

DRAFT STRATEGIC PLAN

March 24, 2021

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PURPOSE

What is strategic plan? Simply put, strategic planning determines exactly where an organization is going over the next few years and how it's going to get there. A strategic plan is a coordinated and systematic way to develop a course and direction for the Town¹.

1.0 Vision

Please see Appendix A for the vision statements that have been suggested so far.

2.0 Mandate

The Town's mandate comes from the Nova Scotia Municipal Government Act (MGA):

Under Section 9A of the MGA, 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)

¹ BDC website (adapted)

- 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)

3.0 Mission

Please see Appendix B for the suggested mission statements received so far.

4.0 Values

- Our people
 - Heritage: who we are and where we came from
 - Caring environment
 - New residents
 - Seniors
 - Youth
 - Town employees
 - Volunteers
 - Strong community spirit
- Our Way of life
 - Greens spaces and trails
 - Safe and clean environment
 - Infrastructure and resources
- Our environment
 - Nature
 - Clean air and water
 - Beauty
 - Rural
 - rich agricultural local produce
- Our economy
 - Business, products and services

- Tourism
- Sustainable development
- economically viable

5.0 SWOT² Analysis

5.1 Strengths

- **Partnerships:** Valley Waste, transit, joint water (2) and sewer agreements (1), and regional emergency management with the Municipality of the County of Annapolis, Christmas events (Annapolis Board of Trade, businesses), Canada Day (Fort Anne), Natal Day weekend (community), police dispatch services with Bridgewater, RCMP lock-ups in Digby and Bridgetown
- **Services:** Good internet service, public recreational facilities: gym with fitness classes, pickle ball, climbing wall, basketball, etc., amphitheatre for musical and dramatic performances, walking trails, boardwalk rock climbing wall, tennis courts, pool, playground, skate park, museums, dog park, waterfront boardwalk, outdoor ice rink in winter, farmers’ and traders’ market, Nova Scotia’s largest outdoor farmers’ market and longest running of any other farm market around, with 100+ vendors, music entertainment and the Town Crier, high school (grades 6 to 12) with soccer fields, health centre , community hub:, library with innovation lab, Fire Department, well maintained sidewalks, Public washrooms
- **Infrastructure:** well funded water utility. Town owned tertiary sewage treatment plant, Good Town vehicle and equipment replacement policy
- **Cultural attractions:** museums, seventeen-acre-award-winning Historic Gardens with special Acadian celebrations, Wine and Roses, and House and Garden Tour, 100-year-old King’s Theatre presenting live music, drama and film, ArtsPlace, a contemporary gallery and arts centre operated by the Annapolis Region Community Arts Council (ARCAC)
- **Culture:** Strong ties with sister city Royan France, Various music venues: Legion, Pub, Farmers’ Market, amphitheatre, the Legion, St George Street in front of King’s Theatre, considered a “hot spot” for the Arts – artists and craftspeople
- **Heritage:** Considered the birthplace of Canada, the first permanent European settlement in Canada, National Historic District designation; Lower St George Street is the oldest street in Canada, beautiful and historic store/house fronts with flower beds and explanatory plaques, O’Dell House Museum housing displays, a genealogy centre and archives, Sinclair Inn – earliest surviving Acadian building in Canada, DeGannes-Cosby house National Historic Site (over 300 year old), Built heritage: over 100 reregistered historic buildings in Town, rich heritage of Mi’kmaq, Black, British, French, Irish and Scots, Garrison Graveyard (oldest English gravestone in Canada)

² SWOT = analysis of the Town’s strengths, weaknesses, opportunities, and threats (or challenges)

- **Business:** many great businesses, two grocery stores, art galleries and artisan shops, high end brewery, restaurants, wine bar
- **Population growth:** lots of development in recent years: Fortier Mills, condos, new warehouses,
- **Housing:** variety of housing: single family homes, homes with more than 1 housing unit, condos, apartments, seniors' housing, potential for tiny homes and proximity of MacLeod Annapolis Royal Nursing Home (66 beds), recent strength of resale housing market
- **Financial:** strong internal controls and financially stable government, the Water Utility has built up substantial reserves
- **Location:** just two hours outside Halifax and 1.5 hours from the South Shore or Yarmouth, the Town is conveniently located in terms of highways and secondary roads, all go through the Town or nearby. The Town is also close to three Parks Canada sites and two completely different bodies of water above and below the causeway, wharf and 30-foot tides; the Town serves a catchment area of roughly 10,000 people
- **Environment:** progressive Town tree planting program, Clean Annapolis River Project (CARP): NGO addressing issues in the Annapolis River Watershed
- **Community:** Town Facebook feed, Active local and community groups: Annapolis Heritage Society, Garden Club, Instant Theatre Group, Drama Club, Chess Club, language clubs, online communities: Caremongering-Annapolis County Community response to COVID-19, Annapolis County Concerned Citizens Committee, Annapolis Royal and Area Environment and Ecology, Revitalize Annapolis, annual Canada Day and Natal Day Weekend celebrations, Paint the Town annual outdoor arts event, Elephant Granss Printmakers Society, annual Annapolis Basin Community Band Festival, Map Annapolis: web-based community asset mapping of the social history of Annapolis area (recognized by the Governor General of Canada for Excellence in Community History Programming in 2017)
- **Destination Status:** one of 20 "Small Towns to Visit in Canada"³, Town won "Most Liveable Small Town in the World in 2004"⁴, Graveyard and Historic District tours for visitors

