

Commission de services
régionaux de Kent



Kent Regional
Service Commission

ANNUAL REPORT 2023



Annual Report of the KRSC– 2023

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1- INTRODUCTION

The goal of the Annual Report 2023 of the Kent Regional Service Commission (KRSC) is to present the organization's activities over the last year, along with its financial statements for 2023. Anyone wishing to obtain an electronic copy of this report will find it on the KRSC website www.krsc.ca.

2- MESSAGE FROM THE CHAIR

Greetings, dear citizens of the Kent region! I'm delighted to present my 2023 Annual Report. First, I'd like to thank my colleagues around the Board of Directors table for having elected me Chair of the KRSC for a two-year term. I highly value your support and I have enormous confidence that you, the Board, will make decisions that will improve the lives of the people of the Kent region. Secondly, I want to thank the staff of the KRSC. We're spoiled in having a professional team dedicated to the wellbeing of people in the region. We, the Board of Directors, are proud of our great team!

The year 2023 was a busy one for elected officials in the communities in the Kent region. On top of our functions as mayor and chair of the rural district, we sit on the Board of the KRSC and its many committees. The reduction of the number of Board members from 17 to 7 and the addition of numerous services have kept us hopping. Each Board member sits on at least a few committees and fully represents the entire Kent region in the various sectors for which we are responsible.

This year's major achievements included the adoption of the regional strategy and the 2024 budget. The regional strategy was adopted in the summer of 2023 and its implementation plan are the reference documents for the next four years. Thanks to consultations with our partners and meetings with the Board, the regional strategy is the essential decision-making tool that we will use as a Board. A number of great initiatives have already been started, and others will follow in the coming years. The second big achievement was the adoption of our budget. Last year, the budget was prepared by a transition committee and the final decision was up to the Minister. This year, the KRSC Board had full control over its financial decisions for 2024. The process was long and arduous because of the many delays related to the transfer of funds from the Department of Environment and Local Government. However, the Board can be proud of the work done and of the fact that cost increases for the municipalities are very minimal, almost nonexistent for some. Now that we have had a full year with the new mandates, the budget exercise for the next fiscal year should take less time.

As Chair of the KRSC, I have an opportunity to represent the organization at various meetings and activities. It's great to see that our KRSC is one of the most collaborative in New Brunswick and that we're known for being innovative and open-minded. The organizational culture that we've created stems from our regional culture. People in our region are welcoming, want to help each other and are trying to create prosperous, lively places to live. That's exactly what is happening in the KRSC as well, and the whole area is feeling a wind of optimism.

I encourage people in the region to follow the KRSC's activities and to participate in the gatherings and activities that we plan because the success we are experiencing is a collective one. We can all be proud of the successes in

our region and we are going to continue as an KRSC to carry out projects that benefit the people of the Kent region, including its entrepreneurs, newcomers choosing to settle here and the many tourists who visit the region.

In closing, I'd also like to mention the opening of a major tourist attraction in the region: Akadi Lumina. This attraction is a game changer for the tourist industry in the Kent region. We're already spoiled by having Kouchibouguac National Park and the Pays de la Sagouine anchoring our tourism sector, and the addition of Akadi Lumina only serves to expand our offer. It's a not-to-be-missed attraction for anyone who wants an unforgettable experience! I invite people from around the world to come visit us in the Kent region!

Aldéo Saulnier

Chair



3- REPORT FROM THE CEO

ACHIEVEMENTS AND CHALLENGES OVER THE PAST YEAR

I am pleased to present the report of the KRSC CEO for 2023. Neither 2022 nor 2023 was a restful year. It was time to implement all the new missions that the KRSC now has to manage. Happily, several of these services were already in place because part of the transition happened in 2022. We gained new employees, and others were reassigned to new functions to meet the expectations and requirements of the new services. We now have a team of 25 employees who care deeply about the Kent region!

