

Strategic Plan - District of Tobique Valley

Vision, Mission, Values, Strategic Pillars & Priorities

Vision :

- *Nature's Haven where everyone thrives*

Mission :

- *To foster a strong connected community where we collaborate to provide clear pathways for prosperity while honouring our natural surroundings*

Values :

<i>Collaboration</i>	<i>Clarity</i>	<i>Integrity</i>	<i>Welcoming</i>
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Strategic Pillars :

- 1. Economic Development*
- 2. Services*
- 3. Tourism & Recreation*
- 4. Community Engagement*

STRATEGIC PILLARS & PRIORITIES

1. Economic Development

- 1.1 Support existing business growth and expansion
- 1.2 Attract new businesses to support local industries
- 1.3 Infrastructure
- 1.4 Housing

2. Community Services

- 2.1 Health
- 2.2 Safety
- 2.3 Strategic cohorts, including:
 - Youth;
 - Young families;
 - Seniors.
- 2.4 Organizational efficiency

3. Tourism & Recreation

- 3.1 The River and the forest (nature)
- 3.2 Community Spaces
- 3.3 Raise Awareness

4. Community Engagement

- 4.1 Communication
- 4.2 Collaboration
- 4.3 Youth Retention

Operational Plan - District of Tobique Valley

PILLAR 1: ECONOMIC DEVELOPMENT

Priority 1.1: Support existing business growth and expansion

Concrete Actions:

- To determine the steps needed to be executed to create a new Chamber of Commerce
 - To determine the governance and operational structures of this new Chamber of Commerce and establish a solid liaison between the new Chamber and the District
First quarter of 2026
- To create a local business database **2025 currently ongoing**
- To create a Survey to be sent to all businesses in our region to assess Labour Force needs and all other challenges **First quarter of 2026**
- Organize quarterly networking events for local entrepreneurs
- Develop mentorship program pairing established and emerging business owners
- Establish a local business advisory service with monthly one-on-one meetings
- Create a small business loan guarantee fund
- Financial incentives:
 - Create tax incentive programs for business expansion
 - Facilitate access to government grants and funding programs
 - Facilitate and-or establish fast-track permitting for business expansions
- Develop targeted marketing materials highlighting community advantages to appeal to potential future workers

Priority 1.2: Attract new businesses to support local industries

Concrete Actions:

1.2.1 Business Attraction Strategy

- Create an investor-ready site inventory with pre-serviced lots **First quarter 2026**
- Participate in annual commercial trade shows in partnership with GNB and the RSC, especially those focused on forestry, agriculture, and eco-tourism sectors **2026**
- Create sector-specific incentive packages - for forestry, agriculture and eco-tourism sectors in particular **2026**
- Develop supply chain partnerships between local businesses

Priority 1.3: Infrastructure

Concrete Actions:

1.3.1 Transportation and Utilities Infrastructure

- Improve our of local road network, in alignment with the Canada Community Building Fund and the Provincial-Municipal Highway Partnership Program
- Upgrade water and sewer systems in strategic areas to support growth

Canada Community Building Fund

- 2026: Hillcrest Street and Aberdeen Street Paved
- 2027: Goodfellow Crescent and Roulston from 32 Roulston to 60 Roulston
- 2028: Centennial Street and Sunset Street

Provincial - Municipal Highway Partnership Program

- 2027: Tobique Street (Rte 390) - First residence to Ward 2 southern limits

1.3.2 Digital Infrastructure Enhancement

- Lobby the proper entities in order to see how broadband coverage can be enhanced to 100% of our district **2027**
- Establish public Wi-Fi in key locations **2025**

Priority 1.4: Housing

Concrete Actions:

1.4.1 Housing Development Incentives

- Offer municipal tax incentives for new residential construction, such as looking at opportunities to provide serviced lots at affordable prices to stimulate : **2026**
 - residential construction activity of affordable single-detached dwellings;
 - Multi-unit dwellings at affordable rent, with a particular focus on Seniors
- Present to Council a proposal to offset some of the municipal costs of owning a home in order to assist first-time homebuyers **2026**
- Establish guidelines for construction activity that respect natural environment **2027**

PILLAR 2: COMMUNITY SERVICES

Priority 2.1: Health

Concrete Actions:

2.1.1 Primary Healthcare Access

- Support the leadership of the Tobique Valley Community Health Centre and its vision to enhance primary healthcare access, including (as examples, but not limited to):
 - Financial incentives to help the Centre recruit nurse practitioners and/or family physicians to serve the community **2025**
 - The creation of an incentive package to assist the Centre in its recruitment strategies **2025**
 - Continue the ongoing discussion with the regional health authorities related to the enhancement of primary healthcare access **2026**
 - Support the establishment of mental health support programs **2026**
 - Support their community health education initiatives **2026**

2.1.2 Community Health and Wellness

- Enhance community fitness center **2025**
- Ensure appropriate emergency medical response capabilities **2027**

Priority 2.2: Safety

Concrete Actions:

