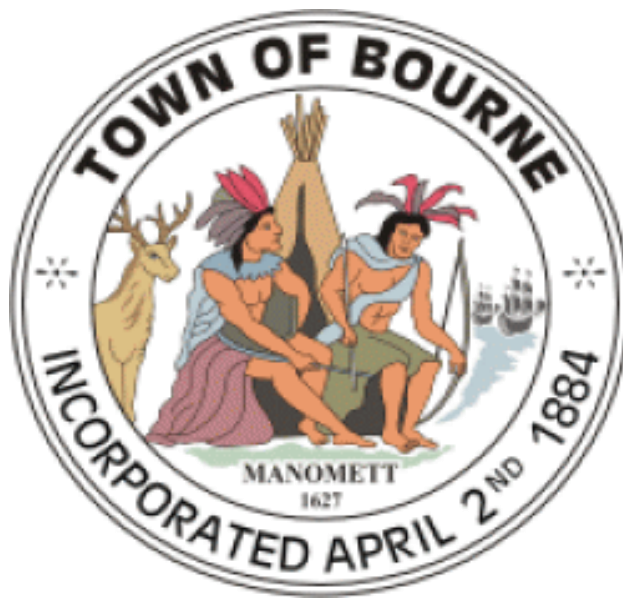


Bourne Board of Selectmen

Strategic Plan



Approved February 23, 2021

Last updated: March 4, 2021

SECTION 1.0 - Overview

1.1 Purpose: The purpose of this Strategic Plan is to codify and express the organizational process which will define the Town's direction toward a future state as defined by the Vision Statement. It will serve as a guide to make informed decisions regarding the allocation of resources to pursue that future state and ensure that we are successful by focusing on identified focus areas and accomplishing a variety of Strategic Goals and the Initiatives associated with each.

1.2 Scope: Although this plan will serve as a primary guide for the Board, Town Administrator and Staff, it is important that there is synchronization throughout and between various other important plans, documents and policies. These should include, at a minimum, the following:

- The Local Comprehensive Plan
- Open Space and Recreation Plan
- Housing Production Plan
- Comprehensive Wastewater Management Plan
- Capital Improvement Plan
- Five Year Financial Plan
- Financial Policies
- Annual Operating and Enterprise Budgets

Keeping these plans in the forefront when developing lower-level parts of this plan, e.g., initiatives, will assist in avoiding divergent paths when addressing important issues facing the town, now or in the future.

1.3 Desired Outcome: In addition to the broad purpose statements above, this Strategic Plan also serves to accomplish other important outcomes, such as:

- Helping to build consensus and stakeholder engagement
- Clarifying priorities to provide focus and clarity
- Establishing accountability across town government
- Providing a framework for analysis when considering our Strengths, Weaknesses, Opportunities and Threats (SWOT)
- Creates a system for evaluating and gauging progress

1.4 Structure: The structure used in developing this plan is one that starts out broadly with the Vision and then becomes more refined and defined with each succeeding step in the process. This cascading approach is constantly surrounded by a set of community values. Everything we do must be looked at through the lens of these values to ensure that we stay true to them as we work toward our Vision. The diagram below provides a visual reference for how this cascading Strategic Plan will be structured.



Diagram 1.0

Vision: Broadly defines a desired future state of our community; what do we want people to think of when they hear Town of Bourne?

Mission Statement: Describes the role of government in achieving the Vision.

Values: Our guiding principles; directs how decisions are made and the internal culture. Provides an important lens to view all of our decisions and ensures we choose the appropriate path toward accomplishing the Vision.

Focus Areas: General categories necessary to achieve the community vision.

Objectives/Goals: Goals within a focus area that will help achieve the Vision.

Initiatives: Defined action steps designed to meet the various objectives/goals.

Key Performance Indicators: The measures used to indicate progress toward an objective/goal that is being met through a specific initiative.