Our new employees include two in the Planning Department: Hilaire Kabula, originally from the Congo, as Development Officer/Jr. Planner, and Jose Cabrera, originally from Ecuador, as Geomatics Analyst. Shelly Kelly is the Administrative Assistant for the Solid Waste Department, and Julie Bernard is the Administrative Assistant and dispatcher for the Regional Transportation service. We have Mario Doiron, commonly known as ‘M. Cârotte,’ as our Food Resiliency and Environment Coordinator, Miguel Allain as Community Safety Coordinator and Micheline Léger as Regional Development Coordinator. We increased stability in the Finance sector with Lynn Landry Caissie as Finance Director. Lynn has a very interesting background and is a CPA.

As well, Claudie Ringuette was assigned new management responsibilities as Community Services Director. Louise Girouard has added responsibilities as bookkeeper and Francine Arsenault also has new bookkeeping responsibilities on top of her usual duties as Secretary to the Board of the KRSC.

Our new elected representatives started their terms on January 1. The size of the Board was significantly reduced from 17 members to 7, and the addition of new services and their committees keep our elected representatives very busy. The Board also elected its Chair and Vice-Chair, Mr. Aldéo Saulnier, Mayor of the Town of Grand-Bouctouche, and Ms. Tina Beers, Mayor of the Village of Five Rivers, respectively. Both of them bring an enormous amount of experience to the table, as they both sat on the KRSC for many years. Ms. Beers is the only Board member who has been there since it was formed in 2013.

In 2023, we also expanded the region’s boundaries. As part of local government reform, the community of Shediac Bridge – Shediac River joined Grande-Digue, Notre-Dame and Cocagne to create Beausoleil. As well, the communities of Hardwicke, Baie-Sainte-Anne and Escuminac in Northumberland County joined us as part of the new rural district. These new territories gained the services for which the KRSC was already responsible, and we’re continuing to roll out others, such as solid waste management.

Highlights of 2023 include the development and adoption of our regional strategy and the preparation and adoption of the 2024 budget. The regional strategy and its implementation plan will guide the Board’s actions for the next four years. The regional strategy, presented in the Annual Report, has objectives for each sector of the KRSC. Immigration and voluntary services have also been added. There is no lack of projects, and their implementation will have a significant impact on the lives of people in the Kent region.

The KRSC needed funding to implement these initiatives. The province of New Brunswick developed a funding program just for KRSs. The Regional Services Support Fund will allow the KRSs to go ahead with the projects identified in their regional strategies. The KRSC also received funding from other sources, such as the Economic and Social Inclusion Corporation, the Department of Justice and Public Safety, the Regional Development

Corporation and various others. All these funding sources are essential to fulfilling our mandates, and especially to cover the KRSC's annual budget. The 2023 financial statements are included in this Annual Report, and clearly indicate that the KRSC is experiencing strong growth, accompanied by growing financial needs.

Noteworthy Initiatives

Capital Projects

One capital project is the purchase of a sewer truck. The municipalities of Beaurivage, Champdoré, Grand-Bouctouche and Cap-Acadie, in the southeastern region, asked the KRSC to acquire this piece of equipment to serve their municipalities. This specialized truck costs three quarters of a million dollars and will be used to properly clean sewer pipes in the participating municipalities. We expect to receive this piece of equipment in fall 2024.

We also bought a van to transport persons with limited mobility, with help from provincial and federal financial partners and the Rexton Area Health Foundation. This van will allow people with mobility challenges to get around safely. The service will be offered in spring 2024 and will be part of the transit service that we already offer in the Kent region.

Mennonites

Those who have been following closely the project to attract farmers to the Kent region will be happy to know that efforts by the KRSC and our partners to bring in Amish and/or Mennonite farmers are bearing fruit. We were visited by several Mennonites interested in acquiring land in the Acadieville region to rehabilitate farmland that has been abandoned for many years. This project, in which the KRSC has been a participant since 2019, was quite an achievement. At least three Mennonite families are in the process of buying over 1,000 acres (4,4 km²) of woodland and farmland. These families will work the land and build buildings in 2024, with the possibility of moving in in 2025. It was quite the win for us, because we all know that not many young people want to go into agriculture.

Book on the History of Kent County

The book on the history of Kent County was a great success. The work clearly describes the region, its past and its influences. It was launched in June, and many copies have been sold! It is also available in the Francophone and Anglophone schools in the region, as well as in all the public libraries in the provincial system. This partnership with the Institut des études acadiennes was valuable and enriching for the KRSC. This closer connection with our only Francophone university demonstrates great openness to collaboration.

