



# Rothesay Strategic Plan 2026-2031





## A Message from the Mayor

*Dear Fellow Residents,*

It is my privilege to present the town of Rothesay Strategic Plan 2026 to 2031, a roadmap that reflects our shared vision for the future while honouring the community values that have made Rothesay such a special place to call home.

Rothesay residents love this community deeply and want to ensure it remains a place where families can thrive, where natural beauty is preserved, and where the strong sense of community that defines us continues to flourish. At the same time, we recognize that we face important decisions about managing growth, updating our infrastructure, and adapting to changing needs while staying true to our character and values.

This strategic plan charts a path forward that addresses these challenges head-on. It provides a framework for thoughtful growth that preserves what we cherish most about Rothesay while ensuring that we have the housing options, infrastructure capacity, and amenities needed to serve both current and future residents. From securing our long-term water supply to enhancing our recreation facilities, from supporting diverse housing options to enhancing our trail network, this plan reflects our commitment to being good stewards of this community.

The success of this plan depends not just on Council and staff, but on all of us working together. It will guide our budget decisions, inform our policy choices, and help us measure our progress over the next five years. Most importantly, it represents our collective commitment to ensuring that Rothesay remains a community where quality of life is exceptional, where neighbours care about each other, and where future generations can enjoy the same sense of place that draws us all here.

I encourage you to read this plan, engage with its priorities, and join us in bringing this vision to life. Together, we will build Rothesay's future while preserving its heart.

Sincerely,

**Mayor Nancy Grant**  
*Rothesay*

## Introduction

The town of Rothesay Strategic Plan 2026 to 2031 serves as our community's roadmap for the next five years, providing clear direction for decision-making while honoring the values and character that make Rothesay a special place to call home. This plan emerges from extensive discussions and careful analysis of our opportunities and challenges. It reflects our collective vision for a community that can grow thoughtfully while preserving the natural beauty, strong residential neighbourhoods, and quality of life that residents treasure.

This strategic plan recognizes that Rothesay stands at an important crossroads. We face the realities of regional growth, infrastructure renewal needs and changing demographics while maintaining our commitment to the residential community character and extraordinary quality of life that sets us apart. This plan provides the framework to navigate these challenges successfully, ensuring that growth

enhances rather than diminishes what makes Rothesay unique. It balances the need for updated infrastructure, expanded amenities, and new housing options with our determination to remain a community where neighbours know each other and natural spaces are valued.

This plan is more than a municipal document. It is our shared commitment to the future we want to build together. It will guide Council decisions, inform budget priorities, and provide operational benchmarks for measuring our progress. Most importantly, it ensures that every significant choice we make as a community advances our vision of Rothesay as a thriving, sustainable place where young families can put down roots, current residents can age in place, and future generations can enjoy the same exceptional quality of life we enjoy today.



*Rothesay stands at an important crossroads. The realities of regional growth, infrastructure renewal needs and changing demographics while maintaining our commitment to the residential community character and extraordinary quality of life.*

## Our Context

This strategic plan must be considered within the context the community operates within. As a key part of the Fundy Region, encompassing Saint John, Quispamsis, Hampton, Grand Bay-Westfield, Fundy-St. Martins and the Fundy Rural District, Rothesay is currently home to about 12,000 residents spread over a number of distinct neighbourhoods. We operate within a collaborative regional framework through the Fundy Regional Service Commission and share emergency services, library facilities, and other amenities with neighbouring Quispamsis, while maintaining our distinct municipal identity. The town's shoreline along the Kennebecasis River and its natural amenities, including recreational trails and green spaces, form integral components of our community identity.

Rothesay prides itself on delivering outstanding service to its residents. It is a prudent steward of taxpayers' dollars, carefully investing in initiatives that deliver meaningful results. The town focuses on effective infrastructure, recreation facilities, green spaces, road maintenance and snow removal, among other priorities. That focus on effective service delivery matched by careful spending will continue in the future.

Rothesay is a desirable place to live which can lead to housing challenges, particularly for young families and seniors who wish to age in place. While Rothesay has maintained its distinct identity as a predominantly single-family residential community, new options have been constructed in recent years, creating more choice in housing. There remains a recognition of the need for more housing diversity, including

multi-unit residential development in targeted areas, semi-detached homes, townhouses, secondary suites, secondary units, and garden units. The need for housing diversity must be balanced with a desire to maintain the high quality of living and character of the community that all residents enjoy.

