Strategic Plan
2023/24 – 2026/27
Vision and Roadmap

Ideas and Actions for today and tomorrow



June 2023

Introduction

In July 2019, the Rural Municipality of Belfast (RMB): its Council, Administration and Residents; with the help of MRSB Group, developed its first ever Strategic Plan for the municipality.

The ***Vision and 2019-2022 Roadmap*** was almost entirely focused on bringing the municipality into compliance with the new *Municipal Government Act* (MGA). This ACT standardized the types of legislation that municipalities from all across Prince Edward Island would be required to have within its own operation. The MGA also provided flexibility so that each municipality had the ability to customize each of the pieces of the MGA to the individual visions and practices of the municipalities.

Having achieved the goals from the first Strategic Plan and with the election of a new Council for RMB; it is now time for the next Strategic Plan. Thanks to the residents of RMB, Council Members and Administration, who all had a hand in this new RMB Strategic Plan for the fiscal years 2023/24 through 2026/27 (4 years).

Background

RMB acknowledges that Prince Edward Island (Epekwitk) (PEI) is unceded Mi'kmaq territory.

The RMB municipal area is located in the eastern region of PEI and was incorporated in 1972. As per the 2021 Canadian Census of Population, RMB has a population of 1,687 and encompasses a total land area of 230 square kilometers (the second largest municipality, by area in PEI). PEI is currently experiencing significant population growth; and while there are no specific population projections available for RMB; like the rest of the Island, the population is expected to continue to grow significantly.

RMB is located in southeastern Queens County and has historically been predominantly an agricultural and fishing area; however today, the municipality also hosts a number of distinct and prominent commercial sectors. The municipality is located approximately 30-minutes (driving) from the Province's capital, Charlottetown, and less than 20 minutes' drive to the Town of Three Rivers to the north-east.

RMB boasts a range of services and amenities, including recreational facilities, a school, general store/gas station, post office, and restaurants; and RMB is generally bordered by the Northumberland Straight to the south and west, Orwell Bay to the north-west, and unincorporated area inland; and also boasts some of the lowest tax rates for municipal areas in PEI.

Vision Statement

A vibrant, sustainable rural municipality for all residents and visitors that promotes community engagement, diversity and inclusion, social and economic development, and environmental stewardship.

Mission Statement

Provide transparency, fiscal responsibility, open communication and due diligence, supporting access to resources, information and services to the people of the municipality, while preserving and enhancing the quality of life.

2023/24 Roadmap

Ongoing and Committed for 2023/24:

- **New Code of Conduct Regulations, Bylaw and Training**
- **2023/24 Community Grants Program**
- **2023/24 – 2026/27 Strategic Plan (4-Year Plan)**
- **Official Plan and Development Bylaw - Completion**
  - Review of previous comments with Development Officer;
  - Further public consultation;
  - Preparation and public review of new draft; and
  - Passage of Official Plan and Development Bylaw.

RMB Rural Municipality of Belfast

2023/24 Roadmap ...continued

- **Designation/Decision on Reserve Funds *($65,000)***

The current Reserve Fund Account (at April 1, 2023) will be utilized as follows:

- Office Expansion Reserve ($25,000) – This Reserve will be set up with $25,000 to start (reviewed again during annual budget deliberations), for what is expected to be a required expansion, as the municipality and municipal operations continue to grow.
- Emergency Reserve ($5,000) – RMB has already set up a Reserve for extra funds to be available, so that the Municipality is better able to respond and assist in any future local emergencies ($5,000), and for the use of the associated Warming Centres. By the end of the 2023/24 fiscal year, the Reserve will total ($10,000). During the 2024/25 Budget deliberations, Council will consider an additional $5,000.
- 2nd Warming Centre Generator Reserve ($5,000) – RMB will work with the Wood Islands and Area Development Corporation, to assess the required costs and size required, for a generator for a possible 2nd Warming Centre for our Municipality.
- The Remaining Reserve Funds ($30,000) – Use of these remaining Reserve Funds will be determined during the Annual Budget Deliberations.

