

# STRATEGIC DIRECTION: 2021-2024

The Beginning of the Beginning ...



**Grand Bay-Westfield**  
NEIGHBOURS BY NATURE

# Strategic Planning Agenda

- **Introduction**
- **Growth Strategy**
- **Elements of a Strategic Plan**
- **Contents of a Strategic Plan**
- **Understanding Grand Bay-Westfield**
- **Roles**
- **Implementation**

# Wright Brothers



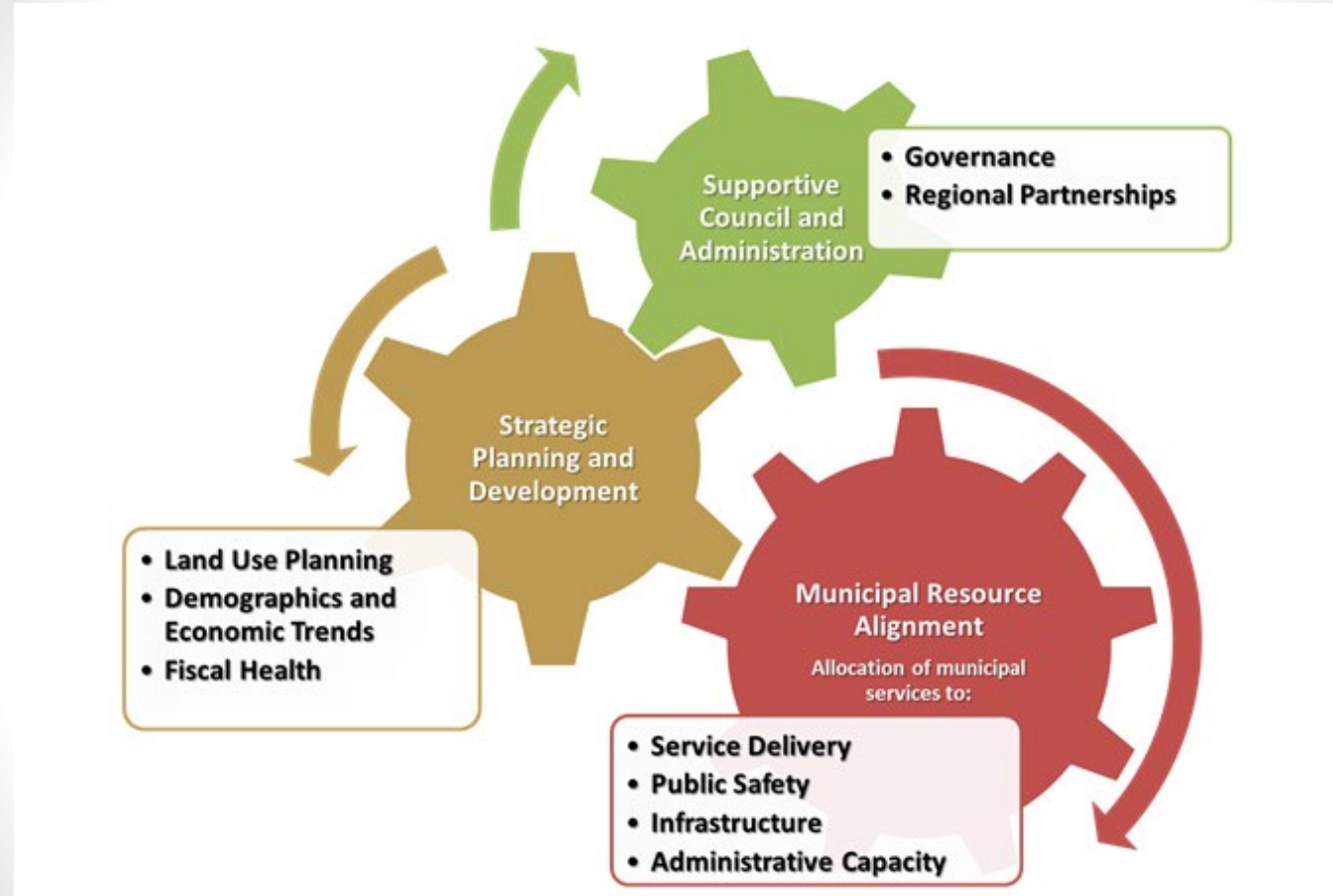
**Designing for Lift, Energy and Resistance leads to a successful flight.**

