



Strategic Plan 2021





STRATEGIC PLAN
2021-2023

TABLE OF CONTENTS

Mayor's Message	page 5
-----------------	--------

City Manager's Message	page 7
------------------------	--------

Our Vision	page 9
------------	--------

Our Mission	page 10
-------------	---------

Our Core Values	page 11
-----------------	---------

Our Pillars and Actions	page 13
-------------------------	---------

 Environment	page 14
--------------------------------------------------------------------------------------------------------	---------

 Social	page 16
---------------------------------------------------------------------------------------------------	---------

 Culture	page 18
----------------------------------------------------------------------------------------------------	---------

 Economy	page 20
----------------------------------------------------------------------------------------------------	---------

 Governance	page 22
-------------------------------------------------------------------------------------------------------	---------

MONCTON CITY COUNCIL



DAWN ARNOLD
Mayor



PIERRE BOUDREAU
Councillor At-Large



VACANT

Councillor
At-Large



SHAWN CROSSMAN
Councillor, Ward 1
Deputy Mayor



PAULETTE THÉRIAULT
Councillor, Ward 1



BLAIR LAWRENCE
Councillor, Ward 2



CHARLES LÉGER
Councillor, Ward 2



BRYAN BUTLER
Councillor, Ward 3



BRIAN HICKS
Councillor, Ward 3



SUSAN EDGETT
Councillor, Ward 4



PAUL PELLERIN
Councillor, Ward 4

MAYOR'S MESSAGE



On behalf of Moncton City Council,
I am pleased to present our 2021 Strategic Plan.

This last year has been like no other. The pandemic has created turbulence for everyone in our community and we have all learned to adapt, pivot and think in new ways.

During this uncertain chapter, it is that much more important to focus our community's efforts behind common goals. This Strategic Plan sets out the guiding principles to ensure we continue to #MoveMonctonForward. This plan establishes the framework to blend economic prosperity, quality of life and environmental responsibility into a style of growth that makes every part of our city better, especially during these difficult times.

Moncton is an amazing city with incredible potential, particularly right now. Our strategic approach provides opportunities for all Monctonians – those who are here now and those who will want to live here in the future.

This living document is consulted daily, and updated annually. If you have any questions, please contact members of Council or the Administrative team.

A handwritten signature in black ink that reads "D. Arnold". The signature is fluid and cursive.

Dawn Arnold
Mayor



CITY MANAGER'S MESSAGE



The City of Moncton Strategic Plan is our multi-year roadmap of actions that allow us to prioritize our established goals for the coming year and the years ahead.

The document outlines priorities and outcomes to be pursued. It establishes a commitment from the City to its stakeholders - clarifying what can be expected of your local government. We understand and have taken in consideration the impacts of global events on our city, ensuring we are ready to adapt as we execute these strategies.

We will coordinate required internal and external, as well as partnerships, to work together to move the established priorities forward.

The Plan will evolve and be reviewed on an annual basis. Results will be published through an annual Report to the Community.

With the support and leadership of City Council, along with the dedication of municipal employees at all levels of the organization, community partners and residents, we will create the city envisioned by the citizens we serve as we continue on our path towards being a 'City that inspires'.

A handwritten signature in black ink that reads "Marc Landry". The signature is written in a cursive style and is positioned above the printed name and title.

Marc Landry
City Manager

THE STRATEGIC PLAN WILL BE USED IN THE FOLLOWING WAYS:

Align municipal decisions

Municipal activities will be guided by the priorities identified in this document. City Council will review the plan on a regular basis as new challenges and opportunities emerge. This will ensure that we focus on the right priorities for our city.

Provide direction for service areas work plans and budgets

The Strategic Plan will guide service areas in the development of their work plans (strategies, actions and initiatives) and alignment of their budgets to achieve City Council's priorities.

Monitor progress towards desired outcomes

The strategies, actions and initiatives will be monitored to measure success. Our performance will be reported through indicators and targets in our annual "report card" to the community.

