

Village of New Maryland

Strategic Plan 2017 - 2022



Adopted by Council 21 June 2017



Village of New Maryland: An Overview

New Maryland has a population of approximately 4,300 and is located on the southern border of Fredericton, New Brunswick's Capital City. New Maryland has a wide variety of recreational and leisure programs with easy access to Fredericton's diverse cultural facilities, universities and other recreational facilities. Having a municipal tax rate among the lowest in the Province, many planned subdivisions, oversized building lots and numerous spacious green fields and an outstanding elementary school, New Maryland is indeed an ideal community in which to live!

New Maryland was officially incorporated into a municipal village on June 1, 1991 and celebrated its 25th Anniversary in 2016. Since incorporation, the Village has achieved numerous accomplishments such as the development of a wastewater treatment plant, establishment of a volunteer fire department, refurbishment of the Recreation Centre (now known as the New Maryland Centre), construction of a water reservoir, re-development of Athletic Park soccer field, implementation of an extensive street improvement program, and construction of the New Maryland Centre walking trail system, to name a few. The Village is governed by a municipal Council which is elected every four years. It consists of a Mayor and five 'at-large' members of Council who are supported by a complement of 17 full-time staff members.

The Village is committed to maintaining a strong sense of community and enhancing our Village motto – *Progress and Harmony*. Our efforts to protect the environment with good stewardship have resulted in an active recycling program, emphasis on green spaces, and establishment of walking trails and increased recreational activities. Future goals will focus on enhancing the water supply and storm water systems, promoting active lifestyles and many other initiatives.

Message from the Mayor



I am pleased to present the 2017 – 2022 Strategic Plan of the Village of New Maryland. Over the past few months your Municipal Council and senior staff have led extensive discussions directed by the goal of meeting the municipality’s needs more effectively and efficiently.

Strategic planning is a process through which Council conveys its vision and priorities for the Village of New Maryland. This type of tool serves as a guide for focusing the efforts of the municipality’s Council and employees. The objectives of our collective effort are to achieve our vision for the benefit of our community.

This document sets out the municipality’s vision, mission, values and principles that guide our decisions. It also presents the strategic short and long term goals and measures used to gauge the success of the proposed action activities. The 2017 - 2022 Plan has eight key result areas:

- (I) Water Distribution System
- (II) Storm Water System
- (III) Wastewater System
- (IV) Fiscal Responsibility
- (V) Active Living
- (VI) Growth
- (VII) Climate Change, Energy Efficiency and Water Conservation
- (VIII) Effective and Efficient Administration & Council

On behalf of Council, I invite you to review this document and to do your part in helping to realize our vision of serving as a model municipality.

For additional information on our Strategic Plan, please contact the Village Office.

Judy Wilson-Shee
Mayor



Proud to Live in New Maryland

Council and staff from the Village of New Maryland are **leaders in the economic, social, cultural and environmental vitality of the Village**. The Village strives to provide high quality and affordable services that respond to the needs of our citizens.

VILLAGE VALUES & PRINCIPLES THAT GUIDE DECISIONS:

Innovation

Seek progressive solutions to meet Village needs

Environmental Friendliness

Integrate and promote the principles of environmental stewardship practices

Safety

Promote and advocate safety

Neighborliness

Encourage shared responsibility and a strong sense of community

Healthy Living

Promote active living and healthy lifestyles

Responsibility

Sound fiscal planning and management



Eight Key Result Areas (KRA):

The following eight key result areas (KRAs) are assigned the greatest priority over the next five years:

KRA I: Water Distribution System

KRA II: Storm Water System

KRA III: Wastewater System

KRA IV: Fiscal Responsibility

KRA V: Active Living

KRA VI: Growth

KRA VII: Climate Change, Energy Efficiency and Water Conservation

KRA VIII: Efficient and Effective Administration & Council

Strategic Plan 2017-2022

NEW MARYLAND VISION: A welcoming community that seeks to offer a progressive and healthy living environment and quality of life.

NEW MARYLAND MISSION: To make New Maryland the community of choice by providing services in a responsible and innovative manner.

KRA I Water Distribution System

Strategic Goal #1: To increase municipal water supply source(s).

Objective 1.1: To add new municipal water supply source(s) which will provide for redundancy and open potential for growth opportunities.

Measurables:

- Number of cubic metres per minute available from new municipal groundwater aquifer(s)
- Number of new customers on municipal water (i.e.: number of existing residents and number of new residential units connected to municipal water supply)
- Number of commercial developments as a result of increased municipal water supply
- Number of new hydrants

Strategic Goal #2: To increase public awareness of importance of wellfield protection.

Objective 2.1: To ensure protection of groundwater aquifers.

