



**Tantramar**  
NEW BRUNSWICK

**STRATEGIC PLAN**  
2025-2028

Tantramar is a new municipality, but it is an ancient place. A place of connections for generations of people, cultures, and ideas. A place where the natural environment is intricately woven into our lives and our livelihoods. A place where people have always come to exchange goods and ideas and to grow.

## A Shared Future

Tantramar is a new municipality, but it is an ancient place. A place of connections for generations of people, cultures, and ideas. A place where the natural environment is intricately woven into our lives and our livelihoods. A place where people have always come to exchange goods and ideas and to grow.

Our communities have unique histories, perspectives, and needs, but our futures have always been bound together. The development of the communities in this region is inextricably linked. While each community still has its own identity, the creation of the Municipality of Tantramar gives us the best chance for ensuring those unique needs are met in a shared future.

This strategic plan aims to provide a roadmap for that shared future.

As a new municipality, Tantramar has critical, strategic challenges it must address to ensure balanced and sustainable growth.

Municipal infrastructure is aging and not yet equitably distributed. Climate change is having immediate and considerable impacts on our property and our potential. Many parts of the municipality are not yet covered by important plans, planning processes, or governance mechanisms to ensure their equitable engagement in the growth of the community. People are increasingly concerned about their physical and property safety.

While different communities are facing these challenges in different ways or to different degrees – we are all facing them together. Together is the only way we will successfully address them. More importantly, together is how we will meet opportunities and improve the lives of all residents.

We spoke with hundreds of residents and stakeholders in preparing this plan and one thing is very clear – there is a real sense of potential for our municipality. Potential for economic development and tourism, potential for greater inclusion, potential for an environmentally sustainable approach to growth. Most importantly, there is a willingness for residents to make tangible, positive contributions to that potential. To work together.

This strategic plan will deliver what the municipality needs to do with its tools and capacity, but it also acknowledges the partnerships required with residents, stakeholders and partners to deliver on this potential.

**We are in this together. And it's a good thing we are.**



# Engagement

As this is the first strategic plan for the new municipality of Tantramar, Council felt it was critically important to engage as many different perspectives as possible. This would be one of the first opportunities for the community to express its collective vision for the future. At the same time, the strategic plan is primarily a tool for Council to use to guide the policies and practices of the municipality as an organization.

Our engagement plan was designed to provide a wide variety of opportunities for feedback, and it targeted

the public, key stakeholders, municipal staff, and the Council itself.

Sessions were held with Council, senior administration, and staff. A staff survey was also delivered.

An engagement website was developed at [www.tantramarconnects.ca](http://www.tantramarconnects.ca) where residents could get information on the process and provide feedback through a suggestion form. The website also included a link to the public survey which generated 144 responses. Three in-person public engagement sessions were held during the

week of August 17-24, 2024 with 82 people attending and providing detailed feedback on a variety of strategic issues. Finally, seven stakeholder organizations were interviewed and another 18 answered a stakeholder survey.

This broad engagement effort provided rich information on the issues residents and stakeholders felt were important for the development of the municipality. A full report on the external engagement is available on the Municipality of Tantramar website, [www.tantramar.nb.ca](http://www.tantramar.nb.ca).



# Our Vision, Mission and Values

## Vision

Uniquely connected: Live here, learn here, grow here

## Mission

Fostering a connected, creative community that thrives in harmony with nature, innovation and inclusivity

## Values

**Creativity:** We incorporate as many perspectives as possible in our aim to provide broadly inclusive services.

**Sustainability:** We consider the impact on our people, our financial health, and the environmental health of our community in all our decisions.

**Leadership:** We are committed to making decisions that reflect the needs of our citizens while fostering collaboration and progress for the betterment of all.

**Integrity:** We treat colleagues, partners, and residents with respect. We are honest and timely.

**Safety:** We are committed to creating a secure environment where everyone can thrive, ensuring that all actions and decisions prioritize the well-being of our people, assets, and community.

# Our Strategic Plan

By its very nature, a strategic plan is selective. No organization can be all things to all people. A municipality needs to balance available resources with its organizational goals – goals that will move us all closer to a shared vision for our community.

