



Growing Stronger, Together

Strategic Plan 2025-2029



EAST HANTS

Message from the Warden

On behalf of East Hants Municipal Council, I am pleased to present our 2025-2029 Strategic Plan. This plan provides a roadmap for Council and staff as we make decisions over the next four years that reflect the priorities of our growing community, including, but not limited to: Sustainable Infrastructure, Strong Community, Corporate Excellence and Economic Prosperity.



We embark on the next four years with a strong foundation of good fiscal management and forward-thinking governance. Our community challenges will include building communities resilient to the effects of climate change, enabling affordable housing and ensuring that our decisions reflect the needs of our residents and provide the services our communities need to thrive. As we address issues such as the changing emergency management landscape in Nova Scotia, we will also be focused on ensuring our programs and services are equitable and accessible for our residents and that our business community is supported and able to flourish.

As we move forward through the next four years, East Hants remains 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



Our Mission & Vision

Mission

Through program and service excellence, we are building strong, thriving communities.

Vision

East Hants is a vibrant, welcoming community that embraces rural and urban living.



Core Values

The following values will guide how our employees build relationships and serve our 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



Sustainable Infrastructure

Infrastructure represents the foundation of any community. It includes roads, facilities and systems which keep the community functional and people moving. **Our goal is to provide resilient 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 communications. **Our goal is to provide value to the community by continuously improving our governance, the way we do business, honouring our values and supporting one another.**



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 a thriving and growing community with vibrant commercial districts and a robust, skilled workforce. Fostering further economic growth in East Hants will require a focus on growing investment and supporting workforce development. **Our goal is to grow investment by attracting new businesses to the area, supporting existing local businesses and attracting and developing workforce talent.**

Sustainable Infrastructure

Infrastructure represents the foundation of any community. It includes roads, facilities and systems which keep the community functional and people moving. **Our goal is to provide resilient 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 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. Identification of future water sources and related master planning for the East Hants Water Utility.
5. Integrate a Corporate Asset Management Program to guide planning and decision-making, risk management and funding for the built and natural infrastructure needs of the community.
6. Plan for the future use of key municipal land holdings throughout the municipality.

Examples of current & future initiatives:

- Grand Lake Water Supply Study
- Lloyd E. Matheson Centre Condition Assessment
- Shubenacadie Water Treatment Plant Well-field Expansion Strategy
- Preventative maintenance planning for municipal assets
- Active Transportation Route Development and Maintenance Program
- Enhanced long term capital planning – Municipal Buildings and Infrastructure
- East Hants Sportsplex revitalization projects – roof, parking lot, mechanical upgrades
- Urban Tree Strategy
- Sidewalk Renewal Plan
- Accessibility audit and planning for all municipal buildings and properties
- Site planning studies for the Old Elmsdale School Site and Old Lantz School Site
- Recreation Facilities Master Plan

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Objectives:

1. Identify opportunities to improve service delivery.
2. Maintain a high level of uninterrupted service for internal and external customers through succession planning, process documentation, recruitment, development and retention of a diverse, high performing workforce.
3. Advance the goals of Equitable East Hants Plan through service delivery, policy review and training and education.
4. Advance the goals of the Accessibility Plan by improving the accessibility of municipal information, facilities, programs and services.
5. Enhancements to the financial framework that supports the long-term sustainability of the municipality.
6. Proactively manage organizational risk through tools and education of staff and Council.
7. Manage the evolution of solid waste service delivery.

Examples of current & future initiatives:

- Establish documented levels of service for roads, streetlights and sidewalks
- After-hours service level planning
- Evaluation of options for delivery of municipal public works services
- Debt Management policy and improved debt forecasting
- Accessible Communications Toolkit
- Establish internal Financial Condition Indicators and Key Performance Indicators for reporting
- Establish intra-departmental service level agreements for priority internal services
- Extended Producer Responsibility implementation
- Review organics processing alternatives
- Develop workplace training programs
- Employee & Council training to advance a culture of diversity, equity and inclusion
- Indigenous history and awareness training for Council and employees
- Information Technology Security Assessment
- Business Continuity Planning
- Community Engagement Strategy
- Modernize FOIPOP data retrieval process

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. Enable the growth of the affordable housing stock in East Hants.
4. Support and deliver programs that enhance the pride of place felt by members of our community.
5. Ensure the East Hants Official Community Plan is effective in managing growth and change in the community, reducing land use conflict and protecting both natural resources and community character.
6. Strengthen infrastructure resilience and align Emergency Management Operations planning with new provincial mandates to improve community preparedness.
7. Support the long-term planning of the East Hants Fire Service and policing services.
8. Develop a flood mitigation strategy for East Hants Growth Management Areas.
9. Create a Climate Action Plan for more resilient communities (prevention, adaptation and mitigation).

Examples of current & future initiatives:

- Adopt and implement an East Hants Housing Strategy
- Climate Action Plan update
- Implement electronic permitting options for development permits
- 3D Flood Plain Mapping Project and Flood Mitigation Studies
- 2026 Official Community Plan Update
- Recreation Facilities Master Plan
- Mount Uniacke Secondary Planning Strategy follow up documents for growth management (servicing feasibility study, Sackville River flood plain mapping)
- Lantz Secondary Planning Strategy
- Water Conservation Programming
- Burntcoat Lighthouse relocation
- Parade/Community Event pilot program
- Tourism Strategy review and Tourism signage program

Economic Prosperity

A strong, competitive economy encourages a thriving and growing community with vibrant commercial districts and a robust, skilled workforce. Fostering further economic growth in East Hants will require a focus on growing investment and supporting workforce development. **Our goal is to grow investment by attracting new businesses to the area, supporting existing local businesses and attracting and developing workforce talent.**

Objectives:

1. Attract, retain and support businesses, workforce and commercial investment.
2. Plan for and develop future commercial, industrial and business park land.
3. Explore investments in local and regional transit that support accessibility, workforce and investment attraction and connecting people to essential services.
4. Ensure the East Hants Official Community Plan is effective in managing the transformation of the community in relation to commercial and residential growth.
5. Promote and grow commercial districts (village core, mixed-use zones, etc.)
6. Build resilient communities through the encouragement of social and public infrastructure (education, health and community services).
7. Support local businesses in the tourism industry grow their products, services and experiences.

Examples of current & future initiatives:

- Expansion of Elmsdale Business Park – Phases 7 & 8
- Identify and acquire lands for future business parks
- Commercial, industrial and retail market analysis
- Business Climate Survey
- Continue to grow the local Business Technical Assistance Program
- Entrepreneurship Gap Analysis
- Marketing East Hants for business and investment attraction
- Collaborate with Link Nova Scotia on regional transportation solutions and future planning
- Secondary Planning Strategies (Lantz, Mount Uniacke, Enfield)
- 2026 Official Community Plan Update – Land Use Bylaw, Municipal Planning Strategy & Subdivision Bylaw
- Redevelopment of the Elmsdale Village Core Streetscape
- Finalize and implement a plan to develop the former Lantz and Elmsdale School sites
- Explore an incubator hub and coworking spaces for business start-ups and growth