals, and, finally, making strategy a habit for everyone involved. These meetings will give us the ability to manage activities that drive future results and hold people accountable for making sure those activities happen.

Regular strategy meetings will allow us to keep our finger on the pulse of our strategic planning efforts and make any necessary adjustments before it becomes too late.

Restricting the meeting to reporting on measurements can help us stay on task and keep the meeting short. The meeting agenda should also include some time devoted to working on one specific topic or on one of the quarter's priorities where decisions need to be made.

Holding meetings will help focus our goals on accomplishing top priorities and accelerating growth. Although the meeting structure is relatively simple, it does require a high degree of discipline.