

Commission de services
régionaux de Kent



Kent Regional
Service Commission

ANNUAL REPORT 2025



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Annual Report of the Kent Regional Service Commission 2025

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1. INTRODUCTION

The 2025 annual report of the Kent Regional Service Commission (KRSC) provides an overview of the organization's activities over the past year, along with its financial statements for 2025. If you would like to obtain an electronic copy of this report, please consult the website www.krsc.ca.

2. MESSAGE FROM THE CHAIR

I am very pleased to submit my report as Chair of the Kent Regional Service Commission. 2025 was a very positive year for our region. The KRSC continued to implement its regional strategy and carried out numerous high-potential initiatives designed to benefit local residents. In addition, the region experienced remarkable growth, not only demographically but also in the construction sector, with record-breaking development.

Immigration remains a top priority for the Kent region. The partnership with the New Brunswick Multicultural Council is going very well, and even exceeding our expectations. The implementation of a co-management model for immigration employees is strengthening the sense of belonging to the KRSC and contributing to the success of related initiatives.

A similar model is used to manage the Regional Resilience Committee. The co-management model with Vitalité and the Department of Justice and Public Safety ensures better coordination of efforts and the implementation of concrete projects benefiting the residents of the region. This collaboration attests to our shared desire to develop concerted and complementary initiatives to benefit all regional residents.

The partnership with the Vitalité Health Network is ongoing. Constant communication between the network and the KRSC enabled the latter to take part in the planning process for Stella-Maris-de-Kent Hospital. Although there still are health care challenges, open communication allows for a better understanding of the realities Vitalité is facing. This partnership model, new in New Brunswick, will make it possible to identify and implement projects designed to promote health services and wellbeing, in keeping with the KRSC's new community development responsibilities.

We continued to work closely with public safety agencies with a view to enhancing the range of regional services. Whether through our Public Safety Committee or our initiatives such as the positive ticketing program and public safety days, the KRSC firmly believes in the importance of strengthening ties between regional residents and our public safety service providers. In addition, the partnership with the RCMP in support of food banks across the region continued to garner success. Several food drives were organized, sparking a remarkable level of participation by local residents.

We also intensified our efforts in the area of agriculture. Our Board recognizes the importance of supporting local food and agriculture as essential drivers of regional development. Thanks to the Community Development Department, food security and community garden initiatives serve to reinforce the goals of producing more food locally and feeding more residents with local produce. Agriculture is a strategic sector on which we will continue to focus.

Regional transportation remains a priority issue. Use of the wheelchair-accessible van increased significantly in 2025, enabling us to offer more support to residents facing mobility challenges. Mindful of the importance of this service, we would like to see other government departments step in as financial partners to ensure the long-term

success of this essential program. Our Board also adopted its very first regional transportation plan. This five-year initiative is designed to give elected officials and administrators the tools to make transportation services more accessible to local residents and to enhance the internal processes.

Moreover, one of the favourite projects of 2025 was the launch of the **Champions | Greater Kent Region** program. This will enable young people from across the region to fully take part in certain activities that were previously inaccessible. Thanks to the KRSC's coordination, the provincial government's financial support and the exceptional generosity of Kent residents, this flagship program set up by the KRSC and the Kent Wellness Network is sure to have a positive and lasting impact on the lives of dozens if not hundreds of young people in our region.

Congratulations to all the partners involved!

Acknowledgements

I would like to sincerely thank all of our Board members for their commitment and dedication to the Kent region and for their keen interest in local development. Despite our region's rural nature and the challenges this poses for local communities, the Board members strongly believe in the regional approach. The principles of harmony and collaboration remain at the heart of our leaders' actions. Their contributions to advancing the KRSC's agenda were invaluable.

I would also like to welcome Marc Babineau, who will take over from Jean-Pierre Richard as mayor of the Town of Champdoré. I would like to note that, although he is no longer mayor, Jean-Pierre Richard will continue to actively contribute to regional development as a member of the Planning Review Committee.

Finally, I would like to extend my warmest thanks to the KRSC staff for their professionalism, dedication and commitment to the Kent region, particularly amid the local governance reform. We are privileged to be able to count on a team that believes deeply in the region's potential and that works hard to keep things moving forward. It has been an honour to represent you over the past 12 months. I hope that our work met the expectations of all residents of the Kent region.

Aldéo Saulnier

KRSC Chair



3. REPORT FROM THE CEO

ACHIEVEMENTS AND CHALLENGES OVER THE PAST YEAR

I am very pleased to submit the report of the KRSC CEO for 2025. After three particularly demanding years, our services are now solidly established. The KRSC staff are pursuing their commitment rigorously and energetically as they implement the five-year strategic plan. Now in its third year, the plan has already enabled us to achieve many concrete and quantifiable results. An atmosphere of enthusiasm and a wave of positive energy prevail across the region, encouraging the KRSC's staff and the Board members to actively focus on regional development.

2026 budget

Last October, the KRSC Board adopted a budget for 2026 of more than \$8.6 million. The 2026 budget was not easy to put together due to the tax base freeze imposed by the provincial government. We were sensitive to the precarious financial situation of our municipalities. That was reflected in a very tight budget, without having to cut any of the programs and initiatives that are so important to the region.

Immigration and economic development

Numerous statistics confirm that the Kent region is a great place for economic, tourism and community development. The region also values the contributions of its businesses, its local attractions and its recreational/tourist infrastructure and, most importantly, its people— the main drivers of this growth. We are welcoming growing numbers of newcomers who want to raise a family here while playing an active role in regional development. Recent statistics also show that Kent has the highest newcomer retention rate in New Brunswick. This success is primarily attributable to local residents' openness to diversity and to the presence of well-established international communities with solid roots in the area. In addition, thanks to the financial support of Immigration New Brunswick, we were able to offer training sessions in French in several local communities.

We also held our second entrepreneurial gala in Beaurivage; once again, it was a huge success! The companies that won awards were very good representatives of the region's dynamic economy. Moreover, the Kent region hosted a half-dozen conferences, with the KRSC directly involved in half of them. This demonstrates once again that even though Kent may be rural and does not have all of the facilities that urban centres have, with a dash of creativity, major events can be held here!

Land use planning

In the construction sector, last year was again characterized by outstanding results. Building permits valued at over \$130 million were issued in Kent. The completion of hundreds of new housing units also contributed significantly to demographic growth across the region.

In addition, we assisted five municipalities with land use planning. The Towns of Beaurivage and Grand-Bouctouche both adopted their municipal plans. The Planning Department staff began this task in the communities of Five Rivers, Beausoleil and Champdoré, and their efforts will continue in 2026.

Community development and regional transportation

We continue to support our most vulnerable community members thanks to community transportation and adapted transportation services. In 2025, these services recorded an increase of over 16% in the number of trips

completed, compared to 2024. From April 2024 to March 2025, the Kent region ranked third in New Brunswick for the total number of trips completed.

Transportation is another other major issue in the region. Local residents' transportation needs have grown significantly, so the lack of public transit and taxi services is putting considerable pressure on the 30 or so volunteers who are driving hundreds of local residents around. Even though we pay tribute to these drivers' exceptional commitment, demand for transportation services is currently exceeding our ability to deliver.

In addition, 55 % of the transportation involved is linked to medical appointments. Unfortunately, the Department of Health offers no financial support to cover these costs. The Vitalité Health Network was a partner for short period of time, and we are very grateful for its support. However, stable long-term funding is still essential. For that reason, the KRSC must pay greater attention to transportation issues in 2026 in order to continue adequately meeting local residents' needs.

Among the major initiatives designed to improve residents' quality of life, the launch of the Champions program stands out. This financial aid program was put in place to support young people across the region wanting to take part in sports, recreational, cultural or community-level activities. For this inaugural group, over 48 young people participated in a variety of activities. We are extremely proud to see this program become established as it is having a major impact on our region.

Since 2019, the KRSC has actively taken steps to revitalize the agricultural sector, boost local food production and encourage people to take up gardening. Efforts to recruit more farmers continued with great success. In addition to the 1,200 acres developed in the Acadieville region, a new group of farmers recently acquired agricultural land in the Saint-Paul and Sainte-Marie districts. In addition, the KRSC Board adopted a food resilience strategy in September 2025 with a view to shaping and guiding related regional initiatives.

Recreation and culture

In addition to the Champions program, which kicked off in the fall, we launched a new physical activity program thanks to funding from the Department of Tourism, Heritage and Culture. We tested a program in the fall in Nouvelle-Arcadie and Champdoré; it will be offered across the region in 2026. Various other physical activity programs will be taking place in local communities, with assistance provided to regional sports organizations. The KRSC also approved a preliminary study on the subject of hiking trails. Discussions on establishing trails between the municipalities will continue in 2026.

As regards culture, the region is moving forward with efforts to develop a regional policy. A multi-sectoral committee representing the various cultural spheres in Kent County would like to propose this policy in 2026. A first in New Brunswick.

Solid waste

All of our municipalities, the Rural District and the First Nation of Tjipōgtōtjg (Bouctouche) have been part of the optimized waste collection system since December 2025. The Town of Champdoré continued to oversee residual waste collection within the former Village of Saint-Antoine. By a motion of the municipal council, an official request was submitted and received in the fall asking the KRSC to oversee the territory of Champdoré; the

transition took place just before the Holiday Season. The optimized waste collection system is concrete evidence of the regional vision that our Board members regularly display when carrying out their duties.

A study was also completed by KRSC employees during this mandate to evaluate how the waste collection process is managed. This study, conducted in the summer and fall of 2025, required many hours of research and staff meetings. Now publicly available, the study underscores the complex analysis carried out to determine the best waste collection management options with a view to improving the service offer while limiting the financial impact on local residents. Although the study currently indicates that the status quo remains the most viable option, our staff will be keeping an eye on how the data evolves over the years to identify whether any changes may prove beneficial in the future.

Municipal services

The wastewater/stormwater management program continued in 2025. The municipalities are very proud of the service offered by the KRSC. This ensures better management of this municipal infrastructure. In addition, a group of municipalities reiterated their interest in sharing the costs of the street sweeping service and the municipal bylaw enforcement service. Other voluntary projects may be in the offing in 2026.

Health – Stella-Maris-de-Kent Hospital

The KRSC was delighted to take part in the Stella-Maris-de-Kent Hospital's Master Plan Committee. The plan is now in the hands of the health minister; the region would like the projects to be implemented as soon as possible. The committee continues to lobby the health network and the Department of Health to improve health services across the region. Much work remains to be done to ensure that people have 24/7 access to care.

Communication

Communication is an essential part of our role as KRSC administrators. In light of the wide range of public services and initiatives available, it is our responsibility to ensure clear, accessible and transparent information. To that end, the KRSC relies on a variety of communication tools, including a twice-yearly newsletter, radio announcements, regular mail, a Facebook page, a website and a mobile application. Residents of the region thus have multiple ways to keep informed about KRSC's activities and services; we are actively continuing our communication efforts.

In addition, the KRSC's broad array of communication tools include the Voyent Alert platform, in partnership with regional municipalities. This platform enables the KRSC and municipalities to send out public notices via mobile application, text message, email or phone, thus boosting the effectiveness and speed of communications with local residents.

Board of Directors

This year, we said farewell to one of our seven Board members. Jean-Pierre Richard of Champdoré left his position as mayor in the spring of 2025. The deputy mayor of that municipality, Marc Babineau, will occupy the mayor's chair until the municipal election on May 11, 2026. Mr. Babineau is well versed in the issues facing the KRSC, thus ensuring a smooth transition into his new position.

Other municipal elections will also be held in 2026. The Board composition could change depending on the outcome of the municipal election in 2026. Despite these potential changes, the KRSC has a strong regional strategy in place. We will continue to implement the numerous initiatives set out in this important document.

Acknowledgements

I would like to thank our financial partners for their involvement in many initiatives. The Government of New Brunswick, via its many departments, provides financial assistance to ensure the delivery of KRSC's services. We had the following funding sources in 2025:

TABLE 3.1 – FINANCIAL ASSISTANCE PROVIDED TO THE KRSC

Department	Fund
Department of the Environment and Local Government	Regional Services Support Fund (RSSF)
	Environmental Trust Fund (ETF)
Department of Public Safety	Regional Resilience Fund
	Guns and Gangs Program
Working New Brunswick	Economic Development Fund
Immigration New Brunswick	Funding of French-language courses for newcomers
Economic and Social Inclusion Corporation	Funding for operations and various projects
Regional Development Corporation	Funding for various KRSC projects
Department of Intergovernmental Affairs	Bilingualism funding
Vitalité Health Network	Regional transportation funding
Department of Social Development	Regional transportation funding
Department of Tourism, Heritage and Culture	Funding for sports development programs
	Tourism funding

The KRSC CEO and the KRSC leadership team meet monthly with the six municipal Chief Administrative Officers and the local services managers for the Rural District to explore various opportunities for shared services. These meetings enable the KRSC CEO to provide updates on the KRSC projects and initiatives underway. The discussions that take place at these meetings are promising and will enable the communities and the KRSC to work together even more closely.

I would like to express my deep gratitude to all KRSC staff for their commitment and the constant energy devoted to regional development. Some 30 employees are fully invested in ensuring the delivery of the KRSC's services with professionalism, rigour and human kindness. Their sincere desire to improve residents' quality of live is clearly reflected in how these services are delivered on a day-to-day basis. Your understanding of rural realities, backed by your kind and respectful approach, is greatly appreciated by local residents.

Again this year, the Board members showed remarkable leadership and a great willingness to collaborate and work together as a region. It comes as no surprise that other regions in the province are taking a close look at our region, since you all want to move the Kent Region forward.

Thanks to the collaborative approach and open-mindedness of the KRSC Board Directors and staff, it is easier for the CEO to move ahead with issues that have a direct impact on the region's residents. In 2026, we will continue to implement the initiatives set out in the regional strategy. It will be crucial to continue this spirit of cooperation so that all communities in the Kent region come out winners in the local governance reform.

Paul Lang
CEO



4. COMMISSION'S MANDATE AND BACKGROUND INFORMATION

The KRSC began its activities on January 1, 2013. The *Regional Service Delivery Act* sets out the roles and responsibilities of Regional Service Commissions across the province. Since 2023, the KRSC has taken responsibility for a number of issues that have arisen since the local governance reform was implemented.

The KRSC, thanks to its dynamic Board and strong leadership from its administrative team, attends to matters that go beyond its statutory responsibilities. People in the region see the KRSC not only as a key actor that defends local residents' interests, but also as a vehicle for non-governmental, municipal and local organizations to directly voice their concerns to elected officials and to the LSD advisory committee members.

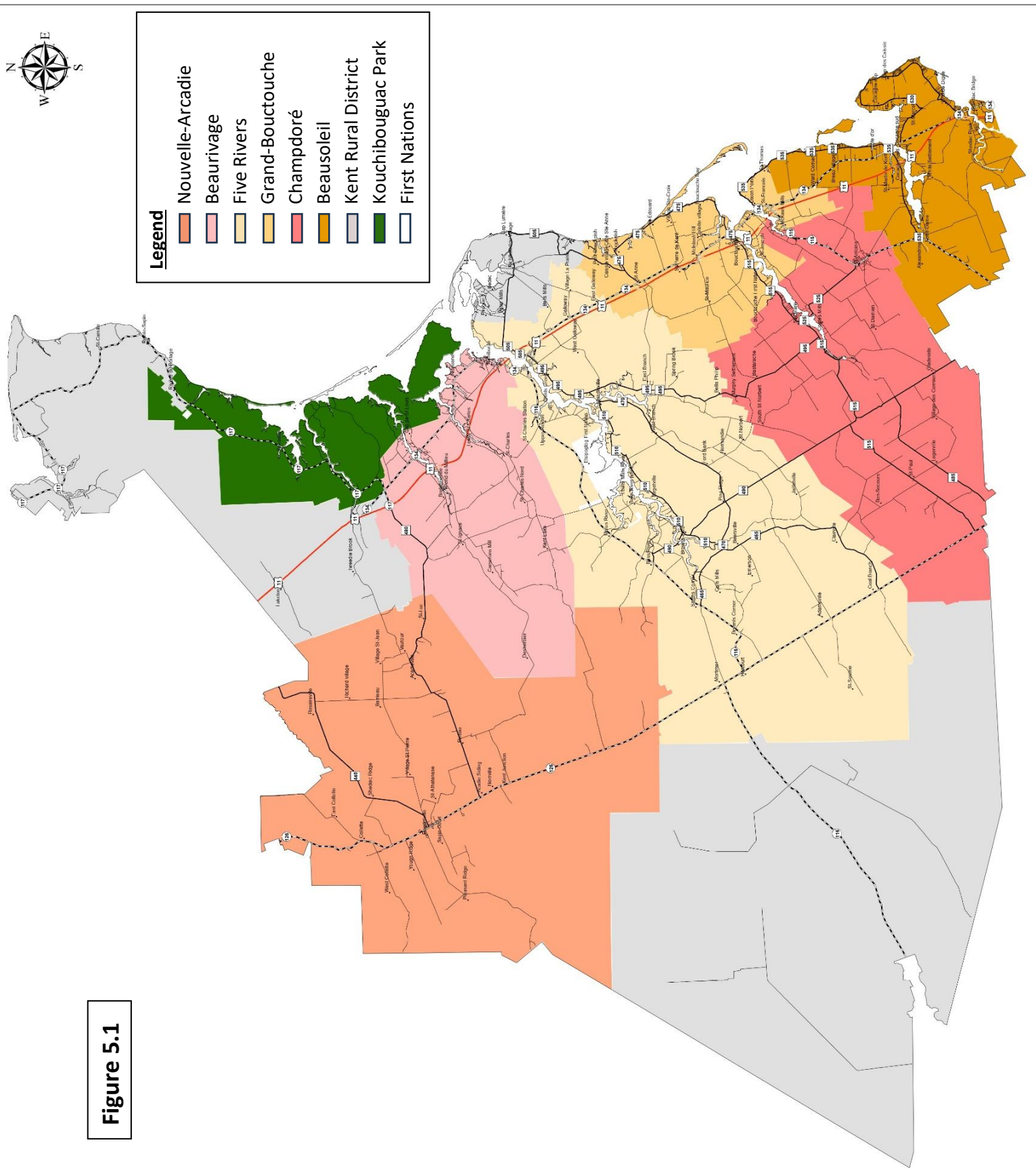
The KRSC is also seen as a success among the 12 other RSCs in the province. Mutual respect between the Board members has created a climate of trust and cooperation. Thanks to this cooperative spirit, the Board members are able to keep on forging stronger relationships, not only within the organization, but also with our partners and financial partners, with a view to improving our effectiveness and impact on the region.

5. REGIONAL PROFILE

The KRSC is located in eastern New Brunswick and covers all of Kent County, as well as the Village of Nouvelle-Arcadie and the Kent Rural District, which are in Northumberland County, in addition to the Beausoleil Rural Community in Westmorland County. The region has an area of a little over 5,000 km² and a population of 37,000 people. It includes six municipalities (three towns, two villages and a rural community), a rural district and three First Nations communities – Elsipogtog, L'nui Menikuk (Indian Island) and Tjipōgtōtjg (Bouctouche) (see Figure 5.1).

However, the Kent region receives uniform regional services. The entire territory is served by the KRSC, including planning, solid waste (including collection), tourism, economic development, community transportation, community development, recreation and public safety. The KRSC is also served by a police force and an emergency measures coordinator.

Figure 5.1



6. STRATEGIC OBJECTIVES

In July 2023, the KRSC adopted its regional strategy for 2023-2027. The Board determined its major strategic objectives in light of guidelines issued by the Department of the Environment and Local Government. As clearly explained in this report, the staff and the Board continued to deliver services and carry out projects on behalf of residents throughout the region. The 2025 annual report presents our strategic objectives, as set out in the provincial regulation on regional strategy. **The KRSC's regional strategy is presented in Appendix B.**

7. GOVERNANCE AND ADMINISTRATION

a. Organizational structure, committees and meetings

The KRSC has two organizational structures, one consisting of the Board of Directors (Table 7.1), including its 13 committees (Figure 7.1). Committees whose members are not listed in Figure 7.1 are detailed in their respective sections. The second organizational structure derives from the Board and includes the KRSC staff (see Figure 7.2).

