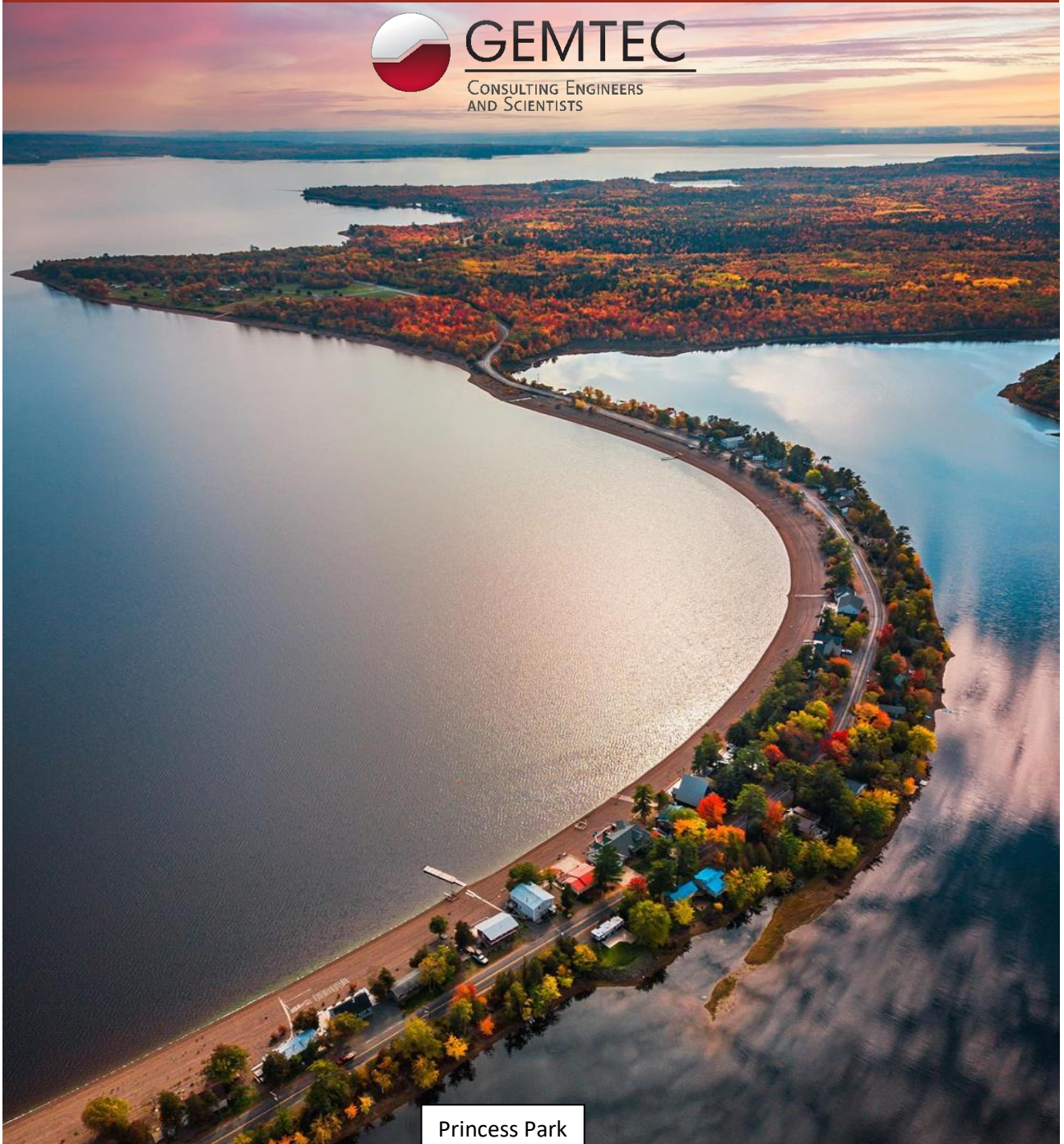




Municipality of Grand Lake Five-Year Strategic Plan



Princess Park

June 5, 2024

Definitions & Abbreviations

Municipality: Municipality of Grand Lake.

Council: Mayor and Council of Municipality of Grand Lake.

CAO: Chief Administrative Officer of Municipality of Grand Lake.

LGR: Local Governance Reform

RSC: Capital Region Service Commission.

GEMTEC: GEMTEC Engineers and Scientists Inc.

Consulting Team: GEMTEC's Municipal and Asset Management Unit employees assigned to this Project.

Project/Plan: Five-Year Strategic Plan for Municipality of Grand Lake.

PETL: Department of Post-Secondary Education, Training and Labour.

SWOT: Strengths, Weaknesses, Opportunities, and Threats.

KPI: Key Performance Indicator.



Table of Contents

Definitions & Abbreviations.....	ii
Table of Contents.....	iii
A Message from Mayor and Council.....	iv
Introduction.....	1
Methodology.....	4
Vision, Mission, & Core Values.....	5
Strategic Priorities.....	9
Summary.....	16



Mountain Bike Minto Trails

A Message from Mayor and Council

Dear Residents of Grand Lake,

I am thrilled to announce a significant milestone in the continued progress and development of our beloved municipality. On behalf of the council and staff of the Municipality of Grand Lake, I am excited to present our new five-year strategic plan, crafted with a focus on growth and fiscal responsibility.

New Vision: A place for people to prosper – alive with opportunity

New Mission Statement: Working together to strengthen our community by honoring our heritage while embracing progress, fostering unity, and pursuing growth.

Core Values: Integrity, Respect, Service, Growth

Strategic Priorities:

1. **Improve Municipal Administration and Accounting:** By streamlining our administrative processes and enhancing accountability, we will ensure that our municipality operates efficiently and effectively, laying a solid foundation for growth.
2. **Attract Business:** We are committed to creating an environment that attracts businesses and fosters entrepreneurship, providing opportunities for economic prosperity and job creation within our community.
3. **Advocate for Community Needs:** Our goal is to be strong advocates for the needs of both new and existing residents and businesses, ensuring that our community's interests are represented and prioritized in decision-making processes.
4. **Address Water and Wastewater Issues:** We recognize the critical importance of addressing water and wastewater issues to ensure the health and sustainability of our community. Through strategic investments and initiatives, we will work towards sustainable solutions for these challenges.
5. **Align with Funding Opportunities:** We will actively seek out and align with federal and provincial programs to maximize funding opportunities for projects that benefit our community and support our strategic priorities.

As we embark on this journey together, it is imperative that we engage and empower our youth, recognizing them as vital contributors to the future success of Grand Lake. By nurturing their talents, ideas, and aspirations, we will build a community that thrives for generations to come.

Together, let us embrace the opportunities that lie ahead, overcome the challenges that may arise, and continue to build a Grand Lake that is vibrant, inclusive, and prosperous for all.

