



# STRATEGIC PLAN- TOWN OF ANNAPOLIS ROYAL 2025

DRAFT

VERSION 1.0

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# PREAMBLE

In preparation for this year's strategic plan, your Town Council reviewed the plans and the results from the previous years. It also completed a SWOC analysis (analysis of strengths, weaknesses, opportunities and challenges) and an environmental scan which included demographics, social, environmental, political and other external factors. Members of Council and the CAO then went on to contribute their ideas and suggestions for the four years ahead. The following draft strategies and objectives are now being proposed for public discussion and input. Below, we have highlighted where we see our priorities for the 2025-2026 year. Please direct any comments you may have to the Town's CAO. We look forward to hearing from you!

# VISION

To preserve and protect the Town's natural and built heritage, environment, and small-town atmosphere, while enhancing the quality of life for its community - current and future. To encourage, support, and promote the Town's long-term economic vitality. To provide a safe, inclusive, and diverse community while maintaining its deep-rooted history and culture.

# MISSION

To serve the community by fostering a unique and culturally rich experience, ensuring a high quality of life for the citizens of the Town while delivering effective municipal services and maintaining a progressive and fiscally responsible government that partner to encourage sustainable economic growth and environmental development.

# 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 47-49)
- 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)

# GOVERNANCE

## STRATEGY

1. Mandated Services- Operate efficiently, being good steward of our resources and providing Municipal Government Act (MGA) mandated services to our residents.

### Objectives

1.1 Provide direction and resources to ensure implementation of MGA mandated services [as per the Asset Management Policy and the Atlantic Infrastructure Management (AIM) Capital Program report, for example:

- Maintain safe, reliable and high-quality water services
- Ensure efficient and environmentally responsible wastewater management
- Maintain and improve road infrastructure for safe and accessible transportation
- Strengthen resilience and response plans for severe weather events

1.2 Continue to focus on value added activity and elimination of redundant, unnecessary or “busy work”.

## STRATEGY

2. Address infrastructure deficit- Continue to plan for major infrastructure issues that are expected to arise in the future.

### Objectives

2.1 Collaborate with the County on upgrades and maintenance of the shared water and sewer lines at the causeway.

2.2 Explore the purpose of the wharf within the town's public and recreational spaces considering options for ownership, use and future of the town wharf including alternative structures.

2.3 Continue to pursue a second water source.

2.4 Resolve odour issues at the sewage treatment plant.

## **STRATEGY**

3. Employee Retention- Be a desired employer.

### **Objectives**

3.1 Develop and implement effective retention strategies to enhance employee satisfaction and long-term engagement.

3.2 Establish a clear staff classification system with defined salary ranges and comprehensive strategies to support fair and competitive employment practices.

3.3 Continue to strengthen and maintain compliance with the Occupational Health and Safety Act and Regulations.

## **STRATEGY COLLABORATION**

4. Collaboration- Continue to grow our collaborative network.

### **OBJECTIVES**

4.1 Work with other municipalities and levels of government to advocate for the Town.

4.2 Participate actively in the Annapolis County Intermunicipal Working Group (ACIMWG), Intermunicipal Services Agreement (IMSA) with all municipal units in Kings and Annapolis counties, and the intermunicipal quarterly networking group.

4.3 Participate in the Lawrencetown Community Development Co-Operative (LCDC).

4.4 Work with the Nova Scotia Federation of Municipalities (NSFM) and the Federation of Canadian Municipalities (FCM) to ensure that rural communities and in particular the town are heard at the Provincial and Federal level.

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# FINANCIAL SUSTAINABILITY

## STRATEGY

5. Fiscal responsibility- Engage in long-range financial planning to permit continuing financial stability by developing strategies to diversify revenue sources for the town.

## OBJECTIVES

5.1 Identify and implement actions to expand the capital reserve fund to cover both infrastructure and vehicle replacement, with the goal of reducing infrastructure debt.

