

STRATEGIC PLAN ALNWICK, NB 2023-2026

PREPARED BY TARA ROSS-ROBINSON CAO

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MAYOR'S MESSAGE

On behalf of the Alnwick Council, I am pleased to present our first Strategic Plan. Alnwick, Incorporated in January 2023, is a Rural Community that was formed as a result of Municipal Reform. As an inaugural Council, we are tasked with creating a solid foundation of governance, planning, responsibility and sustainability. This Strategic Plan sets out the Guiding Principles/Core Values we have identified to attain our goals of economic prosperity, quality of life, preservation of lifestyle and future planning.

This is a living document that will be consulted and updated regularly to ensure we are working together toward our shared vision and common goals.

Ernest Robichaud - Mayor

CAO'S MESSAGE

Alnwick's Strategic Plan is a multi-year guide towards establishing a solid foundation for this new Community. This directive from council allows prioritization of our programs and services to best deliver on opportunities for Alnwick. This plan establishes the areas where we will focus our efforts over the coming years, identifying priorities that reflect community ambitions and prepare Alnwick for the future. This strategic plan also provides clear direction that supports budgeting and performance tracking. It will integrate with the annual budget, work planning processes and performance development planning. The plan provides clear direction for developing our operating and capital budgets as we begin multi-year budgeting.

The role of this strategic plan is;

- To showcase council's commitment to its citizens.
- A roadmap for staff to operationalize Strategic Action items
- Keep Council and staff focused on key priority areas
- A framework on how to achieve the Municipality's goals and guide their financial decisions

This plan will be reviewed on an annual basis and will form the yearly operational plans. With the ongoing leadership from council, we can ensure we are creating the best possible Alnwick both today and into the future. – Tara Ross-Robinson CAO



OUR VISION

VISION

- To be a thriving, safe and inclusive community where present and future generations live well and share a sense of belonging, and the local economy prospers.



OUR MISSION



MISSION

- The Municipality of Alnwick provides strong leadership, good governance and quality community assets that make for a vibrant, active and safe community for residents and business owners.

GUIDING PRINCIPLES – CORE VALUES

TO LIVE UP TO OUR MISSION, COUNCIL AND STAFF ARE GUIDED BY SIX CORE PRINCIPLES THAT APPLY TO ALL THAT WE DO:

- **Sustainability** – We must consider the impact our decisions have for the long-term well-being of the community and environment.
- **Inclusive** – We function in ways that reduce barriers, foster connection, promote safety and participation for every one.
- **Impartiality** – We complete our work with the best interest of the Municipality in mind, not our own.
- **Collaboration** – We engage in meaningful collaboration that is built on mutual respect and a shared focus for success with stakeholders.
- **Transparency** – We are committed to being open and transparent in the decisions that are made for our community.
- **Fiscal Responsibility** – We are accountable for the good stewardship of residents' property tax dollars and must make smart, fiscally responsible decisions on their behalf.

IT IS EVERYONE'S PLAN

- **Council**

Council will participate in making decisions to further the priorities laid out in the Strategic Plan to support the well-being and interest of Alnwick.

They will ensure that administrative policies, practices and procedures are in place to implement their decisions.

Council will ensure that Alnwick is well positioned to deliver on their Strategic Plan.

- **Staff**

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 Municipality, where appropriate, on initiatives that establish Alnwick as a united community.

The community members and groups will be invited to participate in a number of initiatives. Collaboration is essential for success

The community will hold the Municipality accountable for delivering on its Strategic Plan, being transparent and engaging with them.

- **Past and Future**

As we build the foundation for our newly formed Municipality their history and their future will be major considerations in all of their plans and practices.



THE STRATEGY

To achieve their Strategic goals to:

“Build a solid foundation”

“Embrace and celebrate our assets”

“Unify our community”

“Be open and available”

“Prepare for future growth”

“Build community pride”

“Engage our youth”

Council will establish committees that correspond with the following pillars of the organization:

- Public Safety & Environment
- Community Services (Recreation, Wellness, Tourism, and Culture)
- Finance, Administration and Planning
- Project, initiatives, and/or organization specific Ad-Hoc
- EMO

ACTION ITEMS

Each Pillar (or committee) has a mandate to align with the Vision and Mission of the organization.

These Action Items highlight the priorities that Council are working to deliver.

This chart will in effect become the organizational “report card” of performance.

Action Item	Core Value	Pillar	Responsibility	Status
Community in Bloom	Inclusive	Social	Committee	Pending
	Collaboration	Environment	Volunteer	
Age Friendly Initiative	Sustainability	Social	Committee	Pending
	Inclusive	Culture	Volunteer	
Centralized 'town hall'	Collaboration			
	Fiscal Responsibility	Governance	Council	Pending
	Transparency			
	Sustainability			
Neighborhood Watch	Impartiality			
	Collaboration	Environment	Committee	Pending
Municipal Plan/Land use Plan	Sustainability			
	Transparency	Governance	Council	Pending
Communication Plan	Sustainability	Environment		
	Transparency	Governance	Council	in progress
Community Garden	Sustainability	Social	CAO	
		Environment	Committee	Pending
		Culture	Volunteer	
Youth Initiatives		Social		
	Collaboration	Environment	Committee	Pending
	Sustainability	Social		
EMO Plan	Sustainability	Environment	CAO	in progress
	Collaboration	Governance	Committee	
Branding	Sustainability	Governance	Council	in progress