



Tantramar

NEW BRUNSWICK

Draft Strategic Plan

Presentation to Council
March 11th, 2025

OUTLINE

Background



Our work together

Plan text



The pillars, goals, and objectives

The plan



The published document

The background is a solid blue color. On the left side, there is a vertical blue rectangle. At the bottom right, there is a blue triangle pointing upwards and to the right.

ENGAGEMENT

OUR WORK TOGETHER

Internal Engagement

- Demographic research
- Staff survey
- Council workshop
- Management workshop
- Staff workshop



OUR WORK TOGETHER

External Engagement

- Tantramar Connects website
- Public survey
- Public suggestion box
- Public drop-in sessions
- Stakeholder interviews
- Stakeholder survey



FOUNDATIONS



VISION

Uniquely connected: live here,
learn here, grow here



MISSION

Fostering a connected, creative
community that thrives in harmony
with nature, innovation, and inclusivity





VALUES

Creativity: We incorporate as many perspectives as possible in our aim to provide broadly inclusive services

Sustainability: We consider the impact on our people, our financial health, and the environmental health of our community in all our decisions.

Leadership: We are committed to making decisions that reflect the needs of our citizens while fostering collaboration and progress for the betterment of all.

Integrity: We treat colleagues, partners, and residents with respect. We are honest and timely.

Safety: We are committed to creating a secure environment where everyone can thrive, ensuring that all actions and decisions prioritize the well-being of our people, assets, and community.



PILLARS, GOALS AND TACTICS

Continuous good governance improvement

Goal 1: Up-to-date and effective by-laws and policies	Objective 1.1	Establish, publish, and implement a review schedule starting in 2025
Goal 2: Enhanced human resources capacity	Objective 2.1	Complete review of human resources policies and practices in 2025
	Objective 2.2	Complete an organizational review to determine goals for staffing and management capacity in time to start implementation in budget 2026
Goal 3: Improving resident engagement	Objective 3.1	Complete an engagement strategy by 2026
	Objective 3.2	Continue to build on-line and in-person opportunities for regular engagement through the Tantramar Connects brand.
	Objective 3.3	Expand frequency and depth of the resident satisfaction survey approach.

Continuous good governance improvement

Goal 4: Improved communications to residents	Objective 4.1	Create a Communications Plan, including crisis communications by the end of 2025
	Objective 4.2	Investigate alternative means of electronic and hardcopy information delivery
Goal 5: Equitable services available to residents	Objective 5.1	Complete a services assessment, including the availability and cost of services to all areas of the municipality by early 2026
	Objective 5.2	Develop a multi-year Services Delivery Strategy including service delivery standards in time for consideration in budget 2027

Growing a sustainable economy based on local strengths

Goal 6: A collaborative, coordinated approach to economic development	Objective 6.1	Create an economic development strategy to inform municipal investment in economic development, including strategic tourism development, by summer 2026
	Objective 6.2	Create an Economic Development Partnership with representation from sectoral representatives, the university, the provincial government, and the RSC to focus and inform economic development investments in Tantramar
	Objective 6.3	Creation of a land bank and business registry to support economic development and business investment based on the findings of the economic development strategy
	Objective 6.4	Start a tax review study in 2025 to better understand the post-reform implications of municipal taxing limitations on economic growth
Goal 7: A healthy local food production economy	Objective 7.1	Generate a report on options for supporting local producers and supporting local buying
	Objective 7.2	Create partnerships with organizations like the Food Banks and Sackville Farmers' Market to improve access to local food

Planning for the built and natural environment

Goal 8: Robust and sustainable infrastructure management	Objective 8.1	Develop an Asset Management Plan by Spring 2026
	Objective 8.2	Create a multi-year infrastructure investment strategy, maximizing all external funding sources in time for budget 2027
Goal 9: Comprehensive transportation mobility solutions	Objective 9.1	Work with community partners to research and design a Transportation Master Plan that addresses at least: scalable transit, mobility, active transportation, and physical activity opportunities.
Goal 10: Municipality activities in harmony with the natural environment	Objective 10.1	Work with community partners to create a climate adaptation plan
	Objective 10.2	Work with the Climate Change Action Committee (CCAC) on a multi-year plan to more deeply engage their expertise across the strategic plan pillars and goals.

