

2016-2018

City of Bathurst Strategic Plan



The Sharp Group
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EXECUTIVE SUMMARY

Bathurst Strategy 2016-2018 at a Glance

Governance

Strategic Recommendation – How to Action the Plan

Objective	Action
Enlist the private sector to lead the way in getting behind the strategy and seeing it implemented.	Establish a private sector “Strategic Do-it” Committee with committed representation from business and social sectors of the community.
Devise a communication plan to disseminate key aspects of the Strategic Plan to stakeholders.	Engage an experienced marketing/communication manager to coordinate all city communication internally and externally, reporting to the CAO.
Share ownership of the plan. Make it clear that this plan is Bathurst’s own, unique to us.	Produce a public communication piece that encapsulates what we are aiming to do, why we are doing it, and how residents can get involved.

Strategic Recommendation – Leadership in the City

Objective	Action
Mayor and Council will be perceived as providing strong, visible, bilingual leadership in implementing this strategy.	Review and clarify municipal organizational structure, along with the departmental mandates of Council and staff.
Mayor and Council will avoid micro-management to focus on broad policy and strategic issues.	Disseminate organization structure to Council, staff, and public, showing who is responsible for implementation of the Strategic Plan.
Prioritize inter-governmental relations.	Assign responsibility for inter-governmental relations to Council members focusing on 1) provincial relations and 2) regional relations.



Strategic Recommendation – Leadership in the Region

Objective	Action
Be a leader in building trust and healthier relationships with neighbouring communities.	Proactively build communication channels to take a regional approach to opportunities and challenges.
Demonstrate the benefits of service delivery to the region.	Celebrate successes and good news stories.

Economic Development

Strategic Recommendation – Business Development

Objective	Action
Make it clear that economic development is considered a strategic priority in the City of Bathurst.	Ensure continuity via secure funding and dedicated leadership.
Attract businesses in targeted sectors, promoting lifestyle and practical post-secondary education as primary hooks.	Position Bathurst as more than just welcoming to business, but as a four-season recreational paradise that will appeal to all segments of the population.
Communicate that investment in recreation and education is de facto economic development.	New branding for the City of Bathurst will position the area as a four-season recreational paradise.
Ensure that post-secondary education is attuned to the needs of employers.	Work with PETL and CCNB to tailor post-secondary education to the changing needs.
Promote export readiness.	Work with Government, CBDC and Chamber to deliver export training programs.



Strategic Recommendation – Marketing / Branding / Engagement Strategy

Objective	Action
Coordinate marketing and communication management for the City.	Engage an experienced marketing/communication manager to coordinate all city communication internally and externally, reporting to the CAO.
Drive dissemination of the Strategic Plan in parallel with the development of a marketing communication plan.	Embark on a marketing/communication plan that brings together all aspects of the City's public voice, internal and external, integrating communication across all platforms via single-minded branding.
Launch a Customer Relationship Management (CRM) program for all customer-facing city employees.	Engage professional(s) to develop and implement a training program aimed at delivering the Bathurst brand promise across every service interaction.

Strategic Recommendation – Tourism Strategy

Objective	Action
Make tourism strategy a key component of the Marketing Plan.	Tourism marketing will be consistent in tone and content with all other marketing communication for the city. The City's four-season outdoor recreation positioning will be prominent.
Ensure excellence in customer service.	Launch a customer service measurement program with market readiness training as required.



Strategic Recommendation – Succession Planning

Objective	Action
Roll out succession planning for area businesses so that owner/managers can see a road ahead.	Work with Chamber of Commerce and provincial partners to encourage participation.

Strategic Recommendation – Private Investment

Objective	Action
Encourage an environment that fosters small business growth and succession, as well as targeted impact investment.	Communicate with and bring together entrepreneurs looking for financing with private investors who have a stake in the health of the region.

Strategic Recommendation – Transportation Infrastructure

Objective	Action
Prioritize Bathurst Airport for infrastructure support, given its pivotal importance to the economy of the region.	Take advantage of refreshed government representation in Ottawa and potential new infrastructure funding.
Provide visible support to outdoor recreation infrastructure for trails, cycling and events.	Capitalize on outdoor recreation / wellness strategy to benefit both residents and visitors.



Community Economic Development

Strategic Recommendation – Recreation & Wellness

Objective	Action
Invest in and promote year round sport/recreation, making this a priority for the city and the region.	Focus on events and activities that benefit 1) the residents of Bathurst, 2) visitors to the region through all four seasons of the year, and 3) potential new businesses.
Facilitate community partnerships through policies, systems and environments that make living well easier.	Encourage community-led initiatives with a vision of improving health and wellness through the development of trails and other recreational resources.
	Encourage youth to participate in the wellness strategy by creating indoor and outdoor events and programs.

Strategic Recommendation – Urban Design

Objective	Action
Establish a community-led urban design program to improve the aesthetic appeal of our streetscapes and waterfront.	Set up Steering Committee, jointly chaired by City Economic Development and Downtown BIA. Issue RFP, focused on population density and pride.
Maintain pressure to find a solution for the urban blight problem.	Recognizing legal and environmental challenges, work with the Province to get this solved ASAP.



Strategic Recommendation - Environmental Stewardship

Objective	Action
Practice environmental stewardship systematically.	Apply environmental screen to assess potential impact of projects on our land, air and water resources.
Engage citizens in responsible environmental practice.	Educate residents, visitors and stakeholders as to the value of our environmental resources and encourage responsible stewardship.

Strategic Recommendation – Population: Youth, Repatriation, Immigration

Objective	Action
Engage our youth and align them with the opportunities we have here.	Engage youth audiences in implementation of Bathurst's Strategic Plan.
Attract new young families to the area.	Target young families through the Marketing Plan and via tourism strategy.
Bring back people who have moved elsewhere.	Target ex-pats residing elsewhere through the Marketing Plan.
Attract new immigrants, including international students attending CCNB.	Work with government and CCNB to make immigration a realistic option for the area.
	Convince resident of the value of welcoming newcomers who can contribute to our future.



Strategic Recommendation – Population: Re-engaging the Active “Un-retired”

Objective	Action
Take advantage of the recreation / wellness positioning to attract the active, mature segment with a view to having them engage (or re-engage) in the social and business life of our city.	As a secondary strategy, take advantage of realistic changes in the area’s population to promote the same recreational resources to the active, mature “un-retired” segment.

Measurement & Reporting

Objective	Action
Provide regular public reports on implementation of the Strategic Plan and results over time.	Track all metrics including economic indicators and resident attitude.
Introduce a Resident Satisfaction Survey to track opinions, attitudes and behavior among Bathurst and area residents.	Replicate the survey on a regular basis, probably annually, and report the results publicly.

Section 5.0, *Implementation: Accountability / Balanced Scorecard*, summarizes the Strategic Plan and identifies measurement criteria (metrics) and timelines for each strategy.



1.0 Introduction

Project Objective

Develop a Strategic Plan for the City of Bathurst that will guide the city's future by articulating vision that is clear, mission that is focused, goals and objectives that are achievable, strategic actions that are doable and accountable, and measurement tools that are effective.

Structure of the Plan

First, to clearly understand the current situation of the City of Bathurst, the consultants constructed a Community Profile based on available secondary information. This deals with history, geography, demographic profile, and economy of the region. The Community Profile can be found in Appendix 1.

The Strategic Plan is organized under the three headings, Governance, Economic Development and Community Economic Development. Under each heading, Strategic Recommendations are listed, with objectives, recommended actions and accountability. Measurement criteria (metrics) and timelines for each recommendation are added in the section on Implementation.

Methodology

Each recommendation is supported by Primary Research and most by secondary research dealing with Best Practice. The Primary Research summarizes findings of a public online survey, in which citizens were asked to assess the importance of various ideas and to assign rankings to a number of options.

The survey was offered in both French and English and publicized in Bathurst via a press release issued November 3, 2015. The survey was open from November 3 to November 12. There were 332 responses in total; 206 in English and 126 in French. As noted above, highlights of the survey findings are reported in this document. These highlight findings (and verbatim comments offered by survey respondents) tend to essentially validate what the consultants heard from key informants and stakeholders at earlier stages of the project. In fact the online questionnaire was based on findings compiled from the earlier interviews and workshops, notably:

- | | | |
|----|---|----------------|
| 1. | One-on-one interviews (20) | 17/18-Sep-2015 |
| 2. | Briefing to Council and Senior Management | 28-Sep-2015 |
| 3. | Middle Management Workshop | 28-Sep-2015 |
| 4. | Stakeholder Workshop | 29-Sep-2015 |

The compilation of Key Findings from these four sources can be found in Appendix 2.

Many of the strategic recommendations are also supported by Best Practice Research, which reports relevant learning from a number of North American municipal cases that suggest parallels to Bathurst's



situation. The parallels are noted in this Report and the Best Practice Cases fully documented in Appendix 3.

