

REGIONAL STRATEGY

VOLUME 1

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EXECUTIVE SUMMARY

The reform of local governance in New Brunswick, as set out in the Regional Services Delivery Act (RSDA) and accompanying regulations, introduces significant changes redefining the role and responsibilities of Regional Services Commissions (RSCs). Ten years after the creation of the RSCs, six new mandates have been assigned to them, in addition to the two original mandatory services and regional collaborative responsibilities:

INITIAL SERVICES AND RESPONSIBILITIES

- › Local land use planning
- › Solid waste management
- › Regional planning
- › Police cooperation
- › Emergency planning
- › Regional infrastructure planning for recreation, culture and sports, and the sharing of infrastructure costs.

NEW SERVICES

- › Community development
- › Economic development
- › Tourism
- › Sports, recreational and cultural infrastructure
- › Public safety
- › Regional transportation

Required by the Department of Environment and Local Government, each RSC had to present a regional strategy for the delivery of new pillar services. Produced under the direction of Stantec inc. and Consultation Gagnon Strategix inc. this regional strategy aims to identify the strengths and gaps in service delivery in the region, and to establish priorities and actions, primarily with regard to the new mandates. The document constitutes a frame of reference for the RSC Board of Directors and senior management for the next five years.

The regional strategy was developed in three main stages.

First, a situational analysis and assessment familiarized us with the organization's key issues, and enabled us to understand the trends and problems of recent years. Second, an extensive consultation strategy was carried out with stakeholders, including the Board of Directors, department directors, the management team, municipal General Managers (GMs), community groups, the general public and First Nations. Third, on the basis of the previous steps, the regional strategy was developed and validated.

Discussions with stakeholders and the evaluation of inputs led to an analysis of the strengths, weaknesses, opportunities and threats for each of the new services. These are the foundations of the Kent Regional Services Commission's (KRSC) vision to become a **leader in regional cooperation and the harmonious development of a thriving community**. KRSC's mission is to deliver sustainable services through innovation and resource sharing. It shares the values of honesty, transparency, innovation, open-mindedness, trust and professionalism. The regional strategy unfolds in a set of statements and solutions for each of the services, initial and proposed, to guide the KRSC management team in the development of an implementation plan.

NEXT STEPS

This document will be followed by volume two (2), which will include the Implementation Plan for the CEO, the performance measures, the accountability framework and the detailed material from our consultations. Following adoption of the regional strategy by the RSC Board as provided for in the Act, the ministries involved will provide their comments and validate the strategies for the various pillars. These comments will be taken into consideration to provide added value to the implementation plan identified above. The RSC will also develop a communications strategy.

FOREWORD

Based on the scope of its territory and population, New Brunswick is comprised of a large number of territorial units. As a result, the province is fragmented and levels of services vary widely in both local and regional communities.

With a view to improving regional collaboration, Regional Service Commissions (RSCs) were created in 2012 to offer common services and enhance cross-region collaboration. Initially, the RSCs provided solid waste management, regional land-use planning and building inspection services. But in spite of establishing the RSCs, the regions of New Brunswick still face major challenges in terms of urban sprawl, ribbon development, protection of natural resources and climate change. Moreover, social issues, such as access to housing, immigration, employment, community support and public safety have been organized independently, according to a regional territory-based rationale.

Against this backdrop, a major reform of local governance was launched in January 2021. The *Working together for vibrant and sustainable communities* initiative aims to improve the governance structure of Regional Service Commissions, in order to modernize the former regional management system. Its purpose is to ensure better coordination and collaboration between the regions of the province through a more effective and sustainable system, as a result contributing to improving the quality of life of New Brunswickers. While this reform involves reviewing the administrative boundaries of local territorial units, its primary purpose is to expand the role and mandate of the Regional Service Commissions by entrusting them with regional leadership in the following areas: economic development, tourism promotion, recreational infrastructure cost-sharing, community development, regional/community transportation and public safety.

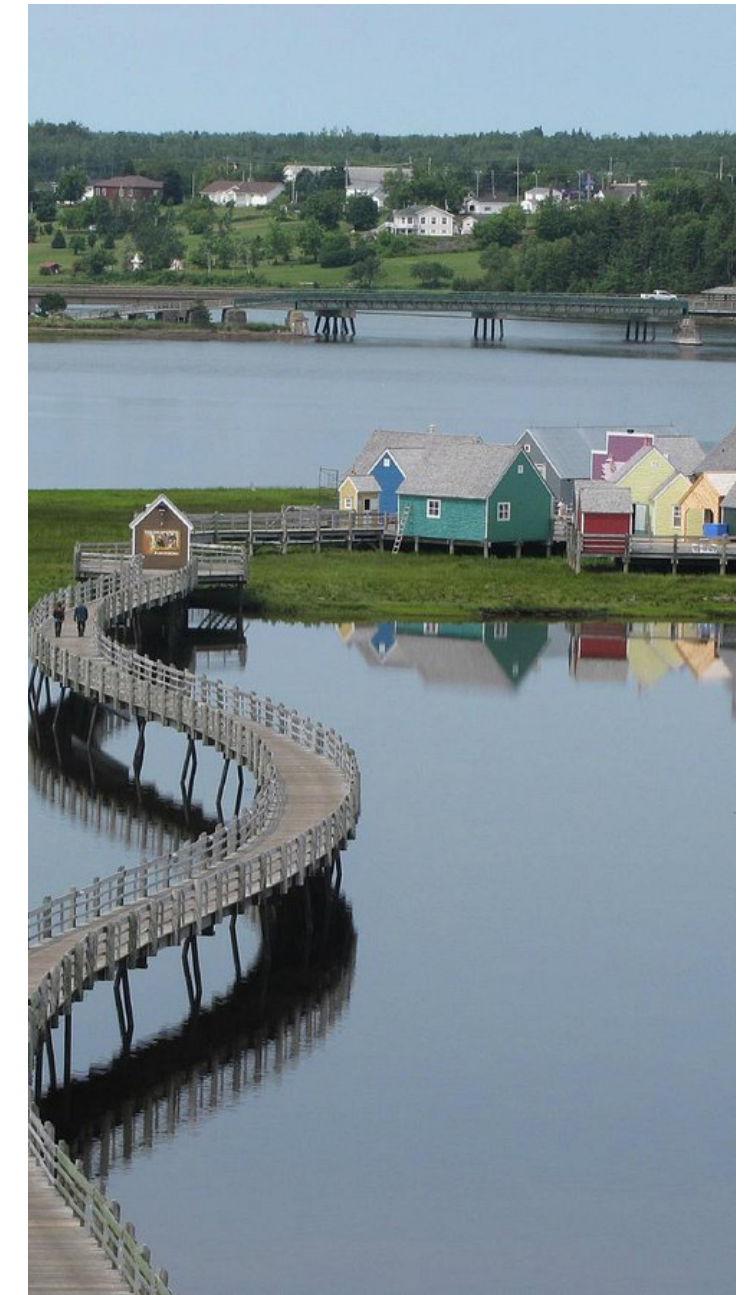
In this capacity, the RSCs are required to develop a comprehensive regional strategy to identify strengths and shortcomings in service provision, in this instance, in the Kent region and establish priorities and actions with particular regard to the additional functions mandated, in order to provide direction to the RSCs' Board of Directors for the next five years. Such a strategy must be approved by the Board of each RSC no later than July 1st, 2023. The RSCs' regional strategy provides a key opportunity for local governments and the rural district of each region to work closely with stakeholders on regional priorities regarding the RSCs' mandated services.