Culture and social

Goal 11: A healthy and active community	Objective 11.1	Continue to support health care initiatives through the Rural Health Action Group and continue to foster a partner relationship with Horizon Health
	Objective 11.2	Create a Recreation Master Plan to guide investments in recreation facilities, services and programs in time for consideration in budget 2026
Goal 12: Attainable housing availability	Objective 12.1	Complete a Housing Strategy including a Housing Needs Assessment by Spring 2026



Engagement

Goal 13: A strong partner network focused on sharing community priorities	Objective 13.1	Develop a Partnership Strategy before the end of 2025 to identify priority activities to be undertaken in collaboration with third party organizations, including members of interest groups
	Objective 13.2	Establish Strategic Partnership objectives and action items.
Goal 14: Residents that feel aware of and engaged in the goals of the municipality	Objective 14.1	Develop a Resident Engagement Strategy by the Summer of 2026
	Objective 14.2	Establish a Council – Citizens Advisory Roundtable by the Fall of 2026 comprised of a wide spectrum of residents with expert knowledge or lived experience to advise Council on key issues facing residents and the municipality as a whole.
Goal 15: Effective external partnerships	Objective 15.1	Engage external partners in supporting the municipality's strategic goals.

SUMMARY OF PLANS

SUMMARY OF PLANS

Strategic and operational

2025	2026	2027+
• Tax Review • Organizational Review • Fire Services Review • Communications Plan • Partnership Strategy • Engagement Strategy • Recreation Master Plan • Housing Needs Assessment and Plan	• Services Assessment • Asset Management Plan • Services Delivery Strategy • Economic Development Strategy	• Climate Change Adaptation Plan • Transportation Master Strategy • Customer Service & Intergovernmental Relationship Strategy • Emergency Response Plan • Municipal Plan • Infrastructure Investment Strategy

LAYOUT PREVIEW

Tantramar is a new municipality, but it is an ancient place. A place of connections for generations of people, cultures, and ideas. A place where the natural environment intricately woven into our lives and our livelihoods. A place where people have always come to exchange goods and ideas and to grow.

A Shared Future

Tantramar is a new municipality, but it is an ancient place. A place of connections for generations of people, cultures, and ideas. A place where the natural environment intricately woven into our lives and our livelihoods. A place where people have always come to exchange goods and ideas and to grow.

Our communities have unique histories and perspectives and needs, but our futures have always been bound together. The development of the communities in this region is inextricably linked. While each community still has its own identity, the creation of the Municipality of Tantramar gives us the best chance for ensuring those unique needs are met in a shared future.

The strategic plan aims to provide a roadmap for that shared future.

As a new municipality, Tantramar has critical, strategic challenges it must address to ensure balanced and sustainable growth. Municipal infrastructure is aging and not yet equitably distributed. Climate change is having immediate and considerable impact on property and potential. Many parts of the municipality are not yet covered by important plans, planning processes, or governance mechanisms to ensure their equitable engagement in the growth of the community. People are increasingly concerned about their physical and property safety.

While different communities are facing these challenges in different ways or to different degrees – we are all facing them together. Together is the only way we will successfully address them. More importantly, together is how we will meet opportunities and improve the lives of all residents.

We spoke with hundreds of residents and stakeholders in preparing this plan and one thing is very clear – there is a clear sense of potential for our municipality. Potential for economic development and tourism, potential for greater inclusion, potential for an environmentally sustainable approach to growth. Most importantly, there is a willingness for residents to make real, positive contributions to that potential. To work together.

This strategic plan will deliver what the municipality needs to do with its tools and capacity, but it also acknowledges the partnership required with residents, stakeholders and partners to deliver on this potential.

We are in this together. And it's a good thing we are.

Engagement

As this is the first strategic plan for the new municipality of Tantramar, Council felt it was critically important to engage as many different perspectives as possible. This would be one of the first opportunities for the community to express its collective vision for the future. At the same time, the strategic plan is primarily a tool for Council to use to guide the policies and practices of the municipality as an organization.

Our engagement plan was designed to provide a wide variety of opportunities to provide feedback and it targeted

the public, key stakeholders, municipal staff, and the Council itself.

Internally, brainstorming sessions were held with Council, senior administration, and staff. A staff survey was also delivered.

Externally, an engagement website was developed at www.tantramarconnects.ca where residents could get information on the process and provide feedback through a suggestion form. The website also included a link to the public survey which generated 144 responses. Three in-person public engagement

sessions were held during the week of August 17-24, 2024 with 82 people attending and providing detailed feedback on a variety of strategic issues. Finally, seven stakeholder organizations were interviewed and another 18 answered a stakeholder survey.

This broad engagement effort provided rich information on the issues residents and stakeholders felt were important for the development of the municipality. A full report on the external engagement is available on the Municipality of Tantramar website.



Our Vision, Mission and Values

Vision

Uniquely connected: Live here, learn here, grow here

Mission

Fostering a connected, creative community that thrives in harmony with nature, innovation and inclusivity

Values

Creativity: We incorporate as many perspectives as possible in our aim to provide broadly inclusive services.