5.2 Weaknesses

- **Financial:** reliance on a single ratepayer for 18% of Town revenues (FCI⁵ Indicator), policing costs account for 18% of the Town's budget, declining capital reserves
- **Responsiveness:** perceived lack of responsiveness by the Town (e.g. to the business community⁶)
- **Planning:** lack of a strategic plan, risk management plans, succession plans, and a comprehensive marketing plan for the Town
- **Expired agreements for sewer, water and fire agreements** with the Municipality of the County of Annapolis; funding levels for Town recreation facilities and programs do not reflect County usage

³ Canadian Living 2019

⁴ UN Environmental Program

⁵ Financial Condition Indicators

⁶ 13 Ways to Kill Your Community by David Griffiths, Chapters 5 & 7

- **Potential for lost opportunities** (including investment money) as a result of not being part of the REN⁷ network
- **Infrastructure:** poor space allocation for Town operations at Town Hall including access to Council Chambers and location of Police Department, the 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, lack of sidewalks on Chapel and School streets, the Town is dependent on a single provider for internet service, dependence on single water line across the causeway
- **Lack of an effective records management system**
- **Limited land area** (2.04 square kilometres)⁸
- **Small population** size (491 people)⁹ despite modest gains in the last two censuses
- **Vacant real estate:** too much real estate is vacant for a significant part of the year. This jeopardizes the viability of many businesses and reduces the vitality of town life
- **Speeding** in town
- **Beautification:** lack of appreciation for the importance of consistent beautification efforts in public areas
- **Red tape:** amount of red tape associated with compliance with many sections of the LUB re land use/changes in land use
- **Communications:** lack of awareness of what is available for people new to the Town, communication to citizens without Internet access

5.3 Opportunities

- **Relationships:** to meet and work with the new Council at the Municipality of the County of Annapolis Council, to strengthen existing partnerships and develop new ones, to engage the schools and to encourage youth participation and community involvement, to enhance the twinning with Royan (e.g. student exchange), to fully or meaningfully engage new residents
- **Governance:** to improve Town governance
- **Project Management:** to adopt effective project management principles
- **Planning:** to develop effective risk management plans, to investigate a fresh water gravity fed system from Lequille Canal at Junction Hill owned by NSPI,
- **Economic development:** to examine available land in the Town for development (including lands currently occupied that may be vacated in the not so distant future), to look at the potential for appropriate development of the First Pond property on the outskirts of the Town which is owned by the Town, to examine the possibility of a marina (but only if its creation can be part of a larger plan for the downtown that addresses rising sea levels), To pursue tourism season extension, to support the redevelopment/repurposing of NSPI property, to examine

⁷ Regional Enterprise Network

⁸ 2016 Census

⁹ Ibid

possibilities for further waterfront development, to assist local restaurants by allowing outdoor tables, set up of food stands at special events, etc.

- **Financial:** to examine Town fee structures to increase revenues
- **Communications:** to include Town communications with Town invoices, to publish a monthly beefed up Town Crier, to develop a package or guide with information on local family resources, daycares, schools, recreational and Town programs, rentals at other sites
- **Environmental:** to encourage more people to “park and walk”, to enable solar energy capture at the community pool, to consider more green sustainable industry, to improve/enhance the Town streetscape with additional flower. herb or veggie beds and tree planting

