

STRATEGIC POSSIBILITIES (AKA Action Plan) February 2025

STRATEGIC TOPIC – <i>Expectations</i>	STRATEGIC POSSIBILITY
1. Fire Services <i>Coordinated efforts, volunteer retention/recruitment, equipment, cost effectiveness, reduce administrative burden, engage volunteers, service efficiency</i>	1. Review Fire Services Report – March 2. Budget allocation to hire full-time Fire Services Coordinator – April 3. Establish action plan
2. Industrial Commission <i>Opportunities for business, attract industries, determine economic development for land, create strategic plan, share accountability with Town of Digby</i>	1. Discuss with Town of Digby at a Joint Council Meeting the Industrial Commission future, mandate, strategic targets – April
3. Economic Development Strategy <i>Diversify, business retention, expansion & attraction, good jobs, increased/resilient tax base, industrial land development, dedicated staff gap, community marketing, tourism</i>	1. Discuss with Town of Digby at a Joint Council Meeting their interest in making a combined strategy – April 2. WREN – Mandate; Review
4. Accessibility <i>Public safety, inclusionary community, regulatory compliance, capital renovations, completed by 2030, public accessibility</i>	1. Complete accessibility audit – April 2. Update Accessibility Plan – June 3. Allocate funds each year for capital work
5. Roads/Highway 101 <i>Roadway safety, advocacy, collaborate with neighboring municipalities/province, J-Class Roads</i>	1. Assemble Hwy 101 Taskforce to get update on safety study 2. Create priority plan for J-Class Road projects 3. Advocate for road projects to be completed
6. RCMP Pay <i>Municipal contract, advocacy, wage increases impact, no control over costs</i>	1. Advocate through NSFM with respect to cost implications for the existing RCMP NS Municipal Contract
7. Recreation, Aging & Future Infrastructure <i>Multiple facilities (arena, pool, curling club, etc.), Aging infrastructure, want to improve assets, expansion opportunities, grants</i>	1. Discuss with Town of Digby at a Joint Council Meeting 2. Receive 5-Year Plan from Recreation Director 3. Plan for capital repairs and upgrades
8. Kings Transit (Rural Transportation) <i>Currently in a contract, not voting member, study on-going, potentially becoming core member that will affect our role and operational cost, will affect capital costs, greater control and savings, explore feeder bus system options, hire consultant</i>	1. Get study results from Kings Transit 2. MODD decision – whether we accept funding formula and whether we remain service partner or become core partner 3. Assess current transit routes 4. Look into local options for a feeder bus system
9. Emergency Management <i>Changes to provincial regulations, may need full time staff person for REMO</i>	1. Advocate through NSFM with respect to EMO requirements
10. Communication (Internal & External) <i>Have information from meetings shared, misinformation is easily spread, challenges with no local paper</i>	1. Share highlights from Council meetings 2. Post agendas on Facebook page 3. Work on using Facebook more as a tool for public information

11. Alternative Energy Initiatives <i>Have coordinator to help fight climate change, need more affordable, safe, environmental stewards, worried about potential liability, need to think long-term about any initiatives, explore biogas and solar park options</i>	1. Determine generator options – whether it can be repurposed or should be sold 2. Solar Park Research
12. By-laws & Policies (& By-Law Enforcement) <i>Ensure relevancy, legislative compliance & enforceability, update sidewalk policy, HR Policy, Sewer By-Law</i>	1. Draft Sidewalk Policy 2. Present to Council 3. Form staff committee to review HR Policy 4. Draft new Sewer By-Law 5. Creation of By-Law Enforcement role
13. Staff Succession Planning <i>Recruitment, retention, succession plan, employer of choice, motivated staff, quality services, qualified staff, excellent customer service</i>	1. Discuss retirement timelines with staff 2. Review organization to determine which duties need to be filled and whether there are services that could be better provided with new roles 3. Present to Council for decision
14. Service Exchange (Province) <i>Shifting regulations/responsibilities, equalization funds, difficult to plan for, advocacy</i>	1. Advocate through NSFM for a fair service exchange agreement
15. Affordable Housing <i>Increased supply, social housing, diverse stock, developer interest, affordable for seniors & young families, sustainable community, changes to zoning, attract residents, community growth, increased retail market, local employee pool, Digby & Area Housing Coalition Working Group, search for grants</i>	1. Appoint two members to the Digby & Area Housing Coalition Working Group – February 2. Use working group to support housing initiatives
16. Port Facility <i>Capacity for increased use, determine economic development for wharf, create strategic plan, collaboration</i>	1. Contact Ed Chisholm to present to Council 2. Collaborate with the Digby Harbour Port Association and the Town of Digby
17. Modernization <i>Shared services, mutual strategies, rich communication, mutual respect</i>	1. Sit down with Town at a Joint Council Meeting to discuss shared services/common interests
18. Modern Communication (e.g., cell service, internet) <i>Resident attraction/retention, business retention/attraction, reliable service & internet, emergency response, Build NS expanded service</i>	1. Advocate through Build NS for improved shared communication towers

STRATEGIC PRIORITIES CHART

February 2025

COUNCIL PRIORITIES

NOW

1. **Kings Transit: Transit Study**
2. **Joint Strategies with the Town of Digby – April**
3. **Fire Services – April**

Next

- TRANSIT FEEDER SYSTEM
- SOLAR PARK RESEARCH
- BIOGAS GENERATOR OPTIONS
- SIDEWALK POLICY

ADVOCACY

- *J-Class Road: Upgrades (Prov)*
- *EMO Requirements: Implications (NSFM)*
- *Highway 101 Improvements: Regional Task Force*
- *RCMP Contract: Cost Implications (NSFM)*
- *Housing Coalition: Task Force*
- *Modern Communication (Build NS)*
- *Service Exchange: Status (NSFM)*

PARTNERS

- *Port Facility Future Plan (Port Association and Town)*
- *Kings Transit*
- *Recreation Facilities (DARC and Town)*
- *Economic Development Strategy (Town)*
- *Industrial Commission: Mandate (Town)*
- *WREN Strategy (WREN and Town)*
- *Shared Services/Modernization (Town)*

Guiding Principles

Pursue Partnerships / Build Relationships
Encourage Community Engagement

Be Environmentally Friendly
Develop Alternative Revenue Sources

Strategic Themes

ECONOMIC RESILIENCE – LIVABLE COMMUNITY - COLLABORATIVE EFFORTS

OPERATIONAL INITIATIVES

CHIEF ADMINISTRATIVE OFFICER

1. Kings Transit
2. Policy Review (including Sidewalk Policy)
3. Accessibility Plan – June
4. Equity and Anti-Racism Plan – March
5. By-Law Review (including Sewer By-Law)
6. Staff Hiring and Succession Planning
7. Communication

DIRECTOR OF FINANCE

1. Townsuite Data Transfer – October
2. Human Resource Policy Review

DIRECTOR OF MUNICIPAL SERVICES

1. Solar Park Research
2. Biogas Generator Options
3. Haines Lake: Enhancements
4. Fire Services
5. Industrial Commission
6. Asset Management

CAPITAL PROJECTS

- Haines Lake
- Recreation Facilities
- Lighthouse Upgrades
- J-Class Roads
- Accessibility Projects

CODES: BOLD CAPITALS = NOW Priorities; CAPITALS = NEXT Priorities; Italics = Advocacy; Regular Title Case = Operational Strategies