Warm regards,

Kevin Nicklin - Mayor of the Municipality of Grand Lake



Mayor Kevin Nicklin

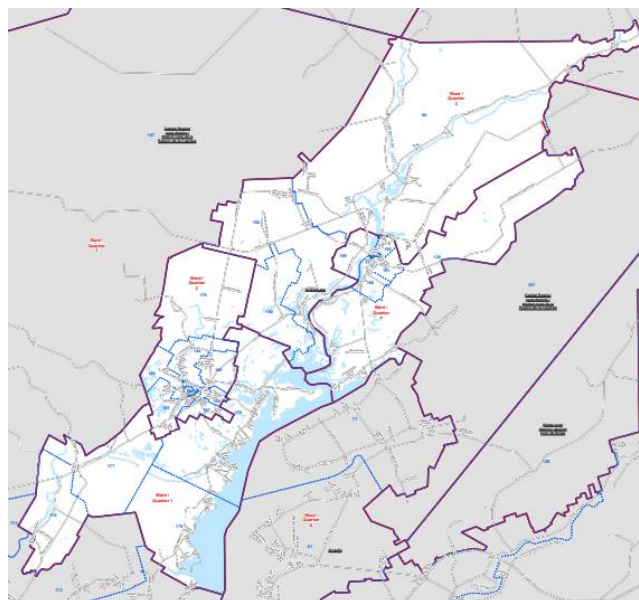
Introduction

In November 2021, the Provincial Government issued the White Paper for a Local Governance Reform (LGR), and, as a result, the following entities were joined to form the Municipality of Grand Lake:

- Village of Minto
- Village of Chipman
- Local service district of Chipman
- Portion of the local service district of Northfield
- Portion of the local service district of Doulas Harbour / Canning
- Portion of the local service district of Newcastle Creek/Canning
- Portion of the local service district of Sheffield
- Portion of the local service district of Harcourt

The area of the Municipality of Grand Lake is approximately 753 square kilometres, and its population is approximately 5725 residents as per the 2021 census data. There are two Municipal offices, one is located in Minto and the other is located in Chipman.

The Municipality's revenue from property tax in 2024 is estimated at \$4.3M. There are currently 8 tax rates, one rate for the former Village of Chipman, one for the former Village of Minto, and one for each of the former LSD areas.

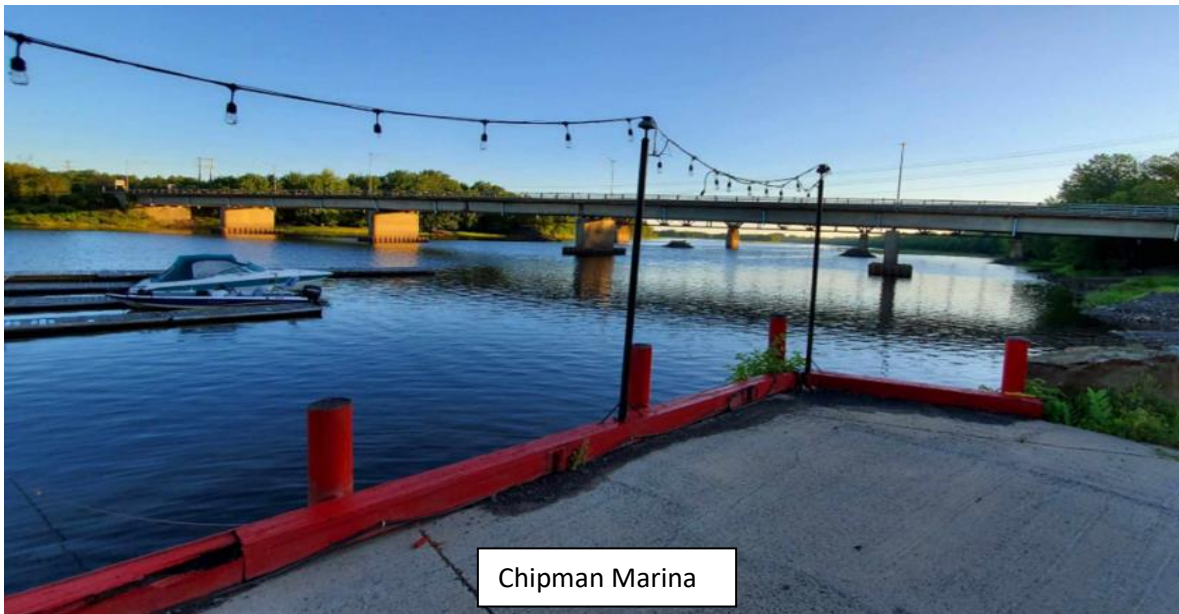


Before the LGR, the Villages of Minto and Chipman were mature municipalities with their separate mayors and council members, budgets, staff, services, and facilities. Specific to these two communities, LGR created some redundancies and presented a number of operational opportunities and challenges. In July 2023, the Provincial Government made an announcement that the Municipality will be the home for a new correctional facility (detention centre) valued at approximately \$66 Million, and construction work is anticipated to begin in 2024. This project

has been seen as a positive development which would boost growth in the newly formed municipality.

The Municipality directly offers the following services:

1. Governance
2. Snow control (sidewalks, municipal buildings, and parking lots only; streets are still plowed by the Province)
3. Sports, recreation, and culture
4. Wastewater services in the former villages of Chipman and Minto
5. Economic development
6. Solid waste collection (contracted)
7. Fire fighting (volunteer-based fire department)
8. Policing (through a contract with the RCMP)
9. Animal control



Residents of the Municipality of Grand Lake enjoy a comfortable and affordable living experience, in a clean and business-friendly environment. The community has a very rich history in music and sports, especially country music and ice hockey. Residents also volunteer in the many events hosted by not-for-profit organizations in the community.

The Municipality has an abundance of land for residential, commercial, and industrial development, in addition to existing opportunities for trade-based businesses. The Municipality also has great natural assets including many waterways including a border on Grand Lake the largest freshwater lake east of Ontario!), trails for various outdoors activities, forest, and other

assets which present entrepreneurs with a great opportunity to start new outdoor experience-based businesses. The community is very welcoming, and it has been steadily growing over the past four years by attracting newcomers from across the country and around the world. Having an excellent health care centre, day cares, two elementary schools, and two high schools in the community contributes positively to its growth potential.

The Municipality's location, services, infrastructure, natural assets, and quality of life give it a strategic advantage to continue this growth trajectory. Additionally, continual growth in the City of Fredericton and the surrounding areas brings a great opportunity for prosperity and more growth moving forward. With this growth, comes some challenges as it relates to municipal planning and infrastructure expansion, housing, new sports and recreational programs, and competing for economic development opportunities.

