

Building Our Future Together

CITY OF MIRAMICHI STRATEGIC PLAN - 2021 TO 2025



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MESSAGE FROM MAYOR

On behalf of Council, I am pleased to submit our 2021/25 strategic plan.

This plan serves as a roadmap for Miramichi's future. It builds on Miramichi's proud past and a vision of what tomorrow can bring. It also establishes directions that will help us become a more modern, effective government and create a foundation for a multi-year budgeting and planning process.

This plan also recognizes the work that will be required as we continue to work towards emerging from a global pandemic and begin to address the many impacts that has had on our City. One thing the pandemic has taught us is how important it is to work together towards common goals and opportunities to move our city forward for all citizens. The plan has been developed through a comprehensive consultation process with Council, staff and community organizations.

It is our belief that this plan truly reflects the aspirations of our Council, staff, businesses and residents for our community, and that it outlines this shared vision and provides the tools needed to make it happen.

This plan will serve as a guide for council and staff to deliver on our promises and meet your expectations for the best Miramichi possible. We are excited about the possibilities for the future and the direction in which we are heading, and we look forward to working with each and every Miramichier to make these opportunities reality and build the future of Miramichi together.

- Adam London

MESSAGE FROM CITY MANAGER

The City of Miramichi Strategic Plan 2021 – 2025 is a multi-year guide towards moving our city forward. This directive from council allows us to prioritize our program and services to best deliver on opportunities for Miramichi moving forward.

This plan establishes the areas where we will focus our efforts over the coming years, identifying priorities that reflect community ambitions and prepare Miramichi for the future.

This strategic plan also provides us with clear directions to support budgeting and performance tracking. It will integrate with the City's budget, work planning processes and performance development planning, providing clear direction for developing our operating and capital budgets as we begin a shift to multi-year budgeting.

The strategic plan's directions and our subsequent action plans will move us closer to achieving Miramichi's shared vision.

The role of this strategic plan is;

- Keep Council and staff focused on key priority areas
- A framework on how to achieve the City's goals
- Guide our financial decisions
- Timelines and implementation pathway
To showcase council's commitment to its citizens and our Province
- A roadmap for staff to operationalize Strategic Action items

This plan will be reviewed on an annual basis and will form the yearly operational plans from all city departments.

With the ongoing leadership from council, the dedication of staff and through improved engagement with community organizations and citizens of Miramichi we can ensure we are creating the best possible Miramichi both today and into the future.

– Mike Noel



VISION STATEMENT

The City of Miramichi will be a healthy, progressive, diverse and economically vibrant community that invests in its future in a financially sustainable and environmentally responsible manner.

Healthy

We will foster a community that is safe for its citizens. We will provide facilities, programs and opportunities to enhance the well-being of our citizens.

Progressive

Our city and its leaders will be forward thinking in approach and actions. We will look toward the future and plan for meeting the needs of our citizens by taking an entrepreneurial approach to investment and creation of opportunities to pursue our vision.

Diverse

We will embrace the multi-cultural make up of our community. We will welcome visitors and celebrate the artistic beauty of our varied cultures – especially indigenous communities. We will ensure that citizens and visitors will have opportunities to experience our heritage and cultural diversity.

Economically Vibrant

We will pursue a broad base of industry, business and services to help ensure stability and growth for our community in varying economic times and to ensure a prosperous future.

Investing in the Future

We will invest in our infrastructure and public spaces to ensure it meets our current needs and provides for future growth.

Financially sustainable

We will develop infrastructure, facilities, programs and services that are financially responsible, beneficial and sustainable over the long-term considering all related costs.

Environmentally responsible

We will be stewards of our environment to ensure that our city will be an attractive and healthy place to live and visit. Our activities, both industrially and recreationally, will respect the environment.



MISSION STATEMENT

We are committed to excellence and openness in local government by ensuring accessible and responsive representation, providing innovative and efficient services in support of our community's vision. We are committed to creating conditions for growth and opportunity and to celebrate our past while keeping our focus on an inclusive and prosperous future for all.

Excellence

We will strive to implement the best methods and techniques to the management of the municipal corporation, delivering municipal services that employ best practices.

Openness

We will ensure that governance of the city is undertaken in an open and transparent manner to enable the public to have full access to the workings of their local government.

Accessible

We will ensure Council and City departments are accessible by the public in order to obtain information and receive assistance and guidance.

