



## 2013-2016 Strategic Plan

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## **Background**

The Council of the Municipality of the District of Digby, along with senior municipal staff came together on February 28<sup>th</sup> - March 1, 2013 to engage in a strategic planning session.

Attendees included:

Linda Gregory, Warden  
Jimmy MacAlpine, Deputy Warden  
Maritza Adams  
George Manzer  
David Tudor

Linda Fraser, CAO  
Gordon Wilson, Deputy CAO  
Cora Lee Bremner, Manager of Corporate Services  
Terry Thibodeau, Renewable Energy Coordinator  
Bob Powell, Recreation Manager

The outcomes of the planning session follow.

## Vision Statement

Preserving our past – Developing our future

## Mission Statement

To provide, promote, or facilitate municipal services that meet the community needs while preserving, supporting and enhancing quality of life for all.

As discussed in the session, identifying an organization's core strengths and putting these to best use when crafting strategic plans makes good sense. Such strategic plans rely on core strengths and assets, helping to make ones plan much more resilient in the face of challenges. The following were identified as core strengths of the municipality:

### **Core Community Assets**

- Strong volunteer base
- Highly skilled/knowledgeable professionals/retirees
- Resiliency through hard times
- Diversity of cultures
- Strong ties to the community

### **Core Council Assets**

- Experience
- Leadership
- Openness to new ideas
- Strong group cohesion
- High level of trust with one another
- Commitment to the community/putting the community first
- Professionalism
- Proactive
- Bring unique perspectives on business, education and community

When exploring some of the greatest successes the municipality has experienced, the following attributes define **Conditions for Success**:

- Creative approach to problem solving/thinking outside the box
- Alternative revenue generation
- Bottom-up initiatives
- Creative partnerships
- Citizen Engagement from the beginning
- Long term planning and saving
- Listening to the community
- Cooperation with industry
- High level of community involvement
- High level of community pride
- Tangible results
- Trust and respect
- Strong relationships among all stakeholders

Articulating current threats to organizational and community success is an important aspect of responsible planning. The following issues were identified as concerns:

### **External and Internal Threats**

Population decline

Employment trends

Industry shifts

Access to healthcare (physicians and hospital)

Downloading of services from provincial and federal government

The Digby Ferry

Lack of electricity grid capacity

Staff changes in general, possible loss of DCAO

Potential loss of The Pines

No Municipal Planning Strategy

Town of Digby re: viability

### 2013-2016 Strategic Plan

What follows is the Municipality of the District of Digby's Strategic Plan for the term of the current Council. It is based on the four pillars outlined in the municipality's Integrated Community Sustainability Plan (ICSP): Economic, Environment, Social/Community and Culture/Heritage. Also included are considerations of Corporate priorities.

Careful consideration of those priorities identified by community stakeholders through the ICSP process were explored and incorporated into the plan wherever alignment was possible.

Priority: Economic

Goal: Maximize our opportunities in renewable energy

Objective	Timeline	Input	Outcome	Assigned to
Define what we want	2013-14	Council, Industrial Commission	A list of specific initiatives you hope to realize	Municipal Renewable Energy Coordinator
Identify opportunities	2014-15	Council, Industrial Commission	An inventory of community assets, environmental scan, industry scans	Municipal Renewable Energy Coordinator
Identify Challenges	2014-15	Council, Industrial Commission	Mitigation plan to address	Municipal Renewable Energy Coordinator
Engage stakeholders and potential partners	2013-2016	Council, Industrial Commission	Build buy-in, partnerships, commitments	Municipal Renewable Energy Coordinator
Develop implementation plan (s)	2015-2016	Council, Industrial Commission	Achieve Council, stakeholders commitments for plan going forward	Municipal Renewable Energy Coordinator

Priority: Economic

Goal: Ensure continued support for Tidal Servicing Centre in the Annapolis Basin

Objective	Timeline	Input	Outcome	Assigned to
Secure Digby as location for project	2013-16	Industrial commission, town and county councils	Obtain commitment from government and industry	Municipal Renewable Energy Coordinator, Industrial Commission
Gain specific knowledge of industry needs	2013-16	Industrial commission, town and county councils	Initiating conversations with industry	Municipal Renewable Energy Coordinator, Industrial Commission
Prioritize our planning and preparation for service centre	2013-16	Industrial commission, town and county councils	Complete engineering plans	Municipal Renewable Energy Coordinator, Industrial Commission
Quantify anticipated costs	2013-16	Industrial commission, town and county councils	Identify partners, funding sources, investors	Municipal Renewable Energy Coordinator, Industrial Commission

Priority: Economic

Goal: Develop a marketable Industrial Park

Objective	Timeline	Input	Outcome	Assigned to
Complete Industrial Park Strategic Plan	2013-2014	Council, Industrial Commission, CAO	Shared agreement, goals and policies	CAO

Priority: Economic

Goal: Engage stakeholders in creating a vision for sustainable job/industry development

Objective	Timeline	Input	Outcome	Assigned to
Host a local, economic job/industry summit	2013-2015	Consultant, Boards of Trades, RENs	Articulate a clear vision and action plan for job creation	CAO, Committee of Council



Priority: Environment

Goal: Continue Improvements to Wastewater Treatment to ensure safe shellfish harvesting from waters adjacent to wastewater treatment plants.

