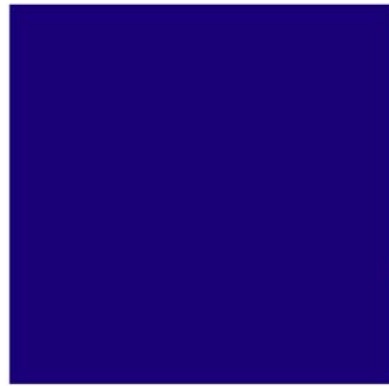




Strategic



Plan



2011



2016

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1.0 INTRODUCTION

1.1 EXECUTIVE SUMMARY

The elected Council of the Town of Antigonish and senior management identified the need and desire to embark on a Strategic Plan. The Plan would build on the work of previous councils and incorporate new ideas from the current Council as well as senior staff. The Strategic Plan is the first for the Town and is built off the recently completed Integrated Community Sustainability Plan (ICSP). The purpose of the Plan is to establish some broad parameters to guide decision-making and to favourably position the Town to effectively meet upcoming challenges.

The Strategic Plan provides a vision for the Town. It is a broad framework into which a wide range of projects to benefit the community can fit. It can also:

- help staff to better understand their contribution as a part of a bigger picture that benefits the community;
- provide a tool to develop and maintain constructive council-staff relations; and
- help to establish corporate-wide processes that can improve overall effectiveness and efficiency of service delivery.

This Strategic Plan will be used as a “guide”, providing direction on what areas are priorities for the next five (5) years and assist in implementing work plans according to available budget resources. The “guide” is intended to be reviewed annually and be revised as circumstances dictate.

In preparation for the development of new key strategic directions for the Plan, municipal Council and staff responded to the following focus question:

“What needs to be done now (e.g. significant initiatives, projects, programs, activities, events, etc.) by the Town of Antigonish during the 2011 – 2016 period in order to fully carry out its mission and to work positively towards its desired vision?”

The Plan identifies a vision, mission, and values to guide the Town of Antigonish’s decision-making process and activities going forward. The plan identifies six (6) strategic directions as priority areas that the Town of Antigonish will use to achieve the vision and mission:

- Departmental Structure
- Antigonish Town and County Promotion
- Internal Service Delivery
- Commercial and Business Development
- Strategic Partnerships
- Population Retention and Expansion



1.2 MESSAGE FROM THE MAYOR AND CHIEF ADMINISTRATIVE OFFICER

On behalf of Antigonish Town Council, senior management, and our employees, we are pleased to present the 2011-2016 Town of Antigonish Strategic Plan and new community vision. Incorporating 18 projects and 71 strategic actions under our six (6) guiding strategic directions, the Plan is a guiding roadmap showing where the Town of Antigonish is headed and how we are going to get there.

This Plan identifies strategic areas to focus on, goals and strategies that have been communicated to us through our daily networking and numerous community planning processes. These include the development of our ICSP, Foresight 20/20, the Mayor's survey in 2008, as well as planning with our partners: the Antigonish Regional Development Authority, Antigonish Sustainable Development, and the former Antigonish Area Partnership.

This Strategic Plan provides direction and focus for the Town of Antigonish and helps us align with common goals. It is our road map to success in delivering municipal services. This Plan supports us in ensuring we have the capacity, tools, systems, and people to deliver leadership and sustainable municipal services.

We anticipate that, over time, our priorities will evolve to meet future challenges and new opportunities. As we adjust to these turns in the road, our Plan will evolve, as we have committed to an annual review and updating of the Plan.

We will work collaboratively to turn our vision of a vibrant, safe, diverse, and affordable community, caring in nature, proud in its heritage and committed to sustainability to reality.

