



# Local Governance Reform

# Réforme de la gouvernance locale

JANUARY 2023

JANVIER 2023



[www.gnb.ca/NBdynamique](http://www.gnb.ca/NBdynamique)  
[www.gnb.ca/vibrantNB](http://www.gnb.ca/vibrantNB)



# Vision of Local Governance Reform

**Vibrant and sustainable communities working together to enhance the quality of life of New Brunswickers.**

**Reform was accomplished in 4 pillars:**

1. Ensuring viable and sustainable communities (structures)
2. Enhancing regional collaboration
3. Coordinated provincial planning framework (land use planning)
4. Financing local governance (finances/taxation)

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# Planning for reform

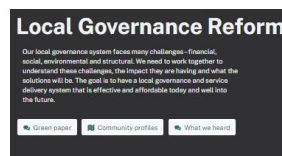
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Jan  
2021

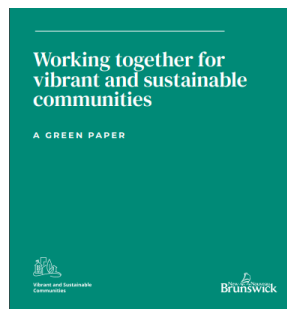
Launch



**Did you know.**  
In New Brunswick, there are  
• 8 cities  
• 26 towns  
• 65 villages  
• 1 regional municipality  
• 8 rural communities  
Plus 236 local service districts  
Together, that adds up to 321  
For a comparison of population  
across Canada, click here.

Apr  
2021

Publish



Apr –  
June  
2021

Engage



25 engagement  
sessions



4 working  
groups



120 briefs



200+ emails



1,200 online  
survey  
responses

Sept  
2021

Report back



Sept –  
Oct  
2021

Engage



11  
engagement  
sessions

Nov  
2021

Publish

Working together for  
vibrant and sustainable  
communities

WHITE PAPER



Dec  
2021

Legislate



First Nations informed throughout





# Implementing reform

**Jan - March  
2022**

**April - June  
2022**

**July - Sept  
2022**

**Oct - Dec  
2022**

**Jan - March  
2023**

## Local Government Key Milestones

Transition facilitators hired	Ward boundaries	Budget development	Special election	Incorporation
Transition committees formed	New government types and names	CAO recruitment	CAO onboarding	Asset transfer
Outer boundaries	Taxation structure	Structural planning	Budget approval	Local Government Orientation 2023
Electoral structure	Council composition	Bylaws		
		Workforce transition Banking and financial administration		

## Regional Service Commission Key Milestones

Transition facilitators hired	Service delivery models for expanded mandates	CEO recruitment	Strategy requirements	Expanded mandates
Transition committees formed		Cost-sharing for cultural, recreational, and sport facilities	Weighted voting	Community development guidelines
Regional boundaries		Structural planning	Budget approval	Initiation of regional transportation guidelines
		Budget development	CEO onboarding	Initiation of social mandate guidelines
		Economic development guidelines	Tourism Promotion guidelines	Guidelines on regional strategies
		Transfer of CINs		

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# Local Involvement

Role of:

- transition facilitators
- elected officials
- transition committees
- staff in former and current local governments
- regional service commission staff

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# Structure for success

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## People Resources

### Internal Resources

Project management office  
Points of Contacts

GIS Analysts  
(NRED, SNB, ELG)

Taxation structure  
(SNB and FTB)

Electoral structure  
(ENB)

Economic Development and Strategic Planning  
(ONB)

Tourism Promotion  
(THC)

Community Development  
(SD, ESIC, DH, JPS, Horizon, and Vitalité)

Regional Transportation  
(RDC)

Banking, financial administration, and strategic procurement  
(SNB)

Legal advice  
(OAG)

### External Resources

Transition facilitators

Transition committees

Electoral boundary experts

Toponymy expert

Budget experts

CFEG experts

Hiring firm

Labour relations and pension expert

Organizational design /  
HR planning expert



# Policy Framework

Jan - March  
2022

April - June  
2022

July - Sept  
2022

Oct - Dec  
2022

Jan - March  
2023

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### Local Government Key Milestones

Electronic meetings	Regulations creating new local governments	Transitional provisions for community planning and by-law application	LG taxation regulation
Rural district council code of conduct	Regulations creating rural districts		SPI regulation
APAB changes	<i>New Community Funding Act</i>		Inclusionary zoning regulation
LNG taxation process			Municipal commission proposal
Expert panel on Community Funding			
Heavy Industrial classification			

### Regional Service Commission Key Milestones

Transition authorities	New Regions regulation	Repeal of Greater Saint John Regional Facilities Commission Act
Accountability on contracts		Cost-sharing for infrastructure
		Regional strategy framework
		Weighted vote mechanism

