

STRATEGIC PLAN

VILLAGE OF SOUTHERN VICTORIA
2023-2025



THE VILLAGE OF
SOUTHERN VICTORIA
CONNECT TO A GREENER LIFE



Dear Residents of the Village of Southern Victoria,

It is with great enthusiasm and anticipation that the Mayor, Council, and staff present to you the strategic plan for the Village of Southern Victoria for 2023-2025. This plan has been carefully crafted to outline the key pillars that will guide our collective efforts towards a prosperous and sustainable future for our community. By focusing on Green Initiatives, Economic Development and Tourism, Health Care, Public Safety, Municipal Services, and Capital Asset Management, we aim to enhance the overall well-being and quality of life for our residents, while fostering a thriving and resilient village.

We would like to extend a tremendous thank-you to the hundreds of residents that provided information, input, data, and feedback to assist us in the development of this plan. We are eager and ready to act on achieving our goals and moving the community forward.



EXECUTIVE SUMMARY

The Village of Southern Victoria recognizes the significance of environmental protection and sustainability and has developed a comprehensive strategic plan to address these concerns. The plan encompasses multiple pillars, each focused on specific goals and action items. This executive summary provides an overview of the strategic plan and its key objectives.

The first pillar of the strategic plan emphasizes Green Initiatives, aiming to foster a community culture that reduces waste, conserves energy, and supports local and sustainable products. The village intends to create awareness and opportunities for residents and businesses of the community. Additionally, it seeks to improve the operations of the P-A Electrical Light Commission with a green perspective and work towards meeting greenhouse gas reduction targets outlined in the Corporate and Community GHG Plans.

The second pillar centers around advocating for a comprehensive housing strategy that addresses various housing needs. The village plans to encourage opportunities for tiny home development, promote local business development, including the industrial park, and enhance existing tourism offerings to attract more visitors to the region.

The health care pillar is focused on maintaining and enhancing healthcare services in Southern Victoria while lobbying for increased access to additional healthcare services and professionals. This involves collaborating with the Tobique First Nation on common health care issues, supporting a succession plan for medical professionals, and empowering the municipal health care committee to shape the future of healthcare in the community.

Ensuring the safety and security of the community is a top priority in the strategic plan. Therefore, the fourth pillar is public safety. The village aims to enhance community safety, explore options for a harm reduction policy, and review the safety of intersections, streets, and sidewalks.

The Municipal Services pillar aims to deliver efficient and cost-effective services while ensuring high quality. The plan involves improving by-law enforcement, enhancing recreation services and facilities, exploring the expansion of the electric utility to new residents, implementing flood mitigation measures, and delivering municipal services efficiently and effectively.

Effective management of capital assets is crucial for the long-term success of the municipality. The strategic plan includes conducting a comprehensive review of capital assets to identify areas in need of improvement or replacement. It also entails updating and improving the Capital Asset Management Plan to prioritize infrastructure renewal and developing a priority list for capital investments based on the municipality's needs and resources.

By implementing the goals and action items outlined in this strategic plan, the Village of Southern Victoria aims to create a more sustainable and resilient community for both current and future generations. The plan addresses environmental protection, housing, healthcare, community safety, municipal services, and capital asset management, providing a comprehensive framework to guide the village's efforts and measure progress over time.

PILLAR 1

GREEN INITIATIVES

As a municipality, we recognize the importance of taking action to protect the environment and promote sustainability. To this end, we have developed a strategic plan with a pillar focused on Green Initiatives.

Our goals include fostering a community culture that reduces waste, conserves energy, and supports local and sustainable products; creating awareness and opportunities for gardening and local food production; improving the operations of the P-A Electrical Light Commission with a green perspective; and striving to meet greenhouse gas reduction targets outlined in our Corporate and Community GHG Plans.

To achieve these goals, we have developed measurable action items that will guide our efforts and enable us to track our progress over time. Through these initiatives, we aim to build a more sustainable and resilient community for current and future generations.

Goal 1: Foster a community culture to reduce waste, conserve energy, and promote local and sustainable products.

