



ROTHESAY PRIORITIES

PRIORITIES OF ROTHESAY TOWN COUNCIL

2016 - 2020

Rothesay Council believes that its decisions and initiatives will be most effective and the resources of the municipality most productive if carried out within a framework of goals that clearly articulate the direction of the organization during its term in office.

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INTRODUCTION

This document is a record of the aspirations of the Rothesay Town Council for its four year term beginning with the municipal election in spring of 2016. The contents of this document are intended to be used as a measure against which decisions of Council and allocations of resources are to be compared.

The recommendations staff make to Council will be guided by these goals and action plans are being developed to achieve these goals. This document and the goals, objectives and plans it contains are public and are intended to inform Rothesay citizenry and allow residents to follow the progress toward these goals. The listed actions toward achieving the goals will be amended and expanded as progress is monitored and new opportunities identified. There will be regular progress reports and actions toward achieving the goals will be apparent as the Council goes about its regular business.

This document will be published on the Town website and available in other formats on request.

BIASED
TOWARD
ACTION

The person
who says it
cannot be
done should
not interrupt
the person
doing it.

- *Chinese
Proverb*

To adopt a long term, sustainable fiscal strategy based on sound principles

growth?

- How can Council be sure new development contributes to fiscal capacity?
- What steps can be taken to ensure fair treatment with regard to Provincial fiscal transfers?

Objectives arising from this goal are:

To establish financial management principles specific to Rothesay's circumstances.

ACTIONS

Review current funding principles
 Establish debt tolerance levels
 Review best practices
 Define "sustainable" with respect to tax and utility rates
 Review in context of new *Municipalities Act*

The first iteration of this objective will be met by the end of the first quarter 2017.

To develop a five year financial plan

ACTIONS

Determine appropriate assumptions and applicable estimating techniques for tax base growth, utility customer growth, cost containment, inflation and funding sources
 Collate capital plans
 Update current four year projections

This objective will be met by the end of the first quarter 2017 and progress reported in each annual financial statement.

To consider the economic implications of all new development proposals

ACTION

Develop a model for analyzing the costs and benefits associated with development and infrastructure proposals including operating costs, infrastructure requirements and revenue generation

Draft completed by year end 2017 and incorporated into standard procedure in revised municipal plan.

To actively seek an improved position on Provincial transfers

ACTION

Prepare a report on current methods for provincial grant distribution and possible improvements
 Meet with key government officials regarding the findings of the report

Meetings underway by year end 2017.

To plan & execute capital projects on time and budget

how will it be funded?

- How are capital expenditure decisions to be reached for optimal outcomes?
- How should the increased risk of overland flooding be addressed?

Objectives arising from this goal are:

To establish a five year plan for road resurfacing/improvements & renewing other capital assets

ACTION

identify criteria for prioritizing road resurfacing
confirm procedure for obtaining consultant reports in advance of capital budgeting
develop principles for drafting fleet management plan for approval by Council
develop list of potential improvement projects or new Town infrastructure

These steps are to be completed by third-quarter 2017.

Completion of WWTP project on budget; with operational costs identified and costed

ACTIONS

complete and submit grant to FCM Green Fund for sludge treatment/disposal
maintain regular contact with Department of Environment and Local Government and MP regarding awarding of grants for treatment plant design and subsequent construction
clarify interest of Quispamsis in treatment option and negotiate agreement if required
ensure design work includes full testing of site conditions and costing of mitigating measures prior to final commitments, ensure operating costs are estimated in detail
provide annual modelling of future rate structure in response to evolving project costs

If funding available, project to be completed by 2020.

To complete 'Wells link' on budget

ACTIONS

endorse Small Communities Fund grant application*
review draft budget to ensure inclusion of all aspects
finalize negotiations with NB Transportation and Infrastructure Department
finalize land acquisition as required
complete tendering and construction

*(alternative funding to be identified if 2017 grant application unsuccessful)

Project complete by fourth quarter 2017 subject to funding.

To develop a comprehensive policy on storm drainage

ACTIONS

identify common types of storm drainage issues and typical mitigation measures
establish role of municipality in responding to drainage issues on private property
prepare a written material for posting on Town website and distribution to property owners

Draft report complete by July 2017.

