

# STRATEGIC PLAN

## 2023 - 2025





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*Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has.*



Margaret Mead, Author, Speaker, Academic,  
and American Cultural Anthropologist

# message from **THE MAYOR**



On behalf of the Town Council of the Town of Torbay, I am pleased to present the Town's Strategic Plan for 2023-2025. Council recognizes the importance of establishing a strategic vision for its term of office, building upon the work of previous Councils and charting a course for the future.

Council established its priorities for the next three years by listening to residents. Whether it was feedback obtained when knocking on doors during the election campaign, listening to your comments at public Council meetings or community events, input into the annual budget process, or receiving communication via emails or social media.

Building upon resident and staff feedback, Council and our Chief Administrative Officer met to confirm the strategic priorities and develop an action plan to accomplish these visionary goals and objectives.

The Town of Torbay takes great pride in its accomplishments to date, which has set the foundation for great things to come during the next three years. All with the goal to improve the quality of life of residents and create a sustainable future for generations to come.

We encourage you to take time to review this strategic plan document and learn more about the strategic initiatives Council will undertake on behalf of the community for the remainder of this Council term.

Council remains committed to provide residents with semi-annual updates regarding implementation of the strategic plan and our accomplishments. We welcome and look forward to your continued interest and feedback.

Working together, we will make the Town of Torbay, the best place to live, work and play.

Your truly,

A handwritten signature in black ink that reads 'Craig Scott'.

Craig Scott  
Mayor



# INTRODUCTION

The Town of Torbay has become one of the greatest places to build a home and raise a family. The Town requires additional infrastructure to meet the needs of a growing community. This includes a sustainable water supply, wastewater treatment (to meet Federal Regulations), and development of a commercial center to diversify the municipality's tax base.

We are proud of our accomplishments to date and recognize the importance of engaging in a strategic planning process to prepare for a better and sustainable future.

This three-year Strategic Plan outlines our vision, mandate, mission, and corporate values of the Town of Torbay. The Plan outlines the goals and objectives of our ongoing long-term strategic issues carried forward from our previous Strategic Plan, in addition to the strategic initiatives of our new Strategic Plan for 2023-2025.





## community **PROFILE**

Beautiful Torbay is a picturesque community with a rich history and bright future. This is immediately recognized by those who visit, but we are so much more. Torbay continues to grow and prosper through sound fiscal management. We recognize the needs of residents and businesses, and we work towards meeting them responsibly and sustainably.

With a diverse population ranging from young families to seniors, we have recognized the need to provide programs and activities for people of all ages. We have invested in recreation infrastructure such as the newly built Torbay Common Community Centre, playgrounds, skateboard park, splash pad, numerous outdoor fields, and even a dog park for your fur babies. Amenities like these address many needs, and we proactively and continually look for opportunities to enrich the lives of our residents. History and culture are an essential part of our community. Our picturesque Torbay Beach area, direct access to award-winning East Coast Trails, along with the development of our new Torbay History House and Museum allows us to expand on our desire to be an inclusive community.

Torbay is an inclusive community with a rural feel that is welcoming to all. Please take the time to visit Beautiful Torbay. Hopefully, you'll choose to call Torbay home like so many others. With approximately 150 businesses, an abundance of community organizations and clubs, and a population of 7,852, Torbay is as Beautiful as they say!

Our past is great, however our future is even greater, in particular when we accomplish the strategic initiatives outlined in this Strategic Plan.



# VISION

A vision outlines what the Town wants to be, or how it wants others to see it. It is a long-term view concentrating on the future and should be a source of inspiration. It reminds you of what you are trying to build. A vision statement sets a dynamic and compelling view of the Town at some point in the future.

## The vision of the Town of Torbay is:

*A well planned, inclusive community serving the needs of all residents and a desired place for all age groups to enjoy life.*



“The best way to succeed is to have specific intent. A clear vision. A plan of action. And the ability to maintain clarity..”