- 1.1) Establish a baseline of waste generation and energy use and set targets for reduction.
- 1.2) Host an annual Grow/Green Day Symposium to promote green initiatives.
- 1.3) Use social media tools to distribute educational materials to inform residents about recycling programs, composting, energy-saving practices, and the benefits of purchasing locally sourced and sustainable products.
- 1.4) Encourage businesses to participate in energy conservation funding programs.
- 1.5) Renew the local green initiatives programs for P-A ELC customers.
- 1.5) Implement a waste reduction program for municipal facilities, including composting and recycling initiatives, and encourage employee participation.
- 1.6) Promote active transportation options, such as walking and cycling, by providing bike racks, pedestrian-friendly infrastructure, and community events.
- 1.8) Monitor and report on progress towards waste reduction and energy conservation targets, and adjust strategies as needed.

Goal 2: Create awareness and opportunities for gardening and local food production.

- 2.1) Work with the Community Garden committee to expand the existing program.
- 2.2) Use social media to encourage residents to grow food local and education on sustainable growing practices and healthy eating habits.
- 2.3) Promote and support our farmers' market events.
- 2.6) Monitor and report on progress towards increasing local food production and consumption, and adjust strategies as needed.

Goal 3: Improve P-A Electrical Light Commission's operations with a green perspective.

- 3.1) Monitor and report regularly on consumption, peak, and line loss on the system.
- 3.2) Explore financial benefits of solar or wind generation in the community.
- 3.3) Review operations to reduce energy consumption, through the use of smart controls, demand response, and energy storage systems.
- 3.4) System equipment replacements should consider options that improve efficiency, load control, and reduce line loss.
- 3.5) Monitor and report on progress towards reducing energy consumption and transitioning to renewable energy, and adjust strategies as needed.

Goal 4: Strive to meet greenhouse gas reduction targets in Corporate and Community GHG Plans.

- 4.1) Develop a Waste Reduction/Management Program that may include a composting program, social media & promotion plan, water conservation (rain barrels, short showers, low flow taps, etc), brush/leaf composting, and explore "reuse" opportunities.
- 4.2) Continue work towards completion of our [Energy Smart Community](#) program to reduce greenhouse gas as outlined in our Corporate and Community GHG Plans.
- 4.3) Transition to electric vehicles and equipment whenever viable.



PILLAR 2

ECONOMIC DEVELOPMENT & TOURISM

Our economic development and tourism pillar aims to promote the growth of our community through advocacy for a housing strategy, support for local businesses and improvement of tourism opportunities.

Through these goals and action items, we aim to create a more diverse and accessible housing market while also promoting sustainable housing solutions. Additionally, we are committed to supporting our local businesses and industrial park and encouraging growth and development within our community.

Finally, we strive to enhance our existing tourism opportunities, attract more visitors to the region, and showcase the beauty and unique character of our community.

By achieving these goals, we aim to create a more vibrant and sustainable community for all residents and visitors alike.

Goal 1: Advocate for the development of a housing strategy that encompasses different facets of housing needs (adequate housing, affordable housing).

1.1) Develop a housing strategy that includes a range of housing options, such as affordable rentals, social housing, and mixed-use developments. This will include the development of metrics to measure progress towards achieving the goals of the housing strategy, such as the number of new affordable housing units created.

1.2) Identify priority areas for housing development.

1.3) Engage stakeholders throughout the process, including developers, community members, and government representatives.

1.4) Advocate for policy changes and funding opportunities to support the implementation of the housing strategy, including partnerships with other levels of government and private sector organizations.

1.5) Changes to zoning bylaws to support the development of affordable and diverse housing options.

1.6) Pursue funding opportunities from government and private sector organizations to support the implementation of the housing strategy.

1.7) Work with other levels of government to promote housing affordability and accessibility.

1.8) Monitor and report on progress towards achieving the goals of the housing strategy, and adjust strategies as needed.

Goal 2: Encourage opportunities for tiny home development in the community.

2.1) Research existing tiny home developments in other communities and gather data on their success.

2.2) Identify potential barriers to tiny home development, such as zoning regulations and financing options.

2.2) Work to ensure that existing infrastructure can support the needs of tiny homes.

2.3) Develop a Tiny Home strategy and implementation plan to be presented to residents, builders, and developers.

- 2.4) Provide education, resources, and technical to individuals and developers interested in building tiny homes, including financing options and technical assistance.
- 2.5) Monitor and report on the development of tiny homes in the community, and adjust strategies as needed.

Goal 3: Create an environment that supports and promotes local business development, including our industrial park.

