

## **2017-2020 STRATEGIC PLAN**

### **COMMUNITY VISION**

Florenceville-Bristol is a welcoming, service-oriented, safe, fun and sustainable community where municipal services are planned and delivered in a responsive, professional, efficient manner and where all of its residents enjoy a high quality of community life.

### **BACKGROUND**

- The Town Strategic Plan timeframe coincides with the elected term of Council which ends in 2020.
- The Town Strategic Plan does not constitute a policy document but is a set of goals for Council and staff to achieve together. The Town Strategic Plan looks at fundamental decisions and actions that shape and guide the community's future and it identifies the actions that need to be taken over the next 3 years to move towards the community's long term vision.

### **FLORENCEVILLE-BRISTOL TODAY**

- The role of the Town is to provide leadership and coordination and to create an atmosphere of support and openness in order for collective action to take place.
- In the course of many conversations and discussions with individuals, organizations, and business leaders a picture of the community's self-image has emerged. Like most individuals we are proud of our community, its history and its culture and we believe living in the Saint John River Valley provides a desirable quality of life while offering access to numerous services.
- The Town is a caring and harmonious community as evidenced by large participation at local events, a large resident volunteer base and a vibrant multi-cultural community. Residents welcome growth but do not want growth to adversely affect the character of the community or the natural setting of the Saint John River.

### **HOW DO WE COMPARE IN THE PROVINCE AND AS A REGION**

Statistics Canada 2011 Census shows:

- Population of New Brunswick is 751,170, an increase from 2006 by 2.9%; population for Carleton County is 27,019 up from 2006 by 1.5% and for Florenceville-Bristol the population is 1639 up from 2006 by 6.1%.
- These statistics show there has been slight population growth in New Brunswick, Carleton County and Florenceville-Bristol.
- The median age for New Brunswick is 43.7 years, Carleton County is 42.9 years and Florenceville-Bristol is 42.4 years.
- Florenceville-Bristol's population is made up of approximately 24.5% ages 40-54 years of age and 8% ages 15-19 with the next largest group being 60-64 at 7% with the other 60% being a range of ages.

### **HOW DO WE COMPARE WITH OTHER MUNICIPALITIES**

- To make grant funding decisions in regards to New Brunswick municipalities, the Province has long grouped municipalities into seven groups numbered from A-G. Florenceville-Bristol has been placed in Group E along with 34 other municipalities around the Province. Each grouping is based on similarities of population, tax base assessment, ability to raise revenues, the property tax rate and the ability to provide services to their residents.
- In 2017 Florenceville-Bristol's tax base is \$210,503,100 and for 2016 it was \$208,337,850 which is an increase of \$2,165,250. Since 2012, Florenceville-Bristol's tax rate has been \$1.2899 per \$100 of property tax assessment. For 2014, the average tax rate for municipalities in Group E was \$1.30.

## **OVERVIEW OF THE PROCESS**

A Strategic Plan provides direction to Council and to staff and ensures the community benefits from their joint efforts to provide a viable community. The Town's Strategic Plan will be a community plan which looks inward to provide actions that can be implemented and completed within a specific timeframe. An analysis of the community functions is completed to determine the strategic goals. From the goals an operation plan can be developed that will include action items, responsibility and a target date for completion.

## **ANALYSIS OF THE COMMUNITY**

A SWOT Analysis (strengths, weakness, opportunities and threats) was conducted as part of the process in defining the Key Strategic Issues:

### **INTERNAL**

#### **Strengths:**

- 1 of 3 four CAA/AAA diamond restaurants in New Brunswick
- Local schools are located in the municipality
- Number and types of churches in town
- Walking trails in town limits (NB Trail, Shiktehawk Trail, Sam's Park)
- Municipal sewer
- The St. John River runs through town and there is access
- Good fire department
- Strong tourism events (Outdoor Market, Festival of Flavour, National French Fry Day, Howl-O-Scream, Etc.)
- Good recreation facilities
- Parks/green space/beautification
- Very good tax base
- Good government partnerships
- Town is open to opportunities
- A lot of updated infrastructure
- Current and future potential land development opportunities
- Positive town image
- Fiscally responsible
- Strong multicultural base
- French Fry Capital of the World
- Great staff that work well together
- Very good promotion/exposure (advertising, newsletters, social media, etc.)
- Diverse businesses (McCain, Crabbe's, Mountain View Packer's, Bell Wire and various retail)
- New business opportunities (IBM/McCain)
- Cross country ski areas in region