Responsive

We will respond to the needs of the community in a proactive fashion, anticipating needs and developing solutions, ensuring ongoing citizen engagement.

Innovative and efficient

We will use new technologies and best practices in the delivery of services in order to achieve a high degree of efficiency and obtain the maximum benefit for the least cost.

VALUES

These are the values that will guide us in achieving our goals:

- › **Diversity**
 - Welcome and celebrate all languages, cultures, ethnicities, genders, ages and sexual orientation and abilities
 - Reconcile with indigenous communities
- › **Leadership**
 - Accountable
 - Accessible
 - Open
 - Respectful
 - Transparent
- › **Sustainability**
 - Protect our environment
 - Invest and plan in our Infrastructure
- › **Engagement**
 - Improve communications
 - Fulfil our role as a Regional Hub
- › **Responsibility**
 - Good fiscal management
 - Good governance



A ROLE FOR EVERYONE

City Council

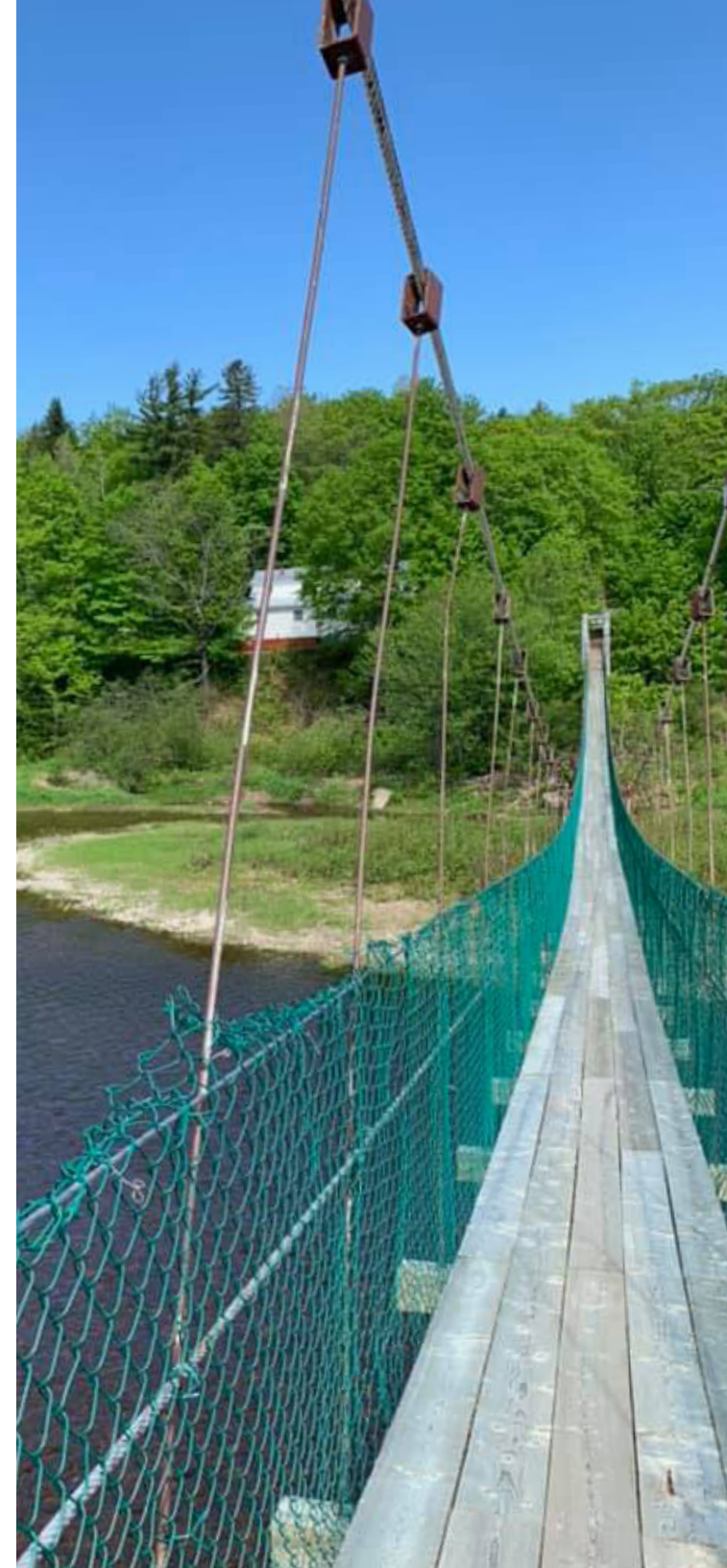
City Council will participate in making decisions to further the priorities laid out in the Strategic Plan to support the well-being and interest of the City of Miramichi. They will ensure that administrative policies, practices and procedures are in place to implement the decisions of Council regarding the Strategic Plan. In doing so, Council will ensure that the city is well positioned to deliver on Miramichi's Strategic Plan.