For RSCs to chart the course forward in the delivery of these new services that complement the existing services, strategic, focused, meaningful and timely engagement involving a roster of stakeholders is required. Moreover, given the many changes to the RSCs' organizational structure and their service delivery model, the regional strategy will need to guide the Commissions in ensuring that future services are of high quality and affordable to the public, boosting investment opportunities for economic development and tourism promotion, and helping regions attract entrepreneurs, newcomers and visitors from outside New Brunswick.

At the end of February 2023, Stantec Inc. and Gagnon Strategix Inc. were hired to help the Kent Regional Service Commission (KRSC) carry out the implementation of its regional strategy. Together with the RSC's administrative staff, an approach based on a bottom-up consultation process including working sessions with stakeholders and public surveys was put in place. In addition, each mandated service was submitted to a strategic evaluation, so as to assess needs and actions to be undertaken in the short, medium and long term. Stakeholder consultation also included reaching out to the local First Nations.

These first stages in the process supported the KRSC in the development of a vision statement, regional objectives and potential solutions. An implementation plan, including performance objectives and an accountability framework follow in a separate document. The approach used to develop the objectives was based on the SMART objectives assessment process, which is a statement of measure describing the process required to achieve objectives. The regional strategy will enable the KRSC to meet its legal obligations under the regional strategy and ensure that it meets minimum service expectations for each new service mandated. Ultimately, the regional strategy will follow the guidelines set out by the Minister of Local Government and Local Governance Reform. The strategy will provide the foundations for the development of the RSCs' sector-based plans and regional plan, as defined under the Regional Service Delivery Act.

The following pages present the methodology used to develop the regional strategy and mobilize stakeholders as well as the local First Nations, background information, the KRSC's vision, mission and values, a diagnosis, and sector-based objectives with potential solutions that ultimately came into the production of the implementation plan and accountability framework for the KRSC.



CHAPTER 1

BACKGROUND

BACKGROUND

PROVINCIAL LEGISLATIVE FRAMEWORK

Following an action plan unveiled in 2011 for a new system of local governance in New Brunswick, 12 regional service commissions were created in 2013 pursuant to the Regional Service Delivery Act. Owing to the new regional governance model, communities can now work together by sharing certain services and a common vision of regional development. As such, the new entity replaced the land use planning commissions, economic development agencies (“Entreprise” networks) and solid waste commissions across the province.

As of 2020, the Working together for vibrant and sustainable communities initiative of the provincial Department of Local Government, including its White Paper and Green Paper brought about a new definition of the RSCs’ accountability. While the changes in this process resulted in a number of legislative amendments, a consolidation of the Regional Service Delivery Act (S.N.B. 2012, c. 37) redefined and specified the legislative framework of the 12 regional service commissions.

Section 3.1(1) defines the commissions’ mandate, which includes developing and implementing a regional strategy.

3.1(1) The mandate of a Commission is:

- a. to provide or facilitate the provision of common services to its members,
- b. to develop and implement a regional strategy,
- c. to undertake activities related to regional economic development, regional community development and regional tourism promotion,
- d. to identify sport, recreational and cultural infrastructure in the region, to apportion the costs attributable to that infrastructure among its members and to ensure the management of any resulting agreements or contracts,
- e. to establish a public safety committee to exchange information and discuss resource sharing and joint planning by its members in relation to policing services, fire protection services and emergency measures planning services, and
- f. to work with its members to facilitate administrative, financial and other service arrangements.

Subsection 3.2(1) sets out the regional strategy requirements relevant to this consulting work.

3.1(2) In addition to the mandate in subsection (1), any Commission prescribed by regulation is mandated to develop a plan for integrating and coordinating services to address homelessness, poverty and mental health and may enter into agreements with the Crown in right of the Province for that purpose.

3.2 (1) A Commission shall develop and implement a regional strategy in accordance with the regulations, which shall establish priority services and actions with respect to:

- a. regional economic development,
- b. regional community development,
- c. regional tourism promotion,
- d. regional transportation,
- e. regional infrastructure, and
- f. any other matter prescribed by regulation.

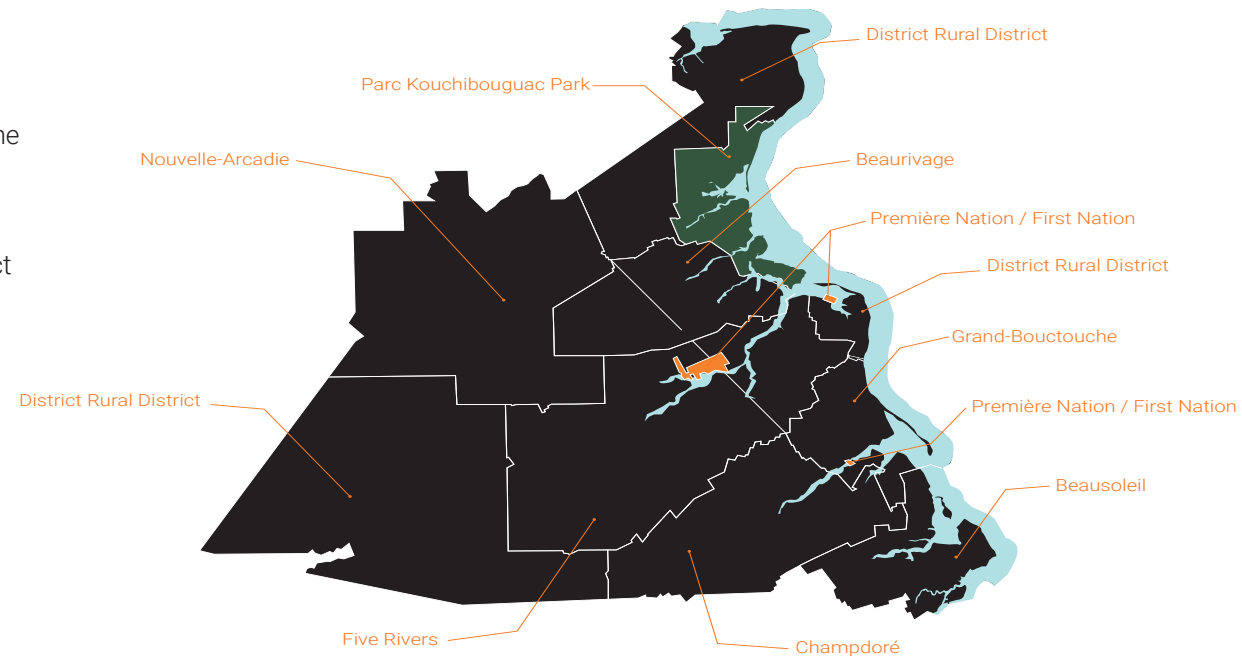
Other legislation was also updated, albeit to a lesser extent, in order to consolidate the delivery of existing services and provide a framework for new accountability.