TABLE 7.1 - BOARD MEMBER ATTENDANCE AND EXPENSE REPORTS

BOARD MEMBERS AND SUBSTITUTES	COMMUNITY	MEETING ATTENDANCE	HONORARIUMS	TRAVEL EXPENSES
BABINEAU, Jean-Claude	Grand-Bouctouche (substitute)	1	\$175.00	\$48.24
BABINEAU, Marc	Champdoré	10	\$1,750.00	\$460.80
BEERS, Tina	Five Rivers	13	\$2,275.00	\$619.20
BOURQUE, Jimmy	Nouvelle-Arcadie	9	\$1,575.00	\$738.72
BOURQUE, Roméo	Beausoleil	13	\$2,275.00	\$619.20
DAIGLE, Jean-Charles	Kent Rural District	10	\$1,750.00	\$552.96
MARTIN, Lucie	Kent Rural District (substitute)	2	\$350.00	\$239.04
RICHARD, Jean-Pierre	Champdoré	3	\$525.00	\$115.20
SAULNIER, Aldéo	Grand-Bouctouche	9	\$6,999.96	\$263.52
VAUTOUR, Arnold	Beaurivage	12	\$2,100.00	\$200.88

FIGURE 7.1

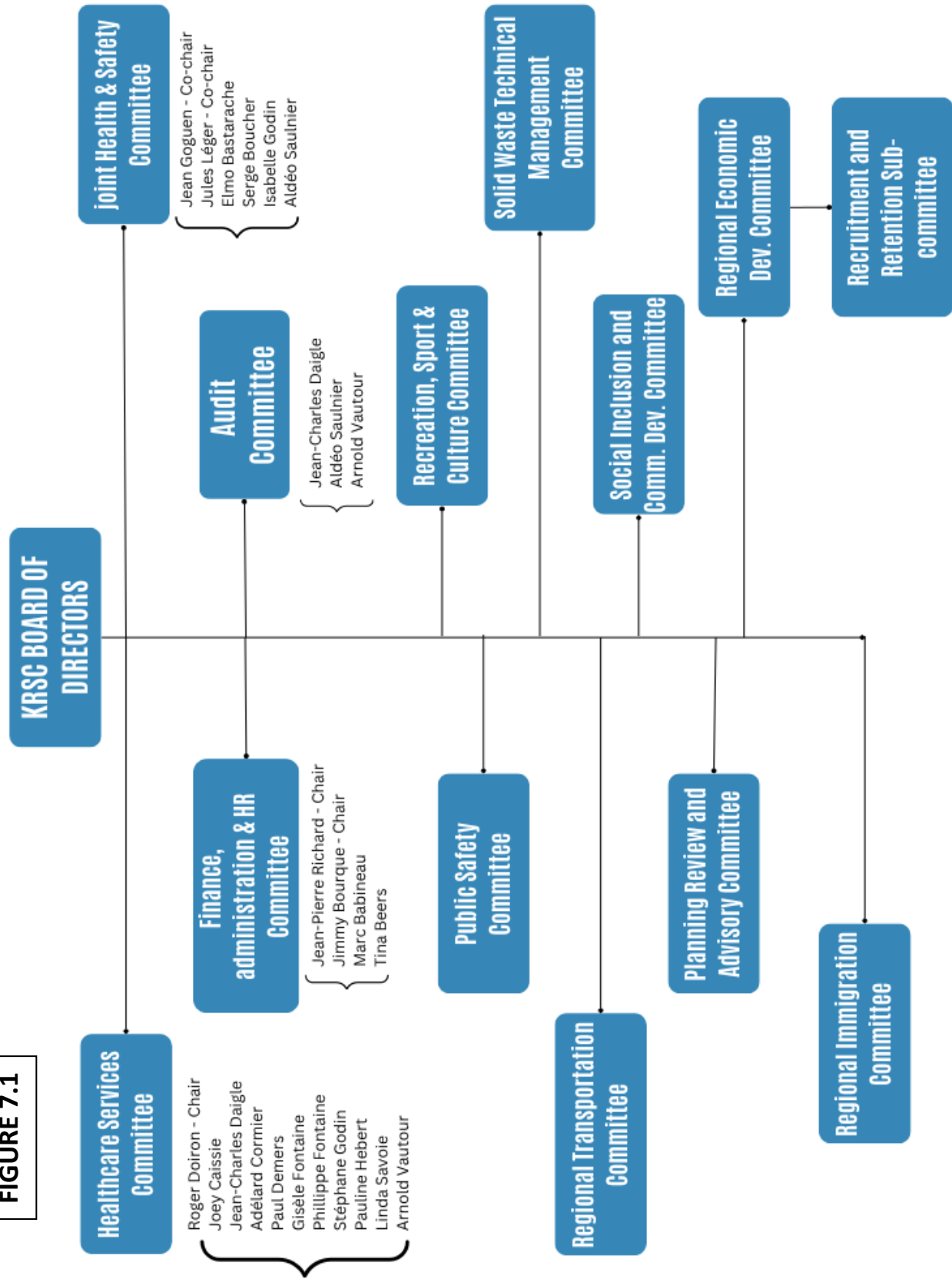
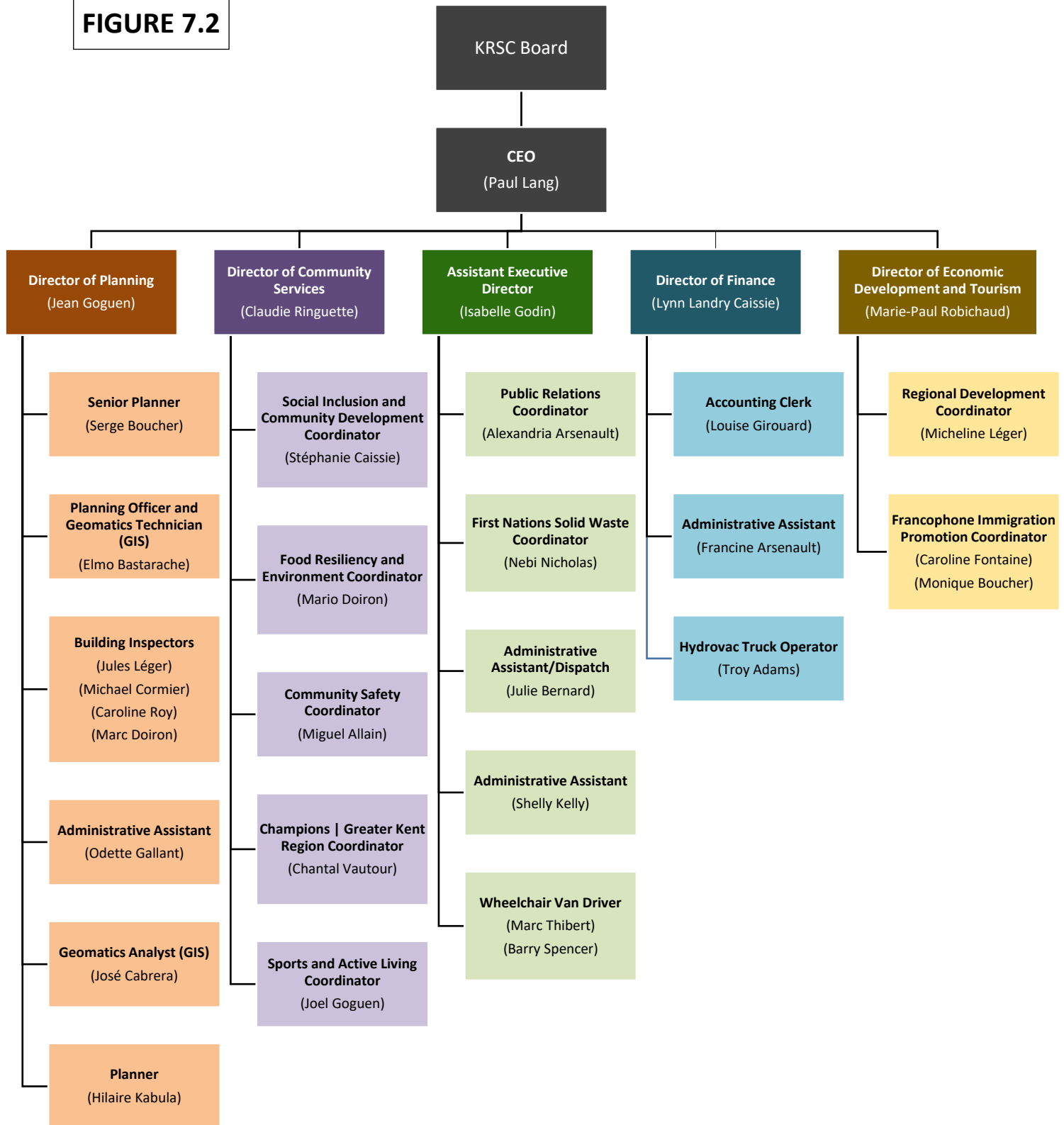


FIGURE 7.2



8. PLANNING DEPARTMENT REPORT

The KRSC, which includes six municipalities and one unincorporated area, has its own Planning Department. I am proud to present the Planning Department's activities for 2025.

Land use planning involves the concerted organization of political and technical measures to ensure orderly and harmonious development. In accordance with provincial requirements, our department must create, review and modify four land use plans over the next two years. The Planning Department employees will be very active during that period. A service delivery timeline was approved by the KRSC Board in November 2022. **The RSSF funding**, which is detailed in the Appendix, greatly facilitated the advancement of the regional planning process (plans for Beausoleil, Champdoré and Five Rivers). This funding enabled the department to fast-track the planning/mapping processes, which correlate directly with the requirements of the provincial government and our new communities. This funding also made it possible to invest more work hours in these processes. At times, external experts were brought in to facilitate the work to be done.

The KRSC's mandate with respect to land use planning is to establish a framework that fosters sustainable development in partnership with the local population and all socioeconomic stakeholders while preserving our region's environmental characteristics.

During this period of very rapid growth, the Planning Department is taking part in an incredible number of consultations with our partners, clients and developers to ensure appropriate development. A number of amendments were made to the by-laws to allow some projects to move ahead. At times, these amendments were not entirely in keeping with the spirit of the by-laws in effect. As regards administrative duties, we must ensure that the planning process complies with all laws and regulations as we pursue our short, medium and long-term objectives.

This year stands out once again in terms of the volume of building permits, which totalled \$131,112,700.00. Our level of professional service was maintained throughout the region. Our inspectors remain at the cutting edge of their profession. They attended mandatory continuing education sessions offered by the New Brunswick Building Officials Association (NBBOA). We had been seeking a qualified person for the vacant position in Austin, which was filled by Michael Cormier. Caroline announced that she was stepping down as inspector, sparking our search for a qualified person. The successful candidate was Marc Doiron. He will take up his duties in August as a Level III Inspector.

Our Planning Officers continue to provide exceptional service. Thanks to their personalized, friendly and professional service, our clients feel comfortable when discussing their projects and concerns. Our Planning Officers play a key role alongside development stakeholders, including lawyers, surveyors, government officials, politicians, developers, service providers, neighbours and departmental staff. In addition, they provide information based on the laws, regulations and by-laws in effect before undertaking any analyses or validations, or issuing any decisions.

Our cartographers serve various internal departments and consistently keep up with the requests submitted to the KRSC, whether by colleagues or clients. Mapping plays a fundamental role in the development of our region. That is why the KRSC is pursuing an initiative to promote mapmaking technology in consultation with subject

matter experts. In these changing times, local residents need an understanding of sectoral analysis. People strongly prefer visual presentations to grasp the issues and opportunities at stake. Our department works closely with the emergency services to measure and suggest reflective address signs for 911 responders before development begins.

In particular, we must mention our employees, who greet clients and direct them to the correct internal department. Forming the heart of the KRSC, they ensure the smooth operation of our department's services.

In accordance with requirements, the KRSC Board appointed a Planning Review & Advisory Committee (PRAC). The PRAC continues to play a pivotal decision-making and advisory role (quasi-judicial) on behalf of local communities. This role is essential to the ongoing study and administration of land use planning and zoning, subdivision and construction by-laws. The PRAC's decisions can have major repercussions on the types of community services available and how they are implemented. Without the committee's consent, many projects would remain at the design stage. The PRAC's duties are set out in various provisions of the Community Planning Act, which is ultimately concerned with facilitating land use planning and encouraging coherent strategic development that benefits the community as a whole.

At **12 monthly meetings**, the committee's members examined **153 cases** requiring waivers or recommendations. The PRAC holds its public meetings on the last Tuesday of each month, with two exceptions: if there are no cases to be reviewed or if the date falls on a statutory holiday. The meetings begin at 4:00 p.m. at the KRSC's Richibucto office. Presentations can be made and attendees can ask questions about the various items on the agenda. However, submitting a prior request to address the committee is very much appreciated.

The cases studied were as follows:

13 zoning cases requiring a recommendation to municipal councils

93 subdivision plans

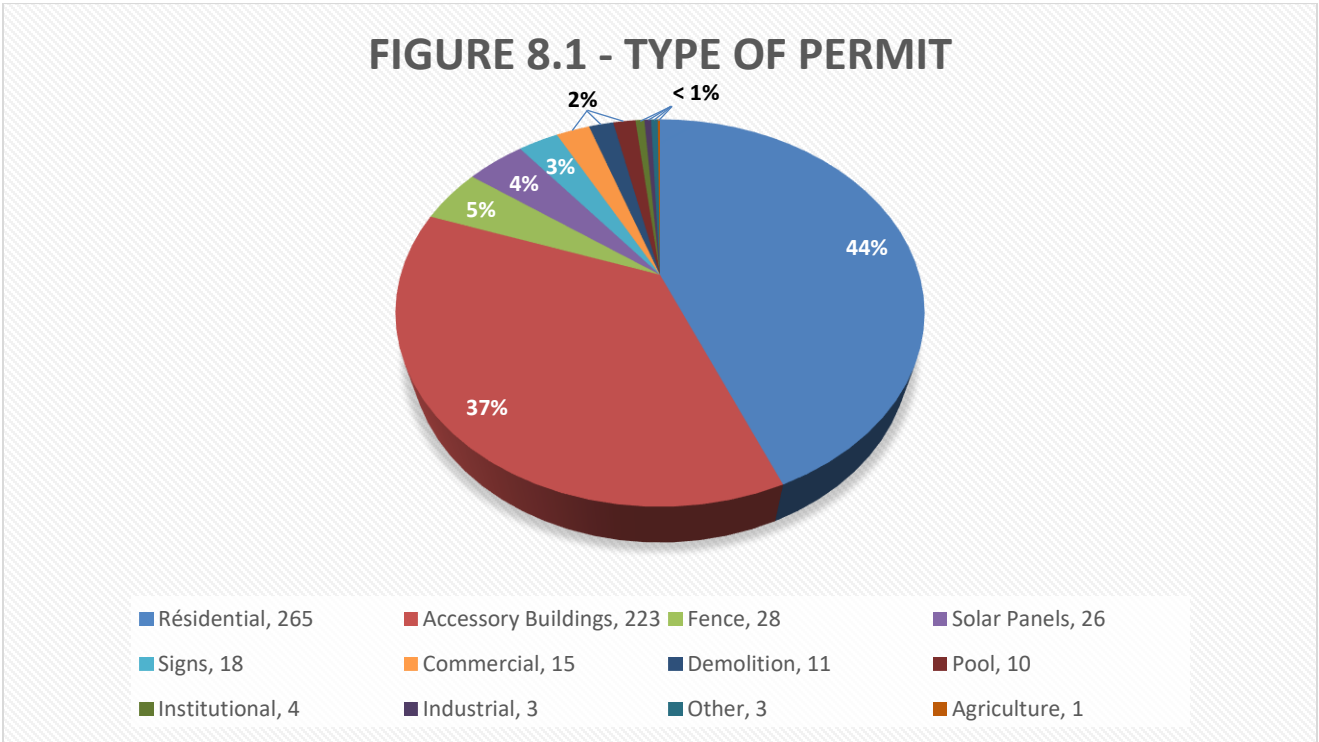
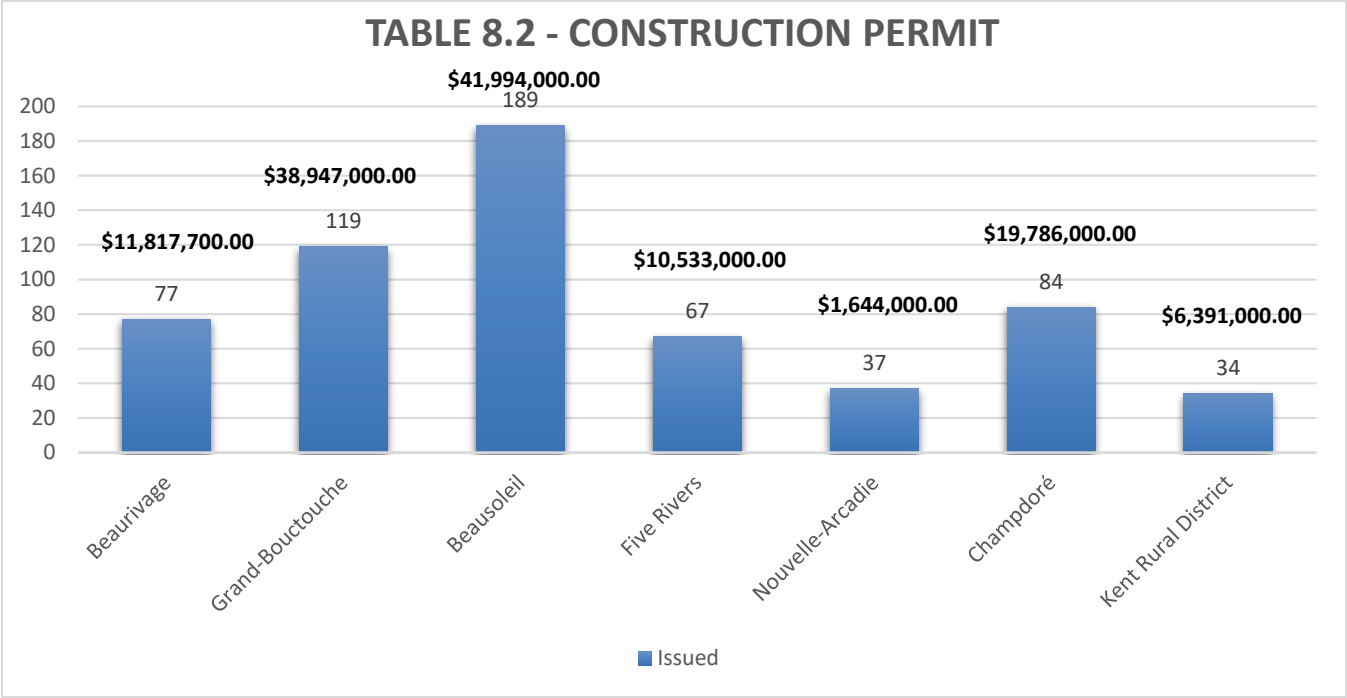
33 construction waivers

TABLE 8.1 - PRAC MEMBER ATTENDANCE

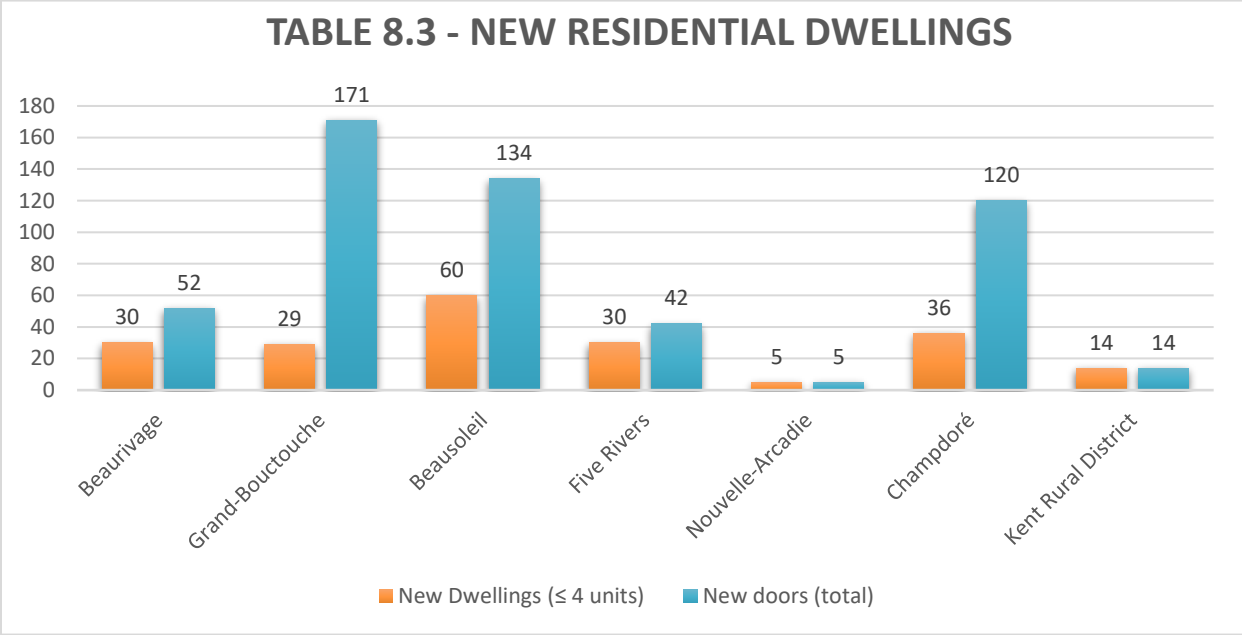
Committee members	Meetings	Honorariums	Expenses
Rhéal Leblanc	11	\$1,375.00	\$633.60
Pauline Hébert	11	\$1,125.00	\$475.20
Richard Thébeau	11	\$1,100.00	\$396.00
Gérard Thébeau	11	\$1,100.00	\$0.00
Jean Hébert	5	\$500.00	\$300.25
Claude LeBlanc	10	\$1,000.00	\$439.20
Jean-Pierre Richard	7	\$700.00	\$403.20

In 2025, the KRSC issued **607** building permits with total value of **\$131,112,700.00**. That includes 573 permits issued in the municipal sector with a value of **\$124,721,700.00** and 34 permits issued in an unincorporated sector with a value of **\$6,391,000.00**.