- 3.1) Review and improve the Village of Southern Victoria's [Economic Development Strategy](#) that includes a business incentive program to encourage development in the community.
- 3.2) Business Education and Communication - continuous sharing of information to highlight funding programs, training, and various opportunities to support local business. This will be accomplished through direct email, social media, and quarterly business networking workshops.
- 3.3) Recognize through social media any new businesses or services in the community.
- 3.4) Create a marketing campaign to showcase the benefits of doing business in our community and highlight our economic development incentives.
- 3.5) Explore land opportunities within the entity for strategic development.

Goal 4: Improve existing tourism opportunities to enhance the visitor experience and attract more tourists to the region.

- 4.1) Work with and promote local tourism businesses on municipal social media platforms.
- 4.2) Social media promotion of community and municipal special events.
- 4.3) Continue to host community events that showcase local culture and heritage to attract tourists.
- 4.4) Work with local businesses to develop tourism packages and promotions.
- 4.5) Promotion of "Walking in Southern Victoria" opportunities.
- 4.6) Develop partnerships with nearby communities and the regional service commission to promote tourism in the region.
- 4.7) Look to enhance and improve the Adventure Centre/Marina operations each year.
- 4.8) Improve signage to municipal parks, recreation facilities, and the Tourist Information Centre.



PILLAR 3

HEALTH CARE

The health care pillar aims to maintain and enhance health care services in Southern Victoria while also lobbying for access to additional healthcare services and professionals.

The goal is to ensure the community has access to high-quality healthcare services and that it is well-prepared for future healthcare challenges.

Council will establish an expanded healthcare committee that will be empowered to develop a local position on the future of healthcare in Southern Victoria and to work towards achieving the goals of this pillar.

Goal 1: Maintain and enhance existing Horizon Services

- 1.1) Document the current Horizon services available in the community and create an inventory.
- 1.2) Assess the needs of the community and identify areas for improvement.
- 1.3) Work with Horizon to enhance existing services and address any gaps in services.
- 1.4) Monitor and report on the availability and quality of Horizon services.

Goal 2: Lobby for access to and promote additional Healthcare Services & Professionals

- 2.1) Identify the gaps in healthcare services and professionals in Southern Victoria.
- 2.2) Develop a lobbying strategy to secure additional healthcare services and professionals.
- 2.3) Work with the community to raise awareness about the need for additional services and professionals.
- 2.4) Engage with government representatives and healthcare organizations to advocate for additional healthcare services and professionals.
- 2.5) Monitor and report on progress towards achieving this goal and adjust strategies as needed.

Goal 3: Succession planning for medical staff

- 3.1) Assess the current medical staff and identify areas of potential retirement or turnover.
- 3.2) Develop a succession plan to ensure the continuity of healthcare services.
- 3.3) Work with healthcare professionals to identify potential new recruits.
- 3.4) Provide training and mentorship opportunities to new healthcare professionals.
- 3.5) Monitor and report on the effectiveness of the succession plan and adjust as needed.

Goal 4: Collaborate with Tobique First Nation on common health care issues.

- 4.1) Identify potential partnership opportunities with the Tobique First Nation (TFN).
- 4.2) Engage with TFN representatives to explore partnership opportunities.
- 4.3) Develop a partnership agreement to enhance healthcare services in the community.
- 4.4) Monitor and report on the effectiveness of the partnership and make adjustments as needed.

Goal 5: Empower municipal healthcare committee to develop a local position on the future of healthcare in Southern Victoria.

- 5.1) Expand committee membership to include healthcare professionals, community members, and government representatives.
- 5.2) Provide education and resources to the committee to develop a local position on the future of healthcare in Southern Victoria.
- 5.3) Committee will develop strategic action items to achieve the goals of the healthcare pillar.
- 5.4) Staff will document existing services and create an inventory list.
- 5.5) Lobby and partner with the Health Minister and MLA to maintain and expand services.
- 5.6) Work with Horizon to facilitate and improve services and staff recruitment.
- 5.7) Staff will develop public education programs on prevention and support services to be promoted on social media.
- 5.8) Continued support of health and wellness programs via the Recreation Commission.
- 5.9) Monitor and report on progress towards achieving the goals of the healthcare pillar and adjust as needed.