Objective	Timeline	Input	Outcome	Assigned to
To build relationships with Federal Fisheries, CARP, Provincial Fisheries to ensure timely testing of harvesting waters.	On going	Federal Agencies, Clam Industry Association, CARP, Provincial Fisheries	Safe shellfish harvesting waters	CAO

Priority: Environment

Goal: Reduce our carbon footprint

Objective	Timeline	Input	Outcome	Assigned to
Municipal Energy Reduction Strategy	2014-2016	Council, Department Of Energy, Efficiency NS, UNSM Sustainability Officer	Municipal policies and initiatives which support renewable resources, energy reduction	Municipal Renewable Energy Coordinator, CAO

Priority: Social/Community

Goal: To establish a volunteer welcoming committee for newcomers

Objective	Timeline	Input	Outcome	Assigned to
Recruit/appoint volunteer committee	2014	Youth, Seniors, Board of Trade, Churches, Newcomer Navigator	An active, representative committee	Council

Priority: Social/Community

Goal: Continue to work on physician recruitment

Objective	Timeline	Input	Outcome	Assigned to
Put new recruitment practices in place	2013-2016	WDRC	2 more MDs recruited for Weymouth	Council
Put new recruitment practices in place	2013-2016	MEDIC, SW Health	4 more MDs recruited for Digby	Council
Lobby provincial government to change the college of physician's practices re: foreign trained MDs	2013-2016	UNSM, Council	Increase pool of potential physicians	Council

Priority: Social/Community

Goal: Ensure for the continued access to critical open spaces

Objective	Timeline	Input	Outcome	Assigned to
Develop an open space plan	2013-14	Council, DARC, Community, Planner, DNR	Clear standards and criteria for acquisition of open space are developed	Recreation Director, DCAO
Develop an active transportation plan	2014-15	DARC, UNSM Sustainability Officer	Identification of non motorized transp. routes	Recreation Director, DCAO

Priority: Social/Community

Goal: Engaging youth in local government

Objective	Timeline	Input	Outcome	Assigned to
Establish a Youth Advisory Committee	2013-14	Schools, Student Councils, SAC	Active youth engagement	Recreation Director, CAO, Council

Priority: Social/Community

Goal: More effectively engage/communicate with the community

Objective	Timeline	Input	Outcome	Assigned to
Participate in a workshop on effective citizen engagement	2013	Consultant	Improve skills and knowledge in effectively interacting with stakeholders	CAO
Develop a Communication Strategy	2013-15	Council, Staff, possible consultant	Citizens a government feel more connected	CAO

Priority: Culture/Heritage

Goal: Enhance the creative culture of our community

Objective	Timeline	Input	Outcome	Assigned to
Provide leadership in	2013-2015	BR artisan	Use lessons	Program

the development of the Bear River Creative Arts Community		community, First Nations, Annapolis Arts Council	learned to replicate throughout municipality	Coordinator, Area Councillor
Ensure the completion of the Maude Lewis site	2013-14	Art Gallery of NS	Positively contribute to the creative culture	Program Coordinator, Area Councillor

Priority: Culture/Heritage

Goal: Ensure for the transition of area lighthouses from provincial to public ownership

Objective	Timeline	Input	Outcome	Assigned to
Assist community groups in the divestiture of federally owned lighthouses	2013-2015	Federal Fisheries, Community Groups, Parks CA, Council	Ensure for the sustainable management of lighthouses by community groups	DCAO, Area Councillors

Priority: Corporate

Goal: Enhance efficiencies of taxation/financial management system

Objective	Timeline	Input	Outcome	Assigned to
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Successfully manage the research, purchase, installation and transition of new financial management software package.	2013-14	IT Manager, CAO, Software Providers	Achieve operational efficiencies	Manager of Corporate Services
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## Appendices

Brainstorming in and among Council with regard to priority issues/initiatives was undertaken for each of the four pillars discussed previously. Voting then ensued,

resulting in the identification of shared priorities which were used to populate the 2013-2016 Strategic Plan.

What follows is a complete list of the brainstorming completed during the session.

**Pillar: Economic**

- Transportation, purchase of new bus
- Become a hub for renewable energy
- Industrial Park Strategic Plan
- REN
- Small Business Support
- New Business Plan for airport
- Creative Community Initiative
- Job/Industry Summit
- Internet
- Matching skills to jobs

**Pillar: Environment**

- Sewer Expansion-Shore Road and The Neck
- Active Transportation
- Rejuvenate the Clam Industry
- Climate Change Action Plan
- Renewable Energy Strategy:
  - Renewable Resource Policy
  - Green Policy
  - MU Energy Reduction Strategy

**Pillar: Social/Community**

- Volunteer welcoming Committee for new arrivals

- Healthcare: more MDs
- Senior Safety Program, increased senior programs
- Youth representation on committees
- Youth Advisory Committee
- Improved relationships with first nations and black communities
- Communication Plan
- Age Friendly Community

**Pillar: Culture/Heritage**

- Bear River Creative Arts Community
- Better support and promotion of activities
- Lighthouses
- Maud Lewis property
- Electric City Interpretive Centre

**Other: Infrastructure**

- Generator for AD (COMFIT)
- LED Streetlights
- Sidewalks

**Other: Corporate**

- Financial Management Software
- Shared Services with neighboring municipalities