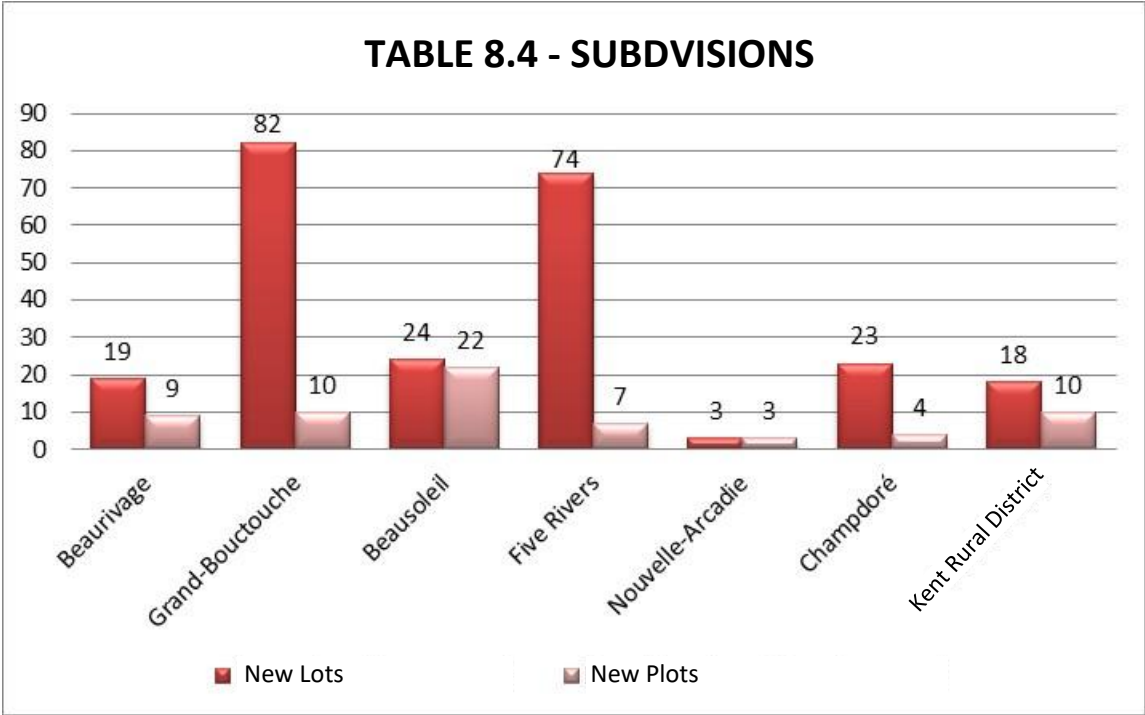
Table 8.2 shows the construction permit data by region, while Figure 8.1 indicates the types of permits issued.



Our region increased its inventory of new residential buildings of 4 units or less by **190 units** in the municipal sector and by **14 units** in the unincorporated sector. The total number of new doors (all number of units included) in our region increased by **524** in the municipal sector and **14** in the unincorporated sector. In addition, **329** address signs for 911 responders were validated and issued in the pre-development phase. Table 8.3 presents the mix of new residential buildings in our communities.



In 2025, **211** subdivision plans were reviewed and **176** were approved. In total, **243** new lots and **65** new plots were approved.



A total of **187** documents (survey maps and transfer deeds) were approved during the year.

Funding and budget

In 2025, the total planning services budget was **\$1,355,030.00**. This figure comes from the overall KRSC budget. The municipalities and local service districts contribute to the budget via their property assessments.

Training and conferences

Serge and Jean attended the Canadian Institute of Planners (CIP) national conference in Toronto in July 2025. One of our planners and our land use planner attended the Atlantic Planners Institute (API) conference in Saint John's in October 2025. Our land use planner, Hilaire, is duly registered as a CIP provisional member with a view to becoming a certified planner. Our planners also completed numerous online training sessions in accordance with Canadian professional requirements (CIP). Jules represents Zone 5 (East/North-East) on the NBBOA Executive Committee, while Caroline served as NBBOA Treasurer during her short tenure. Elmo, our Planning and Geomatics Technician, took part in the training offered by his professional association, the New Brunswick Development Officers Association (NBDOA). José, our cartographer, took part in various professional training activities. He also completed provincial government training on validating and issuing address signs for 911 responders. Our inspector, Michael Cormier, is taking NBBOA training so he can achieve Level 2 and 3 certification as soon as possible.

Municipal/rural planning

The Grand-Bouctouche plan was adopted and took effect during the summer period. The Beaurivage plan is slated for adoption in the near future (at the start of the 2026 season). At year-end, we began the mapping and preliminary plans for two communities (Beausoleil and Five Rivers). By-law updates and zoning changes are always in high demand by our partners. Various committee meetings were held to address relevant issues, in accordance with the Community Planning Act. We continue to work diligently to prepare for open houses and public hearings in various regions. Our leaders rightfully seek answers to their questions at those forums.

To ensure compliance in certain areas, **85** zoning confirmation reports were issued so various projects could proceed.

I would like to thank the KRSC members, the PRC members, the various Boards and, in particular, our staff for their support over the past year. Our staff and the PRC members worked tirelessly to administer all aspects of land use planning. I am very proud to note that the KRSC provides a distinctive Planning Department for residents of our region, as well as for the growing number of remote users who are consulting us more and more before making substantial investments.

Jean Y. Goguen RPP, MCIP, NBAP, MCIP
Planning Director, KRSC

9. REPORT OF THE ECONOMIC DEVELOPEMENT, TOURISM AND IMMIGRATION DEPARTMENTS

a) ECONOMIC DEVELOPMENT SECTOR

In 2025, we continued and strengthened our cooperation with business partners, community leaders and government agencies. This concerted and proactive approach remains our central focus. We are implementing the work plan stemming from the KRSC's strategic plan while ensuring constant coordination between the stakeholders.

Our goal is to build communities that are open to investment and growth while supporting a dynamic business environment whose services complement those provided by provincial and federal agencies without duplicating them. Emphasis will be placed on developing the workforce and retaining newcomers, in close cooperation with our regional partners.

As a facilitator of effective coordination, the KRSC is the Government of New Brunswick's main point of contact for regional economic issues. It works closely with local municipalities to provide shared services designed to achieve economies of scale.

We continued to implement our three sectoral priorities: attracting new workers, highlighting regional economic opportunities and strengthening cooperation in support of new economic initiatives. These priorities guide our actions and our in-the-field involvement, in line with our vision of concerted and sustainable development for the region. Service delivery is overseen by the Economic Development and Tourism Director and the Regional Development Coordinator.

In 2025, the KRSC consolidated the Economic Development Committee/Labour Market Forum and the Tourism Development Committee to form the Regional Committee on Economic Development and Tourism/Labour Market Forum. This committee is made up of entrepreneurs, municipal elected officials and partners from the region representing the priority sectors. The committee held five meetings in 2025 on February 19, May 1, September 29, October 14 (extraordinary) and November 19.

TABLE 9.1 – ATTENDANCE RECORD FOR THE REGIONAL COMMITTEE ON ECONOMIC DEVELOPMENT AND TOURISM/LABOUR MARKET FORUM

Committee members	Sector	Meetings	Honorariums	Expenses
Aldéo Saulnier	Board representative	3	\$300.00	\$44.64
Arnold Vautour	Board representative	4	-	\$43.92
Paul Lirette	Board representative	2	\$200.00	\$25.92
Roger Richard	Entrepreneur, agricultural sector	4	\$400.00	\$64.80
Jean-Pierre Gagnon	Entrepreneur, food services sector	-	-	-
Mathieu LeBlanc	Entrepreneur, forestry sector	-	-	-
Andrée Caissie and François Houde	Entrepreneurs, manufacturing sector	-	-	-
Rémi LeBlanc	Entrepreneur, tourism sector	4	\$400.00	\$129.60
Monique Poirier	Entrepreneur, Le Pays de la Sagouine	4	\$400.00	\$43.20
Angèle Miller	Entrepreneur, Creekside RNR	1	\$100.00	\$67.68
Mireille Doiron	Ex-officio, Kouchibouguac National Park	4	-	-
René Côté	Ex-officio, CEO, CBDC Kent	2	-	-
Ginette Doiron/Patrick O'Brien	Ex-officio, Destination Southeast staff	4	-	-

Donald Hammond and Brigitte Julien	Ex-officio, Opportunities NB staff	3	-	-
Marc King/Véronique LeBlanc/Brigitte Julien	Ex-officio, Department of Agriculture, Aquaculture and Fisheries staff	2	-	-
Sylvette McGraw-LeBlanc/Cynthia Drysdale	Ex-officio, Working NB staff	4	-	-
Gilles Cormier	Ex-officio, Regional Development Corporation staff	-	-	-

The Recruitment and Retention Subcommittee reports to the Kent Learning Community Committee. Its vision is that all HR needs in the health care sector should be met. Its mandate is to showcase the benefits of working and living in the Kent region. The subcommittee is made up of local residents and partners. In 2025, it held two meetings on April 23 and October 1.

TABLE 9.2 – RECRUITMENT AND RETENTION SUBCOMMITTEE

Committee members	Sector
Roger Doiron	Chair, Kent Learning Community
Aldéo Saulnier	KRSC Board member
Laverne Allain	Clinical Coordinator, Child/Youth Mental Health and Addiction Treatment Services
Jennifer Peck	Recruitment Advisor, Department of Health
Rachel Bernard	Nursing Recruitment Advisor, Department of Health
Philippe Fontaine	Acting Manager, Stella-Maris-de-Kent Hospital
Sylvette McGraw	Regional Director, Working NB
Cynthia Drysdale	Workforce Consultant, Working NB
Charline Morisson	Senior Director, Engagement, Vitalité
Stéphane Godin	Coordinator, Community Learning Approach, Vitalité
Micheline Léger	Regional Development Coordinator, KRSC
Francesco Viglione	Workforce Development Officer, Immigration NB

This subcommittee is actively pursuing its recruitment and retention efforts. In 2025, a recruitment campaign was rolled out to promote employment opportunities and quality of life in our region. The promotional postcard project was also carried out and included in the visibility tools used at job fairs and by recruitment partners.

In addition, efforts to create a promotional colouring book are underway. This initiative aims to highlight our living environment and to strengthen people's sense of belonging; it also serves as a regional promotional tool.



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Commissariat du service régional
du développement de Kent
Saint-Régional
Service Commission

The subcommittee also continued its efforts to honour health care workers. A number of "appreciation cafes" were organized during the year to celebrate their essential contributions. In addition, a special activity, Akadi Lumina, was carried out in association with the KRSC, Stella-Maris-de-Kent Hospital and Le Pays de la Sagouine to forge stronger ties with the staff and the wider community.

We continue to support the **Rexton Health Centre Advisory Committee**, working closely to identify the community's needs and backing initiatives aimed at improving local residents' access to health and wellbeing services. These initiatives tie in with the concerted approach to support our ongoing recruitment, retention and regional promotion efforts.

Gala entrepreneurial

In 2025, the KRSC held the Kent Entrepreneurial Gala in Saint-Charles as a celebration of regional excellence and entrepreneurial acumen. This annual event shines a spotlight on businesses and entrepreneurs who achieve distinction for innovation, leadership and significant contributions to economic and community development.

The 2025 winners were:

- Tourism Business of the Year: Phoca Tours
- Emerging Company of the Year: Local Farmhouse Market
- Young Entrepreneur of the Year: Justin Bastarache, East Coast Grains Inc.
- Company of the Year: Global Windows and Doors



The Gala honours the economic vitality of the Kent region, along with the resilience, collaboration and commitment to sustainable development that characterize our entrepreneurial sector.

The Gala highlighted the Kent region's dynamic entrepreneurial spirit and demonstrated the capacity of local businesses to innovate and grow.

Thank you to the Selection Committee: CBDC Kent, Working NB, Opportunities NB, Destination Southeast and the KRSC staff. Special thanks go to Le Pays de la Sagouine for its sound engineering expertise and to the employees of the Town of Beaurivage. Your involvement is essential to the success of this activity.



Project to assist and attract farmers

In 2025, we continued our efforts in the agricultural sector. Major acquisitions were completed in Acadieville, Bass River and McLean Settlement, where various families are already living and others are set to arrive in the near future. To date, over 2,500 acres have been preserved for agricultural and agroforestry purposes, representing investments valued at over \$2 million, not including recent new construction. In partnership with the Department of Agriculture and Aquaculture, the KRSC is putting forward a project to identify available agricultural land while raising awareness among local residents and stakeholders about this sector's potential. This initiative will make it possible to better develop agricultural land and to support sustainable agricultural development in our region.

Training

Cultural awareness training sessions were organized to foster collaboration with municipal governments and various employers in the region. These sessions were held in Five Rivers and Champdoré. A training activity for the general public was also scheduled but had to be cancelled due to insufficient interest. We will redouble our efforts in 2026 since these training sessions remain essential in terms of integrating immigrants and strengthening the region's social and economic fabric.

We also made progress in developing an HR training plan geared towards the business community. This plan aims to offer targeted training, practical tools and assistance in support of skills development for entrepreneurs and their teams, thereby enhancing business performance and growth across the region.

Work with schools and postsecondary institutions to create links with entrepreneurs

Our efforts continued with a French-language school district (District scolaire francophone Sud). Community school officers were consulted to gather information on schools' needs across the region and to see how to support training programs and school/community cooperation. Municipal profiles were drawn up to develop a presentation geared towards secondary schools in the region. This initiative seeks to raise young people's awareness of the Greater Kent region's diversity and potential while encouraging them to explore collaboration opportunities with local entrepreneurs.

Business directory

The KRSC, in association with local chambers of commerce, took steps to update the business directory. This ongoing initiative will provide a clearer understanding of our region's economic fabric and will serve as a useful

Other

The KRSC helped to implement the CDA position under the Crabtree Community Digital Ambassador Program, carried out in partnership with the Catalyst program organized by the University of New Brunswick's Faculty of Management and the McKenna Institute.

The CDA position aims to support the organization of digital culture workshops, to work directly with community organizations and small businesses and to help reduce the digital divide in underserved rural areas. In connection with this initiative, digital literacy workshops were organized for employees, seniors and community members in the region. In addition, personalized assistance was provided to local businesses, non-profits and other organizations to scale up their digital presence and operational capacity.

Our department is working closely with other KRSC departments, in particular the Department of Community Development, on projects such as the development of a cultural policy. We remain available and open to the idea of working with local municipalities. In 2025, we collaborated with the following partners:

- Nouvelle-Arcadie, to implement a seminar on affordable housing;
- Beaurivage, on the Acadian Odyssey tourism project (Odyssée acadienne);
- Grand-Bouctouche, for Truth and Reconciliation training day.

These activities serve to strengthen community development and tourism while supporting local initiatives with major social and economic impacts.

We also launched a **buy local campaign** showcasing businesses from across the Greater Kent region. The results of this campaign were significant:

- **665,632 views** on social media.
- **320,203 interactions** on Facebook and Instagram
- **1,576 visits** to our website

This initiative boosted the visibility of local businesses and sparked consumers' commitment to merchants across the region.

In 2025, the **RSSF's financial support** contributed significantly to economic development and to the strengthening of community capacity throughout the region. The following projects were noteworthy:

Project to assist and attract farmers

- strategic preservation of agricultural and agroforestry lands;
- attracting and assisting new producers;
- strengthening local production and processing capacity;
- economic diversification of rural communities;
- consolidating regional partnerships involving agriculture and sustainable development.

Entrepreneurial Gala

- fosters a robust and inspiring entrepreneurial culture;
- stimulates investment and local business growth;
- reinforces collaboration networks between economic partners;
- showcases high-potential sectors such as tourism, agrifood and food processing;
- helps to attract and retain talent and entrepreneurs within the region.

Training

strengthens collaboration with municipal governments and employers while supporting immigrant integration.

contributes to economic development and reinforces the regional social fabric.

I would like to thank all our community partners, the Economic Development and Tourism Committee members, the KRSC Board, the KRSC employees and the municipal employees for their support and cooperation over the past year.

Marie-Paul Robichaud

Director of Economic Development and Tourism

b) TOURISM PROMOTION SECTOR

In 2025, the KRSC consolidated the Economic Development Committee/Labour Market Forum and the Tourism Development Committee to form the Regional Committee on Economic Development and Tourism/Labour Market Forum. This committee is made up of entrepreneurs, municipal elected officials and partners from around the region representing the priority sectors. The KRSC, via its Regional Committee on Economic Development and Tourism/Labour Market Forum and its executive team, will strive to create a climate favourable to innovation and tourist product development, and to promote the region and its attractions, accommodation options and related activities. As mentioned in the Economic Development Department's report, the committee held five meetings in 2025 on February 19, May 1, September 29, October 14 (extraordinary) and November 19. See Table 9.1 – Attendance Record of the Regional Committee on Economic Development and Tourism/Labour Market Forum.

In 2025, at the Board's request, a study was conducted on tourism service delivery in the Greater Kent region. This analysis showed that the KRSC's provision of this service would require significant investments by the municipalities. Following this study, the Regional Committee on Economic Development and Tourism, in association with the Labour Market Forum, advised the Board to renew the agreement with Destination Southeast for 2026. Destination Southeast's activity report for 2025 was submitted to the Board.

The KRSC is still an active member of the provincial Advisory Committee on Tourism. This committee held meetings in January and August 2025. In addition, the KRSC sits on the Board of Destination Southeast as an ex-officio member. The Regional Tourism Development Committee held two meetings on February 14 and November 6, 2025. The KRSC also supported the NB Department of Tourism, Heritage and Culture (DTHC) by hosting several "familiarization tours" (FAM TOURS). These visits showcase our communities' assets and pay tribute to our region's hospitality and quality of life. FAM TOUR participants may include travel agencies, airlines, influencers and other tourism stakeholders. We also work closely with the DTHC's Travel Trade, Media and Partnerships division to support entrepreneurs attending the Atlantic Canada Showcase (ACS). This year, the ACS was held in St. John, New Brunswick; two of our tourism operators took part. We also partnered with Destination Dieppe Moncton to promote our region and boost its visibility.

At the 2025 Kent Entrepreneurial Gala, which honours the region's innovative initiatives and outstanding leaders, Destination Southeast presented an award to a local business that stood out this year for its remarkable contribution to economic and community development in the Kent region. Phoca Tours was named Tourism Business of the Year for 2025.

In addition, we attended the TIANB's Tourism Summit. Our participation in that event was designed to forge links with tourism operators and provincial partners.



In 2025, the **RSSF's financial support** contributed significantly to tourism development and to strengthening community capacity in the Greater Kent region. The initiatives carried out in 2025 — studies, FAM TOURS, participation in the Atlantic Canada Showcase and support for entrepreneurs — helped to boost the region's visibility, stimulate innovation and foster integration and cooperation between municipal stakeholders, entrepreneurs and tourism organizations.

I would like to thank all our partners, the NB Department of Tourism, Heritage and Culture, Destination Southeast, the Economic Development and Tourism Committee members, the KRSC Board, the KRSC staff and the municipal employees for their support and cooperation this year.

Marie-Paul Robichaud

Director of Economic Development and Tourism

c) IMMIGRATION SECTOR

The KRSC's immigration-related initiatives in 2025 were intended to continue and build on the actions taken in 2024.

It is important to note the excellent work of Caroline Fontaine, who laid solid foundations from the beginning of her mandate as coordinator tasked with promoting francophone immigration. Following her departure in March 2024 (on maternity leave), I continued Caroline's efforts and expanded her areas of action while maintaining strategic priorities and strengthening regional partnerships.

In 2025, we pursued more structured initiatives, expanded the service offer and focused on immigrant retention, sustainable integration and newcomers' active participation in community life.