As the community looks forward, there is a recognition that our infrastructure must continue to evolve. While our water supply is more than sufficient to meet our current and medium-term needs, there is a recognition that long-term growth could be constrained by the availability of water. There will also be strain on the town's infrastructure, including sewer systems, roads, and emergency services, from proposed new developments that are expected to be constructed over the next two decades. While these are not immediate concerns, it is prudent to anticipate growth and respond proactively.

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## Our Foundation: Mission, Vision and Values

The mission, vision, and values outlined below form the foundation of everything we do as a community. These statements capture the essence of who we are, where we aspire to go, and how we will conduct ourselves along the way. They recognize both our strengths and our responsibilities as stewards of this place.

These foundational elements will guide every decision we make. They reflect our commitment to excellence in municipal governance and fiscal prudence while staying true to the community spirit and values that make Rothesay home to over 12,000 residents who have chosen to build their lives here.



### Vision Statement

*A vision statement describes the aspirational future we want to achieve as a community - our North Star that guides decisions and inspires collective action.*

**Rothesay is a vibrant and welcoming residential community that maintains its distinctive character while providing exceptional services and ensuring an outstanding quality of life for its residents.**



### Mission Statement

*A mission statement defines the fundamental purpose of our municipality - why we exist and what we do to serve our community every day.*

**The town of Rothesay delivers exceptional municipal services through strategic investment in recreation, infrastructure, and operational excellence, guided by fiscal prudence, transparent governance, and community-focused decision-making while preserving our residential community character.**

## Guiding Principles

*Our guiding principles represent the values and beliefs that guide how we operate, make decisions, and interact with our community.*

Our principles guide every decision we make and reflect the values that define how we serve our community. These principles shape our organizational culture, inform our strategic priorities, and ensure that our actions consistently align with the expectations and aspirations of Rothesay residents.

**Community** - Putting residents' needs and quality of life first, with particular focus on creating vibrant spaces and programming that bring people together. In addition to delivering high quality infrastructure, snow clearing and road maintenance, we prioritize recreation services, community events, trails and facilities that strengthen social connections and foster a strong sense of belonging.

**Heritage & Character** - We celebrate and preserve Rothesay's unique identity, history, and community values while thoughtfully integrating change that enhances rather than diminishes our distinctive character.

**Fiscal Prudence** - Prudent stewardship of public resources through careful planning, responsible spending, and strategic investments. We maximize value for taxpayers while ensuring essential services and infrastructure needs are met effectively and efficiently.

**Transparency** - Open, accountable governance and clear communication that builds trust between residents and municipal government. We provide accessible information, engage

meaningfully with the community, and ensure decision-making processes are clear and understandable.

**Excellence** - Striving for the highest standards in all municipal services, from infrastructure to snow clearing and road maintenance to recreation programming and community facilities. We are committed to delivering exceptional value and continuously improving our service delivery to meet and exceed resident expectations.

**Innovation** - Embracing modern solutions and forward-thinking approaches to municipal challenges. We seek creative opportunities to enhance service delivery, adopt new yet proven technologies, and implement best practices that cement Rothesay's position as a well-run community.

**Sustainability** - Long-term planning for environmental and financial health that ensures our community thrives for generations to come. We make decisions that balance current needs with future impacts, protecting our natural environment while maintaining fiscal responsibility.

## Strategic Pillars & Primary Objectives

Strategic pillars serve as the foundational elements that support and guide an organization's long-term vision and operational excellence. They represent the core areas where focused effort, resources, and leadership attention must be directed to achieve sustainable success. Each pillar is designed to be interconnected yet distinct, providing a comprehensive framework for decision-making, resource allocation, and performance measurement.

The following four strategic pillars have been developed through careful analysis of interview data collected during the municipal organizational review process. These pillars reflect

the voices of staff, management, and Mayor and Council, capturing both current challenges and future aspirations. They are structured to address immediate operational needs while building the foundation for long-term community prosperity and organizational resilience.

Each pillar includes a description that explains its purpose and scope, followed by specific key objectives that provide actionable direction for implementation.



