



EAST HANTS

We live it!



EAST HANTS STRATEGIC PLAN

2021-2024





MESSAGE FROM THE WARDEN



On behalf of the East Hants Municipal Council, I am pleased to present our 2021-2024 Strategic Plan. This plan is a roadmap for Council and staff as we make decisions over the next four years that reflect the priorities of our growing community: Sustainable Infrastructure; Corporate Excellence; Strong Community; and Economic Prosperity.

It is our goal to have people feel connected in a place they can thrive. We aim to stimulate a competitive economy that celebrates entrepreneurship, provides opportunity, creates jobs, and enhances the community's attractiveness in both our rural and urban areas. Our core business is to deliver local government services to our constituents with excellence.

We acknowledge that East Hants is in Mi'kma'ki and the District of Sipekne'katik, the ancestral and unceded territory of the Mi'kmaq people. As you will see in the following pages, East Hants is committed to building new relationships based on mutual respect and understanding with all citizens, not only in East Hants, but our country as a whole.

Eleanor Roulston



EAST HANTS

OUR MISSION

East Hants cares about people and their quality of life. Through program and service excellence, we are building a strong, thriving community.

OUR VISION

East Hants is a vibrant, welcoming community that embraces rural and urban living – a place where everyone feels connected.



CORE VALUES

The following values will guide how our employees serve the community:

Integrity

Integrity is the cornerstone of good governance. By upholding the highest ethical standards, municipal employees conserve and enhance public confidence in the honesty, fairness and impartiality of the Municipality of East Hants.

Fairness

Treating all people with fairness is fundamental to our relationship with our community and contributes to a safe and healthy work environment that promotes engagement, openness and trust.

Respect

Treating all people with respect is fundamental to our relationship with our community and contributes to a safe and healthy work environment that promotes engagement, openness and trust.

Learning

Embracing life-long learning and encouraging opportunities for growth enables our employees to think critically, be inspired and apply knowledge and skills that support the delivery of our services.

Excellence

Excellence in the design and delivery of municipal policy, programs and services is critical to a positive, engaged relationship with our citizens, community groups and the business community.

ORGANIZATIONAL VALUES

The following values are the fundamental beliefs shared by Council and employees which direct the way decisions are made:

Responsive, transparent and accountable

The organization is responsive, recognizes the rights of its constituents to information, acts responsibly and is accountable for outcomes.

Fiscal responsibility

The organization spends taxpayer money with consideration and in accordance with the best interests of the community.

