



Effort Brings Success

Sustainable Community Strategy 2014-2064



TOWN OF OROMOCTO
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This document was prepared by the Town of Oromocto Sustainability Advisory Committee in association with Amulet Consulting Ltd.



Town of Oromocto Council: Front Row: Richard Isabelle, CAO/Town Clerk, Mayor Robert Powell, Deputy Mayor Darryl Mooney, Barry Wall, Treasurer, Councillor Jeff Kirkbride, Councillor Sheridan Mawhinney, Councillor Lorraine Dawe, Councillor James Strohman and Councillor Bruce Parks.

Message from Mayor Powell and Council

Council was elected in May 2012 and by the end of summer had completed a compiled assessment of citizens concerns they heard during the campaign trail.

We thank our citizens, stakeholders, institutional partners and staff

We look forward to continue to work together to create



Background

On January 20, 2010 The Town of Oromocto Council convened a Strategic Planning Review process which was attended by various community stakeholders. This report incorporates that feedback into this document

The Strategic Plan was introduced in 2013 in order to develop a roadmap for the allocation of strategic resources for sector development in Oromocto. This strategy was critical because of the fundamental restructuring of the local economy, particularly in the.... Our growth potential is much more positive than any other hard hit communities because (1) we have CFB Gagetown (2) the opportunities....



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Table of Contents

Message from Mayor Powell and Council.....	2
Contents	5
Head 1.....	6
Head 1.....	11

Background

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Our Past, Our Present, Our Future

The Town of Oromocto has a long and storied history several thousand years ago First Nations people lived along the St. John and Oromocto Rivers followed many years later by the first land grant dated 1693 to Mathieu d'Amours which led to development of a small Acadian village and, subsequently, the arrival of United Empire Loyalists in 1783. Throughout much of the 1800s

Oromocto prospered as a shipbuilding center until the age of sail vanished. While forestry sustained the small community into the early 1900s, a major fire destroyed the River Valley Lumber Company and most of the homes, stores, barns and outbuildings. Oromocto remained a

small hamlet until the early 1950s when our Town was selected as the Headquarters for the largest military training facility in Canada.



Today, our Town has a population of approximately 9000, a stable economy and a vibrant, inclusive quality of life due largely to the diversity of engaged citizens who bring a wealth of cultural backgrounds, knowledge, expertise, skills, energy and enthusiasm. Oromocto is

proud to be a well-planned municipality that benefits from unique relationships with CFB Gagetown, Oromocto First Nation and our surrounding communities.

We believe an empowered community is essential to the lifeblood of our Town. Since the opening of CFB Gagetown in 1958, Oromocto has been fortunate in sustaining a healthy and secure economy. Our citizens are proud, passionate and protective of our spectacular location at the junction of the St. John and Oromocto Rivers and the richness of our natural environment. We value our friendly, dynamic and engaging small town culture and we know that we benefit from good municipal leadership and committed community partners. However, we recognize the importance, indeed the necessity, to ensure the long-term sustainability of our Town for future generations to enjoy as we have. Our Town will pursue concrete initiatives to achieve specific goals that will fulfill the needs of present generations while not compromising the ability of future generations to meet their needs.



Our Values

Our values are deeply held beliefs that are reflected in how we, as citizens, employers and employees, live and interact with each other, with visitors to our community and with external partners to achieve a sustainable community.

Responsible leadership that supports:

- Innovation
- Our citizens
- All levels of government

Integrity (moral excellence):

- Justice
- Transparency
- Accountability
- Fiscal responsibility

Respect for:

- Our Self
- Our Community
- Our Culture and Heritage
- Our Environment.

A strong work ethic:

- Service to others
- Volunteerism
- Lifelong learning
- Resourcefulness
- Work-life balance

Our community culture:

- Inclusive
- Caring
- Welcoming
- Active and well in spirit, mind and body

OUR VISION

We envision a Town that is economically strong, a renowned leader in preserving the natural environment that we have been gifted with and an enabler for people of all ages and abilities to access requisite social services. Our citizens will fully engage in an enviable quality of life that celebrates our small town culture, our selves, our heritage and the multitude of activities and opportunities available to us. To achieve our vision, we will adhere to powerful community values, principled governance and collaborative partnerships.