Considering the opportunities and challenges noted above, the Municipality developed an Operational Review and this Five-Year Strategic Plan, to improve and sustain its services and to continue to serve the community effectively. Mayor and Council of the Municipality of Grand Lake realize the importance of having a strategic plan for their newly established municipality in order to have a sense of strategic direction and to be pro-active in building a prosperous community. This Strategic Plan includes the Strategic Priorities of Council and it also provides the CAO with sufficient details to build operational action plans for the coming five years.



Devil's Oven Ice Caves- Minto

Methodology

The Municipality retained the services of GEMTEC to assist in conducting this Five-Year Strategic Plan. The Consulting Team completed the following steps in the process of developing this Strategic Plan:

- 1- Held an initial meeting with the Mayor and CAO, and discussed the importance of strategic planning, the objective of developing a strategic plan, and the role of Council in this process.
- 2- Facilitated a workshop with the Municipality’s Council and CAO to identify and discuss the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the recently formed municipality and to identify key areas of focus for Council over the next five years. During this workshop, the Consulting Team also obtained input from the participants to define the Vision, Mission, and Core Values for the Municipality.
- 3- Summarized the input received during the workshop (see Appendix A) and used it as the basis for suggesting Vision and Mission statements for Council for review and adoption.
- 4- Collaborated with the CAO to identify the action items, leaders, timelines, and KPI’s to execute on Council priorities.
- 5- Prepared a draft report for this Strategic Plan and presented the report to the CAO and Mayor for review and feedback.
- 6- Prepared a final report considering the feedback received.
- 7- Presented the final report in-person to Council.



Burpee Bridge- Gaspereau

Vision, Mission, & Core Values

Vision

Our vision for the Municipality of Grand Lake is based on what we see today and what we hope for tomorrow.

Today, it is clear that:

- The Municipality of Grand Lake celebrates the uniqueness of its founding communities and is united by its heritage, rivers, and cultures - embracing the beauty of Grand Lake.
- The Municipality of Grand Lake residents and visitors enjoy the natural environment, safe, clean, friendly, and sustainable neighboring communities with a simplistic lifestyle with ample cultural and recreational opportunities.
- The Municipality of Grand Lake is a diverse community that is focused on opportunities, encouraging business growth, entrepreneurial spirit, strong leadership, the provision of municipal services, and civic pride.

Looking in the future, we will work towards a Municipality that is:

“A place for people to prosper – alive with opportunity”

Mission

Stronger together

Respecting our roots while embracing our future

Committed to growth.

“Working together to strengthen our community by honoring our heritage while embracing progress, fostering unity, and pursuing growth.”



Corporate Core Values

The Municipality of Grand Lake is committed to its four corporate values of Integrity, respect, service, and growth. These values have been set to guide our behaviour and play an important role in the decisions and actions of the Village. They serve as a foundation for the Village's corporate culture and are essential to the future success of the Municipality.

Integrity

We will:

- Conduct ourselves in a professional manner with emphasis on effective communications, accountability for actions, and a strong moral compass.
- Be committed to maintaining a safe, transparent, trusting, and supportive environment.
- Demonstrate professionalism, good judgment and personal leadership.

Respect

We will:

- Have mutual respect and fair understanding of the wants, needs and expectations of others.
- Practice open, honest and sincere communication.

Service

We will:

- Strive to provide timely, respectful and knowledgeable responses focusing on communicating information in a friendly and accessible manner to all.
- Send feedback and use it to enhance and continually improve our services.
- Demonstrate genuine enthusiasm and take pride in our work to achieve common goals.
- Demonstrate hard work and dedication in an effort to enhance community pride.

Growth

We will:

- Identify specific commercial, industrial, and residential areas of the community for future service investments and growth.
- Maximize the benefit of employment growth in the community and to retain and grow its population by enhancing housing options to accommodate a variety of residential needs.
- Boost central cores within the Municipality which will reflect the heritage and values of the respective communities while focusing efforts to improve the quality of life in the Municipality of Grand Lake.
- Encourage, promote and assist private sector growth initiatives. Growth will only come from successful private sector businesses and will work to remove barriers and encourage new enterprises to establish in the Municipality.
- Establish a stable and reliable form of public transportation in order to attract and retain residents. Council has identified a need for a regular and predictable form of transportation within the community and to the neighbouring centre of Fredericton so that residents can access services which are not available within the Municipality.
- Increase the presence of a skilled workforce in the community, with a particular focus on skilled tradespersons. A core competency of the community is the availability of skilled tradespeople and will seek to encourage growth and retention of those available skills as well as employment opportunities which take advantage of the skilled workforce.

Strategic Priorities

The following represent the Strategic Priorities for Municipality of Grand Lake over the next five years. Each Strategic Priority is associated with Actions, Timelines, and KPIs as indicated in the tables below.

- 1- Improve Municipal Administration and Accounting.
- 2- Attract Business.
- 3- Advocate for community needs that are beneficial to both, new and existing residents and businesses.
- 4- Address water and wastewater issues.
- 5- Align with Federal and Provincial programs for funding opportunities.

1 – Improve Municipal Administration and Accounting:

During the strategic planning workshop, Council identified the following goals to improve municipal administration and accounting:

1. Increase staff capability and capacity
2. Enhance corporate administration systems.
3. Improve the budget process and the financial system.
4. Enhance community planning and develop a Land Use Plan, a Tourism Plan, and a comprehensive Asset Management Plan.
5. Implement full life-cycle cost analysis when building or acquiring new assets.

The Municipality of Grand Lake developed an Organizational Effectiveness Review in parallel with developing this Strategic Plan. This review was conducted by GEMTEC and it was completed in December of 2023. The review includes several recommendations for the Mayor's office and the CAO's office which would address Council's areas of focus listed above to improve municipal administration and accounting. Appendix B of this document includes a summary of GEMTEC's recommendations for the offices of Mayor and CAO, with action items, implementation timelines, and KPI's. As a starting point, the CAO should prepare a new Organizational Chart and develop a Human Resources Plan to implement changes to the current organizational chart and address any staffing gaps.

