



# ANNAPOLIS ROYAL

## **TOWN OF ANNAPOLIS ROYAL DRAFT STRATEGIC PLAN As at August 16, 2010**

### **SUMMARY**

On November 5, 2002, the Town of Annapolis Royal began a process for the development of a first strategic plan for the Town. This process followed the successful development of the Municipal Planning Strategy and Land Use By-law in 2000. The model used by the Town is outlined at Appendix A.

Originally, it was intended that public input on the strategic plan would be obtained every three years. However, the 2005 Port Royal 400<sup>th</sup> anniversary caused the Town to move the date forward to 2006. The plan has been updated annually since 2002. The 2007 plan reflected input from three strategic planning meetings on November 2, 16 and 30, 2006, as well as input from a number of written submissions. It is expected that the next round of public input will begin in November 2009.

The Province requires that all municipal units have Integrated Community Sustainability Plans in place by 2010. The Town must also be compliant with the new municipal accounting rules prescribed by the Public Sector Accounting Board format by 2010.

In December 2008, the Town learned that it could face the loss of approximately 28% of its revenues as a result of the re-assessment of the NSPI tidal plant. While the new assessment is under appeal, the Town is actively preparing for a significant loss in revenues over the next three years.

This document reflects these new realities.

## ABBREVIATIONS USED IN THIS REPORT

<b>ACOA</b>	Atlantic Canada Opportunities Agency
<b>ADBOT</b>	Annapolis District Board of Trade
<b>ADEDA</b>	Annapolis Digby Economic Development Agency
<b>ARCAC</b>	Annapolis Region Tourism Council
<b>ARDMA</b>	Annapolis Region Destination Marketing Association
<b>ARRA</b>	Annapolis Royal Regional Academy (Jr High School)
<b>AWEC</b>	Annapolis West Education Centre (High School)
<b>BLC</b>	Business Liaison Committee
<b>CAO</b>	Chief Administrative Officer
<b>CEDIF</b>	Community Economic Development Investment Fund
<b>CIP</b>	Capital Improvement Plan
<b>DATA</b>	Digby Area Tourism Council
<b>EHS</b>	Emergency Health Services
<b>FCM</b>	Federation of Canadian Municipalities
<b>FIR</b>	Financial Information Report
<b>HRDSC</b>	Human Resources Development and Service Canada
<b>ICLEI</b>	ICLEI was established as the International Council for Local Environmental

Initiatives and in 2003 rebranded as ICLEI - Local Governments for Sustainability to have a mandate of looking at all aspects of sustainability reflected in its corporate identity.

<b>ICSP</b>	Integrated Community Sustainability Plan
<b>LUB</b>	Land Use By-law
<b>MGA</b>	Municipal Government Act
<b>MOU</b>	Memorandum of Understanding
<b>MPS</b>	Municipal Planning Strategy
<b>NFPA</b>	National Fire Protection Association
<b>NSCAD</b>	Nova Scotia College of Art and Design
<b>NSPI</b>	Nova Scotia Power Inc.
<b>PSAB</b>	Public Sector Accounting Board
<b>RFD</b>	Recreation Facility Development
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SOE</b>	Statement of Estimates
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TCA</b>	Tangible Capital Assets
<b>TIANS</b>	Tourism Industry Association of Nova Scotia
<b>VIC</b>	Visitor Information Centre
<b>*</b>	Important or significant item

## 1.0 SWOT ANALYSIS

The following strengths, weaknesses, opportunities, and threats were identified through our consultations.

### STRENGTHS

- High levels of education
- Culture
  - strong arts community
- recreation programming
- recreation facilities:
  - 18-hole golf course nearby
  - enhanced and new recreation facilities (new outdoor rink)
  - walking Town, even in winter due to the extensive trail system and safe sidewalks
  - new meet-size outdoor pool
  - tennis courts
  - soccer field
- good site conditions for development
- temperate climate
  - microclimate
  - good wine producing region
- extensive tree maintenance program
- recycling and composting program
- 10-year water approval from Dept of Environment
- LED street lighting
- Municipal Planning Strategy
- tourism destination
  - natural and built attractions
  - natural beauty
  - history and built heritage
  - home of the Nova Scotia Charter (the document that gave Nova Scotia its flag and its name)
  - niche stores
  - home to many "firsts" (list to be developed)
  - up to date Town website
  - Farmers' and Traders' market one of the biggest in Nova Scotia
  - new winter/spring market
  - good event, marketing and tourism support (300<sup>th</sup> team)
  - Golf course on periphery
  - Action Jax on periphery