Sustainability: We consider the impact on our people, our financial health, and the environmental health of our community in all our decisions.

Leadership: We are committed to making decisions that reflect the needs of our citizens while fostering collaboration and progress for the betterment of all.

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Our Strategic Plan

By its very nature, a strategic plan is selective. No organization can be all things to all people. A municipality needs to balance available resources with its organizational goals – goals that will move us all closed to a shared vision for our community.

While our vision reaches out a generation, our strategic plan goals and objectives are designed to be deliverable within a term of council. This makes the planning of the work manageable, but keeps it focused on the vision. These goals and objectives should be reviewed regularly to account for changes in the environment, in resources, or in opportunities.

Pillars are the broad areas the municipality operates within. Goals are descriptions of measurable achievements in change. Objectives are actionable tactics that the municipality, through its staff and partnerships, can implement and measure.

PILLAR: CONTINUOUS GOOD GOVERNANCE IMPROVEMENT

The Municipality of Tantramar is a new government within a new municipal system. We've spent the last 18 months setting up our new organization while maintaining and expanding municipal services. We are committed to responsive, transparent, and effective leadership in our approach to governance. Change does not always happen quickly in municipal governments, but we are committed to starting that change today.

Fundamentally, we believe that our governance systems require regular assessment and nurturing to deliver the level of services and accountability residents deserve. For the remainder of our term, our focus continues to be on improving our governance practices and ensuring we are effective partners

Goal 1: Up-to-date and effective By-laws and Policies

Objective 1.1: Establish, publish, and implement review schedule

Goal 2: Enhanced human resources capacity

Objective 2.1: Complete review of human resources policies and practices

Objective 2.2: Complete organizational review to determine goals for staffing and management capacity

Goal 3: Improving resident engagement

Objective 3.1: Complete an engagement strategy (see Goal 16)

Objective 3.2: Continue to build on-line and in-person opportunities for regular engagement through the Tantramar Connects brand.

Objective 3.3: Expand frequency and depth of the resident satisfaction survey approach.

Goal 4: Improved communications to residents

Objective 4.1: Create a Communications Plan, including crisis communications

Objective 4.2: Investigate alternative means of electronic and hardcopy information delivery

Goal 5: Equitable services available to residents

Objective 5.1: Complete a services assessment, including the availability and cost of services to all areas of the municipality.

Objective 5.2: Develop a multi-year Services Delivery Strategy





PILLAR: CULTURE AND SOCIAL

Tantramar has always been a place of connections. Transportation, ecology, learning – people make connections with each other, the environment and the world in our community. The Municipality of Tantramar has an important role in fostering these connections. They make our community richer and more resilient.

Goal 12: A healthy and active community

Objective 12.1: Develop a municipal health care engagement plan with participation by Horizon and the Rural Health Action Group.

Objective 12.2: Create a Recreation Master Plan to guide investments in recreation facilities, services and programs.

Goal 13: Attainable housing availability

Objective 13.1: Complete a Housing Needs Assessment

Objective 13.2: Build on the continuing work on the Mayors' Roundtable on Housing towards a comprehensive housing strategy for Tantramar



PILLAR: ENGAGEMENT

Engagement is at the heart of how Tantramar will meet its strategic goals. Throughout the consultation process we consistently heard about the need for greater collaboration across almost all elements of the municipality's work. This isn't surprising given the relative newness of the organization. Work establishing the organizational structure and governance processes is still underway. However, Council recognizes that focused work to reach beyond the municipal office needs to begin in earnest.

Engagement and collaboration are essential for building healthy relationships with potential partners to the benefit of the municipality, its residents, and its

Goal 15: A strong partner network focused on shared community priorities

Objective 15.1: Develop a Partnership Strategy to identify priority activities to be undertaken in collaboration with third party organizations, including members of civil society.

Objective 15.2: Establish Strategic Partnership Workplans, including objectives and work plans, with at least the following:

- Mount Allison
- RCMP
- Fort Folly First Nation
- Horizon Health
- Rural Health Action Group (RHAG)
- Correctional Services Canada
- Southeast Regional Service

Goal 16: Residents that feel aware of and engaged in the goals of the municipality

Objective 16.1: Develop a Resident Engagement Strategy

Objective 16.2: Establish a Council – Citizens Advisory Roundtable comprised of a wide spectrum of residents with expert knowledge or lived experience to advise Council on key issues facing residents and the municipality as a whole.

Goal 17: Effective external partnerships

Objective 17.1: Develop an Advocacy Strategic designed to prioritize and guide efforts to engage external partners in supporting the municipality's

DISCUSSION





Tantramar

NEW BRUNSWICK

Thank-you

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