



Strategic Plan 2023

A CITY THAT INSPIRES





STRATEGIC PLAN
2023-2025

TABLE OF CONTENTS

Mayor's Message	page 5
Our Vision	page 7
Our Mission	page 8
Our Core Values	page 9
Our Pillars and Actions	page 11
● Environment	page 12
● Social	page 14
● Culture	page 16
● Economy	page 18
● Governance	page 20
Moncton at a Glance	page 22

MONCTON CITY COUNCIL



Shawn Crossman, Daniel Bourgeois, Charles Léger, Paulette Thériault, Marty Kingston, Dawn Arnold (Mayor), Monique LeBlanc, Dave Steeves, Susan Edgett, Paul Richard and Bryan Butler.



MAYOR'S MESSAGE

On behalf of Moncton City Council, I am pleased to present our 2023 Strategic Plan.

Our community has come out of the past two years with many things to celebrate. Our population is growing, we are attracting entrepreneurs and newcomers, our building permits are breaking records, and we are continuing to build infrastructure to improve the quality of life of our residents.

Despite these successes, some challenges remain. The high cost of living and difficulty finding affordable housing is having a direct impact on our community. We are also seeing more vulnerable individuals struggling with serious issues.

As a community, we must work to ensure all residents can live in a city that provides opportunities, access to recreational activities, active transportation and services; where entrepreneurs look to start their next project and newcomers want to settle with their family; where neighbours look after each other and everyone feels safe; and where we collectively do our part to protect our environment.

This document 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, for everyone.

Council is committed to making Moncton the city in which you can continue to be proud to live and work. But Council and City staff can't do it alone. We're counting on you – our residents, community and business leaders, partners and stakeholders. Be engaged, play an active part in helping our city achieve its vision of A City that Inspires.

Dawn Arnold
Mayor

THE STRATEGIC PLAN IS USED TO:

Align municipal decisions

Municipal actions are guided by the priorities identified in this document. City Council reviews the plan on a regular basis as new challenges and opportunities emerge. This ensures that we focus on the right priorities for our city.

Provide direction for service areas work plans and budgets

The Strategic Plan guides 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 are monitored to measure success. Our performance is reported through indicators and targets in our annual Report to the Community.

