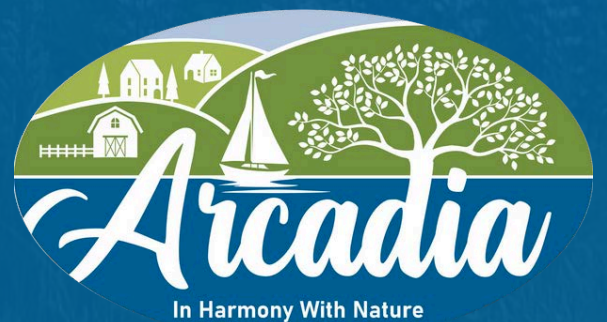


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# STRATEGIC PLAN

2025-2028





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# Vision Statement

A united community where rural lifestyle, harmony with nature, and a relaxed pace of life thrive, creating a foundation for sustainable growth, unity, and well-being for all.

# Mission Statement

To foster a vibrant and inclusive rural community by engaging residents, collaborating with partners, and maintaining open governance. We are committed to preserving Arcadia's natural beauty, enhancing our quality of life, and building a harmonious future through thoughtful planning, sustainable services, and a shared sense of unity.

# Letter from Council

Dear Residents of Arcadia,

We are pleased to present the first-ever Strategic Plan for the Municipality of Arcadia. This landmark document marks a critical step forward as we forge a new path together. The merging of our Communities has brought significant change, and now, more than ever, it is essential that we all pull in the same direction to build a united and thriving municipality.

We would like to express our heartfelt gratitude for the enthusiastic participation of residents in the engagement sessions that shaped this plan. Your insights, priorities, and concerns were invaluable as Council worked to craft a Strategic Plan that truly reflects the voice of our community. Every comment and suggestion shared was carefully reviewed and thoughtfully considered in developing this roadmap for Arcadia's future.

This plan reflects our shared commitment to transparency, collaboration, and a balanced approach to delivering programs and services. As your Council, we are dedicated to leading Arcadia with integrity and purpose, ensuring that we stay true to the principles outlined in this plan. By pulling together in the same direction, we can lay the foundation for a municipality that embraces its rural character, fosters unity, and delivers opportunities for all.

We recognize that there is a great deal of work ahead and that our resources are limited. Progress will take time, patience, and collaboration. That is why we are counting on you—our residents—to stay engaged, work alongside us, and contribute constructively. Together, we can overcome challenges and make Arcadia the very best it can be.

This is an exciting time for our community. Let us move forward as one, united in our shared vision for Arcadia—a place where our rural lifestyle, harmony with nature, and sense of belonging are preserved and strengthened.

Thank you for your trust, participation, and continued support.

Sincerely,  
Mayor Derek Pleadwell  
On behalf of Arcadia Council



# Community Profile

The Village of Arcadia was formed as of January 1, 2023 and includes the former municipalities of Gagetown and Cambridge-Narrows, as well as the Local Service Districts of Upper Gagetown, Hampstead, Cambridge, Waterborough, and a portion of Wickham.

Charming villages, idyllic countryside, pristine lakes and waterways, and the historic and picturesque St John river system all contribute to the diversity of living in this special part of New Brunswick. Arcadia is located on the traditional unceded territory of the Wolastoqiyik, Mi'kmaq, and Peskotomuhkati peoples.

Located within the vast triangle between Saint John, Fredericton and Moncton, Arcadia encompasses 821 square kilometers and is home to approximately 3,700 residents. Living in Arcadia provides residents the ability to live 'in harmony with nature.' Across the large geography of the municipality, residents live a rural, countryside lifestyle and are proud of their friendliness and longstanding "volunteer ethic." Fairs and jamborees, and events like 'Life at the Lakes' and 'Christmas in the Village,' are just some of the ways residents enjoy life in Arcadia and show their pride of place.

Arcadia is very recent, and a smooth transition to this new structure of local government will take time and the active efforts of Council and Administration, with support from residents. Ultimately, the alignment of seven into one, all while respecting and maintaining the unique flavour of each community within Arcadia, should enhance municipal programs and services while retaining the strength, character and history of the area. Residents are resilient, proud and dedicated, and the strong independent spirit of Arcadia is alive and well.

## Meet Your Council



Mayor Derek Pleadwell



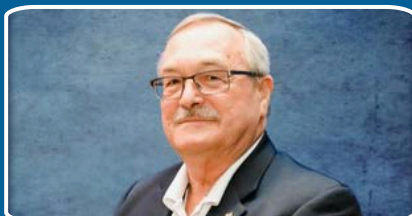
Coun. Tammy Gordon, Ward 1



Coun. Paul Mennier, Ward 2



Coun. Harry Thomson, Ward 3



Coun. Steven Sharpe, Ward 4



Coun. Sheila Black, Ward 5



Coun. Paula Gahan-MaGee, Ward 6

# Engaging Residents on the Strategic Plan



Engaging the residents of Arcadia in the creation of our community's first Strategic Plan is essential to its success and long-term impact. By involving our community members in the planning process, we can ensure that their valuable insights, perspectives, and concerns are integrated into the plan's strategic objectives. This approach ensures the plan reflects the unique needs and aspirations of our Community, creating a roadmap that truly serves everyone.

An inclusive planning process also fosters a sense of ownership and commitment among residents, empowering them to play an active role in shaping Arcadia's future. Furthermore, it strengthens transparency and accountability in decision-making, building trust and collaboration between the municipality and its community members.