TABLE 9.3 – ATTENDANCE RECORD OF THE REGIONAL IMMIGRATION COMMITTEE

Committee members	Sector	Meetings	Honorariums	Expenses
Jean-Charles Daigle	KRSC Board representative	3	\$350.00	\$168.48
Marc Babineau	KRSC Board representative	2	\$200.00	\$0.00
Siegfred Benolirao	Immigrant	4	\$400.00	\$11.52
Frances Balmaceda	Entrepreneur's representative	2	\$200.00	\$51.84
Jocelyn Amante	Newcomer	3	\$300.00	\$19.44
Sylvain Trahan	Association sector (AFPNB)	3	\$300.00	\$0.00
Monica Sanchez	Newcomer	0	\$0.00	\$0.00

Language courses (French)

Ongoing French-language courses were offered in more communities in the region, including:

- Grand-Bouctouche (25) 1 group
- Beaurivage (61) 2 groups
- Champdoré (17) 1 group
- Nouvelle-Arcadie (46) 2 groups

Participation: 149 people

Language training is designed to improve newcomers' employability, autonomy and social integration while meeting the needs of the regional labour market. The group structure is very conducive to learning. Participants appreciate being able to forge new links while offering each other support.

Conversation circles

In association with Kent Rural Settlement Network (KRSN), various conversation circles were held — a key tool for linguistic integration.

- 6 English conversation circles (July-August):
8 participants
- 6 French conversation circles (October-December):
7 participants



These activities foster linguistic confidence, shared experiences and the forging of long-term links with the local community.

Multicultural Day – September 13, 2025

Bringing together a wide variety of people, Multicultural Day has become a major festive event celebrating our communities' richness and diversity.

This colourful event featured:

- An array of international cuisines
- Cultural shows and live music
- Family activities for all ages
- Community information booths
- Llamas and farm animals
- Acadian and Filipino music

This event honours the invaluable contributions of newcomers and cultural groups. It also fosters discussions, forges links and creates a sense of belonging.



Newcomers guide and welcome kits

In association with KSS, the KRSC distributed 60 guides for newcomers. These tools facilitate newcomers' orientation, access to services and integration as soon as they arrive in the region. In addition, KRSN welcomed 214 new clients and recorded 558 client interactions, for a total of 700 clients (active/inactive).

Development of information sessions (immigration and public safety)

Various targeted activities were organized to better equip newcomers, employers and the community as a whole. Two public safety sessions attracted a total of 60 participants and provided information on available resources, safe behaviour and reflexes to adopt in emergencies. In addition, two meetings ("Learning and Building Pathways to Inclusion") drew 12 participants and provided an opportunity to address intercultural realities, best practices for outreach and how to create more inclusive and respectful environments. Finally, three information sessions for employers (10 participants) seeking to hire foreign workers, organized in association with Immigration NB, IRCC, Working NB, NBMC, CBDC and RDEE, strengthened businesses' capacity to navigate official procedures, understand their obligations and support workers' sustainable integration.



A new activity designed to provide an introduction to Acadian culture and raise awareness was also offered in the form of an Acadian history information session. Although newcomers' participation was limited (only two immigrants attended), this activity raised awareness of immigration realities among a broader audience. It also fostered exchanges of ideas while building bridges between the host community and newcomers. These sessions and activities are intended to boost individual safety, preparation and understanding of essential services while reinforcing social cohesion and community inclusion.

Integration activities

The KRSC, working closely with KRSN, organized a wide range of activities (33) and events for newcomers.

- Community events (11): approximately 150 participants (not including children)
- Social events (7): approximately 150 participants (not including children)
- Information sessions (15): approximately 130 participants (not including children)



Thanks to the RSSF, the KRSC, working closely with KRSN, successfully increased, structured and diversified the service offer for newcomers, focusing on integration activities, information sessions and French-language courses, which are very popular and in high demand.

Multicultural Day also provided an opportunity to rally the community around the values of diversity, openness and neighbourliness while boosting service and partner visibility. In particular, these investments improved welcome services, expanded access to information and resources, supported linguistic integration (thanks to French-language courses in several communities) and made our services more coherent, more accessible and better known, resulting in faster integration and more newcomer involvement in activities and services.

Conferences, forums and outreach

In 2025, I took part in the same conferences and forums as I did in 2024, including one event in Lac-Saint-Jean, Quebec.

New for 2025:

I took part as a panelist at the 2025 national conference (Vivre en français/VVP) in Halifax.

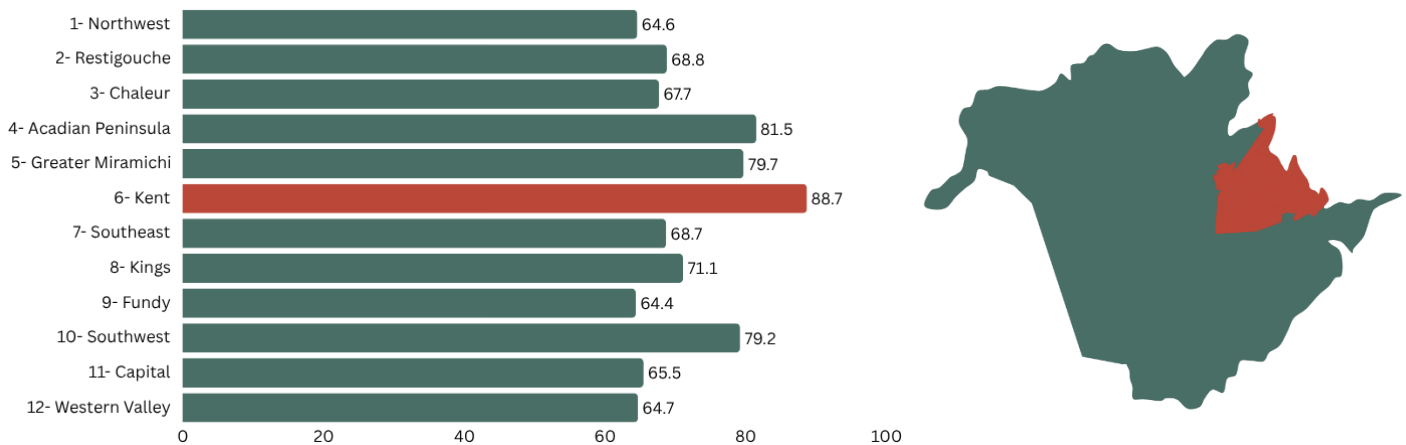
In a rural region like Kent, retention is essential. The initiatives undertaken by KRSN and the KRSC have clearly proved their effectiveness. In Kent, integration is a community-based process: language courses, multicultural activities, municipal collaboration. When people feel seen, appreciated and included, they will decide to stay.

Concrete result:

According to a PETL survey (see diagram below), the Kent region has a 88.7% retention rate after three years, the highest in New Brunswick for immigrants admitted between 2005 and 2020.

TABLE 9.4 – 3-YEAR IMMIGRANT RETENTION RATES PER REGION (RSC)

Long-term average (2005-2021)



Source: [Technical Appendix - Immigrant Retention in New Brunswick 2023 Landing Cohort Update](#) (Feb. 2026)

Conclusion

2025 marks a milestone in the consolidation of the KRSC's immigration efforts. Thanks to the continuity of our approach, shared vision and human and inclusive approach, Kent continues to stand out as a welcoming and proactive region favourable to the long-term settlement of newcomers.

I would like to recognize and express my sincere gratitude for the remarkable collaboration with the KRSC employees, whose commitment, availability and expertise were essential to the implementation of the initiatives set out in this report. This success was also attributable to collaboration between municipalities, local communities and regional partners, all of whom are working together to create inclusive and dynamic living environments.

Special thanks go out to the Kent Resilience Committee, KRSN and Working NB, as well as to all the community partners for their leadership, openness and eagerness to come up with collective solutions adapted to on-the-ground realities. As this work cycle draws to a close for me, it is now time to hand over the torch, secure in the knowledge that our immigration efforts not only have a solid foundation, but also a shared vision and committed partnerships.

I would like to extend my best wishes to Caroline Fontaine for her smooth return to work in March 2026. Her knowledge of the issues we face, together with her professionalism and commitment to francophone immigration, will be invaluable assets as we seek to build on our collective momentum.

Thank You/Merci/Salamat/Wela'lin/Gracias

Monique Boucher

Francophone Immigration Promotion Coordinator

10.COMMUNITY SERVICES REPORT

Community Services encompasses the Recreation Planning, Community Development and Public Safety sectors. These three sectors work together to strengthen wellness, inclusion and resilience in the Greater Kent region.

In 2025, the department would like to acknowledge the ongoing commitment of its partners, in particular the Kent Resilience Committee and the Planet Youth Regional Coalition, as well as the financial support provided by the Community Capacity and Resiliency branch (DJPS), **the RSSF** and the Crime Prevention Conditional Grant Fund. These investments led to the roll-out of transformational initiatives and increased the regional capacity for action while fostering an integrated approach between the various sectors.

a) JOINT INITIATIVES OF THE THREE SECTORS

- **Champions program launch**

The Champions | Kent Greater Region program was officially launched on September 4, 2025. Stemming from close cooperation between the KRSC, the Kent Wellness Network and various community partners, this program seeks to facilitate equitable youth access to sports, cultural and artistic activities by reducing financial barriers to participation.



Since the program's launch, 48 young people have received financial aid enabling them to sign up for life-changing activities tailored to their personal interests. Over and above the financial support provided, the program helps to strengthen young people's sense of belonging, encourages them to stay in school, fosters community engagement and promotes positive personal development pathways. The program also provides a way to support families and to strengthen cooperation between regional organizations and community stakeholders.

This impressive project would not have seen the light of day without the financial support of the NB Economic and Social Inclusion Corporation, the Kent Resiliency Committee (DJPS), the Kent Planet Youth Local Coalition (Public Health NB), the NB Department of Tourism, Heritage and Culture, UNI Coopération financière, **the RSSF**, the Kurdyak Foundation and the many generous community donors.

- Community play boxes

In the spring of 2025, the first community play boxes were set up in five targeted communities: Acadieville (Nouvelle-Arcadie), Bass River (Five Rivers), Pointe-Sapin (Kent Rural District), Saint-Paul (Champdoré) and L'nui Menikuk (Indian Island). Available on a self-service basis, the boxes contain sports and recreational equipment



adapted to the various seasons. This roll-out is a prime example of the synergy between the Recreational Planning, Community Development and Community Safety sectors. This initiative is designed to foster safe and dynamic environments suitable for intergenerational gatherings.

Funded by the NB Economic and Social Inclusion Corporation and the NB Department of Tourism, Heritage and Culture, this initiative aims to encourage the use of rural public spaces, to promote free and inclusive physical activity and to reinforce community ties. The ongoing promotion of this initiative and the addition of new boxes in other communities are under consideration as the next phase, subject to the availability of additional funding.

The following sections provide a detailed summary of the achievements specific to each Community Services sector. Although they pursue different mandates, the Recreational Planning, Community Development and Community Safety sectors remain closely linked and collectively contribute to the achievement of our regional strategic objectives.

b) RECREATION PLANNING SECTOR

OPTIMIZATION OF EXISTING AGREEMENTS AND CONSIDERATION OF POTENTIAL COST-SHARING OPPORTUNITIES

As regards the mandate of overseeing regional recreational infrastructure, Five Rivers and Beaurivage both fulfilled the terms of their respective agreements at the Rexton Recreation Centre and the AquaKent Centre, in particular by offering programming tailored to the region's needs. The AquaKent Centre was closed in 2024, so no report was submitted in 2025. However, the 2025 report will be submitted once the municipal financial statements have been approved in the first few months of 2026. Meanwhile, Five Rivers submitted its 2024 report in January 2026 and plans to submit its 2025 report in the coming months, also following approval of its financial statements. These cost-sharing agreements provide an opportunity for regional municipalities to collaborate and interact. There were no new regional cost-sharing opportunities in 2025.

DIVERSIFICATION OF PARTNERSHIPS AND OPPORTUNITIES IN THE RECREATIONAL AND SPORTS SERVICE OFFER

- Physical Literacy for Communities (LP2C)

The LP2C project aims to mobilize multi-sector regional and community partners with a view to improving physical literacy among young people by reinforcing their confidence, motor skills and active lifestyle motivation. Although the support provided by Sports For Life ended in March 2025, the KRSC has expressed its desire to make this an ongoing initiative. The organization assisted and funded various community initiatives, including active sessions for families (Mommy & Me Pilates, Active Families, Course Fleurs in Folie), as well as activities for young people, including the Mini Iron Man Competition at Elsipogtog School. In addition, a pilot program, P'tits Champions en action, was developed. Two sessions were organized in



Champdoré and Nouvelle-Arcadie to gauge the level of interest. The Nouvelle-Arcadie community is particularly enthusiastic; the feedback from families and partners was very positive. In light of these encouraging results, a structured four-week program will be offered in February as we pursue program development and consolidation.

Thanks to RSFF funding, we were able to provide HR support during the LP2C action plan implementation, thus fostering better regional coordination and effective project follow-up while maximizing the program's impact on local stakeholder participation and engagement.

In October 2025, the shared position with the Community Development sector became vacant. **A portion of the RSFF funding** earmarked for this period's budget was deferred to the following year and will be used when the position is filled. Nevertheless, policy continuity was overseen by the Department's executive team, in collaboration with the Community Development Coordinator, in order to move forward with the initiatives already underway.

- **Regional planning of measures to promote physical activity and workforce development**

The LP2C approach proved innovative and now serves as a model province-wide, with the financial support of the NB Department of Tourism, Heritage and Culture. In February 2025, major funding requests were submitted (and subsequently secured) to strengthen regional planning in the area of physical activity (\$15,000) and to facilitate the creation of a sports development position (\$50,000). This position, which was filled in June 2025, has helped to shape and consolidate regional initiatives aimed at boosting physical activity opportunities and meeting sports development needs. These efforts focused on developing new programs, ramping up multi-sectoral collaboration and supporting community/school projects.

It should be noted that the Recreation Master Plan renewal, an initiative under the regional strategy, was replaced by this project.

- **Multi-sector regional collaboration**

Over the past year, we moved to strengthen our roundtable of strictly regional partners and to develop a new physical activity action plan. The concept of physical literacy has been expanded to include the population as a whole, not only young people, by incorporating the broader principles of physical activity and active living. Our roundtable of regional partners, made up of 15 to 20 organizations from various sectors, was set up to develop an action plan designed to boost physical activity in various areas and to foster sustained multi-sector cooperation. This move is a key step towards adopting a concerted, consistent and sustainable approach to promoting physical activity in the region. The initiatives proposed by the various partners will be consolidated within the action plan. Provincial funding will also be available in 2026 to support the plan's implementation. For example, the *P'tits Champions en action* program should be incorporated within the action plan.



- **Data collection and needs analysis**

A regional survey on physical activity trends was conducted to shed light on regional residents' habits, needs and challenges. Over 190 responses were received. The data obtained provides an important strategic tool for guiding the development of the position tasked with coordinating sports development and active living.

This process offered a chance to obtain a clearer picture of the strengths and the opportunities to be seized while shedding light on future decisions on activity programming, services and support for local residents.

Initial contact was also made with sports organizations across the region; a survey was shared with them to identify their development needs. Greater emphasis will be placed on this issue in 2026 to identify appropriate regional measures.

- **Support for community and school projects**

Thanks to the new sports development position, more support and guidance were provided to a number of community and school projects involving physical activity and sports development. Those projects include plans for a disc golf course at Marcel-François-Richard School (Beaurivage), the implementation of an after-school multi-sport program at Blanche-Bourgeois School (Beausoleil) and backing for a project supported by Blue Jays Care at Camille-Vautour School (Champdoré). These collaborative initiatives enabled us to diversify local sports services and boost youth participation opportunities while strengthening partnerships with schools in the region.

DIVERSIFICATION OF PARTNERSHIPS AND OPPORTUNITIES IN THE CULTURAL SERVICE OFFER

Tying in with its cultural land use planning efforts, the KRSC received **RSFF funding** covering a portion of the Community Services departmental salaries with a view to ensuring the implementation of the following initiatives:

- **Regional cultural policy**

The process of developing the regional cultural policy was launched in February 2025. Since then, more than seven work meetings have been held involving 10 or more partners around the table. Participants included the four main cultural organizations in the Greater Kent region, as well as elected representatives, municipal employees, school community development officers and representatives from the KRSC's Economic Development Department.

An inventory of the region's cultural assets was drawn up during the diagnostic analysis stage. A visual geocultural map is under development and will be used to illustrate the region's artistic, cultural, historical and heritage aspects. The regional cultural group has begun to identify policy components such as guiding principles, areas of focus, stated objectives and a collective and regional vision. Phase 2 of the policy development process is expected to begin in early 2026.

Funding from the NB Department of Intergovernmental Affairs and the **RSFF** supported the abovementioned activities. These efforts served to strengthen collaboration and connections between partner regions, to document and showcase the region's cultural assets and to lay the foundations for a concerted and transformative cultural policy for the Greater Kent region.

- **Micro-grants for cultural organizations**

In partnership with the Kent Regional Committee on Resilience and Community Capacity and thanks to **RSFF funding**, micro-grants were awarded to four regional cultural organizations and to Bonar Law Memorial High School.

This financial support had a significant impact on regional cultural accessibility and vitality. It also facilitated:

- the staging of plays and musicals accessible to the local population;
- support for implementing the Music Matters program at Bonar Law Memorial High School, thus fostering youth engagement and artistic development;
- the distribution of complimentary books and show tickets to individuals and families of limited means;
- continued affordable pricing for cultural activities;

- the showcasing of Francophone artists and the celebration of the region's cultural diversity;
- the strengthening of community associations via activities with broad-based appeal.

In addition, these micro-grants helped to lower economic barriers to cultural participation while fostering social inclusion and enhancing feelings of belonging and community pride.

- Cultural mediation

In 2024, the KRSC, in collaboration with Planet Youth, obtained Arts NB funding to carry out cultural mediation projects (public art) at two schools in the region. **Enhanced by RSFF support** in 2025, this initiative led to a partnership with the Kent South Cultural Society (SCKS), which hired a project manager in charge of coordinating and implementing activities, in addition to two local artists to assist young people with their creative process.

In addition to developing artistry, these measures fostered the acquisition of cross-disciplinary skills such as organization, punctuality, teamwork and budget management while offering a safe space for reflection and expression, especially as regards youth mental health, consumption and addiction issues.

At Mgr-Marcel-François-Richard School, students, accompanied by artist Janine Daigle, created a mural depicting their current challenges and future aspirations and reaffirming their desire to be heard and involved in decisions that concern them.



At Clément-Cormier School, under the guidance of artist Émilie Cormier, students created a collective artwork made up of suitcases symbolizing their personal baggage and their individual journeys while addressing issues such as identity, resilience and mental health.

These projects attest to public art's structural role in regional cultural development and its positive impact on youth engagement and autonomy.

- Cultural activity for National Truth and Reconciliation Day

For the first time in the region, a cultural activity marking National Truth and Reconciliation Day was held on September 29. Organized by the Town of Grand-Bouctouche, working closely with the KRSC and Destination Southeast, the event drew more than 100 regional partners and around 10 First Nations members. The programming included educational workshops, inspirational testimonials, musical performances and an Indigenous market showcasing crafts and culture. This initiative, which created a space for dialogue, awareness-raising and closer intercultural ties, was a huge success.



DESIGNING SUSTAINABLE INFRASTRUCTURE ADDRESSING NEW TRENDS AND RECREATIONAL, SPORTS AND CULTURAL NEEDS

- Assistance to clubs establishing motorized trails

Although no significant progress was made over the past year, the Community Services Department spent some time on this initiative. It took part in meetings and discussions with ATV groups and associations at the local and regional levels to maintain dialogue and explore collaboration opportunities.

The RSFF funding helped to cover a portion of the salary of the employee involved and her meeting-related travel expenses. This made it possible to maintain and strengthen regional partnerships and dialogue between ATV clubs, to ensure better local coordination thanks to exchanges of information on existing trails, to identify issues related to trail routes and rights of way, to ensure access to technical support via the Planning Department and to highlight the potential for long-term economic and tourism development.

The KRSC remains available to provide technical and strategic assistance as needed, in particular for trail routes, in collaboration with the Planning Department.

- **Feasibility study for a regional network of active trails**

In accordance with the regional strategy adopted by the Recreation Planning and Community Development sectors, a preliminary study (feasibility) on implementing a regional network of active trails was carried out. This move was primarily intended to gauge communities' interest in a project of this scale and to confirm the commitment of the KRSC and the municipalities. The consultation process, facilitated by Terminus Consulting, concluded at the beginning of the year. A report was recommended by the Recreation, Sports and Culture Committee on June 2 and then officially submitted to the Board of Directors at its meeting on June 19.