*The four strategic pillars are structured to address immediate operational needs while building the foundation for long-term community prosperity and organizational resilience.*

## Pillar 1: Operational Excellence

### *Building Organizational Capacity Through Leadership and Innovation*

Operational excellence forms the backbone of effective municipal governance in Rothesay. This pillar emphasizes developing strong internal systems, fostering collaborative communication, and implementing performance-driven practices that enhance service delivery while preparing the organization for responsible growth. With the benefits provided by modernized processes, this pillar focuses on building organizational resilience and ensuring seamless transitions.

The modernization component of operational excellence encompasses both technological advancement and process

innovation designed to position Rothesay as a forward-thinking municipality. The development of robust management tools that provide real-time data and business intelligence will enable evidence-based decision-making while supporting the town's proactive approach to governance rather than reactive responses to challenges. The integration of performance indicators and measurable outcomes will enable the organization to track progress, identify areas for improvement, and demonstrate accountability to residents while building organizational capacity. Through these combined efforts, operational excellence will ensure that Rothesay's municipal government operates with the efficiency, transparency, and adaptability required to serve its community effectively while maintaining the high service standards residents expect.



**Key Objectives:**

*The following are the key Operational Excellence objectives for the town of Rothesay from 2026-2031:*

- Undertake a formal review of the structure of municipal operations and service delivery to ensure optimal alignment of staff and departments
- Establish strategic planning alignment ensuring all departmental activities connect to municipal objectives through integrated reporting and balanced scorecard metrics
- Enhance external and internal communications by hiring a Manager of Communications to provide strategic communication support and improve overall communications
- Establish a formal issues management process to identify and proactively respond to emerging issues
- Develop a formal crisis communications plan for the town that includes identifying a public alert system as well as a system for contacting key municipal staff after hours
- Implement a Human Resources performance management system including annual performance evaluations and structured semi-annual reviews to ensure accountability and professional development
- Modernize Human Resources infrastructure through updated job descriptions, formal orientation processes, and implementation of an HRIS system to support efficient employee management and policy compliance
- Establish formal cybersecurity policies and protocols to ensure the municipality is protected from a cyber intrusion



**Key Performance Indicators:**

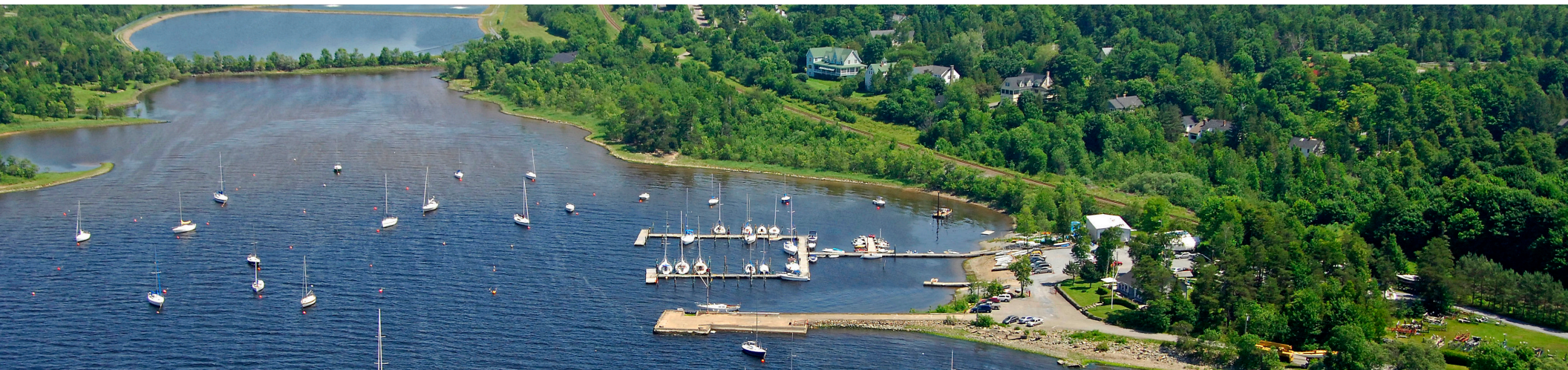
- Staff retention and recruitment success rates
- Annual performance evaluation completion rates
- Internal communication satisfaction surveys
- Citizen survey feedback on quality and frequency of external communications
- Cross-departmental collaboration metrics
- Strategic plan implementation progress

## Pillar 2: Infrastructure Development

### *Supporting Sustainable Growth Through Strategic Infrastructure Investment*

Infrastructure development represents the foundation upon which Rothesay's future growth depends. This pillar addresses the critical challenge of expanding essential services - particularly water and sewer systems - while maintaining fiscal responsibility and supporting the community's vision for controlled, sustainable development. With water capacity facing potential future limits as development pressures increase, and with major infrastructure investments required, strategic planning and proactive investment are essential.

