

Municipality of the District of Chester

2021-24 Strategic Priorities Chart – last update April 15, 2021

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PROJECT / INITIATIVE	PRIORITY OUTCOME LINK	STATUS	IMPORTANCE ▪ HIGH ▪ MEDIUM ▪ LOW	LEAD & SUPPORT	ACTIONS / NOTES
<p>PRIORITY AREA: ECONOMIC DEVELOPMENT</p> <p>Our ongoing commitment to investment attraction, business support services, and infrastructure encourages entrepreneurship, supports sustainable development of target sectors and strengthens the commercial tax base.</p> <p>PRIORITY OUTCOMES</p> <ol style="list-style-type: none"> 1. Partner in the development of infrastructure and opportunities for business development and attraction. 2. Promote and grow the Municipality’s economic sectors. 3. Position the Municipality as Nova Scotia’s south shore community of choice for residents, businesses, and organizations, and as an international tourism destination. 					
Sector Marketing Strategy	2	IN PROGRESS	HIGH	CSM	<ul style="list-style-type: none"> ▪ Current phase - Investment attraction website; sector marketing profiles; investment attraction marketing plan ▪ Additional Phases: Lead generation and Business Retention & Expansion (BRE) program; follow-up tracking “after care” program
Rural Internet <i>Link to Healthy & Vibrant Communities Priority Area</i>	1,3	IN PROGRESS	HIGH	CSM	<ul style="list-style-type: none"> ▪ Proactive advocacy for, and facilitation of projects, with Develop Nova Scotia & ISPs ▪ Community engagement & communications services for residents ▪ Updates to Council as required

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Kaizer Meadow Industrial Park	1,2,3	IN PROGRESS	MEDIUM	CSM/IAO	<ul style="list-style-type: none"> ▪ Phase 1 Environmental Site Assessment underway ▪ Marketing material development underway ▪ Atlantic Canada Site Certification process: a revised phased project approach for Council review
Physician Attraction & Retention Project <i>Link to Healthy & Vibrant Communities Priority Area</i>	3	IN PROGRESS	MEDIUM	CSM	<ul style="list-style-type: none"> ▪ Website and program development funded through Communities, Culture and Heritage – Healthy Communities Stream grant ▪ Ongoing program requires staff time for tour coordination and marketing program development
Tourism Chester	3	IN PROGRESS	MEDIUM	CSM	<ul style="list-style-type: none"> ▪ Promotion of MOC as tourism destination through advertising, visitor information services, and product development / packaging
Parade Square Beautification Project <i>Link to Healthy & Vibrant Communities Priority Area</i>	3	IN PROGRESS	LOW	CSM/IAO	<ul style="list-style-type: none"> ▪ Phase 1, grant-funded project well underway ▪ Community engagement underway to determine next phases
Business Park	1,2,3	NOT STARTED	LOW	CSM/IAO	<ul style="list-style-type: none"> ▪ Options report for existing plot and for potential new sites/approaches

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<p>PRIORITY AREA: ENVIRONMENTAL STEWARDSHIP</p> <p>Our leadership in environmental stewardship seeks innovative approaches for sustainable community planning and decision-making that balances growth, invests in green business and infrastructure, enhances quality of life, and responds to the environmental impacts of climate change.</p> <p>PRIORITY OUTCOMES</p> <ol style="list-style-type: none"> 1. Seek opportunities for innovation and leadership in waste management. 2. Explore options for integrating green energy and sustainable technologies in municipal infrastructure and program delivery. 3. Support environmental conservation & protection initiatives and efforts to tackle the impact of climate change. 					
Water Quality Testing	3	IN PROGRESS	HIGH	CDR/IAO	<ul style="list-style-type: none"> ▪ Report following a one-year trial expanded program ▪ Reports for Bayswater & Rafuse Cove testing presented to Council; Council direction for further study at both locations; Coastal Action submitted proposals for 2021-22 study at both sites ▪ Development of policy to establish metrics to guide future decisions about water quality testing
Municipal Water Strategy	3	IN PROGRESS	MEDIUM	CSM/IAO	<ul style="list-style-type: none"> ▪ Options report and draft action plan for Water Strategy based on Resident Water Survey & additional research ▪ Community Wells initiative options report