—Steve Maraboli





# MANDATE

A mandate is defined as an official order or commission to do something. IT states what the Town does and who it serves. It is what the Town is formally and informally required to do or not do by legislation and by other means.

**The mandate of the Town of Torbay is:**

*To serve the needs of all citizens in a respectful and responsible manner, while providing excellence in our service offerings and programming.*



“ Planning is bringing the future into the present so that you can do something about it now. ”

—Alan Larkin





# MISSION

A mission is defined as the fundamental purposes of a Town, succinctly describing why it exists and what it does to achieve its vision.

**The mission of the Town of Torbay is:**

*Leading the way as a family oriented and business friendly community that is well-run, well-maintained, and well respected.*



“Values are like lighthouses; they are signals giving us direction, meaning and purpose.”

—Recruiter Journal







# OUR VALUES

Values are defined as beliefs shared among the Mayor, Councillors, and staff of the Town. Values drive the Town culture and priorities and provide a framework in which decisions are made. They are the Town's ethical and moral compass and decision-making foundation. They are the ideals and ethics that management holds dear. They drive decision making in that they are constantly referred to in the decision-making process.

## The values for the Town of Torbay are:

**Service Excellence:** Delivering quality and sustainable municipal programs and services.

**Financial Responsibility:** Prudent management of the Town's finances for the delivery of efficient, effective, and responsive services.

**Fairness and Respect:** Honesty and integrity in working with residents and businesses in a courteous, equitable, and ethical manner.

**Effective Communications:** Maintaining effective and timely lines of communications with Council, staff, residents, and businesses to deliver and receive messages aimed at building harmonious relationships.

**Safety:** Providing a work environment that protects the physical and mental health and safety of all members of Council and employees.







# **STRATEGIC INITIATIVES**

# Long-Term Strategic Initiative

## NUMBER 1

Torbay requires an adequate and sustainable potable water supply to meet its current and future needs.

**Goal:** To acquire and adequate and potable water supply to meet current and future needs of the Town.

Objectives	Actions	Responsibility	Timelines	Comments
<b>North Pond</b>				
Measure Water Capacity	Installation of 6 Flow Meters	Director of Infrastructure and Public Works (DIPW)	April 30. 2023	Installation of final flow meter (5 installed)
Monitor Water Capacity	Conduct Leak Detection Program	DIPW	Annually – April to August or on an emergency basis	
	Monitor flows utilizing SCADA System	DIPW	Daily	
			Provide Monthly Reports to Council	
			November 30 of each year, to provide comparative year over year data	
Confirm if additional capacity exists	Review SCADA Reports with consulting engineer	DIPW	One Year after 6th zone meter is installed and the SCADA System is operational.	
	Make a recommendation to Council		One month after 12 months of data is received.	
Improve water quality at North Pond to meet or exceed Canadian Water Quality Drinking Guidelines	Confirm capital costs.	Chief Administrative Officer (CAO), DIPW and Director of Corporate Services (CAO)	2020	
	Submit Funding Applications as Programs are Announced.	CAO, DIPW and DCS	Phase One – 2021 Phase Two – 2022 Phase Three – 2023	
	Assessment of Technologies (Phase One)	DIPW	2023-2024	
	Construction of Water Treatment Plant	DIPW	Approval of Phase Two Funding. TBD (2 years)	
	Technology Installation and Commissioning	DIPW	Approval of Phase Three Funding. TBD (2 years)	