City Staff

City staff will lead the implementation and reporting of actions to support the Strategic Plan and champion its success. They will integrate the Plan into corporate and service area plans, and ingrain the vision, mission and values into the organization's culture.

Community

The community will work with the city, where appropriate, on initiatives that move Miramichi forward. The community will hold the city accountable for delivering on its Strategic Plan, being transparent and engaging with them.



STRATEGIC GOALS 2021-2025

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1. Be Accountable
 2. Grow the population
 3. Improve housing availability and affordability
 4. Celebrate Diversity and Inclusion
 5. Foster Economic Growth and Development
 6. Be a city of active living and wellness
 7. Be one cohesiveness community
 8. Be an inclusive regional hub
 9. Improve communications
 10. Renew our public spaces and infrastructure
 11. Be a conduit for opportunity
 12. Improve governance and performance

This plan is built on five Strategic pillars designed to work together to improve the quality of life, create new opportunity, improve infrastructure and community health, improve municipal engagement and governance, to grow our economy, protect our environment and showcase to the world all the benefits Miramichi has to offer.

The five pillars are:

Growing Miramichi
Supporting Miramichi
Building Miramichi
Sustaining Miramichi
Working Together for Miramichi

The City of Miramichi is committed to

GOAL STATEMENTS	
Growing Miramichi	Miramichi is open for business. As the economic hub of our region, we are committed to supporting business growth, business investment and workforce attraction. We are a four-season destination where visitors and residents enjoy our parks, trails and distinctive amenities – especially our amazing river. We are the city of festivals, the bass fishing capitol of Atlantic Canada and the centre for outdoor adventures in the Maritimes.
Supporting Miramichi	Miramichi is committed to providing citizens with a high-quality of life including access to affordable housing, an active living lifestyle and a commitment to the health, well-being and safety of all its citizens
Building Miramichi	Miramichi is committed to the continued development and renewal of our key public infrastructure as well as the continued support of new development that supports our vision and mission for the city and its citizens
Sustaining Miramichi	Miramichi is committed to be a leader in environmental practices and a community that is strongly committed to protecting the environment. Our “environment” refers to all of the natural surroundings and resources that we depend on to survive: fresh air, clean water and protected natural lands. These resources play a vital role in our community and our lives by supporting the quality of life that we value and enjoy.
Working together for Miramichi	Miramichi is committed to being an open and transparent city where citizens can be confident about the services they receive. We are accessible and responsive. We are an effective, fiscally responsible and trusted local government with engaged, skilled and collaborative employees.

STRATEGIC RECOMMENDATIONS

These are the action items that will be pursued to achieve our strategic goals.

GROWING MIRAMICHI				
Action Item #	Action	Supporting Strategic Document	Scheduled Start	Lead
GM-01	<p>Council will convene a workforce group to work towards a workforce development strategy. This group can build off the population growth working group already established. It needed to include the multicultural society, education, healthcare, PETL, chamber and department of economic development.</p> <p>a. The workforce group will engage job creators, educators, and senior government to define needed skills, improve existing programs</p>	Growing Miramichi: Regional Population Growth Action Plan	Winter 2021/22	Council/ Economic Development and Tourism
GM-02	Council and staff, in partnership with Province, will explore short-term affordable housing options as way to facilitate relocation of workers.	Housing needs assessment and Miramichi Housing Strategy	Winter 2021/22	Council/ Economic Development and Tourism
GM-03	Council will encourage provincial and federal government officials to put in place actions that will help reverse trends of immigrants only moving to larger centres in NB.	Growing Miramichi: Regional Population Growth Action Plan	Winter 2021/22	Council
GM-04	<p>Council will work with staff to restructure Economic Development and Tourism to ensure a senior manager position leading the tourism file for Miramichi</p> <p>a. This resource will build on all existing plans and marketing activity and present council with a tourism action plan for 2022 to 2025 and beyond. The development of this plan also needs to identify gaps in tourism offerings, and opportunities for private sector investment.</p> <p>b. The tourism strategy should also strive to be inclusive and incorporate newcomers into the growing tourism offering.</p> <p>c. This tourism strategy will also showcase the evolution of tourism assets that will include the building on existing and future trails, building on the city of festivals concept and looking to grow the bass fishing opportunity within the region.</p>	Economic development and tourism strategy and MRTA Plan	January 2022 - ongoing	Economic Development and Tourism/ Council
GM-05	Through the new tourism resources, the city will further invest in the positioning and maintenance of the strategic tourism brand as a basis for continued public and private investment in tourism assets and infrastructure.	Economic development and tourism strategy	Ongoing	Economic Development and Tourism

