

Village of New Maryland

Strategic Plan 2024 - 2029



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Table of Contents

Section	Page #
Message from the Mayor	3
Executive Summary	4
Vision, Mission, Values and Principles	5
Regional Profile	6
Consultation and Methodology	6
Strategic Recommendations	7
Strategic Pillars, Strategic Objectives and Recommended Tactics	8 - 21
Conclusion	22

Message from the Mayor

It is my pleasure to present the Village of New Maryland *Strategic Plan 2024 - 2029*. Over the course of several months, our municipal Council and Senior Staff have been collaborating to identify the Village's objectives and goals for the next 5 years. As part of this exercise, we also ensured that we allowed an opportunity for community stakeholders to contribute to the process by sharing their perceptions and insights. The goal for all parties involved was to collectively move forward with a renewed vision for our community.

This document outlines the Vision, Mission, Values and Principles that will guide our decisions moving forward. Additionally, we will outline our short and long-term goals as well as how we plan to analyze these results in order to measure the level of success for our proposed activities.

The *Strategic Plan 2024 – 2029* outlines the following 7 Strategic Pillars:

- **Strategic Pillar #1:** Community Well-Being and Safety;
- **Strategic Pillar #2:** Economic Development and Sustainable Growth;
- **Strategic Pillar #3:** Infrastructure and Public Services;
- **Strategic Pillar #4:** Environmental Sustainability;
- **Strategic Pillar #5:** Fiscal Responsibility;
- **Strategic Pillar #6:** Positioning, Marketing and Communications; and
- **Strategic Pillar #7:** People and Culture.

On behalf of Council and Village Staff, I invite you to review this document to have a better understanding of what we want to achieve as a community. We hope you will be excited for what's to come and do your part in helping realize these objectives.

For additional information on our Strategic Plan, please contact the Village Office.

Judy Wilson-Shee
Mayor
Village of New Maryland

Executive Summary

The Village of New Maryland was officially incorporated into a municipal Village on June 01, 1991 and currently has nearly 4,200 residents. Much has been accomplished over the years, such as the development of a wastewater treatment plant, the establishment of a volunteer fire department, the refurbishment of the Recreation Centre (New Maryland Centre), and a great deal more. We are excited to continue building on what has already been accomplished by identifying new opportunities to bring success into our community.

This 5-Year Strategic Plan has been developed to guide us in shaping the future of the community by focusing on our Vision, Mission, Values and Principles moving forward. This is an important step to ensure that there is a plan in place that will guarantee continued growth and prosperity as well as help us reach shared goals and objectives.

We will be responsible for using this document as a guide throughout the implementation phase, ensuring we stay on track, measure results, execute necessary steps for success, as well as have a response plan in place if any challenges arise along the way. The expectation is for this Plan to challenge us to continuously improve our offerings and identify innovative ways to meet the needs of residents.

The overall goal in developing this Strategic Plan is to identify the opportunities and challenges New Maryland faces and to set tangible key targets, strategic priorities, and associated tactics and actions to achieve meaningful results.

Vision, Mission, Values and Principles

The Village of New Maryland strives to provide high quality and affordable services that respond to the needs of residents and the community. Council and Staff are leaders in the economic, social, cultural and environmental vitality of the Village. Throughout the development process of this Strategic Plan, it was identified that the Village should revamp the Vision, Mission, Values and Principles to ensure they are aligned with where we want to go and help identify the future priority objectives.

Previous Vision Statement: A welcoming community that seeks to offer a progressive and healthy living environment and quality of life.

New Vision Statement: A community of choice that boasts a vibrant sense of belonging and citizen well-being.

Previous Mission Statement: To make New Maryland the community of choice by providing services in a responsible and innovative manner.

New Mission Statement: To maintain a safe, clean and welcoming community that prioritizes quality of life, green spaces and inclusive decision-making that fosters a sustainable and resilient future for generations to come.