2 – Attract Business:

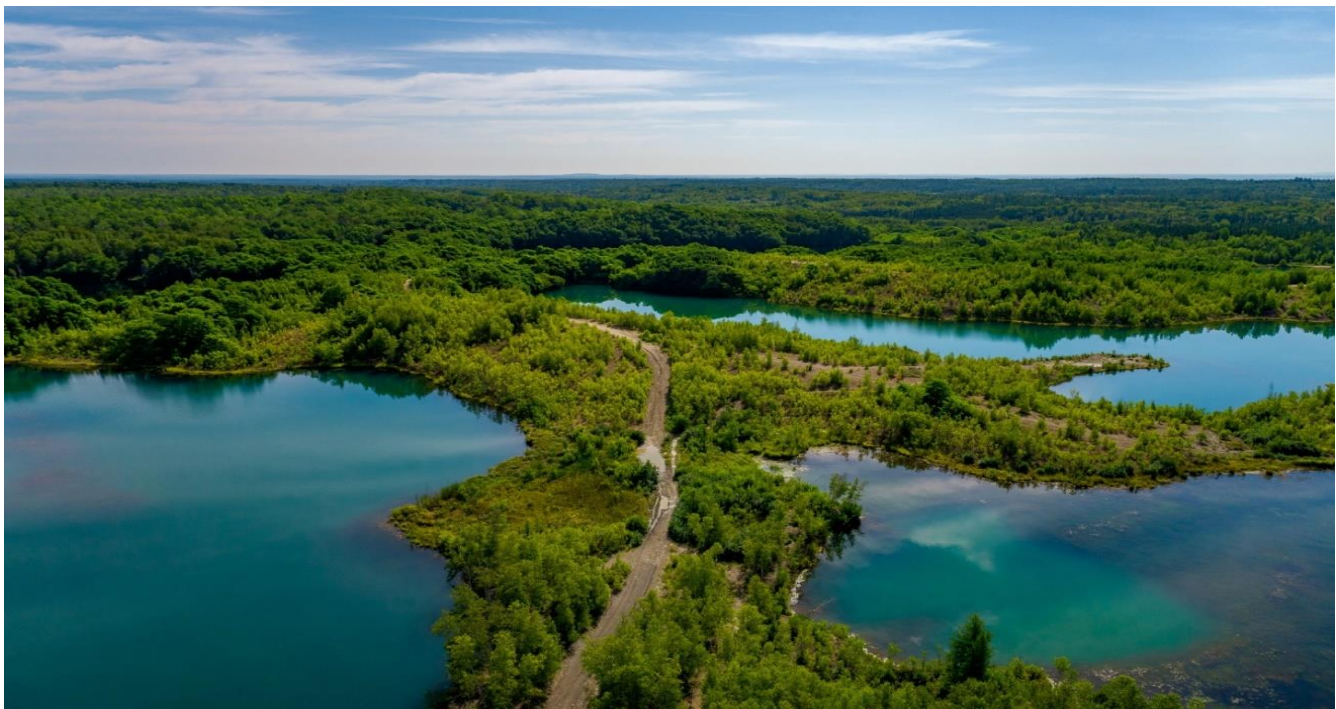
Council acknowledges the importance of economic development for the sustainability and growth of the organization. The community currently has one major employer (a sawmill) and several medium-sized employers (tire recycling facility, health centre, etc.) in addition to the announced new Detention Centre. It is Council's intention to encourage various types of businesses to establish in the community, especially small businesses for general merchandise, gas stations, restaurants, outfitters, outdoor experiences and skilled trades, including businesses which support the major employers. The following are Council's goals to attract businesses to the Municipality:

1. Develop a new Municipal Plan – this will identify specific commercial, industrial and residential areas of the community for future service investments and growth.
2. Increase housing development – in order to maximize the benefit of employment growth in the community and to retain and grow its population, Council has identified a need for enhanced housing options to accommodate a variety of residential needs.
3. Boost central cores in Minto and Chipman – as part of an overall new Municipal Plan, Council envisions a unique commercial corridor within each of the two legacy villages, which will reflect the heritage and values of the respective communities while focusing efforts to improve the quality of life in the new Municipality of Grand Lake.
4. Encourage and assist private sector growth initiatives – Council has recognized that growth will only come from successful private sector businesses and will work to remove barriers and encourage new enterprises to establish in the Municipality.
5. Establish a form of public transportation – in order to attract and retain residents, Council has identified a need for a regular and predictable form of transportation within the community and to the neighbouring centre of Fredericton so that residents can access services which are not available within the Municipality.

6. Enrich the presence of a skilled workforce in the community, with a particular focus on skilled tradespersons. – Council believes that a core competency of the community is the availability of skilled tradespeople and will seek to encourage growth and retention of those available skills as well as employment opportunities which take advantage of the skilled workforce.

Strategic Priority #2: Attract Businesses				
Goal	Actions	Lead	Target Start-End Date	KPI/As measured by
Develop a new Municipal Plan, including zoning bylaws	In collaboration with the CRSC, engage a Community Planner to develop a new framework for development in the Municipality	CAO	2024-2025	New Municipal Plan is developed by March 2025
Increase housing development	Increase the capacity to offer real estate promotion, sales, leasing and development services and to work with private sector developers to implement the new Municipal Plan. This can be accomplished by engaging the services of an experienced real estate professional on a part-time basis– responsibilities to include marketing and promotion of both long-term commercial, industrial and residential real estate as well as short- and medium-term accommodations.	CAO	2024-2027	Increase housing development by 100 dwelling units over the next four years
Boost central “cores” in both Minto and Chipman	<p>1- Identify “core” areas in Minto and in Chipman.</p> <p>2- Establish a vision for key features (For example: pedestrian-friendly, attractions, beautification, gathering spaces, public music and performance spaces, access to the water, parks, trails, picnic and rest areas, etc.) of the core areas and perform a gap analysis relative to the current state</p> <p>3- Beautify the “core” areas and allocate new annual investment and maintenance funds to improving the features and aesthetics of these areas to align with a future vision over time.</p> <p>4. Establish a suite of incentivizes for new and established businesses to establish and improve their store front appearance within the core areas.</p>	Council , CAO	2024-2028	Central cores in Minto and Chipman are defined by mid-2025, with a vision completed by the end of 2025 (dates to be re-visited by the end of 2024)

Encourage and assist private sector initiatives	<p>1- Increase staff capacity to offer business coordination services and develop new programs to encourage growth and retention in the identified commercial sectors.</p> <p>2- Introduce new municipal programs to engage the entire community, especially the youth, in encouragement of new business opportunities and growth.</p>	Council , CAO	2024-2028	Full-time Business Coordinator/Economic Development staff member hired by mid-2024 – responsibilities to include business liaison, business attraction, retention, and workforce development in identified growth sectors.
Establish a form of public transportation	Collaborate with the CRSC to have a form of regional public transportation serve the community and connect it to neighbouring communities.	Mayor through CRSC	2024-2028	Subject to regional collaboration- Council wants to have internal shuttle between Minto and Chipman daily, and a shuttle to Fredericton at least once a week (on Saturdays)
Enrich the presence of a skilled workforce in the community	<p>1- Work with the provincial department of PETL to identify skill gaps in the area and establish recruitment and training initiatives to address the specific needs.</p> <p>2- Offer New Brunswick Community College (NBCC) space in the Municipal Building (in Minto), to offer classes</p>	CAO	2024-2027	<p>Skill gaps identified in 2024 and updated annually.</p> <p>Training initiatives established based on gaps analysis.</p>



Mountain Bike Minto Trails

3 - Advocate for community needs that are beneficial to both, new and existing residents, and businesses:

Council's goal is to advocate for improving services not offered directly by the Municipality such as internet and cell phone services, policing, ambulance, unsightly premises management, and roads services.