The infrastructure challenge extends beyond basic utilities to encompass comprehensive planning that balances growth with community character preservation. Rothesay faces the complex task of supporting new residential developments while ensuring existing systems can handle increased demand without compromising service quality or fiscal sustainability. The successful execution of this infrastructure pillar will determine whether Rothesay can achieve its vision of controlled growth while maintaining the high service standards and financial stability that residents expect, all while preparing for environmental challenges and climate adaptation needs.



**Key Objectives:**

*The following are the key Infrastructure Development objectives for the town of Rothesay from 2026-2031:*

- Construct critical transportation connections, specifically a collector road linking Fox Farm Road with Campbell Drive to remove traffic from Rothesay Road and Hampton Road without requiring travel on the highway
- Complete wastewater treatment facility upgrade on time and on budget, ensuring adequate capacity for future development while meeting environmental standards
- Expand the water supply capacity through the well fields and water treatment plant, better preparing the community for population growth without creating a water supply issue
- Implement a comprehensive stormwater management plan including developing a drainage manual, flood mitigation strategies, and climate-resilient infrastructure design for at-risk areas
- Implement asset management systems for proactive maintenance of roads, utilities, and municipal infrastructure using modern tools and performance tracking
- Plan strategic infrastructure capacity through comprehensive modeling and analysis to define sustainable growth thresholds and ensure infrastructure can support community vision
- Establish development standards and policies including updated construction criteria for subdivisions, private lanes policy implementation, and clear specifications for new developments



**Key Performance Indicators:**

- Water supply capacity utilization rates
- Infrastructure project completion timelines and budgets
- Road condition assessments and maintenance schedules
- Utility system performance metrics
- Development application processing times
- Asset management implementation progress
- Climate resilience infrastructure improvements

## Pillar 3: Recreation

### *Building Community Through Outstanding Recreation Facilities and Programming*

Recreation services are at the centre of community life in Rothesay. The Recreation pillar emphasizes developing high-quality recreation infrastructure while ensuring programming serves residents across all ages and interests, particularly addressing the critical needs of families and seniors. This approach recognizes that recreation facilities and programs form the social backbone of the community, providing spaces where residents can gather, stay active, and build connections that strengthen the fabric of neighbourhoods. The community has consistently identified recreation as a top priority, with residents valuing both traditional sports facilities and innovative multi-

generational spaces that can accommodate diverse activities and bring different age groups together.

The strategic focus extends beyond simply building facilities to creating comprehensive programming that responds to evolving demographic needs and community preferences. As Rothesay's population includes both growing families seeking youth programming and an aging population requiring accessible recreational opportunities, the recreation strategy must balance these diverse demands while maintaining fiscal responsibility. The success of this pillar depends on thoughtful coordination between infrastructure development, program delivery, and community engagement to ensure that recreation services continue to serve as a cornerstone of quality of life and community identity for all residents.



**Key Objectives:**

*The following are the key Recreation objectives for the town of Rothesay from 2026-2031:*

- Successfully complete the Rothesay Intergenerational Community Complex (RICC) to serve as a community wellness hub, including a new arena, walking track, multi-use facility, indoor courts and a public café
- Establish seniors’ recreation programming including dedicated space and age-appropriate activities, including a permanent home for the Rothesay HIVE in the RICC
- Establish regional trail connections linking Rothesay to Quispamsis’ trail networks to expand access and reach
- Construct the Wells Connector to allow residents to safely traverse the highway and enjoy amenities on both sides of our community
- Continue providing quality recreation facilities and programming for youth and adult sports and activities
- Create safe active transportation routes to schools and town facilities by expanding the town’s sidewalk and trail network in residential neighbourhoods
- Create accessible recreation spaces ensuring facilities serve all abilities and ages
- Explore the development of a multi-purpose facility for community performances and cultural events



**Key Performance Indicators:**

- Recreation facility utilization rates
- Program participation numbers by age group
- Community event attendance
- Trail usage statistics
- User satisfaction surveys

## Pillar 4: Housing

### *Creating Diverse and Accessible Housing Options for All Life Stages*

Housing represents a critical component of Rothesay's sustainable development strategy, addressing the evolving needs of young families and seniors alike while maintaining community character and ensuring affordability for diverse income levels. This pillar emphasizes expanding housing variety through thoughtful planning that preserves neighbourhood character while accommodating young families, multi-generational living and senior aging-in-place options. The housing challenge extends beyond simply increasing supply to creating diverse options that serve different life stages, from starter homes that attract young families to accessible senior housing that allows long-term residents to remain in their community.