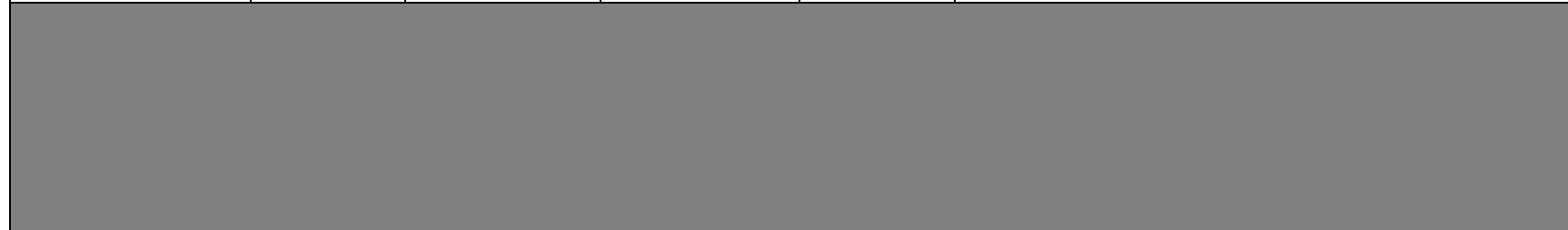
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Transition 2050: Greenhouse Gas Emissions Mitigation	1,2,3	IN PROGRESS	LOW	CSM/FIS	<ul style="list-style-type: none"> ▪ Project with Clean Foundation & Sustainability Solutions Group; GHG emissions targets & draft local action plan for Council’s review
Transition to Sustane <i>Link to Economic Development Priority Area</i>	1	ON HOLD	LOW	IAO/CSM	<ul style="list-style-type: none"> ▪ Pending fully operational Sustane facility ▪ Transition plan prepared for implementation of significant waste diversion targets
Inland Flood Plain Mapping	3	IN PROGRESS	LOW	CDR/FIS CSM	<ul style="list-style-type: none"> ▪ Final mapping received February 26, 2021 ▪ Workshop with Council to review data and impact on policy and by-law framework
Financing Program for Home Services	2,3	NOT STARTED	MEDIUM	CSM/FIS	<ul style="list-style-type: none"> ▪ Options report on consolidated financing program for home energy efficiency (PACE), water supply upgrade, on-site septic systems, solar power



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<p>PRIORITY AREA: GOVERNANCE & ENGAGEMENT</p> <p>Our governance and administration processes demonstrate a commitment to efficient and fiscally sustainable service delivery. Our commitment to communications & engagement provides residents, businesses, and organizations with access to services, information, and decision-making as meaningful participation in local government.</p> <p>PRIORITY OUTCOMES</p> <ol style="list-style-type: none"> 1. Ensure municipal service delivery is efficient and effective, communicated and accessible. 2. Ensure municipal bylaw and policy frameworks reflect current and changing needs. 3. Continue to develop an asset management system that will inform decisions about infrastructure, development, levels of service, risk assessment, and associated financing. 					
‘Municipal Election Activity’ Policy	2	NOT STARTED	LOW	CSM	<ul style="list-style-type: none"> ▪ Draft policy and accompanying report for Council’s discussion
Procurement Strategy	1, 2	IN PROGRESS	HIGH	FIS	<ul style="list-style-type: none"> ▪ Lead staff member for procurement assigned; implementing PO Module; research into e-bidding options; drafting of new Procurement Policy
Village SPS and LUB Review	2	IN PROGRESS	MEDIUM	CDR	<ul style="list-style-type: none"> ▪ Extensive community engagement in developing Village of Chester planning documents ▪ Adoption of revised SPS and LUB planned for 2022-23

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Investment Strategy	2,3	ONGOING	HIGH	FIS	<ul style="list-style-type: none"> ▪ Investment Policy approved by the province ▪ Strategy to match financial resource needs for implementing strategic priorities with available funding sources
Asset Management System <i>Link to Infrastructure & Service Delivery Area</i>	3	ONGOING	HIGH	IAO/FIS CSM/CDR	<ul style="list-style-type: none"> ▪ Report on status of our asset management work ▪ Cross-functional team in place developing asset management practices that align with province ▪ Secured FCM grant to develop AM system components using wastewater infrastructure as focus
Uniform Signage By-Law	2	IN PROGRESS	HIGH	CDR/CSM IAO	<ul style="list-style-type: none"> ▪ Updated draft By-Law submitted to the province in January 2021; Ministerial response/approval pending ▪ Implementation plan in development for Uniform Advertising Signage Program launch in Spring 2021
Streetlight Program	2	NOT STARTED	LOW	FIS/IAO CSM	<ul style="list-style-type: none"> ▪ Documents streetlight practices and rationale for each District
Boundary Review	2	NOT STARTED	HIGH	CSM/CDR	<ul style="list-style-type: none"> ▪ Required boundary review to be completed during this Council term ▪ To be completed by end of 2022