5.4 Challenges

- **Financial:** adapting to and/or replacing anticipated loss of/reduction in the NSPI grant in lieu of taxes
- **Climate change:** dealing with the impacts of climate change (and especially sea level rise) on the Town and develop an effective response in collaboration with others
- **COVID-19:** continuing to effectively respond to COVID-19, supporting local businesses and organizations through COVID-19.
- **Fragmentation of marketing and economic development effort:** working towards reducing the fragmentation of marketing and economic development efforts across the community and the region
- **Governance:** improving the governance of shared service agreements
- **Accessibility:** making Town owned buildings and properties accessible, and supporting businesses in their accessibility efforts
- **Sewage Treatment Plant:** dealing with the periodic odour issues at the sewage treatment plant
- **Pet management:** promoting responsible pet ownership
- **Non discretionary costs** dealing with the fact that non-discretionary costs are between 9 and 10 % of the total budget and include School Board contributions, Property Assessment Services, Housing contributions and Corrections
- **Rising policing costs:** Dealing with the fact ant the Town, like many municipalities in Nova Scotia, is struggling to contain policing costs (policing costs for the Town represent 18% of the operating budget).
- **Incentives for businesses to close:** dealing with the fact that the Province has designated a number of seasonal tourist business categories which may receive a reduced tax rate on the municipal tax bill. This provides certain businesses with an incentive to close for at least four months of the taxation year rather than to remain open.
- **Supporting avoidance of volunteer burn-out**
- **Dealing with expensive house prices**
- **Living with wildlife**
- **Communications:** listening to dissenting voices

6.0 Environmental Scan

6.1 Demographics

Year	Pop.	±%	Population Gain/Loss
1981	631	—	
1986	631	0.00%	0
1991	633	0.30%	2
1996	583	-7.9%	-50
2001	550	-5.7%	-33
2006	444	-19.3%	-106
2011	481	8.30%	37
2016	491	2.10%	10

Since its heyday when it reached a population of 1,000, Annapolis Royal had been steadily losing population until some time between 2006 and 2011 when it not only reversed the population decline, but started to modestly grow again.¹⁰

At present, Annapolis Royal, NS has a population of 491 people. Overall, the population of Annapolis Royal, NS is declining at a rate of 0.72% per year over the past 15 years from 2001 to 2016. In the last two census, its populations grew by 10 people, an average growth rate of 0.42% per year from 2011 to 2016. With the development of Fortier Mills and the condominium development at the Academy in recent years, it is anticipated that the next census will also show steady growth.

The median age of Town residents is 63.4 compared to 45.5 for Nova Scotia. The average age is 63 years. 53% of the population (165 people) are between the ages of 0 and 64 years. An older population means more jobs for young people in terms of supporting the needs of those over 65.

In September 2020, Champlain Elementary welcomed between 30 and 35 new pupils. Bridgetown also recorded record student enrollment for the 2020-2021 year.

The median income per household after taxes is \$40,021 compared to \$53,129 for Nova Scotia. The average household income in 2015(\$) is \$57,793 and \$48,844 after tax.

The next Census will take place in May 2021.

6.2 Social

¹⁰ ["/:lecstats\Agency\BRIAN\census2" \(PDF\)](#). Archived from [the original](#) (PDF) on 2013-10-05. Retrieved 2010-01-20

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.

The Town's safe but sophisticated rural lifestyle means that the Town can and does attract young families.

6.3 Economic

Since June of 2016, a local private community and business investment organization has directly invested \$656,547 into businesses in the Town and the surrounding communities in Annapolis County. It has received 146 applications for assistance and has funded 81 of them, including helping 39 new businesses start up and 24 existing businesses expand their operations. This organization's initiatives have also created 171 jobs since its inception. It has also funded 19 community projects. Its largest community project is the ACERC Coalition. The current COVID-19 pandemic is a global phenomenon affecting all economies. Despite this, there have been at least six new businesses start ups since March of 2020, four of which are in town.

As of March 31, 2021, 10 building permits were issued for a total value \$ 1,034,410.00. This includes 7 residential properties with a value \$720,790.00 and 3 commercial properties with a value \$313,620.00. This shows continued growth and there has strong commercial growth over the last two years.

6.4 Political

The next provincial election must be held prior to June 9, 2021. A federal election will be held on or before October 16, 2023. The next municipal election will be in October 2024.

6.5 Environmental

It is expected that much of the Town will be below the annual peak flood levels, meaning that we can expect more frequent annual flooding of both low-lying and sea-level areas, By 2050, the Town is at risk of being permanently inundated.¹¹

Nova Scotia municipalities are lobbying the provincial government to implement Extended Producer Liability (EPR)¹² s which is already benefiting 80% of Canadians across the country, is being moved

¹¹ <https://www.saltwire.com/news/local/research-scientists-maps-show-how-sea-level-rise-will-affect-nova-scotia-communities-193782/?location=nova-scotia>, https://coastal.climatecentral.org/map/14/-65.5091/44.7433/?theme=sea_level_rise&map_type=year&basemap=roadmap&contiguous=true&elevation_model=best_available&forecast_year=2050&pathway=rcp45&percentile=p50&refresh=true&return_level=return_level_1&slr_model=kopp_2014

¹² 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

forward in our neighbouring Province of New Brunswick, and is being paid into by Nova Scotians as we shop today.