REGIONAL FRAMEWORK

The Kent RSC is located in eastern New Brunswick. It covers the entire Kent County and encompasses the community of Nouvelle-Arcadie, located in Northumberland County and the communities surrounding Baie-Sainte-Anne. The territory has a total surface area of 5,429 km² and a population of 35,527 residents. The region includes municipalities, one rural district and First Nations communities and is home to Kouchibouguac National Park. With the Gulf of St. Lawrence and the Northumberland Strait, the Bouctouche and Richibucto rivers in the vicinity and its wide-open spaces, this region is prized by tourists for its vast, breathtaking scenery.

Created in 2013, the KRSC comprises six municipalities, including three towns, two villages and one rural community, one rural district and three First Nations communities. Regional and local administrative boundaries changed with the reform, adding the community of Baie-Sainte-Anne. KRSC partners include:

- › Nouvelle-Arcadie
- › Beaurivage
- › Five Rivers
- › Grand-Bouctouche
- › Champdoré
- › Beausoleil
- › Kent Rural District
- › Elsipogtog
- › L'nui Menikuk (Indian Island)
- › Tjipogtoij (Bouctouche)



The Kent RSC is governed by a seven-member Board of Directors on which sit six mayors and a representative of the rural district.

- › Aldéo Saulnier – Chair: Ville du Grand-Bouctouche
- › Tina Beers - Vice-Chair: Village de Five Rivers
- › Jimmy Bourque: Village of Nouvelle-Arcadie
- › Jean-Charles Daigle: Kent Rural District
- › Jean Hébert: Rural Community of Beausoleil
- › Jean-Pierre Richard: Town of Champdoré
- › Arnold Vautour: Town of Beaurivage

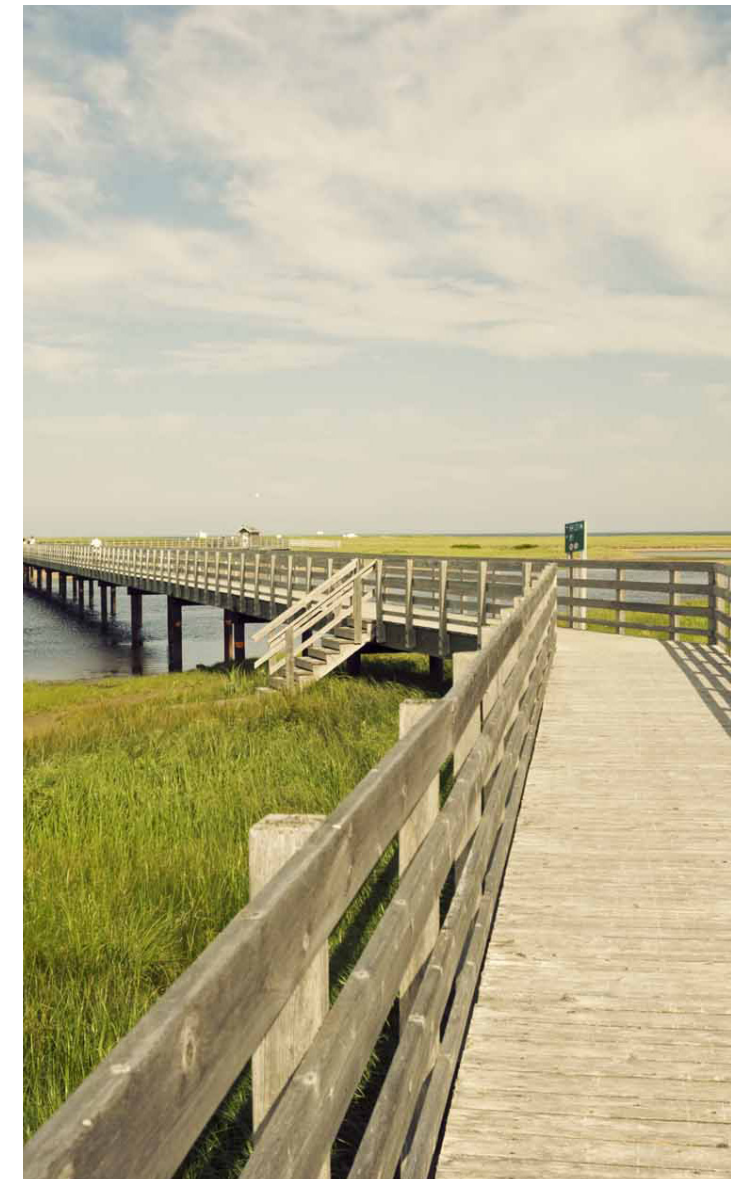
+35 000 RESIDENTS	6 MUNICIPALITIES AND RURAL COMMUNITIES	1 RURAL DISTRICT	3 FIRST NATIONS COMMUNITIES
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KENT REGION KEY ASSETS

With three distinct cultures (Acadians, English speakers and Mi'kmaq) and two official language communities, the KRSC is multicultural in nature and attracts many newcomers to its territory.

Countless bodies of water, wide open spaces and regional trail networks in the vicinity combined with destinations such as Kouchibouguac National Park are quite attractive features of the Kent region and lend to exciting outdoor adventures in the natural surroundings. Combined with great attractions like the Pays de la Sagouine, the Irving Eco-Centre, the Dune de Bouctouche, the JK Irving Centre, the Bouctouche Farmers' Market and a host of local festivals, the Kent region is a destination of choice for visitors.

The region features many businesses and a variety of modern conveniences and services offered by the Town of Grand Bouctouche and the neighbouring urban centres of Miramichi, Shediac and Greater Moncton. Showcased by its enchanting rural surroundings, this region has become a very marketable and attractive area. The entire region is serviced by the RCMP, and land use planning and solid waste management services are available across the region (with the temporary exception of Baie-Sainte-Anne scheduled to be serviced in 2023 and 2024, but for solid waste only). Changing immigration patterns, the cost of living and the East Coast lifestyle are all factors that fuel an ongoing interest in the region likely to go on. That said, the \$40 million in funding announced by the Province of New Brunswick on January 31, 2023 for RSCs to support their economic development, workforce development and newcomer retention services are sure to support such foreseen growth and development trends.