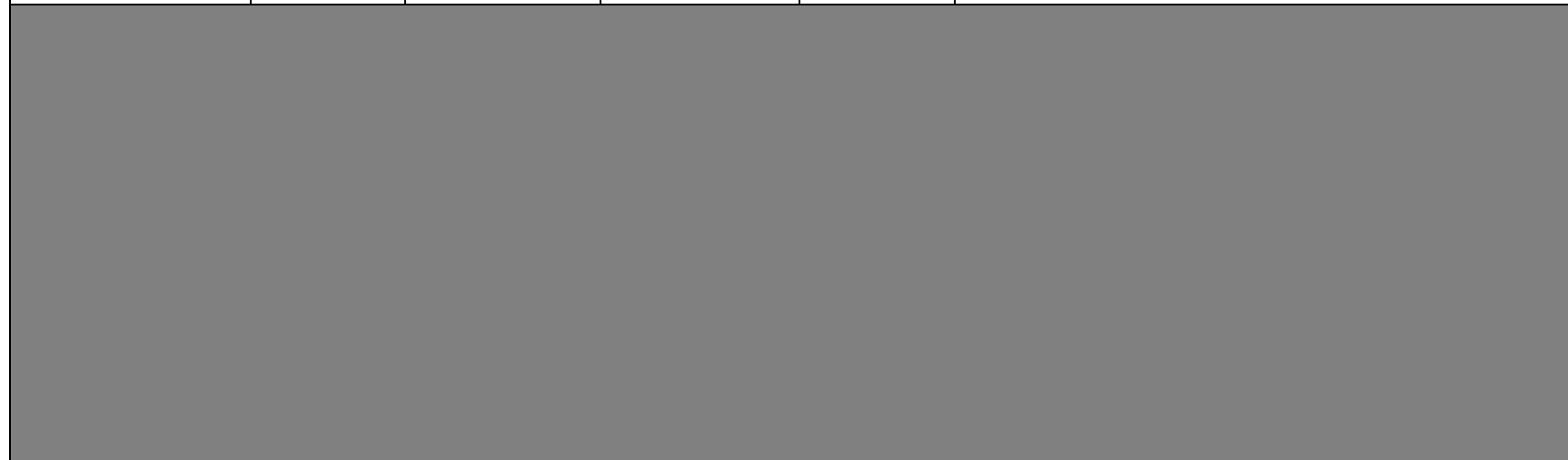
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Municipal Salaries & Benefits Review	1,2	NOT STARTED	HIGH	CSM/FIS	<ul style="list-style-type: none"> ▪ Contract external consultant to conduct salaries & benefits review for Municipal staff and Council (\$35K 2021-22 budget allocation)
Human Resources Policy	1,2	NOT STARTED	HIGH	CSM/FIS	<ul style="list-style-type: none"> ▪ Contract external consultant to review and develop Human Resources Policy framework that will include a review of best and comparable practices, diversity and inclusion strategies, working-from-home flexibility, etc. (\$50K 2021-22 budget allocation)



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<p>PRIORITY AREA: HEALTHY & VIBRANT COMMUNITIES</p> <p>Our ongoing engagement with partners and stakeholders supports vibrant and sustainable communities throughout our Municipality. Through long range planning that creates active and safe communities, and through the provision of accessible and inclusive programs and services, we work to improve quality of life for residents.</p> <p>PRIORITY OUTCOMES</p> <ol style="list-style-type: none"> 1. Ensure residents have access to facilities, natural assets, programs, and services that enrich a quality of life and provide safe communities for residents and visitors alike. 2. Develop an accessibility, diversity, and equity lens for municipal plans and services, and support partners in advancing accessible and inclusive communities. 3. Determine a municipal role in terms of protecting and increasing a broad range of housing stock to meet community needs. 					
Accessibility Plan	1,2	IN PROGRESS	HIGH	CSM/IAO	▪ Internal committee work plan
Fire Protection Services Review	1	IN PROGRESS	HIGH	CSM	▪ Phased work programs
Diversity, Inclusivity, and Equity Action Plan	2	IN PROGRESS	HIGH	CSM/CDR	<ul style="list-style-type: none"> ▪ Action plan approved by Council ▪ Next steps to be prioritized ▪ Implementation of initiatives
Active Living Strategy	1	IN PROGRESS	MEDIUM	CDR	▪ Draft Active Living Strategy

