

Strategic Plan



2024-2029

Beaurivage, New Brunswick

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Foreword

Following a strategic planning process, this strategic plan is the first for the new town of Beaurivage. It is the result of eight (8) consultation sessions in the wards of the town, as well as comments collected by an online survey. The strategic plan of the town of Beaurivage will allow the Municipal Council to pursue its efforts with the aim of meeting the needs of the population and their expectations regarding the programs and services that the municipality will offer in the next five years. The efforts made by Council since the governance reform of the former towns of Richibucto, Saint-Louis and the former local service districts of St-Ignace, Saint-Charles and Aldouane have made it possible to put in place the conditions on which the municipality can rely to chart the path for the years to come. This strategic plan will outline the guidelines for priorities and expected results that will be necessary to face the future.

More than a hundred participants at the public sessions in the municipality, members of the municipal council, community groups as well as the administrative team were among those who were consulted in the six (6) wards of the town. These consultation meetings occurred over a two-month period at the start of 2024. An online survey was also made available for citizens who wished to add their suggestions and perspectives for the development of the municipality. The participation of the citizens and the leadership of the municipal council in listening to them during these consultations made it possible to develop a realistic plan that will allow the municipality to position itself for the coming years.

The present document outlines the vision, the mission, the values as well as the strategic pillars that have been identified throughout the consultation process. From these pillars, objectives were determined, which will eventually be part of an operational and implementation plan for the general manager and the employees of the municipality.

Message and photo from the Municipal Council

The Municipal Council is very proud to submit its first strategic plan to the citizens of Beaurivage. Following a series of consultation meetings with council, public meetings in all wards of the municipality and an online survey, this strategic plan charts the path that will frame the priorities and actions of Beaurivage for the next five years.

Among the priorities retained as part of this process, we note ongoing communication and the engagement of citizens for a quality of life in the municipality. This is a priority that the Council takes seriously and will intensify its efforts to communicate effectively and encourage and sustain the engagement of the population of the municipality. It goes without saying that this plan is not an end in itself; it will be essential to ensure that the council be made accountable and that it invests the financial resources responsibly and with a reasonable and efficient manner. The members of the Council commit themselves to listen to the people living in the municipality and to ensure exemplary transparency in the governance of your municipality.

We believe that this strategic plan will better target our work and we are committed to working even harder attain higher heights and make our municipality a great place to live. We thank you for your participation and your commitment during the development of this 2024-2029 strategic plan for our municipality.

We encourage you to continue your engagement to your municipality and do not hesitate to contact us at any time. Together, we will be able to have a greater impact on our collective lives.

Arnold Vautour
Mayor



Analysis of the current situation

One of the important aspects in the preparation of a strategic plan is to submit an inventory based on the environmental analysis of the organization by asking people who participated in the consultation process to submit their perception of the strengths or assets, weaknesses or challenges, opportunities or possibilities and threats of the municipality (SWOT analysis). The next part of this document features a summary of what the people who participated in the meetings expressed in this sense.

First, citizens pointed out the strengths and stated that the name Beaurivage is an interesting name, while expressing the fact that two municipalities have joined forces with three former local districts to create this new municipality. The quality of life, thanks to natural assets, such as the sea and rivers, and the proximity of Kouchibouguac Park are assets creating a great place to live. The proximity of existing services was noted as interesting, because the two former municipalities have services that are accessible to population of the municipality. Large natural spaces make it possible to eventually develop housing to accommodate people wishing to settle in Beaurivage. There is a presence of three cultures sharing the territory of the municipality. The fact that trails exist for people who want to walk is also an important feature for people who want to take advantage of them. The presence of the swimming pool in Saint-Louis, the golf course in St-Ignace as well as the Imperial Kent-North center in the municipality positions it favorably in the leisure sector. The municipality is organized on a human and convivial scale, which should facilitate its development for years to come.

