

TOWN OF STELLARTON 2019-2024



Jan. 25, 2019

Strategic Plan

TOWN OF STELLARTON

STRATEGIC PLAN

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Town of Stellarton

VISION, MISSION AND VALUES

VISION

Stellarton is a thriving community that is safe, healthy, inclusive and engaged with a robust economy that appeals to businesses, citizens and visitors alike.

MISSION

Working together to address Stellarton's needs, build a vibrant community and create an environment that encourages growth.

VALUES

Key values for the Town of Stellarton include:

- Accessibility for citizens and businesses to the quality services that the Town provides; and
- Openness and transparency in conducting the business of the municipality.

ENVIRONMENTAL SCAN (SWOT ANALYSIS)

Strengths	Weaknesses
<ul style="list-style-type: none">• New business coming to the park• Residents are using recreational assets• Transparency between Town & residents• People supporting small businesses• Successful small businesses• Passionate and involved people• An engaged community	<ul style="list-style-type: none">• Declining population• Fear of change• Residences needing repairs• Insufficient finances to meet all needs
Opportunities	Threats
<ul style="list-style-type: none">• Increase marketing of main street• Reclamation of mine site• Increase social & recreational events• Use of river as an asset• Engage more volunteers	<ul style="list-style-type: none">• Competing priorities between municipalities• Duplication of efforts from neighboring municipalities• Continued decline in population

STRATEGIC GOALS

The Town of Stellarton Council and Staff have identified the following three goals, which align to the Town's vision, mission and values, and are to be implemented and executed over the next 3 to 5 years:

1. Make improvements to the Town's infrastructure
2. Increase communication and promotion/marketing
3. Reclaim the land from the mine

ACTION PLANS

GOAL 1: MAKE IMPROVEMENTS TO THE TOWN'S INFRASTRUCTURE

WHY IS THIS A STRATEGIC GOAL?

Improvements to the Town's infrastructure will allow it to maintain its levels of service to the community, as well as, have a positive effect on the Town's image and community engagement. Pro-active maintenance will also help to reduce repair and replacement costs in the long-term.

This aligns to the Town's vision to be a thriving community that is safe, healthy, inclusive and engaged.

WHAT ACTIONS WILL BE TAKEN TO MEET THIS GOAL?

- An appropriate budget will be allocated to the plan
- The Town will develop an asset management plan to prioritize assets to be replaced
- Detailed designs will be provided, where necessary
- Implementation of the plan will begin

WHEN WILL ACTIONS BE TAKEN?

- Budgeting process to begin by February 2019 and passed by June 2019
- The asset management plan will be completed by May 2019
- Detailed designs will be completed on an on-going basis as assets are identified
- Implementation of the plan will be continuous from the point of plan completion

WHO WILL BE RESPONSIBLE FOR LEADING THESE ACTIONS?

- Town Staff will bring forward budget recommendations for Town Council to approve
- The Asset Management Committee will complete the asset management plan
- The Town Engineering Department will be responsible for completing the detailed design of assets
- Town Council will approve and develop policies related to the implementation of the plan
- Town Staff will be responsible for executing the elements of the plan

HOW WILL THIS GOAL BE ACHIEVED?

- RFPs will be solicited
- Funding/borrowing may need to be secured for larger projects within the plan

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WHAT WILL BE THE MEASURE OF SUCCESS FOR THIS GOAL AND HOW WILL PROGRESS BE REPORTED?

Once the plan has been approved, on time and on budget completion of identified assets will be the main measure of success. The Town will also consider positive feedback from residents and users of the assets to be a sign of success. Progress on this goal will be reported through monthly Council reports.

GOAL 2: INCREASE COMMUNICATION AND PROMOTION/MARKETING

WHY IS THIS A STRATEGIC GOAL?