INFRASTRUCTURE

Some of the issues to be addressed include:

- How is capital funding of the WWTP confirmed and operational efficiencies achieved?
- What is the design for Wells link;

To adopt a comprehensive Municipal Plan

PLANNING

Some of the issues to be addressed include:

- Can a Municipal Plan be designed to act as the overall corporate direction for the Town?

- How can the municipal planning process improve communication with residents?
- What should be the Town policy regarding green space and the development of lands bordering the golf club?
- What should be the Town policy regarding affordable housing?
- What should be the Town policy regarding dangerous and unsightly premises?
- What should be the Town policy regarding accessibility for those with mobility challenges?
- How can a revised municipal plan contribute to achievement of other objectives?

Objectives arising from this goal are:

To ensure policies and actions on all long-term Town initiatives are considered for inclusion in the municipal plan

- ACTION**
- incorporate 5 year capital budget into municipal plan and update each year by schedule
 - include recreation, servicing and drainage issues and policy in municipal planning process
 - ensure municipal planning process is comprehensive and includes all key Rothesay policy

These initiatives are included in the municipal plan preparation process beginning in 2017.

To maintain clear channels of communication with the public regarding the design of the municipal plan and development proposals within Rothesay

- ACTIONS**
- design a comprehensive and collaborative process for the municipal plan review
 - ensure process for municipal plan review is communicated thoroughly throughout the community
 - review policy on communication to the public on development projects
 - post full PAC agendas online in advance of meetings
 - post approved building permits on Town website on timely basis in advance of appeal period
 - include regular postings on progress during municipal plan review process

Practice in place by first quarter 2017.

To ensure Rothesay's property condition bylaws are as effective as possible

- ACTIONS**
- review provincial legislation for authority to police property conditions in Town
 - review new legislation for expanded powers
 - prepare review of best practice of comparable municipalities in New Brunswick
 - prepare public report with recommendations on actions to be taken
 - seek public input regarding recommendations

Report complete by third quarter 2018.

To identify at least 3 key policies that could contribute to greater affordability in the Rothesay housing market

- ACTIONS**
- determine working definition of 'affordability' in Rothesay market
 - identify federal and provincial government programs directed toward improving affordability

- summarize and review with developers who are active in Rothesay market
- establish potential policy opportunities for consideration in the municipal plan

Process completed by second quarter 2019.

To encourage greater understanding regarding reasons and methods for barrier-free access

ACTIONS

- arrange meeting with KV committee for the disabled to discuss access issues
- prepare an information bulletin describing requirements in the National Building Code and Rothesay bylaws concerning barrier-free access and include with application forms
- post information regarding accessibility on Rothesay website

Actions completed by second quarter 2017.

To revisit the Recreation Master Plan

RECREATION

Some of the issues to be addressed include:

- How to provide recreational facilities sufficient to meet community needs?
- Specifically, what kind of arena do residents want/need?

- What funding is available other than local property tax for a new arena/what is the cost of alternative(s)?
- What should happen to existing building if new building is constructed?
- Are users satisfied with current policy on use of facilities?
- Can more partnerships be developed around recreational uses of Town facilities?
- What are the opportunities for expanding municipal trails?
- What are the issues with parking around Rothesay Common?

Objectives arising from this goal are:

To review the Rothesay Recreation Master Plan

ACTION

- develop a process for reviewing the Recreation Master Plan with input from the Parks and Recreation Committee
- coordinate the master plan review with the municipal planning process, in particular public communication and participation

Master plan review complete by phase II of municipal plan process.

To ensure Rothesay recreation and park facilities and programs meet the needs of a wide range of residents.

ACTIONS

- include questions on satisfaction with recreation facilities and programs in regular communication with public and polling for public opinion.
- formally survey user groups biannually regarding satisfaction
- prepare a report on Rothesay recreational facilities relative to standards and in comparative communities on a regular basis (e.g. every 5 years)

Implement in coordination with communications plan and master plan review.

Develop and implement a plan for Rothesay's primary recreation facility

ACTIONS

- identify timeframe for decision
- identify funding parameters for preferred option
- analyze options for Rothesay arena
- establish whether renovating the existing building is worth further consideration
- identify potential private sector participation
- determine direction on project

Final decision to be taken no later than 2019 budget.

