



SUSSEX

Strategic Plan

2026 – 2030



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Message from the Mayor

On behalf of Council, I am pleased to share the Sussex Strategic Plan for 2026–2030.

Sussex is a place with a strong sense of identity. We are proud of our history, our downtown, our agricultural roots, our community events, and the people who make this town feel like home. At the same time, we know that Sussex is changing. Growth, infrastructure needs, housing pressures, climate impacts, and rising service demands all require careful planning and steady leadership.

This plan sets out Council's priorities for the next four years. It focuses on the things we believe matter most: maintaining and improving our infrastructure, making sure municipal services are sustainable, and supporting responsible development that helps Sussex grow without losing the character that makes it special.

A strategic plan is not meant to sit on a shelf. It should help guide the decisions we make around budgets, projects, policies, and partnerships. It should also give residents a clearer sense of where Council is headed and how we intend to measure progress along the way.

I want to thank my colleagues on Council, our town staff, and everyone who helped shape this work. The years ahead will bring both challenges and opportunities, but Sussex is well positioned to meet them. By working together and staying focused on what matters, we can continue to build a strong, welcoming, and forward-looking community.

Mayor Marc Thorne



Shown (standing - left to right): CAO Jason Thorne, Treasurer Heather Moffett, Councillor Fred Brenan, Councillor Catherine MacLeod, Councillor Ann-Marie Snyder, Councillor Graham Milner, Councillor Doug Bobbitt, Clerk Tara Olesen

Shown (seated - left to right): Deputy Mayor Tim Wilson, Mayor Marc Thorne, Councillor Gisele McKnight

The Vision and Process

The Sussex, New Brunswick 2026–2030 Strategic Plan is an exciting, shared vision for the community. Council and Senior Administration came together with enthusiasm and purpose to identify priorities that reflect Sussex's strengths, respond to residents' hopes, and chart an inspiring direction for the years ahead. Through this collaborative process, Council identified three core strategic pillars to guide Sussex forward over the next four years.

Under each pillar, Council established meaningful, achievable directions rooted in a genuine commitment to making Sussex an even better place to live, work, and grow.

The plan will drive Sussex's business planning, annual budgets, policy development, and service plans. Staff are energized and ready to champion progress, celebrate achievements, and keep Council and the public informed every step of the way. As goals are reached and the community continues to grow and evolve, Council looks forward to building on that momentum — refreshing the plan to ensure Sussex remains a vibrant, thriving, and forward-looking community for generations to come.

Sussex, New Brunswick



Our Strategic Plan at a Glance

Infrastructure

1. Enhance Community Resilience

Reducing long-term flood risk and protecting residents, businesses, infrastructure, and municipal services.

2. Advance Long-Term Infrastructure Planning

Using asset data, risk, growth needs, and financial capacity to guide responsible infrastructure investment.

3. Strengthen Operational Awareness

Improving how Sussex tracks asset conditions, maintenance needs, work orders, and emerging service pressures.

Sustainability

4. Modernize Systems and Improve Operational Efficiency

Updating software, workflows, and digital tools so staff can work smarter, reduce duplication, and meet growing service demands with existing resources.

5. Enhance Community Communication

Developing annual business plans and clear communication plans for capital projects, service changes, and strategic initiatives so residents can understand Sussex's priorities, progress, and performance.

6. Optimize Third Party Funding

Taking a proactive and coordinated approach to grants, partnerships, and external funding opportunities that support Sussex's capital needs, service priorities, and strategic initiatives.

Responsible Development

7. Modernize Development Standards and Guidelines

Establishing a modern development framework to support consistent development, protect municipal interests, and ensure long-term infrastructure quality.

8. Align Resources and Investments to Growth

Understanding Sussex's remaining development potential and taking coordinated steps to support housing, business, downtown, and community investment in a responsible and financially sustainable way.

