



## **Strategic Plan**

**2014 – 2017**



*(Middle Cove Lookout Viewing Deck)*

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*A good leader is a person  
who takes a little more  
than his share of the  
blame and a little less  
than his share of the  
credit.*

*John C Maxwell  
(Leadership Coach and  
Best Selling Leadership  
Author)*

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*(Outer Cove Beach (Aerial) 2010)*

## Message from the Mayor



*(Mayor John Kennedy)*

On behalf of the Town Council of the Town of Logy Bay – Middle Cove – Outer Cove, I am pleased to present the Town’s new Strategic Plan. Since our election in the September 2013 Municipal Election, Council has recognized the importance of establishing its priorities. We have taken the time to reach a consensus on the major initiatives we will undertake, on your behalf, during our term of office.

The Town of Logy Bay – Middle Cove – Outer Cove takes great pride on our past accomplishments; however, we believe that a lot more work needs to be done and we are prepared to do this work on your behalf.

Take the time to review the strategic initiatives we will undertake during our term of office. We will be providing further details in a general meeting to be held shortly and we welcome your feedback. We will also be providing you with annual updates on our accomplishments as we pursue our strategic initiatives.

Together we will continue to make the Town of Logy Bay – Middle Cove – Outer Cove a great place to raise a family. Your actions and those of your Council, our employees, our volunteers, and our residents will ensure that Logy Bay – Middle Cove – Outer Cove remains a community that we are all proud to call home.

Yours truly

John Kennedy

Mayor

# Introduction

*Strategic planning will help you fully uncover your available options, set priorities for them, and define the methods to achieve them.*

*Robert J McKain,  
Estate Planner  
and Author*

The Town of Logy Bay – Middle Cove – Outer Cove has become a unique place to build a new home and raise a family; however, the challenges associated with rapid development have to be addressed. The issues confronting Council include a review of our Municipal Plan and Development Regulations to meet the expected development challenges we will face over the next ten (10) years. We recognize that our Town requires additional recreation facilities and services. We will develop a new Recreation Master Plan. In developing the Recreation Plan we encourage the involvement of our residents and we will provide opportunities for everyone's input. We need to improve our infrastructure and a new five-year program will assist us in this endeavour. We have to improve our communication with you so that we can address your issues in a timelier manner. We recognize the importance of engaging in a Strategic Planning process to prepare for a better future.

This four-year Strategic Plan outlines the Vision, Mandate, Mission and Values of the Town of Logy Bay – Middle Cove – Outer Cove. The Plan outlines the goals and objectives of our four (4) strategic issues that are achievable over our term of office.



*(Outer Cove 2014)*

# Community Profile

*A Community is a group of people who have come together, and they work and they live to try and improve the standard of living and quality of life – and I don't mean money.*

*James A. Baldwin*

*American essayist, playwright and Novelist*



*(Logy Bay – Middle Cove – Outer Cove Town Hall)*

Logy Bay – Middle Cove – Outer Cove is located about 10 minutes drive outside the Capital City of St. John's and adjacent to the Town of Torbay on the eastern tip of the Avalon Peninsula. The three (3) communities of Logy Bay, Middle Cove, and Outer Cove have been an amalgamated municipality since 1986.

The area encompassing Logy Bay – Middle Cove – Outer Cove was within the boundaries of lands granted to the London and Bristol Company in 1610. The early settlers were immigrants, predominantly from the Irish counties of Kilkenny, Waterford, Wexford, and Cork. The Town of Inistioge in Kilkenny was the origin of most of the pioneers of Logy Bay. These early settlers were attracted to the area by the easy access to the excellent fishing grounds that lay just offshore and by the good farmland that dotted the region. Irish heritage is still strong today and can be seen in such things as religion, folkways, music, and dialect.

The area has retained a predominantly low-density, rural residential character despite its proximity to the Capital City of St. John's. It is also a regional tourism destination; Middle Cove and Outer Cove beaches attract thousands of visitors annually for beach outings, whale watching, capelin spawning and evening campfires. Many people also visit the area to hike the East Coast Trail and tour Memorial University's Ocean Sciences Centre.

The Town is also proud of its museum located in the lower level of the Town Hall where visitors can discover the Town's history and why everyone is proud of that history. Artifacts include information on the fishing, agriculture, sports, lifestyle and military features of the Town's history.

