



Town of Quispamsis

Community Strategic Plan

May 2022





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Final Draft



Executive Summary



Executive Summary

The past, the present, and the future of Quispamsis are tied to the ever-flowing rivers and breath-taking landscapes where generations of families have lived, worked, and gathered. This area takes its name from the Maliseet First Nation's description of the little lake in the woods, now at the heart of the community. Like the flora and fauna depicted on the municipal coat of arms, Quispamsis residents enjoy a quality of life surrounded by natural beauty.



With hope that the pandemic shutdowns are behind us, now is the time for Quispamsis to prepare for population growth, economic transformation, and an ever-increasing emphasis on the environment and climate change. The community strategic plan strongly positions the Town in ensuring its future decisions are based on a thorough understanding of its assets and a clear view of its aspirations and hopes.

To assist the Town in this important undertaking, MDB Insight Inc. was retained to coordinate the community strategic planning initiative. The process was comprehensive, inclusive, and transparent, including a review of key background documents, creation of an economic profile, and engagement with Council, management, staff, and residents. Recognizing the important role of Council in informing and guiding future directions, a series of three separate meetings were held to share insights and perspectives and to capture direction for the strategy. Community consultation was broad and meaningful, offering residents, businesses, and local stakeholders the opportunity to share experiences, knowledge, and aspirations.

A survey of residents revealed a great passion for Quispamsis and an appetite for growth. Individual interviews supplied specific ideas for shaping the strategic planning process. Municipal management and frontline staff offered helpful insights into day-to-day operations, further informing the key goals and objectives directed at the community's ideal future.

The Town's Vision Statement presents an enthusiastic view of the future, echoing municipal and community aspirations:

Quispamsis is proud to be a vibrant, active community surrounded by natural beauty, offering a quality of life driven by exceptional services, amenities, and programs.

The Town's Mission Statement explains the municipality's reason for being:

Council, management, and staff collectively provide community-focused service excellence and a forward-thinking commitment to sustainable growth, responsible governance, and engaged, residents.



Council approved a set of Guiding Corporate Principles that embody the values of the community and the municipal corporation. They serve as a framework through which to weigh all decisions:

- **Transparency and Integrity** - We are open and honest in all our transactions, acting ethically with integrity and respect.
- **Informed Decision Making** - Our decisions are influenced and informed through evidence-driven and legislative considerations.
- **Equity and Inclusion** - We foster a sense of belonging, acceptance, and inclusion for all.
- **Service Excellence** - We strive to be responsive, community-focused, with a commitment to continuous improvement.
- **Fiscal Responsibility** - We lead with good governance ensuring efficiencies and fiscal prudence.

The collective input from Council, management, staff, residents, and businesses helped to identify a series of Strategic Themes. These themes are grounded in a collaborative corporate culture, upon which the Community Strategic Plan is built:

1. **Infrastructure Management**
2. **Commitment to Community**
3. **Economic Development**
4. **Capacity Building**

Goals and objectives were developed and expanded based on the Strategic Themes, focusing on the Town's ability to influence change. The following pages of the Community Strategic Plan describe the goals and objectives in greater detail and offer insight on implementation and performance measurement.





Community Profile



RESIDENT SATISFACTION

RESIDENTS ARE VERY OR SOMEWHAT SATISFIED WITH SERVICES PROVIDED BY THE TOWN



BUSINESS SATISFACTION

BUSINESSES ARE VERY OR SOMEWHAT SATISFIED WITH THE TOWN OF QUISPAMSIS AS A PLACE TO OWN AND OPERATE A BUSINESS



6th LARGEST
MUNICIPALITY
IN
NEW BRUNSWICK

POPULATION 18,768 (2021)
+2.9% since 2016
(NB: 775,610, +3.8%)



+13%
since 2015

AVERAGE HOUSEHOLD
INCOME \$130,067 (2020)*
(NB: \$81,392, +12%)

8% OF HOUSEHOLDS ARE LOW INCOME (NB: 17%)



MEDIAN DWELLING VALUE (2020)

\$290,401
+14% INCREASE
SINCE 2015
(NB: \$197,670, +16%)



87%

OF LOCAL WORKFORCE
COMMUTES OUT OF QUISPAMSIS TO WORK



CANADA REVENUE AGENCY COUNTED **405** BUSINESSES* WITH EMPLOYEES IN QUISPAMSIS (JUNE 2021)