2.0 What We Stand For

In thinking about Mission and Vision for the city, community leaders and stakeholders were asked to complete and expand upon these two ideas: 1) *In 2015 Bathurst is a centre of ...* and 2) *In 2020 Bathurst will be a centre of ...* The essence of what they said, along with clarifying comments from survey respondents, has been distilled into the statements below:

MISSION

Expresses who we are, whom we serve and how we do it.

The City of Bathurst anchors beautiful northeastern New Brunswick, delivering bilingual urban services to the surrounding region with a willing, can-do attitude.

VISION

Defines where we aspire to be and what we want to achieve long term, and helps us focus on what is important to getting there.

Through strong, proactive community leadership, the City of Bathurst brings a resilient spirit to the region, a determination to grow and prosper, and an abiding respect for the privilege of living here and welcoming others to share this place with us.

CORE VALUES

These values support the vision and shape our culture. This is what we believe.

Resilience	We understand challenges and we will surmount them.
Knowledge	We know a lot about primary industry and we will apply these skills, along with new learning, to grow our economy.
Pride	We are proud of our heritage, we are proud of this place where we are privileged to live, and we are proud to welcome others to share it with us.
Care	We care about this place and we will protect it for all to enjoy.
Bilingualism	We believe that the ability to live and work in two languages is a huge advantage.
Wellness	We think that health care is important but living well even more so.



3.0 Strengths / Weaknesses

Early in the consultation process, key informants were asked to identify Bathurst's three main strengths, as well as the city's three main weaknesses. Stakeholder workshops then examined the strengths/weaknesses dynamic further. Key findings from the interviews and workshops can be found in Appendix 2. Then finally, strengths and weaknesses were probed in the online survey. Results were as follows:

3.1 Strengths

When average ratings are assigned to the level of agreement indicated by respondents, the three strengths most often mentioned can be ranked as follows:

1. Quality of Life

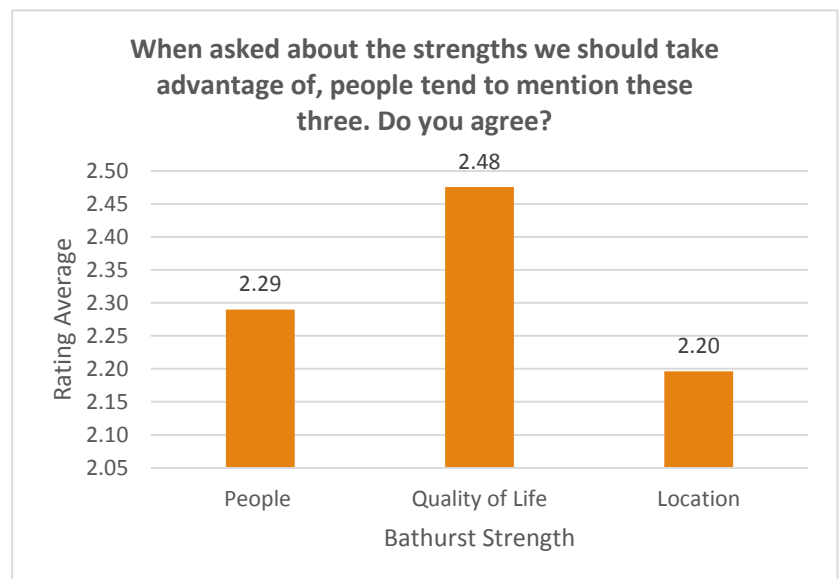
Natural beauty, laid back, family friendly, recreational assets, health and wellness.

2. People

Friendly, welcoming, personable, unpretentious, willing, engaged, loyal, bilingual.

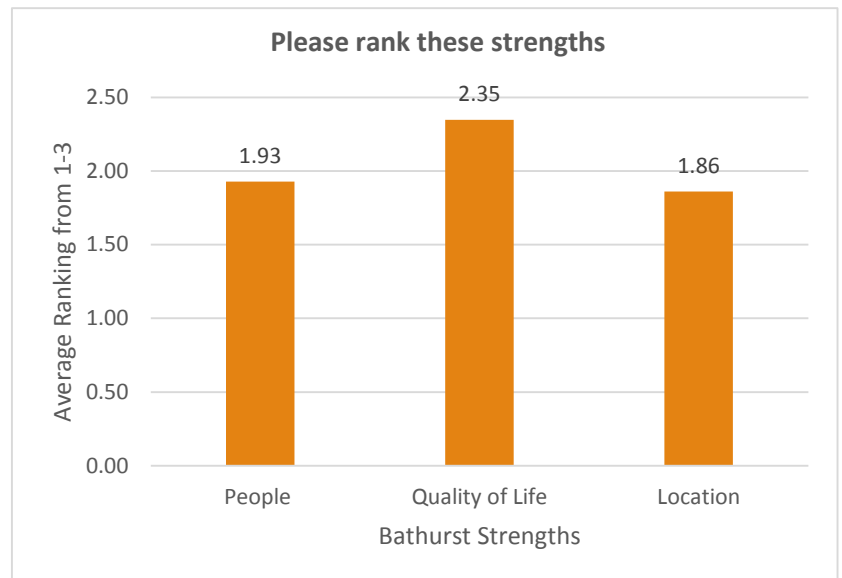
3. Location

Commercial hub and service centre for NE New Brunswick, on the scenic Baie-des-Chaleurs.





When respondents were further asked to rank these strengths from 1 to 3, average rankings tend to repeat what we saw in the chart above, with Quality of Life clearly the strongest of the three.



3.2 Weaknesses

When average ratings are assigned to the level of agreement indicated by respondents, the four weaknesses most often mentioned can be ranked as below. It is notable that levels of agreement for these do not differ much across all four. The perceived need for vision, direction and proactive leadership, though, is clearly #1.

1. Leadership

We could use clearer vision and direction, as well as proactive leadership to guide our future.

2. The Language Divide

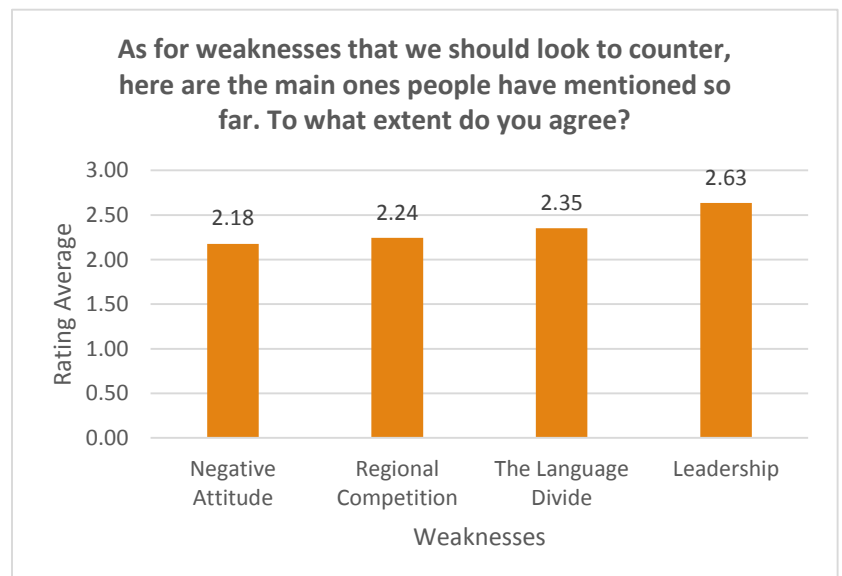
Instead of celebrating bilingualism, we too often let language divide us.

3. Regional Competition

We and our neighbours tend to compete for the same resources instead of collaborating.

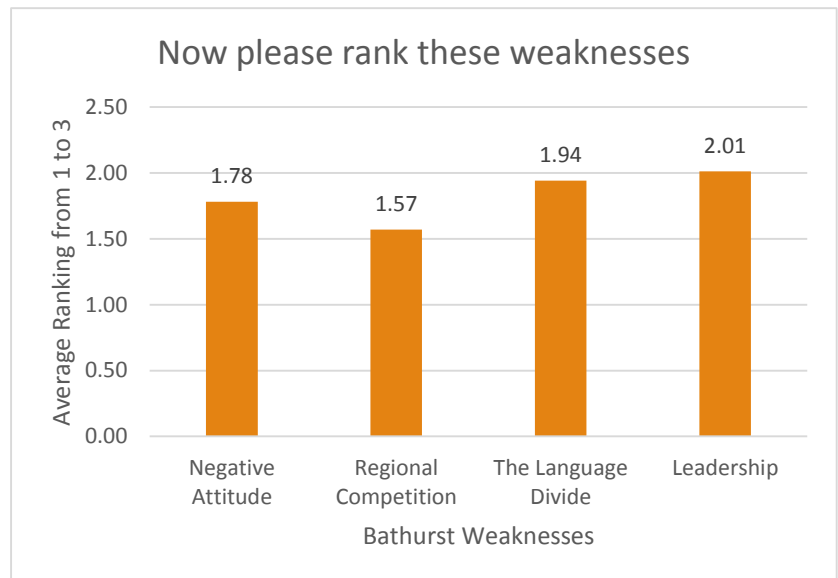
4. Negative Attitude

We've been beaten down by negative messaging and now lack a sense of pride in our community.





