

VILLAGE OF NEW MINAS

THE 2026–2029 STRATEGIC PLAN

A vibrant blueprint for community wellbeing, smart growth, and organizational excellence.





A Welcome from the Village Commission Chair

As Chair of the Village Commission, I am pleased to present the Village of New Minas Strategic Plan (2026–2029)—a roadmap that reflects our community’s priorities and our commitment to responsible, forward-looking leadership. This plan builds on our shared vision of “a safe, welcoming, and vibrant community where families and businesses thrive—making New Minas the preferred place to live, shop, and play in the Annapolis Valley.” It represents months of collaboration, reflection, and careful planning by staff, Commissioners, and community partners.

The Strategic Plan outlines clear goals and measurable actions across four pillars: Governance & Organizational Excellence, Communication & Community Engagement, Community Development & Wellbeing, and Infrastructure & Smart Growth. Guided by our mission “to deliver reliable and cost-effective services, strengthen community wellbeing, and support sustainable growth through transparent, innovative, and collaborative governance,” this plan ensures that our decisions remain grounded in strong values and long-term thinking. Each action item is designed to strengthen our organization, enhance service delivery, and support the continued growth and vitality of our Village.

Most importantly, this plan reflects our commitment to the people of New Minas. It provides a framework that will guide our work, support accountability, and ensure progress is visible and meaningful. With this plan, we reaffirm our dedication to integrity, fiscal stewardship, inclusivity, and innovation—values that will continue to shape New Minas as a vibrant and resilient community for years to come.

Dave Chauk, Chair, Village Commission



Our Vision

A safe, welcoming, and vibrant home for families and businesses, further establishing New Minas as the preferred destination to live, shop, and play in the Annapolis Valley



Our Mission

To serve our residents with reliable and cost-effective services, strengthen community wellbeing, and champion opportunities for growth and development in the Village of New Minas.

Our Core Values

Integrity & Accountability

We demonstrate honesty, transparency, and responsibility in our decision-making and interactions.

Fiscal Stewardship

We manage public resources wisely, ensuring long-term financial sustainability and value for our community.

Respect & Inclusivity

We foster a welcoming environment where residents, businesses, partners, and staff feel valued, heard, and supported.

Collaborative Innovation

We work across departments, with partners, with residents, and the broader community to find creative, practical solutions.

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Key Strategic Pillars

1. Governance & Organizational Excellence

- *Building a high performing organization that leads with integrity, professionalism, and long-term planning.*

2. Communication & Community Engagement

- *Strengthening trust and connection through clear, accessible, and proactive communication.*

3. Community Development & Wellbeing

- *Enhancing quality of life through recreation, beautification, and community-driven development.*

4. Infrastructure & Smart Growth

- *Investing in modern infrastructure and strategic partnerships to support sustainable growth and future expansion.*



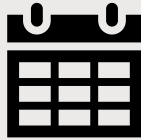
Pillar 1. Governance and Organizational Excellence

Goal 1.1: Become an Employer of Choice

- Conduct a comprehensive compensation review for non-union staff to improve retention and competitiveness.
- Formalize job descriptions and implement a performance appraisal system.
- Review staffing levels and explore initiatives to reduce burnout and support workplace wellbeing.

Goal 1.2: Strengthen Governance & Financial Frameworks

- Adopt and formalize the Strategic Plan and establish an annual review process.
- Develop long-term financial models to support stable taxation and sustainable service delivery.
- Allocate resources to implement the Communication Strategy (linked to Pillar 2).



Implementation Timeline

YEAR	ACTIONS	KPI (DONE)
2026	Job Descriptions Updated	Completed/Formalized
	Compensation Review	Completed & reviewed by Commission
	Strategic Plan Review process Established	Dashboard Created & Commission Review Cadence Established
2027	Performance Appraisal System	Annual Review Process and Cadence Established
	HR Policies Updated	Policies Approved
	Long Term Financial Models Developed	5-Year Capital & 3-Year Operating Forecast presented
	Review staffing levels & wellbeing initiatives	Staffing Analysis Report tabled with recommendations



Pillar 2. Communication & Community Engagement

Goal 2.1: Build a Modern Communication Infrastructure

- Redesign the Village website to improve clarity, accessibility, and public information.
- Implement a text notification system for timely resident updates.
- Establish an email distribution list and a structured mechanism for community feedback.

Goal 2.2: Strengthen Branding & Public Outreach

- Outsource the development of a professional branding strategy.
- Create standardized templates for newsletters, posters, and public notices.
- Assess staff capacity for communications and develop a corresponding job description.
- Conduct outreach initiatives that support asset-based community development.