Our vision



A city
that inspires

Our mission



Working together to grow
our economy and enhance
the quality of life for all citizens

OUR CORE VALUES

The daily activities of the organization are guided by the following principles and values.

Sustainability

We make decisions holistically that consider our environment, our economy, and our community. We respect and preserve our built heritage and natural environment. We want to leave our future generations a better community.

Diversity

We promote and encourage diversity in language, culture, ethnicity and ability. We are Canada's first officially bilingual city and provide bilingual services to our citizens. We are proud of the diversity of our economy. We are committed to working to make our organization and our community more reflective of the Canadian mosaic.

Creativity

We strive to think and do things differently. We are creative and innovative; we embrace new technologies and foster a culture of continuous learning. We welcome change through performance excellence, based on real data and measurable results. We support our vibrant arts sector.

Engagement

We welcome and encourage the contributions of our citizens in the growth and development of our city.

Leadership

We are conscious of our leadership role within the workplace, the community, the region and beyond in developing and promoting best practices in municipal government. We are professional and accountable to our community. We respect different viewpoints and always strive for excellence.





PILLARS and ACTIONS

Moncton City Council has adopted five pillars within its Strategic Plan. These are at the centre of everything we do. They are the focus of our efforts and the foundation of our organization's multi-year work plans.

Each pillar has associated action items which align the organization to Council's vision of being "A city that inspires!"

Action items highlight priorities on which we are working to deliver. They are supported by strategic documents and will become our organizational "report card" on how we are performing.





ENVIRONMENT

To be a green community

We are a green and resilient community. We are proactive in our stewardship of the environment, value our natural assets such as the Petitcodiac River, and support sustainable growth.

SUPPORTING STRATEGIC DOCUMENTS

Corporate Energy and Greenhouse Gas Reduction Plan (2016)

Climate Action Report (2020)

Climate Change Adaptation and Flood Management Strategy (2013)

ACTIONS



Climate Change Mitigation

	2021	2022	2023
Implement the Corporate Energy and Greenhouse Gas Reduction Plan	•	•	•
<i>Develop strategy to reduce energy consumption in existing buildings/equipment</i>	•		
Fulfill commitments under Global Covenant of Mayors Showcase Cities pilot project	•	•	•
<i>Complete a community greenhouse gas inventory</i>	•	•	
<i>Identify an appropriate greenhouse gas reduction target</i>	•	•	
<i>Develop a strategy to meet greenhouse gas reduction target</i>	•	•	
Develop a Community Energy Plan	•	•	
Develop green development guidelines	•	•	•
Create a Climate Action Working Group	•		
Explore electrification of public transit and municipal fleet	•	•	
Explore feasibility of on-demand busing service	•	•	•
Explore installation of additional vehicle charging stations	•	•	•
Explore opportunities to implement high density residential, industrial, commercial and institutional waste separation with Eco360.	•		

Climate Change Adaptation

Implement the Climate Change Adaptation and Flood Management Strategy	•	•	•
<i>Develop Flood Plain Zoning regulations</i>	•	•	
<i>Implementation of the Neighbourhood Flood Mitigation Study (completed through capital works program)</i>	•	•	•

ENVIRONMENT

SUPPORTING
STRATEGIC
DOCUMENTS



ACTIONS

	2021	2022	2023
Maximize external environmental funding opportunities	•	•	•
Implement a Waste Reduction and Management Plan			
Reduce, reuse and implement waste separation at municipal sites and facilities	•	•	•
Reduce, reuse and implement waste separation at City-sponsored events	•		
Increase protection for the designated Turtle Creek watershed	•		
Develop Blue-Green Algae (BGA) Management Strategy / Plan			
Finalize provincial and federal financial assistance (Phase 2)	•		
Research BGA mitigation strategy (Phase 2)	•	•	
Implement BGA mitigation strategy (Phase 2)			•
Update the Sewer Master Plan			
Develop the Sewer Master Plan - Phase 9	•		
Develop the Sewer Master Plan - Phase 10		•	
Explore water conservation opportunities	•	•	•
Review Water Master Plan			•

*Sewer System
Master Plan (2016)*

*Water Master Plan
(1989)*



SOCIAL

To be a healthy community

We are a healthy and safe community. We provide active living opportunities for all residents, and proactively address social challenges by adopting policies and taking actions that ensure equitable access to all services.