- Active Magnolia Committee
- funding from Nova Scotia Power (although revenues will decline substantially)
- Volunteerism:
  - Volunteer Fire Department force is strong
  - volunteer community in and around the Town
- generous Town benefactor
- local Health Centre and nursing home on border
- regional emergency measures office and local plan (business continuity plan in the works)
- National Historic District
- award-winning:
  - Regional Award of Honour - The Heritage Canada Foundation, 1981
  - National Award of Honour - The Heritage Canada Foundation, 1981
  - Federation of Canadian Municipalities - Sustainable Community Awards, 2001
  - The International Awards for Liveable Communities, 2004
  - Green Streets Canada Community, 2004-2005 and 2005 - 2006
  - Nova Scotia Festival & Events Council - 2005 Event of the Year Award
  - Cultural Capital of Canada, 2005
  - Bay of Fundy Business Partnership Award, 2005
  - Four Blooms in National Communities in Bloom, 2005 (special mention for cultural heritage conservation)
  - Winner of National Communities in Bloom, 2006 (recognition for innovative heritage museums)
  - Prince of Wales Prize, July 31, 2006
  - Community Arts and Culture Recognition Award, Nova Scotia Arts and Culture Partnership Council, 2007
  - Mayflower Community Cooperation Award, Office of Health Promotion and Protection, 2007
  - Lieutenant Governor Community Spirit Award, 2008
  - Winner of International Communities in Bloom, 2008
  - Ice Dreams Hoser Award, Nova Scotia Health Promotion and Protection, Winter 2010
  - Green Streets designation 2010
- highly visible and effective policing
  - very low incidence of crime
- unique business opportunities
- 50% of population is self employed
- large employer in the area (Convergys)
- transit system (although Acadian Lines may drop service)
- King's Theatre
- Historic Gardens

- Annapolis Heritage Society
- Annapolis Royal Historical Association
- partnership with Clean Annapolis River Project (CARP)
- tidal power generating station
- Fort Anne, Parks Canada
- quality of life
  - quiet
  - little traffic
  
- effective and efficient staff coverage for all Town services
- good grant writing capabilities (staff)

## WEAKNESSES

- declining and aging population
- relative lack of employers and employment
- physical assets in need of maintenance
- depletion of reserves over the years
- perceived high tax rate (residential and commercial)
- environmental and geographical limitations for development
- short tourism season
- limited business opportunity
- declining enrollment in schools and threatened school closure
- threatened emergency room closure
- high reliance on grants in lieu of taxes
- too many empty buildings (seasonal effects)
- insufficient availability of land
- lack of accessibility (eg. wheelchair ramps)
- relative lack of young families with children
- handling of unsightly properties
- poor condition of exterior of Legion building and parking lot
- Proliferation of economic development/tourism/marketing organizations:
  - Provincial
    - TIANS
    - TPC
  - Regional
    - DSWNS
    - ARDMA
    - ADEDA
    - Cruisefundy.com
    - ADBOT
    - 300<sup>th</sup>
    - South West Nova Scotia (federal, provincial, municipal, led by the provincial government)
    - Team West (federal, provincial, municipal, led by the federal government)
  -
- lack of family physicians
- erosion of built heritage values
- reliance on tourism dollars

## OPPORTUNITIES

- better marketing of the waterfront
- waterfront development project
- partnerships within the region
- development of lands adjacent to train station
- development of land behind the Legion
- development of Higg's Landing
- skateboard park
- expanded trail network
- Active Town designation (recreation/naturalists' destination)
- relocation of retirees to the area
- development of tourism-related businesses
  - experiential tourism
  - tourism hub
  - follow-up to Roger Brooks report
- growth\*
- anticipated influx of baby boomers within the next five years (Market Place) –potential for apartment hotel
- unique business opportunities (eg. beside EHS)
- funding from provincial gov't for Safe Communities Plan Boots to Street (\$100,000)
- small indoor rink
- attract a high traffic business
- leveraging grant money (eg. Green Funds, ecoNovaScotia)
- expansion of Home Hardware
- attract more government services to the Town (federal and/or provincial), especially new Green staff/agencies/offices\*
- have the Town focus on business attraction and retention
- environmental leadership due to high level of community support and small scale of the Town
- optimization of potential of tidal power station and facility
- new Public Works building
- web based business in and around Town
- Antiques Road Show
- Digby Wharf Rat Rally (spinoff from)
- Theme Park (spinoff from)
- outdoor bandstand
- outdoor multi-use recreation court
- community development fund
- Green Plan (*Back to the Future*) and focus on eco friendly environment
- VIC (ADBOT)
- sale of Town land
- Exploration of new sources of revenues
- Extension of water and sewer on Prince William Street and use of Battle Street
- use of Police Dept for by-law enforcement (Minimum Housing Standards By-law) – need to investigate possibility of adding to provincial summary offence tickets
- Use of revitalized community centre (Legion building)