<https://faculty.etsu.edu/gardnerr/wright-brothers/1903photo-small.jpg>

# Growth Strategy

- **Growth is defined as the gradual, deliberate development of a community, with the municipal government contribution to this being defined according to the factors within municipalities' control; the purpose being to contribute to or positively influence quality of life.**

# Growth Readiness



# Ready for Growth Communities ...

- **have specific and actionable strategic priorities that are widely understood at all levels of the municipality.**
- **make clear choices to address essential municipal services and responsibilities in support of local growth priorities.**
- **are able to keep their growth strategies relevant by sensing and rapidly adapting to changing needs of the municipality and residents.**



# Ready for Growth Communities ...


- **employ a disciplined process that ensures adequate funding for high-growth, core activities.**
- **have clear and objective investment or resource allocation criteria that prevent internal rivalries or interference with allocations to top municipal growth priorities.**
- **manage spending prudently, making rigorous trade-offs based on cost, need and an understanding of how they align with priority growth objectives.**

# Ready for Growth Communities ...

- **are organizationally efficient, adaptable and knowledgeable regarding how to address growth needs.**
- **align their organizational structure and make decisions – or assign decision-making authority - in ways that best serve strategic growth priorities and municipal needs.**
- **create effective mechanisms for shared governance and collaboration within and between municipalities as appropriate.**
- **have a coherent culture that sets norms and expectations that reflect the requirements for successful growth and development in the municipality.**
- **have a culture of excellence and continuous improvements that is reinforced through the Administration and Council.**



# Growth Readiness Categories

- **Administrative Capacity**
  - **Demographics & Economic Trends**
  - **Fiscal Health**
  - **Land Use Planning & Governance**
  - **Infrastructure**
  - **Non-Municipal Factors (housing, education, health, arts, culture, leisure, recreation etc.)**
  - **Public Safety**
  - **Regional Partnerships**
  - **Service Delivery**
- 



# Elements of a Strategic Plan

The Power of a Long-Term Planning Horizon

# The Power of a Long-Term Planning Horizon

- It silences the distracting noise of the here and now, with all its competing demands for attention. It prevents my dog from chasing squirrels.
- It allows you to see how faint signals and emerging trends could become fault lines that fracture over time.
- It expands your scope of vision to include beyond-the-core opportunities that will likely take five years or more to incubate and scale.
- It's hard to discuss which of your current efforts may need to be slowed down or stopped. Having a well-developed view of the future takes some of the emotion out of the issue and clarifies what needs to be done today.
- It drives strategic continuity, even as the membership of a leadership team changes over time.

# Elements

- **Vision:**
  - **complimenting the vision in the Municipal Plan, the vision statement identifies how Council sees the future of Grand Bay-Westfield.**
- **Mission:**
  - **The mission statement outlines the ‘why’ the corporation of the Town of Grand Bay-Westfield exists.**
- **Values:**
  - **These are the guiding principles that will help establish the culture for the Town.**

# Elements

- **Council Leadership:**
  - Identifies how Council will lead the Town and govern itself.
- **Administration's Purpose:**
  - Outlines the scope of Administration's responsibilities.
- **Objectives:**
  - The strategic priorities, with goals, to achieve Council's vision for Grand Bay-Westfield.
- **Implementation**
  - How is the plan rolled out and is it successful.

# Vision

**A concise statement that is easily remembered!**



# Missions/Purposes

**A concise statement, or two or three, that are easily remembered.**

# Values

- **Beauty**
- **Community**
- **Courage**
- **Honesty**
- **Inclusion**
- **Justice**
- **Openness**
- **Teamwork**
- **Transparency**
- **Trust**
- **Understanding**

# Priorities: Under Consideration

- **Population Growth to Achieve Financial Sustainability**
- **Organizational Capacity**
- **Infrastructure Sustainability & Climate Adaptation**
- **Community Vitality**

An abstract graphic in the top left corner consisting of several overlapping, curved, semi-transparent blue shapes that resemble a stylized globe or a series of curved bands.

