

**FINAL DRAFT
VILLAGE OF PUGWASH
STRATEGIC ACTION PLAN**

**A STRATEGIC APPROACH TO LONG TERM DEVELOPMENT
FOR THE VILLAGE OF PUGWASH**



Developed by the
PUGWASH VILLAGE COMMISSION
Facilitation provided by the
CUMBERLAND REGIONAL ECONOMIC DEVELOPMENT ASSOCIATION

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ACKNOWLEDGEMENTS

This Strategic Plan is the product of the efforts of several individuals who have contributed to the development of this important planning document for the growth and benefit of our shared community. They are:

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And also, the members of the public who contributed at a public meeting held on October 2, 2007.

1.0 EXECUTIVE SUMMARY

The Strategic Plan for the Village of Pugwash has been undertaken with the full support and participation of the Village Commission and staff and with input from the community.

In the fall of 2006 the Village Commission agreed that a Strategic Plan was essential in order to ensure the long term prosperity and sustainable growth of the Village of Pugwash. Such a plan would complement the secondary planning strategy and land use bylaw the Municipality of the County of Cumberland was requested to prepare for the village. These complimentary planning activities are intended to give the Village Commission clear direction and guidance with regards to future growth and development in general, and more specifically, in relation to a number of significant projects in the planning and/or development stage (i.e. the Pugwash Peace Exchange, Destination Marina Development, a new library/community centre, the Northumberland Curling Club, and a new fire hall.)

The development and implementation of a Strategic Plan with clearly articulated goals and priorities would ensure continuity and focus. The process was initiated in October 2006 with the establishment of a Strategic Planning Committee with representation from the Village Commission, the business community, and the community at large. This committee met a number of times between October 2006 and April 2007.

The process began with a community visioning exercise to develop a Community Vision for Pugwash. This was followed by a SWOT Analysis to assess the community's internal strengths and weaknesses in relation to external opportunities and threats. Strategic issues were identified and ranked and Action Plans were developed.

At this point planning activities were put on hold for several months as a result of significant changes in the make-up of the Village Commission as well as the resignation of the Clerk/Treasurer. Two new Village Commissioners were elected in May and a new Clerk/Treasurer was hired. Strategic Planning resumed in August 2007 with the full participation of the Village Commissioners and the new Clerk/Treasurer. After reviewing the work of the initial Planning Committee, this group also undertook a SWOT Analysis,

identified strategic issues and ranked them in terms of priority (high, medium, low) and developed Action Plans with achievable timelines and goals.

In October 2007 a Community Consultation Session was held to engage the residents of the village in the planning process. This consisted of a Community Visioning exercise, SWOT's analysis, and the identifying of key priorities for the Village of Pugwash for the next five years.

The input gathered from these various planning exercises received equal consideration in the development of this Strategic Plan. The following key issue areas emerged:

1. Community Infrastructure/Beautification
2. Economic Development/Marketing & Promotion
3. Health Care & Education
4. Tourism, Heritage & Culture, and Recreation
5. Governance/Organizational Structure

Through group meetings strategic actions with specific targets have been identified in each key area. Timelines have been established where applicable and relevant evaluation/monitoring activities have been identified. As with any Strategic Plan, this is to be considered a "living document" which may require periodic revisions as part of the ongoing monitoring process. The Strategy is intended to serve as a guide to ensure the efforts of the community are focused and provide maximum benefit relevant to the Vision Statement.

2.0 COMMUNITY VISION

Each group participated in a community visioning exercise at which participants were asked to describe their community as they would like it to be 10 years in the future. The following common themes emerged from those exercises:

- Side walks around the perimeter of the Village
- Multi-functional Community Centre (Cyrus Eaton Centre?) established (containing new library, CAP Site, meeting space, recreation centre, Village Commission office, senior's club)
- Train station improvements/renovations (focal point of the community)

