

VISION: A viable coastal community where everyone belongs

MISSION: To foster an inclusive community by delivering high-quality services to all, leveraging our strategic location, distinctive strengths, Acadian heritage and our rich cultural diversity

CORE VALUES: Collaboration - Innovation - Integrity - Sustainability

DG – Direction générale / CAO
 GREF – Greffier / Clerk
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 DF – Directrice des finances / Director of Finance
 DOMI – Directeur des opérations municipales et de l'ingénierie / Director of Municipal Operations and Engineering
 DVCR – Directrice de la vie communautaire et récréation / Director of Community Living and Recreation
 DDET – Directeur du développement économique et du tourisme / Director of Economic Development and Tourism.
 MHR – Gestionnaire en ressources humaines / Human Resources Manager
 MDIT – Gestionnaire en développement économique, tourisme et initiative stratégiques / Manager of Economic Development, Tourism and Strategic Initiatives

STRATEGIC PLAN			OPERATIONAL PLAN				
STRATEGIC PILLARS	PRIORITIES	CONTEXT	ACTIONS or INITIATIVES	OBJECTIVES (KPIs/performance)	TIMELINE	RESPONSABLE	
			2.1.1 Continue the work necessary to achieve the development plan of the Recreation Center	- Confirm the hiring of a consultant to assess the financial capacity of the municipality	T1 2025	DVCR	
				- Analysis of the financial capacity of the municipality, determining the service needs of the project and identifying the different sources of public and private financing	T3 2025	Consultant	
				- Develop a business plan including the territorial mission of the project and the grouping of partners to see the realization of the project.	T3 2025	Consultant	
				- Choice of construction site including traffic analysis	2026	Conseil / DG / DDET / DVCR / DOMI	
				- Confirm building and site layout	2026	DVCR / DOMI	
				- Recruit a fundraising campaign committee including a campaign president	2026	Conseil	
				- Hire an employee responsible for supporting the fundraising campaign	2026	Conseil / DVCR / MHR	
				- Form a committee responsible of drafting the call for tenders for the construction project, as well as evaluating the different applicants.	2026	DG / DOMI / DVCR	
				- Develop and launch the public call to tenders for the construction project	2026 - 2027	Consultant	
				- Hiring firms for the construction of the building	2027	Conseil	
				- Write the operation plan and hire the staff responsible for the operation of the Recreation Center	2027	Consultant / DVCR / MHR	
				- Expectation management strategy (constant communication)	continue	Conseil	
	2.1 Recreational assets: maintain, renovate or improve existing recreational assets, and assess the possibilities to provide new ones to enhance our collective lifestyles.			2.1.2 Meet the requirements for leisure and sports facilities according to the City's Recreation Master Plan and the SERSC Infrastructure Needs Assessment	- Improvement of the "Green" trail, Lino Road towards Hub APASOA	2025	DVCR
					- Park Development (Jocelyne Street)	T2 - 2025	DVCR
					- Development of Scoudouc playground	2025	DVCR
					- Improvement of the arena building according to building codes (in line with the Five-Year Plan 2026).	2026 to 2027	DVCR
					- Work plan for the connection of the trail to Simone Gallant Street	2026	DVCR
					- Improvement of the Festival arena services in terms of accessibility. (2026)	2027	DVCR
					- Improvement of the Multifunctional Center building in terms of accessibility (2026-2028).	2028	DVCR
			2.1.3 Implement a new Recreation Master Plan aligned with the new strategic plan (new TMP and new Asset Management Plan).	Identify priorities that will improve the municipality's services and facilities in line with the new master plans (National, Strategic, Transport, Assets).	2026	DVCR	