Strategic Priority #3: Advocate for community needs that are beneficial to both, new and existing residents and businesses.				
Goal	Actions	Lead	Target Date	KPI/As measured by
Advocate for improving services not offered by the Municipality such as internet and cell phone coverage, policing and ambulance services, and unsightly premises management.	<p>1- Collaborate with other communities with similar issues and advocate collectively or through active membership in UMNb.</p> <p>2- Continue to network with other CAOs and RSC CEO on various issues in the Region on a regular basis to develop joint solutions to service gaps outside the direct control of the Municipality</p>	Mayor/ CAO	Ongoing	<p>With the base year being 2023:</p> <p>1- Improved internet and cell phone coverage.</p> <p>2- Improved presence and response time of police.</p> <p>3- Improved response time of ambulance services.</p> <p>4- Reduced numbers of unsightly premises.</p>
Stay informed on the Provincial programs and initiatives as it relates to community development, economic development, and tourism.	Have regular meetings with RDC representative for the Capital Region in order to maximize potential funding support for strategic initiatives.	CAO	Ongoing	Percentage of funding received from RDC for implementing strategic initiatives.
Continue to network with other CAOs and RSC CEO on various issues in the Region on a regular basis.	<p>1- Be an active member of CAMA and AMANB.</p> <p>2- Hold regular meetings with CAOs of the neighbouring communities to discuss various issues and share lessons learned.</p>	CAO	Ongoing	<p>1- Maintain CAMA and AMANB memberships.</p> <p>2- Meetings held on quarterly basis with CAO's of neighbouring communities. Special meetings, in addition to the scheduled meetings will also be held if necessary.</p>
Increase the number and quality of community events and promote tourism opportunities within the municipality	Coordinate and create events which will attract people from outside the community (e.g. mountain bike races, fishing tournaments, music concerts, boat poker runs, snowmobiling/ATV rallies) and generate excitement for community residents alike.		2024-2027	Ensure the CRSC (through the contract with the City of Fredericton) create events for Grand Lake. OR Create these events utilizing internal capacity by hiring a seasonal event and tourism coordinator for 6 months a year or assign these duties to the existing staff.

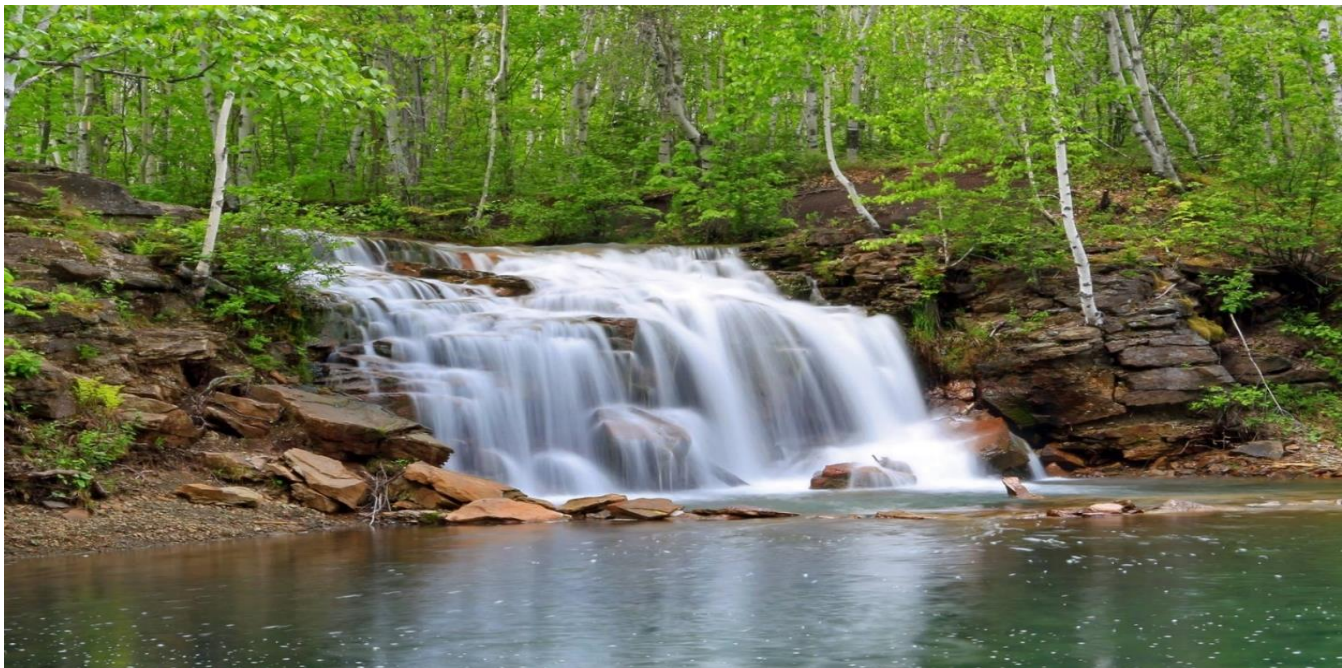
4 – Address water and wastewater issues:

It is one of Council’s priorities to sustain wastewater collection and treatment services and investigate the possibility of having a central water system in parts of the community. Private wells in the community produce an abundance of water, however, the water has a high concentration of manganese. Council considers any future contamination to the aquifer that provides water to private wells as a major threat to the community, hence the importance of having a good wastewater collection system and a central water treatment facility. In addition to their environmental benefits, central water and wastewater systems are important for attracting residential development and increasing housing availability within the Municipality.

Strategic Priority #4: Address water and wastewater issues.				
Goal	Actions	Lead	Target Date	KPI/As measured by
Sustain wastewater collection and treatment services.	1- Conduct an Asset Management Plan for the wastewater utility (in Minto and Chipman). 2- Review the wastewater utility billing rates considering the Asset Management Plan and infrastructure renewal cost estimates. 3- Implement a recapitalization program to address the wastewater system components.	CAO	2024	Recapitalization program for wastewater collection and treatment services is implemented by the end of 2025 (subject to budget availability and staff capacity).
Investigate the possibility of having a central water system in parts of the community.	1- Define the water demand for the community (treated and untreated demand). 2- Conduct a high-level ground water yield assessment and compare to water demand. Conduct a surface water availability assessment if ground water yield is not enough to meet the demand. 3- Prepare a conceptual design for a potential water system in the former Village of Minto (to start) with Class D cost estimate to build and operate the system. Costs would be analyzed to estimate the cost/customer for water services.	CAO	2025	Start conducting the studies identified by the end of 2026 subject to funding availability.