- Better signage (signage control/standardization)
- Full service Marina/waterfront development
- Increased infrastructure-central water/extend sewer system if development warrants (i.e. West Pugwash)
- More business development- hotels/motels, restaurants, stores
- Neat, clean, family oriented community, playground development for kids, good parks, Eaton Park remains as a park
- All amenities maintained (i.e. schools, hospital, fire department) in order to be a community
- Community beautification-businesses and spaces clean, neat and tidy
- A more attractive, welcoming entrance -painting of route 6 bridge, decorative lights added to bridge (i.e. new Moncton to Riverview bridge)
- Curbside pick-up of compost- green bins, more recycling bins, transfer station re-established
- Enhanced by-laws with better enforcement (i.e. stray animals)
- Board walk/walkway along the water front
- Smooth running local government with lots of positive community participation
- Full review conducted re. the political structure of the village, including boundaries, taxation and non-residential ratepayers representation
- More street lights (currently on a user pay system)
- Wharf development -utilize south side of Canadian Salt Company wharf to tie up cruise ships, establish shops, beautify area with flowers, plantings
- More parking spaces within the Village core
- Improved Visitor Information Centre - more visible, better utilized by tourists
- Village pro-active in ensuring adequate level of medical services and facilities maintained and expanded with more health care providers (i.e. Nurse Practitioners)
- Good roads & sidewalks
- Historical renewal-heritage properties preserved (i.e. Thinkers' Lodge, railroad station, Masonic Hall)
- Good retail mix/restoration of retail sector with more specialty shops & services (i.e. bike & kayak rentals)
- Pugwash Peace Exchange established & supported-Pugwash known as a Centre for Peace

- Village demographics younger (more young families attracted by better facilities & increased employment opportunities)
- Lots of community events, festivals to fully utilize Eaton Park
- Comprehensive biking/walking trail system in place
- More parks, trees, green spaces
- Pugwash is a sustainable community both environmentally and economically (i.e. solar powered streetlights, expanded farmer's market selling local organic produce, local resources fully utilized)

From these visioning exercises emerged a "Community Vision" or "Mission Statement" for the Village of Pugwash.

COMMUNITY VISION:

"As a village famous for peace throughout the world, we are committed to working together in the spirit of cooperation and consensus building to shape Pugwash into a vibrant and caring community that provides ample opportunities for residents to thrive and prosper."

Pugwash is a community:

- Where all citizens are safe and secure and have equal access to services and amenities;
- That cares about its built heritage through the preservation and restoration of historically significant architecture;
- That embraces its location on the Northumberland Strait, Pugwash Harbour, and Pugwash River and the current and potential outdoor and recreational opportunities, both land and water based, that are available;
- Where there are ample job opportunities from a diverse mix of businesses and light industries;
- Where residents of the village and surrounding areas work cooperatively to maintain and build a high quality lifestyle for current and future residents.

3.0 PLANNING PROCESS

As indicated within the Executive Summary, the planning process utilized was community-based. Facilitated by the Cumberland Regional Economic Development Association (CREDA), it comprised of numerous meetings of the initial Strategic Planning Committee and the Village Commission as well as a Community Planning session.

Three separate SWOTs (Strengths, Weaknesses, Opportunities, Threats) analysis were conducted, which resulted in the following observations:

Strengths

<ul style="list-style-type: none"> • Village Commission-the recognized local form of government • Hospital/medical services • Two schools- high school & elementary • Fire department • Location relative to larger centres (central to Moncton, Halifax) • High speed Internet • Good road access -roads in good shape • Affordable real estate, comparatively low tax rate-good place to live • Good people who want to help-community spirit, strong volunteer base • Strong industrial base (Salt Mine, Sunset Home, East Cumberland Lodge, Seagull, Basic Spirit) • High employment rate (for size of community) • Thinkers' Lodge expected to be designated a National Heritage Site in 2008 	<ul style="list-style-type: none"> • Natural environment-pristine, beauty • Diverse business community • Space-room for growth • Deep harbour good for commerce/pleasure • Two lobster seasons • Summer festivals • Have the basic amenities in place-bank, stores, post office, police, hospital, schools • Famous for Peace -(Pugwash Conferences, Thinkers' Lodge, Peace Exchange) • Pugwash has "Brand" recognition • Diverse business community • Pugwash Peace Exchange development • New curling club • Great history/strong heritage • A Strategic Plan • Local recreational opportunities-beaches/warm waters, hiking, golf, etc.
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Weaknesses