In addition, with the support of the Kent Community Capacity and Resilience Regional Committee, the regional trail guide was updated for 2025 and launched just before the summer season. One new route was added: Heritage Trail, located in the Sainte-Marie-de-Kent district in Champdoré.

The KRSC's community services team is also continuing to assist local groups, in particular by supporting the planning process and facilitating meetings for the purposes of discussion and taking concerted action. Thanks to the ongoing collaboration with Kent Resilience and to **RSFF funding**, a number of community initiatives involving planning, intramunicipal network development and trail improvements were supported at the regional level. This spurred public involvement and partnerships between municipalities, community organizations and volunteers. Above and beyond project completion, this funding helped to develop a concerted regional vision for the development of active trails while supporting active mobility, public well-being and community development.

- **Regional Committee on Recreation, Sports and Culture**

The Committee met on four occasions during the year.

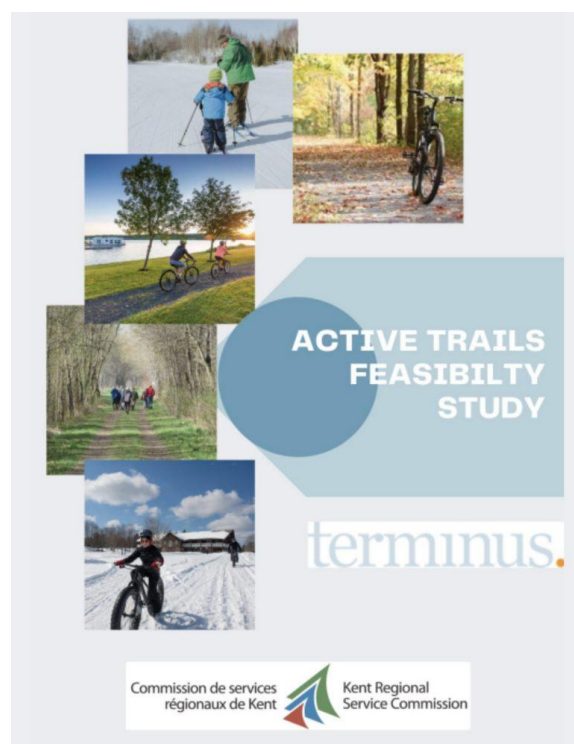


TABLE 10.1 – COMMITTEE ATTENDANCE RECORD

Committee members	Sector or priority group	Meetings (4)	Honorarium s	Expenses
Arnold Vautour	KRSC Board member	4	\$400	\$89.28
Lucie Martin	Rural District representative and Chair	4	\$500	\$478.08
Serge Arsenault	Local government representative	2	\$200	\$92.88
Philippe Savoie-Vienneau	Sports and recreation consultant	4	\$0	\$0

Daniel Castonguay	Cultural society employee	1	\$0	\$0
Guylaine Jean-Gagnon	Representative of a green trail organization (non-motorized)	4	\$400	\$302.40
Elaine Warren	Representative of seniors organization/golden years club	4	\$400	\$31.68
Natalie Léger	Recreation volunteer	4	\$400	\$103.68

We would like to recognize the essential contributions of the members of the KRSC Committee on Recreation, Sports and Culture, the Regional Cultural Policy Committee, the Roundtable of Physical Activity Partners, the Kent Resilience Steering Committee and the Planet Youth coalition. Their collective commitment contributes directly to advancing regional priorities and to making our living environments more dynamic. Our recognition also extends to municipal employees and school teams and to all community organizations and regional collaborators playing an active role in the implementation of these initiatives. Their professionalism and collaborative spirit lie at the heart of our shared successes.

We would also like to express our deep gratitude to our financial partners: the Public Health Agency of Canada, Sport for Life and the Government of New Brunswick (Departments of Tourism, Heritage and Culture; Intergovernmental Affairs; Local Government/RSFF). Their financial support and trust provide concrete support for the roll-out of our initiatives and strengthen our ability to address local needs.

Joel Goguen

Coordinator of Sports Development and Active Living

&

Claudie Ringuette

Director of Community Services



c) SOCIAL INCLUSION AND COMMUNITY DEVELOPMENT SECTOR

The past year was marked by the conclusion of several noteworthy initiatives in the Community Development and Social Inclusion sector. They included the development and adoption of a regional food resilience strategy, the official launch of the Champions | Greater Kent Region and the adoption of a new economic and social inclusion plan (Overcoming Poverty Together 4), to name just a few. This report provides an overview of our sector's main accomplishments.

- **Renewal of the regional economic and social inclusion plan**

The fourth edition of New Brunswick's economic and social inclusion plan, Overcoming Poverty Together 4 (OPT 4), was officially launched province-wide on February 18, 2025. In accordance with the mandate established by the *Economic and Social Inclusion Act*, the Community Inclusion Network (CIN), incorporated within the KRSC, developed a two-year regional plan to implement of priority initiatives identified in OPT 4. In collaboration with various community services and with the KRSC's departments, in particular Economic and Regional Development, Immigration and Permits, CIN submitted its regional plan to the Economic and Social Inclusion Corporation (ESIC) in October 2025 to obtain feedback. The revised plan was subsequently submitted to the Social Inclusion and Community Development Committee. A motion was adopted by the Committee recommending that the plan be submitted to the KRSC Board in January 2026.



IMPROVED AVAILABILITY AND ACCESS TO AFFORDABLE HOUSING IN KENT

- **Preventing homelessness**

Once again in 2025, the financial contributions of the Kent Regional Resilience Committee (Resilience and Community Capacity branch/NB Department of Justice and Public Safety), **enhanced by RSFF funding**, made it possible to support a local initiative aimed at reducing the risk of homelessness among young people. This support including distributing grocery gift cards to families willing to take in students who would otherwise be homeless.

SOCIAL INNOVATION CENTRE SUPPORTING COMMUNITY PROGRAMS AND PROJECTS

- Champions | Kent Greater Region

Shared resource and program implementation



RSFF funding was used to support human resources dedicated to developing and coordinating the program, thus ensuring a direct structural link between the KRSC and the Kent Wellness Network. This contribution fostered increased coordination between partners, ensured that the program would meet the current needs of young people and families in the region and achieved compliance with timelines and deliverables. It also reduced the burden on other services, consolidated existing partnerships, developed new collaborations and supported funding search efforts, in particular for participation bursaries.

In October 2025, the shared position with the Recreation sector became vacant. However, the Community Development Coordinator ensured continuity and follow-up for the initiatives underway, in collaboration with the Department's executive team, making it possible to maintain and build on project momentum.

SUPPORT SERVICES TO STRENGTHEN RESILIENCE AND COMMUNITY CAPACITY

The Community Development sector would like to recognize the work of its partners on the Kent Resilience Regional Committee, the funding awarded by the Resilience and Community Capacity branch (MJSP) and the investments made **via the RSFF**.

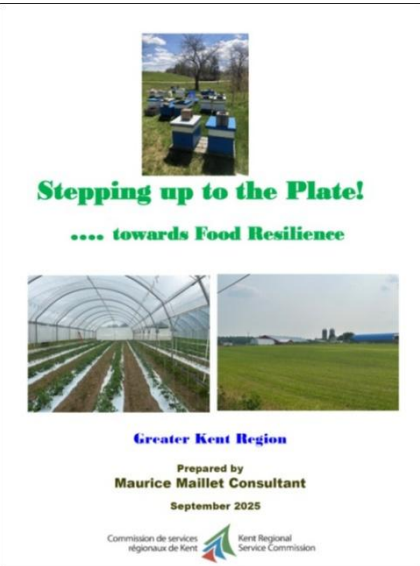
In 2025, the initiatives supported and subsidized by the Kent Resilience Regional Committee, as well as the **RSFF program's financial support**, contributed significantly to community development and to strengthening community capacity throughout the Greater Kent region. Those projects include developing a transportation assistance fund for at-risk clients, increasing food literacy knowledge, strengthening food resilience and supporting a feasibility study for creating a regional network of active trails.

- Regional food resilience strategy

Strategy development

RSFF funding was set aside in 2024 to enable the implementation of this initiative. Used in 2025, this funding provided access to an external expert and ensured that the consultation process reflected the region's full range of flavours. The hiring of consultant Maurie Maillet in February 2025 enabled the KRSC to develop its very first five-year regional food resilience strategy, entitled *Everyone at the Table: Towards Food Resilience*, published in September 2025 (available on the KRSC's website): <https://www.krsc.ca/documents/>.

Collaboration was the central pillar of the strategy development process. Local residents, volunteers and numerous partners working in the food sector were invited to take part and to share their feedback with a view



to designing a strategy that would reflect the realities, needs and opportunities specific to the Greater Kent region. A work committee tasked with implementing the strategy will be set up early in 2026 to ensure the overall direction and follow-up on the proposed recommendations.

Implementation



The table below provides a summary of the impacts generated by the initiatives undertaken over the past year, in accordance with the areas of focus and recommendations set out in the regional strategy. Pooling the Kent Resilience and **RSFF funding** made it possible to roll out new initiatives swiftly while ensuring the long-term success of projects that demonstrated concrete results in previous years. **RSFF funding** helped to defray a portion of the salary expense attributed to implementing the initiatives, as shown in the table below.

These initiatives had a positive impact on food resilience in our region, in particular:

- Improving and sharing knowledge on healthy, local and sustainable food;
- Strengthening the sense of food autonomy among families and young people;
- Creating spaces for intergenerational exchanges (e.g. community/school gardens) on agricultural knowledge;
- Showcasing local producers and farmers markets;
- Improving access to fresh and nutritious food for vulnerable households;
- Strengthening partnerships between community organizations, schools and First Nations;
- Introducing newcomers to responsible local practices.

TABLE 10.2 – FOOD RESILIENCE INITIATIVES IN 2025

Food resilience strategy recommendations	Initiatives undertaken in 2025
Promoting healthy food	Several videos on sustainable organic gardening and the benefits of eating local, fresh and whole foods. (Available on the Monsieur Cârotte YouTube channel: https://www.youtube.com/@monsieurcarotte72)
Meeting short and medium-term food needs Accessing local products as much as possible	Supporting foodbank fundraising with a public safety official and the RCMP. Promoting and facilitating donations of garden produce to foodbanks (Rogersville Community Garden and the Bouctouche First Nation community garden both donated to their local foodbanks).

Reducing food waste	Vermicomposting at Dr-Marguerite-Michaud School. Food dehydration demonstration at Dr-Marguerite-Michaud School. Gardening/composting demonstration and Zero Waste Festival at the Bouctouche Farmers' Market.
Providing training and support to gardeners, community garden managers and small-scale producers	Gardening webinars: how to grow healthy food for less. Organized a regional food forum <i>Feeding the Future</i> (March 24, 2025). In-person demonstrations; discussions and consultations in community gardens, public libraries throughout the region and farmers markets (Bass River and Bouctouche).
Developing the next generation of producers Raising youth awareness of healthy and sustainable food	School gardens and seed-to-harvest program organized in schools and daycare centres: Camille-Vautour School, Indian Island Headstart Daycare, Dr. Marguerite Michaud School, Clément-Cormier School, Mgr-Marcel-François-Richard School.
Developing new farms, community gardens and food spaces	Support for Mennonite farming communities settling on agricultural land in Kent County, networking with local businesses and institutions, guidance and consultation. Educational garden and edible landscapes (planting fruit trees) at Camille-Vautour School. Project planning, grant application for the Beaurivage community garden in Saint-Louis-de-Kent. Funding approved, construction to begin in May 2026. Planting of fruit trees and a summer garden in an outdoor classroom at Dr.-Marguerite-Michaud School. Volunteer support for the Bonar Law Commons garden community - raspberry plot pruning/maintenance. Transforming the Rogersville community garden (Nouvelle-Arcadie) into an educational garden; on-site information sessions held with students of Étoile de l'Acadie School. Greenhouse repairs at Clément Cormier School (community/school garden). Construction of a daycare garden and summer maintenance at Headstart (Indian Island First Nation). Support for community gardens (Buctouche First Nation), production of canned preserves for the Band Office foodbank.

Promotion of local products and producers in the Greater Kent region	On-site promotion of the Bouctouche farmers market and merchants. Grand opening of the Mr. Tomato greenhouse and gardening centre (Nouvelle-Arcadie). Social media postings sharing news about local events, producers, products and services with our networks.
Raising public awareness of fishing and sustainable agriculture	Demonstration: best practices for striped bass fishing for newcomers to the region - rules, conservation, equipment and effective methods. Several videos outlining organic gardening practices, soil health, water conservation and erosion reduction.



- Volunteer recognition, recruitment and retention

Throughout 2025, the **RSSF** and the Kent Resilience Regional Committee fund were invested in concrete initiatives designed to support, recognize and rally volunteers across the region. Communication expenses were incurred to mark Volunteer Recognition Week via a local radio station, helping to showcase the vital commitment of community volunteers.

A Christmas tasting was also organized to support the contributions of the Resilience Committee members, fostering cohesion, feelings of belonging and recognizing their longstanding contribution to regional priorities.

A structured process was undertaken by a subcommittee made up of the KRSC and several key partners with a view to developing a volunteer retention, recruitment and recognition strategy while ensuring the long-term success and renewal of civic engagement. One initiative involved the hiring of a consultant, from October 2025 to March 2026 (10 hours per week), to support the subcommittee's efforts and to help develop this strategy.



- Promoting mental health/addiction services

Renewing the Resource Directory

With the help of a subcommittee derived from the Kent Resilience Regional Committee, the updating and renewal of the Resource Directory (first published in 2021) was completed from 2024 to 2025. The directory consists of a listing of numerous resources (organizations, programs, services and infrastructure) available to residents of the Greater Kent region. Copies were distributed at strategic locations around the region after they were printed in June. An [electronic version](#) was also posted on the KRSC website. The goal is to ensure that the directory is updated regularly. In addition to promoting the provincial information and referral service (211NB) in the directory, a copy of the revised version was sent to them to facilitate regional program/service updates in their own database. The overriding goal is to ensure that the directory is updated regularly.

- Social Inclusion and Community Development Committee

The Regional Social Inclusion and Community Development Committee met five times in 2025.

TABLE 10.3 – ATTENDANCE RECORD

Members				
	Sector or priority group	Réunions	Honoraires	Dépenses
Cherisse Andal	Newcomer	1	\$100	\$1.87
Tina Beers	KRSC Board member	4	\$400	\$123.84
Joanne Maillet	Individual with current or previous poverty experience	5	\$500	\$74.80
Lisa Batarache	Association member	5	\$400	\$120.96
Aldéo Saulnier	KRSC Board member	3	----	\$87.84
Shelley Shantz (new member)	Social entrepreneur	1	\$100	\$0.00
Partner Member (ex-officio)				
	Role	Organization		
Stéphanie A. Caissie	Social Inclusion and Community Development Coordinator	KRSC/Kent Wellness Network Inc.		
Mario Doiron	Food Resilience and Environment Coordinator	KRSC		

<i>Vacant position</i>	Champions Program Coordinator	KRSC
Lucie Chiasson	Regional Resilience Coordinator/Greater Kent region	Community Capacity and Resilience branch (DJPS)/Kent Wellness Network Inc.
Nena Van Douwer	RSN Coordinator - Kent	Kent Rural Settlement Network/NBMC
Betty de Asis	Integration Services Support Coordinator	Kent Rural Settlement Network/NBMC

Upcoming in 2026

In 2026, we will be moving forward with a number of initiatives, in particular the Champions program and the implementation of the food resilience strategy, as well as the launch of new projects set out in the regional plan - *Overcoming Poverty Together 4*. Some projects will be focused on supporting non-profit organizations (NPOs) and the social economy via youth involvement and volunteer development. Others will be aimed at improving access to benefits, financial literacy and support for partners wishing to explore solutions in the areas of affordable housing and homelessness prevention.

Acknowledgements

This report would not be complete without acknowledging the commitment of the individuals and partners who contribute to the many achievements of our activity sector: my Community Services teammates, my KRSC colleagues, our community partners, the Kent Resilience Regional Committee members, our volunteers, the Social Inclusion and Community Development Committee members, our elected officials and the entire municipal staff, as well as the KRSC Board. Our beautiful region continues to shine thanks to your efforts. Needless to say, our region's sterling reputation is also well known at the provincial and national levels!

Thank you for your support and for your commitment to building a better region for our residents and our communities.

Stéphanie A. Caissie

Social Inclusion and Community Development Coordinator

&

Mario Doiron

Food Resilience and Environment Coordinator

d) PUBLIC SAFETY SECTOR

The past year was marked by multiple structural activities, learning opportunities and stronger cooperation within the KRSC's Community Safety sector. Miguel Allain, Community Safety and Planet Youth Coordinator for the Kent region, continued his hard work with the KRSC departments and all our partners to plan, coordinate and support initiatives in the communities served by the KRSC.

CONSOLIDATING PUBLIC PROTECTION AND PREVENTION ACTIVITIES BY RAISING AWARENESS AND MAINTAINING STRATEGIC COMMUNICATIONS, SUPPORTED BY CONCRETE INITIATIVES

- Implementing the Planet Youth program

In 2025, the Planet Youth program continued to gain strength following its official launch in February 2024. The Kent Planet Youth Coalition reinforced its organizational structure and boosted its members' participation, scaling up community involvement in efforts to prevent the consumption of harmful substances among young people. These efforts made it possible to expand the scope of awareness-raising and prevention activities across the region.

Via **RSSF funding**, we were able to maintain the position of coordinator for this program, thus ensuring ongoing leadership. Thanks to this support, new partnerships were developed, coalition meetings were held and various prevention initiatives were planned and implemented. This sustained coordination helped to strengthen intersectoral collaboration and ensured the consistency of local initiatives.

Since the beginning of the year, a second program survey was conducted among Grade 10 students at Marcel-François-Richard School and Clément-Cormier School, providing an opportunity to collect updated data subsequently used to guide initiatives and gauge the program's impact. These initiatives helped to strengthen the implementation process and to boost the program's visibility around the region. Even though funding was received somewhat later than expected this year, we maximized its impact and supported the activities organized by our partner organizations to the best of our ability.

As regards the continuity of these efforts, this fall, the Coalition participated once again in Familypalooza, a community activity aimed at promoting family services and organized by the Kent Family Resource Centre (KFRC). In parallel, funding was earmarked to support the Healthy Together activity, in which mothers attended Pilates classes with their children while discussing issues falling within Planet Youth's main areas of focus. These initiatives were complemented by the organization of Chat Cafes geared towards families served by the KFRC, designed to foster dialogue, sharing and stronger community ties. These robust and active partnerships helped to reinforce collaboration between local organizations and to raise the profile of family services available in the region.

In addition, the coalition partially supported sports, recreation and awareness-raising initiatives, in particular Sam Côté's conference at Soleil-Levant School.

As explained in the Recreation section of this report, thanks to a provincial grant, the Coalition took part in a cultural mediation artistic project. This project aimed not only to develop young people's artistic skills, but also to strengthen their sense of organization, punctuality, teamwork, personal reflection and budget management while offering them a space for individual expression. The students produced artworks inspired by mental health,

consumption and addiction issues; they were actively involved in all stages of the project, from planning to completion.

Thanks to funding from the Province of New Brunswick under the Planet Youth program and to **additional RSSF support**, the KRSC was able to maximize the impact of the available resources. Program coordination, **with RSSF funding**, provided leadership and strengthened the Coalition's organizational capacity. This support provided concrete and sustainable benefits as it encouraged greater youth participation in the initiatives while developing their personal and social skills (teamwork, organization, punctuality, budgeting and artistic expression). For families and the community as a whole, this support ensured better access to local activities and services, thus strengthening community ties and cooperation between organizations. For the Coalition itself, the funding ensured continuity and consistency of action, reinforced partnerships and opened up other funding sources to maximize the program's overall impact.

- **Implementing the community safety plan**

In association with members of the Public Safety Committee and community stakeholders, the KRSC continued to develop and implement initiatives aimed at reducing crime while consolidating existing initiatives and planning new activities within its action plan. **RSSF funding** made it possible to partially cover the Coordinator's salary, ensuring leadership and effective coordination of the action plan. The Coordinator supported the implementation of the various initiatives, organized regular meetings with the KRSC's Public Safety Committee and developed new strategic partnerships. This funding enhanced the coherence and continuity of the action plan items.

The concrete impacts of this support are visible at several levels: in particular, coordination between local organizations was heightened; prevention and safety efforts were improved within the community; and action plan items were carried out effectively and sustainably. All in all, the **RSSF's support** was crucial to ensuring the stability of the Coordinator position and to maximizing the impact of the initiatives set out in the action plan.



Annual public safety initiatives

- Annual public safety days: The spring edition was held in Nouvelle-Arcadie and, for the first time, in the Kent Rural District (Baie-Sainte-Anne). Made possible via the Crime Prevention Conditional Grant Fund, the public safety days fostered coordination between public health stakeholders, dialogue with previously unconnected fire departments, closer ties between the public and police services and the inclusion of

mental health issues; a foothold was also established in communities that had never before hosted these activities.