HIGH INDUSTRY CONCENTRATIONS

QUISPAMSIS HAS A HIGH CONCENTRATION LOCALLY OF THESE INDUSTRY SECTORS COMPARED TO THE PROVINCIAL AVERAGE:



63

BUSINESSES IN
PROFESSIONAL, SCIENTIFIC
& TECHNICAL SECTORS

73

BUSINESSES IN
CONSTRUCTION



63

ENTERPRISES

IN THE HEALTH CARE &
SOCIAL ASSISTANCE SECTORS



LOW CONCENTRATIONS

QUISPAMSIS HAS LOW CONCENTRATIONS LOCALLY IN THESE SECTORS:
RETAIL, TRANSPORTATION & WAREHOUSING, ACCOMMODATIONS & FOOD



*ENTITIES WITH PAYROLL. DATA SOURCES: MANIFOLD DATA MINING INC. (2020), STATISTICS CANADA, 2011, 2016, 2021. ANALYZED BY MDB INSIGHT INC.



Corporate Vision and Mission



Vision Statement

The vision statement for an organization is an aspirational description of what the community would like to achieve or accomplish in the mid- to long-term future. It provides a clear guide for choosing current and future courses of action.

Vision Statement for the Town of Quispamsis:

Quispamsis is proud to be a vibrant, active community surrounded by natural beauty, offering a quality of life driven by exceptional services, amenities, and programs.

Mission Statement

The mission statement for an organization is its reason for being. It answers the following questions: What is the organization? Why does it exist? Who are the primary customers? What are the products and services?

Mission Statement for the Town of Quispamsis:

Council, management, and staff collectively provide community-focused service excellence and a forward-thinking commitment to sustainable growth, responsible governance, and engaged, connected residents.



Guiding Principles



Guiding Principles

Guiding principles provide a broad philosophy that encompasses the values of the municipal corporation and the community. They extend beyond the life of the strategic plan and ground strategy design and delivery. These values also serve as a lens through which to evaluate all decisions. They support the development of a culture where everyone understands what is important.

Transparency and Integrity

- We are open and honest in all our transactions, acting ethically with integrity and respect

Informed Decision Making

- Our decisions are influenced and informed through evidence-driven and legislative considerations

Equity and Inclusion

- We foster a sense of belonging, acceptance, and inclusion for all

Service Excellence

- We strive to be responsive, community-focused, with a commitment to continuous improvement

Fiscal Responsibility

- We lead with good governance ensuring efficiencies and fiscal prudence



Strategic Themes



Strategic Themes

A set of Strategic Themes was developed to help direct future decision-making based on the desired outcomes envisioned during the strategic planning process. Together, the strategic themes provide a structure upon which are placed the collective aspirations of Council, management, staff, residents, businesses, and stakeholders. As a guiding document, the Community Strategic Plan provides a road map to harmonize the specific actions, deliverables, and performance metrics enacted through departmental or subject-specific plans.

Working together brings a desired future state for the Town of Quispamsis that reflects:

Infrastructure Management

The Town of Quispamsis strives to ensure fiscal and operational integrity while developing responsible plans to address climate change, water service expansion, and active transportation.

Commitment to Community

The Town of Quispamsis demonstrates its commitment to the community by enhancing citizen engagement, building upon the natural strengths of the area, and ensuring policies are relevant.

Economic Development

The Town of Quispamsis endeavours to be recognized as an excellent place to invest, driven by a positive business environment and regional collaboration to diversify the economy.

Capacity Building

The Town of Quispamsis ensures it is ready for growth through improved internal communications, enhanced interdepartmental cooperation, implementation of efficiencies, continuous improvement, and capacity reviews.



Goals and Objectives



Infrastructure Management

GOAL: The Town of Quispamsis strives to ensure fiscal and operational integrity while developing responsible plans to address climate change, water service expansion, recreation, and active transportation.

Objectives:

- a. Adopt plans that ensure fiscal and operational soundness (including but not limited to Recreation Master Plan, Long-term Financial Plan, Asset Management, Transportation Master Plan, Comprehensive Watershed and Stormwater Management Plan, etc.)
- b. Investigate feasible strategies to address water expansion
- c. Optimize utilization of assets/infrastructure that contribute to being a community of choice
- d. Develop a responsible growth strategy incorporating climate change considerations to improve physical infrastructure and multi-modal transportation (roads, sidewalks, land, pedestrian pathways, cycling, public transportation, waterways, etc.)