Carl Chisholm
Mayor

Debbie Kampen, MPA
Chief Administrative Officer



2.0 VISION, MISSION, AND VALUES

| Mission |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| As a responsible order of government accountable to the people, the Town provides municipal services to its residents, businesses, institutions, and visitors with the goal of improving quality of life. |



| Vision |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Town of Antigonish is a vibrant, safe, diverse, and affordable community, caring in nature, proud in its heritage, and committed to sustainability. |



| Strategic Directions |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Departmental Structure 2. Internal Service Delivery 3. Commercial and Business Development 4. Antigonish Town and County Promotion 5. Strategic Partnerships 6. Population Retention and Expansion |

| Values | |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sustainability | We strive to provide sustainable municipal services ensuring social, environmental, cultural, and economic integrity for present and future generations. |
| Leadership | We recognize the importance of leadership in achieving common goals for the benefit of our community. |
| Respect | We uphold the principles of fairness, equity, and inclusiveness. |
| Communication | We endeavour to be open, transparent, and accountable. |
| Social Well-being | We promote initiatives that foster the health, safety, and security of our community. |
| Community Pride | We celebrate our history, multiculturalism, and quality of life. |
| Volunteerism | We recognize the important contribution that volunteers make to our community. |
| Partnerships | We build strong collaborative partnerships with community stakeholders. |



3.0 STRATEGIC DIRECTIONS

The process used to facilitate analysis and consequently the prioritization of strategic directions and subsequent projects was derived through a series of strategic planning workshops. The workshops amassed information on the areas in which the Town of Antigonish has been traditionally focussed as well as where it will be focusing in the coming five (5) years. Projects, goals, and strategic actions have been identified and organized under each of the six (6) strategic directions:



Direction 1

Departmental Structure

Direction 2

Internal Service Delivery

Direction 3

Commercial and Business Development

Projects

- (1) Human resources development
- (2) ICSP integration
- (3) Business planning

Projects

- (1) By-laws/Enforcement
- (2) Fleet management
- (3) Infrastructure assessment
- (4) Active living promotion
- (5) GIS and LIDAR

Projects

- (1) Enhancement of downtown core and approaches
- (2) Business support and development

Goals

Human resources development

- Strengthen relationship between Team (Council and staff)
- Optimize the new management system
- Improved interaction between management
- Encourage capacity building within Team
- Encourage a culture of trust, confidence and respect

ICSP Integration

- Develop an implementation and monitoring plan
- Research and implement a project management system
- Run the ICSP projects through the Town of Antigonish Prioritization Matrix
- ICSP imbedded in all Department and Committee planning

Business planning

- Develop a template for department/committee business plans
- Annual projects based on prioritization process
- Include annual preventative and operating maintenance for existing projects and improvements
- Assess Human resource requirements
- Evaluate sufficiency of financial position
- Ensure continuity of administrative services

Goals

By-laws/Enforcement

- Identify staffing and resource needs through the gap analysis
- Develop enforcement protocol
- Enhance enforcement of Town of Antigonish by-laws
- Continual review and updating of Town of Antigonish by-laws

Fleet management

- Plan for fleet replacement
- Preventative Maintenance Plan
- Increased efficiency of vehicle operation

Infrastructure new and existing

- Evaluate the health and safety of Town of Antigonish workplaces
- Assessment of all aging assets and renovations/ replacement requirements
- Evaluation of the effectiveness of facility usage

- Support community-identified projects that align with Town of Antigonish Strategic Plan

Active living

- Foster co-operation across departments to encourage active living
- Integration of active transportation and lifestyles into departmental mandates
- Encourage active transportation

GIS and LIDAR

- Increase access to and ability to analyze Town of Antigonish information
- Develop increased cross-departmental GIS functionality and accessibility
- Update flood risk mapping

Goals

Enhancement of downtown core and approaches

- Incorporation of findings in the Roger Brooks Report
- Continue participation in the Antigonish Gateway Strategy
- Encourage Gateway Visioning integration with current and future planning documents
- Improve area signage concerning amenities, institutions and attractions
- Continue beautification of Town as a whole
- Identify and implement projects aimed at increasing attractiveness and user friendliness of the Town
- Continued support of Beautification and Land Rehabilitation Committee's initiatives.