Health – Learning Community

The Kent region has now completed its Community Health Needs Assessment (CHNA). This report, which includes 29 recommendations to improve the health of our people and our communities, was presented to the public last September. The plan fits neatly into the KRSC's regional strategy and many initiatives proposed in the report are related to KRSC projects. We're implementing these recommendations via the Learning Communities Committee, so we're working very closely with Vitalité. The KRSC and Vitalité are still defining their respective roles in the

committee's makeup and operation, and we're sure that in 2024 we'll be able to continue our efforts to collaborate on improving the health of our region's citizens.

Thanks

Again this year, the Board members showed leadership and a great willingness to collaborate and work together as a region. It's no surprise that the other regions in the province pay close attention to us because as a group we want progress for the Kent region. Thanks to excellent collaboration and open-mindedness from the Board of Directors and staff, it's easier as a CEO to move forward on questions affecting the people of the Kent region. In 2024 we will aim to solidify our administrative structure and continue implementing the many initiatives in the regional strategy. The KRSC will always be there to support communities through these major changes. It will be a pleasure to work for you in 2024 and make the Kent region even stronger and more resilient.

I would also like to offer special thanks to all the employees of the KRSC. We're lucky to have such a strong team, always working to make the Kent region the part of New Brunswick where people want to live, work and have fun. The KRSC's dedicated employees make themselves available and are always looking for improvements. I'm extremely proud to be the CEO of this marvellous team!

Paul Lang

CEO



4- MANDATE AND HISTORY OF THE COMMISSION

The KRSC began its activities on January 1, 2013. The *Regional Service Delivery Act* lays down the roles and responsibilities of Regional Service Commissions all over the province. The KRSC has eight mandatory mandates: local planning; solid waste management; planning of regional recreational, cultural and sports infrastructure and cost sharing of infrastructure; public safety; economic development; tourism promotion; regional transport; community development.

The KRSC, with its dynamic Board of Directors and leadership from its administrative team, works on and brings up matters that go beyond its legislated responsibilities. People in the region see the KRSC as an organization that defends the public's interests and is a vehicle for non-governmental, municipal and local organizations to communicate to elected officials and LSD advisory committees what's going on in the area. The KRSC is also known as a success among the 12 other RSCs in the province. Respect among members of the Board of Directors is primordial, and this has created a climate of trust on the Board. Thanks to this collaboration and desire to work together, Board members are constantly seeking to improve relationships both within the organization and with its different partners and funders.

5- REGIONAL PROFILE

The KRSC is located in eastern New Brunswick and covers all of Kent County, as well as communities in Nouvelle-Arcadie partly in Northumberland County, and the communities of Hardwicke, Baie-Sainte-Anne and Escuminac, also in Northumberland County. Also, the community of Shediac Bridge – Shediac River and part of Irishtown located in Beausoleil are in Westmorland County. The region has an area of a little over 5,000 km² and a population of 35,415 people. The region has six municipalities (three towns, two villages and one rural community), one rural district and three First Nations communities.

The KRSC is also multicultural, with three cultures and two language communities. KRSC has to comply with the *Official Languages Act* in its daily operations because both languages are present in its territory.

However, the Kent region receives uniform regional services. The whole region is served by the RCMP, the Planning and Solid Waste Departments provide services to the entire KRSC and we share a Coordinator, Emergency Measures, with the Southeast Regional Service Commission (SERSC). With respect specifically to solid waste, the majority of garbage collected in the region is sent to SR landfill site. KRSC also has an excellent relationship with the CEOs of the municipalities and the rural district.