Innovation

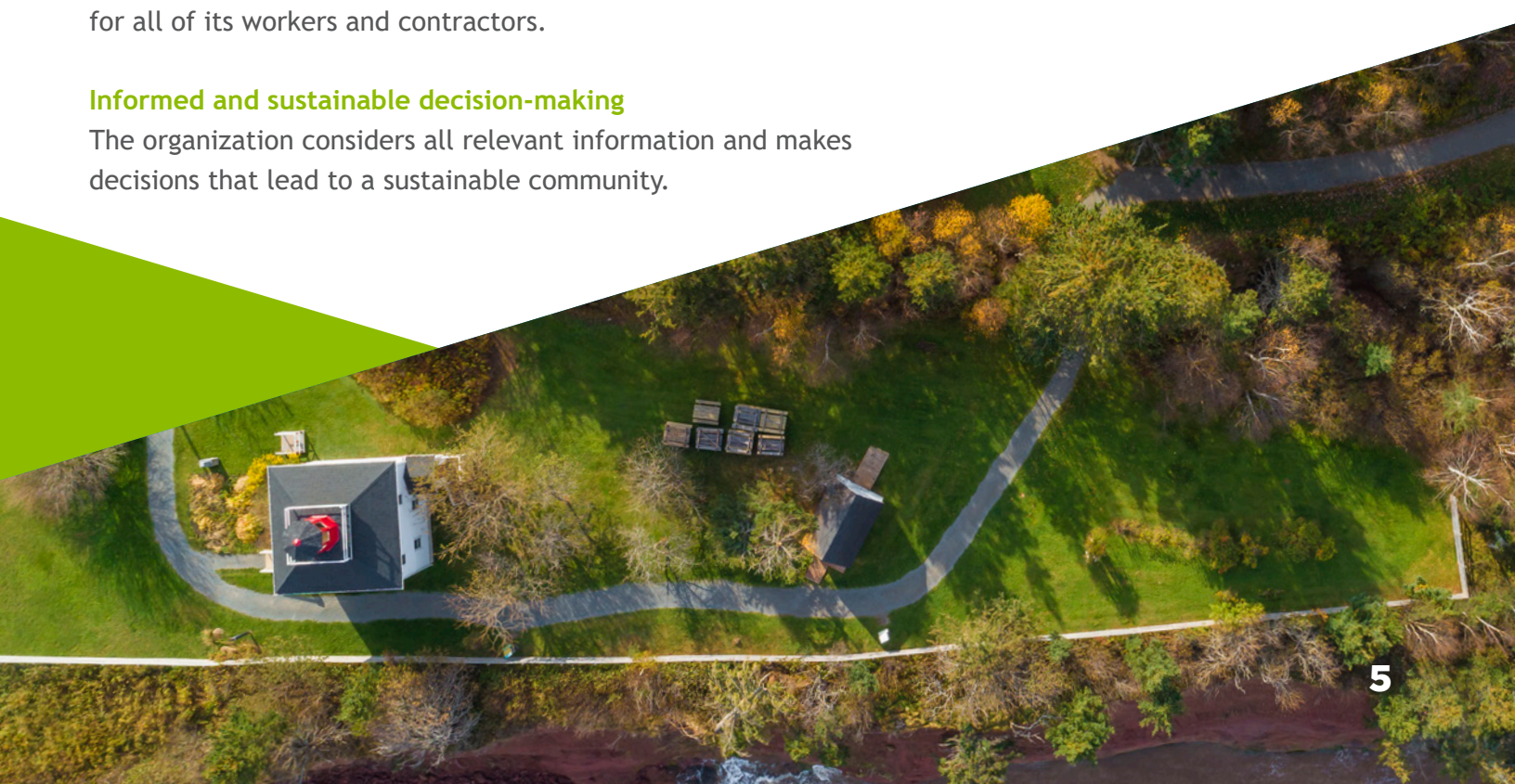
The organization encourages creative thinking and provides strong leadership that is receptive to new ideas.

Safe and healthy work place

The organization is committed to a safe workplace and healthy work environment for all of its workers and contractors.

Informed and sustainable decision-making

The organization considers all relevant information and makes decisions that lead to a sustainable community.



KEY STRATEGIES

The Municipality of East Hants has four key areas of strategic focus each supported by goals and objectives.

Sustainable Infrastructure



Infrastructure represents the foundation of any community. It includes roads, facilities, and systems that keep the community functional and people moving. Our goal is to provide infrastructure that addresses the needs of our growing community.

Corporate Excellence



Success of the municipality depends on public trust. This relationship with the public is achieved through open, transparent and fair decision-making, effective public policy, responsible financial management, exceptional service delivery, and effective communication. Our goal is to provide greater value to the community by improving the way we do business.

Strong Community



A strong community is where people feel a sense of pride, are safe, connected and active. This is achieved through long-range community planning and by supporting those who live, work and visit in East Hants. Our goal is to provide services, programs and facilities, through direct service delivery and collaboration with others, that allow people and businesses to thrive.

Economic Prosperity



A strong, competitive economy encourages entrepreneurship, stimulates opportunity, creates jobs and enhances the community's attractiveness. Through investment attraction, land inventory management and business support services, East Hants continuously improves the community's business environment and commercial tax base. Our goal is to have vibrant commercial districts that support the current and future needs of our community.