Business support and development

- Encourage business succession planning for the community
- Develop a strong presence on provincial websites
- Partner with non-government organizations to promote commercial development
- Consult on the development of guidelines for storefront best practices
- Promote vibrant and balanced commercial mix

Direction 4

Antigonish Town and County Promotion

Projects

- (1) Community promotion
- (2) Preservation of the culture and heritage of Antigonish

Goals

Community Promotion

- Partner in the development of a Destination Marketing Strategy
- Promote Antigonish as a primary destination of choice
- Align promotional activities that benefit the Town and County and coordinate the various efforts of the NGOs
- Increase in tourism visitations annually
- Maximize efficient and effective use of TOA marketing resources
- Increased awareness of cultural richness and diversity of Antigonish (i.e. Cultural Capital of Canada, festival anniversary dates, etc.)

Preservation of the culture and heritage of Antigonish

- Re-establish an active Town of Antigonish Heritage Committee
- Educate citizens of the value of the preservation of our heritage properties
- Increase awareness and protection of heritage promotion and preservation
- Recognize and celebrate all cultures

Direction 5

Strategic Partnerships

Projects

- (1) Develop strategic stakeholder partnerships

Goals

Develop strategic stakeholder partnerships

- Identification of new partnership opportunities
- Identify goal congruency to achieve common partnership initiatives
- Partner buy-in on a regional promotional perspective
- Strategic analysis of existing and future Town of Antigonish funding allocation to organizations
- Participate in beneficial regional development opportunities
- Partnership development to maximize implementation of the Town of Antigonish Strategic Plan

Direction 6

Population Attraction and Retention

Projects

- (1) Enhance family neighbourhoods
- (2) Strategic land development
- (3) Senior oriented development
- (4) Resident attraction
- (5) Retention of youth

Goals

Enhance family neighbourhoods

- Provide easier interaction with the RCMP for residents
- Identification of transition neighbourhoods and work towards family-friendly planning initiatives
- Identify densification target areas
- Continue to explore new ways to improve quality of neighbourhoods
- Encourage StFX to increase student housing on campus in a manner supportive of family friendly neighbourhoods
- Examine possibilities to foster neighbourhood and civic pride

Strategic land development

- Community consultation and ICSP will be the foundation of the Town of Antigonish Municipal Planning Strategy
- Foster optimal use of vacant and/or underutilized lands

Senior oriented development

- Strategic increase in seniors housing

Resident attraction

- Forecast changes needed to maintain a balanced demographic mix
- Targeted marketing of the Town and its services
- Optimize demographic mix

Retention of youth

- Encourage employers to be receptive to employing new graduates
- Encourage young entrepreneurial ventures
- Encourage positive civic pride in youth at a young age
- Make the Town a more exciting place for youth to live

| Strategic Direction 1 Departmental Structure | |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Action | |
| Human Resources Development | <ul style="list-style-type: none"> • Staff professional development plan • Team training for new management system • Develop and monitor roles and responsibilities in accordance to Strategic Plan • Standards of excellence and training in customer service • Human Resources Manual • Team gap analysis • Develop internal communication protocol |
| ICSP Integration | <ul style="list-style-type: none"> • ICSP imbedded into the new Municipal Planning Strategy • ICSP imbedded into the TOA Prioritization Matrix & the 5 year Capital Investment Plan • Adoption of centrally accessible project management system (i.e., Gantt Chart) • ICSP annual review and public report • Implementation of Department ICSP Integration Plan |
| Business Planning | <ul style="list-style-type: none"> • Project selection filtered through TOA Prioritization Matrix • Strategy-driven budget • Business continuity/ resiliency plan to be reviewed annually |



