



# **Mandated Services and Working Collaboratively in Support of Stronger Regions**

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# Regional Service Commissions

## Purpose

- Facilitate inter-community collaboration and regional service delivery

## Legislative / Regulatory Framework

- [Regional Service Delivery Act](#)
- [Regions Regulation](#)
- [General Regulation](#)

## Procedural By-Law

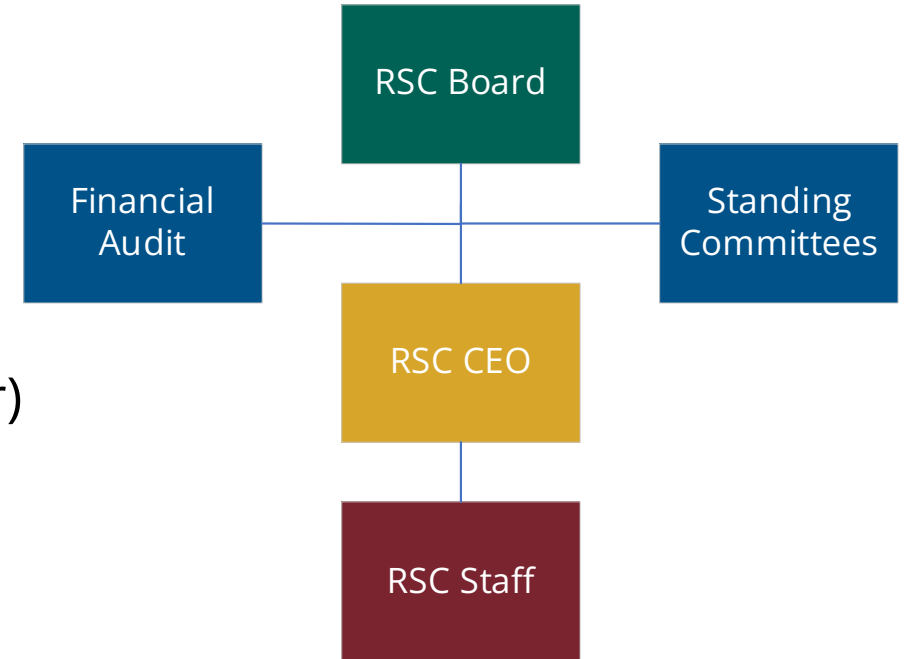
- Internal decision-making and operations



# Regional Service Commissions

## Structure

- Board (Mayors of LGs and Chair of RD)
- Chair (Elected from among board members)
- Standing Committees
- Statutory Employees of RSCs
  - Chief Executive Officer (CEO)
  - Planning Director (Registered Professional Planner)
  - Director of Finance (Chartered Professional Accountant)
- Other RSC Staff



## Governance

- Board – Accountable to their Region / Councils / Communities
- CEO – Accountable to the board
- Staff – Accountable to the CEO



# Major Changes to RSCs

- Expanded Mandates
  - Requirements for the Regional Strategy
- Weighted voting
- Provincial funding for RSCs
  - 2023: Based on per capita
  - 2024: Based on regional strategy priorities and activities
- CEO role created



# Enhancing Regional Collaboration

Mandated services	2013 RSC	2023 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)		√



# Economic Development Roles & Responsibilities Summary

## Provincial Government

- Investment attraction
- Export development
- Market development for local businesses with a “business-to-business” focus
- Economic development policy
- Workforce development programing
- Human resources management support for local businesses
- Domestic and international workforce attraction
- Immigration



# Economic Development Roles & Responsibilities Summary

## Regional Service Commissions

- Provide strategic focus for regional economic growth
- Focus on supporting investment-ready communities
- Coordinate investors visits in the region
- Serve as a liaison for new inward investors
- Have a deep understanding of the local economy
- Support workforce development and labour force growth

# Economic Development Roles & Responsibilities Summary

## Local Governments

- Manage industrial parks
- Continue to provide land incentives (as applicable)
- Work with the RSC on:
  - The development of their regional strategy
  - Coordinating the regional settlement agency and workforce development ecosystem
  - Alignment to avoid duplication



# Tourism Promotion Roles & Responsibilities Summary

## Provincial Government (THC)

- Develop the provincial tourism strategy
- Develop sector specific strategies and plans
- Provide tourism expertise and support to RSCs
- Build strategic national and international tourism marketing campaigns
- Make brand resources available to industry
- Manage provincially owned digital marketing channels
- Chair/Lead the Tourism Advisory Committee
- Partner with Tourism Industry Association of New Brunswick