As with Strengths, when respondents were further asked to rank the weaknesses from 1 to 3, average rankings tend to repeat what we saw in the chart above, with Leadership seen as the #1 weakness that should be addressed. In this ranking exercise, negative attitude assumes somewhat more importance, but again, the comparative rankings do not much differ across all four.



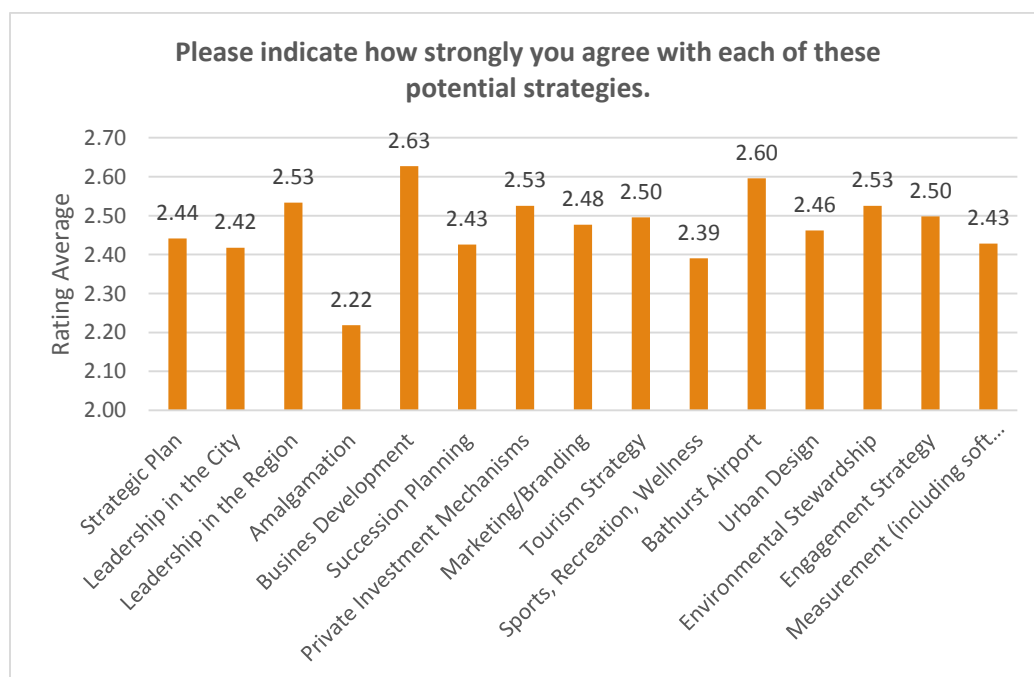


4.0 STRATEGIES

Primary Research - Online Feedback

Strategic recommendations are supported by the Primary Research conducted as part of this project and, in many cases, backed up by secondary Best Practice Research as well.

The Primary Research summarizes findings of the public online survey, where citizens were asked to assess the importance of various ideas and to assign rankings to a number of options. Level of agreement is expressed here by an average rating.



The strategies were expressed in the following terms and ranked by respondents in the following order. It should be noted that the ratings do not differ much across the board, indeed some are identical. This we take to be a validation of what the consultants heard from key informants and stakeholders earlier in the project, since the questionnaire was, in fact, based on those earlier findings.

1. Business Development (2.63)

To create jobs and wealth in the region, we need aggressive, targeted, sales-focused business development to compete with other areas in attracting new businesses to Bathurst.



2. Bathurst Airport (2.60)

Necessary upgrades to runway and terminal should be made a priority as a key part of the city's transportation infrastructure that supports economic development.

3. Leadership in the Region (2.53)

The City of Bathurst will demonstrate leadership and build relationships with its regional counterparts by supporting initiatives/infrastructure that benefit the entire region.

4. Private Investment (2.53)

Mechanisms should be developed to bring together entrepreneurs looking for financing with private investors who have a stake in the health of the region.

5. Environmental Stewardship (2.53)

Recognizing the value of the land, air and water resources that make this place what it is, our actions should always be governed by responsible respect for the quality and health of these resources.

6. Tourism Strategy (2.50)

Tourism strategy would be a key component of the Marketing Plan, promoting the area's four-season recreational resources and ensuring excellent service delivery.

7. Engagement Strategy (2.50)

For this strategy to succeed, we need to mobilize the regional business community and key community groups to get behind it.

8. Marketing / Branding (2.48)

The Strategic Plan should include components of a Marketing Plan that addresses who and what we are (positioning and branding) and suggests ways to communicate this in a consistent manner.

9. Urban Design (2.46)

A community-led urban design program should be developed, to improve the aesthetic appeal of our streetscapes and waterfront, and to show the pride we feel in our surroundings.

10. Strategic Plan (2.44)

The Strategic plan will equip the new Mayor and City Council (to be elected May, 2016) with a valuable roadmap, that will help them hit the ground running.

11. Succession Planning (2.43)

An active process promoting succession planning for area businesses should be rolled out so that owner/managers can see a road ahead that includes qualified potential successors (especially among youths and immigrants).



12. Measurement (2.43)

Success of the strategy should be measured by including “soft” metrics like confidence, wellness, satisfaction, pride and happiness, as well as “hard” economic indicators like population growth and employment.

13. Leadership in the City (2.42)

Mayor and Council will focus on policy, providing strong, visible, bilingual leadership in implementing this strategy. Organization structure will be made clear so that everyone knows who is responsible for what.

14. Sport/ Recreation, Wellness (2.39)

Investing in and promoting year round sport/recreation should be a priority for the city and the region.

15. Amalgamation (2.22)

True cooperation among the region’s communities, with the efficiencies that would bring, can only be achieved through amalgamation.

The strategies are organized under the three headings, Governance, Economic Development and Community Economic Development. Under each heading, Strategic Recommendations are listed, with objectives and actions recommended. Accountability and timelines for each recommendation are added in the section on Implementation.

The Best Practice Research reports relevant learning from a number of North American municipal cases that suggest parallels to Bathurst’s situation. The parallels are noted in the Report and the full Best Practice Cases documented in Appendix 3.

4.1 Governance

4.1.1 Strategic Recommendation – How to Action the Plan

In this first section, the plan itself is the subject, with suggestions offered as to next steps in implementing its recommendations. As noted above under Engagement Strategy, for this plan to succeed, we need to mobilize the regional business community and key community groups to get behind it.



Objective	Action	Accountability
Enlist the private sector to lead the way in getting behind the strategy and seeing it implemented.	<p>Establish a private sector “Strategic Do-it” Committee with committed representation from business and social sectors of the community.</p> <p>Ensure continuity through the municipal election period and beyond by including the current Economic Development Manager in this process, along with his successor.</p>	<p>Mayor</p> <p>Private Sector Committee Chair</p>
As part of the marketing plan referred to later, devise a communication plan to disseminate key aspects of the Strategic Plan to stakeholders.	<p>As recommended in Section 4.2.2, <i>Marketing / Branding / Engagement</i></p> <hr/> <p>The City of Bathurst should engage an experienced marketing/communication manager as soon as possible.</p> <p>Responsibilities would include the coordination of all city communication internally and externally, from the Mayor’s office and City Council to economic development, tourism, parks and recreation, as well as emergency communication as and when required. (The Province has expressed interest in assisting with funding of this position.)</p> <p>Communication management should be a centralized function, reporting to the Chief Administrative Officer, so that all aspects of City communication are coordinated with consistent messaging.</p>	<p>Chief Administrative Officer</p>
Share ownership of the plan. Make it clear that this plan is Bathurst’s own, unique to us.	<p>The Strategic Plan should be supported by sound marketing and communication that identifies it as uniquely Bathurst’s.</p>	<p>Communication Manager</p>



	<p>Communicate the essence of the Strategic Plan to all who have a stake in it, all who are charged with making it work.</p> <p>Produce a public communication piece that encapsulates what we are aiming to do, why we are doing it, and how residents can get involved. Such a piece should introduce a branding project for the City, designed to convey the “can do” attitude that will be necessary to get this done.</p>	
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Note: Suggested measurement criteria/metrics and timelines are covered in Section 5.0.