5- Align with Federal and Provincial programs for funding opportunities:

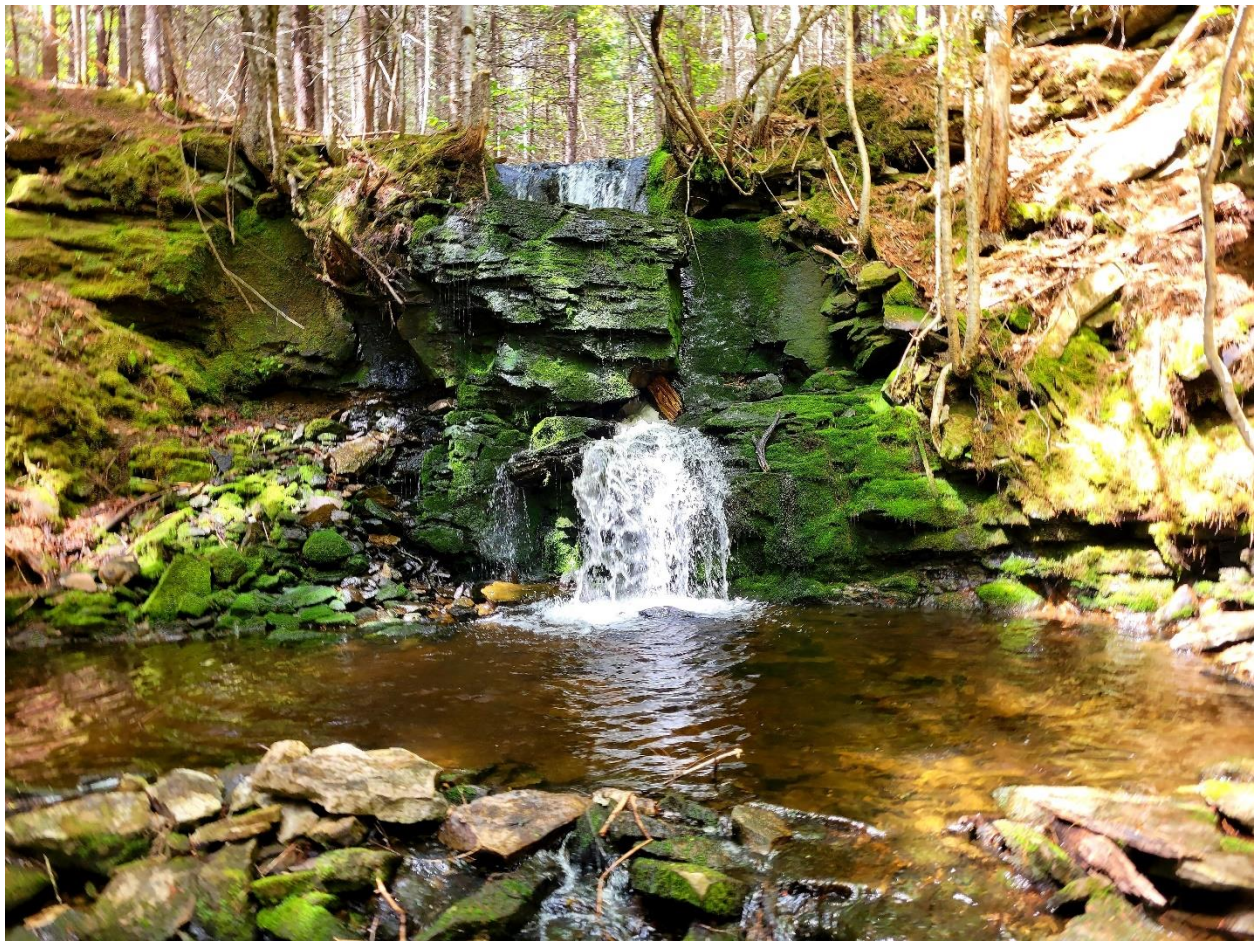
Strategic Priority #5: Align with Federal and Provincial programs for funding opportunities.				
Goal	Actions	Lead	Target Date	KPI/As measured by
Develop plans for infrastructure renewal to benefit from existing and future Federal and Provincial funding streams.	Develop an Asset Management Plan to identify infrastructure renewal requirements	CAO	2024, and ongoing for funding	Amount of funding received for infrastructure renewal.
Stay informed on the Provincial programs and initiatives, especially those relating to infrastructure renewal, economic development and tourism.	Hold regular meetings with RDC representative for the Capital Region to align with available funding streams.	CAO	2024-ongoing	Number of funding applications completed for infrastructure renewal, economic development, and tourism and the amount of funding received as a result.
Complete funding applications to other levels of government programs.	Assign staff member or hire a third party to complete funding applications	CAO	Ongoing	25% of capital expenditures is received from Provincial and Federal funding programs



Midland Falls

Summary

Establishing a Strategic Plan is an important step for any municipality and particularly for a newly formed municipality. It is also important that Council and staff develop a regular system of review to ensure the Strategic Plan is still relevant and that KPIs are being met. As noted previously, the CAO should build annual operational plans based on this Strategic Plan and provide regular updates on progress relative to those annual plans throughout the year.



Chase Falls



APPENDIX A

Workshop

Municipality of Grand Lake

Council Workshop Input Summary

(October 14, 2023)

GEMTEC

Jeff Trail
Murray Jamer
Jihad El Zamer

Municipal Staff:

CAO Michelle Dickinson
Clerk Andrea Mazerolle

Council:

Mayor Kevin Nicklin
Deputy Mayor Mike Richardson
Councillor Mary-Faith Mazerolle
Councillor Chanda Klassen
Councillor Greg Smith
Councillor Gary Glenn
Councillor Gloria Hogg
Councillor Crystal Boudreau

I. Vision, Mission, and Core Values

Mayor & Council had a brainstorming session about Mission, Vision, and Core Values.

Input for Vision Statement:

- Great place to live
- Open for business
- Place to live and grow
- Safe
- Healthy
- Responsible
- Jobs
- Housing
- Future is now or here
- Best place to live
- Together as one
- Prosperous
- The place to live and grow in New Brunswick
- The envy of other place
- Safe place to raise a famil
- Great place to live, work, and play
- Growth, safe, fun
- Great place to live
- Jobs
- Housing
- Open for businesses
- Grow
- Area of opportunity
- Safe, healthy, connected to needed supports
- Responsible, prosperous, rooted
- Perpetual growth
- The future is now
- The future is here
- Growth is here
- Best place to live
- Together as one, future is bright.
- Let's prosper together

Input for Mission Statement:

- Business & socially responsible to population
- Land available
- Youth programs
- Solid infrastructure
- Better cell service
- Jobs
- Infrastructure
- More unity
- Security
- Connect to people and businesses
- Comfortable living experience
- Housing
- Work with funding partners
- Attract new business
- Provide & expand municipal services
- Work with Provincial & Federal partners
- Largest freshwater lake east of Ontario

GEMTEC prompted Mayor & Council to be more specific about what they see as the Vision and Mission for Grand Lanke. Apart from generalities, what makes Grand Lake special or unique?