PILLAR 4

PUBLIC SAFETY

Ensuring the safety and security of our community is a high priority in this strategic plan. We have identified three main goals that we believe will help us achieve this objective.

Goal 1: Enhance community safety and policing services.

- 1.1) Conduct a community safety assessment to identify areas of concern and develop a plan to address them.
- 1.2) Increase community policing efforts and partnerships, including regular patrols and community events. The council will continue to support our Citizens on Patrol program and encourage residents to become involved.
- 1.3) Ongoing dialogue with local RCMP members to ensure open communication regarding community policy concerns.
- 1.4) Develop and implement a crime prevention strategy to reduce crime in the community.
- 1.5) Increase the number of security cameras in public areas to deter criminal activity and assist with investigations.
- 1.6) Provide online resources and support to victims of crime, including counseling services and legal aid.
- 1.7) Promote awareness of crime prevention and safety measures to the community through education and outreach programs.
- 1.8) Promote the use of crime stoppers and the SCAN program as a mechanism for residents to report suspicious activities in their neighborhood.
- 1.10) Monitor and evaluate the effectiveness of community safety and policing services, and adjust strategies as needed.

Goal 2: Explore options to develop a harm reduction policy.

- 2.1) Conduct a needs assessment to identify the scope of the harm reduction problem in the community. This will be completed in collaboration with service providers in the region.
- 2.2) Develop partnerships with community organizations, healthcare providers, and other stakeholders to address and implement harm reduction plans.
- 2.3) Staff will conduct research and gather data on effective harm reduction strategies and policies.
- 2.4) Develop a harm reduction policy that includes prevention, intervention, and treatment components.
- 2.5) Provide education and training for healthcare providers and community members on harm reduction strategies and policies.
- 2.6) Develop and implement harm reduction programs and/or services. Promote existing services on social media.
- 2.7) Monitor and evaluate the effectiveness of municipal efforts and adjust strategies as needed.

- 2.8) Develop partnerships with neighboring communities to share information and resources on harm reduction.
- 2.9) Develop a communication plan to educate the community about the benefits of harm reduction policies and programs.
- 2.10) Work with policymakers and government officials to advocate for funding and support for harm reduction programs and policies.

Goal 3: Review safety of intersections, streets, and sidewalks.

- 3.1) Conduct a safety assessment of intersections, streets, and sidewalks to identify areas of concern.
- 3.2) Develop a plan to address safety issues, including traffic calming measures and improvements to sidewalks and crosswalks.
- 3.3) Conduct community outreach to gather feedback on safety concerns and proposed solutions.
- 3.4) Work with engineers to design and implement safety improvements to intersections, streets, and sidewalks.
- 3.5) Develop and implement a public awareness campaign on pedestrian and cyclist safety.
- 3.6) Request that the RCMP increase police enforcement of traffic laws and issue fines for violators.
- 3.7) Develop partnerships with community organizations and schools to promote safe routes to school.
- 3.8) Develop a sidewalk and street maintenance plan to ensure safe and accessible walking areas.
- 3.9) Develop and implement a winter maintenance plan to ensure safe pedestrian and motorist travel during winter months.
- 3.10) Monitor and evaluate the effectiveness of safety improvements, and adjust strategies as needed.



PILLAR 5

MUNICIPAL SERVICES

The Municipal Services pillar of our strategic plan aims to ensure that the municipality's services are delivered efficiently and cost-effectively, while also providing high-quality services to its residents.

The goals and action items outlined for this pillar focus include:

1. Improving by-law enforcement
2. Enhancing recreation services and facilities
3. Possible expansion of electrical utility services to new residents of Southern Victoria.
4. Flood mitigation
5. Delivery of municipal services that are requested, efficient, and cost-effective.

These action items aim to create a better quality of life for the community by improving their access to essential services and facilities.

Goal 1: Update by-laws for the new municipality and enhance by-law enforcement.

- 1.1) Conduct a review of current by-laws and identify areas for improvement.
- 1.2) Develop a timeline and action plan for updating by-laws.
- 1.3) Establish an internal system for tracking and reporting by-law enforcement and violations.
- 1.4) Provide training and resources for staff and by-law enforcement officers.
- 1.5) Conduct regular community engagement and education sessions on by-laws and enforcement.
- 1.6) Review and update by-law fines and penalties to ensure effectiveness.
- 1.7) Collaborate with neighboring municipalities on by-law enforcement best practices.
- 1.8) Regularly review and update by-laws to ensure they align with community needs and values.