SUPPORTING STRATEGIC DOCUMENTS

Social Inclusion Plan (2016)

Housing Needs Analysis Study (2016 – 2017)

Moncton's Community Implementation Plan for Affordable Housing (2019)



ACTIONS

	2021	2022	2023
Implement Social Inclusion Plan			
Review and update Social Inclusion Plan	•		
Execute action items from the Affordable Housing Implementation Plan	•	•	•
<i>Explore potential for innovative housing options with community agencies</i>	•	•	•
<i>Advocate for affordable housing investments</i>	•	•	•
Undertake action items to help address social issues in the city			
Add permanent public washrooms	•		
Finalize Social Impact Audit	•		
Develop a plan for public dialogue on anti-racism and anti-discrimination			
Develop strategies to ensure that Moncton continues to be a safe community			
Implement enhancements to the By-law Enforcement department's handling of complaints (from intake to report)	•		
Explore opportunities surrounding the continuum of policing and enforcement services	•	•	
Continue to focus on downtown safety	•	•	•
Codiac Regional RCMP: Implement Annual Performance Plan	•	•	•
Pursue Fire Department Accreditation	•	•	•
Design, construct and move into new Codiac Regional RCMP facility			
Design new Codiac Regional RCMP facility	•		
Initiate request for proposal (RFP) for the sale and redevelopment of the existing police building and land at 520 Main St.		•	•
Build new Codiac Regional RCMP facility	•	•	
Occupy new Codiac Regional RCMP facility			•

SOCIAL



SUPPORTING STRATEGIC DOCUMENTS

Active Transportation Master Plan (2015)

Destination2040 Regional Sustainable Transportation Master Plan (2015)

Recreation Master Plan I – ‘Land and Parks’ (2000)

Petitcodiac River, A Vision for Moncton's Riverfront (2016)

ACTIONS

Implement Active Transportation Master Plan (Phase I)

Advocate for the development of Elmwood Drive Trail (Ogilvie Brook to Cedarwood Ave.)

Build Panacadie Trail (Phase 1)

Implement Codiac Transpo enhancements

Implement new video surveillance cameras on transit fleet

Replace fare boxes

Implement the Destination 2040 Regional Sustainable Transportation Master Plan

Develop Active Transportation Master Plan (Phase II)

Implement Recreation Master Plan I - "Land and Parks"

Develop the Recreation Master Plan II - "Programs and Facilities"

Finalize service levels with Moncton Arena Partners: Superior Propane Centre

Collaborate with Moncton North YMCA

Consider future amenities for the community

Finalize process pertaining to location of schools within the City

Implement actions related to the "Petitcodiac River, A Vision for Moncton's Riverfront" plan

Consider opportunities to further showcase the tidal bore

Explore trail connectivity with neighbourhoods and neighbouring communities

Examine how municipal buildings can support and animate the riverfront

Explore visual and pedestrian connections to the Riverfront

	2021	2022	2023
Advocate for the development of Elmwood Drive Trail (Ogilvie Brook to Cedarwood Ave.)	•		
Build Panacadie Trail (Phase 1)	•		
Implement new video surveillance cameras on transit fleet	•		
Replace fare boxes	•	•	
Develop Active Transportation Master Plan (Phase II)	•		
Implement Recreation Master Plan I - "Land and Parks"	•	•	•
Develop the Recreation Master Plan II - "Programs and Facilities"	•		
Finalize service levels with Moncton Arena Partners: Superior Propane Centre	•		
Consider future amenities for the community	•	•	•
Finalize process pertaining to location of schools within the City	•		
Consider opportunities to further showcase the tidal bore	•	•	•
Explore trail connectivity with neighbourhoods and neighbouring communities	•	•	•
Examine how municipal buildings can support and animate the riverfront	•	•	•
Explore visual and pedestrian connections to the Riverfront	•	•	•





ECONOMY

To be a prosperous community

We are a dynamic, welcoming, and prosperous community with a vibrant downtown, a fully diversified economy, and a solid immigration strategy. We are a location of choice for development and sustainable investment.

