



STRATEGIC PLAN

TOWN OF ANNAPOLIS ROYAL 2025

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PREAMBLE

In preparation for this year's strategic plan update, the Town Council reviewed the community consultation results from previous years, and the previous annual update of the strategic plan. The Council also completed an SWOC analysis (analysis of strengths, weaknesses, opportunities and challenges) and an environmental scan which included demographics, social, environmental, political and other external factors. Based on this information, members of Council and the CAO revised and updated the plan taking into account the four years ahead. The Council will be revising and updating this document yearly. Please note that italicized areas indicate the strategies that the Council will focus on as the highest priorities for the year 2025-2026.

Council is pleased to receive feedback from the public on an ongoing basis. Please direct any comments you may have to the Town's CAO. We look forward to hearing from you!

VISION

Annapolis Royal is a vibrant, safe, and inclusive community that honours its rich heritage, treasures its natural environment, and fosters sustainable economic vitality. With deep respect for its past and a clear commitment to the future, the Town seeks to preserve the unique charm and spirit of small-town life for generations to come. At the heart of this vision is a dedication to protecting and enhancing both the natural and built heritage, while continually improving the quality of life for all who call Annapolis Royal home.

MISSION

The Town of Annapolis Royal is committed to serving its community by nurturing a unique and culturally rich environment, supporting a high quality of life for all residents. Through the delivery of responsive and effective municipal services, the Town works in partnership with others to promote sustainable economic growth and environmental stewardship, guided by principles of progress, collaboration, and fiscal responsibility.



MANDATE

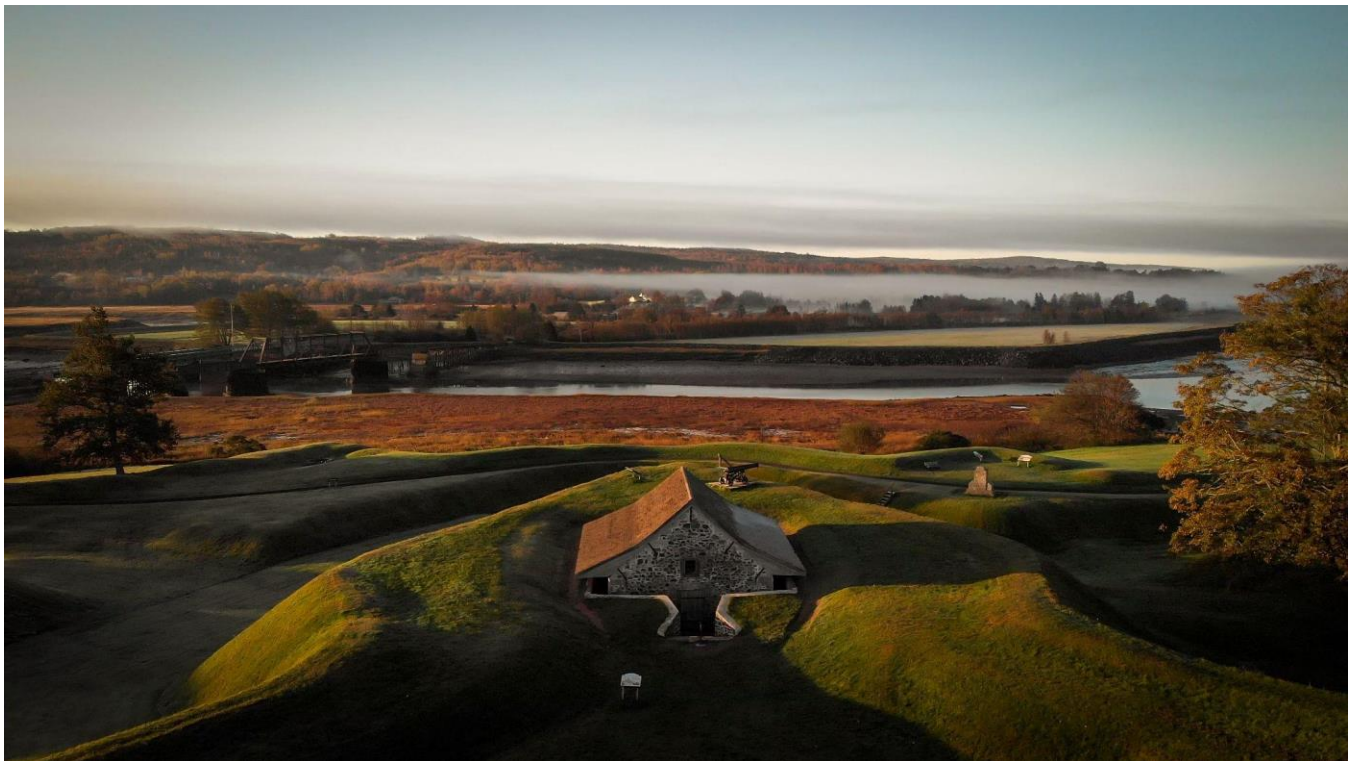
The Town's mandate comes from the Nova Scotia Municipal Government Act (MGA):

