



City of
BATHURST Ville de

2025-2027 **STRATEGIC PLAN**

Building our municipality together



Français au verso

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INTRODUCTION TO THE STRATEGIC PLAN

What Is a Strategic Plan?

A strategic plan is a guiding document that outlines a municipality's long-term vision, priorities, and goals. It provides a framework for decision-making and resource allocation, helping the City stay focused on what matters most to the community. Built through collaboration between Council, administration, and community partners, the plan defines where we are going—and how we plan to get there.

What Is It Used For?

This strategic plan sets the direction for the City of Bathurst from 2025 to 2027. It guides our budgets, policies, and departmental work plans, ensuring that day-to-day decisions are aligned with our long-term priorities. It also serves as a public accountability tool, allowing residents, stakeholders, and staff to track progress and stay informed about the City's goals and initiatives.





MESSAGE FROM THE MAYOR

As Mayor of the City of Bathurst, I am proud to present our very first 3-Year Strategic Plan — a roadmap for progress, growth, and opportunity shaped by our collective insights.

Over the past year, council members, municipal staff, local organizations, businesses, and community members have shared ideas, concerns, and aspirations for Bathurst's future. These contributions guided every priority and action you will find in the pages ahead.

This plan lays out our commitment to a thriving, inclusive, and forward-looking Bathurst. It prioritizes economic growth by empowering local enterprise and attracting new investment. It calls for meaningful improvements to infrastructure, expanded access to affordable housing, and public services that respond to the real needs of our community. It strengthens our role as stewards of the environment—protecting rivers, green spaces, and coastlines through sustainable practices that honour both tradition and the generations to come. It reaffirms our promise to govern with transparency, accountability, and fiscal responsibility. And it celebrates what makes Bathurst truly special: the creativity, heritage, and diverse cultures that shape our collective identity.

Bathurst's greatest strength has always been its people — their ingenuity, kindness, and determination. Guided by this plan, we will continue building momentum toward a stronger, more prosperous city for all.

Thank you for walking this path with us. I invite you to read the plan, hold us accountable, and join us in turning this vision into reality.

Let us move forward — together.

Sincerely,

A handwritten signature in blue ink that reads "Kim Chamberlain". The signature is fluid and cursive, with a long horizontal stroke at the end.

Kim Chamberlain

Mayor, City of Bathurst

WHAT GUIDES US



OUR VISION

The place to live, work, play and grow.



OUR MISSION

Fostering diversity, collaboration and quality of life by ensuring effective efficient services.



OUR VALUES

- Integrity and Compassion
- Commitment and Drive
- Innovation
- Transparency
- Accountability
- Diversity, Equity, Inclusion and Belonging
- Evidence-Based Decision-Making



OUR PILLARS & ACTIONS

The 2025–2027 Strategic Plan is built around five interconnected pillars that reflect the City of Bathurst’s long-term vision and values. These pillars represent the City’s highest priorities—areas where focused, coordinated action will create the greatest impact for our residents, businesses, and future growth.

Each pillar includes a series of initiatives that translate our vision into action. These initiatives are not just aspirations; they are clear, measurable steps that will guide decisions, shape budgets, and help us track progress over time. Whether it’s strengthening economic development, enhancing quality of life, protecting our environment, or improving mobility and governance, each action supports a more inclusive, resilient, and vibrant Bathurst.



ECONOMY



GOVERNANCE



ENVIRONMENT



INTEGRATED MOBILITY



COMMUNITY

ECONOMY

Advancing economic development, population growth, and streamlined development efforts to foster a thriving, inclusive, and vibrant community.

1. Economic Growth/Diversification

- A. Explore and promote opportunities for economic development across the city to benefit local businesses and improve quality of life for all
- B. Adopt an Economic Development Strategic Plan
- C. Explore a Downtown Visioning Study
- D. Adopt an Event Attraction Strategic Plan
- E. Facilitate the redevelopment of the former Mill site

2. Population Growth

- A. Create a welcoming environment to enhance population and retention
- B. Adopt an Immigration Strategy
- C. Adopt a Welcome to Bathurst Strategy
- D. Adopt a Connector Program

3. Development

- A. Reduce barriers for development and showcase the City's strengths to facilitate economic opportunities
- B. Improve the development approvals process
- C. Implement the Housing Accelerator Fund Program
- D. Profile the economic corridors

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GOVERNANCE

Acknowledge that our capacity for effective community leadership depends on the strength of our relationships, within and outside our organization.

1. Adopt an Intergovernmental Affairs Strategy

- A. Provide a strategic and corporate approach to managing relationships with government, communities and organizations
- B. Maintain constructive relationships with relevant elected and appointed officials
- C. Maintain memberships in FCM, UMN, AFMN, CAMA, AMAN and other professional associations

2. Regional Collaboration

- A. Enhance our relationships with community groups and other partners to better serve and support the community
- B. Maintain constructive relationships with elected and appointed officials of relevant municipalities, rural districts and Regional Service Commissions
- C. Collaborate as appropriate with non-government organizations, community groups and associations
- D. Review all existing recreational and leisure services agreements and fees

3. Continuous Corporate Improvement

- A. Embed a culture of service delivery excellence and innovation throughout the organization
- B. Provide staff with Six Sigma and other process improvement learning opportunities
- C. Implement a change management program
- D. Adopt and implement a strategic asset management plan
- E. Ensure the City is compliant with Municipal Reform legislation and adjust by-laws, service delivery, plans and strategies accordingly

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ENVIRONMENT

Actively explore best practices to address climate change and safeguarding the environment, both as an organization and within our region.

1. Watershed Protection

Strengthening community resilience by implementing sustainable watershed management and practices.