- Positive Ticketing Program: This initiative was also supported by the Crime Prevention Conditional Grant Fund, which facilitated planning and implementation in collaboration with the RCMP. Young people were encouraged to adopt responsible and positive behaviours while reinforcing their civic engagement, their sense of belonging to the community and their protection factors.
- Collection of non-perishable food items: This year, non-perishable items were collected for regional foodbanks. This initiative was held in three different locations in November, in association with the RCMP. This initiative raised \$2,178.50 and a large quantity of non-perishable food items were donated. The breakdown is shown below:
 - Grand-Bouctouche | COOP: \$913
 - Five Rivers | Foodland: \$510.20
 - Nouvelle-Arcadie | COOP : \$755.30



Ad hoc public safety initiatives

- Multicultural Day: the KRSC's presence helped to raise public awareness of the region's various cultures, fostering openness, respect and intercultural dialogue.
- Collaboration with Clément-Cormier School: a hockey game was organized (Cavaliers vs. the RCMP); an Emergency Measures Career Day fostered closer ties between young people and safety/emergency services - participants were encouraged to explore careers in these areas; links were strengthened between the school, community organizations and public services.
- Information session on safe driving for newcomers: in partnership with the New Brunswick Multicultural Council, this activity provided newcomers with information on safe driving practices during the winter months, contributing to their integration and safety.
- Cultural activity for Truth and Reconciliation Day: the Coordinator helped to organize this event in Grand Bouctouche, in collaboration with other services from the Community Services department, fostering greater awareness of Indigenous realities and promoting reconciliation in the region.
- Activities with a police officer: A partnership was established with the RCMP to foster opportunities to forge closer ties between the police services and the community as a whole. The Halloween with a Cop activity was organized this year. On this occasion, police officers on patrol took part in the Halloween festivities by handing out candy to children door-to-door, thus helping to foster positive interactions and strengthen bonds of trust with families.

These initiatives reinforced social cohesion, fostered dialogue between residents and stakeholders, ensured the inclusion of underserved populations, raised awareness of safety and cultural diversity issues and fostered the engagement of young people and newcomers in community life.

In addition, the KRSC was selected to take part in the Canadian pilot program UPSTREAM. UPSTREAM will give the KRSC an opportunity to strengthen its prevention and early intervention efforts in the areas of community safety and wellness. It also provides a framework for improving coordination with local partners, optimizing strategic planning of the action plan and targeting prevention initiatives based on data and effective practices. UPSTREAM will also help to identify risk factors and to reinforce protection factors for young people and families while

providing assessment tools used to gauge the impact of the actions taken. This program will also support local capacity development by strengthening the skills of staff members and stakeholders with a view to ensuring the continuity and sustainability of the KRSC's public safety initiatives.

To date, the Coordinator has attended several initial meetings. Consultations were organized with a number of committees, including the Regional Resilience Committee and the Kent Planet Youth Coalition, as well as with members of the KRSC Board, to gather perspectives on how safety is perceived in the Greater Kent region. Other developments are upcoming in 2026.

COORDINATING STAKEHOLDER TRAINING EFFORTS

- Offering local emergency training

RSSF funding had been set aside to cover the ICS200 (Incident Command System – Level 200) and ICS300 (Incident Command System – Level 300) training activities, each of which was to be offered on two occasions. However, due to a lack of interest, these activities were not held. The earmarked amounts were not used.

However, a number of partners expressed interest in other types of emergency training. These needs may be re-evaluated and, as applicable, adapted training activities may be offered in 2026, in association with specialized stakeholders.

SERVICES WERE DEFINED TO ENABLE STAKEHOLDERS TO COORDINATE RESOURCES WITH A VIEW TO OPTIMIZING PUBLIC SAFETY

- Establishing regional collaboration for fire services

In 2025, the KRSC, joined by several municipal representatives from the Greater Kent region, took part in discussions and meetings focusing on the development of an official mutual aid document. This document, created by the NB Emergency Measures Organization (DJPS), seeks to formalize collaboration between participating municipalities and to ensure swift access to shared resources as needed. The KRSC's participation in these discussions led to the establishment of clear emergency management protocols. This mutual aid framework not only strengthens municipalities' preparation and resilience during critical incidents, but also fosters resource sharing, harmonization of practices and more effective intervention throughout the region.

- Public Safety Committee

The Public Safety Committee is made up of members with a public safety background, two KRSC Board members and the committee's chair, Arnold Vautour, who also serves as chair of the Crimestoppers committee (Échec aux crimes). Over the course of the year, four meetings were held, during which committee members presented their respective projects with a view to keeping the other participants informed and fostering potential collaboration opportunities. These meetings also addressed certain safety issues observed in our communities.

TABLE 10.4 – ATTENDANCE RECORD

Committee members or priority sector	Meetings	Honorariums	Expenses
Roméo Bourque	1	\$100.00	\$60.20
Tina Beers	4	\$400.00	\$240.80
Arnold Vautour (chair)	4	\$375.00	\$65.10
RCMP	4	\$0.00	\$0.00
NB Emergency Measures	3	\$0.00	\$0.00
NB Ambulance	3	\$0.00	\$0.00
Justice and Public Safety	3	\$0.00	\$0.00
Crimestoppers/Échec aux crimes	4	\$0.00	\$0.00
Office of the Fire Marshal	1	\$0.00	\$0.00
Kent regional fire chiefs	3	\$0.00	\$0.00
Resource Development	0	\$0.00	\$0.00
Richibucto Community Mental Health Centre	3	\$0.00	\$0.00
Kent Family Resource Centre	2	\$0.00	\$0.00
Vitalité Health Network	1	\$0.00	\$0.00
Kent Violence Prevention Centre	1	\$0.00	\$0.00
Community Resilience	3	\$0.00	\$0.00
Parks Canada	4	\$0.00	\$0.00
By-law enforcement	4	\$0.00	\$0.00
District scolaire francophone sud	0	\$0.00	\$0.00
Tri-County Ground Search and Rescue	4	\$0.00	\$0.00

Acknowledgements

As Community Safety Coordinator, I would like to thank the NB Department of Justice and Public Safety, the RCMP members, the NB Department of Health, NB Public Health, the RSSF and the Vitalité Health Network for their valuable contributions to our projects. I would also like to express my gratitude to all our community partners, the Kent Planet Youth Coalition members, the Public Safety Committee members, all the municipal employees and my KRSC colleagues for their assistance and continued cooperation.

Miguel Allain

Community Safety Coordinator

11.REPORT OF THE SOLID WASTE DEPARTMENT

I am pleased to present the activity report for the Solid Waste Department for 2025. The past year was marked by the continuity of efforts with our regional, provincial and national partners, as well as by needs analysis and reactions to unforeseen circumstances. All in all, the Department is doing well and continued to deliver high-quality service to residents of the Greater Kent region.

Participation in meetings and expense reports for committee members

The Solid Waste Management Technical Committee (SWMTC) continued its work supporting the Solid Waste Department staff by making recommendations and overseeing operations. As set out in the Committee's mandate, meetings were held on four occasions in 2025.

TABLE 11.1 – ATTENDANCE RECORD

Committee members	Meetings (4 + AGM)	Honorariums	Expenses
Barry Spencer - Chair	3	\$375.00	\$181.44
Achille Bastarache	4	\$400.00	\$21.60
Daniel Bourgeois	4	\$300.00	\$213.12
Eugène Cormier	4	\$400.00	\$95.04
Jacques Cormier	2	\$200.00	\$89.28
Douglas MacDonald	5	\$425.00	\$270.72

The KRSC works closely with numerous partners to ensure that solid waste management services are adequate in all corners of the Greater Kent region. Without our partners' support, our residents would not enjoy such a diversified and accessible service offer. Heartfelt thanks go to the following organizations:

- Government of New Brunswick
- Recycle NB, Electronic Products Recycling Association (EPRA), Product Care, Circular Materials, Encorp Atlantic, Tire Recycling Atlantic Canada Corporation (TRACC), Used Oil Management Association (UOMA) Atlantic and Health Products Stewardship Association (HPSA)
- Southeast Eco360 and Regional Service Commissions
- Kent regional municipalities and rural community
- Kent Rural District
- Place Lebourg, Bouctouche
- Place Cartier, Richibucto
- Omni Market, Pointe-Sapin
- Cocagne Variety
- Marché Tradition – St. Louis Coop
- Our Centre, Grande-Digue
- Marché Tradition – Rogersville Coop
- Saint-Antoine Bottle Exchange
- Home Hardware stores (Rogersville, Richibucto, Saint-Antoine and Baie-Sainte-Anne)

Collection contract management

In January 2025, the KRSC added the regions of Baie-Sainte-Anne, Escuminac and Hardwicke to its collection contracts. The transition went fairly smoothly despite a few challenges over the applicable boundaries between the Kent Rural District and the Miramichi region. A good deal of promotional effort targeted the region beforehand to ensure a smooth transition. The administration is pleased to note that local residents appear to have adapted to our three-stream sorting system very quickly.

In September 2025, the KRSC was advised by the owner of McAction Entreprises Inc. that the company would be invoking the 90-day withdrawal provision for the K4 contract. At the same time, the Town of Champdoré received the same notice and submitted an official request by way of motion to the KRSC Board to join the optimized collection program. Consequently, the KRSC launched a tender in September for the K4 contract, including the territory of the former Village of Saint-Antoine. Including this extra territory means not only higher contract costs, but also a larger number of residences to cover the cost of the six contracts. The 28% cost increase is thus due to the larger number of households being served and to inflation. The new K4 contract took effect on December 14, 2025. The transition went smoothly despite taking place just before the Holiday Season. The signing of this contract thus means that the entire territory of our six municipalities and the Rural District is now served by the KRSC under the optimized collection program.

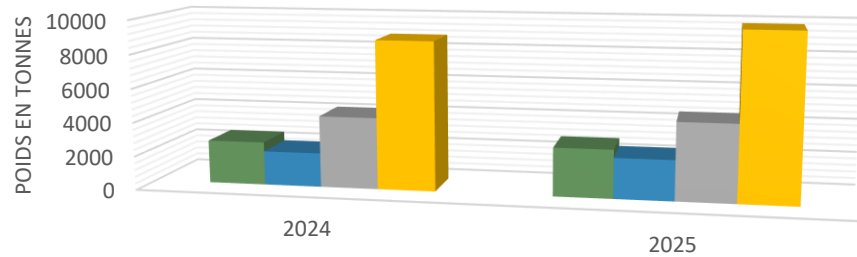
The service agreement signed with Circular Materials (CM) for the collection of packaging and paper products (PPP) remained in place for the entire year. The revenue generated by this agreement was taken into consideration when the administration prepared its 2025 operating budget; it had a non-negligible impact on our municipalities' financial contributions. The three-year agreement expires in December 2026, so the administration will be seeking to begin negotiations with CM to renew the agreement for a longer period. To meet CM's expectations regarding landfill diversion and contamination rates, the administration developed a municipal waste collection by-law and shared it with these municipalities for adoption in 2026. The KRSC takes a favourable view of this collaboration and would like to maintain a good working relationship with this important partner involved in residential solid waste management. **RSSF funding** supported the evaluation of PPP program requests and the creation of the by-law. These are key initiatives for effective waste management and for maintaining the agreement with CM.

Analysis of the tonnage of residential waste produced

The volume of residential waste produced in the region in 2025 remained extremely stable. It is surprising to note that the variation between 2024 and 2025 represents a reduction of 0.02%, i.e. 1.55 tonnes less than in 2024. This data proved very useful in calculating more accurate tipping cost estimates when preparing the budgets.

It was difficult for the administration to come up with waste production estimates for 2025 since the data for the previous year included the tonnage of recyclable materials until May 2024 and two new regions were added to our collection contracts. Indeed, the largest increases were seen in the K1 and K5 contracts, which cover these new communities. The reductions seen in the K2, K3 and K4 contracts are explained by the tonnage of recyclable materials included for accounting purposes for four months in 2024.

TABLE 11.3 - RESIDENTIAL TONNAGE



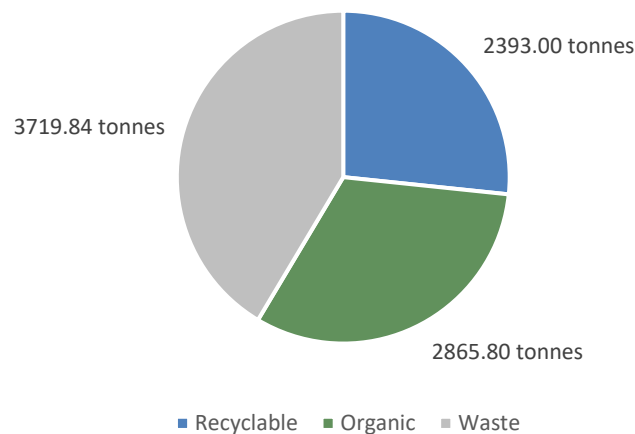
	2024	2025
■ Organic	2560.02	2865.80
■ Recyclable	2020.97	2393.00
■ Waste (including bulky waste)	4246.63	4582.98
■ Total	8827.62	9841.78

3 Stream Program

Since 2016, the 3 Stream Program has been in effect in the Greater Kent region to reduce the environmental footprint stemming from residential waste production and to divert the maximum amount of waste away from the Southeast Eco360 landfill site. In 2025, the incoming bag tonnage for the Eco360 site amounted to 27% for recyclables, 32% for organic materials and 41% for garbage. It is important to keep on educating the public about waste sorting in order to bring these figures closer to 33% for each source.

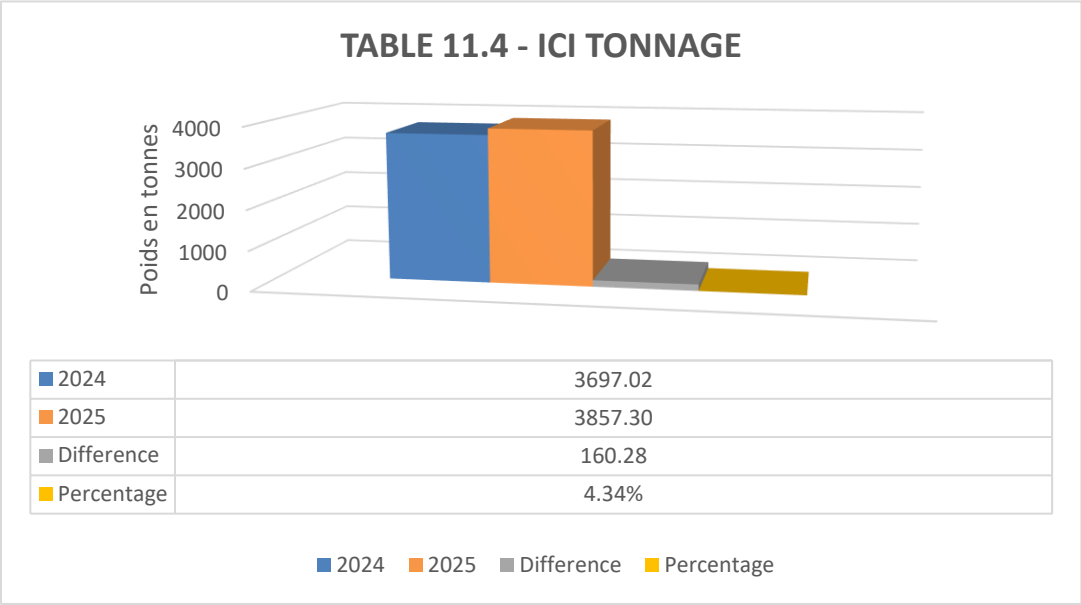
Our promotional efforts continued in 2025 via a variety of communication tools, including mentions in our Let's Talk newsletter, public presentations, social media posts, etc. Thanks to our messages to local residents and the garbage collectors' efforts, the 3 Stream Program now forms the cornerstone of effective solid waste management in the region. **RSSF funding** was used to reach out to more residents and to ensure more education and awareness-raising about our services.

FIGURE 11.1 - 3 STREAM PROGRAM



ICI sector

The trend was also maintained in the industrial, commercial and institutional (ICI) sector, which recorded an increase of 4.34%, i.e. 160.28 tonnes more compared to 2024. We are proud to note that the tonnage in this sector has stabilized, which indicates that the problems encountered in 2023 – the need to identify waste as commercial and to send residential tonnage to the landfill due to major mechanical breakdowns – are completely behind us. We would still be pleased to record increased tonnage in the coming years, which would reflect an increase in the number of companies operating in the region. As long as the tonnage figure does not fall, we can conclude that the ICI sector is doing well in the region.



Mobile Eco-Depots

2025 was a record-breaking year for two statistics relating to the Mobile Eco-Depots: the number of users and the tonnage collected. As usual, a mailing was sent out at the beginning of the year to provide information on the schedule of events for the entire year. The regions selected in 2025 were Aldouane, Rogersville, Saint-Antoine and Cocagne. We previously maintained a presence in Bouctouche every year, but had to adjust the schedule at the last minute for logistical reasons. A total of 1,397 vehicles attended the four events for a total of 144.12 tonnes of waste collected. This works out to an average of approximately 349 vehicles and 36 tonnes collected per event.

In particular, the Saint-Antoine event was less well-attended than usual for two reasons. For one thing, the event was held on February 1, which gave us very little time to promote it given that the annual mailing takes place in January. If local residents did not visit their mailboxes, they may not have received the notice in time. The temperature also played a role in the attendance figures as it was very cold on that date. Local residents may have been reluctant to leave their homes due to that reality. However, the other events more than made up for the situation in Saint-Antoine.

This service is made possible thanks to the collaboration of Southeast Eco360 and to funding by the Government of New Brunswick via the Environmental Trust Fund.

TABLE 11.5 - MOBILE ECO-DEPOTS 2025		
Number of vehicles/participants		Grand total
1,397		144.12 tonnes
Items	Description	Quantity
Tires	Total number of tires	910
Metal	Number of cages	91
Ash	Number of barrels	5
Glass	Number of bags	5.75
Electronics	Number of cages	9.25
Appliances	Fridges	23
	Freezers	23
	Stoves	15
	Dishwashers	16
	Washers	15
	Driers	20
	Microwaves	27
	Dehumidifiers	49
	Air conditioners	10
	Water coolers	9
	TVs	96
Other	Lobster traps	0
Total tonnage for all items		50.99 tonnes
Cardboard		1.66 tonnes
Construction/demolition waste		0.00 tonnes
Bulky waste		68.75 tonnes
Hazardous waste		22.72 tonnes
GRAND TOTAL		144.12 tonnes
*1 cage = 121 cm x 91 cm x 91 cm (4' x 3' x 3')		
*1 bag = 106 cm x 106 cm x 106 cm (3.5' x 3.5' x 3.5')		

Waste collection report

In the spring of 2025, the KRSC Board turned its attention to the optimized collection program and its long-term effectiveness and efficiency. Collection costs are going up each year, and our member municipalities are feeling the financial pressure of these expenditures. When it comes to cost increases, numerous factors come into play, including lack of competition, service changes (e.g. CM, on-call collection of bulky waste, less frequent Mobile

Eco-Depots), labour shortages and the economic conditions affecting the province and the country since the pandemic.

In the spring of 2025, the Board consequently asked the administration to evaluate various options to ensure reliable and, in particular, affordable collection in the coming years, and to present these options in report form in the fall of 2025. The Board was of the opinion that potential solutions should be seriously considered to ensure that the service is affordable for local residents while maintaining a level of service desired by taxpayers.

The report was submitted in November 2025 at an extraordinary meeting. The administration carried out this study internally by calling on numerous partners nationwide. Interview discussions and shared data were crucial for submitting a report that contained reliable and verifiable information. There are obviously limits to the information that the report can present. More advanced technical expertise would be needed to obtain a clearer picture of current and future realities. The report remains a living document that could be updated with figures from the next tender processes in order to reassess the viability of the various service options on an ongoing basis. The report is available on the KRSC website in the Documents section.



First Nations

The First Nations Solid Waste Coordinator, Nebi Nicholas, continued working on implementing residential waste management programs for Elsipogtog and L'nui Menikuk (Indian Island). In 2025, work on the ground was carried out to set up a better organized Department of Public Works in Elsipogtog. More work remains to be done, but the staff plan to work with Nebi and the Band Council to move forward with a more positive waste management program.

Facility visits were conducted to shed light on waste processing; the employees were very satisfied and impressed. Using that point of comparison, they continued to plan a better managed solid waste management system. This is a large-scale project, including the purchase of three-colour bins for all households and the installation of equipment for the secure and separate collection of all three waste sources. The project also includes a potential second phase: the Band Council identified a plot of land where a transfer station might be built if funding is approved. This site could become a hub where residents from the Greater Kent region could drop off numerous items without having to wait for the Mobile Eco-Depots or having to sign up for bulky waste collection.