Legend

- Nouvelle-Arcadie
- Beaurivage
- Five Rivers
- Grand-Bouctouche
- Champdoré
- Beausoleil
- Kent Rural District
- Kouchibouguac Park
- First Nations

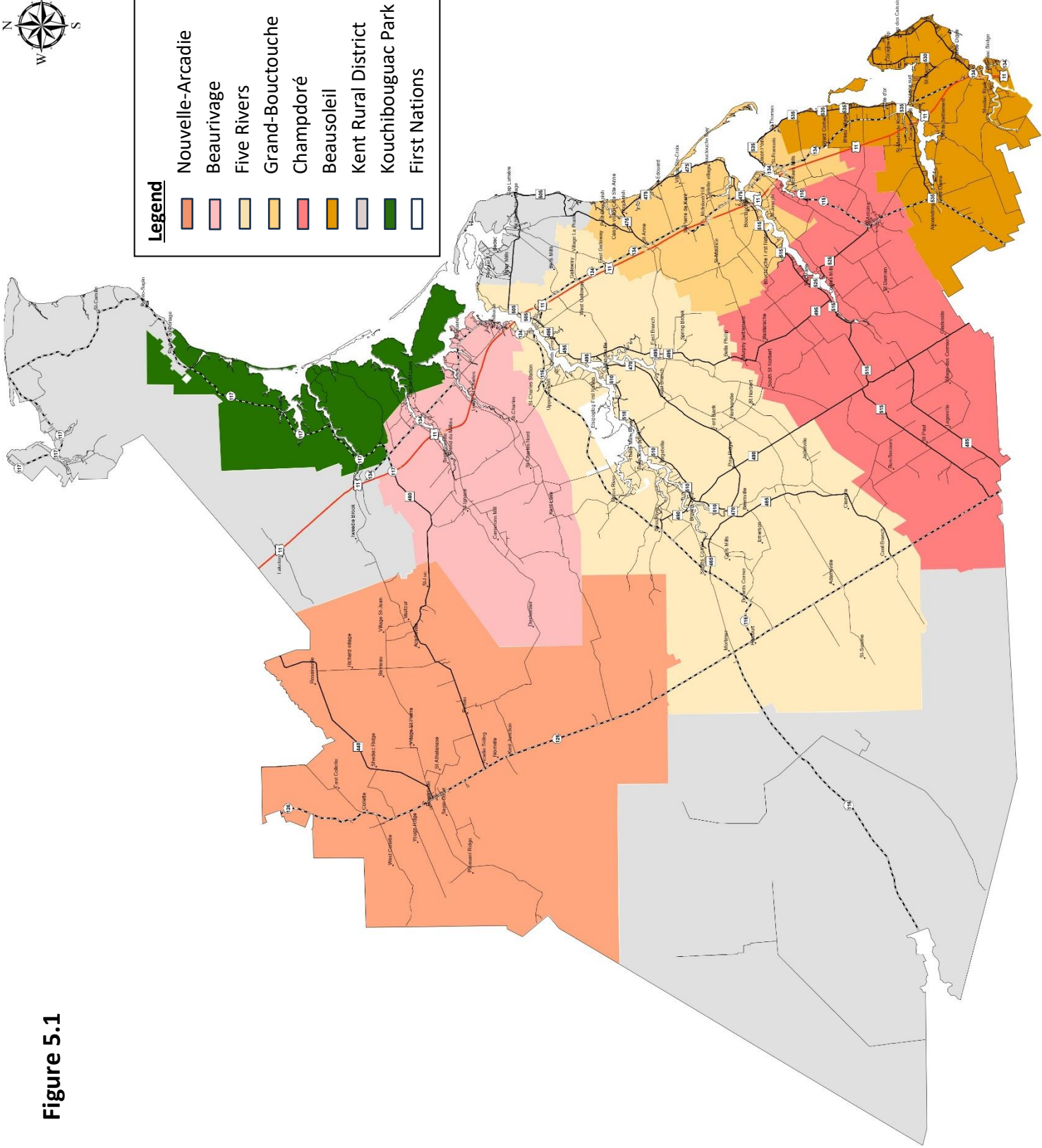


Figure 5.1

6- FIVE-YEAR STRATEGIC OBJECTIVES

In July 2023, the KRSC Board adopted a five-year strategic plan. The Board of Directors identified its major strategic directions following guidelines from the Department of Local Government. As thoroughly explained in the Annual Report, the staff and the Board have continued to deliver services and steer projects for the benefit of citizens in the region. The 2023 Annual Report will present the new strategic objectives as laid down in the provincial regulation on regional strategy. **You'll find the KRSC regional strategy in Appendix A.**

