

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
 DCOM – Directeur des communications / Director of Communications
 DF – Directrice des finances / Director of Finance
 DOMM – 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
 MDET – 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	RESPONSIBLE
4. Operational Excellence	4.1 Resources: ensure the proper organizational structure and the necessary human, financial, and physical resources are in place to efficiently deliver on our mission and provide the best possible return on investment for our taxpayers.	Let's equip ourselves with effective communication mechanisms, adequate resources, and robust communication and marketing tools to inform and engage all community stakeholders. Then, let's be proactive in promoting and celebrating our collective successes while ensuring our taxpayers receive the best possible return on their investment.	4.1.1 Material & physical resources: Study on the future of City Hall	- Study possible options for the future of the Shediac Town Hall	2025	DG - DOMI
			4.1.2 Human resources: continuous assessment of the organizational structure	- Definitions of roles and responsibilities.	2026	MHR
				- Evaluate the needs of the departments.	Continue	MHR
				- Implementation of an employee evaluation process.	2025	MHR
			4.1.3 Human resources: Training	- Develop a procedure and training list/calendar: Make training accessible to employees.	2026	MHR
			4.1.4 Human resources: Succession plan	- Develop a succession plan strategy for employees of the Town of Shediac.	Continue	MHR
			4.1.5 Human resources: Development of procedures related to internal processes	- Find a platform that can help us develop internal procedures and create a work schedule.	2026	MHR
	- Optimize internal tools and procedures.			2026	MHR	
	4.2 Governance and Fiscal Responsibility: maximize returns for our taxpayers by adopting an appropriate governance structure and policies. This includes implementing rigorous and transparent fiscal policies that ensure the optimal use of public resources.		4.2.1 Municipal debt management	- Establish & adopt a municipal debt management policy by the municipal council.	2026	DF / GREF
			4.2.2 Review of governance mechanisms for the Town of Shediac council	- Consider a study on the composition of the Council by an ad-hoc committee appointed by the Council in order to make modifications to it if applicable (Review of the structure and mandate of the committees, composition of the Council, by-laws - policies which govern the Council; etc.).	2025	Conseil / DG / GREF
				- Consider a study on the remuneration by-law and the expenses policy of the members of the council with the aim of making modifications to them if applicable.	T2 2026	
				- Consider to modernize the procedural by-law.	T2 2026	
				- Plan for the modernization of the council's code of conduct by-law.	T2 2026	
			4.2.3 Ensure a fair tax rate throughout the new Shediac territory	- Follow the plan established in terms of the tax rate following the local governance reform.	2033	DG / DF
			4.2.4 Consider the implementation of municipal by-laws for the entire new territory	- Seek a public consultation mechanism to study the by-laws to be implemented in the former DSLs of Pointe-du-Chêne, Scoudouc and Shediac Cape.	2025	DG / GREF
- Consultation with the municipal council for the implementation of by-laws in the new territories.		T3 2025				
	- Update of the by-laws that will be applicable in the new territories of the Town of Shediac.	2026				
4.3.1 Development and execution of a strategic communications plan	- Develop a communications campaign to share success stories to promote Shediac.	2025	DCOM			

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	4.3 Communications & marketing: deploy effective and high-performing tools and mechanisms to meet the needs of our residents, business owners, associations, non-profit organizations, and community leaders and to ensure seamless and efficient internal communication. Actively celebrate our collective achievements and showcase our strategic strengths to key stakeholders through modern and tailored communication tools.		4.3.2 Standardization of communication processes	- Internally: staff meetings, social committee, information sharing via various tools. - Externally: adjusting our ways of communicating with different audiences.	Continue	DG / DCOM / MHR
			4.3.3 Updating communication tools	- Modernize the branding in municipal facilities.	Continue	DCOM
				- Implementation of new signage tools to identify the town.	T3 2025	DCOM
		- Launch the new Town of Shediac website.		T2 2025	DCOM	