2.2.1 Public Safety Enhancement

- Continue the ongoing conversation with the RCMP authorities to ensure appropriate police patrol presence **2025 ongoing**
- Lobby for the reenactment of the educational program in our school system by the RCMP **2027**
- That proper emergency measures be in place for the District to protect our priceless natural resources as well as our citizens in case of natural disasters **2026 ongoing**

Priority 2.3: Strategic cohorts (Youth, Young families, Seniors)

Concrete Actions:

2.3.1 Youth Support

- Establish after-school and summer programs **2026 ongoing**
- Develop youth leadership and employment programs
- To establish a Community of the Whole Junior Council to learn from and to assist municipal council **Last quarter 2026**

2.3.2 Young Family Support

- Support the existing day care facilities' initiatives **2025 ongoing**
- Develop affordable family-focused recreation programs
- Enhance the existing welcome package for new residents **2026**

2.3.3 Seniors Support

- Support the Regional Service Commission in all their initiatives to expand regional transportation services **2026 ongoing**
- Develop senior social and recreational activities **2026 ongoing**
- Support and promote all volunteer engagement opportunities geared towards seniors **2026 ongoing**
- Create a database of citizens willing to volunteer at events or activities happening in the community **2026 partner with Seniors without walls**

Priority 2.4: Organizational efficiency

Concrete Actions:

2.4.1 Organizational structure

- Review the organizational structure and its alignment with the pillars and priorities of the new Strategic Plan

2.4.2 Roles and responsibilities

- Review the roles and responsibilities of the management team to align with the pillars and priorities of the new Strategic Plan

PILLAR 3: TOURISM & RECREATION

Priority 3.1: The River and the forest (nature)

Concrete Actions:

3.1.1 Natural Asset Development

- Create a new Tourism Strategy (Feasibility Study - ongoing initiative) and execute its recommendations/key initiatives **2026 ongoing**
- Support initiatives related to the rejuvenation of provincial trail networks (Western New Brunswick Trail strategy initiative) **2027**
- Collaborate with all stakeholders to enhance and/or develop efficient trail networks for different purposes (including potential wildlife viewing areas and interpretation centers) **2028**
- Collaborate with all stakeholders to enhance access to the river (ie. facilities and launching points for boat/canoe/kayak in key locations along the river) **2027**
- Support the assessment of potential needs and opportunities to develop new camping and glamping sites **2027**

3.1.2 Environmental Conservation and Education

- Assess the potential opportunities to establish partnerships with conservation organizations

Priority 3.2: Community Spaces

Concrete Actions:

3.2.1 Feasibility Study to maximize the current park area and the lake (2027)

- Prepare an RFP to hire a consultant to assess the needs, costs, etc.

3.2.2 Cultural and Event Spaces

- Establish farmers market pavilion **2026**
- Develop festival and event hosting capabilities **2026 ongoing**
- Create public art installations throughout district **2028**

Priority 3.3: Raise Awareness

Concrete Actions:

3.3.1 Tourism Marketing and Promotion

- Finalize the job description with clear roles and responsibilities and fill the new Community Development & Tourism Coordinator position with clear roles and responsibilities
- Execute roles and responsibilities of the new position, such as, but not limited to: **2026 ongoing**
 - Enhance the tourism section of our website
 - Develop a mobile application
 - Develop a social media marketing strategy
 - Participate in regional tourism trade shows
 - Establish partnerships with tourism operators
 - Assess the opportunities to potential development of new signature event(s) and festival(s)
 - Enhance the visibility of our Tourism Information Centre, etc.

3.3.2 Brand Development and Recognition

- Leverage the ongoing Tourism Strategy / feasibility study to create a distinctive "Nature's Haven" branding, building on the current / new logo and vision statement of our new Strategic Plan **2026 ongoing**

PILLAR 4: COMMUNITY ENGAGEMENT

Priority 4.1: Communication

Concrete Actions:

4.1.1 Community Communication Systems

- Promote the actual electronic information tool currently in place to inform citizens of key information about their District, such as (but not limited to) events, activities, alerts, etc. **2026 ongoing**
- Continue our quarterly community newsletter in digital and print versions
- Enhance our website content as well as social media information/content **2026**

Priority 4.2: Collaboration

Concrete Actions:

4.2.1 Community Partnership Development

- Establish partnerships with neighboring municipalities **2026**
- Develop volunteer coordination and recognition programs **2026**
- Foster relationships with First Nations communities **2027**

4.2.2 Stakeholder Engagement Initiatives

- Continue the proactive activities of our Committees: Christmas Planning, Economic Development, EMO, Tourism and Recreation & Leisure Services **2026 ongoing**
- Host an annual Town Hall meeting to update citizens on the progress of the Strategic Plan **3rd Quarter of 2026**

Priority 4.3: Youth Retention

Concrete Actions:

4.3.1 Youth Opportunity Creation

- Establish youth entrepreneurship program and micro-grants (Ch. of Commerce, 2027-28)
- Create co-op and internship programs with local businesses (Ch. of Commerce, 2027-28)
- Create young professional networking groups (Ch. of Commerce, 2027-28)

4.3.2 Youth Engagement and Leadership

- Establish Youth Council (of the Committee of the Whole) **2026**
- Develop mentorship programs connecting youth with community leaders