Regarding challenges, the Coastal Shell Products' situation is still irritating. The lack of accommodation and hotels/motels, as well as restaurants to attract groups during sporting and community events, is also a shortcoming which was expressed. There was also mention that the lack of activities and programs for young people and their exodus from the region once they complete their schooling. Participants also added that active transportation opportunities are non-existent. The people present at the consultation meetings also reported the unsightly issues with certain homes and businesses. Communication is an issue that continues to be real since the reform of local governance and the creation of the municipality of Beaurivage. The lack of human resources to fill vacant positions for businesses is also present in the municipality and requires creative strategies for the future.



The creation of this new entity represents great possibilities; the commitment of people living in the municipality and imagination are the only limits to ensure its success. It is important to develop and disseminate a complete inventory of the municipality's assets. Building and developing a new municipal entity is a unique opportunity for the council and the people living in the municipality. During the consultations, those present reiterated the importance of tourism potential and pursuing economic development by creating sustainable and remunerative employment. The friendliest nature of the population toward visitors and people wishing to settle in the municipality is legendary. It is therefore important to continue efforts in this direction. It was also suggested to develop a linguistic policy in both official languages, while reiterating the importance of Acadian identity and culture, while offering programs and services to people living in the municipality. Having council meetings available online and on the web site was also suggested during the consultation process.

Among the threats, there is the uncertainty of the financial model that the provincial government will establish in the future and how this will impact the financial capacity of Beaurivage. It was also noted that the lack of communication between wards could be a threat, despite all the efforts being made in this direction. Developing a sense of belonging to this new entity will take time and patience on the part of the people living in Beaurivage and the threat would be that people will lose patience. Some people who live in the former LSD, which are now in the town of Beaurivage, perceive that the two former towns have an advantage over the other districts of the municipality. The lack of housing is an issue on the growth and diversity of the current population and represents a significant threat in the medium and long term.



The strategic plan

Harmonized municipal decisions

The pillars or priorities set out in this document guide municipal activities. Municipal Council is responsible for revisiting and adjusting the plan from year to year to ensure that priorities are updated.

Ensure the monitoring of objectives

The objectives are developed in order to be able to evaluate whether the municipality is able to achieve them or not. The different projects that come from the objectives have performance indicators that allow this evaluation.

Allows the development of municipal work plans and budgets

The Strategic Plan allows the teams of municipal employees to develop work plans (projects, measures and capacities) and to develop the annual municipal budget.

Our vision

From land to sea, a proud and prosperous community identity.

Our mission

An active, innovative, inclusive, transparent town, proud of its roots and developing sustainably.



Our values

Transparency

Municipality files are managed transparently at all levels.

Inclusivity

Beaurivage aims to be an inclusive and welcoming city to all newcomers as well as other minority groups.

Sustainable development

Any form of future development on the territory of Beaurivage is done in such a way as to protect the water and air of the Town of Beaurivage.

Acadian identity and bilingualism

The Town of Beaurivage actively promotes its Acadian origins in addition to supporting bilingualism and encouraging francization.

Sense of belonging

The citizens of Beaurivage proudly identify themselves as citizens of the new city. This feeling encourages citizen engagement.

Innovation

The Town of Beaurivage encourages new approaches and best practices in all its development sectors.

Community vitality

Engaged and dynamic, citizens ensure that community life in Beaurivage overflows with energy and potential.

Pillars and Objectives

Here are the pillars and related objectives for the next five years of the municipality of Beaurivage.

Piliars	Objectives	Expected Results in 2029
1. Quality of municipal services (municipal efficiency)	1.1 Ensure a quality service offering meeting the needs and expectations of the citizens of Beaurivage.	Municipal services respond to the needs and expectations of the population.
	1.2 Implement the concept of results-based management (RBM), thus making it possible to evaluate the progress and the achievements of Council and staff.	The concept of Results-based-management has been implemented.
	1.3 Define indicators and targets for measuring the performance and efficiency of municipal services.	Indicators and targets for measuring the performance and efficiency of municipal services have been applied.

2. Communication and transparency

2.1 Develop an internal and external communication plan to reach all citizens.

Communication with the population has improved.

2.2 Make regular meetings accessible to the public.

Council meetings are regularly attended by a large part of the municipality's population.