When a strategic plan is co-created with residents, it is not only more representative, but also more likely to be embraced and implemented effectively. This leads to positive, lasting outcomes that benefit all of Arcadia and help us achieve our vision of a harmonious, united, and thriving community.

The consultants hired to facilitate the development of the strategic plan led the engagement, deliberately excluding Council and Administration, in order to enable open objective discussions that were not flavoured by specific issues. Engagement took place in the following ways:

- Public survey (40 completed)
- Public workshops (4) hosted in Cumberland Bay, Cambridge-Narrows, Gagetown and Queenstown, with more than 55 residents participating.
- Interactive session with Grade 10, 11 and 12 students at Cambridge-Narrows Community School.

# Principles

As Arcadia works to deliver the best municipal programs and services to residents that it can, many decisions will need to be made, and directions taken. In approaching this work, Council commits to using a set of principles that reflect the concerns and priorities of residents from across our municipality.

Arcadia is a large and diverse community that includes both rural and village living. Council will not be able to make everyone happy but if residents see and understand the considerations taken when making decisions, this should build trust and acknowledgement for the work being done.



## Equitability

Different neighbourhoods in Arcadia have different needs/wants/ capacities, so there is no 'one size fits all' approach. Ultimately, Council will work to balance the interests of all in rolling out programs and services.

## Fiscal Responsibility

Council will work to deliver services in a way that is affordable and does not add undue financial burden onto residents.

## Advocacy

Many of the issues facing Arcadia are not within the authority of the Municipality to address (e.g., health care, education, RCMP, provincial roads within Arcadia) so we will actively lobby the responsible authorities (e.g., the Province of New Brunswick) for positive change.

## Collaboration

Arcadia will work with residents, volunteers, organizations, non-governmental organizations (NGOs), and other municipalities in the interest of our community.

## Respect for our Rural Lifestyle

Council will continue to make decisions that uphold rural ways of living that so many residents value.

# Strategic Priorities



Connecting Arcadia



Creating the Foundation for Arcadia



Building Arcadia



Living in Arcadia



# Connecting Community



**We will build stronger connections within the municipality and creating a sense of unity and shared purpose among all residents.** This inclusive approach not only fosters ownership and commitment but also strengthens trust and accountability, paving the way for a harmonious and thriving Arcadia.

1. Engage with residents on issues of importance to the community (ie. RCMP coverage, municipal services, municipal plans, health care, etc.).
2. Create and maintain an open and accessible municipal government.
3. Proactively communicate with residents through a variety of communication methods.
4. Work collaboratively with community and volunteer groups on bringing the broader community of Arcadia together.

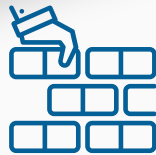
## Creating the Foundation

**We will establish a solid groundwork for effective governance and sustainable growth.** These efforts aim to balance financial responsibility with service delivery, ensuring that Arcadia remains a well-supported and forward-thinking municipality while preserving its rural character. This foundation will enable the community to flourish and achieve its long-term vision.



1. Create a rural plan for Arcadia.
2. Advocate for fiscal reform to support the balance between local service delivery and taxation.
3. Continue to build the foundation to provide efficient core services for the new Arcadia.
4. Explore options for municipal staff offices.

# Building Arcadia



**We will foster growth and opportunity while preserving Arcadia’s rural identity.** These initiatives aim to strengthen the local economy, attract visitors, and create inclusive housing solutions that meet the needs of a growing and dynamic population. Together, these efforts will position Arcadia for sustainable development and enhance its appeal as a vibrant, harmonious community.

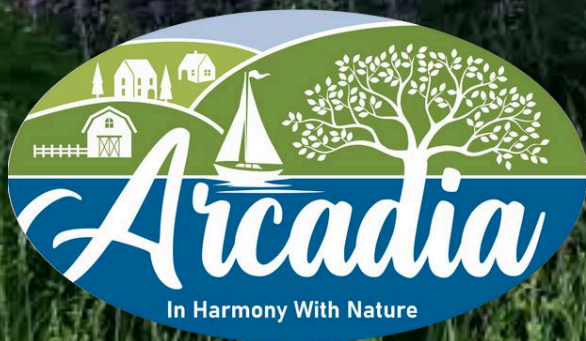
1. Create an Economic Development and Tourism Strategy.
2. Strategize and build on the rural plan to enable a full range of diverse housing options in Arcadia.

**We will focus on enhancing safety, infrastructure, and quality of life for all residents.** These initiatives aim to create a community that is resilient, well-equipped, and inclusive, ensuring that Arcadia remains a safe, healthy, and vibrant place to live for residents of all ages and income levels.

1. Maintain and improve access to quality health care.
2. Review existing, and complete new, Municipal Plan.
3. Work with our partners to create and expand recreation and culture programs for all ages and income levels.
4. Conduct a Fire Services Review.
5. Complete an Asset Management Plan for roads and physical infrastructure within Arcadia.
6. Complete the Emergency Response Plan for Arcadia. *(In progress)*

# Living in Arcadia





[www.arcadianb.ca](http://www.arcadianb.ca)  
[info@arcadianb.ca](mailto:info@arcadianb.ca)  
506-488-2581

*Mailing Address:*  
6 Municipal Lane  
Cambridge-Narrows  
NB E4C 4P4