In executing our sustainability strategy, we commit to integrating and strengthening five essential pillars for community success: Economy, Environment, Social, Culture and Governance.



ESSENTIAL PILLARS FOR COMMUNITY SUCCESS

The diagram consists of five trapezoidal shapes arranged in a pyramid-like structure. At the top are two pillars: 'Economic Pillar' (green) and 'Environment Pillar' (blue). Below them are two more pillars: 'Social Pillar' (yellow-green) and 'Culture Pillar' (orange). At the bottom center is a single, wider pillar: 'Governance Pillar' (brown). All pillars are trapezoids with their top edges closer together than their bottom edges.

Economic
Pillar

Environment
Pillar

Social
Pillar

Culture
Pillar

Governance
Pillar

ECONOMIC PILLAR

Oromocto has been fortunate that CFB Gagetown is based in our community. As the second largest public sector employer in New Brunswick, we benefit immensely from its constant employment of approximately 4500 military members and 1500 civilians, shared infrastructure and services, stable demand for housing, education, commercial and other services and the resultant economic contributions by the Base, Base employees and their families. We respect that there is no absolute certainty in this day and age: however, it is anticipated that the scale of CFB Gagetown operations and its influence on our community will continue for the span of our 50 year Sustainability Plan.

Our Economic Vision

The Town of Oromocto will not take CFB Gagetown for granted. We want to modestly grow our community by targeting a 5-6% increase in resident population every five years: this rate of growth is manageable, will contribute a comparable increase in the residential tax base, will result in a Town population of 20,000 in 2063, will preserve our valued small town culture and amenities and will foster an associated increase and diversity in commercial businesses.

We respect the benefits of being a neighbour to the City of Fredericton. We recognize the challenges in competing with the Fredericton retail sector but we can and will provide complementary services. We know Oromocto is a significant essential services provider for residents of our Town and the Oromocto Region, which includes the communities of Waasis, Rusagonis, Geary, Burton, Maugerville, Sheffield and Lower Lincoln. We will continue our efforts to attract, nurture and support commercial, light industrial and professional service businesses.

Oromocto will maintain our economic development efforts to promote and support local businesses and partner with organizations that have a mandate for regional economic development such as Enterprise Fredericton, the Chambers of Commerce and the Government of New Brunswick that have a mandate for regional economic development.

FOCUS AREA – VALUE A LONG TERM MILITARY PRESENCE

GOALS:

- Strengthen our collaborative relationship with the military leadership and Military Family Resource Centre to ensure that Oromocto is meeting the needs of the unique military family community.
- Raise community awareness of the importance of the military presence to our economy, to promote local support for their role and activity.
- Identify opportunities for local businesses to support military activities.
- Improve mutual efficiencies through better integration of municipal infrastructure and services.

PROJECT:	Develop a strategy to transition technical expertise from Base Gagetown to civilian skill training or business opportunities.
Year	2015
Responsibility	CAO
Cost	TBD
Measure	Strategy in place.
PROJECT:	Consider an “Afghanistan Memorial Monument”
Year	2016
Responsibility	CAO
Cost	TBD
Measure	Monument in place.
PROGRAM:	Collaborate with the military leadership to synchronize and integrate Town and Base Gagetown facilities, programs and services.
Year(s)	2013, 2014, 2015, 2016
Responsibility	CAO
Cost	Staff Time
Measure	Increased cost efficiency for both parties.

FOCUS AREA – PURSUE MODEST GROWTH AND PRESERVE SMALL TOWN CULTURE

GOALS:

- Achieve 1-2% population growth per year, with a comparable increase in the residential and commercial tax bases.
- Attract new residents by promoting Oromocto as a family-friendly, healthy, safe and green community.
- Attract new residents by promoting Oromocto as an excellent retirement community that boasts a broad array of activities and services for seniors.

PROJECT:	Collaborate with the Fredericton Real Estate Board to promote the Town of Oromocto
Year	2014
Responsibility	CAO
Cost	Staff Time
Measure	Growth in new home sale sales.
PROJECT:	Develop marketing materials in both official languages.
Year	2015
Responsibility	Asst Clerk
Cost	\$25,000
Measure	Monument in place.

