



STRATEGIC PLAN 2024-2027

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VOLUME I

MUNICIPAL STRATEGIC PLAN

PREFACE

The Grand Falls Regional Municipality was created as a result of the amalgamation of the territories of the Town of Grand Falls, the Village of Drummond, the Communauté rurale de Saint-André, and the local service districts of Grand Falls and Drummond, and today comprises almost 10,900 inhabitants and an estimated tax base of nearly \$1.114 billion. Since January 1, 2023, the Grand Falls Regional Municipality has been able to see the development of its community and territory through new boundaries that better represent its community of interest.

Its municipal council, made up of a mayor and 9 councillors, is focusing on the transition of its staff and the integration of services offered throughout its territory. There is currently a desire to equip itself with governance tools and best practices to facilitate the transition. The strategic plan is drafted to provide a frame of reference for the management team, and is used to advance the priorities of the municipal council and citizens. A strategic planning exercise is an important step in guiding a management team, and helps to establish clear strategies and actions that will bring the council's Vision to reality. In addition, this document is accompanied by an implementation plan developed by the Chief Administrative officer to identify concrete actions and timelines that will enable Council to measure the results achieved.



MUNICIPAL CONTEXT

Grand Falls is distinguished by its provincially recognized bilingualism, and brings its share of opportunities to diversify its population. Its geographic location near the U.S. border attracts international visitors on a daily basis. The importance of the agricultural sector to the local economy is quickly apparent, allowing the municipality to stand out nationally for the quality of the products that emanate from its terroir. Grand Falls is known for its “can-do” attitude and its benevolence towards its citizens. It’s a great community to live in, with major natural attractions such as the waterfalls and the gorge, which attract large numbers of tourists every year.



METHODOLOGY

The approach recommended for the development of the strategic plan consists of a simple, structured process that enables the municipal council to provide its management team with a frame of reference for the coming years. It is defined through a coaching and facilitation process that enables a vision and mission statement to be drawn up in a concerted manner, core values to be determined, strategic objectives to be defined in relation to the various pillars, and expected results to be defined, leading to the development of an implementation plan.

The method used to develop the strategy is recognized in strategic planning and consists of :

- › Establish a preliminary vision and mission;
- › Examine context using SWOT analysis (Strengths, Weaknesses, Opportunities and Threats)
- › Review and revise vision and mission based on history and strategic assessment of services offered
- › Identify values in line with vision and mission
- › Identify strategic objectives using SMART methodology to meet the mission of the Grand Falls Regional Municipality and achieve the vision approved by Council, senior management, stakeholders and community members.

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STEP 1 : ANALYSIS AND EVALUATION

DATA COLLECTION AND ENVIRONMENTAL ANALYSIS :

This first activity provided an overview of the current situation of the Grand Falls Regional Municipality, through an analysis of documents and data provided by the municipality. Among other things, this analysis enabled us to familiarize ourselves with the municipality's key issues, and to understand the trends of recent years.

TARGETED INTERVIEWS

This activity involved targeted meetings during which strategic discussions were held with members of the steering committee and the Chief Administrative officer. These meetings helped determine the format of the strategic plan to be developed, based on the governance structure in place.

STAKEHOLDER IDENTIFICATION

This activity involved identifying the stakeholders and players who could help provide input for strategic planning. The preliminary approach was presented and we validated the public participation technique. The technique of bilingual public meetings and focus groups was preferred, and a stakeholder register was developed by the municipality to ensure that all individuals and groups who could provide added value were identified during the consultation process. Stakeholders were selected according to their level of influence and interest in the strategic process.

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ÉTAPE 2 : CONSULTATION PROCESS

STRATEGIC PLANNING SESSIONS WITH CITY COUNCIL

This activity included participatory workshop-type meetings with the municipal council. The purpose of this meeting, held in the Drummond district, was to develop the municipality's vision, mission and core values. To develop these statements, we used a SWOT analysis. The result of this activity is the mission, values and vision contained in this report.

PUBLIC MEETINGS

The aim of these meetings was to consult the population on ideas that could be included in the strategic plan. The format of the sessions was dynamic and allowed participants to sound out the municipality's strengths, weaknesses, opportunities for change and the main challenges we face as a municipality. In addition, participants were asked to submit ideas for small, one-off projects that could be included in the municipal council's budget discussions.

PLANNING SESSIONS WITH STAKEHOLDERS

The aim of these meetings was to develop the themes that could be found in the major strategic orientations and areas of intervention. A SWOT analysis was used to gather feedback from participants during the planning sessions. These meetings were held by invitation for 4 different interest groups, notably youth and young families, people aged 50 and over, entrepreneurs and community groups and organizations.