- 200 new dwelling units in the Town based on land use study
- possibility of revenues from criminal checks for people from out of Town
- sports fishery (like Elliott Lake); bass, mackerel and ice fishing
- Mahone Bay's wooden boat show – recreate in Annapolis Royal
- Fortier Mills Subdivision
- Model boat regatta
- Piggy bank for donations towards bicycle loan program
- Cycling Project
- Establishment of a CEDIF – Community Economic Development Investment Fund
- Goddard College and NSCAD
- Halifax Circus School for buskers
- trips to Goat Island
- 300<sup>th</sup> anniversary
- Use of tidal power plant by NSCC
- Regional Information Utility
- Regional Business Incubator at COGS
- Antique car restoration institute and museum
- Dragon boat races in the basin

## THREATS

- declining and ageing population
- lack of area for expansion
- lack of control over development on fringes of Town
- old wooden buildings susceptible to damage and fire
- flooding and storm surge
- lack of affordable and new housing
- small community supporting significant infrastructure/attractions
- small tax base
- future of NSPI funding\*
- loss of North Hills Nursing Home on border
- closures and/or threatened closures (Digby Ferry, Acadian Lines, ER)
- big box draws at Greenwood and Digby
- small population and declining revenues pose threat to town status
- more stringent standards for volunteer fire services
- declining school enrollment and potential school closure
- lack of financial stability for attractions/museums and cultural organizations
- King's Theatre maintenance and upkeep
- underutilization of King's Theatre
- increasing reliance on debt as source of funding
- growth of provincial and federal red tape (eg. statement of estimates, financial return, Capital Improvement Plan, infrastructure applications, PSAB 3150, Integrated Community Sustainability Plan)
- 2012 negotiations between Province and RCMP for provincial policing (service exchange)
- Declining tourism (especially American)
- Increasing operational costs of doing business (increases in minimum wage, recession, higher electricity, heating costs, etc.)
- sustainability of Historic Gardens
- Future of Boots to the Street Program
- Disproportionate County and provincial grants and grants in lieu

## 2.0 MISSION

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.

## 3.0 VISION

*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.*

## 4.0 VALUES

During the course of the many public meetings, the following values were consistently articulated. People of the Town of Annapolis Royal and surrounding areas value:

- the people in and around the Town
- the Town's natural environment
- the Town's heritage
- culture
- the Town's built environment
- health, safety & security
- the tourism industry
- the Town's products & services
- the Town's location
- its unique features
- development in the Town
- sustainability for the Town (bringing people to the Town and employment)\*
- recreation opportunities

## 5. ENVIRONMENTAL SCAN

Demographics (to be adjusted for new 2011 Census data)

- From 1901 to 1911, the population of the Town was about 1,000. By 1931, the population had declined to 739 and remained relatively stable (739 to 805) until 1976 (the 1966 figure of 805 was primarily a peak baby boom phenomenon). The Town's population further declined to about 619 by 1981. There are currently fewer than 500 people living in the Town, and only about 444 on a regular basis.
- Between 2001 and 2006, the population declined about 19.3% (from 550 people to 444 permanent residents).
- A new subdivision has the potential to substantially increase the number of dwelling units and hence the population of the Town if a higher density development is pursued.

As of 2006 (1):

- There were a total of 303 private dwellings with 250 private dwellings occupied by usual residents.
- The total area of Annapolis Royal is 2.04 sq. Km, thus averaging 217.7 person per square kilometre.
- The lowest populated age range is 25-29 years with 5 individuals. The largest age group is 55 to 59 years with a total of 65 individuals.
- The median age of the population is 58.4.
- 95 individuals are immigrants; the remaining 350 are not.
- 425 are Canadian citizens and 20 are not.

Legal/Regulatory

- The Province is introducing more stringent guidelines for the operation of fire departments. Most of these deal with health and safety concerns. Implementation of higher standards will require a larger fire services budget (NFPA).
- A provincial green strategy and legislation have been developed
- Continued loss of revenue due to phase out of business occupancy tax
- New PSAB financial reporting requirements and TCA rules now in effect
- New wastewater (effluent) regulations
- Raise in Minimum Wage

Economic/Fiscal

- Implementation of more stringent standards for fire services will increase budget requirements for these areas.
- Significant funds have become available for green and climate change projects.
- Grants in lieu of taxes from Nova Scotia Power Inc. are expected to decline dramatically over the next three years.
- The Town has appealed the 2009 NSPI property assessment and the Parks Canada 2009 assessment for Fort Anne National Historic Site
- The Town of Kentville splits municipal taxes to reflect provincial taxes.
- The Province is requiring Integrated Community Sustainability Plans (ICSPs) by 2010.
- The MOU between the Town and Parks Canada needs to be examined.
- Both the sewer and water agreements with the County need to be renegotiated.