Measurables:

- Number of targeted public information efforts to the school
- Number of targeted public information efforts to public
- Number of signs posted identifying Wellfield Protected areas
- Number of hits on Wellfield Protection information posted on the municipal Facebook page
- Number of hits on Village of New Maryland By-laws pertaining to water protection.

KRA II Storm Water System

Strategic Goal #3: To increase capacity to handle extreme weather events.

Objectives:

3.1 To avoid flooding and backflow into residents' homes and reduce risk to municipal infrastructure.

3.2 To complete the Tier One priority projects as identified in the Storm Water Management Plan.

Measurables:

- Number of separations of storm water drains from the sanitary sewer system
- Number of increased-sized culverts (culvert upgrades)
- Number of metres of new inground storm water piping in existing subdivisions
- Number of capacity upgrades to storm water trunk mains
- Number of policies and guidelines developed in relation to design criteria and environmental stewardship

KRA III Wastewater System

Strategic Goal #4: To increase efficiency of wastewater system.

Objective: 4.1 To ensure wastewater system has capacity for new development(s).

Measurables:

- Number of new connects to wastewater treatment system
- Decrease of inflow & infiltration
- Decrease in number of overflow events
- Increase or decrease in flow rate during storm events
- Decrease cost of wastewater treatment resulting from decrease in inflow & infiltration

KRA IV Fiscal Responsibility

Strategic Goal #5: To maintain sound fiscal management.

- Objectives: 5.1 To keep New Maryland a community of choice.
5.2 To ensure the tax rate adequately sustains and supports services to be delivered.
5.3 To ensure operational efficiency.
5.4 To increase awareness of Capital Expenditure forecasts and needs.

Measurables:

- Percentage of change in municipal tax base assessment
- Number of new residential units
- Number of new commercial developments
- Number of applications submitted for funding subsidies
- Number of successful applications for funding subsidies
- Percentage of tax base dedicated to new borrowing
- Percentage of tax base dedicated to inflation
- Percentage of tax base dedicated to provincial downloading
- Number of individuals participating in services provided
- Number of concerns received per service provided
- Decrease/increase in operating budget in one area compared to expenditures in another area
- Number of individuals to whom a service can be provided
- Number of services requiring dollar expenditure in order to be sustained
- Rate of return on investment (proceeds from sales of services divided by cost of investment)

KRA V Active Living

Strategic Goal #6: To increase opportunities for sustainable recreational activities.

Objective: 6.1 Healthier/happier residents with a high quality of life.

Measurables:

- Number of recreational park and field refurbishments
- Number of recreational equipment refurbishments
- Number of services, program, equipment and infrastructure provided for specific age groupings
- Number of individuals participating per program
- Number of new and/or refurbished trail kilometres
- Number of services and events hosted at Community Facilities
- Number of additional sidewalk kilometres
- Number of crime occurrences
- Ratio of positive/negative feedback received related to recreational activities provided

KRA VI Growth

Strategic Goal #7: To increase amount and variety of residential and strategic commercial development.

Objective: 7.1 To encourage and support community growth in keeping with the Municipal Plan.

Measurables:

- Number of new residential developments to satisfy all types of housing needs (i.e.: affordability, age-specific, accessibility, etc.)
- Number of new commercial developments
- Percentage of increase of residential unit density per square metre of land



KRA VII Climate Change, Energy Efficiency and Water Conservation

Strategic Goal #8: To increase attention to emerging issues such as climate change, energy efficiency and water conservation.

Objectives:

8.1 To promote a green and energy efficient community that is resilient to climate change.

8.2 To ensure policies and activities take into consideration issues of climate change, energy efficiency and water conservation.

8.3 To ensure the Village serves as a role model to residents on issues of efficient energy use and water consumption practices.

Measurables:

- Number of policies brought to Council with climate change and energy efficiency objectives as per the Municipal Plan
- Number of climate change events negatively impacting a service
- Number of federal and provincial initiatives mandating change
- Number of costs incurred and saved due to energy efficient initiatives
- Number of services added as a result of green initiatives
- Number of studies to evaluate climate change risks
- Number of public and private alternative energy source projects

KRA VIII Effective and Efficient Administration & Council

Strategic Goal #9: To maintain and increase residents' satisfaction with services

Objective: 9.1 To ensure customer focused service to residents.

Measurables:

- Number of recorded feedback received on services provided
- Number of individuals participating in services
- Number of individuals participating at public forums

Strategic Goal #10: To increase team work between Council and staff

Objective: 10.1 To encourage a positive work environment between Council and staff.

Measurables:

- Number of team building events
- Number of Council and Staff attending events voluntarily

