



## STRATEGIC PLAN -PART 1

For public consultation

January 26, 2021

The Town of Annapolis Royal drafted its first strategic plans in the early 2000's and operated with a strategic plan until 2012. From 2016 to 2018, considerable work was done to develop a new strategic plan. A public survey was completed in 2016 and a strategic plan draft was developed in 2018 but not released to the public or adopted for a variety of reasons.

Shortly after the 2020 municipal election, a decision was made to resume the strategic planning process. This draft document is a first attempt to outline the preliminary components of a new strategic plan, highlight the work done in past years, and begin the process of updating the assumptions upon which a new plan can be based. We are seeking your input for each of the following areas:

1. **Vision:** What makes Annapolis Royal special? Competitive advantage comes from what makes a place unique.
2. **Mission:** What is the mission of the Town, the things that it is supposed to do?
3. **Values:** What are our values as a Town? What do we value?
4. **Self Analysis:** What are our strengths, weaknesses, opportunities and threats or challenges as a Town?
5. **Environment:** How would you describe the environment in which the Town operates?

The draft that you are being asked to comment is 5 pages in length and in point form. The rest of this document is attached as background information (Appendices A, B, C, and D) so that you can see what was done in prior years.

We would appreciate your comments by email, or in writing **by February 5, 2021**. They can be submitted to the CAO either by dropping them off at Town Hall or forwarding an email to [cao@annapolisroyal.com](mailto:cao@annapolisroyal.com).

Once we have your feedback, we will make changes to this document and proceed with drafting the strategies, objectives to support a vision for the future. This draft will also be made available for public review and comments in February.

We look forward to hearing from you about this very important project!

Amery Boyer, Mayor  
On behalf of Council and staff

**STRATEGIC PLAN -PART 1**

**Public Input**

This draft document is a first attempt to outline the preliminary components of a new strategic plan, highlight the work done in past years, and begin the process of updating the assumptions upon which a new plan can be based. We are seeking your input for each of the following areas:

- 1. **Vision:** What makes Annapolis Royal special? Competitive advantage comes from what makes a place unique.

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- 2. **Mission:** What is the mission of the Town, the things that it is supposed to do?

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- 3. **Values:** What are our values as a Town? What do we value?

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- 4. **Self Analysis:** What are our strengths, weaknesses, opportunities and threats or challenges as a Town?

Strengths: \_\_\_\_\_

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Weaknesses: \_\_\_\_\_

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Opportunities: \_\_\_\_\_

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Challenges: \_\_\_\_\_

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- 5. **Environment:** How would you describe the environment in which the Town operates?

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Do you live in town? (optional) yes  no

# STRATEGIC PLAN -PART 1

## 1.0 Vision

*“What makes Annapolis Royal special? Competitive advantage comes from what makes a place unique.”<sup>1</sup>*

Appendix A outlines three vision statements that have been drafted and/or used over the years.

## 2.0 Mission

Appendix B outlines past mission statements.

Much of the Town’s mission is outlined in the Municipal Government Act. This includes:

MGA Section 9A: The purposes of a municipality are to

- (a) provide good government;
- (b) provide services, facilities and other things that, in the opinion of the council, are necessary or desirable for all or part of the municipality; and
- (c) develop and maintain safe and viable communities.

In addition:

- make policies and pass resolutions and by-laws on behalf of the Town (MGA Sections 47 to 49)
- collect taxes (MGA Part VI, section 111)
- collect water payments in accordance with Section 6 of the Schedule of Rules and Regulations for the Annapolis Royal Water Utility
- acquire, own, sell, or lease property (MGA, Sections 50 to 52)
- provide police services (MGA Section 54 & Police Act)
- provide water and sewer and other public works services
- provide fire protection services (MGA Section 293)
- encourage economic development (MGA Sections 56 and 57)

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<sup>1</sup> Doug Griffiths, November 18, 2020

### 3.0 Values

Appendix C outlines past values statements.