Best Practice Research

Municipal Strategic Planning in New Brunswick

During this process, the consultants examined strategic plans developed recently for a number of municipalities, including several in New Brunswick. The plans of Dieppe and Miramichi proved to be particularly useful. These plans tend to deal with economic and population challenges that are province wide and region wide.

So the effort in this project has been focused on developing something that uniquely responds to the needs of Bathurst. Through consultation with civic and community leaders, and through a broadly distributed online survey, the consultants have listened carefully. It is clear that though the challenges may be broad, the response to these challenges in Bathurst should be as narrow and focused as possible.

See Appendix 3 for Best Practice research involving the City of Dieppe, New Brunswick.

4.1.2 Strategic Recommendation – Leadership in the City

Leadership is fundamental and perception is everything. Community leaders and stakeholders underlined this point over and over again, commenting that Mayor and Council should focus on policy, providing strong, visible, bilingual leadership in implementing this strategy. It was also suggested that City organization structure should be made clear so that everyone knows who is responsible for what.



Objective	Action	Accountability
Mayor and Council will be perceived as providing strong, visible, bilingual leadership in implementing this strategy.	The municipal organizational structure of Bathurst, along with the departmental mandates of Council and staff will be reviewed and clarified.	Mayor
Mayor and Council will avoid micro-management to focus on broad policy and strategic issues.	Organization structure will be disseminated by the Mayor to his Council and staff, then published on the City website so that everyone knows who is responsible for what, particularly as regards implementation of the Strategic Plan.	Chief Administrative Officer
Prioritize inter-governmental relations focused on the Province and on neighbouring communities.	Assign responsibility for inter-governmental relations to Council members focusing on 1) provincial relations and 2) regional relations.	Mayor

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

4.1.3 Strategic Recommendation – Leadership in the Region

There is clearly an opportunity for the City of Bathurst to take a proactive leadership position in the region so as to build trust among its neighbours and generate regional prosperity that benefits all. Rating this highly in the public online survey, respondents agreed that the City of Bathurst needs to demonstrate leadership and build relationships with its regional counterparts by supporting initiatives and infrastructure that benefit the entire region.

Survey respondents generally rejected the notion that, *“True cooperation among the region’s communities, with the efficiencies that would bring, can only be achieved through amalgamation”*. Certainly the desirable alternative is demonstrable cooperation among regional communities, particularly if this results in more cost efficient service delivery. In the event that community restructuring becomes a longer term option, Best Practice research and commentary on this is offered below.



Objective	Action	Accountability
Build trust and healthier relationships with neighbouring communities, with a view to being perceived as a leader and catalyst for community restructuring over the long-term.	<p>Bathurst should build communication channels with its counterparts, work together to identify areas where cooperation is needed and makes sense, and take a regional approach to the opportunities and challenges that arise from this process.</p> <p>Bathurst needs to proactively reach out to the surrounding communities for their input and support throughout the entire process. This will take strong leadership and a persistent approach.</p>	Mayor
A priority for the Communication Plan and the Communication Manager is to demonstrate the benefits of service delivery to the region.	<p>Any and all successes should be celebrated. Every opportunity to be a willing partner should be taken when our neighbours come to us.</p> <p>Find regular good news stories that show how regional cooperation builds success for all.</p>	Communication Manager

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

Best Practice Research

Community Restructuring

Neighbouring municipalities frequently build their economies within the same, or very similar, economic environments. They often compete for the same opportunities and are presented with the same challenges. On some matters, they will easily cooperate with each other, on others there will be conflict.

Either outcome could lead over time to calls for municipal amalgamation. If there is a lot of cooperative interaction, proponents might suggest, “Why not implement an efficient municipal structure that saves



money by delivering services more efficiently?” If there is conflict, the argument will be that amalgamation will prevent delays and extra expenses caused by inter-municipal bickering¹.

There are two distinct reasons why two or more municipalities might become more closely involved with each other (and possibly call for amalgamation):

1. Because of a desire to provide one or more municipal services more efficiently over a wider area; or
2. Because of a desire to establish some form of municipal institution to encompass all or most of a single continuous developed urban area.

In the city of Bathurst, arguments could be made for either rationale. The city of Bathurst and surrounding communities as a whole duplicate service delivery efforts and are over governed. Amalgamation needs to be considered to promote more equal service delivery levels and tax burdens. However, some will likely argue against amalgamation, insisting that inter-municipal institutions or agreements, and/or improvements to inter-municipal cooperation is all that is needed.

Nonetheless, community restructuring is a topic of significant interest across New Brunswick. This is perhaps because while some communities are prospering, others are facing the challenges of increasing service requests (e.g. rec centres, arenas), aging infrastructure, decreasing population, and financial pressures. Regardless of the reason, collaboration with neighbouring communities needs to be considered and can be economically advantageous, from simple communication to the potential for community restructuring.

Restructuring is undertaken for a number of reasons but is generally done to create greater capacity and opportunity locally, to better and more efficiently serve the needs of residents, businesses and organizations. The opportunity for community restructuring is available to all municipalities, rural communities and Local Service Districts.

Bathurst Needs to Build Trust

Despite what many have described as a perceived bitterness between Bathurst and its surrounding communities, the City needs to begin taking steps now to build trust and healthier relationships with its regional counterparts with the view of being a leader and catalyst for community restructuring over the long-term.

Bathurst should work to build communication channels with its counterparts, work to identify areas where cooperation is needed and makes sense, and take a regional approach to the opportunities and challenges that are present. Bathurst needs to reach out to the surrounding communities for their input and support throughout the entire process. This will take strong leadership and a persistent approach. Celebrate any successes and take every opportunity to be a willing partner when our neighbours come to us.

¹ Amalgamation vs. Inter-Municipal Cooperation: Financing Local and Infrastructure Services. ICURR Press, July 2000. Web. October, 2015.



If and when Bathurst has a willing set of partners to engage in restructuring it will likely be guided by these principles²:

- The process for examining municipal restructuring should be locally initiated and focused;
- The decision to restructure must be made by the electorate through a referendum;
- The vote should be made by an informed electorate; and
- All sectors of the community need to be involved in the discussion.

Proponents of this view understand that this will not happen overnight. However, this is not an excuse for not beginning to lay the foundation that could eventually get us there.

The community restructuring process in New Brunswick takes approximately 8 months to a year to complete and is outlined below³:

1. *Demonstration of Interest* - A letter, from a municipal council to the Minister of Environment and Local Government stating interest in restructuring.
2. *Initial Assessment & Public Consultation* - Working together, representatives of local stakeholder groups and the department's regional services manager undertake an initial review of the prospective community(ies) involved in the restructuring project, to determine if there is sufficient local interest and capacity to further pursue community restructuring and to discuss what restructuring option might be preferable. Population, tax base, social and economic relationships are examined.
3. *Feasibility Study & Public Consultation* - Once support has been demonstrated for the project, department staff undertake a thorough analysis of the proposed restructuring project including a review of local services, budget projections of revenues and expenditures (money coming in and going out), tax rates and how they differ across areas given service delivery differences, geographic boundaries, etc. Once a preliminary report is complete, a summary of that report is shared with residents and broader public consultation efforts are pursued.
4. *Determination of Local Support (Plebiscite/Council Resolution)* - If deemed ready, a community restructuring project is voted upon through a plebiscite coordinated by Elections New Brunswick. Residents of the communities involved in the restructuring project are invited to vote on the restructuring project. In municipalities and rural communities, a resolution of council is required in place of a plebiscite, as council members are elected by residents to represent their interests.

² Government of British Columbia – Municipal Restructure. Web. October 22, 2015.

³ Government of NB -Environment and Local Government. Community Structuring. Web. October, 2015.



4.2 Economic Development

4.2.1 Strategic Recommendation – Business Development

“To create jobs and wealth in the region, we need aggressive, targeted, sales-focused business development to compete with other areas in attracting new businesses to Bathurst”. This was the strategy rated highest by online survey respondents. Key informants and stakeholders echoed this point of view with comments like, *“Aggressively promote economic growth with an attitude of ‘We want your business’, and focus on quality infrastructure as a key business asset”.*

They also said we should, *“Promote active use of the Business Centre in the city, across the province and beyond, promote the region’s three industrial parks, and reduce reliance on public funding, setting clear policy for funding assistance to start-ups”.*

Business development is obviously of huge significance to the future of Bathurst and the region. It will be important to ensure stable funding for this function. Also important will be to integrate the city’s marketing communication efforts so that look and feel are consistent, whether we are communicating with business prospects, residents or tourists.

The views of online survey respondents as to target business sectors are summarized below.

