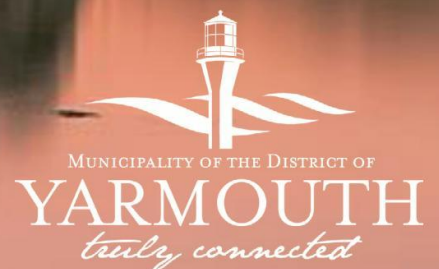


Municipality of the District of Yarmouth

# Strategic Plan

## Revised

June 2026



# Mission

MODY serves its residents by providing flexible and responsive services through effective, efficient, and ethical stewardship of the resources and assets entrusted to us by our citizens.

# Vision

To support and grow prosperous, resilient, and welcoming communities

# Values

Accountability to taxpayers  
Collaboration as a pathway forward  
Respect  
Integrity  
Openness  
Reliance on best information  
Health

# Pillars

**Economy**  
**Governance**  
**People**  
**Stewardship**

**Message from the Warden**



Council is committed to an on-going analysis of the factors which affect decision making. With important new information on population

growth slowing, or declining, and the need for new economic opportunities Council continues to respond. In addition, in its effort to manage money, people and MODY property well, decisions on future development and care for important assets like Cape Forchu, the Yarmouth Port and Yarmouth Airport must be re-evaluated. A responsible and responsive approach to Council decision making is core to our values and mission. This re-vised Strategic Plan demonstrates MODY’s on-going commitment to being flexible and responsive.

**Message from the CAO**



The first half of the 2020’s has been nothing short of unpredictable! Natural disasters, affordability, work-force dynamics, provincial downloading and significant

international trade disruptions have all impacted day-to-day operations for MODY. Providing Council with reliable, strategic advice supports their efforts to be flexible, responsive and responsible. Without a clear focus that allows the Municipality to operate within its means, Team MODY cannot support Council and residents with high quality services.

This revised strategic plan reflects realistic and practical goals and objectives that the team can deliver. It prepares the Municipality to deliver on its promises and provides some capacity to respond to changing dynamics.

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**Introduction**

Following the 2024 General Municipal Election, Council and senior staff met to develop a plan outlining Council’s priorities for the 4-year term. The Municipality’s Vision, Mission and Core values was documented. Four pillars frame the key areas where Council wishes to advance their agenda and support residents:

- Economy – working with our partners to support economic development, diversification and sustainable economic growth
- People – maintain a steadfast focus on the community’s greatest asset – its people
- Governance – advancing proactive, broad-based agenda respecting governance
- Stewardship – taking the best care of the assets we’ve been entrusted with by the residents of MODY by focusing on continuous improvement in effective asset management.

## 2026-2028 Revised Strategic Plan

Under each pillar, strategic initiatives were outlined that speak to core municipal responsibilities as well as projects contained in various other municipal plans.

The 2025 Strategic Plan came on the heels of a three-year population growth trend witnessed because of the pandemic.


### **Why Revise the Plan?**


Since January 2025, Council has received and accepted three key pieces of research which necessitate revisiting the strategic plan ensuring the goals align with both human and financial resources as well as meeting the Values, Vision and Mission of Council.


Those plans were:


- MODY Housing and Municipal Infrastructure forecast (MHMI) – strategic recommendations summarized below
- Cape Forchu Sea level rise predictions
- MODY Active Transportation Master Plan


### **Strategic Recommendations**


 **Collaborate with governments on large-scale infrastructure improvements**  
Establish an intergovernmental coalition to secure funding for critical infrastructure projects that exceed municipal capacity.


 **Leverage private sector development community to accelerate housing and commercial development**  
Attract private sector investment through targeted incentives and process improvements.

 **Retain and attract younger age cohorts**  
Implement a comprehensive strategy to retain local youth and attract young families and immigrants.

 **Support ability to age in place**  
Enable seniors to age in place by expanding transportation options, accessible housing alternatives, and community support services.

 **Diversify the economy beyond fisheries**  
Implement economic diversification initiatives to reduce dependence on the fishing industry and strengthen the foundation for housing, employment, and population growth.

 **Plan for a stable population rather than rapid growth**  
Adopt a population strategy that assumes stability or modest growth and aligns services and fiscal plans accordingly.

 **Strengthen community trust and engagement around major projects**  
Implement a proactive framework to build community trust and enhance engagement on major development proposals.

In addition, Council is a party to several large-scale regional files each requiring time, money and human effort. The needs of these agencies are increasing and must be reflected in the overall strategic plan. Those files are:

- Mariners Centre Management Authority (MC)
- Yarmouth International Airport Corporation (YQI)
- Yarmouth and Area Industrial Commission (YAIC)
- Yarmouth County Solid Waste Management Authority (YCSWMA)

Moreover, municipalities in NS often use inter-municipal agreements to create economies of scale for programs/projects. In addition to those listed above, MODY is party to approximately 20 other initiatives. MODY requires resources to support, administer and review each of the files.

Furthermore, the Municipality is moving into the maturity phase of its Asset Management program which provides recommendations on asset repairs and maintenance, end of life disposal and operating effectiveness improvements. The Municipality must look after the assets it has in addition to striving to provide new assets to residents.

Governments exist to serve people. In the MHMI report, a sobering reality reflecting **stagnant or declining population forecasts further support a re-visit of the strategic plan ensuring the goals are practical, attainable and defensible based on the data**. Essentially there is more work to be done than people to do it; more projects to fund than there is money to allocate. In many cases, there are procurement and supply chain challenges to access goods and services for modern municipal programs and projects.