To ensure Rothesay trails are well-maintained and expanded as resources and opportunities permit

ACTIONS

- develop standards for various types of trails
- prepare draft plan for future trail expansion
- identify seasonal maintenance costs for operation of Rothesay trails

incorporate trail expansion and management policies into revised Recreation Master Plan

Complete for inclusion in Recreation Master Plan revisions.

To explore opportunities for partnerships associated with Town-owned facilities

ACTION

review literature for typical partnership opportunities

identify Rothesay opportunities for partnerships

develop a process for solicitation of partnerships

publicize partnership opportunities and contact high probability organizations

Complete by first quarter 2018.

To determine any parking improvements required at the Rothesay Common

ACTION

Incorporate parking limitations into Rothesay traffic by law

analyze costs of parking on neighbouring properties with permission of owners and developing additional parking capacity where owners agree

monitor parking conditions on streets surrounding the Common

Any required construction complete by fourth quarter 2017.

To develop an age-friendly community strategy

- What needs to be done for Rothesay to be seen as an 'age-friendly' community?

Objectives arising from this goal are:

To establish the Town position on its role in addressing seniors' issues

ACTIONS

- invite Rothesay seniors to submit age-related issues (first quarter 2017)
- organize and host a seniors forum (second quarter 2017)
- consider establishment of advisory committee on seniors' issues (following seniors forum)
- prepare and publish report on issues/recommendations from seniors forum (Sept. 2017)
- organize and host follow-up seniors forum to review progress (Spring 2019)

To review Town policy and procedures for "age friendliness"

ACTIONS

- summarize current Town policy with seniors' implications (first quarter 2017)
- review policy of other key comparators and produce summary report (second quarter 2017)
- identify specific actions for Council and for policy to be included in the municipal plan (fourth quarter 2017)
- consider branding Rothesay as "age friendly community" (second quarter 2018)

To advocate for Rothesay seniors with the provincial and federal government

ACTION

- invite provincial government officials to participate in seniors forum (first quarter 2017)
- monitor provincial and federal policy regarding seniors housing (beginning first quarter 2017)
- consult with provincial government regarding results from seniors forum (first quarter 2018)

SENIORS

Some of the issues to be addressed include:

- What should be the role of the Council and staff in identifying and addressing seniors' issues?
- How can the Town contribute to seniors suitably 'aging in place'?

To develop more effective communication channels with its citizens, neighbours and governments

COMMUNICATION

Some of the issues to be addressed include:

- How can the Town be more effective in getting its message heard by its citizens?
- How can Council be confident it is

providing effective communication channels for residents?

- What can Council do to be seen as open in its decision making and engaging its citizenry?
- How can the Town foster regional and inter-municipal cooperation?
- With new municipalities legislation expected during the term, how should Rothesay respond?

Objectives arising from this goal are:

To develop an effective communications plan based on recommendations from the Transparency Committee

- establish parameters for items of Town business to be reported to the public
- identify social media and traditional media channels to be employed

Subject to the report of the Transparency Committee, to be completed by third quarter 2017.

To develop quantitative and qualitative feedback metrics on effectiveness of Town communication channels

ACTION

- identify criteria and select advisor on metrics to be used for determining effectiveness of Rothesay communication processes
- develop key metrics to identify success and identify means to capture data
- establish regular data capturing processes and reporting formats

In place and operational by year end 2017

To optimize benefits from participation in all inter-municipal and regional arrangements

ACTION

- prepare inventory of all inter-municipal and regional arrangements
- establish evaluation criteria regarding benefit to Rothesay
- categorize arrangements and prepare a summary report on each category including opportunities to optimize Rothesay participation

Report to be completed by mid-2018.

To maximize the benefits from revised municipal legislation

ACTIONS

- prepare a procedure for analyzing the pending changes to the Municipalities and Community Planning acts including prioritizing changes to be undertaken by Rothesay
- review and produce memoranda discussing the implications of new and unchanged legislation to the town including recommended changes to municipal bylaws and procedures
- prepare bylaw amendments based on foregoing review
- publish the results of the review for the benefit of Rothesay taxpayers

Review and amendments to be completed by year end 2018.