1.5 Issues facing Bourne: Communities face constantly face a variety of issues that can be near, mid, and/or far term. Understanding and acknowledging those issues are critical in developing a plan that will address them. Broadly speaking, this plan identifies them as:

- Financial stability and security
- Infrastructure – (facilities, water, sewer, roads, etc.)
- Resource security and sustainability
- Future workforce availability
- Housing of various types
- Building community connections
- Community and economic development
- Land use planning and policy
- Transportation – trains, buses, bridges, boats, automobile and bikes

SECTION 2.0 – Vision, Mission, Values and Focus Areas

2.1 Town of Bourne Vision

Bourne is a proud community that embraces change while respecting the rich heritage of the town and its villages. It is a municipality based on strong fiscal government with a durable economy that recognizes the rights of all citizens, respects the environment, especially the coastal areas of the community and the amenities that it affords. Bourne embraces excellent education, and offers to citizens a healthy, active lifestyle.

2.2 Town of Bourne Mission Statement

Bourne will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure coastline and environment for the enjoyment of residents and visitors. Through responsible and professional leadership and in partnership with others, Bourne will strive to improve the quality of life for all residents living and working in the larger community.

2.3 Community Values

- Customer Focus
- Integrity
- Innovative Thinking
- Accountability
- Stewardship
- Excellence
- Sustainability
- Inclusiveness

2.4 Focus Areas

- Strong and diverse local economy
- Flexible, responsive and integrated government services
- Healthy, safe and active community
- Community and neighborhood livability
- Inclusiveness

SECTION 3.0 Goals

1. Operate as a best practice, customer focused and engaging government
2. Support sound transparent fiscal management practices and policies
3. Through thoughtful planning and execution, provide services that enhance and ensure the health, safety and welfare of our citizens, visitors and businesses
4. Support and maintain thriving neighborhoods and spaces consistent with the town's Local Comprehensive Plan
5. Initiate and support economic development efforts that leverage the town's unique characteristics to create, attract, and retain jobs and businesses that ensure a diverse local economy
6. Provide support for high quality education opportunities that support and enhance the well being our students and our community
7. Embrace, foster and pursue sustainable development practices and initiatives while ensuring environmental stewardship in our unique coastal setting
8. Develop and maintain our physical infrastructure in a way that actively supports the town's priorities and maximizes the useful life of both new and existing infrastructure.

SECTION 4.0 Initiatives by Goal:

4.1 Operate as a best practice, customer focused and engaging government

4.1.1 – Deliver exceptional services that are effective, equitable, innovative and offered at the best possible value for residents, visitors and businesses

4.1.2 – Revamp the town's website for ease of use, structure and searchability

4.1.3 – Develop a social media presence on various platforms to share information

4.1.4 – Study the current Organizational structure and consider changes to create “the most efficient organization” to meet the town's needs

4.1.5 – Review and update policies and procedures – update and/or rescind as required

4.1.6 – Implement the audit recommendations related to IT vulnerability and intrusion testing

4.1.7 – Implement electronic/online systems for all types of licenses and permits.

4.2 Support sound transparent fiscal management practices and policies:

4.2.1 – Update financial policies in FY2021

4.2.2 – Develop annual budget process to achieve Government Finance Officers Association certification

4.2.3 – Strengthen the town’s financial position; while posturing the town for an increase to its bond rating

4.2.4 – Eliminate the town’s use of Free Cash to supplement the Operating budget

4.2.5 – Eliminate the use of the town’s operating budget to borrow for capital items

4.2.6 – Identify and evaluate alternative approaches to funding and financing capital investments

4.2.7 - Recover additional federal revenue from the Certified Public Expenditure* (CPE) program

4.2.8 – Seek to provide and enhance public access to town records, reports and budget/capital plan information

4.3 Through thoughtful planning and execution, provide services that enhance and ensure the health, safety and welfare of our citizens, visitors and businesses:

4.3.1 – Attract and promote multi-generational activities, entertainment and recreation opportunities and programs

4.3.2 – Maintain, upgrade and invest in our parks, fields, playgrounds and courts through a thoughtful Parks and Recreation Master Plan

4.3.3 – Develop a yearly road and sidewalk improvement plan, including funding

4.3.4 – Utilize technology, local and regional partnerships and the Citizen Engagement Committee to draw attention and increase local and tourist traffic in Bourne

4.3.5 – Develop and invest in trails, recreational opportunities and/or unique amenities that will attract visitors to Bourne

4.4 Support and maintain thriving neighborhoods and spaces consistent with the town’s Local Comprehensive Plan:

4.4.1 – Establish a committee to identify the town’s best assets, and where appropriate, a plan to improve those assets – open space, recreation and other unique amenities

* Certified Public Expenditure – a program that allows municipalities to recoup from federal sources that portion of medicaid that isn’t initially reimbursed so that 100% of the ambulance fee is paid.