# Tourism Promotion Roles & Responsibilities Summary

## Regional Service Commissions

- Establish a regional tourism promotion organization
- Develop a regional destination marketing strategy
- This strategy must be integrated with the RSC Economic Development Plan
- Participate in and contribute to THC's co-op marketing partnership opportunities
- Create and execute marketing initiatives/programs, partnerships and digital channels
- Develop a regional website to promote the region
- Contribute to provincially owned digital marketing channels
- Actively participate in the provincial Tourism Advisory Committee

# Tourism Promotion Roles & Responsibilities Summary

## Local Governments

- Local governments may have their own tourism department and could deliver the regional mandate
- Establish and collect a Tourism Accommodation Levy (Authority under the *Local Governance Act*)
- Contribute to the regional tourism promotion budget.
- Option to participate in and contribute to marketing partnership opportunities
- Contribute to provincial and RSC owned digital marketing channels

# Community Development Roles & Responsibilities Summary

## Provincial Government (Various departments)

- 15 Government departments and agencies, through a renewed focus on community capacity and resiliency
- GNB departments will align with regional priorities
- Continue to provide existing programming for individuals, families and communities
- Provide support related to policies and practices
- Work closely with RSCs
- Monitor the effectiveness of the funding
- Provide data and analysis specific to each region
- Develop agreements with each region to fund activities

# Community Development Roles & Responsibilities Summary

## Regional Service Commissions

- Ensure a coherent regional vision and plan
- Provide strategic regional focus and accountability
- Establish a standing committee
- Develop a community development action plan
- Investments in infrastructure and programs are more effectively delivered
- Identify partnership opportunities with existing initiatives
- Bring regional partners and stakeholders together to develop a regional plan
- Identify specific needs and support major regional initiatives



# Regional Transportation Roles & Responsibilities Summary

## Provincial Government

Ensure an integrated and strategic approach to transportation development by creating an inter-departmental transportation committee.

Establish an accountability framework to:

- Identify strategic outcomes
- Study and align departmental transportation policies
- Consider the *Complete Streets* approach
- Explore opportunities



# Regional Transportation Roles & Responsibilities Summary

## Regional service commissions

Prepare an Integrated Regional Transportation Vision, Strategy & Plan for their region based on the displacement needs of the community.

Establish a Regional Transportation committee:

- Representatives of transportation organizations/providers and user groups

Offer support for volunteer-based transportation initiatives.

# Cost-sharing: regional sport, recreational and cultural infrastructure

## Mandate

- Identify the sport, recreational and cultural infrastructure in the region (existing and future)
- Identify regional or sub-regional infrastructure
- Coordinate the apportionment of those costs among the members





# Public Safety Committee

The Regional Service Commissions have a mandate (*Regional Service Delivery Act*) to establish a Public Safety committee focused on the following:

- **Policing**
- **Fire Protection**
- **Emergency measures planning**
- Board establishes committee membership and adopts terms of reference (guiding document)
- Committee holds its first meeting by March 31, 2023



# Expanded Mandate

New RSC Responsibilities	Services and Functions
<b>Economic Development</b>	<ul style="list-style-type: none"> <li>• Identify economic growth sectors</li> <li>• Foster investment ready communities</li> <li>• Workforce development strategy</li> </ul>
<b>Tourism promotion</b>	<ul style="list-style-type: none"> <li>• Coordinate tourism promotion efforts</li> <li>• Provide support to expand tourism offerings</li> </ul>
<b>Community Development</b>	<ul style="list-style-type: none"> <li>• <b>Regional transportation service</b></li> <li>• Affordable housing</li> <li>• Newcomer settlement and retention</li> <li>• Diversity promotion</li> <li>• Social inclusion</li> <li>• Healthy communities</li> </ul>
<b>Cost Sharing for Recreational Infrastructure</b>	<ul style="list-style-type: none"> <li>• Regional and sub-regional sports facilities, trails, arts/culture facilities, etc.</li> <li>• Identification, cost sharing formula, process</li> </ul>
<b>Public Safety Committee</b>	<ul style="list-style-type: none"> <li>• Exchange ideas &amp; information, identify key issues &amp; priorities, improve sustainability &amp; effectiveness, build capacity &amp; relationships, enhance cooperation</li> </ul>
<b>Additional Social Focus for Capital, Fundy &amp; Southeast Orientation sociale additionnelle</b>	<ul style="list-style-type: none"> <li>• Homelessness</li> <li>• Poverty reduction</li> <li>• Mental health</li> </ul>