5.2 Develop and execute a comprehensive risk management plan to minimize the financial impact of the anticipated loss of the Nova Scotia Power Inc. (NSPI) grant in lieu of taxes.

5.3 Assess and facilitate the sale of Town owned surplus properties.

5.4 Review of town taxes/tax rate to ensure sustainability of the Town.

5.5 Explore and implement alternative energy sources (solar, wind, tidal, etc.) to reduce the town's energy costs or create new revenue streams.

5.6 Initiate a water rate study to ensure that current rates are in line with existing and anticipated operating and capital costs.

5.7 Continue to identify and pursue grant opportunities in support of the strategic plan.



# ECONOMIC VITALITY

## STRATEGY

6. Economic Sustainability- Encourage, support, and promote the Town's long-term economic well-being.

## OBJECTIVES

6.1 "Buy local"- Encourage local procurement and support for small business by promoting both town operations and residents.

6.2 "Stay local"- Support local tourism by creating an environment where visitors are encouraged to both visit and stay in the town.

6.3 Enhance the town's self-sustainability through infrastructure resilience, and economic diversification.

# ENVIRONMENTAL STEWARDSHIP

## STRATEGY

7. Climate change implications - Prepare for and mitigate against the potential effects of climate change.

## OBJECTIVES

7.1 Develop a town coastal protection plan with the support of Nova Scotia Federation of Municipalities and in accordance with provincial requirements.

7.2 Continue to work with Clean Foundation on Community Climate Capacity (CCC) initiative and the development of a regional climate change plan in conjunction with the Town Middleton and the Municipality of the County of Annapolis.

## STRATEGY PRESERVATION

8. Natural Environment Preservation- Preserve and protect the Town's natural environment.

## OBJECTIVES

8.1 Restore and enhance the shoreline to improve biodiversity, flood protection and ecological health.

8.2 Expand and protect the Town's tree cover to promote air quality, shade and climate resilience.

8.3 Be aware of the provincial landscape around resource development and extraction and establish a clear position and response to its implications for Annapolis Royal.

# STRENGTHENING COMMUNITY

## STRATEGY

9. Engender an environment where all feel safe and included by implementing inclusivity, diversity, equity, and accessibility (IDEA) measures and continuing to enhance our sense of community. Continue to support Annapolis Royal's community-based policing service.

## OBJECTIVES

9.1 Support solutions for homelessness and housing challenges by advocating for affordable housing initiatives led by private developers, not-for-profit organizations, other levels of government, etc.

9.2 Strengthen social connection and community cohesion through inclusive programs and initiatives.

9.3 Enhance recreational opportunities to promote active and engaged lifestyles for all residents.

9.4 Make all reasonable efforts to mitigate risks and support the safety and well-being of all residents with a focus on vulnerable groups such as seniors, children and individuals facing challenges.

9.5 Advocate for improved health care services from the province to support community well-being.

## STRATEGY HERITAGE AND HISTORY PRESERVATION

10. Heritage and History Preservation- Preserve and protect built heritage and environment, while maintaining our deep-rooted history and culture.

## OBJECTIVES

10.1 Continue to support the rich heritage and history of the town, including initiatives that help conserve our built heritage and preserve the National Historic District and the UNESCO Southwest Nova Biosphere Reserve.

## **STRATEGY**

11. Communication- Strengthen two-way communication between the town, residents, and stakeholders to enhance transparency and engagement.

## **OBJECTIVES**

11.1 Continue to engage in community consultation prior to making decisions with major financial, societal and environmental impacts.

11.2 Document the many ways that the Town currently communicates with its many audiences and identify and rectify any gaps.

**11.3 Develop and implement a comprehensive communications plan and address any gaps.**

11.4 Identify ways to strengthen the Town's communications and marketing opportunities through collaboration with others, identifying and implementing basic best practices, and providing educational opportunities for Council members and staff.