SERVICE FRAMEWORK

The original RSC mandates were defined separately according to the circumstances and contexts of each of the 12 regional service commissions. The following is a brief overview of such services for the Kent RSC:

SOLID WASTE

Since 2013, the KRSC has been responsible for providing solid waste services for its entire territory, with the exception of the community of Baie-Sainte-Anne. Every year, nearly 9,000 tonnes of waste are taken to the Eco360 Sud-Est sorting centre in Barry Mills.

LAND USE PLANNING

Entrusted with the orderly planning of the territory, the RSC's planning department is a benchmark to the general public, developers and municipalities in matters of land use planning. The department's main duties include issuing building and land use planning permits, approving subdivision plans, inspecting new constructions, and drafting and managing municipal and rural plans for municipalities. Owing to its remarkable regional collaboration, Kent managed to provide more services than those mandated by the Province in certain areas, such as by-law enforcement, recreational activity planning and health.

The Department of Local Government has established a specific framework for the new services to ensure that they are in line with government policies. Several discussion papers have set out the mandates for developing sector-based processes. The following pages present the new service mandates. The infographics are summary interpretations of the provincial guides presenting the new regionalized services.





COMMUNITY DEVELOPMENT

MANDATE

Community Inclusion Networks (CINs) will be integrated into Regional Service Commissions (RSCs).

The RSCs will identify actions to make improvements in the areas of focus for the CINs under three pillars focused on achieving economic and social inclusion impact :

- › **Income Security;**
- › **Coordination of Programs and Services;**
- › **Inclusion and Healthy Communities.**

RSCs must develop goals that address the following priorities :

- **Make investments through a new social finance to increase the capacity and sustainability of social enterprises within non-profit organizations in New Brunswick**
 - › CINable.
- **Develop or expand existing school food programs at all schools in the region**
 - › CINable.
- **Improve access and reduce wait times for mental health and additions services**
 - › RSCs can work with regional health authorities and the Department of Health to help identify community support services and be a partner in planning for service delivery.
- **Develop additional goals focused on making improvements in the four high impact areas of the Community Capacity and Resiliency Framework :**
 - › Economic security and employment;
 - › Stage housing and a healthy built environment;
 - › Health, social service, justice, and education systems, and
 - › Environmental sustainability.



ECONOMIC DEVELOPMENT

MANDATE

The role of regional service commissions (RSCs) in economic development falls into three broad categories of mandates :

- 1. Supporting Investment Readiness;**
- 2. Supporting workforce development and workforce growth;**
- 3. Supporting a healthy business community.**

RSCs must develop goals that address the following priorities :

- **Develop an action plan**
 - › Define a shared vision.
 - › Create profiles of regional assets.
 - › Create regional value propositions.
 - › Serve as a liaison for new investors.
- **Develop regional marketing activities**
 - › Consider synergies with tourism related activities.

→ **Develop a regional labour market partnership (LMP) forum or participate in the existing forum**

- › Develop a regional labour market development and labour force growth strategy :
 - Population growth;
 - Labour force participation;
 - Labour force growth;
 - Employment growth;
 - Retention rate for newcomers.

› Map out newcomer retention services in the region.

→ **Support a healthy business community**

- › Map out existing business to support services in the region without duplicate existing services.

→ **Collect data indicators on the regional economy**

- › Support investment readiness and workforce development :
 - Lands and buildings for development;
 - Regional labour market data;
 - Major training programs;
 - Industrial parks;
 - Other assets.



SPORT, RECREATION, AND CULTURAL INFRASTRUCTURE

MANDATE

Regional Services Commissions (RSCs) provide a forum for local governments to **share the costs of major sport, recreation, and cultural infrastructure projects.**

RSCs must develop goals that address the following priorities :

- **Identify and assess existing infrastructure**
 - › Including school facilities and with consideration for post-secondary education and privately owned facilities.
- **Detail plans for the development of potential future cost-sharing agreements**
- **Conduct a strategic assessment to identify challenges, gaps, and opportunities in the region**
 - › Identify potential incentives to encourage communities to collaborate on infrastructure development addressing the issues identified in the strategic assessment.
- **Work with partners to provide inclusive opportunities**
 - › CINable.
- **Develop regional priorities with respect to new, renovated, or expanded regional or sub-regional infrastructure**
 - › Infrastructures relating to sport, recreation and culture.



PUBLIC SAFETY

MANDATE

Regional Services Commissions (RSCs) are required to establish a Public Safety Committee to coordinate **police, fire protection and emergency services.**

ROLES

POLICE

- › Improve communication and build relationships between communities, regions, and police authorities, and help identify key issues and priorities.

FIRE PROTECTION

- › Exchange information on fire prevention and suppression service issues and explore ways to improve sustainability and efficiency.

EMERGENCY

- › Share information, identify issues and consider possible actions with provincial officials.



TOURISM

MANDATE

RSCs must develop goals that address the following priorities :

- **Establish Regional Destination Marketing Organization (RDMO)**
 - › Represent all the region's stakeholders.
- **Create and execute regional marketing initiatives, programs, partnerships, and digital channels**
 - › May include :
 - Bilingual website or social media channels to promote the region and increase awareness.
- **Develop a regional tourism strategy**
 - › Must be aligned with the **provincial tourism strategy.**
 - › Must include :
 - A tourism marketing plan with a bilingual digital presence;
 - An implementation plan;
 - A dedicated budget.
- **Participate in and contribute to co-operative marketing**
 - › Must be established by the Department of Tourism, Heritage, and Culture.
 - › May include :
 - Advertising campaigns;
 - Provincial owned digital marketing channels (tourism website).



REGIONAL TRANSPORTATION

MANDATE

Regional Services Commission (RSC) regional transportation services must be consistent with the New Brunswick Inclusive and Sustainable Transportation Framework (under development).

RSCs must develop goals that address the following priorities :

- **Conduct a regional scan of existing transportation services in the region**
- **Develop and implement regional transportation goals to increase accessibility, affordability, and availability of transportation services**
 - › CINable.
- **Develop a regional integrated transportation strategy**
 - › Consider inter-municipal, inter-regional, and inter-provincial transit connections.
- **Develop a regional transportation service by leveraging existing transit services and/or develop new ones**
 - › Leverage, and support volunteer-based transportation initiatives (if they exist in the region).
 - ›

CHAPTER 2

STRATEGIC THINKING PROCESS

STRATEGIC THINKING

METHODOLOGY

The recommended approach for developing the KRSC's regional strategy is a straightforward, structured process, which will enable the Board of Directors to provide the KRSC senior management team with a frame of reference for the next few years. The approach is defined through a coaching and facilitation process conducive to the joint development of a vision and mission statement, the identification of fundamental values, the definition of strategic objectives in line with the pillars (the regional services provided by the KRSC) and potential solutions, all leading to the development of the implementation plan.