Pillar 1

# Local Governance Structure

# A Better Future – Together

**77** + **12**  
LOCAL GOVERNMENTS RURAL DISTRICTS







# Pillar 1

## Local Governance Structure

### Ensuring viable and sustainable communities

## Local Governance Reform

STRUCTURES

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STRUCTURES



### Results of strategic restructuring

Local Governments (incorporated areas)	Then	Now
Current number	104	77
Population	516,124	~723,000
% total population	~70%	~95%
Rural Districts (unincorporated areas)		
Name	Local Service District	Rural District
Number	236	12
Population	222,814	~45,000
% total population	~30%	~5%

## Pillar 2

# Regional Collaboration

# A Better Future – Together



## COLLABORATION

**Communities will pool their resources, share costs and identify common priorities to offer good quality, affordable and sustainable services and infrastructure.**





## Pillar 2

### Regional Collaboration

#### Enhancing regional collaboration

#### Results of regional collaboration

Mandated service	Former RSC	New RSC
Solid Waste	✓	✓
Planning	✓	✓
Economic development		✓
Community development		✓
Tourism promotion		✓
Regional transportation		✓
Cost-sharing on recreation infrastructure		✓
Public safety committee		✓
Social mandate (South-East, Fundy, Capital region RSCs)		✓

- **Expanded mandate of regional service commissions**
- Elected representation on RSC board of directors:
  - Mayors or Deputy Mayors of local governments.
  - Councillor(s) of the rural district advisory committee.
- Introduced weighted voting (based on population)
- Recruitment of CEOs

## Local Governance Reform

REGIONAL  
COLLABORATION

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COLLABORATION  
RÉGIONALE



## Pillar 3

# Land Use Planning

# A Better Future – Together



### **SUSTAINABILITY**

We will protect the future of communities with consistent land-use planning standards, cost-sharing for regional infrastructure, and a larger regional role in economic and community development.





## Pillar 3

### Land Use Planning

#### Coordinated provincial planning

#### Statements of public interest

SPIs developed on 5 topics.

- Settlement Patterns
- Climate Change
- Flood Hazard Areas and Hazard Lands
- Agriculture
- Natural Resources

#### Local land use planning

- All communities required to have local land use plans by 2028.
- Minimum standards for the delivery of land use planning services also required.

#### Location of provincial facilities

- Mandated consultation between the province and local governments or rural districts.
- Cabinet approval required to override plans.

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LAND USE PLANNING

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AMÉNAGEMENT DU  
TERRITOIRE

New Brunswick  
Nouveau Brunswick



## Pillar 4

# Financing local governance

# A Better Future – Together



### **FAIRNESS**

New Brunswickers will only pay for the services they have access to, and they will have a say over what services they may want to consider in the future.





## Local Governance Reform

FINANCES / TAXATION

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FINANCES / IMPÔTS



## Pillar 4 Finance Financing local governance

### Property Taxation Adjustments

- Provided local governments and rural districts flexibility to set non-residential tax rates.
- Created a new heavy industrial classification
- Utilized different property tax rates to reflect the level of service offered.
- Reduced provincial property tax rates.

### Community Funding and Equalization Grant

- Created a new grant formula to ensure communities that need support received it.



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**Next Steps – ELG**



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### Pillar 1 Local Governance Structure Ensuring viable and sustainable communities

#### **Independent municipal commission**

The provincial government will examine creating an independent municipal commission to review, assess and possibly rule and/or make recommendations on matters affecting the governance and administration of local governments.

#### **Annual reporting on viability**

Local governments will be required to report annually on viability criteria that address governance, financial and service delivery matters. Aim is to encourage local leaders to consider and assess future restructurings and service delivery adjustments.

### Pillar 2 Regional Collaboration Enhancing regional collaboration

#### **Regional strategies and service standards**

- RSCs required to develop and adopt comprehensive regional strategies with focus on key priority areas by July 2023.
- RSCs will be required to meet standards and benchmarks to help clarify expectations for residents and encourage service improvements.



## Pillar 3

### Land Use Planning

#### Coordinated provincial planning

##### **Inclusionary zoning**

Local governments will be enabled to voluntarily adopt inclusionary zoning by-law to support affordable housing.

## Pillar 4

### Finance

#### Financing local governance

##### **Revenue from fines**

Work with municipal associations on a proposal for sharing revenue generated from fines.

##### **Business improvement areas and industrial parks**

Explore incentives to encourage development of vacant and underutilized properties.

##### **Municipal elections financing**

Develop a made-in New Brunswick model to increase transparency and accountability of municipal elections.

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# Ensuring viable and sustainable communities Assurer la viabilité et la durabilité des communautés

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# Questions