Strategic Direction 2 Internal Service Delivery

| Project | Strategic Action |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bylaws and Enforcement | <ul style="list-style-type: none"> • Development of TOA enforcement protocol • Evaluation of resource requirements • Ongoing development and review of bylaws |
| Fleet management | <ul style="list-style-type: none"> • Annual evaluation of fleet/equipment • Preventative maintenance program (fleet standards) and reporting structure • Develop a program for efficient vehicle operation (e.g. GIS tracking mechanisms) |
| Infrastructure assessment | <ul style="list-style-type: none"> • Asset inventory • Development of Maintenance Improvement and Tracking Plan (specific assets) • Development of funding plan |
| Active living promotion | <ul style="list-style-type: none"> • Develop an Active Transportation Plan (user group, needs assessment, etc.) • Leisure, recreation, and open spaces gap analysis • Development of an Active Lifestyles Plan • Partner in public active lifestyles education • Embed active living into Municipal Planning Strategy • Development of active living facilities |
| GIS and LIDAR | <ul style="list-style-type: none"> • GIS Core layering incorporating LIDAR • Develop GIS implementation capacity • Adoption of GIS permitting system • New computer model of community flood map • Line diagram of the electric utility • Digital plan of water, sewer and fire protection infrastructure |



Strategic Direction 3 Commercial and Business Development

| Project | Strategic Action |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Enhancement of downtown core and approaches | <ul style="list-style-type: none"> • Implementation of a wayfinding program • Phase I: Study • Phase II: Implementation • Encourage the development of a business enhancement association • Make Antigonish's commercial and recreational areas more attractive and user friendly • Leverage recognition of the Town through the continued excellence in the Communities in Bloom program • Town representation in the Antigonish Chamber of Commerce • Strategic sponsorship and participation in community festivals and events • Encourage the establishment of Antigonish as a destination • Ensure the development of welcoming access points to the Town |
| Business support and development | <ul style="list-style-type: none"> • Targeted approach to commercial development in the highway corridor • Presence on BizPal • Gap analysis of commercial mix • Commercial investment kit to attract and promote new businesses |

Strategic Direction 4 Antigonish Town and County Promotion

| Project | Strategic Action |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community promotion | <ul style="list-style-type: none"> • Development and implementation of a Destination Antigonish Marketing Strategy • Monitor the effectiveness of the Destination Marketing Strategy |
| Preservation of the culture and heritage of Antigonish | <ul style="list-style-type: none"> • Heritage preservation strategy • Develop Heritage Preservation Strategy • Increase registration of heritage properties • Encourage development of guided walking tours |



Strategic Direction 5 Strategic Partnerships

| Project | Strategic Action |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic development of stakeholder partnerships | <ul style="list-style-type: none"> • Re-establishment of Town-Gown meetings • Continued Town and County co-operation • Continued co-operation with other key stakeholders • Identify and implement economic development and promotions services • Development of criteria and guidelines for a TOA funding application process |

Strategic Direction 6 Population Retention and Expansion

| Project | Strategic Action |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Better family neighbourhoods | <ul style="list-style-type: none"> • Establish key neighbourhood ambassadors (i.e., socials, pamphlets, etc.) • Creation of TOA checklist for better family-friendly neighbourhoods • Establishment of an Antigonish Day (May 24, 1784) • Incorporation of the targeted densification areas into the MPS • Increase surveillance and enforcement of party-related disturbances • Alignment of RCMP priorities with Town enforcement needs • Annual RCMP progress report on TOA enforcement priorities • Increase opportunities for families to locate within TOA neighbourhoods |
| Strategic land development | <ul style="list-style-type: none"> • Develop inventory of vacant and/or underdeveloped land • Identify strategic “best fit” uses for target properties • Obstacle Mitigation Action Plan |
| Senior oriented development | <ul style="list-style-type: none"> • Identify optimal seniors’ development locations • Revise Town of Antigonish policies to accommodate strategic seniors’ development |
| Resident attraction | <ul style="list-style-type: none"> • Develop a Resident Attraction Strategy • Examine opportunities to provide suitable housing to accommodate demographic mix |
| Retention of Youth | <ul style="list-style-type: none"> • Youth retention and recruitment strategy |