By increasing the Town's communication within the community, residents will be more informed of the many amenities and events available in the Town of Stellarton. Increased promotion and marketing of the Town's events and amenities to the general public will also increase tourism and attract more residents and businesses to establish themselves in the Town. The impact of these will be an increase in revenue for the Town of Stellarton and neighboring towns.

This aligns to the Town's vision to be a thriving community that is inclusive and engaging with a robust economy. It fulfills the mission to work together to address Stellarton's needs, build a vibrant community and create an environment that encourages growth, as well as, adheres to the values of openness and transparency in conducting the business of the municipality.

WHAT ACTIONS WILL BE TAKEN TO MEET THIS GOAL?

- A Communication Committee will be created
- The Town will hire a qualified facilitator to develop a communication plan

WHEN WILL ACTIONS BE TAKEN?

- The Committee will be formed by February 2019
- The facilitator will be brought in by September 2019

WHO WILL BE RESPONSIBLE FOR LEADING THESE ACTIONS?

- The Mayor of Stellarton and the Town Clerk will form the Committee and hire the facilitator

HOW WILL THIS GOAL BE ACHIEVED?

- The Town Council will evaluate the skill set of the current Town Staff and extend invitations to become members of the Communication Committee
- The Town Council and Staff will explore opportunities to share facilitator resources with other municipalities

WHAT WILL BE THE MEASURE OF SUCCESS FOR THIS GOAL AND HOW WILL PROGRESS BE REPORTED?

Completion of the Communication Plan will be the main measure of success for this goal. Progress will be reported at monthly Council meetings beginning in September 2019 upon completion of the plan.

GOAL 3: RECLAIM THE LAND FROM THE MINE

WHY IS THIS A STRATEGIC GOAL?

Reclamation of the mine site will provide new land development opportunities for the Town of Stellarton. These land developments could come in the form of new residential areas, businesses and recreational spaces which would provide opportunities for tax revenue, as well as, a more attractive and appealing environment for its residents and visitors.

This aligns to the Town's vision to be a thriving community that is safe and healthy with a robust economy that appeals to businesses, citizens and visitors alike. It also fulfills the mission to build a vibrant community and create an environment that encourages growth.

WHAT ACTIONS WILL BE TAKEN TO MEET THIS GOAL?

- The Phase 1 – Surface Concept of the mine site will be approved by the Planning Advisory Committee (PAC)
- The Phase 1 – Surface Concept will be presented to the stakeholders
- The Phase 2 – Rendering Concept will be approved by the PAC
- The Phase 2 – Rendering Concept will be approved by Town Council
- Town Council will hold a public information session to share the concept with the residents and businesses of the Town of Stellarton

WHEN WILL ACTIONS BE TAKEN?

- Phase 1 concept to be completed by end of March 2019
- Phase 1 concept will be presented to stakeholders by June 2019
- Phase 2 concept to be completed by end of October 2019
- Phase 2 concept to be approved by Town Council by January 2020
- A public information session will be held for the residents and businesses of the Town of Stellarton by February 2020

WHO WILL BE RESPONSIBLE FOR LEADING THESE ACTIONS?

- Phase 1 and Phase 2 concepts will be completed by the Town Engineer and Town Planner
- The Planning Advisory Committee will be responsible for presenting the Phase 1 concept to the stakeholders
- Phase 2 concept will be approved by Town Council
- The information session will be held by Town Council and Staff

HOW WILL THIS GOAL BE ACHIEVED?

- The Town Engineer and Town Planner will collaborate to finalize deliverables to be presented and approved by agreed upon deadlines
- Both will also seek approval from Council on necessary funding to complete each Phase

WHAT WILL BE THE MEASURE OF SUCCESS FOR THIS GOAL AND HOW WILL PROGRESS BE REPORTED?

This goal will have multiple measurements of success which include:

- Approvals at various stages of the project

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- All mine lands returned to the Town of Stellarton
- Finalization of zoning process
- Completion of Phase 2 – Rendering Concept

Progress on this goal will be reported at the monthly Council meetings by the Planning and Engineering departments.