# Funding Available to RSCs

Funding in support of the implementation of the RSCs' new mandates:

- Community Funding Grant ( \$6.17M in 2023)
- Regional Strategy Development ( \$50,000 per RSC)
- PETL (\$40M over five years)
- Other Provincial funding sources ( ESIC, JPS, Health, RDC)



# Service delivery models

RSCs have the flexibility to determine how these new services will be effectively delivered, and expanded upon **without duplication**.

Three options:

- Deliver the service within the RSC structure
- Finance a 3rd party to deliver the service based on a contract outlining key performance indicators
- A hybrid of options 1 and 2



# Cost sharing approaches for new services

Service	Cost-sharing approach among entities
Regional Economic Development	Proportionate share of Tax Base
Tourism promotion	Proportionate share of Tax Base
Community Development	Proportionate share of Tax base and Population
Regional Transportation	Proportionate share of Tax base and Population
Additional Social Focus	Proportionate share of Tax base and Population
Cost sharing of regional sport, Recreational and cultural infrastructure	Default based on proportionate share of tax base and population



# Land Use Planning

## Governance Structure

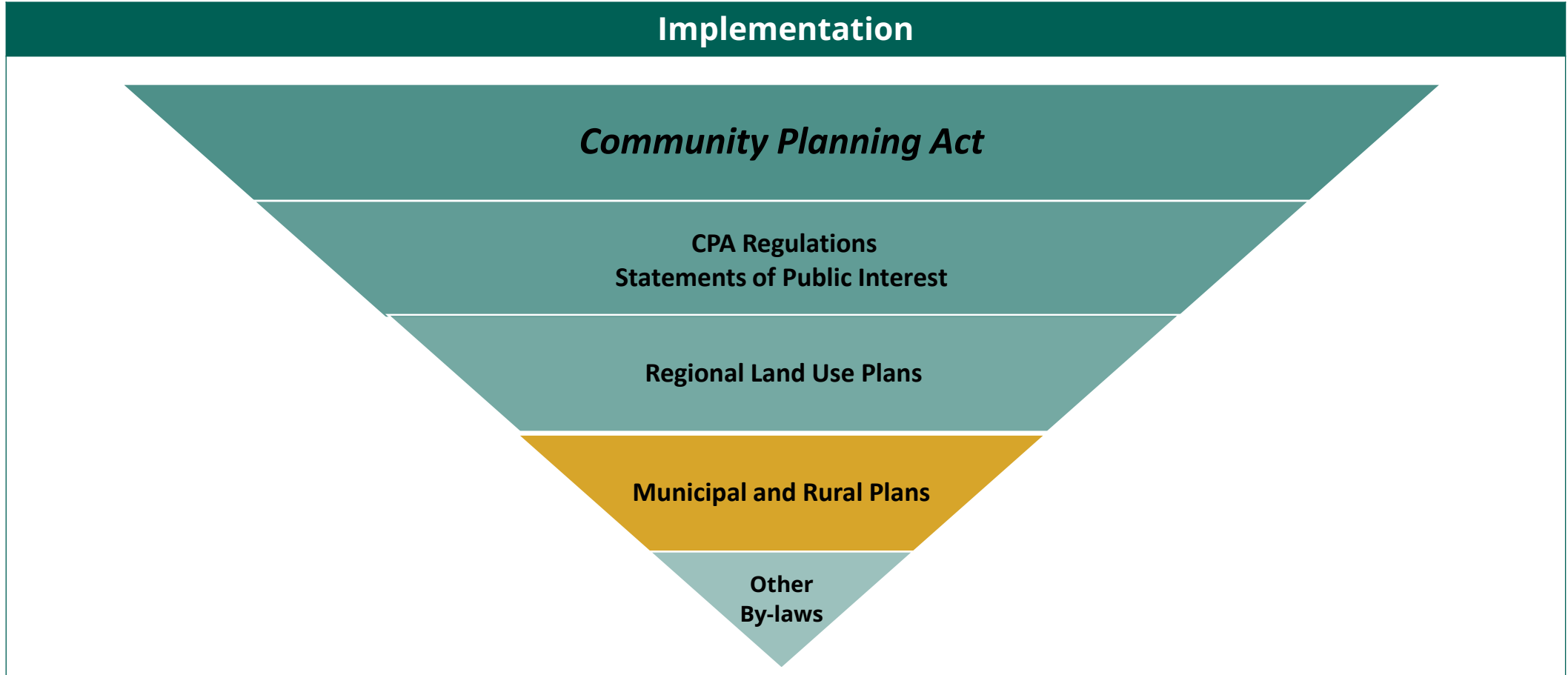
Minister of Local  
Government and Local  
Governance Reform