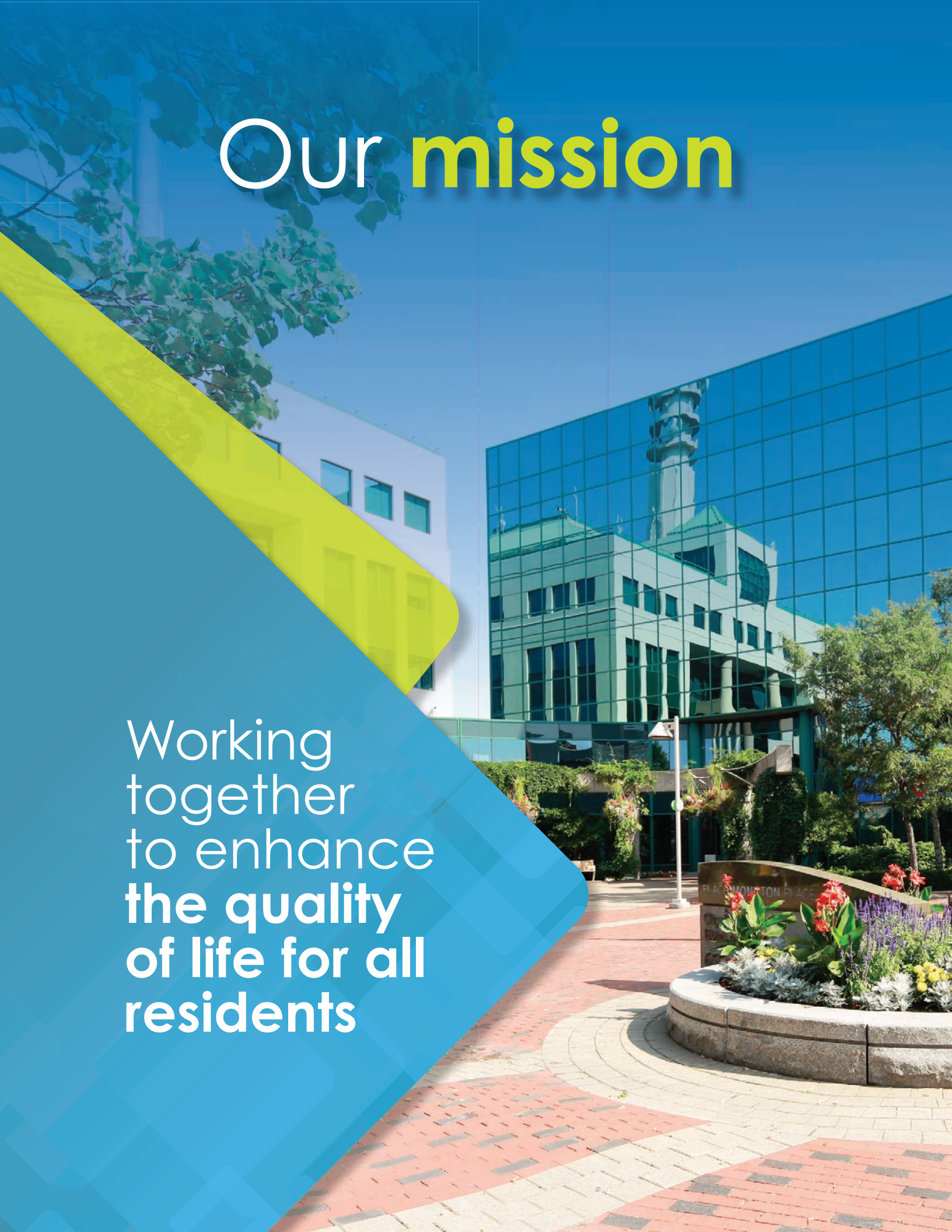
An aerial photograph of a city during the day. In the foreground, a large construction crane stands tall on the left side. Below it, a building is under construction, with its floor slabs covered in yellow safety netting. In the middle ground, there are several commercial buildings, including a prominent red brick building and a white building with a flat roof. A parking lot with a few cars is visible. In the background, a dense residential area with many houses and trees is visible under a clear sky. The image is overlaid with a large blue diagonal shape on the right side, which contains the text.

Our vision

A city
that inspires

Our mission

Working
together
to enhance
**the quality
of life for all
residents**



OUR CORE VALUES

Our City is guided by the following values and principles.

Sustainability

- We make decisions that consider the best interests of our environment, our economy, and our community.
- We respect and preserve our built heritage and natural environment.

Inclusivity

- We believe diversity in all its forms is an asset for our community.
- We are committed to being a welcoming and inclusive city.

Innovation

- We strive to think and do things differently.
- We embrace new technologies and foster a culture of continuous learning.
- We welcome change through performance excellence, based on real data and measurable results.

Accountability

- We consider the long-term consequences of decisions and think broadly about issues.
- We act with uncompromising honesty and steadfast integrity in everything we do.

Excellence

- We care about what we do and put our best effort into providing valuable, consistent and quality services.
- We foster positive and supportive relationships with our residents to build a better community.

Bilingualism

- We are proud to be Canada's first officially bilingual city and to provide bilingual services.
- We uphold and promote the value of both official languages, to build connection within the community and across the world.





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 Report to the Community.





ENVIRONMENT

To be a green community

We are proactive in our stewardship of the environment. We value our natural assets and support sustainable growth. We are committed to minimizing our impact on climate change.