Values and Principles:

- **Innovation:** Seek progressive solutions to meet Village needs.
- **Environmental Friendliness:** Integrate and promote the principles of environmental stewardship practices.
- **Safety:** Promote and advocate safety.
- **Neighbourliness:** Encourage shared responsibility and a strong sense of community.
- **Healthy Living:** Promote active living and healthy lifestyles.
- **Responsibility:** Ensure sound fiscal planning and management.
- **Community-Inclusiveness:** Engage residents to actively participate in the well-being and development of the community.
- **Integrity in Development:** Commit to transparent, ethical and accountable practices in all development initiatives.

Regional Profile

The Village of New Maryland is in central New Brunswick, just south of the capital city of Fredericton. According to Statistics Canada's 2021 census, the community has a total land area of 21.25 km² and a population of 4,153. The *2024 Tax Bases and Community Funding and Equalization Grant Report* published by the Government of New Brunswick lists the Village's 2024 Tax Base at \$504,419,900.

The Village is composed of a Municipal Council, Municipal Staff and the following committees:

- Planning Advisory Committee;
- Emergency Response Plan Committee; and
- Age-Friendly Committee.

Consultation and Methodology

A crucial step in the development process for this Strategic Plan included engagement sessions with the community to understand their perspectives and gather their feedback. As a community-driven region, it was extremely important to Council to involve residents in the planning phase of the Strategy. As part of this exercise, the consultant PSG-Marque team was able to reach a variety of stakeholders including:

- Residents of the Village;
- Business owners of the Village;
- Members of the Planning Advisory Committee;
- Members of the Emergency Response Plan Committee;
- Members of the Age-Friendly Committee;
- Members of Council;
- Members of Senior Staff; and
- Developers and Engineers.

The format for this phase of the Strategy Development included:

1. **Discovery Sessions:** Team members conducted two group sessions to gather feedback, one with Council and one with Senior Staff. Both sessions allowed the opportunity to gather context of the current state of the Village and gain a better understanding of the previous Strategic Objectives. From these conversations, the team was able to identify key learnings to ensure the Strategic Plan was developed to reflect the priority needs of residents.
2. **One-on-One Engagement Sessions:** Team members conducted 21 individual engagement sessions with various relevant stakeholders.
3. **Public Engagement Survey:** A public engagement survey was distributed electronically to residents in August 2023 to allow those who were unable to participate during the one-on-one sessions to provide their input. There were 153 survey responses and the feedback provided was similar to results from the individual engagement sessions.

Strategic Recommendations

Following engagement with the community and an abundance of research, the team put together Strategic Recommendations for the Village. The recommendations were made as follows:

- **Strategic Pillars:** There are 7 Strategic Pillars identified in this plan. These Strategic Pillars are the overarching themes/goals that the Village aims to achieve long-term with this Plan.
- **Strategic Objectives:** For each Strategic Pillar various Strategic Objectives were identified. These are steps needed to achieve the Strategic Pillar. Some Strategic Pillars have more Strategic Objectives than others. There are a total of 23 Strategic Objectives identified in this Plan.
- **Recommended Tactics:** Various Recommended Tactics were identified for each Strategic Objective. These are individual actions that will help achieve the objectives.

Strategic Pillars, Strategic Objectives and Recommended Tactics

The following Strategic Assessment is based on stakeholder engagement and comprehensive research of the Village of New Maryland and leverages a mixture of existing data such as past strategies, reports and plans. The graph on this page demonstrates a high-level overview of the strategic recommendations.

High-Level Overview of Strategic Recommendations:

