

# 2021-2024 Municipality of Chester STRATEGIC PRIORITIES FRAMEWORK

Our Path Forward



THE MUNICIPALITY OF  
CHESTER

Approved:  
04-15-2021

# ABOUT THIS FRAMEWORK

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**T**he **Municipality of Chester 2021-24 Strategic Priorities Framework** is a summary of the overall strategic direction, often called a strategic plan, that will guide the Municipality in prioritizing resources to address significant opportunities, challenges, and regulatory changes that will have an impact on our communities. After a Municipal election cycle, the newly elected Council is responsible for adopting an updated Framework to guide its four-year term. Following the October 2020 election, the Municipality of Chester Council adopted this 2021-24 Strategic Priorities Framework on April 15, 2021.

This Framework continues the work of existing priorities and of the plans that inform them, while also capturing priorities Council discussed in a series of strategic planning workshops during the winter of 2020-21. The result is five Priority Areas—Economic Development, Environmental Stewardship, Governance & Engagement, Healthy & Vibrant Communities, and Infrastructure & Service Delivery—along with Priority Outcomes for each.

Council’s intent in adopting a Strategic Priorities Framework is to:

- provide a focus for Council’s collective decision-making, budgeting, and prioritization of resources
- direct Municipal staff in annual capital and operations planning and work program planning to tackle projects and initiatives to advance Strategic Priority Areas
- provide clear communication with the Municipality’s residents, businesses, and organizations concerning Council’s Priority Areas and Outcomes during its current term

Details about specific projects and initiatives that will advance Priority Outcomes are outlined in a separate document, the Municipality of Chester 2021-24 Strategic Priorities Chart. The Chart is a “living document” that will be updated every four to six months, and, as such, will reflect changes in the status and prioritization of projects and initiatives as appropriate.



# CORE SERVICES

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Council recognizes that the projects and initiatives associated with Strategic Priority Areas and Outcomes are in addition to core services provided by the Municipality. However, the day-to-day work and responsibilities of core services are also integral to advancing the three Priority Outcomes for each Priority Area. Those core services include:



## Transportation Services

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including maintenance of roads and sidewalks



## Environmental Health Services

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including wastewater collection and treatment, solid waste collection and disposal



## Public Works

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including operations and maintenance of existing infrastructure



## Economic Development

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including facilitation, support, and promotion of business opportunities



## Protective Services

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including fire, police, emergency measures, By-Law enforcement, building inspections and permits



## Land-Use and Community Planning

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including planning, property development, and building inspection services



## Recreation Services

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services and programming, including maintenance of parks and trails



## General Administration

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including access to information, forms, service requests, residential and commercial tax accounts



# OUR VISION

*The Municipality of the District of Chester will be a self-sufficient and resilient Municipality, built on the foundation of the character of each of our unique communities, which will provide economic opportunities and a balanced lifestyle for all.*

# OUR MISSION

*Through the provision of high-quality services, we will develop an environment conducive to fostering economic opportunities, while still preserving our heritage, environment and quality of life.*

# OUR VALUES

1. Maintain a high level of fiscal responsibility.
2. Continually improve satisfaction with municipal services.
3. Invest in sufficient infrastructure to best serve current and future needs of our residents, businesses, and organizations.
4. Engage in economic, environmental, cultural, and social initiatives that support sustainable communities.
5. Demonstrate public accountability through effective communications and community engagement.



# PRIORITY AREAS

## Economic Development



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.

### PRIORITY OUTCOMES:

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.

## Environmental Stewardship



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.

### PRIORITY OUTCOMES:

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.

## Governance & Engagement



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.

### PRIORITY OUTCOMES:

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.



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## Healthy & Vibrant Communities



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.

### PRIORITY OUTCOMES:

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.