2.3 Broadcast meetings of the Municipal Council virtually and on the municipality's website.

Council ensures that council meetings are accessible to the population of the municipality.

3. Economic development

3.1 Develop a local economic development strategy in conjunction with the regional development strategy of the Kent Regional Service Commission.

An economic development strategy has been developed and implemented in conjunction with the Kent RSC.

3.2 Conduct a study dealing with the issue of lack of accommodation for tourists and recreational and cultural events by taking into consideration demand, available spaces as well as current tourist attractions.

A study has been carried out in existing tourist attractions accompanied by feasibility elements to assess hotel needs in Beaurivage.

3.3 Develop and implement a housing strategy.

A housing strategy was developed and implemented and the population of Beaurivage has increased

3.4 Establish incentives to recruit families in the municipality

Incentives exist in recruiting new families.

3.5 Establish a committee responsible for implementing a process to support the integration of new citizens (Canadians outside our province, immigrants and newcomers to NB).

New citizens that have moved to Beaurivage are well integrated in the community.

3.6 Ensure that the administrative practises of the municipality consider sustainable development and the environment in all its actions.

Sustainable development and the environment are important features for the future development of the municipality.

4. Community development and sense of belonging

4.1 Create and support committees, working groups and initiatives in different sectors of community life.

An active community life exists in the town of Beaurivage.
A positive environment and an attachment to their community and municipality exist within the population.
The population has created opportunities to meet while enjoying natural spaces.
We have implemented intergenerational activities.
Support exists for the implementation of community projects in the wards.

4.2 Organize an annual gala to recognize the contribution of volunteers who are involved in the different wards and community events and activities of the municipality.

Volunteers are recognized and appreciated.

4.3 Implement training and best practises in volunteering and community engagement.

Training opportunities for volunteers are offered.

4.4 Encourage wards in the municipality to create an environment in which people feel safe, are proud to participate in community life (ex: community centres) and where there are social interactions between the people living here.

A positive environment and an attachment to their neighborhood exist within the population.

4.5 Create green spaces and parks that provide connections between the people who use them and close to nature.

The population has created opportunities to meet while enjoying natural spaces.

4.6 Promote intergenerational links and trust between people living in different sub-regions of the municipality.

We have implemented intergenerational activities.

4.7 Support wards in community projects linked to the municipality of Beaurivage.

Support exists for the implementation of community projects in wards of the municipality.

Socio-economic and linguistic data

	Beaurivage	New Brunswick
Total population 2021	6160	775610
0-14 years old	685 or 11,1 %	111130 or 14,3 %
15-64 years old	3525 or 57,2 %	487320 or 62,8 %
65 +	1955 or 31,7 %	177160 or 22.4 %

Table 1 Comparison of the distribution by age groups of the la municipality of Beaurivage and the province of New Brunswick

	Beaurivage	New Brunswick
Median total revenue in 2020 (\$)	34 000	56 900
Average total revenue in 2020 (\$)	38 080	51 819
Rate of participation in Labour market[1]	54 %	60,9 %
Unemployment rate 2021 (%) [2]	15,8 %	9,0 %
Employment rate 2021 [3]	45,6 %	55,4 %

Table 2 Employment and economic data of the municipality of Beaurivage and the province of New Brunswick

1 Participation rates measure the total workforce (including those employed and those not employed, combined) relative to the size of the working-age workforce. In other words, it is the part of the population that works or is looking for work.

2 Employment rates are defined as the measure of people who are available to work are in the labor market.

3 The unemployment rate measures the rate of people unemployed compared to the percentage of people in the job market.

First Language	French	English	Native Languages	Non official Languages
Beaurivage	4450	1160	20	230
New Brunswick	225565	487005	1715	33115



Conclusion

A preliminary version was submitted to the members of the municipal council and the general manager so that they could read it and provide their comments and observations. Subsequently, these comments were integrated into the preparation of this final version. Once the municipal council has given its approval to the present final version, the general manager and staff members will prepare an implementation plan which will feature projects and initiatives to be put forward and which will specify the performance indicators and the targets to be met.