STRATEGIC PILLAR #1: COMMUNITY WELL-BEING AND SAFETY				
Objective #1: Keep New Maryland Safe	Objective #2: Promote Healthy Lifestyles	Objective #3: Maintain Emergency Preparedness and Responsiveness	Objective #4: Keep Citizens Engaged and Informed	Objective #5: Continue Investing in our Quality of Life
STRATEGIC PILLAR #2: ECONOMIC DEVELOPMENT AND SUSTAINABLE GROWTH				
Objective #6: Target Balanced Growth	Objective #7: Preserve and Enhance our Rural Charm		Objective #8: Develop Housing and Vacant Land	
STRATEGIC PILLAR #3: INFRASTRUCTURE AND PUBLIC SERVICE				
Objective #9: Enhance Transportation Accessibility	Objective #10: Address Traffic Congestion	Objective #11: Upgrade and Maintain Infrastructure	Objective #12: Provide Quality Recreation Services	
STRATEGIC PILLAR #4: ENVIRONMENTAL SUSTAINABILITY				
Objective #13: Protect and Preserve Green Space		Objective #14: Promote Environmental Sustainability		
STRATEGIC PILLAR #5: FISCAL RESPONSIBILITY				
Objective #15: Maintain Fiscal Responsibility	Objective #16: Foster Partnerships with Neighbouring Communities		Objective #17: Plan and Recruit Future Staff	
STRATEGIC PILLAR #6: POSITIONING, MARKETING AND COMMUNICATIONS				
Objective #18: Reinforce our Value Proposition	Objective #19: Enhance Citizen Communication		Objective #20: Develop an External Attraction Plan	
STRATEGIC PILLAR #7: PEOPLE AND CULTURE				
Objective #21: Enrich the Relationship between Council and Staff	Objective #22: Maximize Engagement and Retention		Objective #23: Attract Exceptional Employees	

STRATEGIC PILLAR #1: COMMUNITY WELL-BEING AND SAFETY

Ennsure the welfare and safety of all residents.

Strategic Objective #1: Keep New Maryland Safe

Increase crime prevention initiatives to enhance overall public safety within the community.

Context: The goal of this objective is to ensure that the Village remains a safe place to live by improving existing security measures and increasing efforts in the future.

Recommended Tactics:

1. Highlight community policing efforts and encourage community outreach programs to maintain trust between law enforcement and residents.
2. Implement a neighbourhood watch program to encourage residents to be vigilant and report suspicious activities.
3. Continue to invest in improved street lighting, security cameras, fire equipment vehicles, the Voyent Alert system and other safety infrastructure.

Strategic Objective #2: Promote Healthy Lifestyles

To maintain physical and mental well-being of residents by promoting an active lifestyle for all.

Context: The goal of this objective is to ensure the Village prioritizes an active lifestyle by focusing on maintaining the physical and mental health and wellness of all residents. This focus will lead to a happy and prosperous community moving forward, which is one of the most important values of residents.

Recommended Tactics:

1. Promote a healthy lifestyle through education, awareness and planned activities, and highlight access to healthy foods.
2. Continue the implementation of the action items identified in the *Athletic Park Redevelopment Strategy* and the *Trails and Bikeways Master Plan*.
3. Continue the planned investments in recreational facilities, parks and walking trails to encourage physical activity.
4. Plan activities within the community that promote being active, as well as fitness programs. Create a yearly events calendar.

Strategic Objective #3: Maintain Emergency Preparedness and Responsiveness

To ensure the Village's preparedness and ability to respond effectively to emergencies and disasters.

Context: The goal of this objective is to make sure the Village is ready to respond to any future emergencies or disasters as a way to manage the impacts and overall safety of residents. Safety was a top priority identified amongst residents.

Recommended Tactics:

1. Continue to conduct emergency drills and training for residents, first responders and local organizations. Ensure everyone has proper training for potential future disasters.
2. Maintain a well-equipped emergency response team (existing Emergency Response Plan Committee) and better communicate their efforts to residents.
3. Educate residents about emergency response procedures.
4. Develop clear communication plans and emergency notification systems for residents.
5. Maintain and enhance response plans to respond to any future climate change scenarios, including forest fires.
6. Invest in future infrastructure to prioritize mitigating the impact of natural disasters.
7. Develop an Emergency Plan Review schedule to ensure all plans are reviewed and kept up to date through the years.

Strategic Objective #4: Keep Citizens Engaged and Informed

To foster a sense of community and inclusivity among residents.

Context: The goal of this objective is to continuously empower residents to participate in the growth and well-being of the community and ensure all residents feel that their voices are heard. This allows residents to have a sense of belonging in their community.