SUPPORTING STRATEGIC DOCUMENTS

Downtown Core Community Improvement Plan (2018)

Greater Moncton Regional Economic Development Strategy (2017)

Memorandum of Understanding on Economic Development between Moncton, Dieppe and Riverview / 3+ Service Level Agreement (2017)

Deloitte Economic Development Ecosystem Review (2017)

3+ Service Level Agreement (2021)

ACTIONS



	2021	2022	2023
Track COVID-19 impacts on the economy and determine appropriate actions	•		
Implement the Downtown Core Community Improvement Revitalization Master Plan			
Prioritize downtown infrastructure annual capital funding	•	•	•
Integrate built form urban design guidelines in Zoning By-law	•		
Initiate a long term strategy for the Moncton Market	•	•	•
Attract \$108 million in new investment in the downtown core by 2023			
Review best practices related to downtown development	•	•	•
Initiate development of ancillary lands adjacent to the Avenir Centre			
Develop strategy for ancillary lands parcels "A" and "C"	•	•	•
Implement Parking Improvements within the Downtown			
Finalize improvements to the Parking Management System	•		
Continue assessing downtown parking and transportation opportunities	•	•	•
Implement Downtown Moncton Centre-ville Inc. (DMCI) Memorandum of Understanding (MOU)			
•	•	•	
Implement 3+ Corporation Service Level Agreement (SLA) and Greater Moncton Economic Development Strategic Plan			
Implement 3+ Corporation Regional Client Service Model	•		
Implement 3+ Corporation Workforce Development Initiative	•		
Implement 3+ Corporation Entrepreneurship and Business Start-Up Initiative	•		
Finalize 3+ 2022-2024 Service Level Agreement	•		
Expand the role of the Greater Moncton Economic Development Teams	•		



GOVERNANCE

To be an engaged community

We are an engaged municipal government that strives to merit residents' trust and that is fair, equitable, and transparent in its decision-making.

SUPPORTING STRATEGIC DOCUMENTS

Enhancing Democracy Report (2016)

Long Term Financial Plan

City of Moncton/ Université de Moncton MOU (2017)

ACTIONS



	2021	2022	2023
Collaborate with municipal associations			
Expand social media / information to public in preparation for 2021 election	•		
Implement financial best practices			
Review and update the City's investment strategy	•		
Update City's financial policies	•		
COVID-19 Financial Mitigation Strategy	•		
Collaborate with other municipalities			
Advocate for municipal reform	•	•	•
Collaborate as a tri-community with Dieppe and Riverview	•	•	•
Collaborate with other levels of government and related entities	•	•	•
Implement action items from the <i>Université de Moncton</i> Memorandum of Understanding	•	•	•
Implement advocacy initiatives	•	•	•
Negotiate outstanding collective bargaining agreements	•	•	•
Implement corporate continuous improvement initiatives			
Implement customer service initiative	•	•	
Standardize procurement methods - Procure-to-Pay	•		
Implement corporate improvements across the organization	•		
Conduct organizational software analysis	•		
Continue to focus on technology enhancements	•		

GOVERNANCE



ACTIONS

	2021	2022	2023
Implement High Performance Organization priorities	•	•	•
Continue enhancing the citizen engagement strategy	•		
Implement taxicab by-law	•		
Review Agencies, Boards and Commissions	•		
Review options and best practices related to short-term housing/accommodation rentals	•		
Finalize analysis of the Operations Centre	•		
Review opportunities for diversity, inclusion and anti-discrimination directives or policies	•	•	
Review and update City Council Orientation program (election May 2021)	•		



MONCTON

moncton.ca