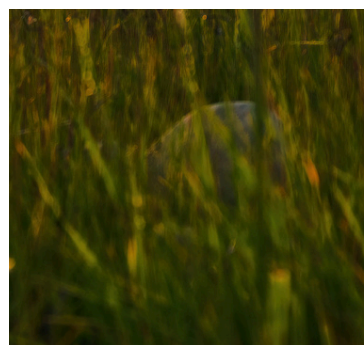
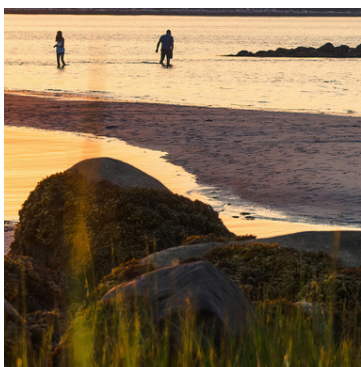
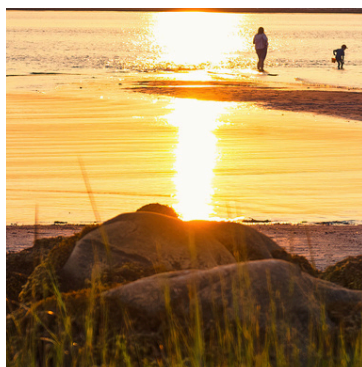


Municipality of the
District of Shelburne

2026-2030 Strategic Plan



A Message From The Warden

On behalf of the Council of the Municipality of the District of Shelburne, I am pleased to share our new Strategic Plan, which will guide Council's direction over the next four years.

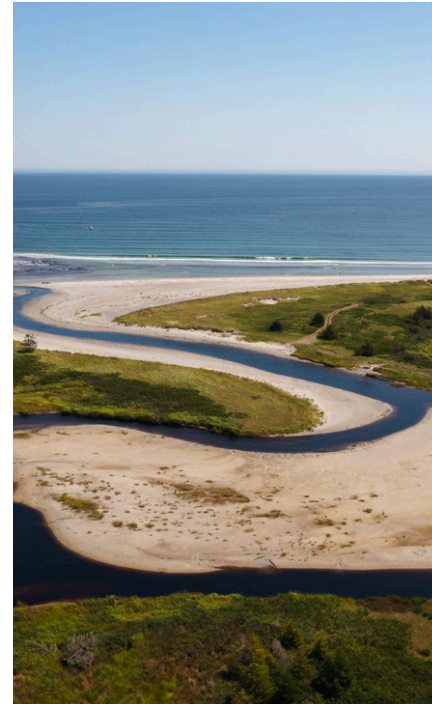
This plan provides a clear framework to help us remain focused on deliverables that fall within the municipal mandate while ensuring we are better prepared for the unexpected.

It positions us to make meaningful progress on the issues that matter most: strengthening and supporting sustainable economic development, enhancing responsible governance, fostering a vibrant and inclusive community, delivering services efficiently and effectively and helping to create a quality of life we all desire.

I extend my sincere thanks to Council, staff, and the community for their thoughtful contributions and commitment throughout this process. This collective effort reflects our shared belief that the Municipality can thrive when we plan intentionally and work together toward common goals.

Sincerely,

Warden Penny Smith



Core Services

The Strategic Pillars, Priorities, and Objectives outlined in this Strategic Plan are in addition to, and reliant on, the core services provided by the Municipality, as described below:



Corporate & Administrative Services: Overseeing municipal governance, strategic leadership, access to information, customer service forms and service-request management.



Financial Services: Responsible for taxation, revenue collection, financial reporting, budgeting, forecasting and long-term fiscal planning.



Economic & Community Development: Land-use planning, property & housing development facilitation, business support, and attraction of diversified, sustainable growth.



Operations: Including operation and maintenance of existing infrastructure, waste management, bylaw enforcement and building inspection.



Recreation Services: Programming, facility and trail maintenance, and community recreation services.



Protection Services: Occupational health & safety, fire protection, policing liaison, emergency management and disaster resilience.



Vision

A thriving community that preserves its coastal character and natural beauty while promoting sustainable growth, green energy, and local industries that create opportunities for all residents.

Mission

Deliver services guided by responsible stewardship to promote sustainable growth.



Approach

Developing a meaningful and actionable strategic plan requires a strong foundation of evidence, collaboration, and community insight. Over the past year, the Municipality has undertaken a series of deliberate steps to ensure this plan reflects both organizational realities and community priorities. Together, these efforts have created a comprehensive and informed roadmap that aligns municipal capacity, community vision, and long-term sustainability.