Recommended Tactics:

1. Encourage residential participation, engagement and communication allowing residents to share input.
2. Continue to promote diversity, equity and inclusion in all community activities.
3. Maintain and promote a yearly event calendar.
4. Continue to organize community events and ensure there are different types of events for all.
5. Continue offering a yearly engagement survey with residents to gather feedback and allow opportunity to provide suggestions.
6. Host meetings with community members to present milestones, updates, and achievements to maintain ongoing engagement with residents.

Strategic Objective #5: Continue Investing in our Quality of Life

Improve and enrich quality of life, well-being and overall living conditions of residents.

Context: The goal of this objective is to continuously identify ways to improve the overall quality of life of residents and find innovative solutions to address new needs. The lifestyle of residents is one of New Maryland's strongest assets and will remain a top priority for Council and Staff.

Recommended Tactics:

1. Build on existing strengths and assets of the Village to maintain overall character and quality of life in all projects.
2. Maintain investment in beautification to enhance the Village's image and appearance (flower beds, hanging baskets, benches, solar lights, annual tree planting program, etc.).
3. Ensure future development projects meet building standards that fit the overall appearance of the Village.
4. Identify growth opportunities that minimize the loss of, and support the preservation of, privacy and existing boundaries of residential properties.
5. Continue to organize community events, cultural festivals, and town hall meetings to bring residents together and enhance overall communication around these.
6. Support opportunities for residents to provide feedback ahead of larger decision processes.
7. Support the attraction of businesses that will bring an added value for residents.

STRATEGIC PILLAR #2: ECONOMIC DEVELOPMENT AND SUSTAINABLE GROWTH

Ensure a long lasting and promising future for all.

Strategic Objective #6: Target Balanced Growth

To ensure the Village is attracting businesses that will be a good fit regarding values and principles, all while being economically beneficial.

Context: The goal of this objective is to strategically identify development opportunities that will be successful in the community and region. New Maryland is not in need of larger retailers, but rather smaller organizations that will bring a unique added value to the community.

Recommended Tactics:

1. Continue to communicate the importance of growth opportunities with residents and encourage feedback sharing of potential businesses that could bring value to the community and region.
2. Collaborate with Ignite to conduct research to identify businesses and/or services that could be sustainable and positively impact economic growth in the region. Future economic growth needs to bring money in, all while remaining “New Maryland”.
3. Collaborate with Ignite to identify a “niche” that will help guide the Village in knowing what types of businesses should be targeted.
4. Develop a list of potential businesses that would be a good addition to the Village.
5. Collaborate with Ignite to conduct analysis of potential industries and businesses that could be attracted into the Village.
6. Collaborate with Ignite to build a development and attraction plan once businesses have been identified, that includes the necessary steps to take to successfully attract businesses to the Village.
7. Identify ways to offer support and/or incentives to small businesses for future entrepreneurs.
8. Continue building a “development ready” reputation that focuses on being professional, available and accommodating.

Strategic Objective #7: Preserve and Enhance our Rural Charm

To be intentional with development to maintain the rural charm of New Maryland.

Context: The goal for this objective is to ensure that future development does not hinder the existing rural charm of the community and that the Village does not attract businesses that would not be a good fit.

Recommended Tactics:

1. Maintain and communicate new by-laws and regulations that will preserve the rural charm of the Village and maintain quality of life for residents.
2. Continue to develop initiatives that promote and maintain a “small-town feel” and prioritize opportunities for the community to come together.
3. Maintain investment in beautification on an ongoing basis.

Strategic Objective #8: Develop Housing and Vacant Land

To increase housing opportunities while strategically mapping out how the remainder of land will be utilized.

Context: The goal of this objective is to develop a variety of housing options that will meet different needs and broaden the community tax base. It is important to strategically prioritize certain types of housing that will best meet the needs of residents.

Recommended Tactics:

1. Collaborate with Ignite to build a Housing Development Strategy that will identify potential housing opportunities that would be the best fit for the Village (small cottages, bungalows, apartments, condos, senior housing, intergenerational housing, etc.).
2. Continue to review and update zoning and land-use regulations to support responsible growth.
3. Continue construction projects for apartment buildings and communicate efforts and intentions of projects to residents.