GROWING MIRAMICHI

Action Item #	Action	Supporting Strategic Document	Scheduled Start	Lead
GM-06	Through the new Tourism resource, Miramichi will further expand the positioning of Miramichi as the Outdoor Adventure Capital of the Maritimes.	Economic development and tourism strategy	Ongoing	Economic Development and Tourism
GM-07	The City will establish "Events Miramichi" – a city supported, community led committee that helps to establish and drive an events culture within the city. This will help to build on the City of Festivals opportunity – ensuring integrated coordination, communication and marketing.	Economic development and tourism strategy	2022	Economic Development and Tourism
GM-08	Miramichi should consider working with the local culinary businesses towards the development of a food tourism inventory.	MRTA Food Tourism Strategy	2022/23	Economic Development and Tourism
GM-09	Identify private sector champions to lead a food tourism opportunities assessment to determine what more is needed to become a hub for outdoor adventure and amazing food and beverage. This would include more restaurants, brew pubs, distillers and more.	MRTA Food Tourism Strategy	2022/23	Economic Development and Tourism
GM-10	<p>The Mayor and Council will lead a taskforce on renewable energy options (including the possibility of Miramichi becoming a renewable city).</p> <p>a. This taskforce will deliver renewable energy opportunities assessment by fall of 2022.</p> <p>b. This taskforce will also begin to look for funding opportunities for investment and development in renewable energy.</p>	Economic development and tourism strategy	2022 - Ongoing	Council
GM-11	This assessment will provide staff with direction on the potential attraction of renewable energy R&D companies to Miramichi (through potential infrastructure/tax incentives).	Economic development and tourism strategy	2023 - ongoing	Economic Development and Tourism
GM-12	The City of Miramichi will examine the opportunity in this sector and identify strategic investments/partnerships required to drive the sector forward.	Economic development and tourism strategy	2023 - ongoing	Economic Development and Tourism
GM-13	<p>The city will begin exploration talks with NBCC to determine opportunity sectors and what more is needed to drive investment in these areas?</p> <p>a. As part of the dialogue with NBCC, determine if there are opportunity sectors that could drive new educational programming within the college.</p>	Economic development and tourism strategy	2022 - ongoing	Economic Development and Tourism/ Council

GROWING MIRAMICHI

Action Item #	Action	Supporting Strategic Document	Scheduled Start	Lead
GM-1 4	Building on our seniors living sector, the city will begin exploration of the development of an integrated Seniors Living Model that could become the model of senior care for all of New Brunswick and beyond. The development of this pilot project could position Miramichi as a centre of excellence in Senior's care. This center of excellence idea will also help to address the workforce attraction issue currently being faced by the region. This will require partners with other levels of government, post-secondary and private sector.	City of Miramichi Age Friendly Action Plan	2022-ongoing	Economic Development and Tourism/ Council
GM-1 5	BIA's will be invited to participate on Events Miramichi.		2022 - ongoing	Economic Development and Tourism
GM-1 6	BIAs will be invited to regularly present to council.		2022 - ongoing	Council
GM-1 7	The City of Miramichi will partner with BIAs on opportunities/events/initiatives that offer opportunities for all citizens/businesses.		2022 - ongoing	Economic Development and Tourism/ Council
GM-1 8	Working with the BIAs, explore the possibility of re-launching Downtowns Miramichi with greater coordination and integration on joint initiatives and opportunities for both BIAs.		2023/24	Economic Development and Tourism/ Council