FOCUS AREA – DIVERSIFIED, RESILIENT AND GREEN ECONOMY

Goals:

- Develop a local economy that is based on commercial, light industrial and professional service businesses and is resilient to changing conditions.
- Attract, retain and expand a highly skilled and educated workforce.
- Increase business activity by promoting Oromocto as a regional economic and transportation hub.
- Optimize the economic benefits from existing and future designated commercial and light industrial lands, such as Highways 2 and Gateway
- Establish Oromocto as a green economy leader where “green” businesses are very visible in local economic development.
- Promote the establishment of home-based businesses to reduce commuting, energy consumption and greenhouse gas emissions.

PROJECT:	Conduct a “Town Hall” for business owners in the Oromocto area to identify opportunities to retain and expand businesses in our Town.
Year	2014
Responsibility	CAO
Cost	\$1,000
Measure	“Town Hall Complete”
PROJECT:	Create an Economic Development Forum
Year	2015
Responsibility	CAO
Cost	\$25,000
Measure	Forum in place.
PROJECT:	Ensure an adequate supply of commercial and industrial development land in the Municipal Plan.
Year	
Responsibility	CAO/PAC
Cost	TBD
Measure	Continuous inventory of new land

FOCUS AREA – DIVERSIFIED, RESILIENT AND GREEN ECONOMY

(Cont'd)

PROGRAM:	Continue with publication of Oromocto Community Profile
Year	2013, 2014, 2015, 2016
Responsibility	Asst Clerk
Cost	Staff Time
Measure	Profile Completed
PROGRAM:	Establish and maintain an inventory of available space for lease/purchase.
Year	2014, 2015, 2016
Responsibility	CAO
Cost	Staff Time
Measure	Inventory created and maintained.
PROGRAM:	Renew the Business Retention and Expansion Program.
Year	2015, 2016
Responsibility	CAO
Cost	Staff Time
Measure	
PROGRAM:	Create a "Business Attraction" Program
Year	2015, 2016
Responsibility	CAO
Cost	Staff Time
Measure	
PROGRAM:	Deliver "Starting a Business" Seminars annually in collaboration with Enterprise Fredericton
Year	2015, 2016
Responsibility	CAO
Cost	Staff Time
Measure:	1 Seminar per year.

FOCUS AREA – TOURISM

Goals:

- Develop tourism opportunities that capitalize on the natural and cultural resources of Oromocto, while minimizing environmental impacts.
- Develop partnerships with bordering municipalities (e.g. St John River communities) that share similar tourism assets.
- Effectively promote and communicate tourism opportunities in Oromocto.

PROJECT:	Research and develop a “Sport Tourism” strategy creating an inventory of best practices
Year	2015, 2016
Responsibility	Director of Recreation and Tourism
Cost	Staff Time
Measure	Strategy planned.
PROJECT:	Improve signage at exit 301 Visitor Information Centre from exit 303
Year	2014
Responsibility	Director of Recreation and Tourism/Town Engineer
Cost	\$500
Measure	Signage Installed
PROJECT:	Build tourism branding into signage, literature updates
Year	2013, 2014, 2015, 2016
Responsibility	Director of Recreation and Tourism
Cost	Staff Time
Measure	Number of tools that include brand.
PROJECT:	Liase with industry partners including Tourism NB, City of Fredericton on regional promotion initiatives.
Year	2013, 2014, 2015, 2016
Responsibility	Director of Recreation and Tourism
Cost	Staff Time
Measure	Number of initiatives partnered on.
PROJECT:	Provide parking improvements at Hazen Park
Year	2015
Responsibility	Town Engineer
Cost	Capital cost established
Measure:	Parking Improvement Complete.