SUSTAINABLE INFRASTRUCTURE

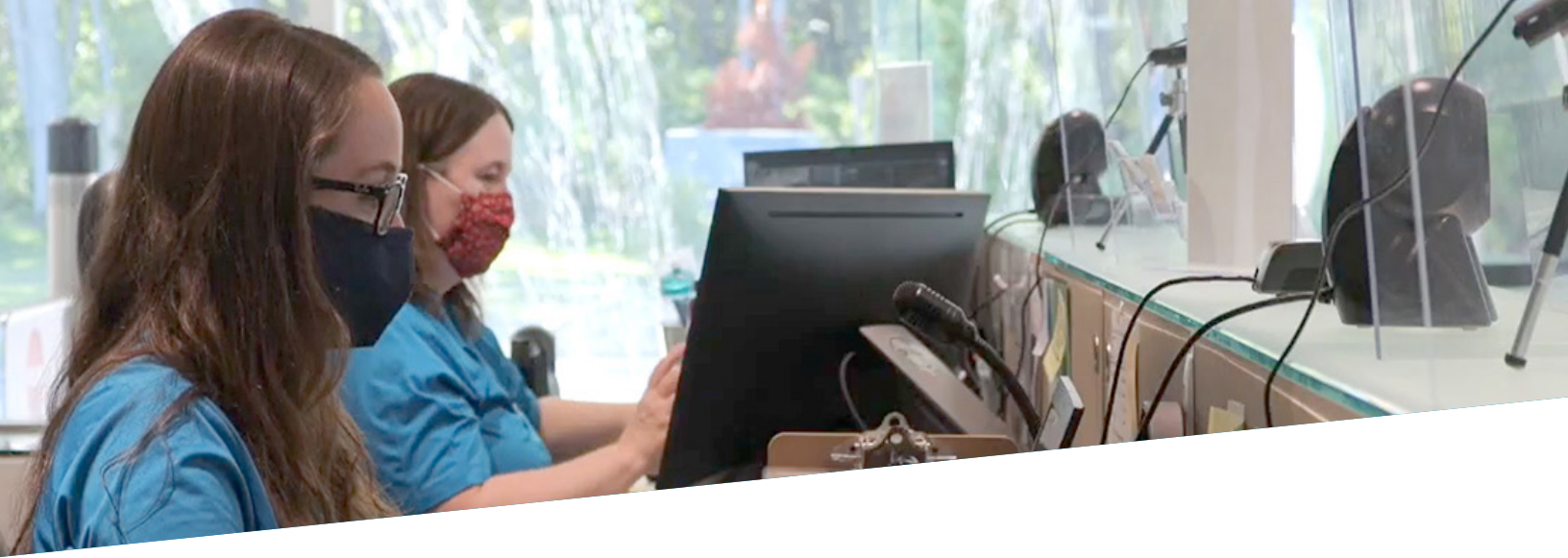
Infrastructure represents the foundation of any community. It includes roads, facilities, and systems that keep the community functional and people moving. **Our goal is to provide infrastructure that addresses the needs of our growing community.**

Objectives:

1. Plan for and create transportation infrastructure that improves the connectivity and accessibility of roads, tourism routes, multi-use trails, and active transportation networks.
2. Build infrastructure that meets new regulatory requirements and positions the municipality to provide accessible and sustainable services while accommodating growth.
3. Invest in energy initiatives that support the sustainability of our organization and the community we serve.
4. Identify future water sources and related master planning.
5. Establish an Asset Management Program that effectively manages municipal assets and plans for the long-term funding of the infrastructure needs of the community.
6. Plan for the future use of key municipal land holdings throughout the municipality.

Examples of current & future initiatives:

- Active Transportation Route Development and Maintenance Program
- Establish an Asset Management Program
- Enhanced long-term capital planning
- Study the capacity of water and wastewater services
- Construction of Shubenacadie Wastewater Treatment Plant
- Growth management area transportation study & related funding model
- Accessibility audit and planning for municipal buildings and properties
- Enfield Water Treatment Plant capacity upgrade
- Implement clean energy financing programs for homeowners i.e. Solar East Hants Program
- Move towards electric vehicles as a standard for fleet vehicles
- Investigate environmental loan programs for homeowners for replacement of septic and wells
- Servicing studies to determine lifespan of current water treatment options and future capacity
- Feasibility and site planning studies for the Old Elmsdale School Site and Old Lantz School Site



CORPORATE EXCELLENCE

Success of the municipality depends on public trust. This relationship with the public is achieved through open, transparent and fair decision-making, effective public policy, responsible financial management, exceptional service delivery, and effective communication. **Our goal is to provide greater value to the community by improving the way we do business.**