# Understanding Grand Bay-Westfield

# Strengths (internal & external)

- Access to adventure
- Beautiful
- Conveniences
- Corporate Capacity
- Cottage Feel
- Engagement
- Friendly
- Highway Access
- Independent Water
- Multi Generational Facilities
- One Street Through Town
- Personal Service Orientation
- River Access
- Private Garbage
- Proximity to Saint John/  
Fredericton
- Regional Facility Collaboration
- Quiet
- Safe
- Small Town: intentional community  
building
- Social Networks
- Volunteers
- Wilderness Access

# Strengths (internal & external)

- **ATV Trail System**
- **Blueberry Hill Trail**
- **Brundage Point River Centre**
- **Col. Nase Boulevard**
- **Commercial locations**
- **Competitive tax rate**
- **Convenient airport access**
- **Ferry**
- **GeoPark Designation**
- **Harding's Point**
- **Highway connections**
- **Heritage Trail System**
- **Nerepis Marsh**
- **Loch Alva Protected Area**
- **Lower river passage**
- **Saint John tourism visitors (1.5m)**
- **Sculptures**



# Strengths (internal & external)

- **Ample space for development opportunities**
- **Beauty**
- **Community Spirit**
- **Financial stability**
- **Has all the basics amenities without being busy**
- **Location**
- **Low traffic**
- **Outdoor recreation opportunities**
- **Proximity to regional hospital**
- **Proximity to Saint John & the Saint John River**
- **Quality of life**
- **Volunteers**
- **Safe**
- **Small town atmosphere**
- **Weather (no fog)**
- **Well administered**

# Weaknesses (internal & external)

- Accommodations
- Commercial 'tiredness'
- *Corporate capacity*
- Development
- Education:
  - Aging facilities
  - No high school
- Flooding
- Housing options
- Lack of amenities/conveniences
- Lack of developers
- Low regional awareness
- Limited commercial access
- One street through Town
- Private beach
- ***Private garbage***
- Proximity to Saint John
- Regional Comparisons
- Terrain
- Transit
- Volunteer fatigue
- Wastewater (access)
- Water security

# Weaknesses (internal & external)

- Education facilities esp K-8 w/gym
- High taxes
- Lack of community activities & infrastructure to support them
- Lack of development of Col. Nase Blvd
- Lack of housing
- Lack of identity (division between Grand Bay-Westfield residents)
- Lack of population growth
- Lack of retail & restaurant variety
- Lack of services & amenities (i.e. hotel/motel)
- Limited access for land development
- Limited private career employment
- Living between a mountain & a river

# Weaknesses (internal & external)

- **Negative Internal Narrative & Low Profile Externally**
- **No garbage pickup**
- **No taxi**
- **No Town centre**
- **Not kept up with technology**
- **Perception of being unfriendly for any new development**
- **Poor governance practices (transparency)**
- **Reluctance to change**
- **Ribbon layout**
- **Skewed residential vs commercial ratio**
- **Water**

# Opportunities (internal & external)

- **Alternative Housing**
- **Beauty**
- **Business Confidence in the Maritimes**
- **Cottage Country Feel**
- **COVID-19**
- **Gateway to Scenic River Valley Drive**
- **Golf Course**
- **Heritage**
- **Highway Access**
- **NB Southern Railway Investment**
- **New School or School Revitalization**
- **One Main Street**
- **Proximity to Saint John/Fredericton/ US Border**
- **Saint John Port Expansion**
- **Saint John River**
- **Small Commercial Centre**
- **Small Town Feel**
- **Succession Planning**
- **Vast Land Tracts**