Work Completed:

- **Strategic Planning Project Mapping:** Collaborated with council and staff to define the scope, objectives, and requirements of the strategic planning initiative.
- **Pre-Engagements:** Held targeted sessions with council, municipal staff, and community groups to shape the Engagement Plan.
- **Community Engagements:** Gather insights and perspectives from community members through surveys, youth photos and drawings, and in-person community sessions. Residents can review findings in the [What We Heard report](#) available on the website.
- **Strategic Plan Workshops:** Presenting the draft strategic plan to staff, council members, and the public at various stages to gather feedback.

Data Points

The strategic plan is grounded in the organizational capacity (e.g., budget, human resources) and informed by:

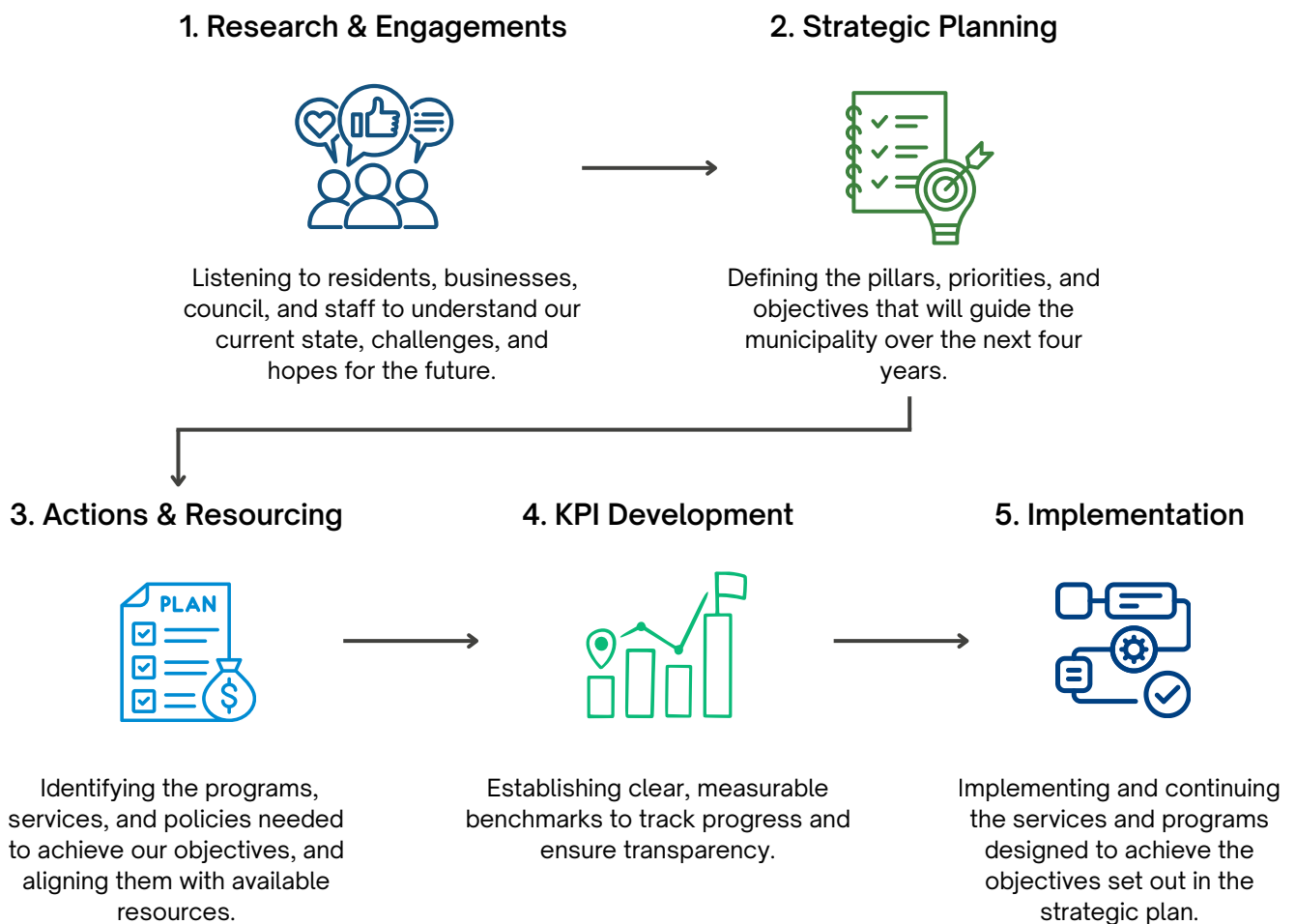
- Input from residents, council, and municipal staff;
- Influencing external factors and local context, relevant federal and provincial strategies;
- Leading practices.