<ul style="list-style-type: none"> • Limited tax base/financial capacity • Youth out-migration • 50-75% of people working in Pugwash live outside of the village • Declining employment base • Negativity (misinformed people resulting in negativity) • Village apathy-lack of involvement in community events & activities • Lack of "Sense of Community" • No spares/replacements for health care workers (doctor shortage results in closing of ER) • No public transportation (i.e. taxi cabs, bus) 	<ul style="list-style-type: none"> • Lack of accommodations & restaurants, etc. (visitor amenities) • Lack of/incomplete infrastructure (water, sewer, sidewalks) • Poor highway signage (i.e. 100 series highways) • Lacking policies and procedures to guide village commissioners • Community disputes (often the result of personalities/attitudes of persons involved) • Residents not buying local/not supporting local business • Diminishing support for festivals & events (VC?)
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Opportunities

<ul style="list-style-type: none"> • Capitalize on Village's location (Northumberland Strait, harbour, Pugwash River for canoeing, kayaking) to promote Pugwash as a destination for eco-tourism • Land Use Planning being developed (use as guideline for future commercial & residential development) • Support Harbour / Marina development • Explore waterfront/community development (i.e. walkways, lights, kiosks, etc.) • Develop/refurbish and utilize train station & other cultural and heritage buildings • Seek funding for a professionally developed Marketing Plan that can be used to attract more full time residents and target business/ light industrial development • Capitalize on history of supporting large industry • Target retirees as one possible source of new residents 	<ul style="list-style-type: none"> • Improve highway signage (Route 6 and on the TCH at the NS/NB Border) • Construct a multi-functional Community Centre to house library, CAP Site, Recreation Centre, Village Commission offices, meeting space, etc. • Develop Community beautification program (partner with Communities in Bloom committee) • Seek funding for signage, building façade improvements • Obtain infrastructure funding to develop central water system and expand sewer system as development warrants • Promote peace/support development of the Pugwash Peace Exchange • Expand festivals & events-spread them throughout the summer to attract more visitors to village • Promote Mary Crowley Monument (first monument in Canada dedicated to a woman) • Thinkers' Lodge expected to receive National Heritage Site designation
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Threats

<ul style="list-style-type: none"> • Negativity/false information undermining potential projects/growth/progress • Village Commission has little control over/input into future of schools (possible closure due to declining enrollments) and hospital/medical services (doctor shortage/nurse practitioner project) • Petitions creating a negative attitude within the community • Staff turnover (Clerk/Treasurer) • Lack of skilled workers • V.C. has limited power & authority (i.e. can't issue building permits, etc.) 	<ul style="list-style-type: none"> • How people view the Village Commission - lack of understanding of V.C. role/function • Demographics- declining, aging population & youth out-migration • Demands for services/expectations of non-village residents • Government funding harder to get for community projects/competition from other rural communities for same pot of money • Rising sea levels could threaten coastal areas • Non-resident property owner dissatisfaction (lack of voting privileges result in petitions to be removed from village)
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3.1.1. STRATEGIC PRIORITIES (Ranked as high, medium or low)

High Priority

Community Infrastructure/Beautification
 Economic Development/Marketing & Promotion
 Health Care & Education
 Tourism, Heritage & Culture and Recreation

Medium Priority

Governance/Organizational Structure

4.0 KEY STRATEGIC ISSUES

The consultation and assessment process resulted in the identification of a number of key Strategic Issues (areas) which have been listed under the following five headings:

4.1 Community Infrastructure & Beautification

- 4.1.1. Sewer
- 4.1.2. Multi-purpose Community Centre
- 4.1.3. Significant Projects
- 4.1.4. Sidewalks & Parking
- 4.1.5. Community Beautification

4.2 Economic Development/Marketing & Promotion

- 4.2.1. Economic Development
- 4.2.2. Marketing & Promotion

4.3 Health Care & Education

- 4.3.1. Health Care
- 4.3.2. Education

4.4 Tourism, Heritage & Culture and Recreation

- 4.4.1. Tourism
- 4.4.2. Heritage & Culture
- 4.4.3. Recreation

4.5 Governance/Organizational Structure

- 4.5.1. Municipal Government Act
- 4.5.2. Strategic Plan Implementation
- 4.5.3. Policies & Procedures

Each area includes strategic actions and targets with applicable timelines.