---

1 Statistics Canada. 2006 Community Profiles: Community Highlights for Annapolis Royal. <http://www12.statcan.ca/english/census06/data/profiles/community/Details/Page.cfm?Lang=E&Geo1=CSD&Code1=1205008&Geo2=PR&Code2=12&Data=Count&SearchText=annapolis%20royal&SearchType=Begins&SearchPR=01&B1=All&Custom>

## Environmental

- With recent federal and provincial announcements, there will be greater pressure to reduce green house emissions and to develop more environment friendly policies.
- The community is very supportive of the environment.
- The Town has a new Environment Committee.

## Social

- Annapolis Royal and area is home to a relatively high number of social, not for profit and service organizations.
- Farmers' and Traders' Market provides a meeting place for all residents and visitors of all ages
- High rate of volunteerism
- Revitalized community centre (Legion building)

## Political

- A provincial election could happen at any time.
- Municipal elections will occur in 2012.
- A federal election could happen anytime.
- The Province appears to be supporting off-road vehicle (OHV) usage use on trails.
- Continued lack of responsiveness and/or obstruction by many departments (but not all) of the provincial government (Big City Syndrome)

## Heritage **(need to update reports)**

- The Town has the largest per capita inventory of heritage properties in Nova Scotia.
- According to Goldfarb (2000), 92 per cent of Canadians consider it important to preserve Canada's heritage and 89 per cent consider preservation of the historical record essential to promoting pride in the country. An Environics poll (2000) ranked national parks 3<sup>rd</sup> (tied with the Canadian flag) and national historic sites 4<sup>th</sup> respectively as symbols of Canadian identity.
- REALTORS® need to be better informed about the status and significance of heritage properties.

## Culture and Recreation

- There are about eleven different public facilities including a library, museums, theatre, playground, tennis courts, soccer fields, beach volley ball court, historic gardens, art gallery, French Basin, perimeter trail and pool, and outdoor rink. A skateboard park is in the works.
- There are also at least 22 different cultural and recreation organizations active within the community including: Heritage Society, Historical Association, drama group, dance organization, youth soccer, Historic Gardens Society, King's Theatre Society, Film Society, Farmers' and Traders' Market Association, school band association, Annapolis Basin Community Band, A Royal Consort, Annapolis Voices, Masonic Lodge, Community Arts Council, tennis club, Musique 400, Wharf Association, Boat Haul-up Association, Friends of the Pool Society and Annapolis Bikes, Blades and Boards Association. The number of local residents engaged in these organizations total about X? (this number may include multiple participation by particular residents). There are also other lodges and service clubs.
- There are opportunities for greater connectivity of trails and sidewalks within the Town.

## Transportation

- 
- King's Transit
- Continued Acadian Lines bus service
- Cycling Project

## Economic Development

- Magnolia Festival is in its third year
- Potential for future Ride the Lobster events
- Waterfront Development Project
- New subdivision in future (Fortier Mills)
- Annapolis, Maryland and Royan, France Twinning
- Home Hardware expansion
- Brownfield remediation and redevelopment
- Potential to develop land owned by Community Services on Chapel Street
- Potential for development of land behind Legion and beside Public Works yard
- Potential for development beside EHS
- 300<sup>th</sup> anniversary of the renaming of the Town in 2010
- Goddard College
- NSCAD

## **6. LONG RANGE GOALS AND OBJECTIVES**

People in Annapolis Royal want to see the following within a program of managed and sustainable growth and heritage preservation:

- full employment
- thriving businesses
- aggressive adaptation to new technologies
- full residential occupancy
- fully utilized lands
- all within a program of managed and sustainable growth and heritage preservation

To be viable as a town, the Town needs to experience an increase in its population, business and employment base. At the same time, it has to preserve and enhance:

- our quality of life
- our recreation programs and facilities
- our built heritage
- our arts and cultural community
- our natural environment
- our tourism appeal

## **7. CRITICAL SUCCESS FACTORS**

- protection of the environment
- sustainability
- profitability/viability
- employment
- commitment
- heritage preservation
- infrastructure and related services
- economic activity
- competitiveness
- reversal of population decline
- sound management
- recreational opportunities and facilities
- safe and secure environment for people
- becoming a technology destination (smart community)

## 8. STRATEGIES

Eleven key strategic areas have been identified, outlined in order of perceived priority. The first priority for Annapolis Royal is to increase its population (residential and commercial).