2023/24 Roadmap ...continued

- **Events for 2023/24** (*events RMB either controls or participates in*)
  - Kilted Pace (September)
  - Halloween (October)
  - Remembrance Day (November)
  - Christmas Tree Lighting (Late November)
  - Islander Day (March)
- **Website Improvements**
- **Facebook Livestream Improvements**
- **Social Media Growth and Exposure - Monitoring**
- **Advocacy**
- **Possible Consultation on New Canada Community Building Fund**

2024/25 Roadmap

Ongoing and Committed for 2024/25:

- **2024/25 Community Grants Program**
- **Official Plan and Development Bylaw - Launch**
  - Introduction of RMB Development Officer;
  - Public Education of Development Bylaw Requirements and Forms; and
  - Website and System Changes for Development Bylaw introduction and utilization.
- **Municipal Emergency Plan Update** – with Memorandum of Understanding (MOU) for Belfast Rec Centre

2024/25 Roadmap ...continued

- **Events for 2024/25** (*events RMB either controls or participates in*)
  - Belfast Days (June)
  - Kilted Pace (September)
  - Halloween (October)
  - Remembrance Day (November)
  - Christmas Tree Lighting (Late November)
  - Islander Day (March)
- **Continued Website Improvements**
- **Continued Facebook Livestream Improvements**
- **Continued Social Media Growth and Exposure - Monitoring**
- **Continued Advocacy**

2024/25 Roadmap ...continued

New Initiatives for 2024/25:

- **Animal Control Public Awareness Campaign** – utilizing RMB current promotional vehicles RMB will promote: responsible pet ownership.
- **Dark Sky Reserve Awareness Campaign** – utilizing RMB current promotional vehicles RMB will promote actions to reduce light pollution.
- **Federation of Canadian Municipalities (FCM) Green Fund** – RMB will consult with FCM on the criteria and eligibility for possible funding of "green" projects within our municipality.

2025/26 Roadmap

Ongoing and Committed for 2025/26:

- **2025/26 Community Grants Program**
- **Official Plan and Development Bylaw - Operations**
  - Adaptation, Changes and Upgrades as required.
- **Review/Update Municipal Emergency Management Plan and possibility of a second Warming Centre for RMB area.**

2025/26 Roadmap ...continued

- **Events for 2025/26** (*events RMB either controls or participates in*)
  - Belfast Days (June)
  - Kilted Pace (September)
  - Halloween (October)
  - Remembrance Day (November)
  - Christmas Tree Lighting (Late November)
  - Islander Day (March)
- **Continued Website Improvements**
- **Continued Facebook Livestream Improvements**
- **Continued Social Media Growth and Exposure - Monitoring**
- **Continued Advocacy**

2026/27 Roadmap

Ongoing and Committed for 2026/27:

- **2026/27 Community Grants Program**
- **Official Plan and Development Bylaw - Operations**
  - Adaptation, Changes and Upgrades as required.
- **Review/Update Municipal Emergency Management Plan**
- **Preparations and Implementation of 2026 Municipal General Election.**
- **Preparations and actions required for CAO Replacement (*retirement*).**

2026/27 Roadmap ...continued

- **Events for 2026/27** (*events RMB either controls or participates in*)
  - Belfast Days (June)
  - Kilted Pace (September)
  - Halloween (October)
  - Remembrance Day (November)
  - Christmas Tree Lighting (Late November)
  - Islander Day (March)
- **Continued Website Improvements**
- **Continued Facebook Livestream Improvements**
- **Continued Social Media Growth and Exposure**
- **Continued Advocacy**

Rural Municipality of Belfast
Strategic Plan
2023/24 – 2026/27 Vision and Roadmap

"Growing and Moving Forward Together!"

On behalf of Council and Administration
Thankyou to all that helped in the development of this Vision and Roadmap for our Municipality over the next four years!

Mayor Garth Gillis
Deputy Mayor Lynn Docherty
Councillor Katherine Bryson
Councillor Trisha Carter
Councillor Billy Gamble
Councillor James Kinnee
Councillor Charley McGivern
CAO Bob Brooks
Administration Ashley Feschuk and Jill Harris

Rural Municipality of Belfast
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Approved: ***June 21, 2023***

Signature and Seal on File
Mayor Garth Gillis

Signature and Seal on File
CAO Bob Brooks

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