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

Implement the Corporate Energy and Greenhouse Gas Reduction Plan

Develop strategy to reduce energy consumption in existing buildings/equipment

Implement Community Energy and Emissions Plan

Develop green development guidelines

Explore updating of zoning regulations related to green development standards

Explore new regulations related to urban forest/tree protection

Consider electrification of public transit pilot project

Explore feasibility of on-demand busing service

Install additional vehicle charging stations

Explore opportunities to implement high density residential, industrial, commercial and institutional waste separation with Eco360

Advocate for changes to Acts and regulations that are barriers to our renewable energy projects

Climate Change Adaptation

Implement the Climate Change Adaptation and Flood Management Strategy

Develop Flood Plain Zoning regulations

Implement the Neighbourhood Flood Mitigation Study (completed through capital works program)

2023	2024	2025
•	•	
•	•	
•	•	•
•		
•	•	
•		
•	•	
•	•	•
•		
•	•	
•	•	•
•	•	
•	•	•



ACTIONS



*Sewer System
Master Plan (2016)*



SOCIAL

To be a safe and healthy community

We are committed to keeping our residents and our community safe and address social issues. We provide active living opportunities for all residents which contributes to the vitality and social cohesion of our city.

SUPPORTING STRATEGIC DOCUMENTS

Social Inclusion Plan (2016)

Housing Needs Analysis Study (2016 – 2017)

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

Destination2040 Regional Sustainable Transportation Master Plan (2015)

ACTIONS



	2023	2024	2025
Implement Social Inclusion Plan			
Review and update Social Inclusion Plan	•		
Execute action items from the Affordable Housing Implementation Plan	•	•	•
Explore potential for innovative housing options with community agencies	•	•	•
Advocate for affordable housing investments	•	•	•
Review inclusionary zoning and incentive bonus zoning opportunities	•		
Undertake action items to help address social issues in the city			
Identify next steps related to the Social Impact Audit	•	•	•
Implement Complex Needs Pilot Project	•	•	
Support and grow a safe community			
Explore opportunities surrounding the continuum of policing and enforcement services	•		
Continue to focus on downtown safety	•	•	•
Review Annual Performance of Codiak Regional Policing Authority	•	•	•
Undertake an analysis to determine appropriate policing services required for our community	•		
Pursue Fire Department Accreditation	•	•	•
Build Codiak Regional Policing Facility			
Occupy facility			•
Implement the Destination 2040 Regional Sustainable Transportation Master Plan	•	•	•

ACTIONS

Active Transportation
Master Plan
(2022)

Implement Active Transportation Master Plan (Phase II)

Design Panacadie Trail (Phase II)

Construct Panacadie Trail (Phase II)

Implement Codiac Transpo enhancements

Provide customer orientation brochure in a variety of languages

Review best practices related to minimum age requirements for free transit access

Recreation Master
Plan I – 'Land and
Parks' (2000)

Implement Recreation Master Plan I - "Land and Parks"

Implement Recreation Master Plan II - "Programs and Facilities"

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

Enhance the Riverfront

Develop Riverfront Master Plan

**Collaborate with the Moncton Public Library on future satellite
location opportunities**

2023
2024
2025

•	•	•
•		
	•	
•		
•		
•	•	•
•	•	•
•	•	
•	•	•



CULTURE

To be a vibrant community

We support and celebrate the arts, recognize our neighbourhoods' individual characteristics, protect our built heritage and uphold our residents' rich diverse cultures.

SUPPORTING STRATEGIC DOCUMENTS

Bilingualism in Moncton Plan (2016)

Heritage Conservation By-law and designated property list (2016)

Cultural Plan (2016 – 2026)

Event Attraction Strategy - Phases 1-2 (2018 – 2020)

ACTIONS



	2023	2024	2025
Implement Bilingualism Plan			
Promote external signage program for businesses	•		
Update municipal signage to ensure official languages compliance	•	•	•
Develop and deliver active offer training for municipal employees	•	•	•
Implement Heritage Conservation Strategic Plan			
Review and update the 5-year Heritage Conservation Strategic Plan	•		
Implement Cultural Plan			
Partner with Indigenous peoples on projects and initiatives	•	•	•
Develop public art projects in neighbourhood parks and trails	•	•	•
Implement Events Attraction Strategy			
Finalize 10-year event bid calendar for Moncton	•		
Implement business development model for event support	•		
Host 2023 IIHF World Junior Championship	•		
Collaborate with the new Greater Moncton Destination Marketing Organization	•		
Develop strategies to address anti-racism and anti-discrimination in the community	•	•	