There are several MODY plans **and** projects in various stages of implementation or development internally and at regional agencies as well as the Town of Yarmouth:

- Strategic Plan
- Cape Forchu Master Plan
- Active Transportation Master Plan & Lake Milo Active Transportation Plan
- Yarmouth Airport Corporation repositioning and branding
- Mariners Centre expansion commissioning and re-capitalization
- Yarmouth Area Industrial Commission – port operations and infrastructure deficit
- Town of Yarmouth & Port Maitland Wastewater Treatment Plant upgrades

A sobering reality is that Council needs to consider growth and development in light of its capacity and **control** over water and wastewater services.

- 92% of residents are on well systems for potable water
- 8% of residents subscribe to the Town of Yarmouth Water Utility
- approximately 8% of residents are on wastewater systems where treatment is provided by the Town of Yarmouth
- a further ~8% are on wastewater systems where MODY owns and controls treatment

Finally, the impact of Provincial downloading and projection of priorities on to municipal government is at a breaking point. With each new plan, regulation, and requirement comes more work and expense to municipalities without any easing of the burden by way of additional time, new taxation powers or trade-offs.

As an organization, an order of government, MODY is at a breaking point and must maintain a strong focus on working within its core mandate, financial means and ability to protect human capital from burn-out.

### **Council's Response**

In May 2026, Council and senior leadership met to review the current strategic plan in light of the sobering realities around projected population stagnation and/or decline along with current and future obligations. A list of non-negotiable commitments, safety & risk management activities was developed, providing insight on the day-to-day and contractual obligations the organization **MUST** meet. (Appendix A)

In response to all the information and operational inputs, Council developed a series of strategic initiatives that speak to the over-arching goal of aligning work with MODY's mission, vision and values.

Council completed a series of ranking exercises to arrive at a manageable 5 projects for the organization to **FOCUS** on in the remaining two+ years of this Council's mandate. Those 5 key projects, in addition to those activities and initiatives already underway are:

- Paving, active transportation and storm water management improvements on MODY owned Roads
- Improvements to the Rockville Trail that don't trigger new NS Public Works Standards
- Complete Feasibility on Nova West Regional Business Park Phase 3
- Add Greenville as a Hamlet in MODY's Municipal Planning Strategy and Land-use By-law
- Develop a project package of walking trail improvements, as defined in the Active Transportation Master Plan, in Carleton, Melbourne, Sandford & Pembroke

Council is also amending the project list in the Cape Forchu Master Plan in light of the sea-level rise/storm surge impacts on near shore areas as well as overall financial capacity. Council will complete projects to improve on-site parking and will seek to provide an accessible guest services facility.

**Appendix A**

<b>Legislated Requirements</b>	<b>Contractual Requirements</b>
<ul style="list-style-type: none"> <li>• Mandatory Contributions to Public Education</li> <li>• Mandatory Contributions to Public Libraries</li> <li>• Policing (RCMP)</li> <li>• Tax Collection</li> <li>• Waste Water Collection &amp; Treatment</li> <li>• Emergency Management as a Region</li> <li>• Fire Services Modernization (standards and hazard)</li> <li>• Care &amp; Maintenance of municipal sidewalks, trails and roads</li> <li>• Plans for Accessibility and Dismantling Hate &amp; Racism</li> <li>• Municipal Planning Strategy &amp; Land-Use By-law review</li> <li>• Implementation of Motions of Council</li> <li>• By-law Enforcement</li> <li>• Corporate Services delivery- Finance, By-law &amp; Policy development, Health &amp; Safety, Human Resource support and management</li> <li>• Building &amp; Fire Inspections</li> <li>• Public Procurement</li> <li>• Freedom of Information &amp; Protection of Privacy</li> </ul>	<ul style="list-style-type: none"> <li>• Curbside Solid Waste Collection</li> <li>• Waste Water Treatment</li> <li>• Yarmouth County Regional Emergency Management</li> <li>• Contract/Agreement implementation of 4 legal Regional entities: Mariners Centre; Yarmouth County Solid Waste Management Authority; Yarmouth Area Industrial Commission; Yarmouth International Airport</li> <li>• Yarmouth Recreation</li> <li>• Waste Check</li> <li>• Western Regional Enterprise Network</li> <li>• Yarmouth &amp; Acadian Shores Tourism Association</li> <li>• Yarmouth County Senior Safety Program</li> <li>• Legal Services</li> </ul>

<b>Safety or Risk Consideration</b>	<b>Time Sensitive or Irreversible Commitments</b>
<ul style="list-style-type: none"> <li>• Climate Adaptation Plan</li> <li>• Emergency Preparedness-training &amp; exercises</li> <li>• Domestic potable water resilience</li> <li>• Cyber Security Protections</li> <li>• On-going Asset Management informed decision-making</li> <li>• Continuation of street light program</li> <li>• Amendment to Cape Forchu Master plan -no projects in sea level/storm surge risk areas</li> <li>• Adoption and costing for new Provincial Policing Standards</li> <li>• Natural Disasters – readiness, recovery and financial risk</li> </ul>	<ul style="list-style-type: none"> <li>• Improve forecasted population trends</li> <li>• Improve economic diversification</li> <li>• Improve youth engagement</li> <li>• Recruit volunteers for committees</li> <li>• Mariners Centre Expansion</li> <li>• Support Airport business development in the defense and innovation sector</li> <li>• Upgrades to Town of Yarmouth and Port Maitland wastewater treatment facilities</li> <li>• Completion of repairs under the Hebron/Dayton wastewater inflow &amp; infiltration analyses</li> <li>• Additional Officers for RCMP</li> <li>• Improvements to Cape Forchu Parking</li> </ul>