7- GOVERNANCE AND ADMINISTRATION

a. Organizational structure, committees and meetings

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

Tableau 7.1 – ATTENDANCE OF MEMBERS OF THE BOARD OF DIRECTORS AND REPORT OF EXPENSES

BOARD MEMBERS AND SUBSTITUTES	MEETING ATTENDANCE (Board only)	HONORARIUM (Board, committees and other occasions)	EXPENSES/TRAVEL (Board, committees and other occasions)
BABINEAU, Louis	1	\$150.00	\$68.00
BABINEAU, Marc	2	\$300.00	\$108.80
BEERS, Tina	15	\$5,000.00	\$701.76
BOURQUE, Jimmy	13	\$1,995.00	\$775.20
DAIGLE, Jean-Charles	13	\$1,950.00	\$1,028.16
HÉBERT, Jean	11	\$1,650.00	\$526.32
LIRETTE, Paul	1	\$150.00	\$12.24
MARTIN, Lucie	1	\$150.00	\$0.00
RICHARD, Jean-Pierre	12	\$1,800.00	\$489.60
SAULNIER, Aldéo	15	\$7,000.08	\$497.76
VAUTOUR, Arnold	12	\$1,800.00	\$210.80

Figure 7.1

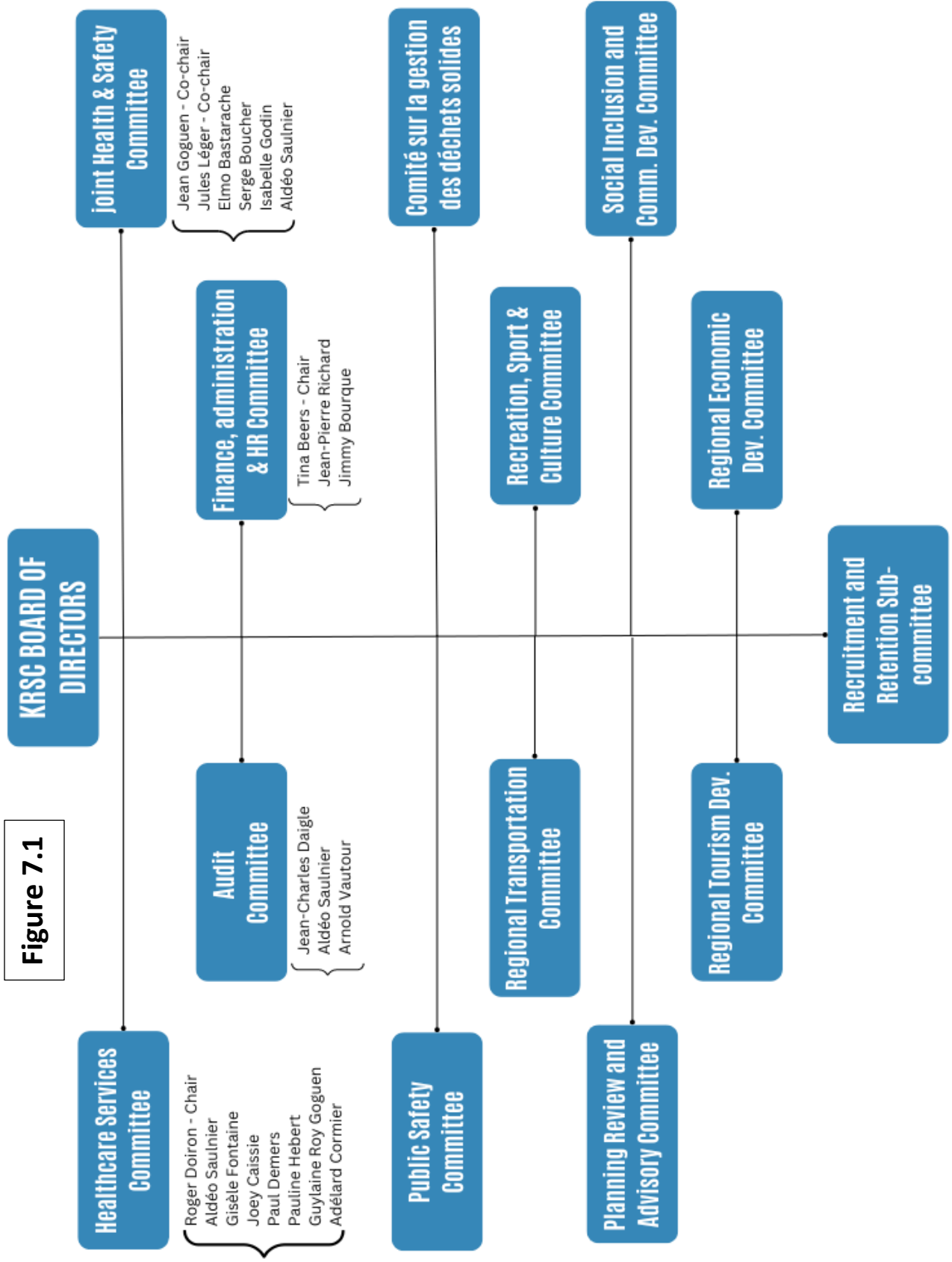
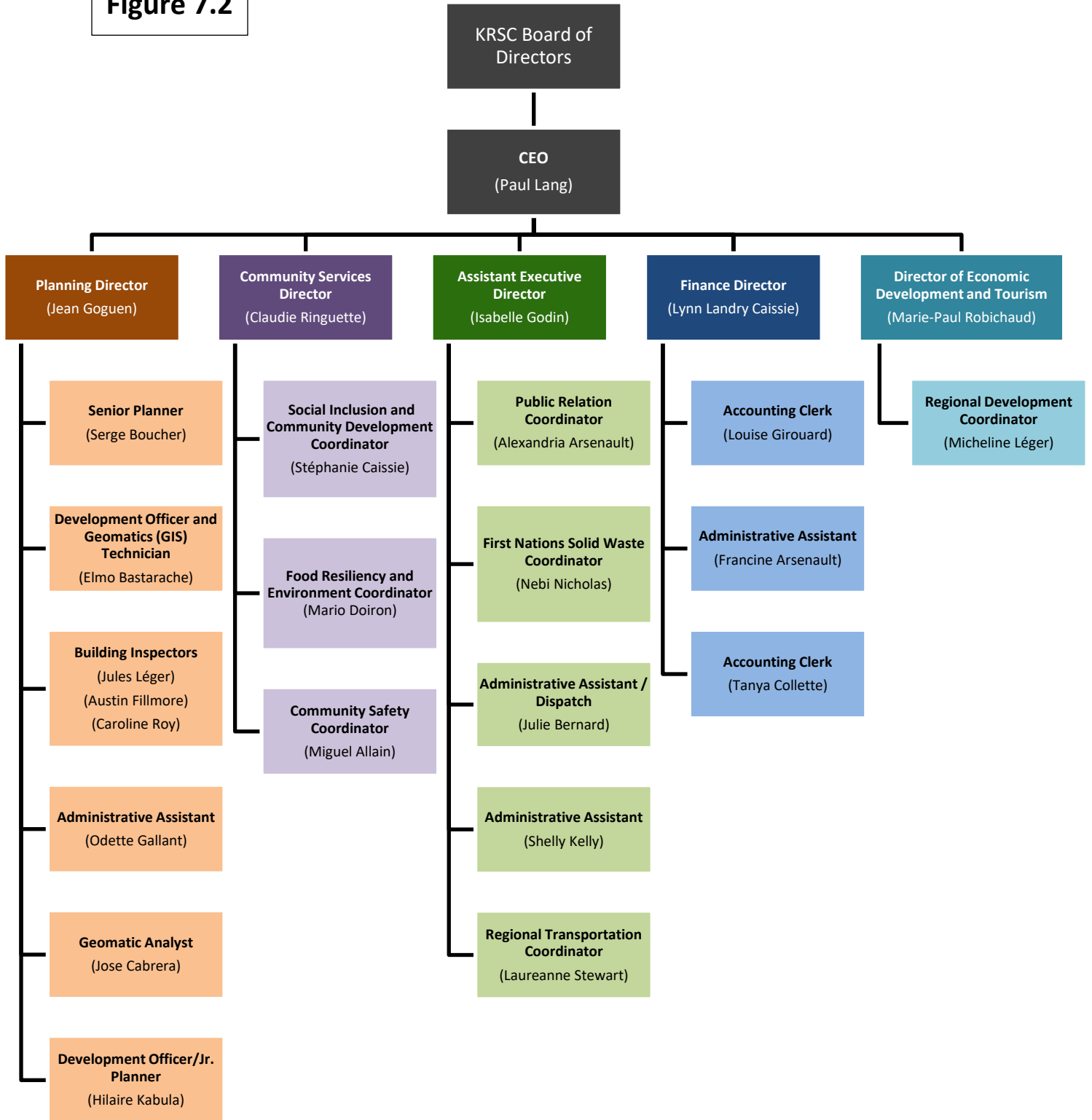