ECONOMY

To be a prosperous community

We are a dynamic 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 Region Economic Development Strategic Plan (2018-2022)

Greater Moncton Regional Workforce Development Strategy (2010-2024)

Greater Moncton Immigration Strategy (2019)

ACTIONS



	2023	2024	2025
Implement the Downtown Core Community Improvement Revitalization Master Plan			
Review a long term strategy for the Moncton Market	•		
Coordinate major downtown development projects	•	•	•
Attract \$108 million in new investment in the downtown core by 2023	•		
Develop strategy for ancillary lands adjacent to the Avenir Centre	•	•	
Enhance Greater Moncton's Economic Development Performance			
Update the Greater Moncton Region Economic Development Strategic Plan	•		
Implement economic development changes resulting from the municipal reform	•	•	
Update the City of Moncton Economic Development Strategy			
Update the Canadian Urban Institute Downtown Moncton Study	•		
Streamline the development process			
Identify and implement next steps in streamlining our development approval process	•	•	
Implement an Urban Growth Strategy to encourage development on high potential future growth areas	•	•	•
Create a sustainable Secondary Plan for lands north of Wheeler Blvd. (Vision Lands)	•		
Explore additional opportunities related to development charge areas	•	•	•
Implement Immigration Strategy 2019-2024	•	•	



SUPPORTING STRATEGIC DOCUMENTS

Magnetic Hill Zoo
Five-Year Plan
(2016 – 2020)

Magnetic Hill
Concert Site Business
Plan (2014)

Visitor Economy
Master Plan
(2019)

ECONOMY

ACTIONS



Develop Magnetic Hill Park

Prioritize and implement CAZA accreditation recommendations

Explore funding opportunities for development of the African Exhibit

Event Attraction Strategy

Explore event options at Magnetic Hill concert site

Collaborate with the Destination Marketing Organization (DMO)

Transition existing tourism responsibilities to external DMO

Implement Visitor Economy Master Plan

Explore the creation of a City Facilities Naming Rights Strategy

Conduct specific valuation of available assets

Undertake North End Transportation Analysis

Undertake Elmwood/McLaughlin Transportation Analysis

2023	2024	2025
•	•	
•	•	•
•	•	•
•		
•	•	•
•		
•		

Additional reference document

City of Moncton and Downtown Moncton Centre-ville Inc. (DMCI)

Memorandum of agreement (2020-2023)



GOVERNANCE

To be an engaged community

We are committed to being fair, equitable, transparent and democratic in our decision-making. We maintain collaborative relationships with other communities and levels of government.

**SUPPORTING
STRATEGIC
DOCUMENTS**

City of Moncton/
Université de
Moncton MOU
(2020)

ACTIONS



	2023	2024	2025
Collaborate with municipal associations and municipalities	•	•	•
Implement changes resulting from municipal reform			
Update the Zoning By-Law and Municipal Plan to reflect new municipal boundaries	•	•	
Collaborate as a tri-community with Dieppe and Riverview	•	•	•
Collaborate with other levels of government and related entities	•	•	•
Implement action items from the Université de Moncton Memorandum of Understanding	•	•	•
Implement corporate continuous improvement initiatives			
Implement customer service initiatives	•		
Standardize procurement methods - Procure-to-Pay	•	•	•
Implement e-bidding solution	•		
Implement corporate improvements across the organization	•	•	•
Modernize corporate information systems to improve service delivery			
Develop Digital Transformation Strategy	•		
Continue to focus on technology enhancements	•	•	•

ACTIONS

	2023	2024	2025
Implement High Performance Organization priorities	•	•	•
Develop and implement recruitment and retention strategies	•	•	
Continue enhancing the Citizen Engagement Strategy	•	•	•
Review Agencies, Boards and Commissions	•		
Review options and best practices related to short-term housing/ accommodation rentals	•	•	•
Review opportunities for diversity, inclusion and anti-discrimination directives or policies	•		
Review Municipal Plan			
Undertake the Municipal Plan Review	•	•	•
Implement best practices for municipal grants provided to organizations	•		
Implement asset retirement obligation policy	•		



at a Glance

In 2022, Moncton ranked #1 by MoneySense Magazine for Best Place to Buy Real Estate in Canada.