Approach

This plan sets out the municipality’s strategic pillars, priorities, and objectives, shaped through engagement with residents, council, staff, and consideration of provincial, federal, and neighbouring municipal strategies. At this stage, it defines direction rather than detailing specific activities. The next phase, led by council and staff, will focus on implementation - developing actions, allocating resources, and establishing key performance indicators (KPIs). This work will be integrated into the municipal budgeting process annually to ensure transparency, alignment, and effective prioritization.

As actions are identified for the coming years, the community will be invited to provide feedback, keeping public input central as the plan moves from vision to execution. This document is therefore a strategic foundation, with detailed initiatives, timelines, and measures to follow in the implementation phase.

The municipality’s Strategic Plan was built through a step-by-step process designed to reflect community needs and ensure accountability:



Understanding the Strategic Plan

Key Features

- **Pillars:** Five core elements of community that organize our areas of focus.
- **Priorities:** Specific themes under each pillar (2–5 per pillar) identified through research and engagement to guide goal-setting.
- **Objectives:** Objectives are the specific results the municipality aims to achieve within each priority area. Objectives are set before actions to ensure clarity of purpose.
- **Actions:** Tangible programs, services, policies, and practices that move us toward our objectives.
- **Resourcing:** Ensuring the municipality has the financial and staff capacity to deliver on actions, while making thoughtful decisions about feasibility.
- **Key performance Indicator (KPI):** a measurable value that shows how well the municipality is progressing toward an objective.



Pillar 1: Environment

Priority 1.1. Climate Initiatives

Objective

- A. Update Climate Action Plan and map activities for implementation.

EXAMPLE ONLY

Action 1: Update the Coastal Management Strategy and identify priority education, planning, and policy measures to address coastal vulnerability.

- **Resourcing:** Assign staff time and \$X for drafting updated coastal policies .
- **KPI:** New coastal-related policy adopted by end of year two.

Strategic Pillars

The pillars outlined in this plan are deeply interconnected and many priorities could easily fit under two or more areas. This overlap reflects the reality that communities don't operate in silos, and neither should our strategic priorities. As such, these pillars are not listed in order of importance, as they are deeply connected and equally essential to the Municipality's success.



Pillar 1: Environment

- 1.1 Climate Initiatives
- 1.2 Renewable Energy
- 1.3 Emergency Management



Pillar 4: Infrastructure

- 4.1 Maintenance
- 4.2 Planning & Development



Pillar 2: Community

- 2.1 Community Pride
- 2.2 Accessibility & Inclusion
- 2.3 Community Resiliency



Pillar 5: Governance

- 5.1 Sustainable Fiscal Management
- 5.2 Relationship Building
- 5.3 Explore Municipal Restructuring
- 5.4 Operational Efficiencies



Pillar 3: Economy

- 3.1 Economic Diversity
- 3.2 Housing Development
- 3.3 Workforce Development





Pillar 1: Environment

1.1. Climate Initiatives

Objectives

- A. Update Climate Action Plan and map activities for implementation
- B. Explore energy efficient programs and incentives with direct benefits for both for the municipality and for residents

1.2. Renewable Energy

Objectives

- A. Engage with NS Power to identify opportunities and challenges with existing power grid
- B. Market our community to renewable energy companies for partnership and development

1.3. Emergency Management

Objectives

- A. Create a plan to modernize the Municipal Fire Services to increase efficiency and effectiveness
- B. Work with regional partners to create a robust Regional Emergency Management Organization (REMO), to become more responsive to environmental threats



Pillar 2: Community

2.1. Community Pride

Objectives

- A. Promote and support multi-generational social and recreational opportunities
- B. Host signature events that promote inclusivity and encourage shoulder season tourism
- C. Enhance visibility of community assets through targeted marketing to drive attraction and participation

2.2. Accessibility and Inclusion

Objectives

- A. Establish a plan to operationalize the Accessibility Plan
- B. Map key activities to implement the Equity and Anti-Racism Plan