4.1 COMMUNITY INFRASTRUCTURE & BEAUTIFICATION

4.1.1. Sewer

4.1.2. Multi-purpose Community Centre

4.1.3. Significant Projects

4.1.4. Sidewalks & parking

4.1.5. Community Beautification

GOAL: To maintain and enhance the public infrastructure in order to meet business, as well as community lifestyle requirements.

4.1.1. STRATEGIC ISSUE- Sewer

Action(s):

(To be treated as a high priority)

Expand sewer system to un-serviced areas of the Village.

Target(s):

- Explore infrastructure funding, Green Funding programs, share of gas tax revenue from Municipality of the County of Cumberland.
- Commission Engineering Report to determine feasibility and cost of extending current sewer system to un-serviced areas of the community.
- Proceed with sewer expansion as need/demand dictates and infrastructure project funding becomes available.

4.1.2. STRATEGIC ISSUE-Multi-purpose Community Centre

Action(s):

(To be treated as a high priority)

- 1.) Determine the demand for/ and feasibility of constructing a Multi-purpose Community Centre for Pugwash that could house amenities such as a new library, CAP Site, meeting space, recreation centre, Village Commission office, senior's club.

4.1 COMMUNITY INFRASTRUCTURE & BEAUTIFICATION

- 2.) Form a Planning and Implementation Committee with representation from the Village Commission, Cumberland Regional Library, community groups and organizations, seniors and youth groups to move the project forward.
- 3.) Secure funding for Feasibility Study/Business Case, Architectural drawings and site development plan.
- 4.) Launch fundraising campaign/ seek government funding (i.e. ACOA, NS Department of Economic Development, Cumberland Regional Library/ NS Library Board, Municipality of the County of Cumberland.)

Target:

A new community centre for Pugwash in three to five years.

4.1.3. STRATEGIC ISSUE-Significant Projects (i.e. PPE, Marina Development)

Action(s):

(To be treated as a high priority)

- 1.) Support the Pugwash Peace Exchange Society's plan to refurbish Thinkers' Lodge and other key buildings associated with the 1957 Pugwash Peace Conference and to establish a world-class educational, research and interpretive centre for peace in Pugwash.
- 2.) Support the Harbour Authority of Pugwash in its efforts to develop a Destination Marina and expand its current infrastructure to better service its members (fishers) as well as local and transient recreational boaters.
- 3.) Provide support, within the limited resources available to the Village Commission, to other current and future projects.

Target(s):

Successful completion of significant projects including the PPE, marina expansion and others that will impact on the community. The effective use of land use planning policies and regulations will help minimize the impact of new development on established residential areas.

4.1 COMMUNITY INFRASTRUCTURE & BEAUTIFICATION

Commentary:

Projects such as the Pugwash Peace Exchange and marina development have the potential to impact significantly on the economic development and future prosperity of the community through the attraction of visitors and the creation of employment opportunities for local people. It is in the best interest of the Village Commission to work in partnership with proponents of these and other significant projects to ensure that they proceed in a manner that is mutually beneficial to all involved.

4.1.4. STRATEGIC ISSUE-Sidewalks & Parking

Action(s):

(To be treated as a high priority)

- 1.) Extend sidewalks to include school areas, perimeter of the Village.
- 2.) Add parking spaces in village core area.

Target(s):

- Identify priority areas for new sidewalk construction
- Secure infrastructure/government funding to install sidewalks in priority areas
- Explore feasibility/cost of additional parking.