Objective	Action	Accountability
Make it clear that economic development is considered a strategic priority in the City of Bathurst.	Ensure continuity in the management of economic development via secure funding and dedicated leadership.	Mayor
Attract businesses in targeted sectors, promoting the city’s community benefits, capitalizing on healthy, affordable lifestyle and practical post-secondary education as primary hooks.	Position Bathurst as more than just welcoming to business, but as a four-season recreational paradise that will appeal to all segments of the population.	Economic Development Manager
Communicate the philosophy that investment in community	New branding for the City of Bathurst will position the area as a four-season	Communication Manager

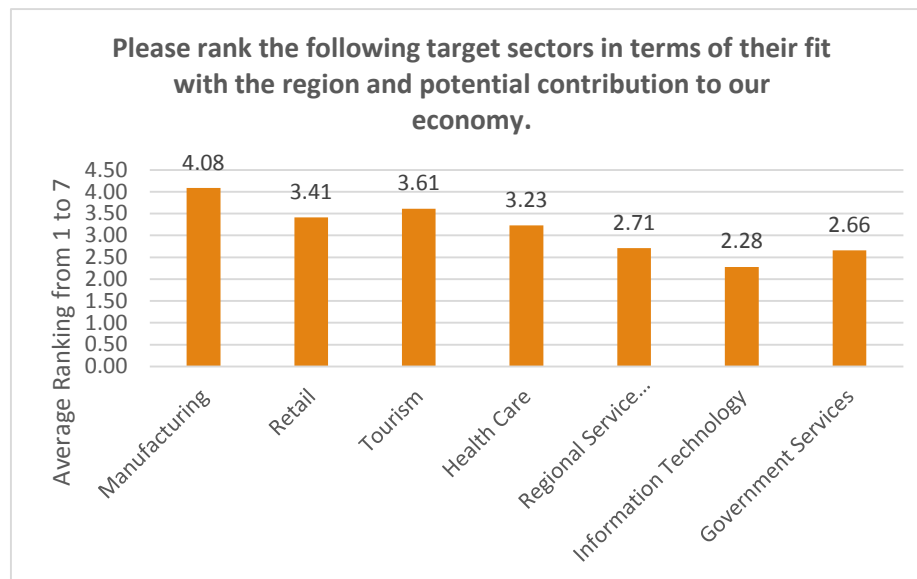


recreation resources and education is de facto economic development. New businesses (and the young people who work for them) are attracted by more than tax incentives.	recreational paradise. Using this consistently across all communication applications will demonstrate Bathurst's belief that community development is economic development.	
Ensure that post-secondary education is attuned to the current and emerging needs of employers.	Work with NB Post-secondary Education Training and Labour (PETL) and with CCNB to tailor post-secondary education to the changing needs of current Bathurst businesses and to potential new businesses, preparing young people for good STEM jobs (Science, Technology, Engineering, Mathematics).	Economic Development Manager, CCNB Director
Promote export readiness programs to ensure that current and new businesses have the tools they need to exploit export markets.	Continue to work with Opportunities New Brunswick, CBDC and the Chamber of Commerce to deliver export training programs.	Economic Development Manager, Province

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

Primary Research - Online Feedback

Online survey respondents were asked to rank the seven business sectors which had been identified by key informants and stakeholders. Average rankings from 1 to 7 are shown in the chart:



The average rankings were awarded in this order:

- 1. Manufacturing**
Especially metal fabrication and value-added wood, which are seen as a good fit with the skills of our workforce.
- 2. Tourism**
Promoting the area's four-season recreation assets.
- 3. Retail**
Improving the range of stores to service the area.
- 4. Health care**
Services for the region.
- 5. Regional Services**
Industries where bilingual skill set is a big advantage.
- 6. Government services**
- 7. Information technology**

Best Practice Research

One of the cases reviewed by the consultants is the North American example of Ogden, Utah, featured recently in *Newsweek Magazine*. When Ogden set out to systematically change its image from that of a tired, run down, low-class, gang-infested urban wasteland to “this hip, cool outdoor-recreation town”, suddenly high-tech firms were interested. Outdoor wellness rules! The successful repositioning and the emphasis on practical, job-focused education would seem to offer parallels for Bathurst’s situation.

Numerous other examples exist, where outdoor recreation has attracted economic development. Whistler, BC, Canmore, Alberta, Bozeman, Montana and Boulder, Colorado all come to mind in this regard.



See Appendix 3 for Best Practice research involving the city of Ogden, Utah.

4.2.2 Strategic Recommendation – Marketing / Branding / Engagement Strategy

This strategy was one of the highest rated by key informants and stakeholders. They said that the City of Bathurst should develop a Marketing Communication Plan that addresses who and what we are (positioning and branding) and suggests ways to communicate this in a consistent manner. They further suggested that the marketing plan should include concise guidelines for city communication, that it should establish a mechanism for positive media coverage, build on and celebrate successes, provide media training for public figures, and be very clear about delegating responsibility and assigning resources.

A key part of this and Priority #1 is engagement strategy that seeks to mobilize citizens. Volunteer resources are a great Bathurst asset. The goal will be to instill a renewed sense of pride within the local community.

Objective	Action	Accountability
Coordinate marketing and communication management for the City.	<p>As noted in Section 4.1.1, <i>How to Action the Plan</i></p> <hr/> <p>The City of Bathurst should engage an experienced marketing/communication manager as soon as possible.</p> <p>Responsibilities would include the coordination of all city communication internally and externally, from the Mayor's office and City Council to economic development, tourism, parks and recreation, as well as emergency communication as and when required. (The Province has expressed interest in assisting with funding of this position.)</p> <p>Communication management should be a centralized function, reporting to the Chief Administrative Officer, so that all aspects of City communication are coordinated with consistent messaging.</p>	Chief Administrative Officer



<p>Drive dissemination of the Strategic Plan in parallel with the development of a marketing communication plan, targeting internal and external audiences with consistent, brand focused messaging.</p>	<p>The City should immediately embark on a marketing communication plan that brings together all aspects of the City’s public voice, integrating communication across all platforms via single-minded branding that expresses Bathurst’s character, using media such as:</p> <ul style="list-style-type: none"> • Internal communication / employee relationship management (ERM) • Local and regional channels • Public relations • Website and social media • Business development material • Recreation promotion • Event support • Etc. 	<p>Economic Development Manager, Communication Manager</p>
<p>Launch a Customer Relationship Management (CRM) program for all customer-facing city employees</p>	<p>Engage professional(s) in customer service training to develop and implement a training program for City of Bathurst staff, aimed at delivering the Bathurst brand promise across every service interaction, from Planning to volunteer recognition to bill payment.</p>	<p>Human Resources</p>

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

Best Practice Research

The examples covered in other sections all include strong marketing and engagement programs, from Dieppe, NB to Ogden, Utah and Oklahoma City, OK.

Positioning / Branding Exploration

Given the importance of marketing and communication to the rollout of the Bathurst Strategic Plan, the consultants have given some preliminary thought to branding and a theme that could be taken to the next



stage of development quite easily. This branding exploration should be moved forward, thinking in terms of a pan-City brand that could fit the regional Chaleur branding exercise, should the latter proceed.

A new Bathurst brand will define how we respond...to business opportunity, to new immigrants, to visitors, to our citizens, to our neighbours.

4.2.3 Strategic Recommendation – Tourism Strategy

Tourism will be a key component of Bathurst's overall marketing thrust.

Stakeholders in the tourism business and key informants spoke of the need to develop tourism strategy focused on the area's natural assets that foster wellness, recreation and healthy lifestyle. *"Sell the adventures and experiences people are looking for,"* they said.

It will also be useful to capitalize on tourism development at the provincial level, particularly to track success via provincial visitation and expenditure numbers for the Bathurst area.



Objective	Action	Accountability
Make tourism strategy a key component of the Marketing Plan, promoting the area's four-season recreational resources and ensuring excellent service delivery.	Tourism marketing will be consistent in tone and content with all other marketing communication for the city. The City's four-season outdoor recreation positioning will be prominent whether messaging is directed to Québec snowmobilers, Maritime hikers, the active mature segment, or entrepreneurs looking for a new or expanded location.	Parks, Recreation and Tourism
Ensure excellence in customer service.	Launch a customer service measurement program among tourism operators and if service improvements seem required, adopt	Parks, Recreation and Tourism



	market readiness training where it will do the most good.	
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Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

Best Practice Research

The examples covered in other sections include multiple examples of tourism strategy.

4.2.4 Strategic Recommendation – Succession Planning

Key informants and stakeholders underlined the need for succession planning to build long term opportunity for both the municipality and for the private business community. They spoke of the Business Succession Initiative recently developed by CBDC and said that more is needed. With Bathurst's aging and declining population, this is needed now more than ever.

Objective	Action	Accountability
An active process promoting succession planning for area businesses should be rolled out so that owner/managers can see a road ahead that includes qualified potential successors (especially among youth and immigrants).	Work with the Chamber of Commerce and provincial partners, including CBDC and Post-secondary Education, Training and Labour (PETL), to encourage participation in succession planning programs.	Economic Development Manager

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

4.2.5 Strategic Recommendation – Private Investment

As noted in the Best Practice Research below, there is opportunity here in Bathurst and precedent elsewhere, including other Atlantic Canada cities, showing how this strategy can be successful.