The method used to develop the regional strategy is a well-known strategic planning method and consists of the following:

- › Develop a draft vision and mission; review the context using the SWOT analysis method (Strengths, Weaknesses, Opportunities and Threats)
- › Review and revise the vision and mission based on the history and a strategic assessment of each mandated service
- › Identify values in line with the vision and mission
- › Identify strategic objectives using the SMART methodology to meet the KRSC's mission and achieve the vision approved by the KRSC's Board of Directors, senior management, stakeholders and key community members

The following stages were involved in developing KRSC's regional strategy:

1

STAGE 1 : ANALYSIS AND ASSESSMENT

DATA COLLECTION AND CONTEXT ANALYSIS

This first activity provided an overview of the KRSC's current situation through an analysis of previous strategic plans and annual reports. This exercise afforded valuable insights to gain a better understanding of the organization's key issues and the trends and problems of recent years.

TARGETED INTERVIEWS

This activity included targeted meetings, during which strategic discussions were held with the KRSC's Board of Directors and top management. Those meetings helped in identifying the regional strategy to adopt based on the governance in place.

ORGANIZATIONAL DIAGNOSIS

This activity involved outlining the KRSC's history and preparing a summary of certain relevant master plans, by-laws and administrative regulations.

IDENTIFICATION OF STAKEHOLDERS

This activity served to identify stakeholders and other parties involved likely to contribute to validating the regional strategy and defining the approach to use based on their feedback. Following a planning session with the Chief Executive Officer (CEO) and his senior management team, the draft approach was submitted and the public participation technique was validated. The focus group technique was selected and a stakeholder register was developed by the senior management team to make sure that everyone and every group likely to provide added value to the process were identified during the consultation process. Stakeholders were selected according to their level of influence and their interest in the strategic process.

A SMART goal is an action statement that describes what you need to do to achieve your objective.



Specific - Describes a specific action, behavior, achievement or result that is observable.



Measurable - Quantifiable, with indicators to measure it.



Audience-specific - Appropriate and tailored to your target audience.



Realistic - Achievable with available resources.



Time-based - Specifies a timeframe within which the objective will be achieved.

2

STAGE 2: CONSULTATION PROCESS

STRATEGIC PLANNING SESSIONS WITH THE BOARD OF DIRECTORS

This activity involved holding participatory workshop meetings with the RSC's Board of Directors. The purpose of those meetings was to develop the RSC's vision, mission and fundamental values. To develop such statements, we conducted a SWOT analysis. The result of that activity was the definition of the KRSC's mission, values and vision found in Chapter 4 of this report.

INFORMATION SESSION WITH MUNICIPAL CHIEF ADMINISTRATIVE OFFICERS (CAO)

An information session was held with the CAOs of the KRSC municipalities. The aim was to provide them with an overview of the mandate and the process leading to the development of the strategic plan.

PLANNING SESSIONS WITH STAKEHOLDERS

The purpose of those meetings was to develop the main strategic orientations and areas of action, particularly with regard to current and new mandates (regional transportation, tourism, economic development, regional sports and cultural facilities, public safety and community development). A SWOT analysis was used to gather feedback from some 80 participants. A total of nine planning sessions were held.

PUBLIC SURVEY

Alongside the working and planning sessions, a survey was handed out to the region's residents to obtain their feedback on the new RSC services.

QUESTIONNAIRE FOR THE KRSC DEPARTMENT DIRECTORS

At this stage, a questionnaire was submitted to each department director to capture their respective needs and priorities over the next five years.

ENGAGEMENT WITH FIRST NATIONS

To ensure that the obligation to engage with First Nations is adequately exercised and to follow the recommendations of the Truth and Reconciliation Commission Report, contacts with First Nations chiefs were facilitated. Given the limited time available, a dialogue was established on an ongoing basis. The mobilization of First Nations is not a mere one-off event for the regional strategy, but a demonstration of a sustained, ongoing process through service delivery and community sharing, as integrated in the RSC. It should be noted that the KRSC's administrative committee has already identified a non-voting member (Elsipogtoq) to ensure information is shared with the First Nations.

WORKING SESSIONS WITH THE KRSC'S SENIOR MANAGEMENT TEAM

Ten (10) meetings were held with the senior management team to present the guidelines established by the KRSC's Board of Directors and standing committees and to develop an implementation plan template for each new service mandate.

This stage also involved preparing the senior management team to use the tools proposed in the implementation plan and the periodic reports required for a follow-up with the Board of Directors. A SMART matrix was used to define each objective.

Next, a strategic assessment of the services offered was conducted to gain a better understanding of the interdependence with other services offered by the RSC or other regional and/or provincial parties involved. The purpose at this stage was to understand regional priorities in light of those of the Province. The levels of services were also analyzed, based on delivery models used in urban and rural areas for resources to be shared fairly. Each service was assessed using the SWOT tool to identify weaknesses requiring improvement and the threats identified in the KRSC's risk management matrix.

3

STAGE 3: STRATEGY DEVELOPMENT

DRAFT REGIONAL STRATEGY AND IMPLEMENTATION PLAN

At this stage, the draft regional strategy and implementation plan were completed with the Chief Executive Officer and the regional strategy committee and later submitted to the Board of Directors and First Nations leaders for approval. The implementation plan included performance indicators, targets and timelines, along with the resources needed to carry out the strategies proposed.

FINAL REPORT

Once the feedback had been integrated, the final version of the regional strategy was presented to the Board of Directors, First Nations chiefs and regional strategy committee members at a public meeting for review and approval. The report includes the KRSC's vision, mission and values, along with a summary of recommendations for the next stages to implement the actions and an executive summary.

CHAPTER 3

DIAGNOSIS

DIAGNOSIS

To cut a clear path leading to the suggested objectives and solutions, this report presents an overview of the services with a view to highlighting the changes brought about by their regionalization and identifying how the services will connect with the other services. This section sets out for each pillar of service, both existing and new, the diagnosis established for each service following its analyses and assessments.



COMMUNITY DEVELOPMENT

Regional collaboration among the community development stakeholders is a key priority. The importance of offering quality services is recognized to counter a number of regional weaknesses, such as the lack of affordable housing, labour shortages and the low per capita number of family physicians and nurse practitioners. What is more, the local hospital is small and only offers a few basic services, which is raising concern among residents. There are tangible opportunities to develop a regional EDIA (equity, diversity, inclusion and accessibility) policy to stand out. Partnerships with other community stakeholders (libraries) need to be strengthened to raise levels of literacy in the region for a positive impact. Food security must be part of the region's strategic actions and solutions to the lack of subsidized housing must be found.