Priority	Area	Strategies
1	Economic Development	<ul style="list-style-type: none"> <li>reversing population decline*</li> <li>support continuation of health services</li> <li>stronger emphasis on partnering with neighbouring municipalities, tourism and economic development groups and individual businesses for business retention, expansion, new business, and sustainability for the area's attractions;</li> <li>continued implementation of the Annapolis County Marketing Strategy (Hockin reports) and the 2009 Roger Brooks report</li> <li>stronger emphasis on heritage</li> <li>develop relationship with Annapolis Heritage Society and Annapolis Historical Association;</li> <li>seek next level of heritage designation for the Town (Heritage Conservation District, Banff, Jasper)*</li> </ul>
2	Recreation	<ul style="list-style-type: none"> <li>continued support for partnerships such as the Order of Active Living, Club 400, Annapolis Heritage Society, 300th</li> <li>support for the development of more recreational facilities (skateboard park)</li> <li>support for existing facilities (pool, soccer fields, trail maintenance, playground)</li> <li>continued development of community recreation programs</li> <li>continued responsiveness to grant opportunities (e.g. Cycling Project, New Horizons &amp; Legion)</li> </ul>
3	Good governance	<ul style="list-style-type: none"> <li>continued consultation with the public for decision making and planning purposes</li> <li>identification and securing of more partnering opportunities</li> <li>strategy for the long term future of the Town with public input (Nov 2009) is in place</li> </ul>
3	Focus on customer service	<ul style="list-style-type: none"> <li>greater focus on the business sector;</li> <li>increased and better communication with the public through monthly business and community newsletters, website, complaints/suggestions/compliments tracking system, surveys, brochures, face to face; weekly news tidbits via e-mail</li> <li>consolidation of all Town policies, by-laws, municipal planning strategy and strategic plan on the Town's website for ease of reference by the public</li> </ul>

		<ul style="list-style-type: none"> <li>communicating facts and addressing misinformation promptly</li> </ul>
4	Policing	<ul style="list-style-type: none"> <li>encourage greater community involvement in crime prevention</li> <li>effective, intelligence-led policing</li> <li>hours of operation reflect community needs</li> <li>regular business checks are conducted</li> <li>membership in Criminal Intelligence Service</li> <li>support introduction of Neighbourhood Watch Program</li> </ul>
4	Fire	<ul style="list-style-type: none"> <li>ensure that the Annapolis Royal Volunteer Fire Department has the resources and the support it needs to ensure the safety and security of its members and to ensure compliance with fire service standards;</li> <li>development of fire and motor vehicle accident prevention program</li> <li>investigate new sources of revenues for the Fire Department</li> <li>encourage greater community involvement in fire prevention</li> </ul>
5	Environmental protection	<ul style="list-style-type: none"> <li>continued implementation of comprehensive Green Plan for the entire Town</li> <li>continued membership in FCM's Partners for Climate Protection and ICLEI*</li> </ul>
5	Finance	<ul style="list-style-type: none"> <li>continued emphasis on accessing alternate funding sources for Town projects and operations;</li> <li>continued emphasis on debt reduction to avoid unnecessary interest charges;</li> <li>maximizing investment opportunities</li> </ul>

6	Water System	<ul style="list-style-type: none"> <li>• full compliance with the Provincial Drinking Water Strategy and approvals from the Department of Environment and Labour;</li> <li>• development of water conservation plan (as part of the Green Plan)</li> </ul>
6	Infrastructure	<ul style="list-style-type: none"> <li>• implementation of multi-year water, sewer, streets and sidewalk, and underground distribution in accordance with integrated priority plans;</li> <li>• continued support for waterfront development project, trail and outdoor amphitheatre and band stand development, subject to funding</li> <li>• replacement of Public Works building</li> </ul>
6	Sanitary sewer and storm drain systems	<ul style="list-style-type: none"> <li>• continued focus on the identification and elimination of sources of infiltration into the sanitary sewer system;</li> <li>• full compliance with the terms of sewer system approvals from the Department of Environment and Labour</li> </ul>

## **MULTI YEAR PLANS AND OBJECTIVES**

The plans and objectives which follow appear in alphabetical order. They are organized by subject to facilitate the development of specific and detailed workplans by staff.