Goal 2: Develop a comprehensive master plan for recreation services and facilities.

- 2.1) Conduct a needs assessment of the community to determine priorities for recreation services and facilities.
- 2.2) Engage with community members and stakeholders to gather input and feedback on recreation needs.
- 2.3) Identify potential funding sources for recreation services and facilities.
- 2.4) Establish a timeline and action plan for the development of the master plan.
- 2.5) Develop a comprehensive inventory of existing recreation services and facilities.
- 2.6) Analyze existing gaps in recreation services and facilities.
- 2.7) Develop recommendations for new or improved recreation services and facilities.
- 2.8) Conduct cost-benefit analyses for proposed projects.

2.9) Establish a process for ongoing evaluation and review of the master plan.

2.10) Collaborate with neighboring municipalities and community organizations to enhance and coordinate recreation services and facilities.

Goal 3: Explore options to expand services and savings from the P-A Electric Light Commission for the Aroostook ward and new local service district residents.

3.1) Conduct a feasibility study to determine potential costs and benefits of expansion. This would include third party financial and technical analysis of proposal.

3.2) Collaborate with other municipal utilities that are requesting to expand service territory as a result of local government reform.

3.3) Identify potential funding sources for expansion costs.

3.4) Work with the Provincial government and NB Power to develop a fair price for acquiring the expanded territory.

3.5) Council and the Electric Light Commission will review progress on a regular basis and adjust required.

Goal 4: Develop a mitigation plan for infrastructure in the flood zone.

4.1) Continue to plan the relocation of municipal buildings outside of the flood zone area.

4.2) Plan for infrastructure development that will support development outside of the flood zone area.

4.3) Educate property owners in the flood zone area of current building and zoning requirements.

4.4) Once again, request the province to develop and support a plan of action to support businesses that could be implemented immediately after a future flooding event.

4.5) Staff will identify potential funding sources for mitigation efforts.

4.6) Develop an implementation plan for municipal mitigation efforts, including timelines and milestones.

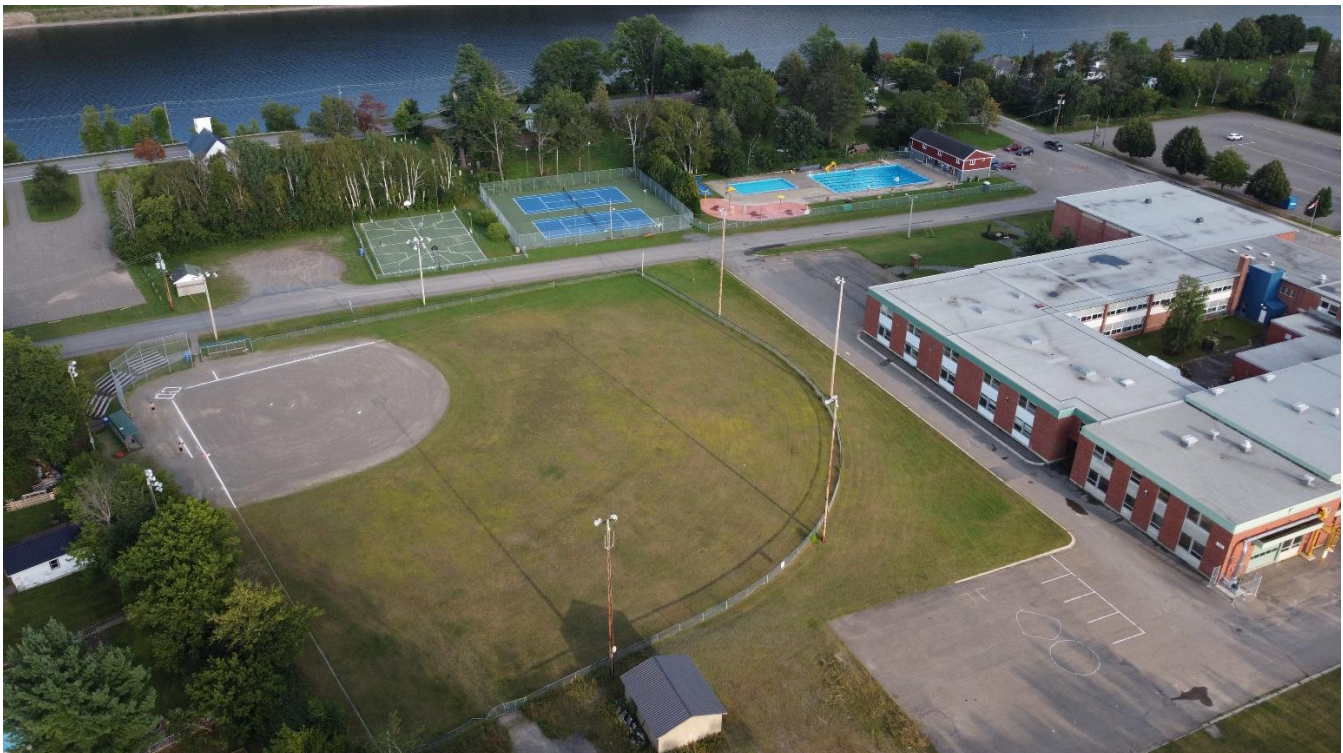
4.7) Establish a process for ongoing evaluation and review of the mitigation plan.