Objectives:

1. Leverage the municipality's culture of efficiency, effectiveness, and continuous improvement to identify opportunities to improve service delivery.
2. Prepare for succession of retiring employees while maintaining a high level of uninterrupted service for internal and external customers.
3. Recruit, develop, and retain a diverse, high performing workforce.
4. Build stronger relationships between East Hants and Sipekne'katik.
5. Enhance employee & councillor awareness of the cultural diversity of our community.
6. Improve the accessibility of municipal information, facilities, programs and services.
7. Enhance the financial framework that continues to support the long-term sustainability of the municipality.
8. Ensure bylaws and public policy are in place to address current and future needs.
9. Proactively manage organizational risk through tools and education of employees and Council.

Examples of current & future initiatives:

- Introduce a Resident Satisfaction Survey
- Develop a Workplace Education Program (post-COVID)
- Introduce an Employee Satisfaction Survey
- Customer Issue Reporting & Tracking
- Website redesign to improve online services and the accessibility of information on easthants.ca
- Real Estate Portfolio Management (Disposal of Surplus Property)
- Employee Succession Preparedness Project
- Employee & Council training to advance a culture of diversity, equity and inclusion
- Indigenous history and awareness training for Council and employees of the municipality
- Information Technology Security Assessment
- Business continuity planning





STRONG COMMUNITY

A strong community is where people feel a sense of pride, are safe, connected and active. This is achieved through long-range community planning and by supporting those who live, work and visit in East Hants. **Our goal is to provide services, programs and facilities, through direct service delivery and collaboration with others, that allow people and businesses to thrive.**

Objectives:

1. Facilitate and advocate for the creation of community infrastructure and opportunities/ services that lead to a healthy, active and engaged community for all.
2. Support tourism, heritage, sport, social recreation and the arts, enriching the quality of life for residents and attracting visitors.
3. Increase inclusion and access to the services provided to the community.
4. Long-term strategic planning for parks, recreation and related facility needs of the community.
5. Support and deliver programs that enhance the pride of place felt by members of our community.
6. Strengthen community connections between the Mi'kmaq and East Hants communities.
7. Ensure the East Hants official community plan is effective in managing changes in the community, reducing land use conflict and protecting both natural resources and community character.
8. Provide effective and efficient emergency management and support to the East Hants Fire Service.
9. Ensure policing model accommodates future growth and community needs.

Examples of current & future initiatives:

- Playground Strategy
- East Hants Design Awards
- Community Plan Update including bringing comprehensive planning to the entire municipality
- Municipal Polling District Review, including potential Mayoral vs. Warden review (2022/2023)
- Fundy Shoreline Vulnerability Study
- Increase indigenous content in municipal programs
- Pride of place initiatives such as Exit Ramp Litter Clean-up Program
- Alternative RCMP Resourcing Model - pilot project
- Increase municipal branding throughout the municipality
- Tourism signage program
- Support provincial doctor recruitment initiatives through community promotion



ECONOMIC PROSPERITY

A strong, competitive economy encourages entrepreneurship, stimulates opportunity, creates jobs and enhances the community's attractiveness. Through investment attraction, land inventory management and business support services, East Hants continuously improves the community's business environment and commercial tax base. **Our goal is to have vibrant commercial districts that support the current and future needs of our community.**

Objectives:

1. Create the 2050 vision for East Hants.
2. Invest in transit that supports our community's workforce, accessibility and environmental stewardship.
3. Plan for and develop future industrial and business park land.
4. Create a vision and plan for redevelopment of the Elmsdale Village Core.
5. Attract and retain business investment.
6. Ensure the East Hants Official Community Plan is effective in managing the commercial and residential growth of the community.

Examples of current & future initiatives:

- Economic Development Strategy
- Secondary Planning Strategy (Lantz)
- Workforce Development Program
- Business park signage upgrades
- Phase 2 - Uniacke Business Park expansion
- Elmsdale Village Core Concept Design and planning
- Update business park growth model
- Marketing plans to attract investment to East Hants





EAST HANTS

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