Objectives	Actions	Responsibility	Timelines	Comments
<b>Great Pond</b>				
Explore the Feasibility of Great Pond as second source	Monitoring of Fish Population and hydrology monitoring.	Director of Planning and Development (DOPD)	June 1 - August 31, 2023	
	Submit Report to DFO	DOPD	September 30, 2023	
	Development of a servicing plan – confirm service area, develop strategy, confirm capital/operating/maintenance costs for a phased water distribution system	DOPD	January 1 - June 30, 2023	
	Development of a treatment options study – examine raw data, treatment requirements, treatment process, capital/operating/maintenance/ costs for a treatment facility	DOPD (Primary), Director of Infrastructure and Public Works (DIPW) (Secondary)	January 1- May 31, 2023	
Determine Phases of Capital Applications	Review of Servicing Plan and Treatment Options. Recommendation to Council.	DOPD, DIPW, Director of Corporate Services (DCS) and Chief Administrative Officer (CAO)	October 31 ,2023	
	Financial Model	DCS	To Be Determined	
	Submit Capital Applications	CAO, DIPW and DCS	To Be Determined as funding opportunities become available	

# Long-Term Strategic Initiative

## NUMBER 2

Torbay requires a viable Wastewater Treatment Option to meet current Federal Government Wastewater Systems Effluent Regulations.

**Goal:** To determine the most viable option to meet Wastewater Treatment obligations in order to be ready to submit a funding application when funding becomes available for such projects.

Objectives	Actions	Responsibility	Timelines	Comments
Monitoring of sewer at Outfall	Take samples and have analyzed.	Director of Infrastructure and Public Works (DIPW)	Ongoing	
	Upload results into the Federal Government Portal	DIPW	After sample results received	
Review of Feasibility of Zoned Wastewater Treatment	Develop Scope of Work for a Wastewater Treatment Options Study, including inclusion of serviced areas, capital costs and implementation strategy	Chief Administrative Officer (CAO), DIPW and Director of Corporate Services (DCS)	September 2022	
	Submit Funding Application	CAO, DIPW and DCS	October 2022	
	Discuss Completion of Study in 2024, pending funding outcome	CAO, DIPW and DCS	September 2023	



# Long-Term Strategic Initiative

## NUMBER 3

To develop an asset management plan for all existing and proposed assets of the Town of Torbay, based on a level of service to residents.

**Goal:** To develop a comprehensive ten-year infrastructure plan covering all existing Town assets and their annual operating costs, plus any proposed Council prioritized new assets together with their estimated capital and annual operating costs. A financial model will be developed for the maintenance, upgrading and replacement of all assets.

Objectives	Actions	Responsibility	Timelines	Comments
Creation of Staff Steering Committee	Identification of Department Representation	Director of Corporate Services (DCS) (Lead)	May 2023	
Confirmation of all existing Town Assets	Location and mapping of all above ground assets	DCS, Director of Infrastructure (DIPW) and Public Works and Capital Asset Mapping Technologist	Completion June 30, 2023	
	Location of Underground Assets	Capital Asset Mapping Technologist and Water/ Sewer Technicians	July 1 - August 31, 2023	
	Mapping of Underground Assets	Capital Asset Mapping Technologist	September 1 - December 31, 2023	
Formulate Level of Service	Resident Engagement	DCS and DIPW	July 1 - September 30, 2023	
Creation of AM Policies	Research and develop policies	Accountant	October 1, 2023 - March 31 2024	
Development of financial model	Financial Model	DCS	April 1 - December 31, 2024	
Development of Asset Management Plan	Compilation of all materials into master document	DCS	First Quarter 2025	

# 2023-2025 Strategic Initiative

## NUMBER 1

Torbay requires a Traffic Safety Strategy, including a Transit Plan, to address the many safety issues for pedestrian and vehicular traffic throughout the Town.

**Goal:** To develop a Pedestrian Safety Strategy that addresses the safety issues for pedestrian and vehicular traffic within the Town of Torbay, including the feasibility of a transit service and alternatives.