4.8) Collaborate with neighboring municipalities and agencies on flood mitigation efforts.

4.9) Provide regular updates to the community on mitigation efforts.

Goal 5: Ensure efficient and cost-effective delivery of municipal services.

- 5.1) Conduct a comprehensive review of current municipal services and processes.
- 5.2) Identify areas for improvement and opportunities for cost savings.
- 5.3) Develop a plan for streamlining services and processes.
- 5.4) Establish key performance indicators for each service area.
- 5.5) Conduct regular performance evaluations and reviews.
- 5.6) Provide training and resources for municipal staff to enhance efficiency and effectiveness.
- 5.7) Engage with the community to gather feedback on municipal services.
- 5.8) Improve community use of our “report a problem” system for tracking and reporting service requests and response times.
- 5.9) Conduct regular benchmarking analyses to compare municipal services to other communities.



PILLAR 6

CAPITAL ASSET MANAGEMENT

Effective management of capital assets is crucial for the long-term success of any municipality. Capital assets, such as roads, sidewalks, buildings, utility infrastructure, and recreation parks/facilities, provide the foundation for delivering essential community services.

To ensure comprehensive capital asset management, the Council has developed three main goals.

Goal 1: Conduct a review of Aroostook's capital assets to identify areas in need of improvement or replacement.

- 1.1) Secure funding for an engineering review of Aroostook's capital assets.
- 1.2) Incorporate asset information into the capital asset management plan document.
- 1.3) Prioritize improvements required based on the review.
- 1.4) Actively search for and apply for funding opportunities to benefit the rate payers.
- 1.5) Conduct annual asset reviews and input the results into the capital asset management plan (CAMP).

Goal 2: Update and improve the Capital Asset Management Plan to prioritize infrastructure renewal.

- 2.1) Identify the gaps in healthcare services and professionals in Southern Victoria.
- 2.2) Develop a lobbying strategy to secure additional healthcare services and professionals.
- 2.3) Work with the community to raise awareness about the need for additional services and professionals.
- 2.4) Engage with government representatives and healthcare organizations to advocate for additional healthcare services and professionals.
- 2.5) Monitor and report on progress towards achieving this goal and adjust strategies as needed.

Goal 3: Develop a priority list for capital investment based on the municipality's needs and resources.

- 3.1) Create a road maintenance schedule.
- 3.2) Establish a vehicle and equipment replacement schedule.
- 3.3) Conduct cost-benefit analyses to prioritize investment projects, considering factors such as safety, environmental impact, and economic development potential.
- 3.4) Develop a long-term investment plan with clear objectives, timelines, and budgets for the new municipality and three utilities.
- 3.5) Update the investment plan annually to reflect changing needs and resources.
- 3.6) Seek provincial and federal government partnerships for financial support for capital investment projects.

- 3.7) Explore partnerships with other municipalities or organizations to leverage funding, share services, and equipment.
- 3.8) Collaborate with consultants as needed to manage capital investment projects.
- 3.9) Foster relationships with key stakeholders in government agencies and organizations.
- 3.9.1) Develop and maintain a comprehensive database of funding sources, grant applications, and outcomes.