Administration (A)

Community Development (C)

Economic Development (ED)

Environment (ENV)

Finance (F)

Fire Services (FS)

Governance (G)

Heritage (H)

Infrastructure (I)

Policing (P)

Recreation (R)

**Administration**

	<b>Objective</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Start</b>	<b>Finish</b>
A1	Revise & distribute brochure on <i>Everything you need to know about Development in the Town of Annapolis Royal</i>	H1	ADPC		
A2	Next Strategic Planning Exercise (with public input)		Mgt Team	November 2009 (public meetings in Sept/Oct 2010)	November 2010
A3	Prepare for next municipal election		Accounting Clerk	2012	Oct 2012
A4	Schedule two filing days and two clean up days annually		All administrative staff	April 2010	

## Community Development

	Objective	Priority	Responsibility	Start	Finish
C1	Develop and Launch Charter Day Weekend		Greg Kerr		Rolled into 300 <sup>th</sup> anniversary plans
C2	Annapolis, Maryland Project		Team Annapolis		Rolled into 300 <sup>th</sup> anniversary plans
C3	Plan, organize and hold The Incredible Picnic		Andi Reardon	2010	2010
C4	Royan Twinning		Mayor, Twinning Committee, CAO & 300 <sup>th</sup> Team		October 8, 2010
C5	Green Streets Launch		CAO, Angelika Waldow & CARP		May 31, 2010
C6	Support for Natal Day Grant application		Executive Assistant		
C7	Support for Canada Day Grant application		Executive Assistant		
C8	Natal Day event	H1	Executive Assistant/ Angela AmeroKelly Gervais/300th		

## conomic Development

	<b>Objective</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Start</b>	<b>Finish</b>
ED1	Formulation of Regional Economic Development Plan	H1	Team West and Team Southwest Nova Scotia		
ED2	Pursuit of institute/college/university presence in Annapolis Royal (920-2003-1)	H1	Barry Dixon	in progress	
ED3	Subdivider's agreement for Fortier Mills	H1	ADPC, Donnie Brown & Town		
ED4	Next phase of Ducks Unlimited project (Perimeter Trail Phase 3 – Interpretive Panels)	M1	AHS and Jim Todd	in progress	
ED5	Magnolia Festival – assistance with grant writing		Magnolia Committee		
ED6	300 <sup>th</sup> Anniversary of the Naming of the Town of Annapolis Royal & 300 <sup>th</sup> Anniversary of the Anglican Church in Canada in 2010		300 <sup>th</sup> Anniversary Team	Jan 2, 2008	Dec 2010
ED7	Pursue developer for apartment hotel		CAO		
ED8	Pursue home for assisted living		CAO		

ED9	Acceleration of all development opportunities within the Town**	H1	CAO	In progress	
ED10	Establishment of CEDIF		Harry Jost & CAO	In progress	
ED11	Sale of surplus Town lands		CAO	In progress	
ED12	Children & Family Services property		CAO		
ED13	Education of realtors regarding zoning		ADPC		

**Environment (awaiting input from Environment Committee)**

	<b>Objective</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Start</b>	<b>Finish</b>
Env1	Implementation of Town Green Plan ( <i>Back to the Future</i> )	H1	CAO, Admin Assistant & Partners	2007 (in progress)	
Env3	Identification and remediation of sources of sewer system infiltration (including County)**	H1	Superintendent of Public Works & CAO	70% complete; site visits have resumed	
Env4	Identification and elimination of water losses	H1	Superintendent of Public Works & CAO	90% complete	
Env5	Water System Assessment Report	H3	CAO	2012	April 1, 2013
Env6	Corrective action plan to identify deficiencies – water system	H3	CAO & Superintendent of Public Works	April 2, 2013	Oct 1, 2013
Env7	Completion of annual water report	H1	CAO & Superintendent of Public Works		
Env8	Street light conversion		Executive Assistant	98% complete	need 2 more for the market and 1 more for Charlie's Place
Env 9	Adoption of a water conservation by- law based on the City of Victoria's by- law (see Tab 8)				
Env 10	Demonstration project to illustrate the benefits of rain gardens to residents and visitors		Jane Nicholson & Nikian	In progress	

Env 11	Incorporation of a rain garden in the plans for a holding pond for fire protection within the new Fortier Mills development			Project moved to Town Marsh; awaiting engineer's report	
Env 12	Work with the Annapolis Digby Economic Development Agency to develop a biomass industry for the region; consider offering the Town as a host site for any required main or peripheral facilities		ADEDA & Town		
Env 13	Adoption of an alien invasive species eradication policy in consultation with Clean Annapolis River Project		Environment Committee		
Env 14	Development of a Community Improvement Plan for all identified brownfield sites in the Town using the City of Kingston Ontario's 2006 Community Improvement Plan as an example (see Tab 13)		Environment Committee		
Env 15	Adoption of policy to actively encourage developers to make any development a green development		Environment Committee		
Env 16	Explore various options to further divert waste from the landfill		Executive Assistant/ Public Works		
Env 17	Achieve Milestone 2 in Partners for Climate Protection – target needs to be reviewed to ensure compliance with provincial requirements		Environment Committee/CARP		