Provincial and Community  
Planning Branch

Local  
Governments



# Land Use Planning





# Land Use Planning

## Proposed Statements of Public interest "SPIs"

- Settlement Patterns
- Agriculture, Aquaculture and Fisheries
- Climate Change
- Flooding and Natural Hazards
- Natural Resources

Guide to SPIs being prepared



# Minimum Planning and Development Services

- All communities required to have a land use plan by 2028
- All LGs and RSCs must provide Planning, Development and Building Inspection Services
- All RSCs must have a Registered Professional Planner as planning director
- LGs offering planning services must appoint a Registered Professional Planner as planning director
- “Development Officers” cannot be appointed by Council; must receive delegated authority from a planning director (RPP/MCIP)
- All land use plans and by-laws approved by the Minister must be certified by a Registered Professional Planner



# Regional Strategy

- Comprehensive strategy for RSC Mandate
- Engagement of Stakeholders and First Nations
- Develop Vision, Goals, Priorities and Actions
- Implementation plan
- Performance measures
- Ongoing reporting and accountability
- Strategy requirements in General Regulation
- To be adopted by July 1, 2023
- Reviewed every 5 years, minimum



# RSC Budget Process

## Legislative and Regulatory Provisions

- *Regional Service Delivery Act* – Part 4 Financial Matters (26-28)
- *General Regulation* (2012-109) Financial Matters (Section 19)
- Prepare and adopt an operating *and* a capital budget
- Vote for adoption: Minimum of 2/3 of the members present and representing 50% plus one of the population represented by the members present



# RSC Budget Process

## Step 1:

- CEO, Finance staff and Department heads prepare budgets (capital and operating) and fee schedules for each specific service
- In the case of the mandated services, the draft budget is presented to the standing committees
- In the case of the non-mandated services, review the budget with participating communities
- **Timeframe** – July to mid-August

## Step 2:

- Financial staff and CEO compile the various service budgets
- Use form prescribed by Minister
- Include any fee schedules
- Consultation and support from Community Funding Branch of ELG
- **Timeframe** – July to mid-August



# RSC Budget Process

## Step 3:

- CEO, financial staff and Rural District Managers review service budgets and fee schedule with Finance Committee (if there is one in place)
- CEO, Financial staff to meet with Local Government CAOs to review budget
- **Timeframe** – Mid- to late August

## Step 4:

- CEO and financial staff finalize draft budget package (Include capital borrowing proposal in package)
- **Timeframe** – First week of September

## Step 5:

- CEO and staff present the proposed budget, fee schedules, and capital borrowing proposal to the RSC Board
- Proposed budget package approved (with or without modification) for distribution
- **Timeframe** – By September 10



# RSC Budget Process

## Step 6:

- CEO sends notice of vote to members, along with proposed budget package
- Sent to Local Governments, and the Minister
- Note: must be sent **at least 45 days** ahead of RSC Board meeting at which the budget is to be put forward for adoption
- **Timeframe** – By September 13

## Step 7:

- CEO responds to information requests and compiles feedback
- May involve meetings with groups of administrators, RD Chair / advisory Council, the Rural District Manager



# RSC Budget Process

## Step 8:

- RSC Board meeting held to review any objections, and approve budget, fee schedules and application to Municipal Capital Borrowing Board
- Meeting must be open to the public
- **Timeframe** – By October 31

## Step 9:

- Approved budget and fee schedules forwarded to Local Governments and to Rural District (via Rural District Manager who represents the Minister)
- **Timeframe** – By November 1



# Conclusion

- This session provided an overview of the RSC mandates and responsibilities
- RSC CEOs will continue to provide orientation and additional training to their members
- ELG will continue supporting RSCs as they develop their regional strategies and implement their new mandates



# Questions?