QUESTIONNAIRE FOR DEPARTMENT DIRECTORS

At this stage, a questionnaire was submitted to the department directors to capture their respective needs and priorities. Discussions were held with the management team to present the guidelines established by the municipal council and the format of the implementation plan. This step also involved preparing management to use the tools proposed in the implementation plan and the periodic reports required for follow-up with the municipal council. A SMART matrix was used to define each objective.

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STEP 3: DEVELOPMENT OF THE STRATEGIC PLAN

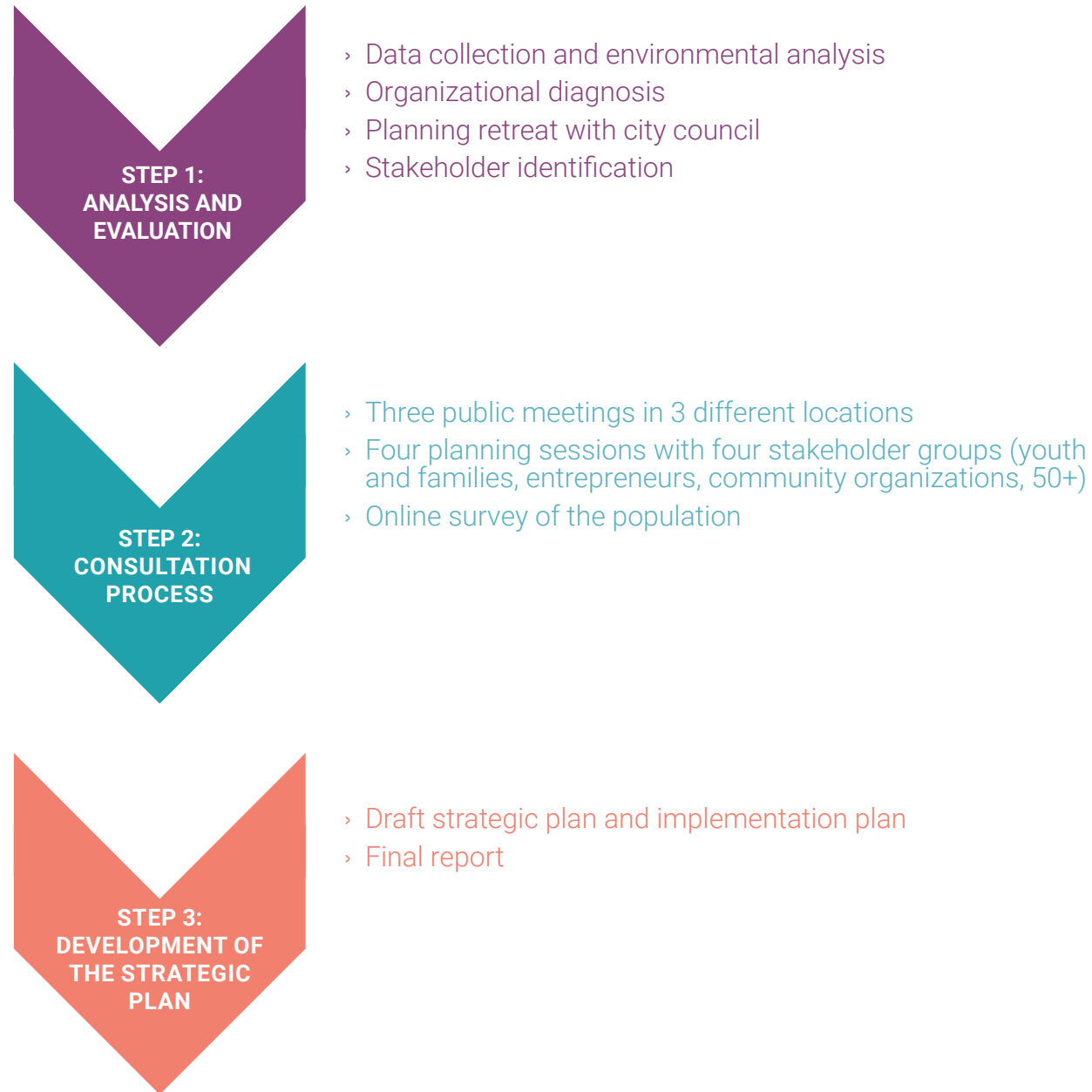
DRAFT STRATEGIC AND IMPLEMENTATION PLAN

At this stage, the draft strategic plan and implementation plan were developed with the Chief Administrative officer and the Strategic Plan Steering Committee, and then forwarded to City Council for approval. The implementation plan includes performance indicators, targets and timelines, as well as the resources required to carry out the proposed strategies.