STRATEGIC PILLAR #3: INFRASTRUCTURE AND PUBLIC SERVICES

Ensure the community has the necessary infrastructure to continue to be a competitive place to live.

Strategic Objective #9: Enhance Transportation Accessibility

To improve transportation options and accessibility for residents, including pedestrian and bicycle paths.

Context: The goal of this objective is to explore transportation accessibility for the community. The main focus will be promoting sustainable transportation and active living.

Recommended Tactics:

1. Develop a comprehensive and collaborative transportation plan that addresses traffic congestion and promotes sustainable transportation and communicate clearly to residents.
2. Maintain and increase investment in pedestrian-friendly infrastructure, including sidewalks and crosswalks.
3. Explore alternative options of public transit such as carpooling initiatives (audience: students, seniors and newcomers).

Strategic Objective #10: Address Traffic Congestion

To improve day-to-day traffic flow for residents.

Context: The goal of this objective is to continue taking necessary steps to improve day-to-day traffic within the Village to facilitate commutes. This was identified as a top priority amongst many residents.

Recommended Tactics:

1. Continue to update the Asset Management Plan.
2. Lobby the Department of Transportation and Infrastructure (DTI) for approval of roundabout plans.
3. Continue to inform residents of updates and government decisions.

Strategic Objective #11: Upgrade and Maintain Infrastructure

To ensure critical infrastructure, such as roads, water supply and wastewater treatment facilities are well-maintained and upgraded as needed.

Context: The goal for this objective is to maintain and upgrade infrastructure as needed to remain a well-serviced place to live. Residents greatly value well-maintained infrastructure and would like this to continue to be a priority for the community.

Recommended Tactics:

1. Ongoing implementation of the Asset Management Plan.
2. Continue well exploration to increase growth capacity.
3. Identify and prioritize development projects that will add the most value to the Village.
4. Continue execution of municipal plans and projects already in progress.

Strategic Objective #12: Provide Quality Recreation Services

To ensure the delivery of high-quality recreation services.

Context: The goal of this objective is to continuously deliver high-quality recreation services within the community. Wellness and leisure are both very important to residents and are areas the Council and Staff will continue to prioritize.

Recommended Tactics:

1. Maintain and upgrade recreational resources and facilities, parks, and community centers.
2. Support healthcare clinics, community health programs and wellness initiatives as the current services are limited.
3. Include questions about services in an annual survey to gather overall satisfaction of residents.
4. Review the *Trails and Bikeways Master Plan (2013)* and identify necessary changes.
5. Prioritize maintenance of green space in future development through Land Use Planning.
6. Continue the execution of the *Athletic Park Redevelopment Strategy*.

STRATEGIC PILLAR #4: ENVIRONMENTAL SUSTAINABILITY

Ensure environmental sustainability and reduce the Village's ecological footprint.

Strategic Objective #13: Protect and Preserve Green Space

To ensure the look and feel of the Village is maintained and that development projects support this objective.

Context: The goal of this objective is to ensure that the proper regulations and plans are in place to maintain the prioritization of green space. This is one of the key assets of the Village and residents take a lot of pride in the look and feel of their community.

Recommended Tactics:

1. Maintain zoning regulations designating certain areas as protected green spaces.
2. Promote and maintain community gardens as an opportunity for residents to engage with green space.
3. Explore opportunities for additional green space development within the Village.
4. Execute updated *Trails and Bikeways Master Plan*.
5. Continue the *Urban Reforestation Program* (tree planting initiative).

Strategic Objective #14: Promote Environmental Sustainability

Promote sustainable practices that will contribute to a healthier environment and quality of life for all.

Context: The goal of this objective is to continue to promote the importance of environmentally friendly practices and prioritize renewable energy sources and energy-efficient infrastructure in future development. This coincides with one of the key values of the Village.