While our vision reaches out a generation, our strategic plan goals and objectives are designed to be deliverable within a term of council. This makes the planning of the work manageable, but keeps it focused on the vision. These goals and objectives should be reviewed regularly to account for changes in the environment, in resources, or in opportunities.

Pillars are the broad areas the municipality operates within. Goals are descriptions of measurable achievements in change. Objectives are actionable tactics that the municipality, through its staff and partnerships, can implement and measure. Objectives shown in **bold** are considered priorities.

# PILLAR: CONTINUOUS GOOD GOVERNANCE IMPROVEMENT



The Municipality of Tantramar is a new government within a new municipal system. We've spent considerable time and effort setting up our new organization while maintaining and expanding municipal services. We are committed to responsive, transparent, and effective leadership in our approach to governance. Change does not always happen quickly in municipal governments, but we are committed to starting that change today.

Fundamentally, we believe that our governance systems require regular assessment and nurturing to deliver the level of services and accountability residents deserve. For the remainder of our term, our focus continues to be on improving our governance practices and ensuring we are effective partners with other orders of government.

## **Goal 1: Up-to-date and effective By-laws and Policies**

**Objective 1.1:** Establish, publish, and implement review schedule starting in 2025

## **Goal 2: Enhanced human resources capacity**

**Objective 2.1:** Complete review of human resources policies and practices in 2025

**Objective 2.2:** Complete an organizational review to determine goals for staffing and management capacity in time to start implementation in budget 2026

## **Goal 3: Improving resident engagement**

**Objective 3.1:** Complete an engagement strategy (see Goal 14) by 2026

**Objective 3.2:** Continue to build on-line and in-person opportunities for regular engagement through the Tantramar Connects brand.

**Objective 3.3:** Expand frequency and depth of the resident satisfaction survey approach.

## **Goal 4: Improved communications to residents**

**Objective 4.1:** Create a Communications Plan, including crisis communications by the end of 2025

**Objective 4.2:** Investigate alternative means of electronic and hardcopy information delivery

## **Goal 5: Equitable services available to residents**

**Objective 5.1:** Complete a services assessment, including the availability and cost of services to all areas of the municipality by early 2026

**Objective 5.2:** Develop a multi-year Services Delivery Strategy (including a Fire Services Review and an Emergency Response Plan) with service delivery standards in time for consideration in budget 2027



# PILLAR: GROWING A SUSTAINABLE ECONOMY BASED ON LOCAL STRENGTHS

The economy of our community is critically important to the livelihood of citizens as well as the ability of the municipality to deliver the core and expanded services that residents want and need. All orders of government and many non-governmental organizations are engaged in one way or another in economic development. Partnerships are key to sustained economic development. To be successful, Tantrimar will focus on the municipal engagement activities that best drive the overall goal of economic prosperity.

## **Goal 6: A collaborative, coordinated approach to economic development**

**Objective 6.1:** Create an economic development strategy to inform municipal investment in economic development, including strategic tourism development, by summer 2026

**Objective 6.2:** Creation of an Economic Development Partnership with representation from sectoral representatives, the university, the provincial government, and the RSC to focus and inform economic development investments in Tantrimar

**Objective 6.3:** Creation of a land bank and business registry to

support economic development and business investment based on the findings of the economic development strategy

**Objective 6.4:** Start a tax review study in 2025 to better understand the post-reform implications of municipal taxing limitations on economic growth

## **Goal 7: A healthy local food production economy**

**Objective 7.1:** Generate a report on options for supporting local producers and supporting local buying

**Objective 7.2:** Create partnerships with organizations like the Food Banks and Sackville Farmers' Market to improve access to local food



## PILLAR: PLANNING FOR THE BUILT AND NATURAL ENVIRONMENT

Council is committed to the careful stewardship of our natural and built environments and a considered approach to how they interact with one another. Municipal infrastructure and facilities, as well as those of our partners, play an important role in the livelihood and well-being of residents. We must consider the long-term financial and environmental impacts of infrastructure investments.

Further, our impact on the natural environment must be a thread that runs through all our capital and operating planning decisions. In this context, Council believes we must be intentional in our climate change adaptation and mitigation activities..