FOCUS AREA – TOURISM (CONT'D)

PROGRAM:	Continued support for Lower River Passage Marketing Cooperative
Year	2013, 2014, 2015, 2016
Responsibility	Director of Recreation and Tourism
Cost	\$20,000
Measure	Support Provided
PROGRAM:	Continue to facilitate Oromocto Family Market in Hazen Centre
Year	2013, 2014, 2015, 2016
Responsibility	Director of Recreation and Tourism
Cost	Staff Time
Measure	Market facilitated in Centre
PROGRAM:	Operate and manage the Exit 301 Visitor Information Centre
Year	2013, 2014, 2015, 2016
Responsibility	Director of Recreation and Tourism
Cost	Operational cost
Measure	VIC Operated

FOCUS AREA – REGIONAL ECONOMIC DEVELOPMENT

Goals:

- Be an active supporter of Fredericton's regional economic development initiatives to become Atlantic Canada's premier capital for entrepreneurship, innovation and commercialization.
- Emphasize the establishment and growth of businesses that succeed based on the knowledge gained from educational institutions and research and innovation activities.
- Connect entrepreneurs with regional support services for start-ups and young firms, including business planning, access to funding, introduction to local business networks and mentoring.

PROJECT:	Create an information package for potential entrepreneurs to introduce them to the regional economic development resources that will assist them in business plan development, access to funding, start-up assistance and networking.
Year	2014
Responsibility	Chief Administrative Officer
Cost	Staff Time
Measure	Package ready for distribution.
PROGRAM:	Maintain involvement and investment in the regional economic development agency.
Year	2013, 2014, 2015, 2016
Responsibility	Chief Administrative Officer
Cost	\$25,000 per year
Measure	Economic growth in the region.

ENVIRONMENT PILLAR

Oromocto is blessed by its location where the two rivers meet. This location provides a scenic and rich environmental setting with easy access to a wealth of lakes, wetlands, forest and open space. We take full advantage of these assets for a wide variety of year round recreational activities that keeps us mindful of their ecological value and contribution to our exceptional quality of life.

Our Environmental Vision

We will continue to develop, maintain and sustain extensive parks, trails and active transport networks throughout our community to ensure all residents have access to our natural environment. Our riverfront has greater potential: as such, we will embrace integrated riverfront development to attract people of all ages to engage in physical, educational, social and interactive activities of their choice and special community events. Underlying all our environmental initiatives will be leadership and commitment to protecting and sustaining our natural surroundings.

FOCUS AREA – MAINTAIN A VISUALLY PLEASING, HEALTHY AND SAFE ENVIRONMENT

GOALS:

- Promote Personal pride in the maintenance of all properties.
- Revitalize the appearance of older business districts.
- Maximize the use of underground utilities.

PROJECT:	Develop a by-law to regulate Property Maintenance Standards.
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Year	2015
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Responsibility	Director of Planning and Compliance
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Cost	Staff Time
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Measure	By-Law approved.
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PROJECT:	Enhance streetscapes.
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Year	
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Responsibility	Town Engineer??
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Cost	\$25,000
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Measure	Monument in place.
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PROJECT:	Develop plan to revitalize the older districts especially along the waterfront and Restigouche Road
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Year	2015
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Responsibility	Chief Administrative Officer/ Director of Planning and Compliance
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Cost	
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Measure	
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PROJECT:	Improve Truck routing and backdoor access in commercial zones.
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Year	
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Responsibility.	
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Cost	
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Measure	
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PROJECT:	Introduce Community Pride Awards.
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Year	2015
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Responsibility	
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Cost	
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Measure	
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PROJECT:	Introduce an "Adopt a Trail" Program.
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Year	2016
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Responsibility	
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Cost	
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Measure	
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FOCUS AREA – MAINTAIN A VISUALLY PLEASING, HEALTHY AND

FOCUS AREA – LAND USE

GOALS:

- Ensure that future residential areas are developed as planned, pedestrian-friendly neighbourhoods, with a mix of densities and housing types, community facilities and green spaces.
- Develop land adjacent to the waterfront area to provide a concentrated and diversified offering of cultural, recreational, residential, retail and restaurant services, and facilities to host social activities such as markets, festivals and concerts.
- Increase development densities and in-fill suitable vacant lands within the Town core to minimize the amount of land required to accommodate growth.
- Ensure future growth does not result in a crowded community.