#### **Weaknesses**

- One major corporate employer
- Policing costs and coverage
- No family restaurant
- Lack of land in town
- Aging population
- Infrastructure upgrade needs/wants (recreation, fire, tourism, etc.)
- Lack of daytime fire personnel and fire department recruitment
- Lack of knowledge of Public Works (only 1 employee, another starting to work with him)
- Downtown not vibrant/lacks businesses
- Lack of certain types of housing (apartments, garden homes, etc.)
- Major infrastructure operating expenses (arena)
- Sam's Park closed in winter (could be used for snowshoeing or skating)

## EXTERNAL

### Opportunities

- Tourism – improve current events/add additional events, improve current attractions/add new attractions
- Chamber – work with them to do more for businesses
- St. John River – promote and use it
- Bristol-Shiktehawk site development
- NB Trail
- Sam's Park
- Promote current agriculture and attract additional agriculture
- Municipal partnerships and/or joining of communities
- Grant opportunities for events, infrastructure, staff, etc.
- Town credit rating - good tax base, stable tax rate, strong reserves, ability to borrow
- Extensive service clubs (Rotary, Kinsmen, Legion, Multi-Cultural Association, Church Groups, etc.)
- Community organizations - Carleton North Community Foundation, McCain Foundation, Harrison McCain Foundation, Marion McCain Foundation
- Town facilities (gym, Community Centre, kitchen, etc.)
- Bicycle rentals
- Recreation - improve current programs/add additional programs, improve current facilities/add new facilities
- Good place to raise a family
- Opportunities for growth in all sectors within our boundaries
- Multicultural population – McCain's draws people
- Natural beauty all around town
- Proximity to United States for industry
- Four lane highway
- Real estate/available rental spaces
- New industry – Sisson Mine
- Housing needs
- Offering cross-country ski programs
- Western Valley Regional Service Commission Recreation Coordinator

### Threats

- Town closes at 5pm
- Lack of retail
- Commercial property owners having difficulty renting and wanting to rezone to residential
- Agriculture/forestry land in town boundaries that cannot develop
- Lack of restaurants
- Aging population
- One major employer
- Trans-Canada Highway bypasses town
- St. John River – risk of flooding
- Policing – potential for further cost increases and less coverage
- Economic downturns
- Acts of nature/disasters (Burnham Rd, Jim Davis Dr, etc.)
- Potential new Hartland arena

## **KEY STRATEGIC ISSUES**

The Key Strategic Issues that require a detailed plan for the community have been defined from the SWOT Analysis as:

1. Tourism and Business Development
2. Infrastructure
3. Finance
4. Human Resources
5. Recreation
6. Community

## **GOALS**

1. Tourism and Business Development
  - a. Focus efforts on business development through business retention, expansion and attraction.
  - b. Encourage tourism through festivals, events, tourist sites and the Saint John River.
  - c. Continue to implement the Regional Tourism Plan.
2. Infrastructure
  - a. Develop a long term infrastructure and asset management plan for renewal.
  - b. Initiate plans to sell Town buildings that are no longer needed.
3. Finance
  - a. Ensure sufficient finances to maintain services and infrastructure.
  - b. Maximize funding partnerships.
  - c. Preserve current pay as you go policy as much as possible.
4. Human Resources
  - a. Build an environment of employee engagement, empowerment and involvement.
  - b. Offer an attractive employee total rewards package.
  - c. Support the talent development of employees through professional and career development.
5. Recreation
  - a. Continuously improve recreation programs and ensure they meet the Town's needs.
  - b. Increase participation in recreation programs.
  - c. Increase and strengthen partnerships.
6. Community
  - a. Improve communication with the public.
  - b. Explore pros and cons of community restructuring.
  - c. Continuously improve community services and ensure they meet the Town's needs.