

Town of Happy Valley-Goose Bay



**STRATEGIC PLAN
2023-2028
AND BEYOND**



OUR STORY: Our First Fifty Years

In 1941, Canada and the United States decided to build a military air base at Goose Bay since it was an ideal stopover point for planes en route to Europe from North America.

The need for workers to build the base drew civilians from other parts of Labrador and Newfoundland. These multi-cultural workers were the first residents of a settlement that became Happy Valley.

OUR MISSION

As the Heart of Labrador, our mission is to create a vibrant, sustainable, and welcoming community that is safe, healthy, and connected, while providing quality services, programs, and opportunities to all.



In 1973, the Town of Happy Valley amalgamated with the Local Improvement District of Goose Bay. Today, the Town of Happy Valley-Goose Bay is home to approximately 8,000 people, making us the ninth largest municipality in Newfoundland and Labrador and the largest Indigenous populated community in the province.

As the hub for business in central Labrador, our town is also home to a wide variety of businesses that provide our community and residents with a host of amenities.





OUR VISION

**Happy Valley-Goose Bay:
the Heart of Labrador;
a great place to land**



OUR NEXT FIVE YEARS AND BEYOND

A Strategic Plan is an essential tool for our town to define and share the direction we will take over the next five years and beyond. We are grateful to the over 500 residents, business owners and other stakeholders who provided thoughtful input into the development of our 2023-2028 Strategic Plan by responding to our survey, participating in focus groups and attending public meetings. The outcome of this collaboration is reflected in new Mission and Vision Statements and the selected Strategic Priorities and Action Items.

We recognize that not all of our Strategic Priorities will be fully achieved in five years and will extend beyond this planning period. Our Implementation Plan discussed at the end of this document will provide more details on the progress anticipated over various time frames.



Our Strategic Plan as a Living Document

A living document is frequently updated to respond to changing circumstances. By remaining true to our Mission and Vision Statements, we will ensure that we stay on our projected course. However, unforeseen challenges, e.g. a pandemic, unanticipated opportunities, new technologies, etc., will require us to review our priorities and action items at least annually and adjust them to achieve the maximum benefits.

OUR STRATEGIC PRIORITIES

- A. Foster collaboration with all stakeholders to continue to enhance community safety.
- B. Advance a strong and stable economic environment that supports and promotes business.
- C. Provide local governance that is transparent, participatory and fiscally responsible to deliver high operational standards.
- D. Ensure local infrastructure meets community needs.
- E. Advance a strong sense of community by promoting health, wellness and engagement.



Our 2023-2028 “and Beyond” Strategic Plan has a vision that extends beyond the term of the current Council, and also goes beyond the service excellence expected for day-to-day programs, to shine a spotlight on five strategic priority areas that are critical to making Happy Valley-Goose Bay better now and for future generations.

These five priority areas will guide decision making and provide a framework for requests of Council. Activities that do not further these priorities will not be considered.

Please note that the strategic directions in the side panel on the left of this page should not be interpreted in an order of priority. All five strategic priorities are equally important for the Town to work on, many of which will be done simultaneously.

This plan is just the starting point. We encourage residents to be involved in helping shape the tactics each year through plan development, project engagement and the annual budget deliberations. Town Council is committed to addressing this plan’s critical topics and we look forward to working with residents, businesses and organizations in Happy Valley-Goose Bay to keep us on track.



Foster collaboration with all stakeholders to continue to enhance community safety.



Advance a strong and stable economic environment that supports and promotes business.



Provide local governance that is transparent, participatory and fiscally responsible to deliver high operational standards.



A: Enhance Community Safety

Everyone of us needs to be safe, and to feel safe. It is especially essential that our children and seniors feel secure. Always.

This will only be accomplished through a total team effort, involving all levels of government, health care providers, social service agencies, law enforcement, and other stakeholders.

- Collaborate with other agencies to ensure that the most vulnerable members of our community are safe and secure
- Provide a range of venues for community services to be provided
- Ensure public safety by enforcing criminal law

B: Stable Economic Environment

We will be strengthened with economic development because increasing numbers of jobs result in higher income levels and better quality of life.

- Establish an Economic Development Committee comprised of representatives from the Town, community partners and other stakeholders to promote a regional economic development strategy
- Promote the Town as a good place to do business
- Continue to work with Chamber of Commerce, Destination Labrador, and other agencies

C: Local Governance

Effective governance requires involving all stakeholders in envisioning the future and managing the present so that actions taken each day move the community towards that vision.

- Develop a new user-friendly web site and apps for town services and community engagement
- Provide annual progress reports to the community on the annual plan
- Provide staff with training and resources to enhance services to the public



D: Local Infrastructure

Municipal services play an important role in our lives every day. From water to roads, from recreation to parks, from policing to garbage collection – and everything in between – the dozens of programs and services delivered by the Town affect the quality of life for everyone in Happy Valley-Goose Bay.

We must take care of what we have in ways that are adaptive, resilient, green and sustainable.