Strategic Levers

Progress and Accountability | Trusted Governance | Responsible Stewardship
| Community Partnerships | Purposeful Advocacy



Pillar 1 — Infrastructure

Objective: Provide reliable, resilient, and sustainable infrastructure that supports community safety, service delivery, and long-term growth.

Direction 1 | Enhance Community Resilience

Sussex will continue to advance Sussex's flood mitigation program to reduce long-term flood risk, protect critical infrastructure, and improve community resilience. This work will be guided by sound engineering, strong partnerships with other governments and First Nations, and responsible financial stewardship, ensuring that major flood mitigation investments are planned and delivered in a responsible, coordinated, and transparent way.

To achieve this, Sussex will:

- Advance the planning, design, approvals, land acquisition, and construction phases required to deliver the town's flood mitigation program.
- Work with provincial, federal, Indigenous, regulatory, and engineering partners to coordinate approvals, funding, consultation, and project delivery.
- Prioritize flood mitigation investments that reduce risk to residents, businesses, critical infrastructure, and municipal services.
- Keep Council and the public informed on project milestones, timelines, risks, and progress.

Progress measures for this direction:

Measure	Frequency
Progress against approved flood mitigation project milestones	Quarterly
Percentage of required approvals, agreements, and land requirements advanced or completed	Quarterly
Annual public and Council reporting on flood mitigation progress, risks, and next steps	Annual

Direction 2 | Advance Long-Term Infrastructure Planning

Sussex will develop and maintain a data-informed capital plan that uses asset condition, lifecycle needs, risk, growth pressures, service requirements, and financial capacity to guide infrastructure investment decisions. This approach will help Sussex prioritize the right projects at the right time, support responsible budgeting, reduce deferred infrastructure needs, and ensure capital investments are aligned with long-term community priorities.

To achieve this, Sussex will:

- Build and maintain reliable asset condition, lifecycle, risk, and growth-related infrastructure data.
- Develop a multi-year capital plan that identifies priority projects, estimated costs, timing, and funding sources.
- Establish a consistent framework for prioritizing capital projects based on need, risk, affordability, growth, and service impact.
- Align annual capital budgets and funding applications with Sussex's long-term infrastructure priorities.

Progress measures for this direction:

Measure	Frequency
Percentage of priority asset classes with current condition data	Annual
Percentage of capital projects assessed using Sussex's capital prioritization framework	Annual
Year-over-year change in deferred capital backlog	Annual

Direction 3 | Strengthen Operational Awareness

Sussex will strengthen operational awareness by improving how infrastructure, facilities, equipment, service conditions, and maintenance needs are identified, tracked, and reported. This approach will help Sussex better understand the condition and performance of its assets, respond more proactively to emerging issues, reduce avoidable service disruptions, and support better decision-making across operations, capital planning, and budgeting.

To achieve this, Sussex will:

- Improve systems and processes for identifying, documenting, and tracking maintenance needs, service issues, inspections, and operational risks.
- Use operational data, staff knowledge, inspections, and service records to better understand asset condition and emerging infrastructure pressures.
- Strengthen coordination between departments so operational issues are connected to asset management, capital planning, budgeting, and service-level decisions.
- Develop practical reporting tools that help Council and Administration understand trends, risks, backlogs, response needs, and priorities.

Progress measures for this direction:

Measure	Frequency
Percentage of priority municipal assets with complete asset profiles in Computerized Maintenance Management Software	Annual
Year-over-year change in outstanding or overdue work orders in Computerized Maintenance Management Software	Annual
Regular reporting to Council on major operational trends, maintenance backlogs, and emerging infrastructure pressures	Quarterly



Pillar 2 — Sustainability

Objective: *Deliver service excellence through modern systems, clear communication, strong planning, and responsible use of municipal and external resources.*

Direction 4 | Modernize Systems and Improve Operational Efficiency

Sussex will modernize its software systems, internal processes, and digital tools to help staff work more efficiently, reduce duplication, improve access to reliable information, and support more consistent service delivery. This approach will allow Sussex to make better use of existing resources, improve coordination across departments, and build the organizational capacity needed to respond to growing service demands.