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 stewards 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 in accordance with the Town's Asset Management Policy and the 2024 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

Key success indicators

- *Adequate supply of high-quality drinking water based on provincial requirements as evidenced in monthly reports submitted to Council.*
- *Efficient and effective disposal of waste as evidenced by a clean and safe environment and based on the contract with Valley Waste.*
- *Police will maintain and improve public safety and well-being by promoting measures to prevent crime, harm and disorder in accordance with federal, provincial and municipal laws, by-laws and policies under the direction of the Board of Police Commissioners and in accordance with the Annapolis Royal Policing Strategy.*
- *Residents and visitors are reasonably protected from emergencies and natural disasters in accordance with the Regional Emergency Management Organization (REMO) plans, recommendations and reports.*

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

Key success indicators

- *Review all town committees and task teams are acting within their mandate and effectively contributing to Town objectives, taking action when and as required.*
- *Review of critical accountabilities for alignment with Town strategies and objectives, taking action when and as required.*

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.

Key success indicators

- *Secure necessary background and expert opinion on options for the wharf.*
- *Conduct a community consultation to identify the citizens' preferences.*
- *Aim for a decision and to provide strategic direction to the CAO by 2027.*

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

Key success indicators

- *Develop and implement a salary grid.*
- *Develop and implement an employment agreement with the Police Department.*
- *Conduct a benefit and pension plan review and implement recommendations.*

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

STRATEGY

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.



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.

Key Success Indicators:

- *Develop and maintain 3–5 year financial plans for budgeting, operations, and projects.*
- *Assess the Town’s financial vulnerability, with a focus on dependence on external funding.*
- *Approve initiatives that diversify revenue and reduce reliance on residential and commercial taxes (e.g., grants, user fees).*
- *Monitor the Town’s capacity to maintain service levels based on debt, taxes and implementing the appropriate processes to adjust them as needed.*
- *Monitor the Water Utility and initiate water rate studies when net losses exceed the Town's ability to absorb those losses over a period of several years.*
- *Review the Town’s financial status against Financial Condition Indicators when they are published every two years.*
- *Ensure compliance with provincial financial reporting and Town policies and address all Audit Committee recommendations.*
- *Conduct monthly and quarterly reviews of financial statements to support timely and effective budget management.*

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 the infrastructure deficit.

5.2 Continue the development of 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.

Key success indicators

- *Update the 5-year budget forecast to reflect the anticipated loss of NSPI-associated revenue.*
- *Develop a strategy to mitigate the effects of the loss of revenue on the Town.*
- *Prepare where possible to execute on the strategy.*

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 and/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.

Key success indicators

- ***Support the execution of projects funded to date according to the project plans and capacity of staff.***
- ***Where capacity permits continue to pursue grant opportunities.***