- Land available
- Local youth programs
- Solid infrastructure
- Combination of rural, however, close proximity to urban
- Business and socially responsible to our population
- More jobs, more activities, more unity, security
- Better cell services, jobs, infrastructure
- Connect with people and businesses
- Engage residents
- Offer assistance to people and businesses
- Comfortable living experience
- Housing- work with funding partners
- Jobs- create opportunities for businesses to grow or support new businesses
- Expand- provide municipal services- water and sewer
- Listen to the residents, needs of the people
- Land (help the people obtain village owned property)
- Work with provincial and federal governments to sustain existing services and help us prosper in the future
- Largest fresh water lake east of Ontario- Promote -promote-promote through tourism
- Affordable living, come be with us
- Value our residents
- Pursue opportunities
- Continuous improvement in processes and skills
- Leverage grants
- Collaborate with community partners
- Evaluate often
- Try to build the population- housing, jobs, land

- Institutional, manufacturing, trade based businesses
- Jobs
- Senior/retirement community
- Business friendly
- Bedroom community

Mayor:

- We want to be open for business
- We want the people that work here to live here
- We are called Grand Lake (but we didn't get any of the lake)
- There are opportunities with Minto mountain bike program
- Our trades people are leaving so we should try to attract trades' jobs
- We need more anchor businesses
- We have the mill and business to recycle tires
- Detention centre will support growth
- I would like to see young people live here
- I would like to grow our population
- Personally, I found out opportunities for kids were actually greater in Grand Lake than in Fredericton
- In previous times, Council was too engaged with staff

Deputy Mayor:

- Balance business with being retirement community
- Population expands in the summer with people in cottages

Councillor Gary Glen:

- Be business friendly
- Must be jobs if we want people to come

Mary - Faith Mazerolle

- Must make it attractive for people to live here
- Could be a good bedroom community (Minto short distance from Fredericton and Chipman a short distance from Sussex)

Councillor Chanda Klassen

- Infrastructure must accommodate growth

Input for Core Values:

The winners (based on a “dotmocracy” exercise):

- **Friendly**
- **Family values**
- **Opportunity**
- **Fiscal responsibility**
- **Growth**
- Caring
- Hard working
- Supportive
- Transparent
- Integrity
- Welcoming
- Teamwork
- Environmentally responsible
- Perseverance
- Competent
- Humility
- Continuous development
- Inclusive
- Leadership
- Heritage
- Respectful
- Gratitude
- Opportunity
- Social
- Conscientiousness

SWOT ANALYSIS

Strengths:

- Open for business
- Transparent and responsible council
- Waterfalls
- The Lake
- Old money is still in the community
- Strong infrastructure
- Strong industry
- Affordable land
- Land availability
- Beautiful landscape
- Affordable housing
- Bigger municipality (with LGR) is an advantage
- Central location
- People are an asset
- Beautiful location
- Resilient
- Not give up in bad times
- Prosperity
- Pivoting- gives us permission to dream big and not fear failure
- Adapt to change and not give up
- Land/water
- Hard working people
- Clean air
- Lots of room for development
- Tourism and biking trails
- Schools, daycares, & health care in community
- Trails for ATVs, biking, snow mobiling
- Open minded staff & council
- Business friendly staff & council
- Waterways
- Blue collar workers (well-trained)
- Irving mill
- Room to grow
- Leadership
- Fire Department second to none
- Biggest and best community health centre in Province
- EMO is great
- Good sewer system (in Minto)??
Some discussion about that
- Competitive taxes and fees
- Good assets (except arenas)

- Parks are in good shape
- Generally, very welcoming to business
- Music and sporting history (and still strong music presence)
- Volunteerism
- Two elementary schools
- Two high schools
- Produce trades people
- Minto has great trails (but Chipman doesn't)
- Public generally happy with services provided by the municipality
- Municipally owned marina, and one private
- Summer camps for children

Weaknesses:

- Understaffed (at the municipality)
- Low population
- Image not good: drug problem
- Still viewed as a "coal town"
- Lack of transportation connectivity
- Lack of law enforcement (will it improve with the new jail?)
- No outdoor festival venue
- Minto doesn't have good volunteer base (but it depends on the event)
- Cell phone service is poor (spotty throughout the community) - Mayor is working on this
- Negative residents (old mindsets) - not necessarily a majority
- Accounting nightmares from amalgamation
- No strategic plan for municipality
- Concerned about perception vs facts
- Don't have effective maintenance
- Image issue in the Province (need to change the perception)
- Lack of core businesses
- Not enough businesses
- Not enough housing (or rentals) for low income
- Difficult transition from two villages to Grand Lake
- Lack of services like gas stations and food stores
- Old arenas
- Poor quality drinking water (manganese); quantity is fine (note, this is in the private wells)
- No mass transportation
- No large gathering area in Minto (inside or outside)
- Aging population
- Limited skills of staff
- No sidewalks (unsafe)
- Drugs & theft
- Lack of civic pride
- Lack of recycling
- Lack of young volunteers
- Cannot retain trades people (the ones in Grand Lake are aging)
- No bank in Chipman
- Poverty
- Skill development in staff
- No land use plan in the municipality
- Called "Grand Lake" but we don't have a beach (access)
- No rail system
- No public transportation
- Not enough competition for grocery stores
- No general merchandize stores such as clothing, etc.
- No land use plan
- Brand/perception
- Retention of skilled trades people

Opportunities:

- Look at spinoffs from the detention centre (laundry service, for example)
- Tourism plan
- Transportation: be more strategic in paving projects (advocacy role)
- New facilities, Civic centre, Music pavilion (to take advantage of the music history)
- Be proactive in dealing with outside developers (brochures, invite them to the municipality?)
- Advertise existing services and assets
- Promote bear hunting, fishing, duck hunting, & geese hunting (work with RSC tourism), year-round lodges
- Promote snowmobiling, boat races, etc.
- Change the way we look at our municipal maintenance (don't just fix, perhaps replace (good Asset Management))
- Theatres
- Hiring an events coordinator (can't be done by current staff)
- Acquire Minto seniors centre and lease space back to them
- Attract more business and bring back people to the community
- Cohesive trail system
- Work with developers on housing
- Business association to promote and encourage local support
- Direct resources to staff that can plan/oversee recreation, business chambers of commerce
- Provide a space for a business hub for small businesses
- Encourage volunteerism
- Provide Bus services to the community then to Fredericton or major centres
- Advocate for better policing and internet/phone coverage
- Develop land use plan
- Implement a Purchase Order system
- Develop a maintenance plan
- Have beach access
- More controlled village activities such as roller blading