ECONOMIC DEVELOPMENT

The Kent region's proximity to Moncton and Miramichi means that it has access to a reliable supply chain nearby, while its entrepreneurs and citizens can benefit from certain services offered in these larger urban centres to support their economy. There is a very thriving bilingual entrepreneurial culture and a wide range of SMEs in the region, along with a capacity to attract employees given the area's natural beauty. However, there are a number of challenges, such as the absence of large employers, public transit unsuitable to businesses and a blatant lack of housing for new workers. Attracting qualified staff poses major challenges, and many potential hires are disheartened about how hard it is to obtain equivalences for prior learning. Benefitting from a better understanding of the region's economic data and mapping the funding programs available to support economic development will be key. Better regional marketing will provide local businesses with more visibility and will showcase business opportunities and immediately available jobs.



SPORTS, RECREATIONAL AND CULTURAL INFRASTRUCTURE

With a national park, popular beaches, and quality sports, recreational and cultural facilities in the vicinity, the Kent region has a lot to offer in terms of active lifestyle. There is a great program of cultural activities and well-known facilities are located in the area. Athletes can compete with other sports teams nearby, as Kent is close to larger urban centres. The presence of three First Nations on the territory enhances cultural diversity. However, the lack of accommodations is one of the major challenges faced by Kent to increase its presence on the cultural and sporting scenes. In summer, there is a large supply of cottages for rent, but there is already a high occupancy rate and they are not available for most of the year. Multifunctional trails in the area are not all connected, and official programs often focus on sports. But there are opportunities to stand out in all four seasons, and the addition of landings and waterfront access sites could prove important for users. Increasing physical activity literacy will improve the quality of life of residents and lift up the spirits of organizers of sports, recreational and cultural activities. Diversifying the offer of sports, recreational and cultural activities will help to win over newcomers and encourage them to indulge in their favourite activities.



PUBLIC SAFETY

The region is well served by police, fire and emergency services. In addition, other public safety coverage responders are available, including ambulance medical attendants, public safety staff and other public safety interest groups in the region. Time is invested in raising awareness among young people and in positive reinforcement. But some mental health challenges, such as suicide attempts have an impact on service delivery and regularly mobilizes responders. The region could grow stronger by promoting asset management to optimize the existing fleet of equipment. With regional procurement, savings could be made through a collective purchasing power. Regional training for public safety employees and volunteers would increase local capacity and knowledge. Active recruitment of newcomers could increase the number of active volunteers. Sharing information and technical data among the many stakeholders and raising public awareness could help the region better meet the needs of its residents.



TOURISM

The presence of Mi'kmaw, Acadian and English-speaking cultures in the region is a key feature that draws visitors to Kent. Le pays de la Sagouine and Kouchibouguac National Park are not-to-be-missed attractions for many tourists. The Greater Moncton Roméo LeBlanc International Airport and VIA Rail train station nearby in Moncton provide out-of-region tourists with many travel opportunities. The local farmers' markets and seafood products are well-known and sought-after. However, there are challenges in attracting tourists outside the summer season, mainly due to the limited supply of off-season accommodations. The region's hosting capacity is limited to a few hotels and motels, so it is difficult to offer venues for conferences and large-scale activities. The new LUMINA attraction to open in the summer of 2023 will have a major economic impact on the region, as Moment Factory is very well known to visitors. Four-season tourism development should be promoted, as should investment in the trail and snowmobile networks to increase off-season visitor numbers. Enhanced promotion of the region and its seafood products could attract more tourists to the area.



REGIONAL TRANSPORTATION

Public transit is available in the region for specific needs, but only by appointment and with a 48 hours' notice. There is a desperate need for drivers to meet demand, and the service is only available from Monday to Friday, between 9 am and 5 pm. This poses major challenges for some users, such as young people, newcomers and workers without a vehicle. Some community groups and schools have small buses that might be used to improve the service. What is more, some of those vehicles are accessible, enabling more people to use this adapted means of transportation. A regional review is required to identify needs, develop an integrated regional strategy and define a sustainable model for residents.



IMMIGRATION

› **Voluntary collaboration**

The Kent region is an attractive region for newcomers, as it offers many job opportunities. With the arrival of immigrant families, schools can maintain their student enrolments and uphold their achievements. But the lack of affordable housing is a major issue in continuing to attract newcomers; the absence of a reliable public transit system also poses certain challenges, especially for families who do not own a vehicle. In addition, the low availability of daycare services is also an issue for people with young children. On another note, better recognition of prior learning would encourage other people to move to the area to work. The region will need to exercise leadership to support immigrants with their needs for relevant information about the services available to ensure their well-being. A family sponsorship program could certainly make it easier for them to integrate in the Kent region.

CHAPTER 4

VISION, MISSION AND VALUES

VISION, MISSION AND VALUES

The following section presents the vision, mission and values of KRSC. The vision is focused on sustainable regional growth for each of the regions included in KRSC. The vision, mission and values reflect the aspirations of the region, taking into account the realities of each of the territorial entities that make it up.

These are the values that inform our ethical decision-making processes:



VISION

To be the leader in regional cooperation and the harmonious development of a thriving community life.



MISSION

To deliver sustainable services by promoting innovation and sharing resources.



VALUES

- > Honesty;
- > Transparency;
- > Innovation;
- > Open-mindedness;
- > Trust;
- > Professionalism.

HONESTY	TRANSPARENCY	INNOVATION	OPEN-MINDEDNESS	TRUST	PROFESSIONALISM
<i>We recognize the importance of trust and respect in creating a positive atmosphere for everyone.</i>	<i>We convey information openly and honestly as we know it, which involves ensuring openness, clear communication and accountability.</i>	<i>We dare to take calculated risks and we strive to find better means of serving our residents, our customers and the organization.</i>	<i>We acknowledge and explore a range of ideas, cultures, perspectives and concepts.</i>	<i>We believe that trust stems from a mutual understanding of expectations based on consistent leadership, professionalism, integrity and respect and appropriate confidentiality.</i>	<i>We offer a working environment conducive to professionalism, characterized by positive behaviour, attitude and communication skills.</i>

CHAPTER 5

REGIONAL STRATEGY

REGIONAL STRATEGY

Regional Service Commissions (RSCs) were entrusted with a range of new services under the Local Governance Reform. To exercise leadership and provide a constructive strategic governance framework, the Board of Directors of each RSC must develop its regional strategies meant to provide the RSC's senior management team with guidance in developing an implementation plan. Strategic planning is one of the most important responsibilities of a Board of Directors and a tool Board members can use to monitor closely the activities of the RSC's Chief Executive Officer (CEO) and senior management team. Regional strategies are developed at the onset of new mandates and must be reviewed at the end of the first year of implementation, as the level of organizational maturity will be higher when all the RSC directors have at least one year's experience within the organization. The Board members acknowledge the limitations of the strategies, including the importance of not duplicating existing provincial services and considering obligations and requirements that are part of funding or service agreements with provincial departments or other organizations.