PROJECT:	Provide a separate land use identity for each commercial area to define business districts and commercial hopping areas.
Year	2015
Responsibility	Chief Administrative Officer/Director of Planning and Compliance
Cost	Staff Time
Measure	TBD
PROJECT:	Link the three commercial areas (Oromocto Mall, Gateway and Restigouche Road).
Year	2016
Responsibility	Chief Administrative Officer/Director of Planning and Compliance
Cost	Staff Time
Measure	TBD
PROJECT:	Resolve East/West Oromocto separation.
Year	2014
Responsibility	Chief Administrative Officer/Director of Planning and Compliance
Cost	
Measure	
PROJECT:	Establish a fire department role in land use planning to ensure the adoption of infrastructure standards and practices to meet the public safety demands of the community.
Year	
Responsibility	
Cost	
Measure	

FOCUS AREA – LAND USE (Cont'd)

PROGRAM:	Renew the Municipal Plan (approved in 2006) by 2016.
Year	2014, 2015, 2016
Responsibility	Director of Planning and Compliance/Planning Advisory Committee
Cost	\$75,000
Measure	Municipal Plan approved.
PROJECT:	Modernize the Zoning By-Law
Year	2015, 2016
Responsibility	Chief Administrative Officer/Director of Planning and Compliance
Cost	Staff Time
Measure	New Zoning By-Law approved.

SOCIAL PILLAR

Oromocto is recognized as a safe and well protected community. We are a regional hub for a variety of social programs and services such as public schools, health care, employment and housing provided by a variety of organizations including government, non-profit, Base Gagetown, developers and professionals/businesses. We are also fortunate that we can readily access social services in Fredericton, Saint John or Moncton.

Our Social Vision

We will continue our commitment to the provision of excellent public safety services.

We acknowledge that not every citizen has equal or immediate access to requisite social services: we must address - in particular - provision of a variety of housing options for seniors, young adults and others, as well as access to personal and family health expertise, facilities and services. We believe our Town has great potential to be an attractive and ideal retirement community. Likewise, we believe there are significant opportunities for our Town and Oromocto First Nation to strengthen our mutually beneficial relationship.

We will adopt an integrated approach in collaboration with social service providers to identify service gaps and alternative solutions and to deliver comprehensive social services.

CULTURE PILLAR

Our Town has been shaped by its historical diversity: we embrace our Aboriginal-Acadian-British heritage and the over 50 years of Canadian military presence that has impacted all aspects of our community.

Our Culture Vision

Oromocto will retain the small-town culture that is at the heart of our vibrant Town. We are dedicated to ensuring our community is distinctive for our warm welcoming and neighbourly support for each other and for visitors. We come together as friends, family and visitors to celebrate community initiatives, activities and dedicated citizens who every day share their time, energy and experience volunteering in a wide variety of endeavors including the arts and culture, recreation and sport, clubs, special events, festivals, education, health, social and business services and environmental projects.

Our Town has an incredible wealth of recreation and sport facilities, programs and services available through our municipality, CFB Gagetown and non-profit clubs and organizations. We will continue to invest in and to forge mutually beneficial partnerships that will enable our citizens to be physically, mentally and emotionally healthy.

FOCUS AREA – A STRONG SENSE OF COMMUNITY

GOALS:

- Maintain a small town atmosphere.
- Create a distinct, warm and welcoming community.
- Develop opportunities to celebrate success together as a community.
- Market the Town through a variety of key stakeholders as a great place to live, work and play.
- Maintain existing and foster new cross-sector relationships that strongly benefit our community.
- Ensure all residents and visitors feel welcomed, safe connected, respected and actively engaged in Oromocto.
- Facilitate mutually beneficial relationships with a variety of community stakeholders to provide services and facilities that meet the community's diverse needs, as well as overcome any barriers experienced.

GOVERNANCE PILLAR

Governance is crucial to our success as a Town: economically, environmentally, socially and culturally. Governance is more than a municipal responsibility: citizen engagement and participation in community assessment, planning, execution and interdependent partnerships are essential to advancing all aspects of our Town.

Our Governance Vision

Our Town will grow and prosper through shared knowledge, expertise, experience, values and principles. We believe in, support and commit to participation by all our citizens, regardless of age, gender and capacity.

Leadership, teamwork, collaboration, cooperation, transparency, accountability and communication define the manner by which we conduct ourselves and our business.