# Our Vision

**Vision without action is a dream. Action without vision is simply passing the time. Action with vision is making a positive difference.**

**Joel A Barker  
(Futurist, author,  
Lecturer, Film  
Maker)**

A vision outlines what a community wants to be, or how it wants others to see it. It is a long-term view concentrated on the future and is a source of inspiration. A vision statement is sometimes called a picture of your community in the future but it's so much more than that. Your vision statement is your inspiration, the framework for all your strategic planning. What you are doing when creating a vision statement is articulating your dreams and hopes for your community. It reminds you of what you are trying to build. A vision statement sets a dynamic and compelling view of the organization at some point in the future. It is an emotional driver to some "big idea" or challenge that drives those in the community toward it.

The Vision for the Town of Logy Bay – Middle Cove – Outer Cove is:

**A unique family community that provides a lifestyle that is strong and healthy, maintaining its rural characteristics in keeping with residents' needs.**



*(Logy Bay 2009)*

# Our Mandate

**Management is doing things right; Leadership is doing the right thing.**

**Peter Drucker (Writer, Professor, Management Consultant)**

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

The Mandate for the Town of Logy Bay – Middle Cove – Outer Cove is:

**To provide quality municipal programs and services in response to residents’ needs in a timely and cost effective manner.**



*(Middle Cove 2009)*

# Our Mission

*Employees are a company's greatest asset - they're your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission.*

*Anne M. Mulcahy (Former Chairperson and CEO of Xerox Corporation)*

A Mission is defined as the fundamental purpose of a Council, succinctly describing why it exists and what it does to achieve its vision.

The Mission of the Town of Logy Bay – Middle Cove – Outer Cove is:

**To continually improve the quality of life of our residents, providing good leadership by building a community that is well-run, well-maintained and well-respected.**



*(Outer Cove, 2009)*

# Our Values

*Here are the values that I stand for: honesty, equality, kindness, compassion, treating people the way you want to be treated and helping those in need. To me, those are traditional values.*

*Ellen DeGeneres  
(Stand-up comedian,  
Television Host,  
Actress)*



*(Sitting Left to right – April Kenny, Community Program Coordinator; Adele Carruthers, Town Manager; Richard Roche, Town Clerk Treasurer; Standing Left to right – Angus Osmond, Outside Maintenance; Wayne Langille, Administrative Support Clerk)*

Values are defined as beliefs shared among Council, Management and Staff. They are the Council's ethical and moral compass and decision making foundation. They are the ideals and ethics that management holds dear. They tell those within Council how things are done and those outside Council why they want to be associated with the Town.

The Values for the Town of Logy Bay – Middle Cove – Outer Cove are:

***Service Excellence:*** We take pride in delivering the best possible service to meet the needs and expectations of our residents. We take pride in adopting best practices for the delivery of our municipal services and programs and will continuously attempt to improve our services with available resources. We are honest, forthright and keep our promises.

***Financial Responsibility:*** We are committed to good governance and being respectful of the values our residents bring to our community. We are fiscally responsible with the Town's finances and accept responsibility for our decisions, actions and overall performance.

***Fairness and Respect:*** We treat our employees honestly and fairly and serve our residents with honesty and integrity. We treat everyone with courtesy, dignity, and fairness to earn the trust and respect of those we serve. We respect the needs of our residents and their views. We will treat others as we want to be treated.

***Safety:*** We will create and maintain a safe workplace for our employees and a safe community for our residents. Programs and services are focused on the safety of our employees and the residents we serve.

***Effective Communications:*** We communicate relevant information with clarity and accuracy in a timely manner. We are open, transparent and accountable and demonstrate a caring attitude. We build positive relationships through community engagement and participatory democracy based on effective consultation and open communication.

# Strategic Initiatives

*The growth and development of people is the highest calling of leadership.*

*Harvey Firestone  
Chairman, Firestone  
Tire and Rubber  
Company*

## Issue:

The Current Municipal Plan covers the period from 2005 to 2015 and due to a number of development issues and concerns, Council will commence a review of its Municipal Plan and Development Regulations to address these development issues and concerns.

## Goal:

To develop a process, to govern a review of the Municipal Plan and Development Regulations for the period of 2015 to 2025.

## Objectives:

- To utilize a facilitated process to develop Terms of Reference and a Background Report to guide the Municipal Plan and Development Regulations Review Process.
- To engage the Town's citizens in this process by establishing Focus Groups to represent all the various groups and organizations within the Town, including both young and older residents.
- To identify all development issues and concerns and ensure they are addressed in the review process.