Env 18	Achieve Milestone 4 in Partners for Climate Protection		Environment Committee/CARP		
Env 19	Achieve Milestone 5 in Partners for Climate Protection		Environment Committee/CARP		
Env 20	Development of Regional Climate Change Strategy		Municipal units & ADEDA		



## Finance

	Objective	Priority	Responsibility	Start	Finish
F1	Water Rate Study		Director of Finance	2011	2011
F2	Renegotiation of water agreement with the County**	H1	CAO		
F3	Renegotiation of sewer agreement with the County**	H1	CAO	In progress	
F4	PSAB accounting standards	H1	Director of Finance	in progress	
F5	Negotiation with County re future of Recreation Services				
F6	New Tangible Capital Assets system	H1	Director of Finance	September 2009	
F7	Two year budget to meet loss due to NSPI property assessment (include borrowing)	H1	Director of Finance and CAO	2010	in progress
F8	NSPI appeal	H1	AppealTeam	In progress	
F9	Parks Canada appeal	H2	LeRoy Lenethen	In progress	
F10	Identification of new sources of revenues (eg. policing, by-law enforcement, service exchange) and further expenditure reductions <ul style="list-style-type: none"> <li>• Single tax bill</li> </ul>		Mgt Team	2012	
F11	Investigate bill-back program for motor vehicle accidents and NSPI calls (relating to calls made by Fire Dept)				

F12	Increase in sidewalk rental from \$1.50 to \$2.00 per square foot for decks, etc.			April 1, 2011	
F13	Investigate options for lottery through Community Foundation (50-50 draws)		Allison Kouznoukov & 300 <sup>th</sup> Team		

**Fire Services**

	<b>Objective</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Start</b>	<b>Finish</b>
FS1	Renegotiate funding arrangements with the County	H1	CAO & Fire Chief		
FS2	Fire prevention program	H1	CAO & Fire Chief		
FS3	Develop communications plan for Fortier Mills re fire siren/burning of cars/training				
FS4	Resolve conflicts around intersection in front of Fire Hall		Joy Elliott/Dept of Transportation	in progress	
FS5	Implement water tracking procedures		Kevin McLean investigating meter costs	in progress	
FS6	Hydrant pressure coding (NFPA Standard 291)	H1	Fire Chief, Public Works & Keith Saunders		



## Heritage (reflect PHAC input)

	Objective	Priority	Responsibility	Start	Finish
H1	Develop a heritage property owner's information package in both print and web formats		PHAC		
H2	Launch the charitable Annapolis Royal Foundation to support the work of heritage preservation and programming by both the Town and local organizations		300 <sup>th</sup> Team	Dec 2007	2010
H3	Education for Realtors regarding heritage properties and MPS/LUB	H1	PHAC		
H4	Talk to federal government re heritage district funding for Canada's First Town (eg. Banff, Jasper)	H1	CAO		
H5	That the <i>Standards and Guidelines for the Conservation of Historic Places in Canada</i> <sup>2</sup> be followed		PHAC		
H6	Resolve issues of jurisdiction between PHAC and ADPC	H1	Town Council		
H7	Develop relationship between Town and Annapolis Heritage Society and the Annapolis Royal Historical Association	H1	PHAC		
H8	Investigate UNESCO designation		CAO	in progress	

H9	Develop rehabilitation/restoration/new building design incentive program		PHAC		
H10	Investigate potential for Heritage Conservation District		PHAC		
H11	New zoning brochure				
H12	Heritage Property Act Review		PHAC		
H13	MPS/LUB review		PHAC & ADPC		

## Infrastructure

	Objective	Priority	Responsibility	Start	Finish
I1 (920-2001)	Boardwalk replacement (part of Waterfront Development Project)	H1	Town	2009	2011
I2 (920-2005-9)	Alternative to existing Public Works Building	H1		In progress	2010
I3 (920-2006-2)	Phase 2 of Lower St George Street road and sidewalk replacement	H1	Town	In progress	2010
I4 (920-2006-2)	Phase 3 of Lower St George Street road and sidewalk replacement	H1		In progress	2010
I5 (920-2006-5)	King's Theatre fire protection	H1			complete
I6 (920-2006-8)	Safe crosswalk at Babineau Heights	H1			complete
I7	Town Hall brick repointing)	H1	Fred Maxner	In progress	Complete July 2010
I8	Town Hall restoration (2 <sup>nd</sup> floor)				
I9	Holding pond		Hatch Mott MacDonald		
I10	St Anthony Street and Drury Lane sidewalks			In progress	2010
I11	Water and sewer extension for Prince William Street				
I12	Reconfiguration of 1 <sup>st</sup> Floor at Town Hall				abandoned