### **Goal 8: Robust and sustainable infrastructure management**

**Objective 8.1: Develop an Asset Management Plan by Spring 2026**

**Objective 8.2: Create a multi-year infrastructure investment strategy, maximizing all external funding sources in time for budget 2027**

### **Goal 9: Comprehensive transportation mobility solutions**

**Objective 9.1:** Work with community partners to research and design a Transportation Master Plan that addresses at least: scalable transit, mobility, active transportation, and physical activity opportunities

### **Goal 10: Municipality activities in harmony with the natural environment**

**Objective 10.1:** Work with community partners to create a climate adaptation plan

**Objective 10.2:** Work with the Climate Change Action Committee (CCAC) on a multi-year plan to more deeply engage their expertise across the strategic plan pillars and goals





## PILLAR: SUPPORTING SOCIAL AND CULTURAL CONNECTIONS TO BUILD OUR COMMUNITY

Tantramar has always been a place of connections. Transportation, ecology, learning – people make connections with each other, the environment and the world in our community. The Municipality of Tantramar has an important role in fostering these connections. They make our community richer and more resilient.

### **Goal 11: A healthy and active community**

**Objective 11.1:** Continue to support health care initiatives through the Rural Health Action Group and continue to foster a partner relationship with Horizon Health

**Objective 11.2:** Create a Recreation Master Plan to guide investments in recreation facilities, services and programs in time for consideration in budget 2026

### **Goal 12: Attainable housing availability**

**Objective 12.1:** Complete a Housing Strategy including a Housing Needs Assessment by Spring 2025



## PILLAR: BUILDING A COMMUNITY OF UNDERSTANDING AND COLLABORATION

Engagement is at the heart of how Tantrimar will meet its strategic goals. Throughout the consultation process we consistently heard about the need for greater collaboration across almost all elements of the municipality's work. This isn't surprising given the relative newness of the organization. Work establishing the organizational structure and governance processes is still underway. However, Council recognizes that focused work to reach beyond the municipal office needs to begin in earnest.

Engagement and collaboration are essential for building healthy relationships with potential partners to the benefit of the municipality, its residents, and its businesses.

### **Goal 13: A strong partner network focused on shared community priorities**

**Objective 13.1:** Develop a Partnership Strategy before the end of 2025 to identify priority activities to be undertaken in collaboration with third party organizations, including members of interest groups

**Objective 13.2:** Establish Strategic Partnership objectives and action items, with at least the following:

- Mount Allison University
- Beal University Canada
- RCMP
- Fort Folly First Nation
- Horizon Health
- Rural Health Action Group (RHAG)
- Correctional Services Canada (CSC)
- Southeast Regional Service Commission (SERSC)

### **Goal 14: Residents that feel aware of and engaged in the goals of the municipality**

**Objective 14.1:** Develop a Resident Engagement Strategy by the Summer of 2026

**Objective 14.2:** Establish a Council – Citizens Advisory Roundtable by the Fall of 2026 comprised of a wide spectrum of residents with expert knowledge or lived experience to advise Council on key issues facing residents and the municipality as a whole

### **Goal 15: Effective external partnerships**

**Objective 15.1:** Engage external partners in supporting the municipality's strategic goals

## Plans and reviews to be completed

### 2025

- Tax Review
- Organizational Review
- Communications Plan
- Tantrammar Fire Services Review
- Recreation Master Plan
- Housing Needs Assessment and Plan
- Partnership Strategy
- Engagement Strategy

### 2026

- Services Assessment
- Asset Management Plan
- Services Delivery Strategy
- Economic Development Strategy

### 2027+

- Climate Change Adaptation Plan
- Transportation Master Strategy
- Customer Service & Intergovernmental Relationship Strategy
- Emergency Response Plan
- Municipal Plan
- Infrastructure Investment Strategy

## Conclusion

A strategic plan has two key elements: a long-term vision and a practical approach to achieving that vision. It is critical that Council has a manageable plan that intentionally addresses our shared vision for a generation from now with Goals and practical Objectives that align with our term of office and the reach of the municipality's capacity.

This plan lays out the long-term Goals agreed upon by Council as well as some potential tactical activities that are required to start achieving those Goals in partnership with municipal staff and other partners. This plan also acknowledges the importance of engaging community partners to build collaborative approaches to growing our community; a community where we truly feel uniquely connected.











**Tantramar**  
NEW BRUNSWICK