The following is some food for thought based on the book “13 Ways to Kill Your Community” by Doug Griffiths. The author outlines 13 ways to kill your community and discusses what communities can do to thrive.

	<b>How to Kill Your Community</b>	<b>How to allow your community to thrive</b>
1.	Forget the water	Value the quantity and quality of your water supply
2.	Don't attract business	Offer an attractive environment for business
3.	Don't engage youth	Engage youth
4.	Deceive yourself	Be honest with yourself
5.	Shop elsewhere	Shop locally as much as possible
6.	Don't paint	Beautify your community
7.	Don't cooperate	Cooperate with others as much as possible
8.	Live in the past	Forget the past, focus on the future
9.	Shut out your seniors	Engage your seniors
10.	Reject everything new	Be open to new ideas
11.	Ignore outsiders	Be welcoming to outsiders
12.	Grow complacent	Shed complacency
13.	Don't take responsibility	Take responsibility

### 4.0 SWOT<sup>2</sup> Analysis

Appendix D outlines a SWOT Analysis that was drafted in 2018.

#### 4.1 Strengths

- Low crime rate; the Town has a community-based police force with very good response time compared to the alternatives
- Partnerships: Valley Waste, transit, joint water (2) and sewer agreements (1) with the Municipality of the County of Annapolis, Christmas (ABoT, businesses), Canada Day (Fort Anne), Natal Day weekend (community), police dispatch services with Bridgewater, RCMP lock-ups in Digby and Bridgetown
- the Water Utility has built up substantial reserves
- Good vehicle and equipment replacement policy
- The Town has a tertiary sewage treatment plant
- Very good internet service
- Public recreational facilities: gym, amphitheatre, walking trails, boardwalk rock climbing wall, tennis courts, pool, playground, skate park, museums, dog park
- Cultural attractions: museums, historic gardens, theatre, art centre
- High school (grades 6 to 12 ) with soccer fields
- Health centre

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<sup>2</sup> SWOT = analysis of the Town's strengths, weaknesses, opportunities and threats (or challenges)

- Community hub: library, lab, etc.
- A lot of great businesses, 2 grocery stores, high end brewery
- Lots of development happening: new condos, Fortier Mills, new warehouses
- Population growth
- Variety of housing
- Fire Department
- Well maintained sidewalks
- Strong internal controls and financially stable.

## 4.2 Weaknesses

- Reliance on a single ratepayer for 18% of Town revenues (FCI<sup>3</sup> Indicator)
- Policing costs account for 18% of the Town's budget
- Perceived lack of responsiveness (e.g. to the business community<sup>4</sup>)
- Lack of a strategic and risk management plans ("if you don't know where you're going, any road can take you there"<sup>5</sup>)
- Expired sewer, water and fire agreements with the Municipality of the County of Annapolis
- Potential for lost opportunities (including investment money) as a result of not being part of the REN<sup>6</sup> network
- Lack of long term infrastructure plan
- Poor space allocation for Town operations at Town Hall including access to Council Chambers and location of Police Department
- Records management system
- Limited land area (2.04 square kilometres)<sup>7</sup>
- Small population size (491 people)<sup>8</sup> despite modest gains in the last two censuses
- Succession planning
- Town does not have its own water supply
- Ongoing maintenance and misuse of leaf and yard waste area
- Odours from green bins in downtown core in summer due to bi-weekly collection

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<sup>3</sup> Financial Condition Indicators