- Establish a user-friendly public transit system
- Complete the asset management plan to prioritize projects for infrastructure maintenance and expansion
- Promote accessibility throughout the community starting with municipal buildings

E: Community Wellbeing

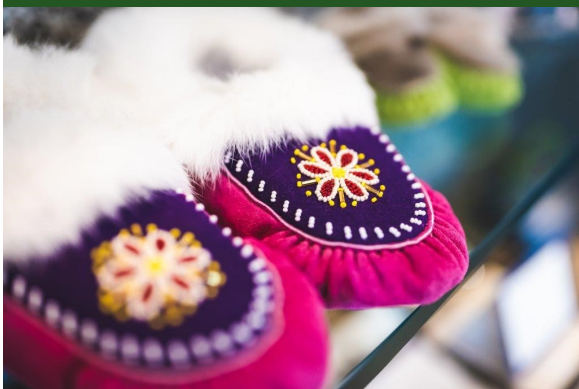
Community wellbeing is the combination of social, economic, environmental, health, and cultural conditions that are essential for individuals and communities to flourish and fulfil their potential.

- Continue partnerships with health and wellness organizations
- Liaise with local employers to provide a coordinated approach to attract and retain the skilled work force the community needs
- Implement the Trails Master Plan for the benefit of residents, visitors and future generations
- Launch a Town Beautification project to provide more green spaces, reduce the amount of dust, and ensure that the Town remains clean and tidy
- Work with community groups to offer more recreation programs and services and to organize more festivals and cultural events

Ensure local infrastructure meets community needs.



Advance a strong sense of community by promoting health, wellness and engagement.



How We Will Implement This Plan

This Strategic Plan will be integrated into all Town activities and through the development of an annual operational plan that will identify projects and initiatives that align with and support the Strategic Plan.



Happy Valley-Goose Bay's Senior Management Team will be responsible for developing the operational plan each year. The operational plan will be brought to Council for approval and will form the basis for regular reports to Council, and the public, on the progress that is being achieved.

Strategic Planning Context

Our Strategic Plan is not our only guiding document. The Town of Happy Valley-Goose Bay is also guided by many other plans and policies, including:

Governance

- Code of Conduct: Councillors
<https://happyvalley-goosebay.com/wp-content/uploads/2022/12/A0047-2-Amended-Signed-1.pdf>
- Code of Conduct: Municipal Officials
<https://happyvalley-goosebay.com/wp-content/uploads/2023/03/A0047-1-signed-Feb-28-2023.pdf>
- Municipal Policy Manual
<https://happyvalley-goosebay.com/quick-links/policies/categories/administration/>
- Occupational Health and Safety Policy
<https://happyvalley-goosebay.com/wp-content/uploads/2021/11/A0050-Occupational-Health-Safety-Policy.pdf>
- Sub-Contractor Policy
<https://happyvalley-goosebay.com/wp-content/uploads/2021/11/A0051-Sub-Contractor-Policy.pdf>

Economic Development

- Municipal Plan 2018-2028
<https://happyvalley-goosebay.com/residents/municipal-plan-development-regulations-2018-2028/>
- Development and Zoning Regulations
<https://happyvalley-goosebay.com/residents/development-zoning-regulations/>
- Strategic Report: Cabot Crescent/Johnny Hill Drive Development Area
<https://happyvalley-goosebay.com/wp-content/uploads/2022/01/Cabot-Crescent-Strategic-Plan-2016-Final-Draft-Aug-9.pdf>
- Vendor Regulations
https://happyvalley-goosebay.com/wp-content/uploads/2022/02/Vendor-Regulations_updated-January-2022.pdf

Strategic Planning Context

Other guiding plans and policies include:

Lifestyle and Environment

- Cultural Inclusion Policy
<https://happyvalley-goosebay.com/wp-content/uploads/2019/12/A0048-Cultural-Inclusion-Policy.pdf>
- Active Transportation Study
https://happyvalley-goosebay.com/wp-content/uploads/2017/10/Active-Transportation-Final-16.10_REDUCED.pdf
- Habitat Conservation Plan
https://happyvalley-goosebay.com/wp-content/uploads/2017/02/habitat_conservation_plan.pdf
- Municipal Stewardship Agreement
<https://happyvalley-goosebay.com/wp-content/uploads/2016/12/municipal-stewardship-agreement.pdf>
- Birch Island Restoration and Trail Project
<https://happyvalley-goosebay.com/town-hall/municipal-stewardship-agreement/birch-island-restoration-trail-project/>
- Ground Water Study: June 2021
https://happyvalley-goosebay.com/wp-content/uploads/2021/11/213037.00-LE001-Groundwater-Study_r-1.pdf
- Groundwater/Storm Water Presentation: November 2021
<https://happyvalley-goosebay.com/wp-content/uploads/2021/11/Town-HVGB-Groundwater-Storm-Drainage-Presentation-November-2021.pdf>

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