Objectives	Actions	Responsibility	Timelines	Comments
Determine components of the safety study.	Best Practice research and recommendation to Council.	Director of Infrastructure and Public Works (DIPW)	Fall 2023 – for Budget 2024.	
Review of existing work to date	Review and Update of 2015 Torbay Pedestrian Study, 2016 Speed Policy and 2016 Traffic Calming Policy. Include capital costs for required infrastructure.	DIPW	January 1-April 30, 2024	
Sidewalk Master Plan	Resident engagement and master plan development – indicating location of sidewalks, capital cost and priority ranking	DIPW	May 1- October 1, 2024	
Feasibility of Transit Service	Submission of a funding application to complete a feasibility study	DIPW	2024 – 2025 - To Be Determined as funding opportunities become available	
Development of Strategy	Development of strategy once all components (listed above) are confirmed.	DIPW	January 1, 2025 – June 30, 2025	

# 2023-2025 Strategic Initiative

## NUMBER 2

Torbay requires its Municipal Plan and Development Regulations be updated to ensure compliance with the Urban and Rural Planning Act.

**Goal:** To develop the 2025-2035 Municipal Plan and Development Regulations to support the sustainable land use development of lands within the Town of Torbay.

Objectives	Actions	Responsibility	Timelines	Comments
Development of a framework for a three-year municipal plan review process	Request for Proposals for consultant services	Chief Administrative Officer (CAO), Director of Planning and Development (DOPD) (Lead) and Planning Technician	January - March 2023	
	Determine Resident Advisory Committee Selection Process	CAO, DOPD (Lead) and Planning Technician		
Receive public input (Phase One)	Confirm Members of Resident Advisory Committee	DOPD	April 2023	
	Select and Recommend Consultant	CAO, DOPD (Lead), Director of infrastructure and Public Works (DIPW), Director of Corporate Services (DCS), and Economic Development and Tourism Officer (EDTO)	April 2023	
	Extensive Stakeholder Engagement	DOPD	May – October 2023	
Compile Stakeholder Input	Develop and Present Envision Report	DOPD	November 2023	
Develop draft plan (Phase Two)	Draft policy, develop land use zone tables, and maps	DOPD (Lead), Capital Asset Mapping Technologist	January 1 - November 2024	
Submit Draft Municipal Plan and Development Regulation to Provincial Government for Approval	Seek feedback from regional municipalities, draft regional plan amendments	DOPD	January 1 - May 31, 2025	



# 2023-2025 Strategic Initiative

## NUMBER 3

Torbay requires an update to its Communications Plan to ensure internal and external communication protocols are respectful, fair, effective, thereby creating a culture of service excellence to the residents and businesses of Torbay.

**Goal:** To develop communication policies and procedures that ensure effective and timely lines of communications with Council, staff, residents, and businesses.

Objectives	Actions	Responsibility	Timelines	Comments
Develop a culture of service excellence	Develop and issue a resident survey -seeking feedback on current service levels.  Based on feedback received, develop customer service framework - regarding response times	Chief Administrative Officer (Lead), Director of Corporate Services (DCS), Director of Infrastructure and Public Works (DIPW), Director of Planning and Development (DOPD), Director of Recreation and Community Services (DRCS), Economic Development and Tourism Officer (EDTO), and Manager of Heritage, Culture, and Information Services (MHCIS)  CAO	March 2023	
Confirming messaging mediums and protocols	Develop social media Policy	CAO and Communications Coordinator	May - June 2023	
Confirm handling of resident correspondence	Develop Correspondence Policy	ss CAO and Deputy Clerk (DC)	May - June 2023	
Confirm Communication Protocols Between Council and Staff	Develop Internal Communications Policy  Formalize Committee Meeting Protocols	CAO (Lead), DCS, DIPW, DOPD, DRCS, EDTO, MHCIS  CAO	April 2023	

# 2023-2025 Strategic Initiative

## NUMBER 4

As a municipality heavily reliant on residential taxation, Torbay wishes to work collaboratively with municipalities in the Killick Coast Region on areas of shared interest for the benefit of the Region.