To achieve this, Sussex will:

- Review current software systems, workflows, and manual processes to identify opportunities for improvement, integration, automation, and better information sharing.
- Prioritize digital tools and system upgrades that reduce administrative burden, improve service tracking, and support staff in doing more with existing resources.
- Improve consistency in how information, tasks, service requests, approvals, and records are captured, managed, and reported across departments.
- Support staff training and change management so new systems are adopted effectively and used consistently.

Progress measures for this direction:

Measure	Frequency
Number of priority software systems or workflows reviewed for efficiency improvements	Annual
Percentage of priority staff trained on new or improved software systems	Annual

Measure	Frequency
Regular reporting to Council on digital modernization progress, service trends, and operational efficiencies	Annual

Direction 5 | Enhance Community Communication

Sussex will enhance community communication by developing a clear, consistent, and proactive approach to how information is shared with residents, businesses, community partners, Council, and staff. This work will help Sussex build public awareness, improve transparency, support meaningful engagement, and ensure residents have timely, accessible information about municipal decisions, services, projects, priorities, and progress. A key part of this direction will be communicating the town's performance against the measures outlined in this Strategic Plan.

To achieve this, Sussex will:

- Develop and implement a corporate communications strategy that establishes clear goals, audiences, tools, responsibilities, and service expectations.
- Develop annual business plans that translate the Strategic Plan, Service Level Plans and the Capital Plan into clear yearly priorities, work plans, and reporting commitments.
- Create communication plans for major capital projects, service changes or enhancements, and progress toward strategic initiatives.
- Report regularly on Sussex's performance against the Strategic Plan measures, including progress made, work underway, and next steps.

Progress measures for this direction:

Measure	Frequency
Completion and implementation of a corporate communications strategy	Annual
Completion of annual business plans aligned with the Strategic Plan, Service Level Plans and the Capital Plan.	Annual
Percentage of Business Plan measures publicly reported through approved Sussex channels	Monthly

Direction 6 | Optimize Third Party Funding

Sussex will optimize third-party funding by taking a coordinated and proactive approach to identifying, pursuing, and managing grants, partnerships, and external funding opportunities that support Sussex's strategic priorities. This approach will help reduce pressure on local taxpayers and ratepayers, advance priority capital and service initiatives, and ensure the town is well positioned to respond when provincial, federal, and partner funding opportunities become available.

To achieve this, Sussex will:

- Maintain an inventory of priority projects and initiatives that are funding-ready, including clear scopes, cost estimates, timelines, and Strategic Plan alignment.
- Monitor provincial, federal, regional, and partner funding programs for opportunities that align with Sussex's capital plans, service needs, and strategic initiatives.
- Coordinate funding applications across departments to ensure submissions are timely, complete, and aligned with Council-approved priorities.
- Report regularly to Council on funding opportunities pursued, applications submitted, funding secured, and projects advanced through external support.

Progress measures for this direction:

Measure	Frequency
Number of priority projects maintained in a funding-ready project inventory	Annual
Value of third-party funding approved or secured for Sussex priorities	Annual
Annual reporting to Council on third-party funding activity, outcomes, and future opportunities	Annual



Pillar 3 — Responsible Development

Objective: Support growth that strengthens Sussex's economy and community while ensuring development is guided by clear standards, sound infrastructure planning, and financial responsibility.

Direction 7 | Modernize Development Standards and Guidelines

Sussex will modernize its development standards by reviewing and enhancing the existing subdivision by-law, creating clear engineering standards and guidelines, and establishing a modern developer's agreement framework that protects the municipality's interests. This work will help Sussex provide greater clarity to developers, improve coordination between planning and infrastructure decisions, and ensure new infrastructure meets Sussex's long-term service, safety, financial, and maintenance needs.