The success of this housing pillar depends on balancing growth pressures with community values, ensuring that new development enhances rather than detracts from the established character of different neighbourhoods throughout Rothesay. This involves strategic zoning updates and design guidelines that promote housing diversity without compromising the cohesion and scale that residents value. The housing strategy must also address the economic realities facing both young families seeking to enter the market and seniors on fixed incomes who wish to downsize while staying in their community. By promoting innovative housing forms such as secondary units, townhouses, and small-scale multi-unit developments, Rothesay can create a more inclusive community that supports residents through all life stages while maintaining the quality of life and sense of place that makes the town desirable.



## Key Objectives:

*The following are the key Housing objectives for the town of Rothesay from 2026-2031:*

- Diversify housing stock by encouraging development of multi-unit residential development in targeted areas, semi-detached homes, townhouses, secondary suites, secondary units, and garden units while maintaining community character through design guidelines limiting buildings to four stories maximum
- Support affordable housing initiatives through partnerships with federal and provincial programs, exploration of housing accelerator funding, and consideration of inclusionary zoning policies for new developments
- Enable aging-in-place solutions by promoting secondary unit development, supporting multi-generational housing options, and facilitating conversion of larger single-family homes to appropriate multi-unit configurations
- Address senior housing needs by supporting development of age-appropriate housing options, garden homes, and seek out partners to build a senior care facility in the town of Rothesay
- Facilitate strategic development projects including oversight of major initiatives like the Millennium Drive project ensuring proper integration with community infrastructure capacity and addressing any potentially negative impacts on current homes
- Address commercial and retail properties on Hampton Road by establishing a municipal fund to support more consistent architectural design and details to ensure buildings fit within the general Rothesay community character



## Key Performance Indicators:

- Housing unit completions by type and affordability level
- Development application approval timelines
- Housing diversity ratio (single-family vs. multi-unit)
- Senior housing availability and occupancy rates
- Affordable housing unit creation and retention
- Heritage property adaptive reuse success rates
- Community satisfaction with neighbourhood character preservation

## Conclusion

This strategic plan represents Rothesay's commitment to thoughtful, community-centered growth that honors our past while building strategically for the future. Through our four interconnected pillars, we have established a framework that balances the aspirations of residents with the practical realities of sustainable development. The plan recognizes that Rothesay's strength lies not in rapid expansion, but in careful stewardship that preserves the character and quality of life that makes our community distinctive. Each pillar supports the others, creating a holistic approach where infrastructure investments enable recreation improvements, housing diversity strengthens community engagement, and engaged residents drive better decision-making across all areas.

Success in implementing this plan will require ongoing collaboration between Council, staff, and residents, with regular monitoring and adjustment as circumstances evolve. The strategies outlined here are not rigid prescriptions but flexible guidelines that can adapt to changing demographics, economic conditions, and community needs while maintaining our core commitment to controlled, sustainable growth. Regular community feedback through surveys, public consultations, and ongoing dialogue will ensure that our implementation remains responsive to resident priorities and emerging opportunities.

Looking ahead, Rothesay has the opportunity to serve as a model for other communities navigating the tensions between growth and character preservation, demonstrating that it is possible to accommodate change while strengthening the very qualities that make a place special. The next five years will be transformative as we implement the initiatives outlined in this plan, but our long-term vision extends beyond any single project or policy to encompass a community that thrives across generations.

By staying true to our values of thoughtful planning, fiscal responsibility, and inclusive community building, Rothesay will continue to be a place where families choose to put down roots, where seniors can age gracefully in place, and where the next generation will find the same sense of belonging and opportunity that draws people to our community today.

*Regular community feedback through surveys, public consultations, and ongoing dialogue will ensure that our implementation remains responsive to resident priorities and emerging opportunities.*