- A. Ensure safe drinking water source for our residents and customers
- B. Document and standardize our watershed testing program
- C. Expand public awareness of watershed boundaries and protection requirements
- D. Improve watershed signage
- E. Complete nutrient mitigation recommendations to reduce algae growth

2. Climate Resilience

Ensure infrastructure and natural systems are prepared to withstand and recover quickly from climate impacts.

- A. Prepare/evaluate infrastructure to ensure capability to deal with climate issues/events
- B. Create zero-net increase storm water by-law
- C. Update Climate Action Plan
- D. Coastal erosion survey and action plan

3. Waste Management

Improving waste management through innovative recycling, reduction strategies, and community engagement for a cleaner future.

- A. Create accessible, efficient and user-friendly waste disposal
- B. Investigate waste reduction initiatives such as composting and washable diaper programs.

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ENVIRONMENT

3. Waste Management (Cont.)

- C. Revise collection routes to optimize operation once recycling is no longer our mandate
- D. Revise the By-Law respecting garbage and recycling collection and waste disposal in the City Of Bathurst to account for implementation by Circular Materials

4. Carbon Footprint

Evaluate and maximize opportunities to reduce carbon footprint within the organization.

- A. Review city infrastructure to reduce the carbon footprint
- B. Complete energy audit for all City facilities in order of consumption
- C. Lobby NB Power for larger KW eligibility to solar net metering program for the water treatment plant (WTP) and the waste water treatment plant (WWTP)
- D. Create a City Emissions Reduction Plan

5. Sewer Study

Conduct a comprehensive sewer study to enhance system efficiency, protect public health, and the environment, and ensure system sustainability.

- A. Complete smoke testing to locate infiltration and inflow issues, and reduce flows at WWTP
- B. Review and Complete WWTP Facility Lifespan analysis
- C. Finalize Storm/Sanitary Sewer separation

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INTEGRATED MOBILITY

The municipality provides safe, sustainable, and accessible transportation solutions which facilitates the ease of travel throughout the region.

1. Existing Mobility Infrastructure

A responsible investment strategy that optimizes existing mobility infrastructure while aligning with climate and social equity objectives.

- A. Support Airport Services
- B. Support Bus Services
- C. Support Train Services

2. Affordable and Sustainable Mobility Network

A responsible approach to transportation planning and investment which incorporates safety, efficiency, and growth opportunities.

- A. Revise the Transportation Master Plan
- B. Review network capacities and project future requirements based on infrastructure growth plan
- C. Implement innovative best practices for signalized intersections
- D. Incorporate elements of the Active Transportation Plan when appropriate

3. Safe and Accessible Mobility Network

A well-maintained network that supports all ages and abilities by providing safe, flexible and barrier-free travel throughout the city.

- A. Complete audit of accessibility on streets, sidewalks, parks, and signalized intersections
- B. Collaborate with the Bathurst Police Force to improve problem areas based on current best practices
- C. Explore small-scale public transit for feasibility

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INTEGRATED MOBILITY

4. Connected and Healthy Mobility

The mobility network supports active living, growth and development, linking people and communities with goods, services and opportunities, regardless of mode of transportation.

- A. Collaborate with the Economic Development team to identify potential development opportunities which could be serviced by the active transportation network
- B. Integrate the active transportation study with the downtown visioning study

5. Adopt a traffic calming policy

Implement a traffic calming policy to enhance community safety, reduce speeds, and promote efficient transportation.

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COMMUNITY

Our goal is to be a vibrant and welcoming community that is proud of its roots, fosters volunteerism, has a strong arts and cultural presence, and supports community initiatives and special events.

1. Safe Community

Residents and visitors feel safe and are supported by a network of protective, social and emergency services.

- A. Enhance the visibility of uniformed police officers in the downtown core
- B. Implement a highway safety campaign
- C. Review and revise as necessary and implement the crime prevention and awareness strategy
- D. Implement a fire prevention strategy
- E. Launch a volunteer firefighter recruitment campaign
- F. Provide mental health support to the City's emergency staff and volunteers
- G. Adapt our services to new realities and trends

2. Healthy Community

The health of our community is the foundation of our future.

- A. Adopt and implement a Recreation Master Plan
- B. Assess the need for additional trail infrastructure
- C. Adopt a bicycle lane strategy


3. Arts, Culture & Heritage

Preserve and promote our heritage to celebrate community identity, enrich education, and enhance tourism.

- A. Create a Heritage Master Plan
- B. Create a Cultural Policy
- C. Support the re-imagined old post office
- D. Explore the feasibility of relocating the library to leverage external private and public investment

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BATHURST AT A GLANCE




\$226,145

AVERAGE HOME PRICE

SOURCE: NEW BRUNSWICK REAL ESTATE BOARD, MARCH 2025


POPULATION: 15,625
HOUSEHOLDS: 7,303
MEDIAN AGE: 53.3

SOURCE: ENVIRONICS 2024



LANGUAGE DISTRIBUTION

SOURCE: ENVIRONICS (2024, 2029)




ENGLISH - 8,207


FRENCH - 6,157

OTHER - 226


RECREATION STATS — 2024




52KM OF TRAILS




36 HECTARES OF GRASS



62 FACILITIES



102 CITY-LED EVENTS



6 PARKS

PUBLIC WORKS INFRASTRUCTURE

WATER LINES

136.8 KM

SANITARY LINES

160.8 KM

STORM LINES

66.7 KM

ROADS

372 KM

SIDEWALKS

61.8 KM

FIRE HYDRANTS

841

MANHOLES

3013

LIFTSTATIONS

22

STORM WATER INLETS

999



City of Ville de
BATHURST

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