Commitment to Community

GOAL: The Town of Quispamsis demonstrates its commitment to the community by enhancing citizen engagement, building upon the natural strengths of the area, and ensuring policies and by-laws are relevant.

Objectives:

- a. Implement strategies and methods that enhance citizen communication and engagement, promoting a sense of belonging within the community
- b. Expand trails and active transportation options to improve connectivity
- c. Create an environment that encourages developers to increase the number of affordable and accessible housing units and types available
- d. Identify by-laws and policies that need to be created or reviewed to remain relevant, current, and are being effectively implemented





Economic Development

GOAL: The Town of Quispamsis endeavours to be recognized as an excellent place to invest due to a positive business environment and regional collaboration to diversify the economy.

Objectives:

- a. Create an environment that supports the attraction of commercial development
- b. Collaborate with regional growth agency to promote and support innovation among local businesses to fuel a diverse economy
- c. Collaborate to promote the Town as a destination





Capacity Building

GOAL: The Town of Quispamsis ensures it is ready for growth by improving internal communications, enhancing interdepartmental cooperation, implementing efficiencies, and conducting capacity reviews.

Objectives:

- a. Enhance internal communication channels to maximize staff engagement, and promote cross-departmental collaboration
- b. Conduct an internal review of staffing levels and organizational structure, capacity, capabilities, corporate succession planning, and physical workspaces to ensure readiness for growth
- c. Support Council’s capacity to communicate effectively with the public





Action Plan



Action Plan

Successful implementation of a Community Strategic Plan requires tenacity, bravery, and candour. There must be a firm commitment and mindfulness on the part of both Council and staff to understand the course that has been set and willingness to make the sacrifices and leaps of faith to achieve meaningful outcomes.

The Strategic Themes and Goals identified in the Community Strategic Plan are high-level guidelines that help Council and staff identify actions, create new services, and enhance programs that are under the Town's mandate.

Each Department must align its work with the strategic themes and goals. Existing services should be reviewed to determine their priority within the context of the new organization-wide direction. New tasks and initiatives will come forward, and they, too, must be ranked in terms of urgency, importance, and relevance, as they relate to the Strategic Themes, Goals and Objectives of the Community Strategic Plan.

It can be very difficult for institutions to move away from predictable, established patterns of behaviour, especially when policies, procedures, and legislation are involved. The Town of Quispamsis Community Strategic Plan is one component in the integrated implementation of the municipality's overall corporate organizational ecosystem.

Other plans and strategies also align with the Community Strategic Plan, including subject-specific documents such as the Recreation Master Plan, Municipal Development Plan, and Transportation Master Plan, but also other internal plans, such as the Asset Management Plan.

A tall, cylindrical water tower with a light blue top section. The top section has the word "WISCONSIN" on the left and "SPAMMERS" on the right, both in dark blue, serif capital letters. The tower is surrounded by a chain-link fence and a concrete base. In the background, there are green trees under a clear blue sky.

WISCONSIN
SPAMMERS

Implementation and Performance Measurement



Implementation

Prior to acting on specific activities, programs, and activities, decisions will need to be made based on whether there is value in relation to the Community Strategic Plan or subordinate municipal plans. Resources must be put in place, staff reporting structures confirmed, and new policies created to provide a reference for decision making. Tools such as decision trees provide examples of how the Town of Quispamsis may prioritize the implementation of any matters, existing or new. Decision-making tools can be activated by management in assisting Council to make decisions.

Performance Measurement

The Town of Quispamsis should monitor progress on the Community Strategic Plan annually, preferably in advance of the budget review process. Of prime importance will be the identification of metrics that offer evidence-based assessments of the Strategy's performance. A consistent framework of performance metrics will help to evaluate the following:

- Did we achieve what we set out to do?
- Did our efforts have the desired impact?
- Are we closer to achieving our strategic goals because of these efforts?

Performance measurement is a diagnostic tool that focuses on energy, attention, and effort, helping to support the Town's commitment to its guiding principles. Like any tool, the spectrum of sophistication is broad for a variety of reasons. A "report card" shared with Council during the annual Community Strategic Plan would be the principal means of monitoring progress. A system that feeds directly into the work of municipal departments is suggested to ensure there is a consistent measurement between the day-to-day actions and tactics and the strategic planning framework.