6.6 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, the Climate Protection Act and pending Regulations, and other relevant legislation. The Nova Scotia Accessibility Act requires compliance with the Province's Accessibility Plan to make Nova Scotia accessible by 2030.

On February, 2021, the Town was notified that the Province is considering introducing legislation to limit the possession and circulation of police articles and police uniforms by non-police.

The Town currently administers 32 by-laws covering a wide variety of areas of municipal interests.

6.7 Operating Environment

The Town's operating environment can be described as positive and stable, but the pandemic and the threat of the loss of 18% of operating revenues add elements of uncertainty.

7.0 Proposed Strategies:

1. Focus on the needs of Town residents, organizations, and businesses in the provision of Town services.
2. Encourage creativity, critical thinking, and thinking outside the box to solve problems and overcome challenges.
3. Collaborate with others to the greatest extent possible to eliminate duplication of effort, coordinate effort and make the most of what we already have.
4. Focus on value added activity and elimination of redundant, unnecessary or "busy work".
5. Continue to leverage Town assets and money to access other sources of capital and revenues (through grants, etc.) to make the most of what the Town has.

8.0 Objectives

This section deals with proposed and suggested objectives over the long, medium, and short term. This list is by no means exhaustive, but it begins the process of communicating proposed and suggested actions for public review, comment, and input.

trend is towards the extension of EPR to new products, product groups and waste streams such as electrical appliances and electronics.

8.1 Proposed Strategic Objectives:

1. Continued focus on monitoring and effectively responding to the current COVID-19 pandemic.
2. Development and implementation of an effective risk management plan to mitigate against the financial impact of the anticipated loss of the NSPI grant in lieu of taxes:
 - a. a dedicated Task Team was appointed on February 16, 2021 and is developing draft plans for Council consideration
 - b. Council is receptive to hearing about proposals for repurposing of the property and facilities
3. Development and implementation of a comprehensive climate change plan in collaboration with the federal and provincial governments, the Federation of Canadian Municipalities' Partners for Climate Protection Program and other agencies, partners and stakeholders.
4. Documentation and communication of the Town's existing and planned community development efforts in collaboration with community including:
 - Accessibility
 - Social inclusion (including youth and seniors)
 - Recreational programs and facilities
 - Consideration of needs and wants expressed by respondents to the January Strategic Planning Survey
5. Development and implementation of a comprehensive Town Marketing Plan in collaboration with all stakeholders including existing business, economic development and marketing organizations, attractions and cultural communities, and Town businesses including:
 - Consideration of needs and wants expressed by respondents to the January Strategic Planning Survey
6. Identification and realization of alternative sources of Police Department revenues to reduce/offset the cost of policing burden for ratepayers.
7. Development and implementation of a multi-year approach to planning and purchasing of essential operational requirements for the Police Department based on best estimates of future value as opposed to present value.

8.2 Proposed Long Range Objectives

8. Continuation of long-range Town infrastructure plan:
 - based on 2018 updated plan

- to include active work to resolve periodic recurring odour issues at sewage treatment plant
9. Continuation of existing long range Town vehicle replacement program and expansion to include all Town-owned buildings
 - To include Town fire truck
 10. Review of Land Use By-law and Municipal Planning Strategy in 2024

8.3 Proposed Medium Range Objectives

11. Development of a succession plan for critical Town positions

8.4 Examples of Suggested Short-Term Objectives

12. Implementation of an effective project management system for all major Town projects (including post project reviews)
13. Development of a schedule for all contract/agreement/MOU negotiations, and tenders (in progress)
14. Participate with municipal units in King's County in the review of intermunicipal service agreements such as the intermunicipal agreement for Valley Waste.
15. Negotiate new agreement with Annapolis Royal Volunteer Fire Services.
16. Update and renegotiate water, sewer, fire, regional emergency measures and recreation agreements with the Municipality of the County of Annapolis.
17. Plan and implement a new and effective records management system

Appendix A – Suggested Vision Statements From January 2021 Public Consultations

A vision statement for the Town is important and we referred to the following site for tips on writing a vision statement: <https://www.projectmanager.com/blog/guide-writing-perfect-vision-statement-examples>.