The following pages provide a summary of all the KRSC's regional strategies and a brief description of each service, including the major solutions that will be incorporated into its implementation plan. The plan will include measurable actions, timelines, a financial framework and an accountability framework and will be overseen by the KRSC's Chief Executive Officer.



LAND USE PLANNING

STRATEGIC OBJECTIVES

Positioning the planning department at the core of and in line with the objectives and actions of its several areas of action, as the steward of the KRSC's values and mission.

Reviewing the purpose of reinforcing by-laws by adopting a broader perspective of administrative regulations regarding matters such as managing stray animals and addressing unsightly premises on the territory.

Supervising the RSC's general initiatives, with an emphasis on sustainable development and adaptation to climate change.

ACTIONS

- › Collect data in order to acquire a detailed knowledge of the territory.

- › Adapt regulations and integrate new land use planning practices;
- › Equip the KRSC.s territory with rural and municipal plans;
- › Update existing rural and municipals plans.

- › Determine the sectors of the territory likely to be affected by the impacts of climate change;
- › Distinguish areas of natural constraints affected by climate change;
- › Locate and map flood zones;
- › Adopt adaptation and resiliency measures;
- › Include measures to take account of climate change in normative provisions.



SOLID WASTE

STRATEGIC OBJECTIVES

Raising awareness about residual waste management with elected officials, local stakeholders and the general public.

Establishing and applying incentives and coercive measures to achieve the objectives set by the region.

Supporting institutional, commercial and industrial users in implementing innovative recycling, reducing and reusing measures.

ACTIONS

- › Adapt the service offering to provincial requirements (Circular Materials);
 - › Add human resources;
 - › Produce and transmit annually the report of the service (performance, costs, revenues, etc.);
 - › Deploy a training program within the department for elected officials and leaders of municipalities;
 - › Develop a uniform waste By-law for the entire region.
- › Consolidate and improve the reservation platform for the collection of bulky items;
 - › Set up special collection and/or municipal drop-off sites for green waste, branches and Christmas trees;
 - › Set up reuse activities and repair workshops;
 - › Plan information days on available programs and resources.
- › Draw up a portrait of solid waste management (participation in recycling, composting, etc.);
 - › Develop pilot projects with industries and institutions (presentations, training and services to schools, community groups, municipalities, etc.);
 - › Support events for responsible management of their waste;
 - › Restrict the use of single-use products;
 - › Issue information on the successes of the service, organizations and events.



COMMUNITY DEVELOPMENT

STRATEGIC OBJECTIVES

Improving availability and access to affordable housing in Kent.

Positioning as a social innovation hub to support community programs and projects.

Positioning as a support service related to building resilience and community capacity.

ACTIONS

- › Develop an affordable housing and homelessness prevention strategy;
 - › Design alternative housing solutions for the elderly;
 - › Promote construction projects for rental housing buildings;
 - › Consent to the diversification of housing models (housing or accessory housing units, tiny houses, etc.);
 - › Support municipalities in the search for alternative and ecological housing models.
- › Develop the service and create new project coordination positions (food resilience and Planet Youth);
 - › Creation of a regional food resilience network (viable and self-sufficient community gardens, supply of local food in schools and food banks);
 - › Implement volunteer recognition activities;
 - › Organize intergenerational activities to transmit knowledge in food production, conservation and storage;
 - › Adopt and implement provisions relating to the universal accessibility of public buildings.
- › Implement a personalized initiative based on the P.R.O. Youth to make sports and recreation more accessible, inclusive, equitable and diverse;
 - › Recognize the importance of maintaining and developing school, education, health and social services networks;
 - › Adapt municipal services to socio-demographic changes;
 - › Encourage places for exchanges, meetings and opportunities for citizen participation.



ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVES

Enhancing the attractiveness of the region and its businesses to identify and mobilize new workers.

Defining and promoting the region's economic features and opportunities by raising awareness.

Conciliating and consolidating the information needed to support new regional economic development opportunities.

ACTIONS

- › Provide training for employers to reduce employee turnover (recruitment, retention, etc.);
- › Launch the labor market forum;
- › Develop internship and professional training programs (mentoring system);
- › Solicit the arrival of new entrepreneurs (ex: incentives, entrepreneurial gala, etc.).
- › Carry out the mapping of the companies of the region;
- › Support business modernization (web design);
- › Increase the competitiveness of companies and organizations;
- › Inform and raise awareness of the importance of buying local;
- › Stimulate the local economy and improve the supply of local services.
- › Work with the chambers of commerce to achieve the amalgamation of these and make a regional chamber;
- › Support the realization of market studies and opportunities;
- › Promote the emergence of new businesses in the territory;
- › Implement a Regional Development Support Fund;
- › Promote a range of local and regional commercial activities and services.



SPORTS, RECREATIONAL AND CULTURAL INFRASTRUCTURE

STRATEGIC OBJECTIVES

Optimization of existing agreements and consideration of potential opportunities in terms of cost sharing.

Conceptualization of sustainable infrastructures favoring new trends in recreational, sporting, and cultural needs.

Diversification of partnerships and opportunities in the recreational, sports and cultural offer to unify community services and improve well-being and community life.

ACTIONS

- › Assume mandatory responsibilities related to infrastructure cost sharing;
- › Collaborate and support regional leisure initiatives in collaboration with municipalities;
- › Establish Physical Literacy for communities;
- › Carry out a needs assessment in terms of sports, recreational and cultural activities;
- › Develop a financing plan to ensure continuous service.
- › Identify needs and expectations;
- › Develop a regional network of trails (non-motorized and motorized with shared infrastructure);
- › Ensure networking and networking between the different sites;
- › Create an integrated network of green and blue recreational tourism corridors;
- › Bring infrastructure and equipment up to standard and make them more attractive.
- › Review the Recreation Master Plan (updating recommendations);
- › Establish a regional cultural policy;
- › Support and accompany organizations in the organization of recreational activities;
- › Offer a range of services that meet the needs;
- › Carry out monitoring and evaluations of new activities.



PUBLIC SAFETY

STRATEGIC OBJECTIVES

Consolidating public protection and safety prevention through awareness-raising and strategic communications supported by concrete actions.

Coordinating training efforts with responders.

Better defining the services offered allowing responders to adequately coordinate resources and optimize public safety.

ACTIONS

- › Develop education and communication strategies;
- › Create anti-stigma initiatives (deconstruct the link between mental health, addiction and crime);
- › Advance efforts for reconciliations at the local level (indigenous community);
- › Create opportunities for participation in decision-making.

- › Provide ongoing training in emergency measures to communities.

- › Develop a map of the various respondents;
- › Look into possibilities for partnerships between the fire services.



TOURISM

STRATEGIC OBJECTIVES

Focusing efforts leading to a clear and distinct definition of Kent as a tourism destination.