Implementation Timeline

YEAR	ACTIONS	KPI (DONE)
2026	Staff Capacity for Communications Determined	Assessment/JD Complete & Business Case Decision Made (if required)
	Communications Strategy Resources Cost Determined	Business Case is Approved
2027	Text Notification System	Platform implemented; 500 residents subscribed
	Email Distribution List	System active; First Quarterly Newsletter sent
	Professional Branding Strategy Development	Brand Strategy & Visual Identity Guide approved by Commission
	Standardized Templates Developed	Template Library (Posters, Memos) accessible to all staff
2028-29	Website Redesigned	New Site is Launched
	Conduct Asset-Based Community Outreach	3 Outreach Sessions held



Pillar 3: Community Development & Wellbeing

Goal 3.1: Develop a Community Development & Recreation Master Plan

- Establish a working group with the Municipality of Kings (MoK).
- Create a community engagement plan for development and recreation initiatives.
- Complete an inventory of parks and greenspaces to identify infrastructure needs.
- Identify and pursue grant opportunities to support recreation and community development.

Goal 3.2: Enhance Streetscaping & Beautification

- Provide education to businesses on the economic benefits of walkability and attractive streetscapes.
- Identify underutilized spaces and form a working group to develop improvement strategies.
- Hire a consultant to assess active transportation needs and develop a wayfinding strategy.

Implementation Timeline

YEAR	ACTIONS	KPI (DONE)
2026	MOK Working Group Formalized	Terms of Reference/Mandate Formalized
	New Minas Controlled Underutilized Spaces Identified	Inventory Established
	Community Engagement Plan	Plan is completed and Improved
	Park and Greenspaces Identified	Inventory Established
	Rec and Comm Development Grants Pursued	Regular report format and cadence established to report of grants applied for and outcome
2027	Business Education - Walkability/Streetscapes	2 Workshops Held
	Consultant Hired - Active Transportation/Wayfinding	Consultant Report is Presented
	Update and implement the long-term park improvement plan in coordination with the Municipality of Kings	Updated 5-Year Capital Plan Approved (Jointly with MoK)
	Community Development & Recreation Master Plan	Plan Approved by Commission
2028-29	Year one of 5 year cap plan (ex: sport pads at two neighbourhood parks)	Project for year one complete
	Action items from plan (ex: Wayfinding signage throughout Village)	Year one projects completed

Pillar 4: Infrastructure & Smart Growth

Goal 4.1: Upgrade Critical Utility Infrastructure

- Review existing studies, secure funding, and proceed to design engineering for water and sewer upgrades.
- Actively participate on the Regional Sewer Commission to address and eliminate sewer odors.

Goal 4.2: Improve Transportation & Traffic Flow

- Collaborate with MoK and the Province to conduct a traffic study and identify congestion solutions.
- Engage in federal, provincial and municipal consultations to advocate for transportation and infrastructure needs.

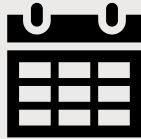
Goal 4.3: Strengthen Inter-Municipal Partnerships

- Build strong working relationships with MoK department heads and ensure consistent communication.
- Update and implement the long-term Park Improvement Plan in coordination with MoK.

Goal 4.4: Establish the Foundation for New Minas South

- Conduct pre-development studies to reduce uncertainty and support landowner engagement.
- Secure external funding for studies and early infrastructure planning.
- Establish governance and stakeholder coordination mechanisms to guide future development.





Implementation Timeline

YEAR	ACTIONS	KPI (DONE)
2026	Water and Sewer Upgrade Studies and Design	Use study reports to make a priority list and have the top priority design completed
	Collaborate with MoK and the Province to conduct a traffic study and identify congestion solutions	3 Meetings held in 2026, Quarterly thereafter and reports back
	Actively participate in Regional Sewer Commission	Meetings attended, Reports back to Commission
	NMS Pre Development Studies Initiated	Needs Assessment Complete
2027	Secure External Funding for NMS Studies	Studies Funded/Started
	Water and sewer infrastructure designs and construction	Top priority in construction and second priority in the design phase
2028-29	Establish Governance & Stakeholder Coordination for Future Development	Stakeholder MoU signed for New Minas South
	Water and sewer infrastructure designs and construction	Second priority under construction and third priority in the design phase



Village of New Minas Commission

From left to right:
Debra Windle-Smith, James Redmond – Vice
Chair, Dave Chaulk – Chair, Quentin Hill, Mary
Munroe



The Future of New Minas

“Establishing New Minas as the preferred destination to live, shop, and play in the Annapolis Valley.”

For full details, implementation tracking, and community updates, visit the Village of New Minas website.