4.1.5. STRATEGIC ISSUE-Community Beautification

Action(s):

(To be treated as a high priority)

- 1.) Continue to work with/and support the efforts of the Communities in Bloom Committee to beautify the community.
- 2.) Explore opportunities/funding to develop the entrances to the Village, in particular the bridge which could be enhanced with decorative lights, painting, etc.
- 3.) General community appearance improved (i.e. unsightly premises cleaned up, building façade improvements, more recycling bins throughout the village, more trees and green spaces)

4.1 COMMUNITY INFRASTRUCTURE & BEAUTIFICATION

Target(s):

A more attractive, welcoming community for visitors and residents alike.

Commentary

Community image, both physical, as well as perception has significant effect on a community's ability to attract business, new residents and visitors. Indeed, community pride (or lack thereof) can have a positive (or negative) impact upon current residents and their interest in supporting local events, activities and even business. A positive and proactive approach has an indirect but long-term effect on the health of a community. A strong, well-defined, positive image for Pugwash would enhance all future activities. This is an ideal opportunity for the Village Commission to lead by example.

4.2 ECONOMIC DEVELOPMENT/MARKETING & PROMOTION

4.2.1. Economic Development

4.2.2. Marketing & Promotion

GOAL:

- To foster an environment of sustainable economic development which encourages and supports viable business and industry within Pugwash and area, including retention and expansion of existing operations, as well as recruitment opportunities.
- To market Pugwash as an attractive place to live, work and play.

4.2.1. STRATEGIC ISSUE - Economic Development

Action(s):

(To be treated as a high priority)

- 1.) Create an environment that encourages people to want to live, work, shop, vacation in Pugwash through the attraction of new business and industry, specialty shops and services, accommodations and restaurants, and the resulting creation of new employment opportunities.

- 2.) Aggressively market Pugwash and its attributes to help lure potential new business and industry and new residents to the community.
- 3.) Identify appropriate areas for future business and industry growth through new land use planning and zoning by-laws.
- 4.) Work with partners including CREDA, NS Business Inc. and NS Economic Development to identify/target potential/appropriately sized business and industry for Pugwash.

Target(s):

- Establish an Economic Development Committee with a mandate to recruit new business (i.e. retail, restaurants, accommodations, small contact centres) and industry.
- Secure funding to hire Consulting Firm to develop a Marketing Plan for Pugwash.

4.2 ECONOMIC DEVELOPMENT/MARKETING & PROMOTION

- Undertake Community Asset Mapping Project to identify and catalogue available land and buildings suitable for potential new business and industry recruitment.

Commentary

Key partners, including the Village Commission, local business community (Chamber of Commerce), and other relevant groups and organizations could form an Economic Development Committee to develop a planned approach to enhancing business activity and potential growth. Partnership approach should include business resource support, exploration of venture capital options, strategic marketing options (i.e. buy local) and export market development.

4.2.2. STRATEGIC ISSUE-Marketing and Promotion

Action(s):

(To be treated as a high priority)

- 1.) Promote Village's obvious attributes (location, natural environment, affordable housing, relatively low tax rates, etc.) to market Pugwash to

potential new residents, and as a recruitment tool to attract new businesses and health care professionals.

2.) Maintain and update website on a regular basis to ensure content is relevant and current and reflects positively on the Village and Village Commission.

3.) Continue to prepare and publish Village Newsletter on a quarterly basis.

4.) Update Village brochure as required. Explore possible French translation.

Target(s):

- Ensure inclusion of lifestyle piece in any Marketing Plan.
- Clerk/Treasurer to monitor and update website on a regular basis in consultation with the web designer, with input from the V.C. with regards to content.

4.3 HEALTH CARE & EDUCATION

4.3.1. Health Care

4.3.2. Education

GOAL: To ensure the long-term viability and sustainability of the community's health care and educational services and facilities.

4.3.1. STRATEGIC ISSUE - Health Care

Actions

(To be treated as a high priority)

1.) Support the potential establishment of a new health care centre for Pugwash and area, possibly as part of an amalgamation with East Cumberland Lodge.

2.) Maintain close contact/liaison with the Cumberland Health Authority (CHA) to address current and future health care issues (i.e. frequent closure

of the Emergency Department at North Cumberland Memorial Hospital due to physician shortages)

Note: Creation of Nurse Practitioner position could help alleviate some problems.