Positioning Kent as a four-season leisure destination, while maintaining residents' quality of life.

Developing recreational and tourism attractions that highlight Kent's uniqueness and make the most of its outstanding features.

ACTIONS

- › Carry out a concerted development plan for the tourism sector;
- › Consult partners to assess the feasibility of setting up a tourist information relay;
- › Promote the networking of partners and encourage cohesion;
- › Improve or set up equipment, services and/or infrastructure of a touristic nature;
- › Develop a communication plan and implement it (digital marketing, virtual tourist guide, etc.).

- › Initiate a feasibility study on a 4 season service;
- › Improve or set up equipment, services and/or infrastructure of a touristic nature;
- › Promote the establishment of tourist lodges, inns and hotel services in the territory;
- › Explore new avenues for the consolidation and development of winter activities;
- › Participate in the promotion of winter activities.

- › Mapping of tourist attractions and activities (database);
- › Inventory the needs of the population in terms of activities;
- › Create a map of tourist attractions with appropriate signage;
- › Highlight historical, cultural, heritage and natural assets;
- › Encourage the development of public access to water bodies.



REGIONAL TRANSPORTATION

STRATEGIC OBJECTIVES

Making the KRSC a focal point where the specific needs of users are addressed, with a common focus on accessibility and affordability.

Planning and deploying a regional transportation strategy developed in conjunction with the development of the provincial motorway network.

Clearly identifying Kent's distinct needs, through the development of a regional transportation model (public transit, in operation and adapted).

ACTIONS

- › Acquire equipment to meet the needs of customers with reduced mobility (van);
- › Promote sustainable mobility;
- › Encourage the diversification of the offer and better service planning;
- › Network partners and users;
- › Identify user service expectations.
- › Implement a transportation master plan;
- › Quantify and qualify regional trips;
- › Contribute to increasing the rate of use of the service;
- › Offer innovative modes of transportation to counter the excessive use of the automobile;
- › Require a transport study for any development or redevelopment project
- › Carry out a study to optimize public transport networks;
- › Implement an active and sustainable mobility plan;
- › Promote carpooling and other alternative modes of transport;
- › Make improvements to the Sigtic transport software;
- › Organize marketing campaigns for the recruitment of volunteer drivers



IMMIGRATION

STRATEGIC OBJECTIVES

Collaborate with the other departments of the KRSC in order to develop a strategic plan for the accommodation of families wishing to work in the region.

Optimization of the welcoming structure for newcomers to better include temporary workers as well as develop the services offered to better meet the needs of the community.

Support for the economic and social integration of newcomers, including the recognition of their skills.

ACTIONS

- › Increase the region's attractiveness for immigrants;
- › Ensuring the housing supply equation to the range of residents' needs;
- › Design denser residential projects that meet the needs of different types of households;
- › Increase the long-term settlement of immigrants;
- › Maintain the partnerships created with organizations and employers in the region.
- › Provide training for employers to reduce employee turnover (recruitment, retention, etc.);
- › Launch the labor market forum;
- › Develop internship and professional training programs (mentoring system);
- › Solicit the arrival of new entrepreneurs (ex: incentives, entrepreneurial gala, etc.).
- › Contribute to the maintenance of the pilot project RSN (Rural Settlement Network);
- › Promote the recognition of newcomers' previous skills;
- › Find out about the different types of work permits;
- › Guide newcomers in their integration process;
- › Celebrate Multicultural Day annually (organization of activities in the communities).



PROFESSIONAL SERVICES SHARING

STRATEGIC OBJECTIVES

Develop an internal capacity to manage the legal files of KRSC and the region's municipal authorities.











Provide engineering services to municipalities for sound asset management on the territory.

ACTIONS

› Develop an internal capacity to manage the legal files of the RSC and the region's municipalities.

› Provide municipalities with engineering services for sound asset management on the territory.

OVERVIEW TABLE

	COMMON SERVICES		NEW SERVICES					VOLUNTARY COLLABORATION		
	LAND USE PLANNING 	SOLID WASTE 	COMMUNITY DEVELOPMENT 	ECONOMIC DEVELOPMENT 	SPORTS, RECREATIONAL AND CULTURAL INFRASTRUCTURE 	PUBLIC SAFETY 	TOURISM 	REGIONAL TRANSPORTATION 	IMMIGRATION 	PROFESSIONAL SERVICES SHARING 
STRATEGIC OBJECTIVES	Positioning the planning department at the core of and in line with the objectives and actions of its several areas of action, as the steward of the KRSC's values and mission	Raising awareness about residual waste management with elected officials, local stakeholders and the general public	Improving availability and access to affordable housing in Kent	Enhancing the attractiveness of the region and its businesses to identify and mobilize new workers	Optimization of existing agreements and consideration of potential opportunities in terms of cost sharing	Consolidating public protection and safety prevention through awareness-raising and strategic communications supported by concrete actions	Focusing efforts leading to a clear and distinct definition of Kent as a tourism destination	Making the KRSC a focal point where the specific needs of users are addressed, with a common focus on accessibility and affordability	Collaborate with the other departments of the KRSC in order to develop a strategic plan for the accommodation of families wishing to work in the region	Develop an internal capacity to manage the legal files of KRSC and the region's municipal authorities
	Reviewing the purpose of reinforcing by-laws by adopting a broader perspective of administrative regulations regarding matters such as managing stray animals and addressing unsightly premises on the territory	Establishing and applying incentives and coercive measures to achieve the objectives set by the region	Positioning as a social innovation hub to support community programs and projects	Defining and promoting the region's economic features and opportunities by raising awareness	Conceptualization of sustainable infrastructures favoring new trends in recreational, sporting, and cultural needs	Coordinating training efforts with responders	Positioning Kent as a four-season leisure destination, while maintaining residents' quality of life	Planning and deploying a regional transportation strategy developed in conjunction with the development of the provincial motorway network	Optimization of the welcoming structure for newcomers to better include temporary workers as well as develop the services offered to better meet the needs of the community	Provide engineering services to municipalities for sound asset management on the territory
	Supervising the RSC's general initiatives, with an emphasis on sustainable development and adaptation to climate change	Supporting institutional, commercial and industrial users in implementing innovative recycling, reducing and reusing measures	Positioning as a support service related to building resilience and community capacity	Conciliating and consolidating the information needed to support new regional economic development opportunities	Diversification of partnerships and opportunities in the recreational, sports and cultural offer to unify community services and improve well-being and community life	Better defining the services offered allowing responders to adequately coordinate resources and optimize public safety	Developing recreational and tourism attractions that highlight Kent's uniqueness and make the most of its outstanding features	Clearly identifying Kent's distinct needs, through the development of a regional transportation model (public transit, in operation and adapted)	Support for the economic and social integration of newcomers, including the recognition of their skills	

CHAPTER 6

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CHAPTER 7

APPENDICES