Best Place

to buy Real Estate in Canada

In 2022, Moncton was ranked as the #2 BEST WORK FROM HOME CITY IN CANADA by PC Mag.

#2 Best

work from home in Canada

In 2022, Resonance Consultancy ranked Moncton amongst the TOP 15 BEST SMALL CITIES.

#15

best small cities in Canada

Resonance Consultancy's exclusive ranking of the world's top urban destinations.

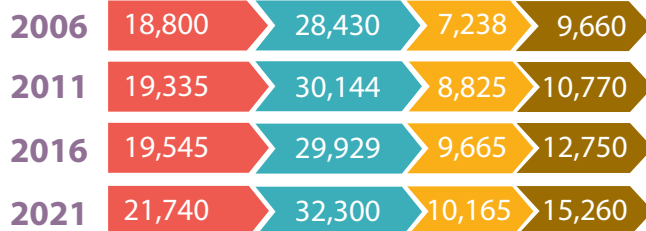
Economy

\$344,950

**Source: Greater Moncton REALTORS*

With an average home price of \$344,950* in July 2022, Moncton remains one of the most affordable housing markets in Canada.

City of Moncton population by age



Source: 2021 Canada Census

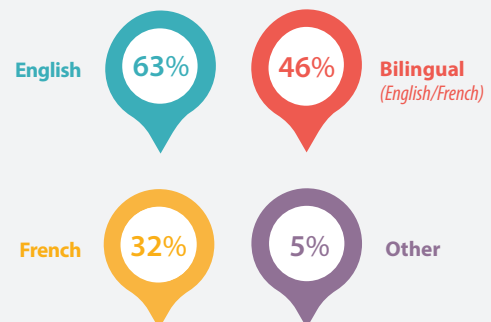
0-24 years

25-54 years

55-64 years

65-years and over

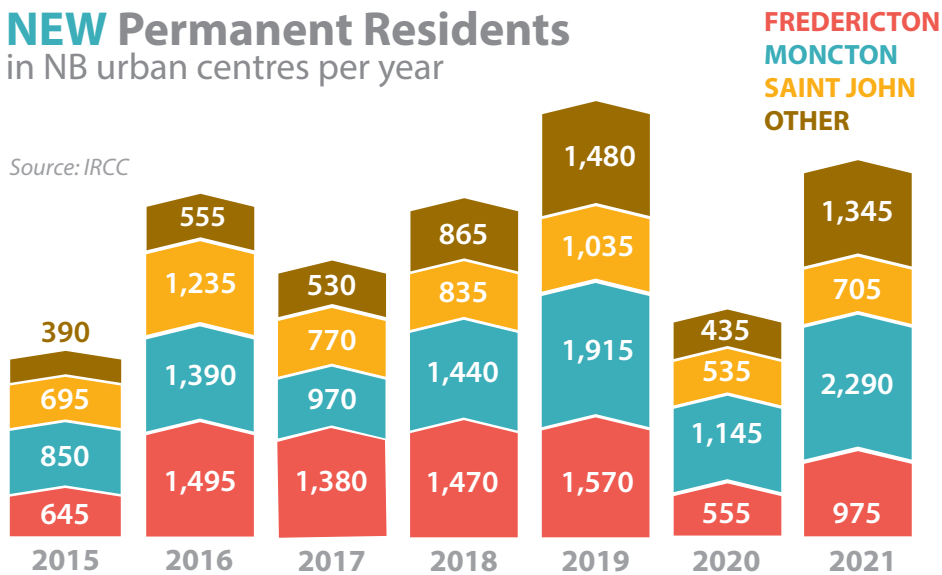
Language distribution*



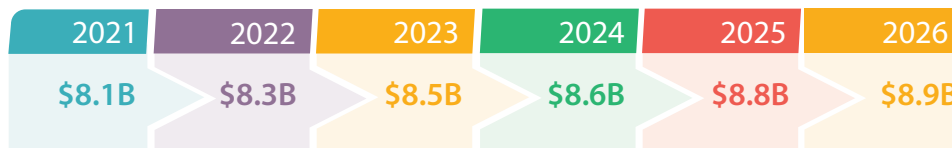
**Source: 2016 Canada Census*

NEW Permanent Residents in NB urban centres per year

Source: IRCC



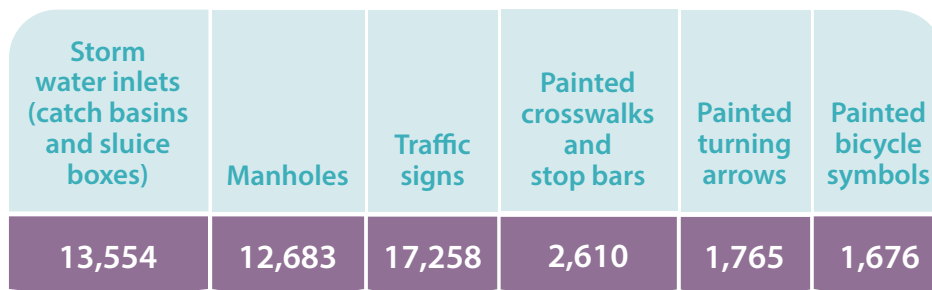
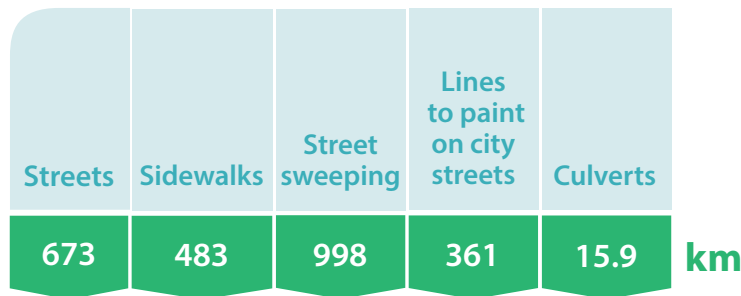
Real GDP* (forecast in billions**)



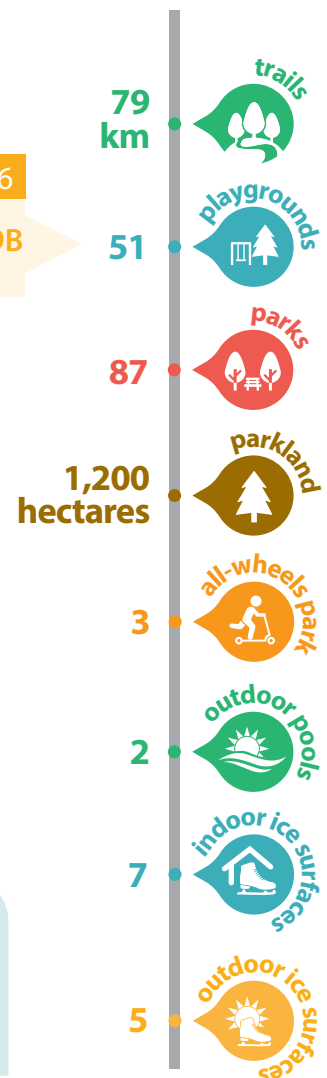
*Source: Conference Board of Canada

**Adjusted for inflation using 2012 dollar value

Public Works Infrastructure



Recreation



Levels of Service

moncton.ca/my-govt-work-city-organization/levels-service