# Opportunities (internal & external)

- **Col. Nase development**
- **Commercial & industrial development**
- **Cottage country feel**
- **Develop a pan-Canada marketing plan highlighting financial benefits to re-locate to COVID safe NB**
- **Easy access to Hwy 7 gives opportunity for commercial trucking/warehouse**
- **Focus on small business**
- **Healthy growth & development**
- **Infrastructure (New school, road maintenance)**
- **More public access points to Saint John River**
- **Municipal reform**
- **People attraction**
- **Public beach/waterfront access**



# Opportunities (internal & external)

- Range of housing choices (apartments, senior lodging)
- Recreation (outdoor & indoor)
- Recreation improvements
- Residential housing
- Seniors complex development
- Tourism
- Vicinity to Saint John
- Wilderness across Hwy ( $\frac{1}{3}$  is protected watershed)

# Challenges (internal & external)

- Aging population
- Amalgamation & regionalization
- Climate change; potential forest fires
- Col. Nase Blvd
- Contaminated water
- Continued population loss
- External perception
- Floods
- Growing “too much / too soon”
- Highway truck traffic
- Increased costs if lack of growth
- Increased costs without increased services
- Increasing taxes
- Lack of drainage / flooding
- Lack of ground water
- Land availability due to limited access

# Challenges (internal & external)

- **Loss of external funding**
- **Municipal reform**
- **No commercial centre**
- **No development or growth**
- **Population stagnation or retrenchment**
- **Rail line (busier, potential derail)**
- **Realtors not promoting GB-W**
- **Replacing costly infrastructure without an increased tax base**
- **Wastewater infrastructure**
- **Water wells impacted by road salt**

# Environmental Scan

- **Political**
  - **City of Saint John**
  - **MLA in gov't**
    - **Largest pop base in riding**
    - **Speaker of the House**
  - **Local Government Reform**
  - **MP Opposition (remote)**
  - **New Mayor/New Council**
- **Economic**
  - **Envision Saint John**
  - **Geopolitical**
  - **Property Assessment Ratio**
  - **Saint John**
  - **Suburb**

# Environmental Scan

- **Social**

- **Housing**
- **Hub**
- **Multi Generational**
- **Saint John**
- **Small Province, easy access to prime locations in Province.**

- **Technological**

- **Fibre Optics**
- **Nuclear Power in Region**
- **Saint John (smart city ranking)**

# Environmental Scan

- **Legal**
  - **Enforcement/ Compliance**
  - **Legislative**
  - **Pending legislative change**
  - **Regulatory**
- **Environmental**
  - **Changing legislation**
  - **Climate change**
  - **Downloading of Enforcement and Compliance**
  - **Enforcement**
  - **River, Lake, Bay of Fundy, Wilderness Access.**
  - **Sewerage**



# Strategic Risks

- **Is the Town investing enough money in its transportation infrastructure to maintain an acceptable condition and level of service?**
- **Is the Town investing enough money in its wastewater infrastructure to maintain an acceptable condition and level of service?**
- **Is the Town prepared to quickly and effectively resume operations in the event of serious incident, accident, disaster or emergency?**
- **Is the Town able to adequately diversify its revenue sources?**
- **Is the Town's engagement and communications initiatives and opportunities effectively reaching its citizens?**

# Strategic Risks

- **Is the Town considering the total costs of asset ownership when making investment decisions?**
- **Is the Town investing enough money in its parks infrastructure to maintain an acceptable condition and level of service?**
- **Is the Town's infrastructure investments corresponding to growth trends and forecasts for the local or regional economy?**
- **Is the Town's development levy revenue sufficient for sustainable growth?**
- **Is the Town's waste and recycling services meeting customer service delivery and environmental stewardship expectations?**

# Strategic Risks

- **Is the Town investing enough money in its facilities to maintain an acceptable condition and level of service?**
- **Is the Town aligning its financial resources in a way that supports its strategic goals, priorities, and core services?**
- **Is the Town consistently considering risk management when evaluating and pursuing strategic initiatives?**
- **Is the Town's existing strategies attracting, hiring, managing, developing and retaining top talent to support existing and future operations?**
- **Is the Town staff sufficiently trained on its software to perform satisfactorily?**