The New Brunswick Small Business Investor Tax Credit should be actively promoted in this regard. This provides a 50% non-refundable personal income tax credit of up to \$125,000 per year (for investments of up to \$250,000 per individual investor) to eligible individual investors, and/or for a corporation and trust



eligible investor, the plan provides a 15% non-refundable corporate income tax credit of up to \$75,000 per year (for investments of up to \$500,000).

It is understood that there are a number of people who have enjoyed success in the Bathurst area, who might now form a core of potential investors. Some still live here. Some are moving back to retire, or as is more likely these days to *un-retire*. Regardless of the structure of private investment, an environment needs to be fostered and managed which promotes the mobilization of private monies into the local business community. Business leaders and impact investors need to be shown that there are other viable options to invest their money than in financial securities and that these could create real benefits right in their own community.

The Best Practice research below expands on this strategy.

Objective	Action	Accountability
The City of Bathurst should encourage an environment that fosters small business growth and succession, as well as targeted impact investment.	Mechanisms should be developed to communicate with and bring together entrepreneurs looking for financing with private investors who have a stake in the health of the region. The New Brunswick Small Business Investor Tax Credit should be actively promoted in this regard.	Economic Development Manager, Communication Manager

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

Best Practice Research

Mobilizing Private Investment

The City of Bathurst should encourage an environment that fosters small business growth and succession, as well as targeted impact investment. Impact investment focuses on directing private capital into projects and ventures whose aim is to achieve measurable social outcomes. Impact investment can spur non-profit, private and public sector collaboration, to assist individuals and communities to realize greater social and economic outcomes⁴. While we are not suggesting Bathurst engage in direct investment and supervision of what can be high-risk start-up companies, we do recommend that the City work with

⁴ KPMG, *Mobilizing Private Capital for Public Good: Priorities for Canada*. Sept, 24, 2014.



organizations like the Greater Bathurst Area Chamber of Commerce to establish communication channels (i.e. matching programs), paired with appropriate incentives to attract additional capital to a variety of markets in support of Bathurst's economic health. Measures such as capital matching, credit enhancements, guarantees and tax incentives should likewise be considered and supported to catalyze impact investment. This may involve the municipality working with its provincial and federal counterparts to create effective incentives and/or partnering with other non-profit or private organizations for delivery.

It's clear that innovative transformational change is needed to solve tough economic and social problems. As in any sector, this requires capital. Governments are well positioned to encourage and promote this activity, and seize the potential of the local economy.

In the current environment of austerity and economic uncertainty, the future prosperity of struggling economies across Canada will come from those communities themselves, based on local assets, local ideas, and driven by local entrepreneurs⁵.

To generate growth, local communities will need to create an environment that brings those with capital to invest together with the local small business owners and entrepreneurs that will drive the local economy into the future. This will likely come in one of two forms: venture capital or private equity investment.

Forbes describes the difference between venture capital and private equity as follows:

Private equity is generally about taking an existing company with existing products and existing cash flows, then restructuring that company to optimize its financial performance. Venture capital more frequently deals with businesses during their infancy of the start-up phase.

Growth equity investment and leveraged buyouts often derive from a country's existing industrial base, as family owned businesses seek financing and advice for their own growth or succession and crown-owned corporations are rationalized into nimbler and more focused enterprises.

Venture capital plays a pivotal role in funding and supporting the growth of high-risk innovative small and medium-sized enterprises, which have difficulty accessing debt financing from traditional sources because they have few tangible assets and little or no financial track record.

Regardless of the structure of private investment, an environment needs to be fostered and managed which promotes the mobilization of private monies into the local business community. Business leaders and impact investors need to be shown that there are other viable options to invest their money than in financial securities and that it could create real benefits right in their own community.

⁵ L. Ray Moncrief and Grady S. Vanderhoofven - A Vision for the Future of Rural Developmental Venture Capital



4.2.6 Strategic Recommendation – Transportation Infrastructure

While key informants and stakeholders referenced transportation assets such as highways, rail and the Port de Belledune, it was clear that for the good of the regional economy, Bathurst Regional Airport was Priority #1. This was also ranked by online survey respondents as the second most important strategy overall. Upgrades are needed ASAP, notably to extend the runway and to double the terminal facilities to accommodate growing passenger traffic (volume up 6% in 2014-2015).

Clearly it will be important to prioritize transportation infrastructure that primarily benefits business, starting with airport improvements. Further than that though, the whole strategic thrust for outdoor recreation/wellness should also direct attention to infrastructure that benefits people (both residents and tourists) more directly, e.g. cycling friendly infrastructure and trail building.

Objective	Action	Accountability
Prioritize Bathurst Airport for infrastructure support, given its pivotal importance to the economy of the region.	Take advantage of refreshed government representation in Ottawa and potential new infrastructure funding programs to action the priority improvements required in runway and terminal facilities.	Economic Development Manager
Provide visible support to outdoor recreation infrastructure for trails, cycling and events.	While transportation infrastructure and airport improvements could be seen as primarily benefitting business, the outdoor recreation / wellness strategy is people oriented (benefitting both residents and visitors). Thus the importance of visibly supporting cycling friendly infrastructure and trail building.	Parks, Recreation and Tourism

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

4.3 Community Economic Development

4.3.1 Strategic Recommendation – Recreation & Wellness

The consultants talked to Bathurst community leaders in virtually every field, including sport, recreation and wellness. During this work, the importance of Bathurst's recreational resources came up over and over again. Community leaders spoke of the need to Invest in and promote the use of outdoor recreational resources/facilities, such as waterfront cycling trails, hiking trails to Daly Point and through



historic lands of the Pabineau First Nation. Bathurst can be the provincial leader for outdoor wellness and recreation year round (including winter crashed ice, snowshoeing, XC skiing, etc.).

The parallels with communities elsewhere abound. The case of Ogden, Utah was summarized earlier. Another North American example was suggested by key informants in Bathurst during our primary research. While the urban population of Oklahoma City obviously exceeds that of Bathurst by a large measure, there is still parallel learning here, as pointed out by Bathurst leaders engaged in the city's wellness activities.

As also noted under Business Development, numerous other examples exist, where outdoor recreation has attracted economic development. Whistler, BC, Canmore, Alberta, Bozeman, Montana and Boulder, Colorado all come to mind in this regard.

Highlights of the Oklahoma City case are noted below under Best Practice Research and the full case reported in Appendix 3.



Objective	Action	Accountability
Invest in and promote year round sport/recreation, making this a priority for the city and the region, since such investments benefit residents, encourage visitation and attract business.	Department of Parks, Recreation and Tourism should lead the way on this, focused on events and activities that benefit both the residents of Bathurst and the visitors they welcome to the region through all four seasons of the year.	Parks, Recreation and Tourism
The City should facilitate community partnerships through policies, systems and	Encourage community-led initiatives of individuals and organizations who share a vision of improving the health and wellness	Parks, Recreation and Tourism,



environments that make living well easier.	of our people through the development of trails and other recreational resources.	Communication Manager
	Encourage youth to participate in the wellness strategy by creating indoor and outdoor events, and programs such as walkability education, trail exploration, etc. (hiking trails involving the Pabineau First Nation's historic lands are already underway).	

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

Best Practice Research

Oklahoma City, OK

The Oklahoma City Office of Sustainability coordinates public education and outreach programs intended to encourage environmental conservation, social equity, and economic vitality throughout the City, through both City and community partnerships and provides event management support to partners. Programs include:

- Urban agriculture - Activities such as managing compost, rainwater harvesting, starting and operating community gardens, and maintaining front, back and side yard vegetable gardens.
- Bike Share - Provides visitors, employees and residents with an environmentally friendly, healthy and affordable transportation option for the downtown area.
- Green Home Loans - Homeowners can save money on their electric and gas bill by making their home more energy efficient.
- Walkability - City coordinated NeighborWalk, a two-day interactive walkability and local government education program, in three Oklahoma City Public Schools 5th grade classes.
- Health Indicators - Oklahoma City County Health Department tracks hundreds of community health indicators across 8 topic areas, providing programs and strategies for addressing community health challenges.

See Appendix 3 for Best Practice research involving Oklahoma City, OK.