SUPPORTING MIRAMICHI

Action Item #	Action	Supporting Strategic Document	Scheduled Start	Lead
SUP-01	The City of Miramichi will develop a community assets management plan that outlines all community assets, and which are vital to the city's continued growth and to achieving the city's vision. This asset management plan should also identify redundancy where savings might be realized.	Current inventory development	Ongoing	Public works
SUP-02	The City of Miramichi will Implement phase 1 of the Active Transportation strategy (the Spine) in 2022.	Miramichi Active Transportation Plan	2022	Economic Development/ Public Works
SUP-03	The City of Miramichi is developing and implementing an Outdoor Recreation Strategy		2022	Community Wellness and Recreation
SUP-04	The City of Miramichi will implement multi-year budgeting to plan for future development and maintenance of the trails system.	Miramichi Active Transportation Plan	2022 and ongoing	Finance
SUP-05	The City of Miramichi will develop a corresponding communications strategy to promote the trails.	Miramichi Active Transportation Plan	2021 and ongoing	City Manager
SUP-06	The City of Miramichi will further explore economic development opportunities and partnerships built around the trail system. Look to PEI and Northern NB for examples.	Economic Development and Tourism and Miramichi Active Transportation Plan	2022 and ongoing	Economic Development and Tourism
SUP-07	The City of Miramichi will proceed with the allocation of funds for the building of the multiplex (announcement of multi-year financing arrangement).	Multiplex Needs Assessment and Business Plan	2021/22 budget year	Community Wellness and Recreation
SUP-08	With this funding commitment, the City of Miramichi will work with the Province and Federal government for corresponding investment	Multiplex Needs Assessment and Business Plan	2022	Council/ Community Wellness and Recreation
SUP-09	The City of Miramichi will begin planning for the community/corporate fundraising/ campaign	Multiplex Needs Assessment and Business Plan	2022	Community Wellness and Recreation
SUP-10	The City of Miramichi will launch community/corporate fundraising campaign at the appropriate time	Multiplex Needs Assessment and Business Plan	2022/23	Community Wellness and Recreation
SUP-11	The City of Miramichi will review housing strategies of other NB Cities and develop a specific strategy for Miramichi (building on the housing needs assessment)	Housing Assessment Needs and Housing Strategy	2022	Economic Development and Tourism

SUPPORTING MIRAMICHI

Action Item #	Action	Supporting Strategic Document	Scheduled Start	Lead
SUP-1 2	<p>The City of Miramichi will build on the recommendations of the Housing Needs Assessment and proceed with the key recommendations including:</p> <ul style="list-style-type: none"> - Establishment of a Miramichi Regional Housing Agency which would be responsible for; <ul style="list-style-type: none"> a. To improve communication about available programs and services to assist residents to find and retain housing. b. Make best use of existing Social & Affordable Housing stock according to needs identified. c. Enhance community partnerships, and expand available supports, essential to positive outcomes for individuals and families. d. Advocate to senior governments for ongoing predictable funding and legislative changes to respond to current and future local housing needs and consider additional portable subsidies if/when future funding is announced. e. Support energy efficiency initiatives in both public and private affordable housing to enhance sustainability. 	Housing Assessment Needs and Housing Strategy	2022 and ongoing	Economic Development and Tourism
SUP -1 3	Launch the City of Miramichi Pilot Project and Use of Surplus School Sites.	Housing Assessment Needs and Housing Strategy	2022/23	Housing Assessment Needs and Housing Strategy
SUP-1 4	The City of Miramichi is committed to continuing the Implementation of the recommendations contained in the Operational Review of the Miramichi Police Force and the City of Miramichi Fire Department Review.	Operational Review of Miramichi Police Force and City of Miramichi Fire Department Review	2022 and ongoing	Police and Fire
SUP-1 5	The City of Miramichi will continue engaging and working with community partners to ensure a vibrant, healthy and safe Miramichi.		Ongoing	Council and all Departments
SUP-1 6	The City of Miramichi will work with mental health and community champions to develop a mental health policy and corresponding goals.		2022 and ongoing	HR
SUP-1 7	The City of Miramichi will ensure all frontline staff has the tools and training needed to support those with mental health or addictions issues		2022	HR