Recommended Tactics:

1. Maintain environmentally friendly practices in the Village.
2. Expand and improve waste management program and investigate compost programs.
3. Continue investing in renewable energy sources/energy-efficient infrastructure for future development.
4. Encourage responsible and eco-friendly construction moving forward.
5. Continue the execution of the *Climate Change Adaptation Strategy* (2019).
6. Investigate the establishment of vehicle charging stations.

STRATEGIC PILLAR #5: FISCAL RESPONSIBILITY

Responsibly manage spending to ensure growth opportunities and maintain budget.

Strategic Objective #15: Maintain Fiscal Responsibility

To ensure ongoing fiscal responsibility for the Village.

Context: Fiscal responsibility is a crucial objective for the Village to achieve sustainable development within the community. Implementing these strategies will ultimately contribute to fiscal responsibility, transparency and long-term financial resilience for the community.

Recommended Tactics:

1. Maintain a balanced budget and sound fiscal management as best as possible when moving forward with development opportunities.
2. Maintain budget transparency and education of the budget with residents.
3. Continuously promote efficient resource allocation to fit the values and goals of the Village and broadening of the tax base.
4. Implement a performance measurement and reporting process to track progress and to help responsibly identify future opportunities.
5. Encourage residents to provide feedback through an annual *Resident Engagement Survey* to help identify future priorities.
6. When available, seek grants and/or funding opportunities to help support various community projects through government programs (GNB, ACOA, RDC, ONB, etc.).

Strategic Objective #16: Foster Partnerships with Neighbouring Communities

To lead by example by collaborating with integrity, respect and fairness.

Context: The goal of this objective is to maintain relationships with various neighbouring communities as a means of collaborating and identifying potential partnerships on some future projects.

Recommended Tactics:

1. Advocate for equity in collaborations to ensure projects support the needs of Village residents.
2. Encourage open and respectful relationships with members of the Capital Region Service Commission.
3. Maintain trusted relationships by remaining consistent and engaged.
4. Cultivate new partnerships and maintain the integrity of existing partnerships by collaborating responsibly with transparency, good governance and strong leadership.

Strategic Objective #17: Plan and Recruit Future Staff

Develop a plan for hiring future Village staff.

Context: The goal of this objective is to prepare for future staffing needs. As the Village continues to grow and a few Village Staff members retire in the next 5 to 10 years, a plan is needed to meet future needs. This strategic objective allows the Village to identify priority needs and begin the planning process ahead of time, as well as identify when there will be a need for additional roles in the future.

Recommended Tactics:

1. Develop a list of roles that will be vacant in the coming years, with specific timelines and role descriptions.
2. Review the existing staff structure to identify opportunities to improve or prioritize funding different roles.
3. Identify government funding opportunities that could help in hiring some of the roles.
4. Enhance the recruitment process to help find the best talent.
5. Provide professional development and training opportunities for existing staff to encourage internal staff promotion whenever possible.

STRATEGIC PILLAR #6: POSITIONING, MARKETING AND COMMUNICATIONS

Solidify the identity of the Village and improve internal and external communication.

Strategic Objective #18: Reinforce our Value Proposition

To improve the overall perception of the Village, internally and externally.

Context: The goal of this objective is to identify opportunities to revamp New Maryland’s brand and identity and improve internal and external communication. It is crucial that the entire community is made aware of where we want to go and to be able to strategically promote our community and region to external stakeholders. This will have a direct impact on the success rate of the Village to attract new residents and businesses in the future.

Recommended Tactics:

1. Support the development of a rebranding exercise. The intention is to build a brand based on where we want to go.
2. Identify a “niche” and what makes New Maryland special. This will include building on the existing successes and identifying unique opportunities for the Village.
3. Revamp the website to ensure it is up to date with relevant information and engage in a mini “attraction” campaign to assist future recruitment (residents or businesses).

Strategic Objective # 19: Enhance Citizen Communication

To ensure communication is clear and transparent among residents, Council and Staff.

Context: The goal of this objective is to maintain clear and consistent communication within the community that will help residents and Staff be on the same page moving forward. This will help manage expectations, set priorities and effectively achieve targets.