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2. Lifestyle	2.2 Cultural activities: enhance our value proposition of cultural events, venues and assets to enhance our quality of life.	Let's harness our strategic location, distinctive assets, Acadian heritage, and cultural diversity to enrich the lifestyle of our residents and create an inclusive community where everyone feels a sense of belonging.	2.1.4 Redefine the mission & vocation of the Festival Arena	- Hire a consultant to study current and future usage.	T1 2026	DVCR
			2.1.5 Development of the 4-Seasons Park (in line with the Five-Year Plan)	- Acquisition of land to develop de park (approx. 250 acres)	2028	DVCR
			2.1.6 Update the inventory of facilities and playgrounds based on the population of the new Shediac territory.	- Develop an action plan to identify an access to water for small watercraft.	2025	DVCR / DG
				- Develop an operation plan for the water access service for small watercraft.	2025	DVCR
				- Develop an action plan to identify additional spaces for Community Garden.	2027	DVCR
				- Build new gardens to promote Monarch survival according to our national "Monarch Friendly" certification.	2027	DVCR
			2.1.7 Continue to support the SERSC for the Shore Line trail project, according to the SERSC's Regional Infrastructure Analysis.	- Development of the Design (studies of stakes condition of the Scoudouc River Bridge).	2025	CSRSE et DVCR
				- Construction of the bridge (Scoudouc River).	2025 - 2026	CSRSE et DVCR
				- Finishing the trail (400m) from Riverside Drive to the Scoudouc River.	2026	DVCR
			2.2.1 Collaborate with community organizations in the execution and planning of their programming	- Establish a bridge maintenance agreement with the SERSC.	2026	CSRSE et DVCR
	- Offer partnership opportunities to organizations as part of the municipality's annual leisure, cultural and sports programming.	2025 et en continuité		DVCR		
	- Develop an action plan for a program focused on inclusion (Best Buddies).	2025		DVCR		
	- Establish a seasonal programming for the multisport surface.	2025		DVCR		
	- Modernize evaluation timelines and criteria for grant programs.	2025		DVCR		
- Develop an accreditation policy for community organizations	2026	DVCR				
- Implement an awareness campaign on the procedures for accessing & using recreational facilities.	2026	DVCR				
2.2.2 Cultural activities: enhance our value proposition of cultural events, venues and assets to enhance our quality of life.	- Modernize evaluation timelines and grant program criteria.	2025	DVCR			
	- Submit our intent to review the Cultural Policy with the AAAPNB.	T3-2025	DVCR			
	- Offer support to organizations that will respond to the development of culture in Shediac.	En cours - Ongoing	DVCR			

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	2.3 Essential services: assess the current and future needs of our residents to make sure that they receive the proper range of municipal services, such as (but not limited to): Housing accommodations of all types and price ranges; Public transportation system; Healthcare services offerings and access to those services; Education offerings and access to those services; Public safety and security.		2.2.2 Modernize the cultural policy	- Improve the artist selection process (Artists' village, shows in the park, etc.)	Continue	DVCR
				- Modernize the programming of the Artists' Village (additions of training).	T3 2025	DVCR
				- Develop an action plan based on the updated cultural policy strategy.	2027	DVCR
			2.2.3 Develop a communication strategy for Shediac's cultural offerings	- Identify communication tools according to different community programs, events and activities.	T3 2025	DCOM / DVCR / DDET
			2.3.1 Implementation of the housing needs assessment study (completed in 2023)	- Encourage residential development.	Continue	DDET
				- Promotion & review of municipal incentives.	Continue	DDET
	- Collaborate with governments and non-profit organizations	Continue		DDET		
	2.3.2 Support the SERCS in the strategy of facilitating the movement of citizens from rural regions to urban centers	- According to the needs of the SERSC.	Continue	CSSE et DVCR		
	2.3.3 Develop an improvement strategy related to public safety services	- Assess the current state of public safety services (police, firefighters, emergency services) to identify needs and gaps.	2025	DG / DDET		
		- Develop a municipal strategy to improve public safety.	2026	DG / DDET		
		- Implement concrete measures to maximize the efficiency of services.	2026-2027	Conseil		
		- Ensure effective communication with the population on improvements and good practices in public safety.	Continue	DCOM		
2.3.4 Update of the Emergency Measures Plan	- That a mutual aid agreement be developed and adopted with neighboring municipalities.	T2 2025	DG / GREP / SFDC			
	- That the emergency measures plan be updated.	2026				
2.4 Downtown: leverage our reputation as a great place to live and play to enhance the vibrancy of our downtown by supporting its embellishment, accessibility and development of an improved overall experience in terms of range of housing accommodations, services, merchants, attractions, events and			2.4.1 Support for Centre-ville Shediac Downtown Inc. in the execution of their Strategic Plan (Downtown strategic pillar: "Experience")	Collaborate with Centre-ville Shediac Downtown Inc. to analyze commercial and residential needs (reference: Market Gap Analysis).	2025	MDET - Centre Ville Shediac Downtown Inc.
				Ensure the beautification of the downtown area (ambiance, cleanliness, signage, etc.) through the hiring of staff dedicated to cleaning, landscaping (flowers), signage maintenance, and the upkeep/addition of urban furniture.	2025	MDET / DVCR
				Support the downtown corporation in its public safety initiatives.	2025	DG/DDET
				- See the execution of initiatives related to the improvement of Pascal Poirier Park	2025	MDET - Centre Ville Shediac Downtown Inc. - DVCR