BUILDING MIRAMICHI

Action Item #	Action	Supporting Strategic Document	Scheduled Start	Lead
BM-01	The City of Miramichi will develop a community assets management plan that outlines all community assets, and which are vital to the city's continued growth and to achieving the city's vision. This asset management plan will also identify redundancy where savings might be realized.	Downtowns Plan, AT Plan, Multiplex Document	Ongoing	Public Works and Wellness and Recreation
BM-02	The City of Miramichi will Implement phase 1 of the Active Transportation strategy (the Spine) in 2022.	AT Plan	2022	Wellness and Recreation
BM-03	The City of Miramichi will allocate funding for Multiplex development.	Multiplex plan	2021/22	Finance/ Public Works/ Engineering
BM-04	The City of Miramichi will continue to work with BIAs on needed downtown renewal as per downtowns renewal plan.	Downtowns Plan	Ongoing	Economic Development and Tourism
BM-05	The City of Miramichi will implement a multi- year budgeting process that includes the infrastructure renewal plan budgeting.		2021 - ongoing	Finance
BM-06	The City of Miramichi will continue to work with the provincial and federal governments towards the needed bridge infrastructure renewal to better link both sides of our city.		Ongoing	Council and Public Works and Engineering
BM-07	The City of Miramichi will continue to support the Planning Commission in the execution of their communications and engagement strategy.		Ongoing	All Departments

SUSTAINING MIRAMICHI

Action Item #	Action	Supporting Strategic Document	Scheduled Start	Lead
SM-01	The City of Miramichi will take steps to finalize the climate change adaption survey.	City of Miramichi Climate Change Adaption Plan	2021 - ongoing	Public Works and all departments
SM-02	<p>As outlined in the City's GHG reduction strategy, the City of Miramichi will implement the following:</p> <ul style="list-style-type: none"> a. Milestone 1: Create a Baseline Emissions Inventory and Forecast. b. Milestone 2: Set Emissions Reduction Targets. c. Milestone 3: Develop a Local Action Plan. d. Milestone 4: Implement the Local Action Plan. e. Milestone 5: Monitor Progress and Report Results. 	City of Miramichi GHG Reduction Strategy	2022 - ongoing	Public Works
SM-03	The City of Miramichi will create an Environmental & Climate Change Committee that will be tasked with implementing the GHG reduction strategy.	City of Miramichi GHG Reduction Strategy and City of Miramichi Climate Change Adaption Plan	2022 - ongoing	Public Works and all departments
SM-04	Through enhanced Education on recycling & waste reduction, the City of Miramichi will better educate citizens on their role towards environmental stewardship.	City of Miramichi GHG Reduction Strategy and City of Miramichi Climate Change Adaption Plan	2022 - ongoing	Public Works and Communications
SM-05	The City of Miramichi will Implement a ban on single use plastic and work to identify other environmental opportunities for protection.	City of Miramichi GHG Reduction Strategy and City of Miramichi Climate Change Adaption Plan	2022	Council/ Public Works
SM-06	The City of Miramichi's economic development department will examine investment and growth opportunities for Miramichi around the green economy.	Economic Development and Tourism Strategy	2022 - ongoing	Economic Development and Tourism

WORKING TOGETHER FOR MIRAMICHI

Action Item #	Action	Supporting Strategic Document	Scheduled Start	Lead
WT-01	The City of Miramichi will implement the 14 recommendations contained in the City of Miramichi Public Works and Engineering Org Review.	City of Miramichi Public Works and Engineering Org Review	Ongoing	Public Works and Engineering
WT-01	The City of Miramichi will develop a communications and engagement strategy for Miramichi including ways citizens can participate in decision making and ways to improve existing relationships with other levels of government, public organizations, agencies etc.		2021	City Manager
WT-02	The City of Miramichi will budget for, and hire, a full-time communications resource to execute the strategy.		2022	City Manager
WT-03	The Mayor and Council will create a mayors youth committee to promote greater engagement from Miramichi's youth population.		2022	Mayor and Council
WT-04	The City of Miramichi will promote and enhance its EngageMiramichi platform to better engage citizens to put forward ideas, thoughts and opinions around municipal planning and decision-making. This promotion will also be extended to staff within City Hall.		2022	Mayor and Council
WT-05	Miramichi council will direct senior staff to fully embrace the vision, mission and values of this strategic plan and apply these to service delivery and towards continuously improving operational excellence. This includes increased empowerment, accountability and opportunity for all municipal staff.		2021 - ongoing	Council and City Manager