Recommended Tactics:

1. Prioritize setting accurate and realistic expectations to maintain engagement from residents.
2. Invite residents to attend meetings where updates will be provided.
3. Communicate to residents the changes made since the previous Strategic Plan (new vision, mission, values, etc.).
4. Continuously provide consistent and transparent updates to residents.
5. Maintain clear communication between Council and Staff to ensure they are aligned.

Strategic Objective #20: Develop an External Attraction Plan

Commit to balanced growth by attracting vibrant, inclusive and relevant businesses.

Context: The goal of this objective is to follow a structured plan to effectively attract new residents and businesses to New Maryland in the future. This will ultimately paint the picture of who we are as a community as well as where we want to go.

Recommended Tactics:

1. Use consistent and clear messaging about who we are and where we want to go.
2. Develop a solid “elevator pitch” to be able to easily paint the picture of what life in the Village is like to attract more people and businesses.
3. Encourage Staff to continue attending various events to expand the network as well as work with Ignite to connect with business owners and assist with Tourism.
4. Ensure the website reflects this new identity and that future newcomers can access information needed through the website.

STRATEGIC PILLAR #7: PEOPLE AND CULTURE

Ensure the health and well-being of Staff in the workplace.

Strategic Objective #21: Enhance Relationship Between Council and Staff

To encourage a positive work environment.

Context: The goal of this objective is to foster and support a positive work environment and relationship between Council and Staff. This will help to ensure that a strong rapport and supportive relationship is developed and maintained among all members of Council and Staff.

Recommended Tactics:

1. Maintain clear communication between Council and Staff to ensure they are aligned.
2. Organize social events for Council and Staff.

Strategic Objective #22: Maximize Engagement and Retention

To maximize engagement and retention of current Staff members.

Context: The goal of this objective is to ensure Council and Staff experience a high level of job satisfaction, remain invested in their work and strive for personal growth within the organization.

Recommended Tactics:

1. Continue support of training and development.
2. Engage Human Resources Specialist for scheduled salary review.
3. Organize team building event for Staff.
4. Reinvigorate Team Spirit Committee.
5. Schedule annual Climate Survey and follow up on recommendations.
6. Ensure a safe work environment for all Staff members.
7. Organize a year-end event for all Staff members to review accomplishments and next year's objectives.

Strategic Objective #23: Attract Exceptional Employees

To prepare for future Staff requirements.

Context: The goal of this objective is to prepare for future Staff requirements in order to assist the Village in minimizing disruption and maintaining confidence and morale.

Recommended Tactics:

1. As much as possible, identify roles that will require staffing in the next 5 years with timelines.
2. Train and mentor current employees for transition into new roles when possible.
3. Ensure new employees fit well in terms of exceptional skills and culture.
4. Promote the Village office as a great place to work.

Conclusion

The Village of New Maryland has been a successful community for over 30 years. We may be small in size but we are mighty in our ability to achieve great things. We are very fortunate to have hard-working Council and Staff as well as our fantastic residents that took part in this exercise.

This Strategic Plan sets forth a roadmap for our municipality to navigate the complexities of the present and future, ensuring community well-being, sustainable growth and effective governance. By embracing innovation, fostering collaboration and prioritizing the needs and aspirations of our residents, we are laying the foundation for a vibrant and resilient community.

As we embark on the implementation phase it is essential for all stakeholders to remain committed to the shared vision and goals outlined in this Plan. Adaptability and continuous evaluation will be key as we navigate the dynamic landscape of local governance. Through transparent communication, inclusive decision-making and a focus on results, we will forge a path toward a municipality that thrives economically, socially and environmentally.

Ultimately, the success of this Strategic Plan hinges on the dedication and collective efforts of our community, local government, businesses and civic organizations. Together we can build a future that honors our past, embraces the present and paves the way for generations to come. As we move forward, let us be guided by the principles of innovation, environmental friendliness, safety, neighbourliness, healthy living, responsibility, community-inclusiveness and integrity in development, ensuring that our community remains a beacon of progress and a cherished home for all.