Figure 7.2



8- REPORT OF THE PLANNING DEPARTMENT

The KRSC offers a Planning Department to the new area making up the six new municipalities and the rural district. I am proud to present the first fruits of planning services for 2023.

Land use planning consists of concerted planning of policy and technological steps to ensure orderly and harmonious development. Municipal restructuring is still the most important sector for our department. Among the initiatives, the sector's main objective for the next four years is to create, review and modify seven land-use development plans. Our employees have been very active during this planning period. The plans for Grand-Bouctouche and Beaurivage are being reviewed and are meeting the service delivery timeline approved by the Commission's Board of Directors in November 2022. Due to this initiative, in May KRSC hired Hilaire Kabula as a Development Officer/Jr. Planner and assigned him the task of producing the studies related to the plans with the Urban Planners.

The KRSC's mandate with respect to land use planning is to establish a framework that fosters responsible development, in partnership with the local population and all socioeconomic stakeholders while preserving a future that respects the environment in order to provide an excellent quality of life for residents of our region.

The effects of the post-pandemic era continue, and the Planning Department is engaged in an incredible number of consultations with our partners and clients/developers to ensure desirable development. Several bylaw amendments were commenced to allow certain projects, which sometimes fit less closely with current bylaws, to be carried out. Our administrative function means that we must ensure that development complies with legislation and regulations while still achieving our short-, medium- and long-term objectives.

This year stands out again because the value of permits is a little over \$63 million. Our professional service was maintained throughout the region and our three (3) inspectors keep up with the latest developments in their field. Our inspectors attended the mandatory continuing education sessions offered by the New Brunswick Building Officials Association (NBBOA). It is important to note that KRSC is very well represented on NBBOA's Executive.

Our Planning Officers continue to provide exceptional service. This personalized, friendly and professional service makes clients comfortable in discussing their projects and concerns. Our officers play an essential role with actors in the field of development: lawyers, surveyors, employees of various government Departments, politicians, developers, service providers, neighbours and employees of their department. Moreover, our Officers provide information based on the legislation, regulations and bylaws that govern us before undertaking an analysis or validation or rendering a decision.

Our cartographers serve several internal departments and always keep up with the various requests from the Commission, colleagues and clients. Cartographer Jose Luis Cabrera joined our team in June and brings additional experience to the services provided by KRSC. Cartography plays a fundamental role in the development of our regions, and this is why the Commission is carrying on the initiative of promoting cartographic technology in consultation with subject experts. In this time of change, the public needs to understand sectoral analyses, and people strongly prefer visual presentations for understanding issues and opportunities.

Above all, we must mention our employees who welcome clients and direct them to the right service provided by our organization, and the smooth operation of the services provided by our department.

To meet requirements, the KRSC Board of Directors appoints a Planning Review and Advisory Committee. The PRAC continues to play an indispensable decision-making (quasi-judicial) and advisory role on behalf of the communities. This role is essential to the ongoing study and administration of land use plans and zoning, subdivision and construction bylaws. Decisions by the PRC may have major repercussions on the form and implementation of services in a community and without its consent, many projects would remain at the conceptual stage. Its functions are laid out in various provisions of the *Community Planning Act*, which has the ultimate goal of planning land use and encouraging coherent strategic development that is advantageous for the whole community.