**Goal:** To confirm potential opportunities for service sharing with municipalities within the Killick Coast Region.

Objectives	Actions	Responsibility	Timelines	Comments
Identify potential programs and services that could be shared within the Killick Coast Region.	Arrange a meeting with Killick Coast Chief Administrative Officers/Town Managers to discuss.	Chief Administrative Officer (CAO)	April - June 2023	
	Generate a list of potential areas of service sharing.	CAO	June 2023	
	Circulate to Killick Coast Councils for review.	CAO	June - July 2023.	
	If there is potential interest, engage an external consultant, funded by the Community Capacity Building Program to facilitate the development of an action plan	CAO	September - December 2023	

# 2023-2025 Strategic Initiative

## NUMBER 5

The Town of Torbay needs to provide support to its changing population demographics by developing and implementing policies and plans, undertaking projects that enable us to age in place.

**Goal:** To develop a framework to ensure the Town of Torbay becomes an age-friendly community.

Objectives	Actions	Responsibility	Timelines	Comments
Determine Criteria for Torbay to become an Age Friendly Community	<p>Conduct research on what it means to be age friendly.</p> <p>Circulate to Council and Staff for review.</p> <p>Seek motion of Council for support to develop framework</p>	<p>Director of Recreation and Community Services (Lead) and Manager of Heritage, Culture and Information Services (MHCIS)</p> <p>DRCS</p>	<p>May 2023</p> <p>June 2023</p> <p>July 2023</p>	ss
Review existing plans to confirm if they contain age-friendly criteria	<p>Conduct an analysis of existing master plans (recreation, heritage, economic development, Upper Three Corner, and open space) to the 8 key domains of community life required to become truly age-friendly (Outdoor Spaces and Buildings, Transportation, Housing, Respect and Social Inclusion, Social Participation, Communication and Information, Civic Participation/ Employment Opportunities and Community Support/Health Services)</p> <p>Identify gaps</p>	DRCS (Lead), MHCIS, Director of Infrastructure and Public Works (DIPW), and Economic Development and Tourism Officer (EDTO)	July - October 2023	ss
Seek input from residents on changing population demographics	Establish an advisory committee that includes the active engagement of older adults	DRCS (Lead) and MHCIS	October - November 2023	ss
An age friendly action plan	Develop a robust and concrete plan of action that responds to the needs identified by older adults in the community.	DRCS (Lead), MHCIS, DIPW and EDTO	<p>Request resources as part of Budget 2024</p> <p>Plan development January - June 2024</p>	ss
Age Friendly Programs	Demonstrate commitment to action by publicly posting the action plan.	DRCS (Lead) and MHCIS	Once Adopted by Council	ss



# 2023-2025 Strategic Initiative

## NUMBER 6

Climate change could affect our society through impacts on a number of different social, cultural, and natural resources. For example, climate change could affect human health, infrastructure, and transportation systems, as well as energy, food, and water supplies.

**Goal:** To develop a Climate Resilient Strategy for the Town of Torbay

Objectives	Actions	Responsibility	Timelines	Comments
Reach Net Zero by 2025 (Mitigation)	Update Town Greenhouse Gas Emissions Inventory	Director of Planning and Development (DOPD)	First Quarter 2024	
	Town to Set Green House Reduction Targets	DOPD		
	Set Priorities for Greenhouse Gas Reduction Targets	DOPD		
Development of Adaptation Plan	Complete Vulnerability Assessments Workshops and Prepare Final Report	DOPD	June - October 2023	
	Prepare Climate Change Action Plan		November - December 2023	
Climate Change Education	Form Climate Change Action Committee	DOPD	Fall 2023	
	Partner with School, Girl Guides, Scouts, Industry Leaders to development and education program		January - June 2024	

# TORBAY TOWN COUNCIL

## 2021-2025



*Front Row (Left to Right): Mayor Craig Scott and Deputy Mayor Mary Thorne-Gosse*

*Top Row (Left to Right): Councillor Ralph Tapper, Councillor Rhonda Manning, Councillor Ward Gosse, Councillor Trina Appleby and Councillor Tony Pollard*

# Strategy **IN ACTION**







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