Threats:

- Aging sewer system/infrastructure
- No one to implement our ideas
- Losing the one anchor business (the mill)
- Losing staff due to overwork
- Province changing the funding models
- Fredericton could be a threat if they want something that we don't want (ex. we wanted mountain biking and the City did it)
- Doctor shortage
- Aging population
- Relying on outside financing
- Losing control
- Actions of RSC
- Distance between two communities
- More things downloaded from Province (like roads)
- Loss of another bank
- Major contamination of the aquifer that provides water for private wells
- Other municipalities move more quickly than Grand Lake
- Phone system (in municipality structure) is outdated
- Retaining our youth
- Tax base shrinking
- Old village ideas inhibiting growth and community spirit in amalgamated community
- Having to rely on outside finances
- Having our tax dollars spent outside our area
- Distance between communities – challenge more than a threat
- Limited housing for new comers
- Clashing mindsets
- Lack of automation (media/graphics design, phone system)
- Apathy/indifference

Input on “Council’s Wish List”

Council members were asked to state their wish lists. What did they want to see done when they were elected?

- Make sure Municipality is accounting correctly (full life cycle costing) - asset management
- Are we ever going to have a water system? How do we do this? Plans, wellfield protection, network, etc.
- Sewer expansion/maintain existing sewer
- Business attraction/development
- Zoning bylaws in place
- Housing
- Better internet access
- Staff augmentation & organizational review
- Advocacy relative to tourism, internet, roads, policing?
- Council/staff to be the centre of operations
- We are taking the lead to provide services and support
- Private sector initiatives



APPENDIX B

Consulting Team
Recommendations for CAO and
Mayor's Office

Municipality of Grand Lake Operational Effectiveness Review



Consulting Team Recommendations for the CAO's Office

<i>Recommendation</i>	<i>Action Item</i>	<i>Implementation Complexity</i>	<i>Budget Implications</i>	<i>Main Stakeholders involved</i>	<i>Time line for implementation</i>	<i>Comments</i>
Alignment with Council Mandate	1- Develop implementation plans with management staff to execute on Council's "Annual Priorities List".	High	High	CAO, management staff	6-12 months	
	2- Use the S.M.A.R.T goal concept to address any new requests and initiatives requested by Council and report to Council regularly on the progress of such requests.	Low	Low	CAO, management staff	0-6 months	
	3- Initiate an annual planning session with Council to review and update Council's "Annual Priorities List".	Medium	Low	CAO	On Going	
	4- Conduct regular meetings with the Mayor for updates on new initiatives and Council Agenda items.	Low	Low	Mayor, CAO	On Going	
Accountability	1- Develop and implement a formal management structure that connects the Strategic Plan to operational workplans.	High	Low	CAO, management staff	12-24 months	
	2- Develop succession plans for management positions, with a focus on promoting from within the organization, where possible.	High	High	CAO, management staff	12-36 months	
	3- Report to Council regularly on progress of municipal plans.	Medium	Low	CAO	12-18 months	

<i>Recommendation</i>	<i>Action Item</i>	<i>Implementation Complexity</i>	<i>Budget Implications</i>	<i>Main Stakeholders involved</i>	<i>Time line for implementation</i>	<i>Comments</i>
Enhanced Planning	1- Create Capacity to Work "on the business".	Medium	Medium	CAO	6-12 months	Ongoing work.
	2- Develop a comprehensive Asset Management Plan and other plans are listed in section 5.2.3 of the report	High	High	CAO	12-48 months	
	3- Introduce continuous improvement program.	High	Medium	CAO, management staff	12-36 months	Although there are initial costs for training, payback is typically very fast.
Administrative Changes and Recommendations	1- Cross training for clerical positions	Medium	Low	CAO and staff	12-36 months	
	2- Commit to providing opportunities for Public Works staff to train and network.	Low	Medium	CAO	12 months	
	3- Build bilingual capacity, if possible, when hiring new positions.	Low	Low	CAO	On Going	
	4- Assess the needs of the CAO and Mayor for administrative support and allocate the necessary resources.	Medium	Medium	CAO, Mayor	12-24 months	
	5- Reduce the number of direct reports to the CAO.	Medium	Medium	CAO, Council	12-36 months	
	6- Establish a structure that joins the former Chipman and the former Minto together in some ways.	High	Medium	CAO	12-24 months	
	7- Make safety a priority (JHSC, safety training, accident reporting, etc.).	Low	Low	CAO, management staff	12 months	
	8- Any decisions on additional staff (and other resources) should be made by the CAO or Manager of Public Works and Operations, and only after efficiencies of joining Chipman & Minto resources are explored.	Low	Low	CAO, Manager of Public Works & Operations	12 months	

<i>Recommendation</i>	<i>Action Item</i>	<i>Implementation Complexity</i>	<i>Budget Implications</i>	<i>Main Stakeholders involved</i>	<i>Time line for implementation</i>	<i>Comments</i>
Administrative Changes and Recommendations (Cont'd)	9- There should be a focus for "on the business" planning by the common supervisor/technical staff.	Low	Low	CAO, staff	On Going	
	10- There should be a focus on reducing inflow & infiltration (I&I) in both communities.	Medium	High	CAO, Manager of Public Works & Operations	12-36 months	
	11- Update staff job descriptions on an annual basis to reflect any changes to duties and responsibilities.	Low	Low	CAO, management staff	12-24 months	
	12- Develop a process and implement a solution to receive phone calls and requests for service and/or complaints from the public, that is available for the public 24/7.	Low	Medium	Clerk	12-24 months	
	13- More training and certificates	Low	Medium	CAO, staff	On Going	
	14- Plan for and purchase a generator for lift station.	Low	Medium	CAO, Manager of Public Works & Operations	12-24 months	
	15- Provide supervisors with corporate credit cards for low value purchases.	Low	Low	CAO	12 months	

<i>Recommendation</i>	<i>Implementation Complexity</i>	<i>Budget Implications</i>	<i>Main Stakeholders involved</i>	<i>Time line for implementation</i>	<i>Comments</i>
Clarification of Roles	Low	Low	Mayor and Council, CAO, Clerk	0-6 months	
Reduce number of Standing Committees	Low	Low	Mayor and Council	0-6 months	
Start the budget process earlier	Medium	Low	Council, Finance Committee, CAO, Treasurer	12 months	
Develop an annual list of Council priorities	Low	Low	Council, CAO	0-6 months	Some priorities may require more than one fiscal year to be implemented. Phasing of the work might be necessary.
Establish Annual Expectations of the City Manager	Medium	Low	Mayor and Council	6-12 months	Council may assign a committee of its members to develop the annual expectations of the City Manager.
Conduct a Performance Evaluation of the City Manager	Medium	Low	Mayor and Council	12-18 months	There will be a cost incurred if a third party is involved.