2.3. Community Resiliency

Objectives

- A. Advocate for local healthcare services and promote workforce attraction
- B. Advocate for community safety by collaborating with local RCMP and reviewing by-laws for effectiveness
- C. Foster partnerships and build community capacity to address risks of homelessness
- D. Sustain and expand food and water security partnerships
- E. Identify strategic community partnerships to prioritize funding



Pillar 3: Economy

3.1. Economic Diversity

Objectives

- A. Identify and assess under-utilized or previously developed sites within the municipality that could be revitalized to support community growth and development
- B. Prepare and market municipal properties to attract investment through mapping, reviews, and targeted consulting
- C. Position the municipality as a business-friendly community through marketing and collaboration

3.2. Housing Development

Objectives

- A. Develop a Community Improvement Plan to support housing development through various planning tools and financial incentives
- B. Conduct a housing needs assessment to support decision making and guide land-use planning

3.3. Workforce Development

Objectives

- A. Work with local employers/organizations to establish educational partnerships and grants for emerging and high-need industries
- B. Conduct a workforce and community needs assessment to determine how to best support recruitment and retention of working professionals
- C. Work with strategic partners to expand cellphone/broadband and technology infrastructure that enables remote and hybrid work



Pillar 4: Infrastructure

4.1. Maintenance

Objectives

- A. Assess needs and develop a maintenance plan to ensure sustainability and longevity of essential amenities
- B. Determine capital, maintenance, and operational costs for recreational and essential infrastructure

4.2. Planning and Development

Objectives

- A. Conduct a needs assessment to identify gaps in recreation facilities (parks, trails, amenities)
- B. Perform a feasibility study to assess possibility of a new multi-purpose community recreation facility
- C. Undergo built-infrastructure upgrades, including new developments and retrofits



Pillar 5: Governance

5.1. Sustainable Fiscal Management

Objectives

- A. Employ sustainable fiscal management practices
- B. Maintain and update economic models to inform budget discussions

5.2. Relationship Building

Objectives

- A. Promote accountability and trust by publicly reporting on progress toward key goals established in this plan
- B. Increase opportunities for meaningful collaboration and partnerships with local organizations on shared initiatives
- C. Maintain a consistent municipal voice in advocating for community priorities that fall outside the municipality's direct jurisdiction, and educate residents on government roles

5.3. Municipal Restructuring

Objectives

- A. Undertake a feasibility review with neighbouring municipalities to evaluate potential benefits, costs, and governance implications of amalgamation
- B. Collaborate with nearby municipalities to identify shared service opportunities and assess the potential structure and function of a joint services board

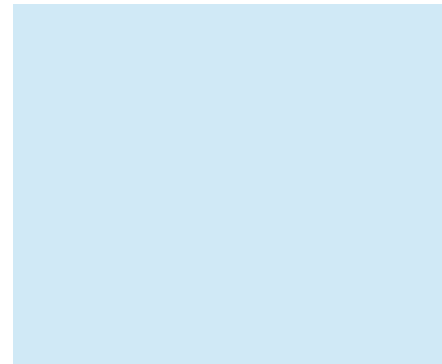
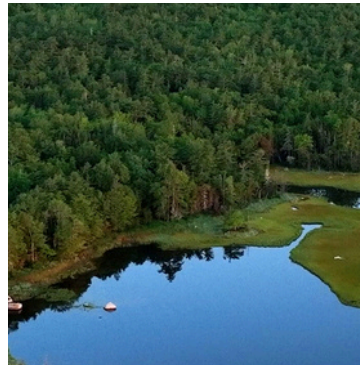
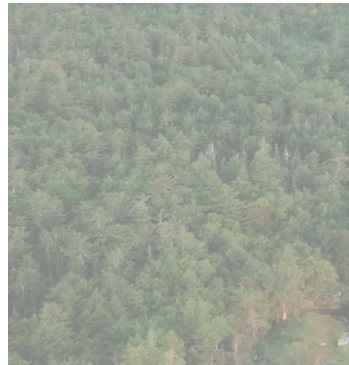


Pillar 5: Governance

5.4. Operational Efficiencies


Objectives


- A. Evaluate staffing needs to ensure capacity for managing the volume and complexity of new projects and programs.
- B. Continue to utilize contractors/consultants to fill gaps and ensure service efficiency
- C. Explore possibility to make operations more efficient for the benefit of residents



Thank You

Updates and next steps will be shared on our website and other platforms. Please feel free to contact the Municipality at:

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 <https://www.municipalityofshelburne.ca>