*(Logy Bay, 2009)*

# Strategic Initiatives

*Effective leadership is putting first things first. Effective management is discipline, carrying it out.*

*Stephen R Covey,  
Author, Educator,  
Businessman, Keynote  
Speaker*

## Issue:

There is a recognized need for expanded recreation facilities including a recreational area in Logy Bay. These facilities will promote healthy living, improve community spirit, and increase community involvement by providing a variety of programs and activities for all ages.

## Goal:

To develop a Recreation Master Plan to review existing facilities and programs and to recommend the new facilities and programs that are required to address the needs of all ages of both current and future residents.

## Objectives:

- To conduct a Recreation Needs Assessment to determine whether the current facilities and programs are meeting the needs of those for whom they were intended and to utilize a robust public consultation process.
- To develop a Volunteer Attraction and Retention Program to ensure that there is a sufficient number of volunteers being attracted and retained to meet the community recreational needs of all ages.
- To identify lands for potential future recreational use.
- To develop an effective communication strategy to advise residents of the recreation facilities and programs the Town has to offer and to attract residents to utilize these services.



*(Kelly Park, Outer Cove, 2010)*

# Strategic Initiatives

*I cannot give you the formula for success, but I can give you the formula for failure, which is: Try to please everybody.*

*Herbert B Swope  
Journalist, New York  
World Newspaper*

## Issue:

The Town has substantial infrastructure including approximately twenty-five (25) kilometers of roads, forty-two (42) hydraulic structures (culverts) and a bridge that requires regular upgrading and maintenance.

## Goal:

To establish a five (5) year infrastructure program with a priority listing of infrastructure to receive regular upgrading and maintenance with identified annual funding and standards to which such infrastructure will be upgraded.

## Objectives:

- To establish standards for the Town's roads to which they will be upgraded with different standards for the various types of roads, i.e. main roads, access roads, residential roads, etc.
- To conduct a conditioning assessment of all roads and to establish a priority listing of roads in accordance with this assessment, with those receiving the lowest grading assessment being given the higher priority.
- To identify an appropriate level of funding necessary to upgrade and maintain the priority listing of roads.
- To develop an annual replacement program for hydraulic structures (culverts) and bridge in accordance with the 2012 Flood Risk Analysis Report.
- To submit annual funding requests for the replacement of hydraulic structures and bridge under the Multi-Year Capital Works Program



*(Middle Cove, 2009)*

# Strategic Initiatives

*Do not follow where the path may lead. Go instead where there is no path and leave a trail.*

*Ralph Waldo Emerson  
American Essayist,  
Lecturer and Poet*

## Issue:

The Town's website is outdated, not user-friendly, and is not being well utilized. A new and improved communication strategy is required to better inform the Town's residents of the programs and facilities that are available for their use.

## Goal:

To develop a Communication Strategy including the use of social media (Face Book, Twitter, etc.) in addition to a user-friendly email system via the Town's Website.

## Objectives:

- To issue a Request for Proposals for the upgrading of the Town's Website including the use of Face Book, Twitter, etc and the introduction of a user-friendly email system via the Town's Website.
- To develop a Communication Policy including the responsibilities for communication on behalf of the Mayor, Council and management.
- To investigate ways and means of communicating with residents on the facilities and programs that the Town has to offer including all aspects of social media, Town's Website and News Bulletins for those who do not have access or utilize computers.



*(Logy Bay, 2009)*

# Conclusion

*It is our attitude at the beginning of a difficult task which, more than anything else, will affect its outcome.*

*William James  
American Philosopher  
and Psychologist*

Following the Municipal Election in September of 2013, Council decided that it should undertake a Strategic Planning Process to prioritize the issues that Council wished to address during its term of office.

This Strategic Plan outlines Council's agreement on the strategic initiatives it will address during its term of office. Council will work diligently to accomplish these initiatives and will provide status reports on an annual basis on its achievements.



*(Sitting left to right: Councillor Karen Todhunter, Mayor John Kennedy, and Councillor Bradley Power, Standing left to right: Deputy Mayor Craig Dyer, Councillor Bert Hickey, Councillor Ryan Stack, and Councillor Jim Rose)*

*Prepared and Facilitated by:*



*“Preparing Municipal Officials for the Future”*