Acknowledgements

I would like to take this opportunity to extend my warmest thanks to our many provincial and regional partners, without whom solid waste management services could not be delivered so effectively across the region. Special thanks go to the garbage collectors who offer professional and courteous service to our residents every week. Their job is not an easy one: they have to deal with bad weather and handle materials that most people prefer to avoid. Similarly, the employees of Southeast Eco360 deserve a special mention for welcoming our residents with a smile and for their willingness to help out each time that Mobile Eco-Depots are held in our region.

I would be remiss if I failed to mention the efforts of the administrative staff, who provide me with regular support in the fulfillment of my duties. Shelly, Julie, Francine and Louise are always ready to lend a hand and to provide outstanding client service at all times! Finally, I am very grateful to the Board for placing their trust in our team, even during difficult discussions and decision-making. It is a pleasure to work with you!

Isabelle Godin

Assistant Executive Director



12.REPORT OF THE REGIONAL TRANSPORTATION DEPARTMENT

I am pleased to present the activity report for the Regional Transportation Department, also known as Transport Kent, for 2025. The year was marked by ongoing work with our many regional and provincial partners, needs analysis and efforts to adapt to ever-growing client demand. All in all, the Department is doing well and continues to show how important it is to offer affordable transportation options in the Greater Kent region.

Regional Transportation Committee

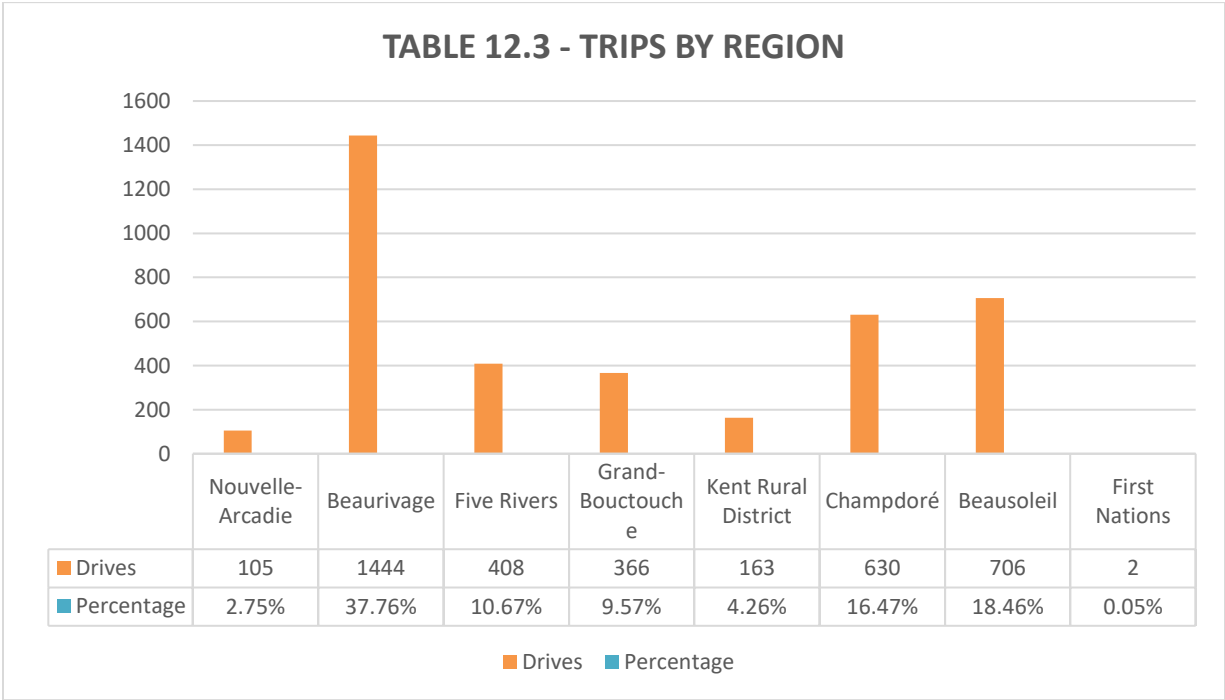
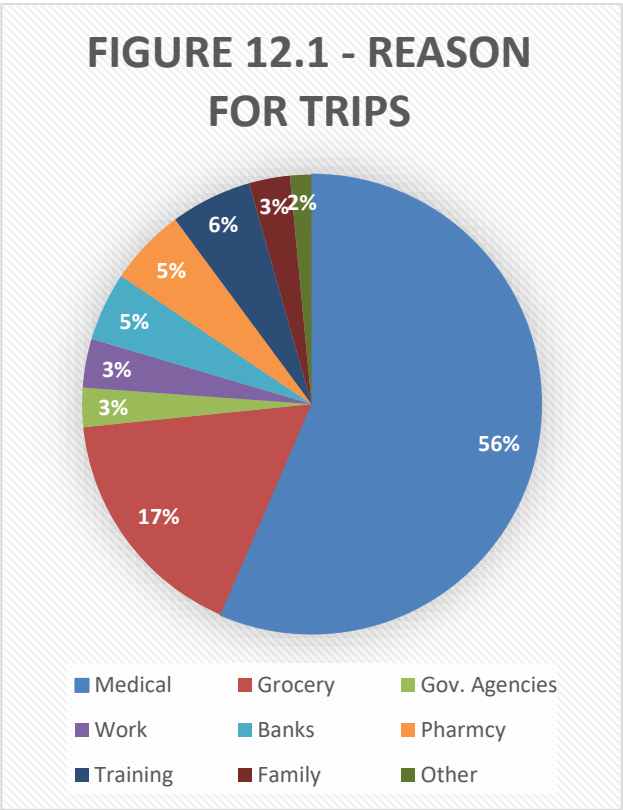
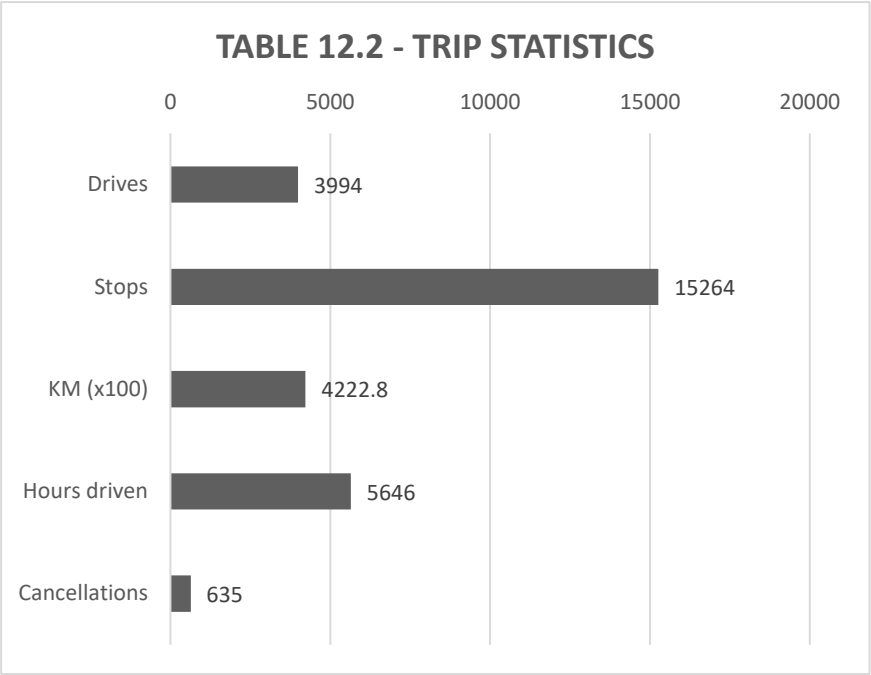
The Regional Transportation Committee continued its work supporting the staff of Transport Kent through their recommendations and operational oversight. As set out in its mandate, the Committee met on four occasions in 2025. Three changes involving the Committee occurred in 2025. First, the elimination of the student position on the Committee was adopted in late 2025 by modifying the terms of reference; this change took effect in January 2025. In addition, in January 2025, Mayor Roméo Bourque replaced Jean Hébert on the Committee as Board representative, while Francine Daigle replaced Shivran Siddhu as client representative in June.

TABLE 12.1 – ATTENDANCE RECORD

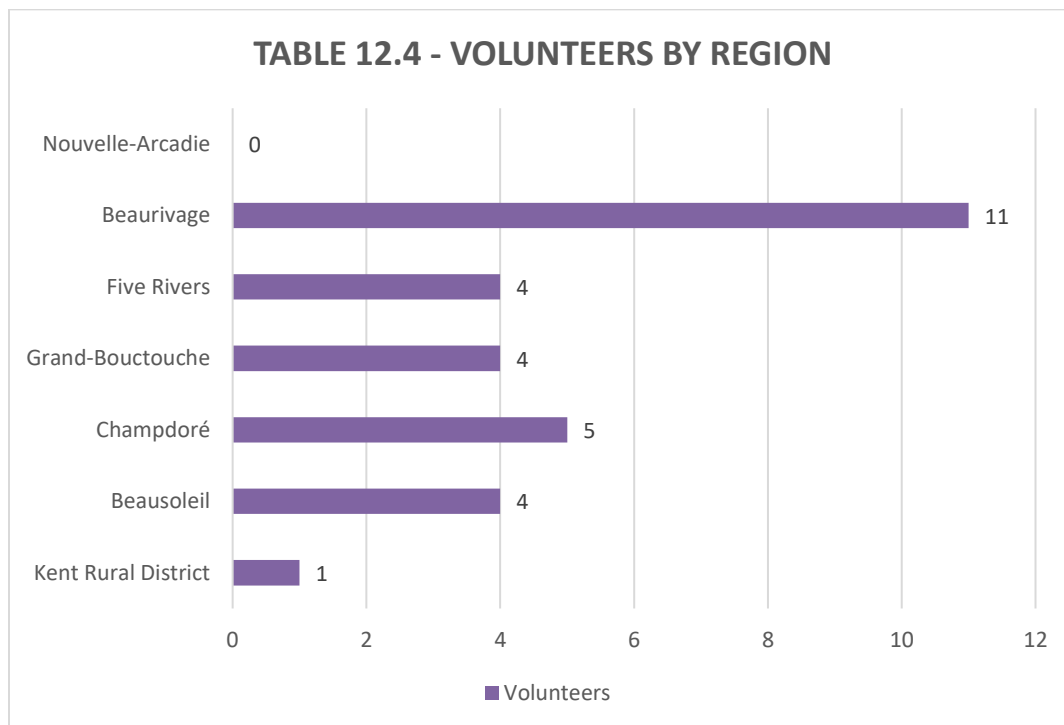
Committee members	Sector/priority group	Meetings (4)	Honorariums
Claudette Dupuis - Chair	Driver	3	\$375.00
Jean-Charles Daigle	KRSC Board member	3	\$325.00
Roméo Bourque	KRSC Board member	3	\$300.00
Normand Maillet	Driver	4	\$400.00
Rey Portugaliza	Newcomer	4	\$400.00
Shivran Siddhu	Client	0	\$0.00
Christel Robichaud	Client	4	\$400.00
Francine Daigle	Client	1	\$100.00

Transport Kent user statistics

Transport Kent provides safe, reliable and affordable transportation services to essential destinations with the help of our big-hearted volunteer drivers. The previous year saw a massive increase in demand. Again in 2025, we saw an increase in the number of trips made by our volunteer drivers, but at a more reasonable rate compared to 2023-2024. This past year, Transport Kent provided 3,994 trips, up 17.6% from 3,397 in 2024. The statistics for these trips are shown in Tables 12.2/12.3 and in Figure 12.1. This data confirms once and for all how essential Transport Kent's services are for the entire region!

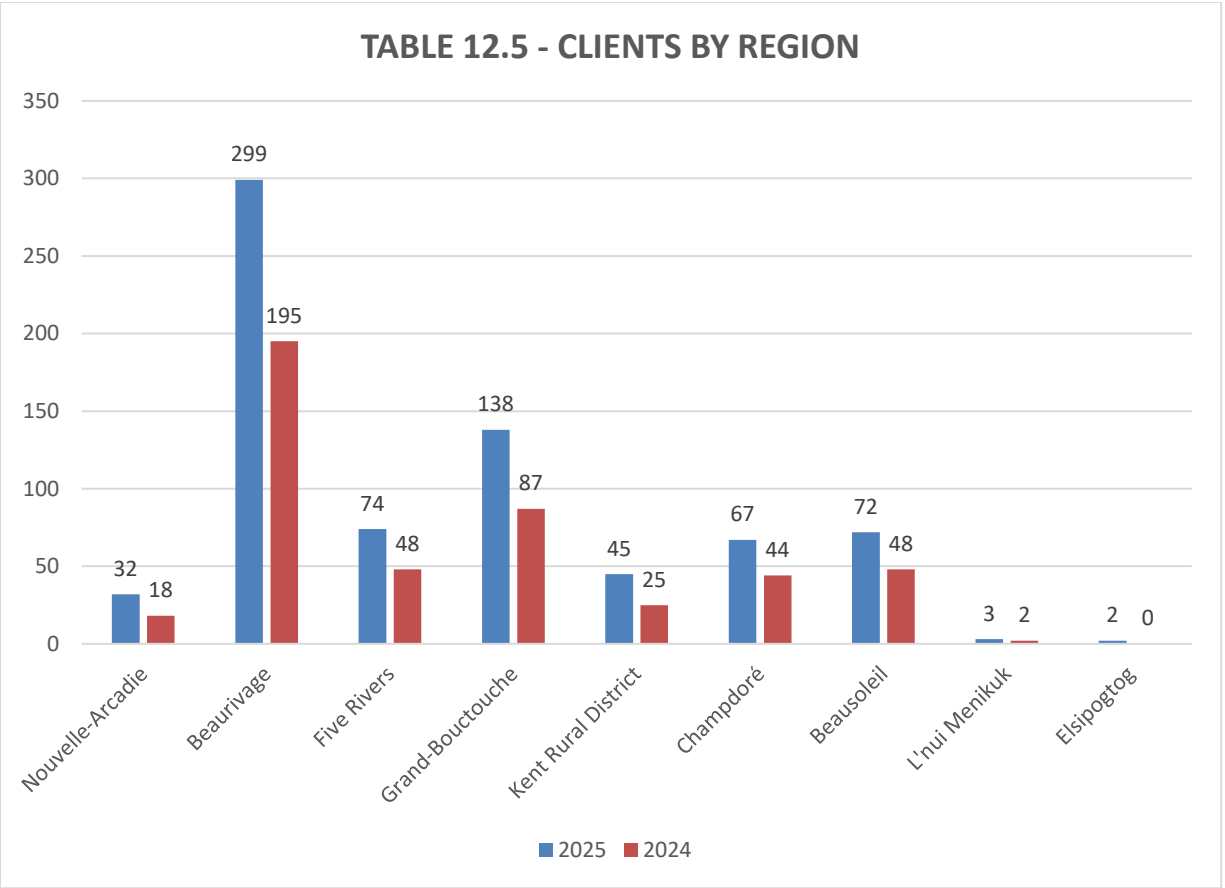


Despite higher demand, the number of active volunteer drivers dropped from 32 at the end of 2024 to 29 as at December 31, 2025. The number of volunteers by region is shown in Table 12.5. These people generously devoted countless hours to transporting our clients with respect, empathy and compassion. **Our volunteers are the backbone of our program and we are grateful to them for their essential contributions.**



Although the number of volunteers dropped, the underlying reasons enable us to remain positive about the services we deliver. The volunteer drivers who quit had to do so because they found full-time employment or were dealing with complex family or health situations. One longstanding driver, Ernie Hébert, left us suddenly at the beginning of the year. We pay tribute to him and the great service he provided to his community.

Transport Kent's clientele increased by 57%, from 467 registered clients in 2024 to 732 in 2025. The regional breakdown is presented in Table 12.6. Despite the large number of registered clients, it would be erroneous to believe that they all use the service regularly. The actual number of unique clients who used the service at least twice in 2025 was only 355. This is still a non-negligible number of clients requiring transportation, with some using the service more than twice a week. The high demand is handled fairly and efficiently by our administrative staff, who manage the workload with professionalism and empathy. Their contributions are crucial to the program's success. **RSSF funding** is also used to ensure administrative support for the dispatch service, to promote the service among the general public and to recruit volunteers. This funding is essential to ensure the smooth operation of Transport Kent's services.

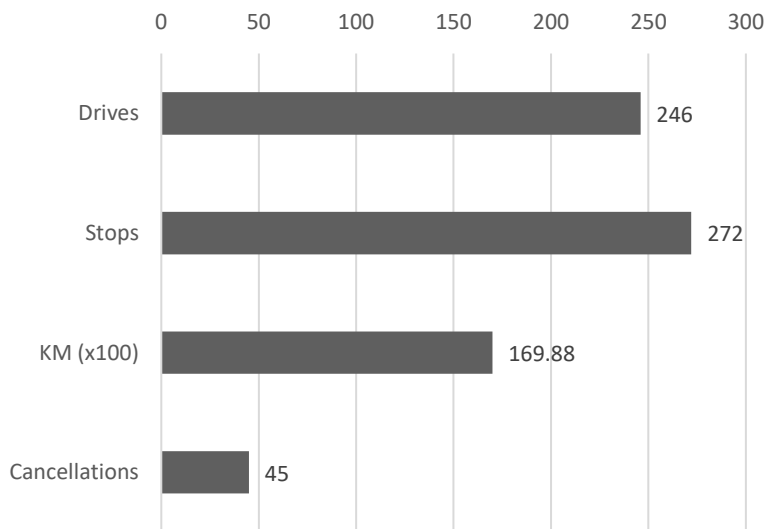


Wheelchair van

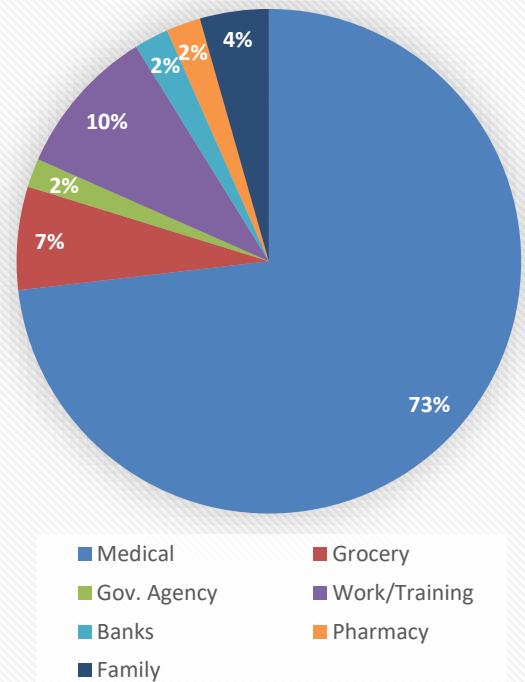
2025 was the first full year in which the wheelchair-accessible van was operational. The scope of the program is growing and residents of the Greater Kent region are more aware of its existence. The user data shown in Table 12.7 and Figure 12.2 is already included in the total data presented above. We isolated this data in this section to show usage for the wheelchair van.

When the van was acquired in summer 2024, we were extremely lucky in our hiring process and found an excellent employee (Marc Thibert) to operate the vehicle. Since then, we attempted to recruit a part-time employee who could operate the van when Marc is away for health reasons or on vacation. This was a slow and difficult process, but we are pleased to announce that Barry Spencer joined our team in the fall of 2025 to take up this part-time position. His arrival will enable us to maintain the service at all times, while also allowing Marc to take some well-deserved time off! **Funding from the RSSF and the Rexton Area Health Care Foundation Inc.** has made it possible to keep our accessible van in operation by covering fuel costs, vehicle maintenance, and a portion of our drivers’ salaries. We sincerely thank them for their support in providing this essential service to our community members with reduced mobility.

**TABLE 12.6 - TRIP STATISTICS
WHEELCHAIR VAN**



**FIGURE 12.2 - REASON FOR TRAVEL
WHEELCHAIR VAN**



Regional Transportation Plan

To deliver regional transportation services in the coming years and to assist the administration with service operation, over the past year the KRSC hired Danik Savoie, a master's student in environmental studies at the Université de Moncton. Danik served as a consultant for the Regional Transportation Department to draw up a five-year strategic plan for Transport Kent. From May to July 2025, Danik held numerous consultations with a broad array of stakeholders playing key roles in Transport Kent's service offer, in particular with volunteers and clients who use the service.