# Strategic Risks

- **Is the Town's information technology strategy properly aligned with the organization's goals and objectives?**
- **Is the Town's decision-making processes hampered by information systems and data sets (financial and operational) that are not integrated?**
- **Is the Town adequately protecting information created by or entrusted to it?**
- **Is the Town prepared for the effects of climate change?**
- **Is the future growth of The Town restricted by, or in conflict with, growth in surrounding areas?**



# Roles

Who is doing what

# Council Leadership

- **Vision:** Council determines what Grand Bay-Westfield is to be today and in the future.
- **Budget:** Council allocates resources to achieve its vision and holds Administration accountable for the achievement of Council's vision.
- **Bylaws:** Council uses bylaws to facilitate its vision and mission/purpose.
- **Community Relations:** Council is a link between residents and Administration ensuring the effective and efficient delivery of services according to the level of service determined by Council.
- **Inter-Governmental Relations:** Council manages relations with other jurisdictions at all levels to achieve Council's vision.
- **Policies:** Council uses policies to equip/guide Administration to achieve Council's vision.

# Administration's Role

- **Administration works to align the operating and capital budget with the priorities identified by Council according to their Strategic Plan.**
- **Administration is to support, advise, and assist Council during their deliberations through the provision of timely apolitical information and advice.**
- **Administration is responsible for implementing the budget, bylaws, and policies of Council.**