To achieve this, Sussex will:

- Review Sussex's existing subdivision by-law to identify opportunities to improve clarity, consistency, infrastructure requirements, and financial security provisions.
- Develop engineering standards and guidelines for municipal infrastructure, including roads, sidewalks, stormwater, water, wastewater, drainage, and utilities.
- Establish a modern developer's agreement framework that clearly defines developer obligations, municipal requirements, financial securities, and cost recovery provisions.
- Communicate updated standards, agreement requirements, and processes to the development community to support transparency and predictability.

Progress measures for this direction:

Measure	Frequency
Completion of subdivision by-law review and recommended updates	Once
Completion and adoption of municipal engineering standards and guidelines	Once

Measure	Frequency
Feedback from staff and the development community on clarity, consistency, and predictability of development requirements	Annual

Direction 8 | Align Resources and Investments to Growth

Sussex will develop a clearer understanding of Sussex's remaining development potential and the infrastructure, servicing, policy, financial, and operational requirements needed to support that growth. This work will help Sussex identify where development can be accommodated, where constraints or gaps exist, and what municipal actions may be required to enable growth in a responsible, coordinated, and financially sustainable way.

To achieve this, Sussex will:

- Identify and map the remaining residential, commercial, industrial, and mixed-use development potential within Sussex.
- Assess the infrastructure, servicing, transportation, stormwater, and operational requirements needed to support full build-out of identified development areas.
- Identify constraints, risks, and capacity gaps that may affect the timing, cost, or feasibility of future development.
- Report to Council on development potential, growth constraints, infrastructure needs, and recommended actions to support responsible development.

Progress measures for this direction:

Measure	Frequency
Completion of an inventory or map of Sussex's remaining development potential	Annual
Percentage of priority development areas assessed for infrastructure, servicing, policy, and financial requirements	Once
Annual reporting to Council on development potential, growth constraints, infrastructure needs, and recommended next steps	Annual

Strategic Levers

Strategic levers are the practical strengths and approaches a municipality commits to using consistently across everything it does to turn its plan into real results.

TRUSTED GOVERNANCE

Building public confidence through open, accountable, and thoughtful leadership at every level of the organization.

PROGRESS AND ACCOUNTABILITY

Tracking results, reporting openly, and ensuring Council and staff are delivering on their commitments to the community.

PURPOSEFUL ADVOCACY

Championing Sussex's interests with provincial and federal partners to secure funding and support.

COMMUNITY PARTNERSHIPS

Working collaboratively with residents, industry, and government partners to advance Sussex's vision.

RESPONSIBLE STEWARDSHIP

Managing public resources, assets, and investments with care, transparency, and long-term thinking.

Implementation and Accountability

A Strategic Plan is only as strong as the commitment behind it. Sussex is proud to put forward the following practices to ensure this plan remains a living, working document throughout the 2026–2030 term — setting up our organization, our community, and future Councils for lasting success.

Public Reporting

- Sussex will publish a plain-language Annual Report each year summarizing the previous year's accomplishments, work in progress, deferred initiatives, and next steps — written for residents, not just administrators.
- Progress across Sussex's three strategic pillars will be shared publicly through the town website and community communications, so residents can see the plan in action.

Regular Updates

- Administration will provide Council with quarterly progress updates on Strategic Plan implementation, highlighting key milestones, emerging priorities, and project-specific progress as work advances.
- All Requests for Decision brought before Council will include clear reference to Strategic Plan alignment, ensuring Sussex's priorities remain at the centre of every decision made.

Budget Alignment

- Each annual budget process will clearly connect capital and operating expenditure requests to Sussex's strategic pillars, goals, and directions — ensuring every dollar spent moves the community forward.
- Expenditures that fall outside the Strategic Plan's identified priorities will require documented rationale before Council consideration, reinforcing disciplined and purposeful spending.

Annual Strategic Plan Review

- Each summer, Council will conduct a formal review of the Strategic Plan to measure progress, confirm or adjust its four-year priorities, and ensure continued alignment with Sussex's budget cycle and evolving community needs.
- Administration will prepare and release an annual Strategic Plan Progress Report, keeping residents informed and Council accountable to the commitments made in this plan.