I13	Redevelopment of Legion parking lot		Legion/CAO/Grant Potter		
I14	Perimeter trail: surfacing of section behind AWEC and pool and soccer field to County line		Grant Potter & Kevin McLean		2011
I15	Sewer force line from Home Hardware to wetlands parking lot				
I16	Replacement is asbestos pipe, Victoria Street				
I17	Water line to Hospital & removal of asbestos pipe				
I18	Removal of asbestos pipe from train station to Grange Street				
I19	Legion sewer line				2010
I20	Pedestrian access from St Anthony Street to Legion parking lot				
I21	New oil burner for Town Hall (920-2018-1)				2018

## Policing

	Objective	Priority	Responsibility	Start	Finish
P1	Establish proper interview room with another phone line		Chief of Police	In progress	
P2	Crime Prevention Initiatives <ul style="list-style-type: none"> <li>• Public meeting</li> <li>• Bike registration program</li> <li>• Seniors' program</li> <li>• Video monitoring</li> </ul>		Police Dept	Public meeting and bike registration in progress; working with Sharon Elliott on Seniors' Program; Mike Lockett to be approached	Video cameras now all operating
P3	Institute bicycle patrols				
P4	Administer new True Check program			Negotiations with TVS in progress; MOU required for CPIC	
P5	Evaluate communications and CPIC options		Chief of Police/Truro	In progress	
P6	Renovation of basement for Police Department		Burt McNeil	In progress	
P7	Complete annual report required for continued funding for Boots to the Street Program	H1	Burt McNeil		
P8	Consider Neighbourhood Watch Program		Burt McNeil	in progress	
P9	Review results of previous Police Dept Audits and preparation for upcoming audit	H1	Burt McNeil		



## Recreation

	Objective	Priority	Responsibility	Start	Finish
R1	Finalize lease with FAPS	H1	Solicitor & CAO	In progress	2010
R2	Development of multi-use facility (hard top)		Director of Recreation	discussions have been held with the School Board; in progress	
R3	Replacement of AWEC running track and soccer field improvements		Director of Recreation	Soccer field improvements in progress	2010
R4	Community program improvements <ul style="list-style-type: none"> <li>Increase programming for seniors &amp; youth</li> </ul>		Director of Recreation	In progress	
R5	Investigate boat launch facilities near the causeway <ul style="list-style-type: none"> <li>Discussion with HMCS Acadia &amp; others</li> </ul>		Director of Recreation	In progress	
R6	Investigate alternate siting for half pipe		Director of Recreation & ASYPS	In progress	
R7	Development of causeway waterfront park		Director of Recreation		
R8	2 <sup>nd</sup> Walking Festival		Director of Recreation	In progress	

R9	Cycling Project	Director of Recreation		In progress	
R10	Playground repairs & projects	Director of Recreation		In progress	

# APPENDIX A

## STRATEGIC PLANNING MODEL

### 1. SITUATION ANALYSIS

Internal:

- strengths
- weaknesses

External:

- opportunities
- challenges or threats

### 2. MISSION

What we do:

- core
- peripheral
- complementary
- diversification

### 3. VISION

Where we want to be/go

### 4. VALUES

How we do things

What we value

What is important to people in Annapolis Royal?

What residents and businesses of Annapolis Royal value

Ethics

### 5. ENVIRONMENTAL SCAN (present and prospective)

Demographics

Legal/Regulatory

Economic/Fiscal

Environmental

Social

Political

Heritage

Culture

### 6. LONG RANGE GOALS AND OBJECTIVES

The big picture

### 7. CRITICAL SUCCESS FACTORS

### 8. STRATEGIES

## 9. MULTIPLE YEAR GOALS AND OBJECTIVES

Quantifiable  
Realistic  
Start and target dates  
Who is responsible for implementing or initiating what  
3 yr horizon

Resources needed:

People  
Financial  
Infrastructure  
Environmental  
Information

## 10. 1 YEAR PLAN

priorities

## 11. 1 YEAR BUDGET

comprehensive- **no surprises** (we hope!)

## 12. EVALUATION

annual process  
plan adjusted annually