<sup>4</sup> 13 Ways to Kill Your Community by David Griffiths, Chapters 5 & 7

<sup>5</sup> George Harrison

<sup>6</sup> Regional Enterprise Network

<sup>7</sup> 2016 Census

<sup>8</sup> Ibid

### **4.3 Opportunities**

- To meet and work with with the new Council at the Municipality of the County of Annapolis Council
- To strengthen existing partnerships and develop new ones
- To improve Town governance
- To adopt effective project management principles
- To adopt effective risk management plans
- There are still lands that could be developed within the Town
- Fresh water gravity fed system from Lequille Canal at Junction Hill owned by NSPI
- Single water line across the causeway
- To engage the schools and to encourage youth participation and community involvement
- Twinning with Royan (e.g. student exchange)
- Reinstate annual pet licenses to generate revenues to cover expenditures associated with pets
- Rental of existing space for training and meetings to increase revenues
- Include Town communications with Town invoices
- Waterfront development
- Marina
- First Pond property on the outskirts of the Town which is owned by the Town

### **4.4 Challenges**

- Effective response to COVID-19
- Fragmentation of marketing and economic development efforts across the community and the region
- Effective response to climate change
- Effective governance of shared service agreements
- Accessibility
- Periodic odour issues at the sewage treatment plant
- Responsible pet ownership
- Fire alarm siren
- non-discretionary costs are between 9 and 10 % of the total budget and include School Board contributions, Property Assessment Services, Housing contributions and Corrections
- many municipalities in Nova Scotia are struggling to contain policing costs (policing costs for the Town represent 18% of the operating budget).

## **5.0 Environmental Scan**

### **5.1 Demographics**

The median age of Town residents is 63.4 compared to 45.5 for Nova Scotia. The median income per household after taxes is \$40,021 compared to \$53,129 for Nova Scotia.

The next Census will take place in May 2021.

### **5.2 Social**

The current COVID-19 pandemic places a number of restrictions on municipalities, businesses, organizations, residents and visitors. These include mandatory mask wearing, social distancing, travel restrictions, self isolating and quarantine depending on the situation.

### **5.3 Economic**

The current COVID-19 pandemic is a global phenomenon affecting all economies.

### **5.4 Political**

The next provincial election will be held on April 21, 2021. A federal election will be held on or before October 16, 2023. The next municipal election will be in October 2024.

### **5.5 Environmental**

Nova Scotia municipalities are lobbying the provincial government to implement Extended Producer Liability (EPR)<sup>9</sup> s which is already benefiting 80% of Canadians across the country, is being moved forward in our neighbouring Province of New Brunswick, and is being paid into by Nova Scotians as we shop today.

### **5.6 Legal**

The Town operates within a highly regulated environment which includes the Municipal Government Act, the Police Act, the Environment Act, the Freedom of Information and Protection of Privacy Act, the Trade Union Act, the Assessment Act, the Property Valuation Services Corporation Act, the Occupational Health and Safety Act, the Utility and Review Board Act, the Municipal Elections Act, and other relevant legislation. The Nova Scotia Accessibility Act requires compliance with the Province's Accessibility Plan to make Nova Scotia accessible by 2030.

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<sup>9</sup> Faced with increasing amounts of waste, many governments have reviewed available policy options and concluded that placing the responsibility for the post-consumer phase of certain goods on producers could be an option. Extended Producer Responsibility (EPR) is a policy approach under which producers are given a significant responsibility – financial and/or physical – for the treatment or disposal of post-consumer products. Assigning such responsibility could in principle provide incentives to prevent wastes at the source, promote product design for the environment and support the achievement of public recycling and materials management goals. Within the OECD the trend is towards the extension of EPR to new products, product groups and waste streams such as electrical appliances and electronics.

## **Appendix A – Vision Statements**

### **From 2012 Strategic Plan:**

To maintain and enhance the Town of Annapolis Royal's heritage values and beauty; protect its small town character; nurture its economic, social, recreational, and cultural environment, thereby enabling our rich quality of life for residents and visitors to our community.

### **From 2018 draft strategic plan:**

To be a fully engaged community that encourages, supports, and promotes the Town's long-term economic vitality in harmony with its social and cultural landscapes, while preserving the Town's natural and built heritage, history, and quality of life.