Target

Utilize proposed Marketing Plan and other tools such as website, Newsletter, brochure as a recruiting tool to assist the efforts of the CHA to attract new health care professionals to the area.

4.3.2. STRATEGIC ISSUE-Education

Action(s):

(To be treated as a high priority)

Closely monitor situation at both the Cyrus Eaton Elementary and Pugwash District High School (i.e. declining enrollments, possible closure/amalgamation) and deal with issues as they arise in proactive manner (letter writing, lobby school board, etc.).

4.3 HEALTH CARE & EDUCATION

Target(s):

Establish and maintain regular communication/liaison with school principals and local school board representative.

Commentary

Actions identified elsewhere in this Strategic Plan have the potential to partly address health care and education issues. For example the attraction of new business and industry and the subsequent jobs they create, combined with an aggressive and effective Marketing Plan, should encourage more young families with school aged children to settle in Pugwash. The addition of new attractions and amenities will help make Pugwash a more vibrant and attractive community. Additionally, marketing and promoting Pugwash's natural attributes will help recruiting efforts to attract more health care professionals.

4.4 TOURISM, HERITAGE & CULTURE, RECREATION

4.4.1. Tourism

4.4.2. Heritage & Culture

4.4.3. Recreation

GOAL(s):

Tourism:

- To encourage, enhance and support the further development of a vibrant tourism industry within the Pugwash area, building upon current strengths and assets.

Heritage & Culture:

- To support and enhance the cultural needs of the community through preservation, recognition and promotion of Pugwash and area's rich heritage.

Recreation:

- To encourage and ensure the availability and accessibility of recreational services and venues, which meet the community's needs and resources.

4.4.1. STRATEGIC ISSUE - Tourism

Actions

(To be treated as a high priority)

- 1.) Identify gaps and develop new community signage to raise the profile of Pugwash (i.e. 100 series highways, key intersections, entrances). Promote consistency, uniformity and attractiveness for community, attraction and commercial signage.
- 2.) Improve the visibility and possibly the location of the Village Visitor Information Centre to better serve visitors.

4.4 TOURISM, HERITAGE & CULTURE, RECREATION

Target(s):

- Develop a signage plan in consultation/partnership with community groups; CNTA; Nova Scotia Department of Tourism, Culture & Heritage; Department of Transportation & Infrastructure; the Municipality of the County of Cumberland; CREDA and others as identified. Target 2008 for implementation depending on availability of funding.
- Consult with CNTA and area tourism operators to determine the best approach to improving the function of the VIC, attract more visitors and better serve the needs of tourist and operators.

4.4.2. STRATEGIC ISSUE- Heritage & Culture

Action(s):

(To be treated as a high priority)

- 1.) Work with community groups and organizations and the various government departments to promote, preserve, and refurbish where required, key Heritage properties and sites in Pugwash including Thinkers' Lodge (expected to receive National Heritage Site designation in 2008), Train Station, Masonic Hall, and Mary Crowley Monument.
- 2.) Provide logistical, and when feasible, financial support to existing annual festivals and events (i.e. *Gathering of the Clans*, *Harbourfest*).
- 3.) Support/promote the establishment of new community festivals and events for Eaton Park.

Target

- A plan of action or strategy, perhaps through the formation of a Heritage Preservation Committee, to ensure that key heritage properties are celebrated and maintained for the enjoyment of current and future generations.
- Eaton Park is fully utilized with a community event, concert, or festivals every weekend throughout the summer months.

Commentary

Heritage preservation was identified as a key priority for the Village of Pugwash by participants throughout the Strategic Planning process. Many

4.4 TOURISM, HERITAGE & CULTURE, RECREATION

also felt that Eaton Park was a key attribute that could draw more people into the village if more events were held there.

4.4.3. STRATEGIC ISSUE - Recreation

Action(s):

(To be treated as a high priority)

- 1.) Develop walking and bicycle trails (some lighted) within the village to promote a healthy and active lifestyle for residents (i.e. in the Eaton Park area, from the harbour to the village core). Install bike racks in the village core.
- 2.) Develop two new playgrounds.