4.4.2 – Ensure Bourne’s connection to the Cape Cod Rail Trail by supporting engineering, design and construction

4.4.3 – Continue to pursue Complete Streets initiatives to invest in and maintain pedestrian and bike-friendly infrastructure, planning and aesthetic elements throughout downtown and the villages.

4.4.4 – Seek to redevelop unused, underused and blighted properties through cooperation with property owners and economic development organizations/agencies, and by regulatory means where necessary

4.4.5 – Actively pursue and seek to increase residential and mixed use development in the downtown and other appropriate locations

4.4.6 – Actively participate in Joint Base Cape Cod committees and seek opportunities for partnerships and to stay abreast of base projects/initiatives

4.5 Initiate and support economic development efforts that leverage the town’s unique characteristics to create, attract, and retain jobs and businesses that ensure a diverse local economy

4.5.1 – Develop and fund staff/consultant capacity to support Economic Development initiatives

4.5.2 – Explore pre-permitting and marketing of key priority sites

4.5.3 – Study developing a town-sponsored business improvement grant program to include a public/private partnership

4.5.4 – Actively search out businesses focused on innovation, technology and tourism

4.5.5 – Explore and identify potential zoning reform that would support long-term economic development goals

4.5.6 – Explore, develop and implement a Bourne “way finding” strategy

4.5.7 – Complete downtown parking study project and identify recommendations for implementation

4.5.8 – Ensure the Water Districts are kept fully informed of commercial and residential development projects and that adequate supply and infrastructure is available when needed

4.5.9 – Study current and projected future sewer rates based on anticipated capital expenditures, wastewater treatment plant and IMA expenses, etc. and make recommendations related to the long-term viability of the Sewer Enterprise Fund and/or other alternative models, i.e. establishing a town sewer department

4.6 Provide support for high quality educational opportunities that support and enhance the well being our students and our community

4.6.1 – Investigate establishing regular and recurring meetings with the School Committee

4.6.2 – Analyze and implement joint school/town initiatives-e.g., Energy Performance Contract and other shared resources

4.6.3 – Work with Mass Maritime Academy to further develop existing and new partnerships that will maximize cooperative investments

4.6.4 – Partner with Mass Maritime Academy to increase awareness of available activities, events and amenities to bring students and resident populations together

4.6.5 – Seek to find opporunties to partner with the Upper Cape Technical School on projects and initiatives that support students in their desired trades

4.7 Embrace, foster and pursue sustainable development practices and initatives while ensuring environmental stewardship in our unique coastal setting

4.7.1 – Attract and promote a diverse range of housing options that meets the needs of Bourne as a desirable place to live, work, visit and recreate.

4.7.2 – Bring the town into compliance with MS4 Stormwater permit

4.7.3 – Pursue Phase II resiliency activities in concert with SNEP and identify potential resiliency infrastructure financing options

4.7.4 – Begin preparation for marsh restoration at either Puritan Rd. or Gray Gables

4.7.5 – Begin implementation of necessary steps to achieve a Green Community Status

4.7.6 – Support and participate in various Transporation Climate Initiatives

4.8 Develop and maintain our physical infrastructure in a way that actively supports the town’s priorities and maximizes the useful life of both new and existing infrastructure.

4.8.1 – Develop an implementation and use plan for the town’s facility management software package

4.8.2 – Develop a scope and proposal to initiate a Inflow and Infiltration study of the town’s sewer infrastructure

4.8.3 – Identify strategic infrastructure improvements needed to make priority areas/parcels permit ready and able to support and drive development interest

4.8.4 – Strengthen transportation infrastructure by advocating and pursuing commuter rail, expanded Cape Cod RTA Intra-town, bus or trolley system to provide better access to Bourne businesses, arts, culture and recreation amenities

4.8.5 – Seek opportunities for transit-oriented Development around transportation networks

4.8.6 – Work with various local, state and federal agencies to ensure the development of a Bourne-friendly interchange around the new bridges to enhance the appeal, convenience, and accessibility important parts of Bourne’s commercial and tourist destinations