Be Concise: This is not the place to stuff a document with fluff statements. It should be simple, easy to read and cut to the essentials, so that it can be set to memory and be repeated accurately.

Be Clear: A good rule of thumb for clarity is to focus on one primary goal, rather than trying to fill the document with a scattering of ideas. One clear objective is also easier to focus on and achieve.

Have a Time Horizon: A time horizon is simply a fixed point in the future when you will achieve and evaluate your vision statement. [Define that time.](#)

Make it Future-Oriented: Again, the vision statement is not what the company is presently engaged in but rather a future objective where the company plans to be.

Be Stable: The vision statement is a long-term goal that should, ideally, not be affected by the market or technological changes.

Be Challenging: That said, you don't want to be timid in setting your goals. Your objective shouldn't be too easy to achieve, but also it shouldn't be so unrealistic as to be discarded.

Be Abstract: The vision statement should be general enough to capture the organization's interests and strategic direction.

Be Inspiring: Live up to the title of the document and create something that will rally the troops and be desirable as a goal for all those involved in the organization.

PAST TOWN 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 small-town atmosphere.

The following is a list of six suggestions for a Town vision statement:

1. The vision of the Town of Annapolis Royal is to be the place of choice to live, work and play in rural Nova Scotia by encouraging and promoting the long-term economic, social and cultural environment of the Town with a 20% growth in population by 2031; and a view to preserving the Town's unique character while enhancing the quality of life for all its citizens – current and future.
2. 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 small-town atmosphere.
3. To continue to be the most liveable small town in the world.
4. Provide a safe, inclusive, naturally, and culturally sensitive, business friendly and citizen responsive community with respect for the past, and an outlook to the future.
5. 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.
6. To encourage, support and promote the Town's long-term economic vitality in harmony with its social, cultural, and recreational qualities, while preserving the Town's natural and built heritage, history and quality of life for residents and visitors to our community.

Appendix B – Mission

From January 2021 Public Consultations

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.

The following is a list of 11 suggestions that were made for a Town mission statement:

1. The mission of the Town of Annapolis Royal – the cradle of our nation- is to be a positive, safe, supportive, and inclusive community that respects all contributors to its history while embracing its future through sustainable economic growth, fostering a unique and culturally rich experience, and ensuring a superior quality of life for its citizens.
2. The mission of the Town is to:
 - operate in a sustainable way for the benefit of citizens, businesses and organizations.
 - foster, support and promote all those things that make us unique and special.
 - lead in times of need and provide emergency plans and supports.
 - represent our interests at other levels.
3. The Mission of the Town Council of Annapolis Royal is to partner with its citizens and stakeholders in the fulfillment of its responsibility to ensure that Annapolis Royal continues to be the most liveable small town in the world.
4. To serve the needs of the residents and business operators of the town.
5. To maintain the right balance between tradition and innovation, between lifestyle and economic development, and between tolerance and authority. If it gives itself policies and by-laws, it should do what it takes to enforce them. It should make sure that its relatively high tax rates are justified, by offering services that ensure that its taxpayers feel that they are getting what they are paying for.
6. To serve the community by delivering effective municipal services and maintaining a progressive and fiscally responsible government, while partnering to encourage sustainable economic growth and environmental development (for example, use of alternative power sources such as

solar panels, planting of trees and shrubs), foster a unique and culturally rich experience, and ensure a superior quality of life for its citizens.

7. To create joy and a sense of beauty when people come to visit.
8. To provide water, sewage, and public works services, policing services, fire protection and encourage economic development while operating under good governance for the wellbeing of the Town and its citizens.
9. The mission of the Town is to:
 - Provide services to ALL members of the Town
 - Collectively speak for the citizens on matters large and small
 - Represent us to the province, the country, and the world as a place to live and visit
10. 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.
11. To serve the community by delivering effective municipal services and maintaining a progressive and fiscally responsible government, while partnering to encourage sustainable economic growth. To foster a unique rich experience and ensure a superior quality of life for its citizens and visitors to the Town.

Appendix C – Values

From January 2021 Public Consultations

- History, where we came from & who we are (x6), Past-present- potential
- Way of life (x4), People (x4), Caring environment (x4), Safe & clean (x4), Nature, Clean air & water, Strong community spirit, Old fashioned, Rural, Beauty, Green spaces & trails, New resident's needs, Senior's needs, Engage youth.
- Rich agricultural local produce, Economic vitality, Businesses & services, Tourism
- Infrastructure & resources, Sustainable development, Volunteers, Town employees