4.3.2 Strategic Recommendation – Urban Design

Urban design renewal should be led by the community. The project would concentrate on the “curb appeal” of the city’s streetscapes and waterfront, with a view to increasing density and showing pride in this place. Learning from best practice, the scope of the Urban Design Plan would review land use patterns, building design, sidewalk design, pedestrian environment, parking lot design and public open space. All aspects of the public and private realm would be reviewed and analyzed to show how they are interconnected, with a focus on access to the city’s recreational assets

Objective	Action	Accountability
Establish a community-led urban design program to improve the aesthetic appeal of our streetscapes and waterfront, to increase population density in the area and to show the pride we feel in our surroundings.	Set up a Steering Committee, jointly chaired by City Economic Development staff and the Downtown Business Improvement Association. Issue Request for Proposal focused on the city’s recreational lifestyle (walkability, trails, bike lanes, etc.), using the Fredericton example as a model (see Appendix 3).	Economic Development Manager, Downtown BIA
Maintain pressure to find a solution to deal with the “post-apocalyptic” urban blight represented by the abandoned mid-town Smurfit Stone industrial locations.	Recognizing the legal and environmental challenges involved, continue to work with the Province to get this problem solved ASAP.	Economic Development Manager

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

Best Practice Research

There are many precedents worldwide for urban design programs and for competitions in this field. One urban design example close to home is described in the Fredericton, NB case included in Appendix 3.

Examples of urban design competitions worldwide can be seen at:

<http://inhabitat.com/designcompetitions/>

Another strategy, practiced in Ogden, Utah, for example, is for the municipality to buy up property at



distressed prices, refurbishing it so as to attract commercial tenants to newly renovated historic buildings. This can include buying polluted land, industrial buildings and trashed neighborhoods, cobbling funds together from wherever sources may be available, from federal and provincial grants to environmental remediation.

See Appendix 3 for Best Practice research involving Urban Design for Main Street in Fredericton, NB.

4.3.3 Strategic Recommendation - Environmental Stewardship

Recognizing the value of the land, air and water resources that make this place what it is, our actions should always be governed by responsible respect for the quality and health of these resources.

This is particularly true, given the importance of our outdoor resources to area residents and tourists alike.



A good example of environmental stewardship is the current effort to certify Bathurst beaches as *Blue Flag*, the highly respected and recognized international eco-label already flying at 25 beaches and 6 marinas across Canada. Blue Flags are awarded by Environmental Defence Canada to beaches and marinas that meet strict criteria for water quality, environmental education, environmental management, safety and services.



This kind of initiative, and the communication to back it up, is what the area needs.

<http://environmentaldefence.ca/issues/blue-flag-canada>

Objective	Action	Accountability
Practice environmental stewardship systematically across all municipal activities.	In the evaluation of any proposed development, ensure that an environmental screen is applied to assess potential impact on our land, air and water resources.	Economic Development Manager, Planning Dept.



Work with Bathurst Sustainable Development to engage citizens in responsible environmental practice.	Educate residents, visitors and stakeholders as to the value of our environmental resources and encourage responsible stewardship of these resources.	Communication Manager
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Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

Best Practice Research

The cases already reported tended always to include environmental responsibility as one of the important considerations.

Population Strategies

Primary Research - Online Feedback

Respondents to the online survey were asked to rank five population strategies. These were expressed in the following terms and ranked in the following order:

1. Young Families (2.84)

Develop strategies to attract new young families to the area.

2. Youth Engagement (2.83)

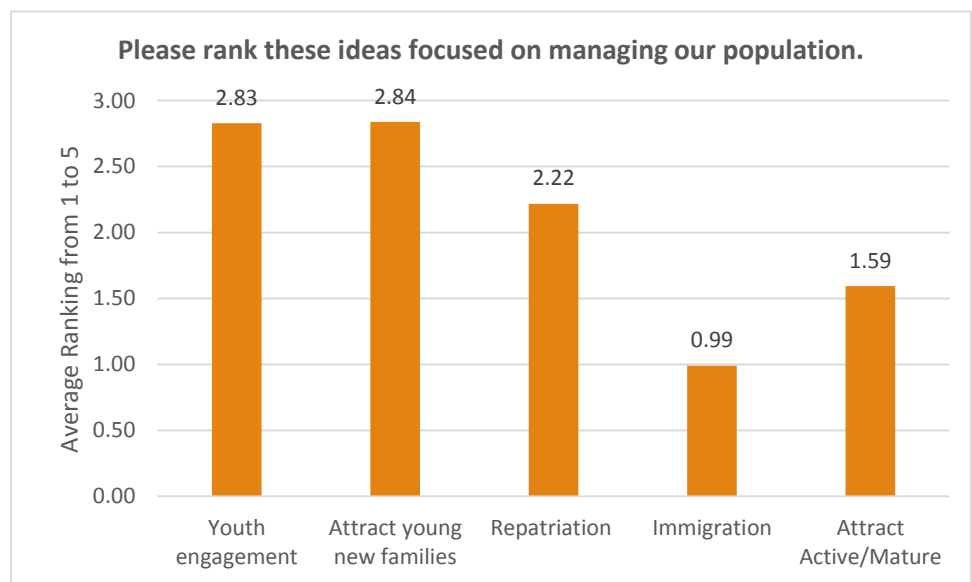
Develop strategies to engage our youth and align them with the opportunities we have here.

3. Repatriation (2.22)

Develop strategies to bring back people who have moved elsewhere.

4. Active/Mature (1.59)

Develop strategies to attract the active, mature segment with a view to having them engage (or re-engage) in the life of our city.





5. Immigration (0.99)

Develop strategies to attract new immigrants, including international students attending CCNB.

Recommendations for Population Strategies follow, dealing first with Youth, Repatriation and Immigration, and second, with Re-engaging the Active “Un-retired”.

4.3.4 Strategic Recommendation – Population: Youth, Repatriation, Immigration

On the subject of encouraging immigration, it is understood that funding has been received for the provincial program known as “the Hive”, a business incubator which assists entrepreneurs by offering them support, space, training, and networking opportunities while they prepare their business plans. Similar programs have been launched in Moncton and Fredericton, as a natural progression for participants in the Business Immigrant Mentorship Program. In describing this program, the Fredericton Chamber of Commerce has said, *“Creating an environment where our immigrant entrepreneurs are comfortable asking questions, helping them learn about doing business in this country and encouraging inclusive integration into the community are top priorities for both the chamber and the provincial government.”*

Objective	Action	Accountability
Develop strategies to engage our youth and align them with the opportunities we have here.	Engage youth audiences in implementation of Bathurst’s Strategic Plan, using appropriate channels, especially social media.	Comm. Mgr.
Develop strategies to attract new young families to the area.	Target young families through the Marketing Plan and via tourism strategy, stressing the 4-season recreation / sport / wellness positioning, using appropriate channels, especially social media.	Comm. Mgr.
Develop strategies to bring back people who have moved elsewhere, including the active, “un-retired” mature segment.	Target ex-pats residing elsewhere through the Marketing Plan, stressing the 4-season recreation / sport / wellness positioning, using appropriate lists and channels.	Comm. Mgr.



<p>Develop strategies to attract new immigrants, including international students attending CCNB.</p>	<p>Immigration is of course a hot topic and one that involves federal and provincial jurisdiction. The City of Bathurst should work with those levels of government and with CCNB to make immigration a realistic option for the area.</p>	<p>Economic development Manager / Immigration organizations</p>
	<p>As part of the above, convince residents of the value of welcoming newcomers who can contribute to our future.</p>	<p>Communication Manager</p>

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.



4.3.5 Strategic Recommendation – Population: Re-engaging the Active “Un-retired”

A number of communities across Canada and North America have targeted the active, mature segment to counter declining population trends. In some cases this has been a secondary strategy. A number of BC cities come to mind in this regard, including Victoria and Parksville. In at least one notable case, however, this has been a primary strategy and a successful one with clear economic parallels to Bathurst. The City of Elliot Lake, ON, population 12,000, has been remarkably successful in turning the adversity of closed mines and unemployment into an opportunity to reposition itself as “Canada’s retirement capital.” The case is summarized below and covered in more detail in Appendix 3.

For the City of Bathurst, the attraction and/or retention of the active, mature segment, recently characterized aptly in the media as the “un-retired”, is recommended as a secondary strategy. The object here is engagement or re-engagement in the life of the city, and not only the social life but the business life as well, where they may act as participants and/or investors. (See also Strategy 2.5 - Private Investment.)

Objective	Action	Accountability
Take advantage of the intended recreation/wellness positioning to attract the active, mature segment with a view to having them engage (or re-engage) in the social and business life of our city.	As a secondary strategy, this takes advantage of realistic changes in the area’s population to promote the same recreational resources to multiple market segments, i.e. to younger segments, to the tourism audience, and to the active, mature segment (recently described as the “un-retired”).	Economic Development Manager
	In terms of marketing, this is simply a matter of adapting the message via media that reach the separate audience segments, in this case the active, mature “un-retired” segment.	Communication Manager

Note: Suggested measurement criteria/metrics and time frames are covered in Section 5.0.