Target

- Using past feasibility studies as a guide (i.e. the Cantwell Waterfront Feasibility Study-2005) select a trail project and seek funding to develop it.
- An accessible playground for younger children of all physical abilities and a space for teenaged children that could include facilities for skateboarding, skating in the winter, ball hockey, etc.

Commentary

Primarily the responsibility of the Village Commission with support from local community groups & volunteers, provincial government departments such as the Department of Health Promotion, and CREDA.

4.5 GOVERNANCE/ORGANIZATIONAL STRUCTURE

4.5.1 Municipal Government Act

4.5.2 Strategic Plan Implementation

4.5.3 Policies and Procedures

GOAL(S):

- To maintain and update as required, policies and operating procedures for the Village Government which are consistent with the requirements set out in the Municipal Government Act.
- To provide Village Commissioners with a comprehensive orientation and the ongoing training necessary for the fulfillment of those duties and responsibilities set out in the Municipal Government Act.
- To provide for consistent adherence to establish policies and procedures.

4.5.1. Municipal Government Act (MGA):

Commentary

The Municipal Government Act - Villages' Section contains the legislative and operational framework under which the Village Commission must conduct its business in all areas of Village responsibility.

Present and future Commissions of the Village of Pugwash must adhere to the MGA in all of its decision making and development of new policies.

4.5.2. STRATEGIC ISSUE - Strategic Plan Implementation

Action(s):

(To be treated as a high priority)

Establish a process and schedule for implementation of the Strategic Plan. Identify funding partners from other levels of government, programs, and agencies. **Note: all projects are contingent on the availability of funding partners and their particular requirements.**

4.5 GOVERNANCE/ORGANIZATIONAL STRUCTURE

Target(s):

Evaluate Strategic Plan annually in order to accurately determine outcome and to measure progress. Update actions and targets where applicable.

Commentary

The successful implementation of the Strategic Plan in the coming years will rely significantly upon the Village Commissioners and staff under the guidance and leadership of the Chair and Clerk/Treasurer. While it is not realistic that either will be responsible for the Plan's complete implementation it is reasonable to assume that there is an expectation for coordination, facilitation and leadership (level of involvement will vary depending upon the issue). As such, linkages with the Municipality of the County of Cumberland, private sector, community at large, CREDA and various government agencies must be clearly defined. This organizational issue is paramount. Effective planning for both long-term structure and staff transition will ensure that all opportunities are maximized, as well as enabling continuity in economic development activities and overall Strategic Plan implementation.

4.5.3. STRATEGIC ISSUE- Policies and Procedures

Action(s):

(To be treated as a medium priority)

- 1.) Enhance current organizational structure to update policies and procedures for day-to-day operations and clearly articulated roles and responsibilities for village commissioners and staff.
- 2.) Adhere to the Municipal Government Act (MGA).
- 3.) Develop appropriate policies for the consistent, professional operation of the Village Commission for elected Commissioners and Village Commission Staff.
- 4.) Review and update procedures on a yearly basis and/or as required.

4.5 GOVERNANCE/ORGANIZATIONAL STRUCTURE

Target

- Ensure that current policies and procedures are followed by commissioners and staff. Identify any gaps and adopt new policies and procedures as relevant.
- Ongoing orientation packages/sessions for new Village Commissioners and staff.

Commentary

This is primarily the responsibility of the V.C. and staff with guidance and assistance, where applicable, from Service Nova Scotia and Municipal Relations.

5.0 EVALUATION

The evaluation process will be based upon an adaptation of the model utilized by the Cumberland Regional Economic Development Association (CREDA), a copy of which has been included as Appendix C. The process may include baseline data collection, results produced versus targets desired, etc. Both objective and subjective assessments will be incorporated as applicable.

A key component from a general perspective will include a bi-annual review of the Strategy and its annual progress. To this end it would be appropriate to develop an annual business plan which would summarize key components to be undertaken in a fiscal year. It should also further detail each activity including (but not limited to) project overview, resources required, partners and timelines.

The evaluation process will be customized for each Strategic Action/Target within each Key Issue category as required. The purpose is to monitor progress and successes for the benefit of long-term direction, growth and sustainability.