## Infrastructure & Service Delivery

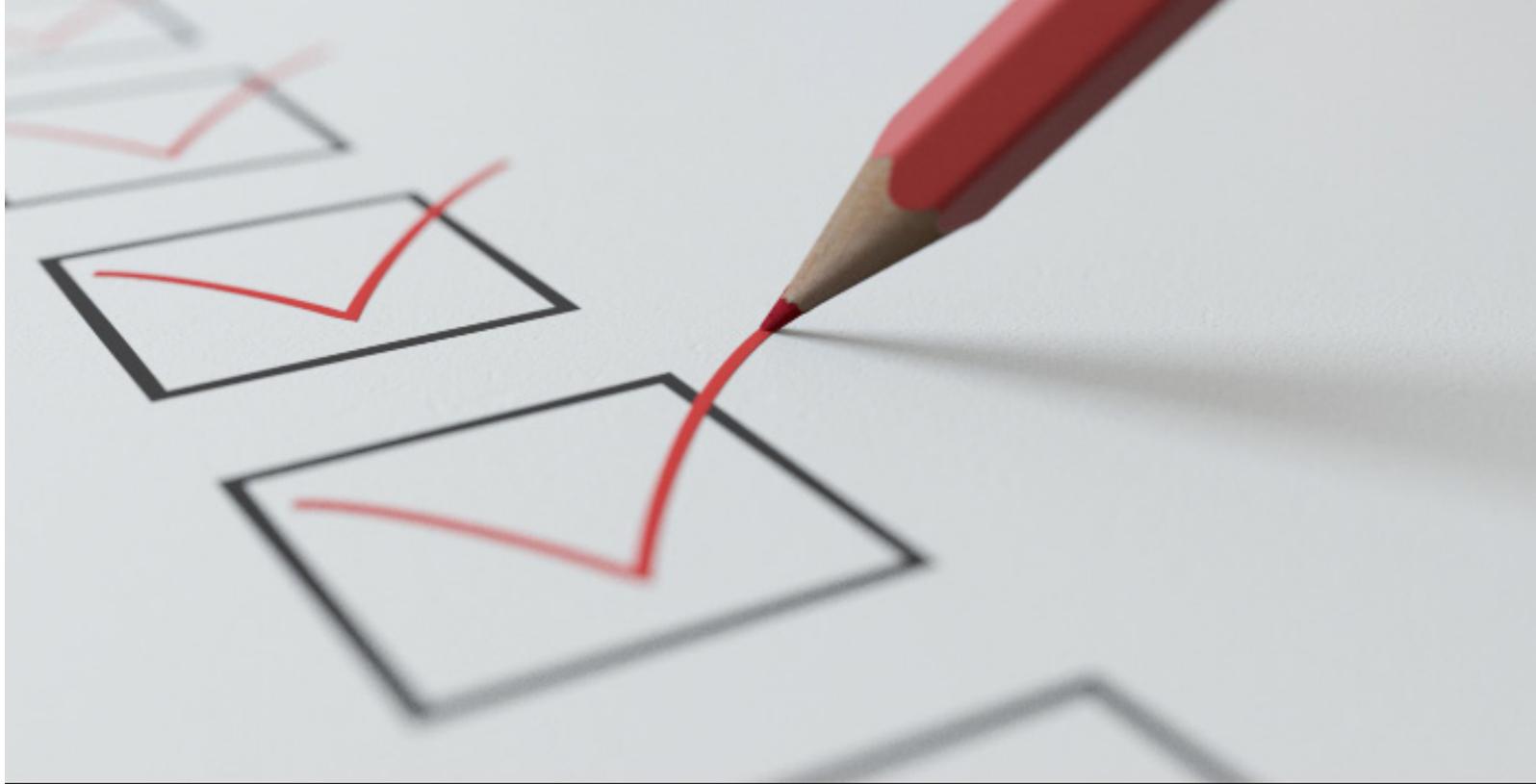


Through asset management practices that inform annual operations and maintenance programs as well as long-term capital renewals and upgrades, we invest in public infrastructure. In response to ongoing changes in levels of service, regulatory requirements, population, and technological innovation, we work to provide infrastructure that is cost-effective, reliable, and sustainable.

### PRIORITY OUTCOMES:

1. 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.
2. Create efficiencies through innovative service delivery, and proactive maintenance and operations of existing infrastructure.
3. 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.





## REPORTING

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The Municipality will produce Annual Reports that will highlight progress made towards realizing the Priority Outcomes identified in this Strategic Priorities Framework. Each Annual Report, like this Framework, will be available via the Municipality's website.

In addition, updates to the 2021-24 Strategic Priorities Chart, Quarterly Reports, and other project-specific reports before Council will ensure community access to an ongoing assessment of resources, timelines, and prioritization for projects and initiatives that will be key to advancing Council's strategic priorities.

The Strategic Priorities Framework and the various business planning and reporting mechanisms associated with it are always subject to change. At any time, emerging or critical issues may affect the overall strategic direction of Council and the overall prioritization of Outcomes and associated actions.