Best Practice Research

Elliot Lake, ON has been remarkably successful in turning the adversity of closed mines and unemployment into an opportunity to reposition itself as “Canada’s retirement capital.” It’s that adversity



— back in the early 1990s when 95 per cent of the mining jobs were lost in the span of just two years — that helped to focus the minds of the community leaders. Drastic action was needed to avoid an economic cataclysm, and drastic action is just what was taken.

Like so many mining towns across the Canadian Shield, after the mines started closing Elliot Lake appeared headed for ghost-town status. But it didn't play out that way here. Instead, a handful of ambitious individuals came together to create Elliot Lake Retirement Living, an independent corporation that began to market the community as a great place to find inexpensive housing and great facilities for active 50-pluser. This very successful retirement living program that has attracted 2,000 retirees from all over Canada, the US and Europe.

See Appendix 3 for Best Practice research involving the active, mature segment in Elliott Lake, ON.

4.4 Measurement & Reporting

As reported in the Best Practice below, the balanced scorecard is a measurement tool that moves the Strategic Plan off the shelf and into everyday practice, "marching orders" for those charged with making the plan work. The balanced scorecard provides a framework that not only suggests performance measurements, but helps planners identify what should be done and therefore what should be measured. For this reason we have included a draft balanced scorecard for the City of Bathurst based on this Strategic Plan in the next section.

Best Practice Research below reports on the Balanced Scorecard used by various organizations. Examples from Ottawa and the Town of Stratford, PE are included in the Appendix.

Objective	Action	Accountability
Provide regular public reports (perhaps quarterly) on implementation of the Strategic Plan and results over time.	Track all metrics as suggested in the plan, including economic indicators as available and "soft" measures like confidence, wellness, satisfaction, pride and happiness.	Chief Administrative Officer
Soon after launch of the Strategic Plan, introduce a Resident Satisfaction Survey to track opinions, attitudes and behavior among Bathurst and area residents.	Replicate the survey on a regular basis, probably annually, and report the results publicly.	Communication Manager



Best Practice Research

The Balanced Scorecard

Although the balanced scorecard was designed originally to serve private businesses, it offers even greater benefit to the public sector⁶. The balanced scorecard is a strategic planning and management system that is broadly applicable to organizations regardless of size or type. It is widely used across sectors and increasingly in the public sector. It is the preferred strategic planning tool of government departments and is being used more and more in local government. It provides a method of aligning business activities to the vision and strategy of the organization, monitoring organizational performance against strategic objectives and, in the process, improves internal and external communication. To some, the balanced scorecard is a simple dashboard of performance measures. For others, it is a comprehensive planning and management system that covers the whole organization and which is designed to focus effort on an organization's strategy, performance and results⁷.

The balanced scorecard, as it's used today, transforms an organization's strategic plan from an attractive but passive document into the "marching orders" for the organization on a daily basis. It provides a framework that not only suggests performance measurements, but helps planners identify what should be done and measured. It enables executives to truly execute their strategies. For this reason we have included a draft balanced scorecard for the City of Bathurst based on this strategy in the next section. It is important to note that the score card should be a living document and should be revisited at a minimum on an annual basis to adjust to new and changing realities.

The balanced score cards developed and used by the City of Ottawa and the Town of Stratford are provided in Appendix 3 as examples of other Canadian municipalities utilizing the practice.

⁶ The Balanced Scorecard – Applying a Private Sector Technique to the Public Sector. KPMG Peat Marwick LLP. Web. October, 2015.

⁷ Introduction to the Balanced Scorecard for the Public Sector. Stellar Leadership. Web. October, 2015.

5.0 Implementation: Accountability / Balanced Scorecard

This section summarizes the Strategic Plan and identifies measurement criteria (metrics) and timelines for each strategy.

Objective	Action	Accountability	Metric	2016	2017	2018			
				Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec
GOVERNANCE									
Actioning the Plan									
Enlist the private sector.	Establish private sector Committee	Mayor, Committee Chair	Public acceptance						
Devise communication plan	Engage Communication Manager	CAO	Comm. Mgr. hired						
Share ownership of plan	Communicate essence of Plan	Comm. Mgr.	Public document						
City Leadership									
Strong, visible, bilingual leadership	Review org. structure	Mayor	Leadership recognized						
Focus on broad policy	Disseminate organization stricture.	CAO	Org. published						
Prioritize inter-governmental relations	Assign responsibility	Mayor	Assignment						
Regional Leadership									
Build trust and relationships with nearby communities	Take a regional approach to the opportunities and challenges	Mayor	Concrete examples						
Demonstrate the benefits of service delivery	Celebrate good news and successes	Comm. Mgr.	Targeted messaging						



ECONOMIC DEVELOPMENT

Business Development

Clarify priority of economic development	Ensure continuity and secure funding.	Mayor	Secure funding
Attract businesses in targeted sectors	Position Bathurst as welcoming and as recreational paradise.	Economic Dev. Mgr.	New businesses
Recreation and education = economic development	New branding to position the area as 4-season recreational paradise.	Comm. Mgr.	New branding
Ensure that post-secondary education fits the needs.	Work with PETL and CCNB to tailor post-secondary education.	Economic Dev. Mgr., CCNB Director	New programs
Promote export readiness	Work with Province and Chamber.	Economic Dev. Mgr.	Participation in programs.

Marketing

Coordinate marketing and communication management.	Centralized function reporting to CAO.	CAO	Comm. Mgr. hired
Drive dissemination of Strategic Plan.	Parallel development of marketing/communication plan	Economic Dev. Mgr., Comm. Mgr.	Integrating communication, branding
Customer Relationship Management (CRM) program.	Engage professional training resources.	Human Resources	Employee participation, feedback



Tourism Strategy				
Key component of the Marketing Plan Customer service excellence	Consistent 4-season outdoor recreation positioning. Measurement and market readiness training.	Parks, Recreation and Tourism	Positive tourism performance	
		Parks, Recreation and Tourism	Positive customer feedback	
Succession Planning				
Roll out succession planning program	Work with the Chamber of Commerce and provincial partners.	Economic Dev. Mgr.	Owner/manager participation	
Private Investment				
Create environment to encourage private investment.	Assemble entrepreneurs with interested private investors.	Economic Dev. Mgr., Comm. Mgr.	Successful matches	
Transportation Infrastructure				
Prioritize Bathurst Airport for infrastructure support. Provide visible support to outdoor recreation/wellness.	Tap new federal representation and funding	Economic Dev. Mgr., Airport Board	Airport improvements	
	Support cycling and trail infrastructure.	Parks, Recreation and Tourism	Community and tourism use	



COMMUNITY ECONOMIC DEVELOPMENT

Recreation and Wellness

Invest in and promote year round sport/recreation	Include events attracting residents and visitors .	Parks, Recreation and Tourism	Community and tourism use
Facilitate community partnerships	Encourage a community-led initiatives	Pks., Rec., Tourism, Comm. Mgr.	Partnerships created
	Encourage youth to participate in the wellness strategy	Pks., Rec., Tourism, Comm. Mgr.	Youth contributing

Urban Design

Establish community-led urban design program	Set up Steering Committee with BIA	Economic Dev. Mgr., BIA Chair	RFP issued
Maintain pressure to solve urban blight	Work with Province on legal and environmental challenges	Economic Dev. Mgr.	Problem solved

Environmental Stewardship

Practice environmental stewardship systematically	Apply environmental screen in assessing projects.	Economic Dev. Mgr., Planning Dept.	Environmental protection
Engage citizens in responsible environmental practice	Educate residents, visitors and stakeholders on values.	Comm. Mgr.	Responsible practices

Population Strategies

Engage our youth in reinvigorating the area	Engage youth audiences in the Strategic Plan via social media.	Comm. Mgr.	Visible youth involvement
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Attract new young families	Marketing Plan and tourism strategy, stressing 4-season appeal	Comm. Mgr.	Inquiries generated			
Repatriate ex-pats	Target ex-pats through the Marketing Plan	Comm. Mgr.	Contacts made			
Attract and retain new immigrants	Work with government and CCNB to make immigrants welcome.	Ec. Dev. Mgr, Immigration Orgs.	Newcomers welcomed			
	Convince residents of the value of welcoming newcomers.	Ec. Dev. Mgr, Immigration Orgs.	Changing attitudes			
Re-engaging the Active, "Un-retired"						
Engage (or re-engage) in social and business life	Take advantage of population realities to tap this resource.	Econ. Dev. Mgr.	Interest generated			
	Adapt marketing message to target the "un-retired".	Comm. Mgr.	Contacts made			
Measurement & Reporting						
Regular public reports on Strategic Plan implementation	Track "hard" and "soft" metrics as suggested in the plan.	CAO	Progress on metrics			
Resident Satisfaction Survey to track opinions, attitudes	Replicate survey at least annually and report results.	Comm. Mgr.	Survey Reports			