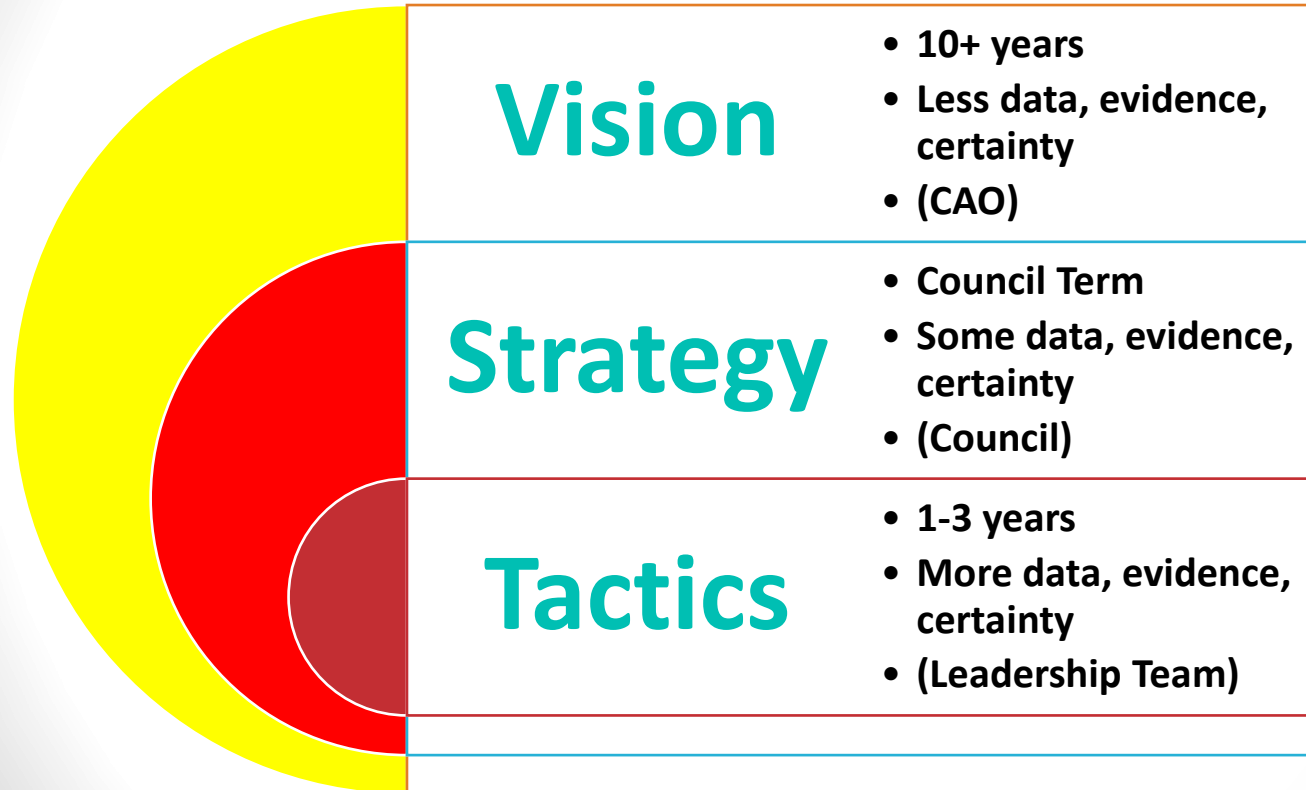
# Administration's Purpose

**Administration is to:**

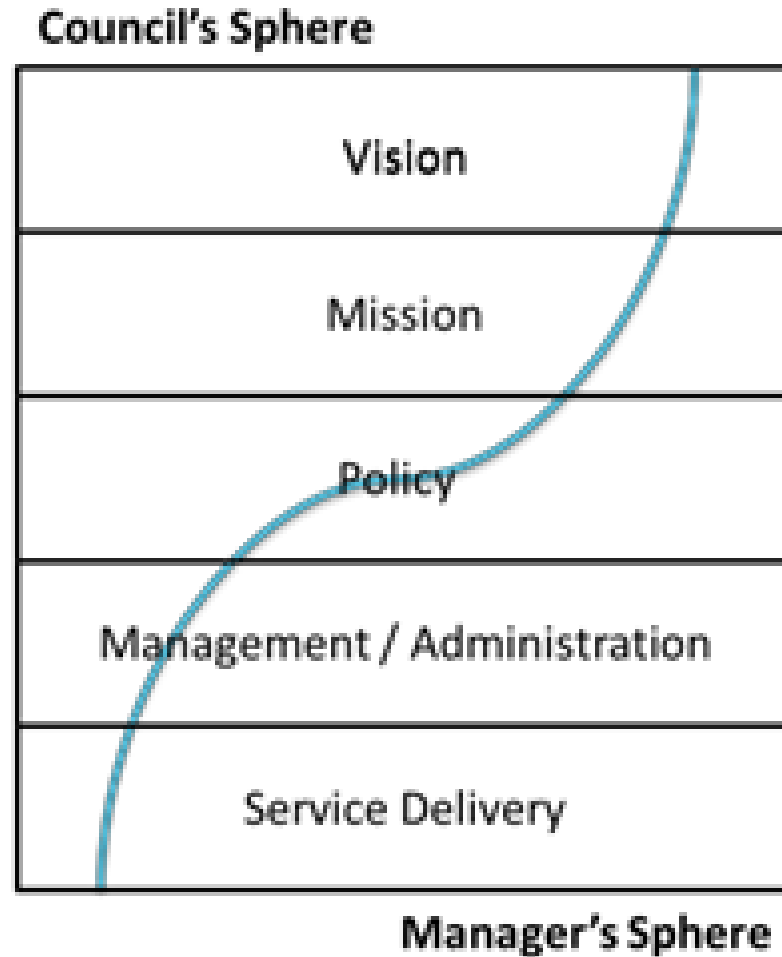
- 1. Deliver the right services at the right level that is fiscally responsible;**
- 2. Contain costs by demonstrating the value of tax-payer investment;**
- 3. Advance Council's Strategic Plan.**
- 4. Sustainably maintain the Town's infrastructure, enhance our quality of life and facilitate the economic success of our residents and businesses;**
- 5. Administration is to support, advise and assist Council during their deliberations through the provision of timely apolitical information and advice.**



# The Role of the Strategic Plan



# Spheres of Influence





# Implementation

How is it being rolled out and are we being successful?

# Implementation

- **Budget Allocation**
- **Bylaws**
- **Mandate Letters**
- **Performance Evaluations**
- **Policies**
- **Reports**
- **Work Plans**



# The End of the Beginning

...with another beginning next term building on the success of the end of this beginning ...



# Thank You!