FINAL REPORT

Once comments have been incorporated, the final regional strategy report is presented to the city council at a public meeting for review and adoption. The report includes the vision, mission and values, as well as an action implementation plan.

METHODOLOGY SUMMARY



VISION, MISSION, VALUES



VISION

An involved, progressive and active community that values generational harmony and diversity.



MISSION

Our pride and dynamism propel us towards excellence in delivering innovative, bilingual services tailored to the needs of our customers.



VALUES

Audacious : We propose and act by daring to bet on innovative approaches.

Collaborative : We favor community-based approaches and emphasize collective intelligence.

Transparent : We demonstrate our openness and focus on a simple, accessible approach.

Inclusive : We offer an organizational culture that values individual differences and is fair to all.

Factual : Our decisions and interactions are based on integrity, evidence and truth.

PRIORITY AXES

The municipality provides a wide range of services, all of which are important to its citizens. To ensure that its vision moves forward, it is important to identify certain strategic lenses to ensure that broad directions are established to frame the council's discussions. With the new amalgamation of several entities, it's important to look at all the municipality's sectors of activity, while ensuring that the management team can advance the council's priorities. Over the next few years, the council's priorities are as follows:

In addition, for each priority axis, we have identified the intervention sectors that fall within it, to ensure that there is cohesion in the implementation of strategic objectives, and to determine the results expected by this strategic plan. There may be other specific services that are not included in the interventions presented in the previous table, but the Chief Administrative officer will be asked to take note of them and ensure that they are included in the four priority areas along the way.



GOVERNANCE

- › Innovation
- › Administration/Finance
- › Legislative
- › Strategic planning
- › Transition
- › Sustainable development



ECONOMIC DEVELOPMENT

- › Attraction
- › Retention
- › Growth
- › Tourism
- › Urban planning
- › Housing



COMMUNITY SERVICE

- › Public safety
- › Immigration
- › Health
- › Transport
- › Infrastructure
- › Education



COMMUNITY DEVELOPMENT

- › Wellness
- › Art and culture
- › Sports and leisure
- › Community organizations
- › Quality of life
- › Outdoors

EXPECTED RESULTS FROM STRATEGIC PLANNING

In order to ensure public accountability, the strategic objectives selected will have to deliver measurable results, which will be monitored and reported on during the strategic plan period, from 2024 to 2027. Quarterly progress reports will be presented to the municipal council during a public meeting, and this information will be shared with the public as it becomes available. It is possible that certain strategic objectives could be modified, added or eliminated during the life of the strategic plan, depending on the community's economic, political or social context. In the event of modifications to the strategic objectives or expected results, these adjustments will be made at a public meeting and communicated to the population. Here are the strategic objectives and expected results:



STRATEGIC OBJECTIVES



GOVERNANCE

By providing quality services to its population, the Grand Falls regional municipality excels through forward-looking leadership, a strong succession plan, and sound financial practices. We prioritize effective governance through an updated legislative framework and contemporary strategic planning. Sustainable resource development is an integral part of our daily practices.



COMMUNITY SERVICE

The Grand Falls regional municipality prioritizes public safety across its entire territory, creating a secure environment for all residents. We promote inclusivity and support newcomers through tailored programs, ensuring a warm welcome for all. In addition, we support strong partnerships in health, education, and road networks to foster an interconnected and resilient community.



ECONOMIC DEVELOPMENT

The Grand Falls regional municipality relies on a dynamic economy and thriving businesses. A comprehensive economic and community profile is easily accessible for investors and visitors. Tourism, a significant economic driver, is increasingly taking a prominent place in the municipality's economic sphere. Municipal services are seamlessly integrated and accessible in every neighborhood. Ensuring the availability of affordable and accessible housing options is crucial to our commitment, as it plays a central role in creating a community where the prosperity of all citizens is prioritized.



COMMUNITY DEVELOPMENT

The Grand Falls regional municipality excels through top-notch sports, cultural, artistic, and recreational facilities, creating a dynamic, inclusive, thriving, and healthy community. We collaborate with local and regional organizations, maximizing shared resources to provide residents with rich and dynamic experiences. With a competent project management team, we seamlessly execute special projects, contributing to a flourishing and prosperous community where sports, culture, arts, and recreation thrive.