ECONOMIC VITALITY

STRATEGY

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

OBJECTIVES

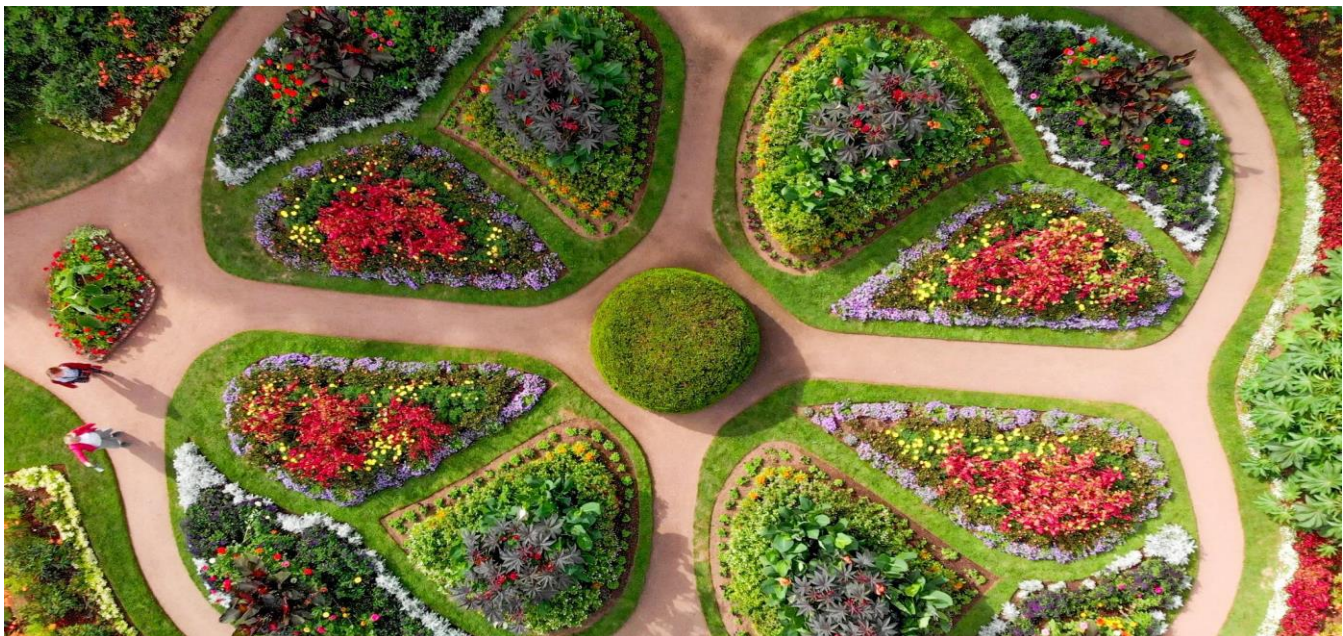
6.1 "Buy local"- Encourage local procurement and support for small business by promoting local procurement in both Town operations and by residents.

Key success indicators

- *Continue to prioritize a local presence and investment as key criteria for allocating contracts as per the Town’s Procurement Policy.*
- *Depending on grant funding, collaborate with other municipalities to fund a position which supports local economic development.*
- *Continue to support community-led events that encourage local community engagement and tourism.*

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 the Community Climate Capacity (CCC) initiative and the development of a regional climate change plan in conjunction with the Town of Middleton and the Municipality of the County of Annapolis.

STRATEGY

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.

Key Success Indicators

- ***The project is executed according to the project plan and timeline for 2025-26 within projected costs, including contingencies.***
- ***Planning for Phase 2 is in progress including potential sources of funding***
- ***Sufficient explanations are provided and approved for any deviations from deliverables and/or reporting deadlines.***
- ***Community engagement and feedback is evident in the finished design.***
- ***Finished design allows shoreline access and continued enjoyment.***
- ***The design achieves stated goals of flood protection while maintaining ecological health and biodiversity.***

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

Key Success Indicators

- ***The project is executed according to the project plan and timeline for 2025-26 activities within projected costs, including contingencies (i.e. planting 95 trees within the 2-year period).***
- ***Sufficient explanations are provided and approved for any deviations from deliverables and/or reporting deadlines.***

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.

Key Success Indicators

- ***Support Annapolis Royal citizens' and community groups in advocating for existing and proposed improvements for health care access.***
- ***Ensure that concerns about health care in Annapolis Royal are referred to the appropriate person within the health care system for investigation and follow up.***
- ***Ensure Community feedback regarding health care priorities are communicated with the Province.***

STRATEGY

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 address any gaps.

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

Key Success Indicators

- *Council will develop a communication plan and circulate to staff for comment by the end of 2025.*
- *The communication plan will be shared with Town residents for comment by the end of 2025.*

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.