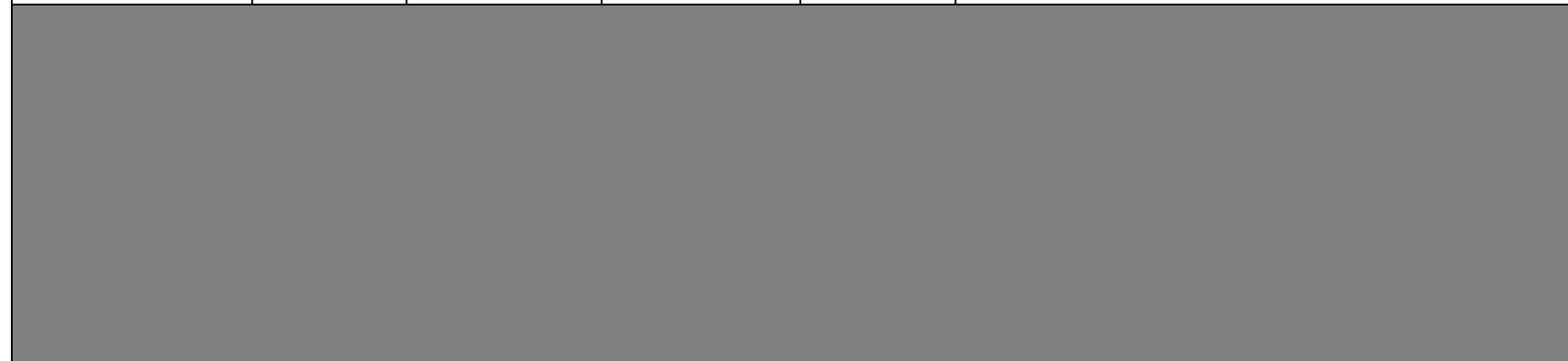
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Affordable Housing Toolbox <i>Link to Infrastructure & Service Delivery Area</i>	3	IN PROGRESS	HIGH	CDR/CSM	<ul style="list-style-type: none"> ▪ Develop a toolbox of resources and services that the Municipality can offer to encourage and facilitate investment in housing stock
Village of Chester Traffic Study	1	IN PROGRESS	HIGH	IAO	<ul style="list-style-type: none"> ▪ Traffic Study RFD brought before Council on March 4, 2021 ▪ Request for Proposals to complete a Traffic Impact Study / Improvement plan issued (closes April 20, 2021) ▪ Study outcomes to inform a series of requests to NSTIR



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<p>PRIORITY AREA: INFRASTRUCTURE & SERVICE DELIVERY</p> <p>Through asset management practices that inform annual operations and maintenance programs as well as long-term capital renewals and upgrades, we invest in public infrastructure. In response to ongoing changes in levels of service, regulatory requirements, population, and technological innovation, we work to provide infrastructure that is cost-effective, reliable, and sustainable.</p> <p>PRIORITY OUTCOMES</p> <ol style="list-style-type: none"> Develop and implement evidence-based plans for future infrastructure and service needs, along with related funding models, to accommodate sustainable growth and levels of service. Create efficiencies through innovative service delivery, and proactive maintenance and operations of existing infrastructure. Plan for and create infrastructure that improves the connectivity of roads, multi-use trails, natural assets, and facilities as part of an active transportation network. 					
Wastewater Strategy	1,2	IN PROGRESS	HIGH	IAO	<ul style="list-style-type: none"> ▪ WW Strategy options document, including recommendations from WW Service Study ▪ WW Strategy could include dedicated I&I public education program, investment in expanded proactive maintenance, etc. ▪ WW Strategy components include: Wastewater Service Study (PCAP funding); FCM grant for critical wastewater asset data collection
Growth Strategy for Exit 6 Area	1	NOT STARTED	HIGH	CDR/CSM IAO	<ul style="list-style-type: none"> ▪ Report on growth & development challenges, opportunities, and options in the Exit 6 area (Simms Settlement, Hubbards, Mill Cove) ▪ Engage Aspotogan Heritage Trust in this process

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Wastewater Management Districts Program	1,2	NOT STARTED	MEDIUM	IAO/CSM	<ul style="list-style-type: none"> ▪ Wastewater Management Districts options report ▪ By-Law, Policy, program development required
Shared Services	2	IN PROGRESS	HIGH	CDR/FIS CSM	<ul style="list-style-type: none"> ▪ Software (TownSuite & Laserfiche) implementation in final stages
Leachate Treatment Plant	1	IN PROGRESS	HIGH	IAO	<ul style="list-style-type: none"> ▪ Phase 1 capital project ▪ Phase 2 report
Danny Haughn Property <i>Link to Healthy & Vibrant Communities Priority Area</i>	1,2,3	IN PROGRESS	MEDIUM	CDR/IAO	<ul style="list-style-type: none"> ▪ Options report to determine viable uses ▪ Budget allocation for consultant to assess options
Mill Cove Fire Protection System	1,2	IN PROGRESS	HIGH	IAO/FIS	<ul style="list-style-type: none"> ▪ Options report