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	festivities offered in our downtown on an annual basis.		2.4.2 Support for Centre-Ville Downtown Shediac Inc. in the Execution of its Strategic Plan (Downtown Strategic Pillar: "Promoter")	- Support the downtown corporation in its local shopping initiatives (I Choose Shediac, Hello card, Christmas sales weekend, etc.).	Continue	MDET	
				- Develop initiatives for downtown revitalization, including the addition of community and tourism events in the downtown area, incentives and support programs for merchants.	2025	MDET - Centre Ville Shediac Downtown Inc. - DVCR	
			2.4.3 Develop the vocation (mandate) of Maison Pascal Poirier	- See the establishment of an internal working group whose aim is to study a vocation or future of la Maison Pascal Poirier and to make recommendations to the Council.	T2 2026	DG / DDET	
			2.5.1 Implementation of a tourism strategy for the entire new territory of Shediac (including festivals, attractions, etc.)	- Create a scope of work and hire a consultant for the tourism strategy.	2025	DDET	
				- Adoption and implementation of the tourism strategy.	2026	Conseil / DDET	
	2.5 Tourism: leverage our unique assets and strategic location to build world-class four-season destination to enhance the quality of life of our residents, to appeal to visitors and potential future residents.		2.5.2 Development of the accommodation tax implementation plan	- Presentation to the municipal council: Prepare and submit a detailed presentation to the municipal council to explain the objectives, benefits and implications of the project, with a view to obtain their approval.	T1 2025	DDET	
					- Reading process (adoption of the by-law).	T2 2025	Conseil / DDET
					- Establish a structured mechanism to collect funds from operators.	T1 2026	DDET
					- Creation of a policy for the use of funds: Define clear guidelines on the management and allocation of funds collected to ensure responsible, transparent and consistent use of funds.	T3 2025	DDET
				2.5.3 Execution of Phase 2 of the Rotary Park development plan according to the Five-year plan	- Improved safety for vehicles and pedestrians.	2025	DVCR
						- Design plan for the development around ' the Giant Lobster', along Main Street.	2025
					- Design concept of a playground.	2025	DVCR
					- Architectural plan of buildings to be added or replaced.	2025	DVCR / DDET
			2.5.4 Modernization of the special events strategy	- Evaluate the current strategy and incorporate the mechanisms of the accommodation levy into the strategy.	2026	DDET	
					Implementation of the new strategy, which includes the accommodation tax and addresses gaps in event offerings to ensure a comprehensive four season offering.	2026	DDET