The results of the study that Danik conducted in the summer were presented to the KRSC Board and adopted in November 2025. The regional transportation plan is accompanied by a five-year implementation plan (2026-2030), which will be included in KRSC's regional strategy so the various initiatives in it receive financial support. The plan's proposed changes have already led to modifications to the internal regional transportation policy, which will be completely reassessed in 2026. The regional transportation plan, the development of the accompanying implementation plan and the work leading to modification of the transportation policy were carried out **thanks to the RSSF's financial support**, as well as to the Rural Development Corporation (RDC).



Acknowledgements

The Transport Kent team is very grateful and would like to thank its dedicated volunteers for their key role in achieving our goals. Their hard work and commitment were invaluable in providing our community with reliable transportation services. We are proud to work alongside people who are so passionate and altruistic and have a positive impact on the lives and well-being of so many. We also extend our warmest thanks to all our community partners, the Regional Transportation Committee members and the KRSC Board for their support and cooperation in our efforts to improve transportation in the region.

Isabelle Godin

Assistant Executive Director

Commission de services
régionaux de Kent



Kent Regional
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APPENDIX A – REPORT OF THE REGIONAL SERVICES SUPPORT FUND (RSSF)



Kent Regional Service Commission

RELATED MANDATE	ACTIVITY NAME			Total RSC Contribution	Total RSSF Request	Total Activity Cost	Total RSSF Spent	Explanation	Spending Details
		KPI	Status						
Local Planning	Completion of land use plans	Two plans per 18 months until 2027	The Grand-Bouctouche plan has been finalized and has been in effect since August; the Beaurivage plan has been finalized but is awaiting registration with SNB. The Beausoleil and Five Rivers plans will be completed by the end of 2026.	\$139,500	\$139,500	\$279,000	\$139,500		% of salary to complete the plans
Local Planning	Support municipalities in the preparation of asset management plans (geomatics)	Asset Management Plans Updated by 2026	Ongoing updates to asset management plans	\$37,750	\$37,750	\$75,500	\$37,750		% of salary to complete the plans
Local Planning	Mapping climate change issues	Updated maps by 2025	Grand-Bouctouche and Beaurivage are joined by the communities of Beausoleil and Five Rivers, which are well advanced in the process (75%+).	\$9,400	\$9,400	\$18,800	\$9,400		% of salary to complete the maps
Local Planning	Support municipalities in the development of climate change adaptation plans	Municipal Climate Change Adaptation Plans by 2025	The plans are filled with principles, proposals, and provisions that underscore the importance of climate change in the development process. Their adoption paves the way for the implementation of land-use guidelines.	\$8,300	\$8,300	\$16,600	\$8,300		% of salary to complete the plans
Local Planning	Updating internal policies and procedures	Revised Policies by 2025	The development of a policy governing application fees prior to the issuance of a planning or building permit, as well as the refund of such fees in the event a permit is revoked.	\$12,500	\$12,500	\$25,000	\$12,500		% of salary to review internal policies and procedures
Local Planning	Revision mandate of By-Law Enforcement Officer	Adapted role + responsibility by 2025	100% completed	\$11,250	\$11,250	\$22,500	\$11,250		% of the salary to cover the cost of reviewing the mandate
Local Planning	Contribution of administrative staff to the activities of the mandate	Provide administrative support for the mandate	Continuous	\$80,000	\$70,000	\$150,000	\$70,000		Local planning contributions toward administrative support for the mandate.
Solid Waste	Evaluation and implementation of the PPP program	Launch and ongoing promotion of the program	Launch completed and ongoing promotion of the program	\$21,250	\$21,250	\$42,500	\$21,250		Percentage of salary allocated to the launch and promotion of the PPP program
Solid Waste	Provide support with the development of municipal bylaws in solid waste management	Provide municipalities with draft version of municipal by-law	A draft version of municipal by-law was developed by staff and shared with the CAOs in the fall of 2025, with the intention of tailoring it to their specific entities and adopting it in 2026.	\$2,500	\$2,500	\$5,000	\$2,500		% of the salary to assist municipalities in drafting municipal ordinances
Solid Waste	Establish Solid Waste awareness + education campaign (school groups)	Promoting programs and offering ongoing school field trips	Promotion of waste management services through the "Let's Talk Kent!" newsletter, social media posts (both paid and unpaid), targeted mailings, presentations to school groups upon request, and coverage of travel expenses to encourage school visits to the Eco360 sorting and landfill facility.	\$10,904	\$21,750	\$32,654	\$21,750		% of salary, costs of school visits and promotion
Recreation Planning	Support clubs in connecting motorized trails in the region (ATVs and snowmobiles)	Connected trails	5% Meetings and discussions with community partners, local clubs, and provincial associations	\$500	\$2,500	\$3,000	\$2,500		% of salary allocated to meetings and interactions with community partners, local clubs, etc.

RELATED MANDATE	ACTIVITY NAME			Total RSC Contribution	Total RSSF Request	Total Activity Cost	Total RSSF Spent	Explanation	Spending Details
		KPI	Status						
Recreation Planning	<i>Establishment of a long-term shared resource for the implementation of the action plan of the “Physical Literacy for Communities” program</i>	<i>Secure resource</i>	<i>83 % completed</i>	\$35,650	\$30,000	\$60,000	\$24,350	Deferred revenue to 2026	Resource's salary
Recreation Planning	<i>Ensure the cultural development of the territory</i>	<i>Adopted Policy</i>	<i>60 % completed</i>	\$39,458	\$42,250	\$81,708	\$42,250		% of salary, consulting fees, committee fees...
Recreation Planning	<i>Contribution of administrative staff to the activities of the mandate</i>	<i>Provide administrative support for the mandate</i>	<i>Continuous</i>	\$2,000	\$8,000	\$10,000	\$8,000		Recreation planning contributions toward administrative support for the mandate.
Recreation Planning	<i>Carry out a feasibility study for a regional network of active trails</i>	<i>Completed study</i>	<i>100 % completed</i>	\$14,500	\$15,000	\$29,500	\$15,000		Consulting fees, percentage of salary, microgrants for community trail organizations
Community Development	<i>Homelessness prevention</i>	<i>Ongoing activities</i>	<i>25 % completed</i>	\$2,994	\$1,000	\$3,994	\$1,000		Housing Strategy and Food Gift Cards for Homeless Youth
Community Development	<i>Implementation of a regional program to increase AEDI in terms of recreation, sports and culture among young people</i>	<i>Adopted Program (Champions)</i>	<i>100 % completed</i>	\$4,922	\$5,000	\$9,922	\$5,000		Costs associated with implementing the program
Community Development	<i>Establishment of a long-term shared resource for the implementation of the AEDI regional program to increase access to leisure, sports and culture among young people</i>	<i>Secured Resource</i>	<i>83 % completed</i>	\$35,190	\$35,190	\$70,380	\$35,190		Salary
Community Development	<i>Development of a regional food resilience strategy,</i>	<i>Completed Strategy</i>	<i>100 % completed</i>	\$14,259	\$14,000	\$41,509	\$27,250	Funds from the operational reserve utilized	Consulting costs
Community Development	<i>Implementation of the regional food resilience strategy</i>	<i>Plan in action</i>	<i>10 % completed</i>	\$27,875	\$27,875	\$55,750	\$27,875		% Salaries and ongoing initiatives
Community Development	<i>Volunteer Recognition, Recruitment and Retention</i>	<i>Ongoing Activities</i>	<i>50 % completed — Communication and recognition of volunteers took place</i>	\$2,286	\$8,750	\$4,573	\$2,287	Deferred revenue to 2026	Consultant for the development of a strategy for recruiting, retaining, and recognizing volunteers; communication of recognition on local radio; and recognition incentives.
Community Development	<i>Promotion of mental health and addictions services</i>	<i>Ongoing Activities</i>	<i>100% completed</i>	\$12,655	\$8,845	\$21,500	\$8,845		% of salary + revision of the Resource Guide
Community Development	<i>Contribution of administrative staff to the activities of the mandate</i>	<i>Provide administrative support for the mandate</i>	<i>Continuous</i>	\$0	\$10,000	\$10,000	\$10,000		Community Development contributions toward administrative support for the mandate.
Public Safety	<i>Implementation of the “Planet Youth” program</i>	<i>Continuous Activities</i>	<i>40 % completed</i>	\$24,438	\$35,000	\$59,438	\$35,000		% of salary
Public Safety	<i>Community Safety Plan Implementation</i>	<i>Plan in action</i>	<i>35 % completed</i>	\$21,023	\$25,000	\$42,023	\$21,000	Surplus — recognized in 2027	% of salaries & activities

RELATED MANDATE	ACTIVITY NAME			Total RSC Contribution	Total RSSF Request	Total Activity Cost	Total RSSF Spent	Explanation	Spending Details
		KPI	Status						
Public Safety	Provide local training in emergency measures	Ongoing activities and training	30 % completed	\$0	\$2,500	\$0	\$0	Surplus — recognized in 2027	Training sessions
Public Safety	Contribution of administrative staff to the activities of the mandate	Provide administrative support for the mandate	Continuous	\$30,000	\$15,000	\$45,000	\$15,000		Public Safety contributions toward administrative support for the mandate.
Economic Development	Kent Entrepreneurship Gala	Annual gala is held	Continuous	\$14,081	\$20,000	\$34,081	\$20,000		Costs for venue rental, entertainment, prizes, and catering services.
Economic Development	Tools + Recruitment Strategy + Retention of Healthcare Professionals	Tools and Strategy in Place	Continuous	\$7,971	\$0	\$7,971	\$0		Retention Activities
Economic Development	Feasibility Study on the Integration of Regional Chambers of Commerce	Study Completed	100% completed	\$0	\$10,000	\$0	\$0	Transfer to the operational reserve	N/A
Economic Development	Collaboration with postsecondary institutions to foster connections with employers	Number of collaborations	30% ongoing — 4 collaborations have taken place	\$47,500	\$47,500	\$95,000	\$47,500		Salary
Economic Development	Support for the Farmers' Enticement Project	Number of acres purchased by farmers	Continuous	\$18,622	\$20,000	\$38,622	\$20,000		Professional fees — Consultant
Tourism	Implementation of Destination Southeast's Strategic Plan	Number of activities supported	Continuous	\$38,895	\$45,000	\$83,895	\$45,000		Destination Southeast
Tourism	Establishment of a Regional Tourism Organization for Kent	Regional organization established	100% completed	\$0	\$1,250	\$0	\$0	Surplus — recognized in 2027	Destination Southeast
Tourism	Implementing the Culinary Strategy	Tools and Implementation	10% ongoing	\$0	\$6,000	\$0	\$0	Surplus — recognized in 2027	Destination Southeast
Tourism	Mapping Conventional and Non-Conventional Accommodation Options	Tools	20% ongoing	\$0	\$2,500	\$0	\$0	Surplus — recognized in 2027	Destination Southeast
Tourism	Contribution of administrative staff to the activities of the mandate	Provide administrative support for the mandate	Continuous	\$15,000	\$15,000	\$30,000	\$15,000		Contribution of Tourism Promotion Services to administrative support for the mandate.
Immigration/E.D.	Expand integration activities	Number of activities supported	100% completed — ongoing	\$55,000	\$55,000	\$110,000	\$55,000		Percentage of Salaries & Activities
Immigration	Development of a Welcome Guide for Newcomers	Guide Complété	100% completed — ongoing	\$2,649	\$1,500	\$4,149	\$1,500		Printed directory of resources
Immigration/P.S.	Development of an information program regarding available emergency services	Emergency Services Information Program	100% completed — ongoing	\$0	\$1,000	\$1,000	\$1,000		72-Hour Kit for Newcomers & Information Sessions
Regional Transportation	Implementation of the accessible transportation service	Program in place	100% completed — ongoing	\$38,501	\$62,500	\$77,003	\$38,502	The funds were used to cover the additional demand for transportation services	Driver's salary, gasoline, vehicle maintenance costs, and reimbursement to volunteer drivers for their services.
Regional Transportation	Developing partnerships with schools to facilitate student travel	Student Transportation	100% completed — ongoing	\$2,000	\$2,000	\$4,000	\$2,000		Reimbursement of expenses for volunteer drivers.

RELATED MANDATE	ACTIVITY NAME			Total RSC Contribution	Total RSSF Request	Total Activity Cost	Total RSSF Spent	Explanation	Spending Details
		KPI	Status						
Regional Transportation	<i>Regional Transportation Study</i>	<i>Study Completed</i>	<i>100% completed</i>	\$13,805	\$20,000	\$27,611	\$13,806	The funds were used to cover the additional demand for transportation services	Consultants, meeting expenses
Regional Transportation	<i>Promoting the transportation services — recruiting volunteer drivers</i>	<i>Number of volunteers recruited</i>	<i>Continuous</i>	\$4,088	\$5,000	\$8,176	\$4,088	The funds were used to cover the additional demand for transportation services	Promotion on social media, radio, and other channels. Marketing of the service offered.
Regional Transportation	<i>Transportation Policy Development</i>	<i>Policy in place</i>	<i>100% completed</i>	\$1,000	\$1,000	\$2,000	\$1,000		% of salary
Regional Transportation	<i>Contribution of administrative staff to the activities of the mandate</i>	<i>Provide administrative support for the mandate</i>	<i>Continuous</i>	\$25,000	\$25,000	\$50,000	\$25,000		Contribution of Regional Transportation Services to administrative support for the mandate.
Other — Shared professional services	<i>Addition of regional public works services</i>	<i>Resource in place</i>	<i>Continuous</i>	\$127,967	\$44,981	\$172,948	\$44,981		Contribution of regional public works departments to administrative support for the mandate.
				\$1,013,184	\$1,005,341	\$1,962,308	\$949,124		

REGIONAL STRATEGY

VOLUME 1

JUNE 28, 2023

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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	NEW SERVICES
› 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.	› 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**. KSRC’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 KSRC 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.

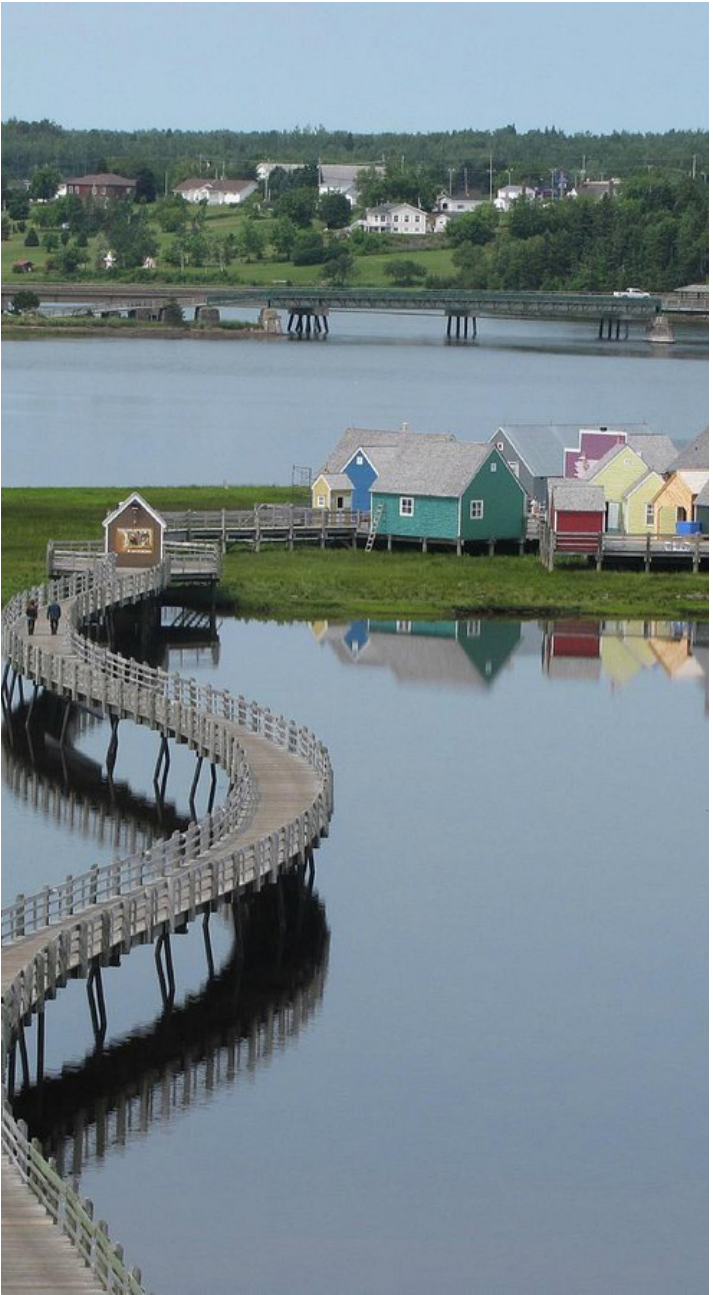
In this capacity, the RSCs are required to develop a comprehensive regional strategy to identify strengths and shortcomings in service provision, in this instance, in the Kent region and establish priorities and actions with particular regard to the additional functions mandated, in order to provide 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.

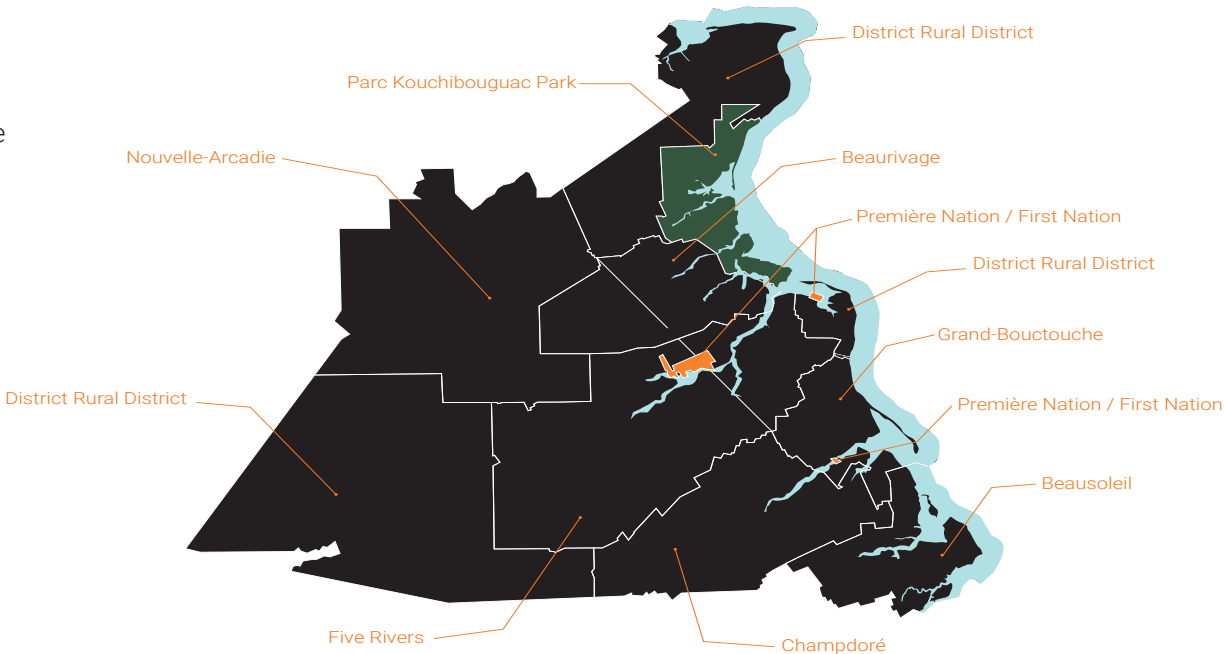
Other legislation was also updated, albeit to a lesser extent, in order to consolidate the delivery of existing services and provide a framework for new accountability.

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)
- › Tjipogtoig (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

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	PROFESSIONNALISM
<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. |
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ACTIONS

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|---|---|---|
| <ul style="list-style-type: none">› Collect data in order to acquire a detailed knowledge of the territory. | <ul style="list-style-type: none">› Adapt regulations and integrate new land use planning practices;› Equip the KRSC.s territoty with rural and municipal plans;› Update existing rural and municipals plans. | <ul style="list-style-type: none">› 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. |
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SOLID WASTE

STRATEGIC OBJECTIVES

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| 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. |
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ACTIONS

- | | | |
|---|---|---|
| <ul style="list-style-type: none">› 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. | <ul style="list-style-type: none">› 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. | <ul style="list-style-type: none">› 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. |
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COMMUNITY DEVELOPMENT

STRATEGIC OBJECTIVES

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| 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

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|---|---|--|
| <ul style="list-style-type: none">› 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. | <ul style="list-style-type: none">› 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. | <ul style="list-style-type: none">› 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. |
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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

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| <ul style="list-style-type: none">› 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.). | <ul style="list-style-type: none">› 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. | <ul style="list-style-type: none">› 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

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| <ul style="list-style-type: none">› 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. | <ul style="list-style-type: none">› 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. | <ul style="list-style-type: none">› 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. |
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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