### **From 2019 Municipal Planning Strategy:**

The goal of the Annapolis Royal planning documents – the Municipal Planning Strategy and the Land Use By-law – is to encourage, support, harmonize and promote the long-term economic, social and cultural environment of the Town with a view to preserving its unique character and enhancing the quality of life for all its citizens. To that end, Annapolis Royal will continue to promote and protect the Town's natural and built heritage, history, environment, and inclusive smalltown atmosphere.



## **Appendix B – Mission**

### **Mission statement from 2012 Strategic Plan:**

Part of the mission of the Town of Annapolis is encapsulated in the powers of Town Council outlined in the Municipal Government Act. Other parts may be inferred:

- make policies and pass resolutions and by-laws on behalf of the Town (MGA Sections 47 to 49)
- collect taxes in accordance with the MGA (Section 393)
- collect water payments in accordance with Section 6 of the Schedule of Rules and Regulations for the Annapolis Royal Water Utility
- acquire, own, sell, or lease property (MGA, Sections 50 to 52)
- provide police services (MGA Section 54 & Police Act) ▪ provide water and sewer and other public works services
- provide fire protection services (MGA Section 293)
- encourage economic development (MGA Sections 56 and 57)
- cooperate and collaborate with its neighbours and other municipalities and organizations to provide all municipal services as effectively and as efficiently as possible to ensure value for money for all ratepayers.

The mission may have to change to reflect the realities in future years. The proposed mission statement from 2018: To serve the community by delivering effective municipal services and maintaining a progressive and fiscally responsible government, while partnering to encourage sustainable economic growth, foster a unique and culturally rich experience, and ensure a superior quality of life for its citizens.

### **Mission statement from 2018 draft strategic plan:**

To serve the community by delivering effective municipal services and maintaining a progressive and fiscally responsible government, while partnering to encourage sustainable economic growth, foster a unique and culturally rich experience, and ensure a superior quality of life for its citizens.

## Appendix C – Values

### Town values from 2018 draft strategic plan:

- Quality of Life
- Safe, clean, beautiful environment
- Tourism Industry
- Heritage, culture, and arts
- Safe and sustainable community
- Maintaining our own Town infrastructure and resources
- Support local businesses
- Employees & Volunteers
- Products and services available within Town
- Strong community spirit

## Appendix D – SWOT Analysis 2016

Strengths	Weaknesses
1. Access to high-speed internet within Town	1. Empty Storefronts on St George St
2. Good services (ie. Health centre & school)	2. Absence of young entrepreneurs/craftspeople/business people
3. Appealing location (ie climate & waterfront)	3. Businesses need to expand hours- especially during tourist season
4. Safe community	4. Lack of opportunities for young people
5. Good lifestyle	5. Need more businesses
6. Good Town infrastructure (physically and financially)	6. Aging population- lack of young families & youth
7. Strong Culture & arts community	7. Town really needs to improve marketing
8. Great Community Events	8. Annapolis River underutilized
9. Great tourist attractions	9. Need extend tourist season
10. Historic town	10. Lack of fibre-op internet
Opportunities	Threats
1. Develop waterfront & basin for boating	1. Loss of the Health Centre
2. 150 <sup>th</sup> Anniversary of Canada	2. Loss of businesses
3. Create evening downtown activities (Coffee house, jam sessions, discussion groups) to attract tourists	3. Declining & aging population
4. Eco-tourism & winter tourism expanded	4. Internet is poor yet is a key to our future
5. Use Fort Anne for outdoor concerts reenactments	5. Declining enrollment
6. Improve internet service to attract more people & businesses	6. Empty store fronts -need tax incentives
7. Tourism development in shoulder seasons	7. Reduced operation of Fort Anne & Port Royal have hurt
8. Promote water activities in basin	8. Decreasing diversity in shops & services
9. Potential to develop rail bed to attract cyclist & hikers to Town	9. Small tax base
10. Encourage new home-based businesses	10. Not enough promotion of our history at the national level