Monthly Meetings

Members of the Planning Review and Advisory Committee studied, at their 12 monthly meetings, 148 cases requiring a waiver or recommendation. The committee holds its monthly public meetings the last Tuesday of each month with two exceptions: if there aren’t enough cases or if the date is a statutory holiday. Meetings start at 6:30 p.m. at the KRSC’s Beaurivage office. Presentations can be made and questions asked pertinent to the various cases on the agenda, but a prior request to address the committee is appropriate and very much appreciated.

- The cases studied are as follows:
- 12 cases requiring a recommendation to municipal councils (zoning)
 - 64 subdivision plans
 - 72 cases of construction waivers

TABLE 8.1 - MEMBER ATTENDANCE

Member Attendance	Regular Meetings	Honorarium	Expenses
Rhéal Leblanc	12	\$1,650.00	\$652.80
Pauline Hébert	9	\$900.00	\$367.20
Richard Thébeau	12	\$1,200.00	\$408.00
Gérard Thébeau	11	\$1,100.00	\$0.00
Jean Hebert	10	\$1,100.00	\$567.20
Claude LeBlanc	12	\$1,200.00	\$497.76

In 2023, the Commission delivered five hundred and thirteen (513) building permits with a total value of \$63,240,300.00. This represented four hundred and eighty-four (484) permits in the municipal regions with a value of \$59,978,100.00 and twenty-nine (29) permits with a value of \$3,262,200.00 in the Kent Rural District.

Table 8.2 presents building permit data by region, while Figure 8.1 shows the type of permit issued.

TABLE 8.2 – BUILDING PERMITS

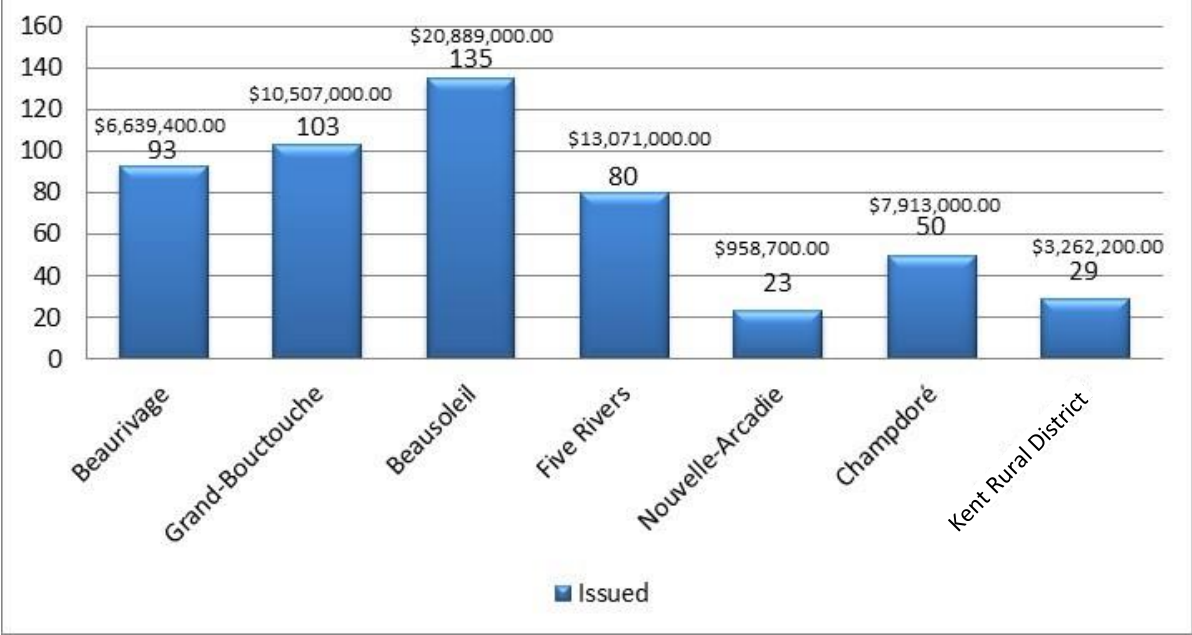
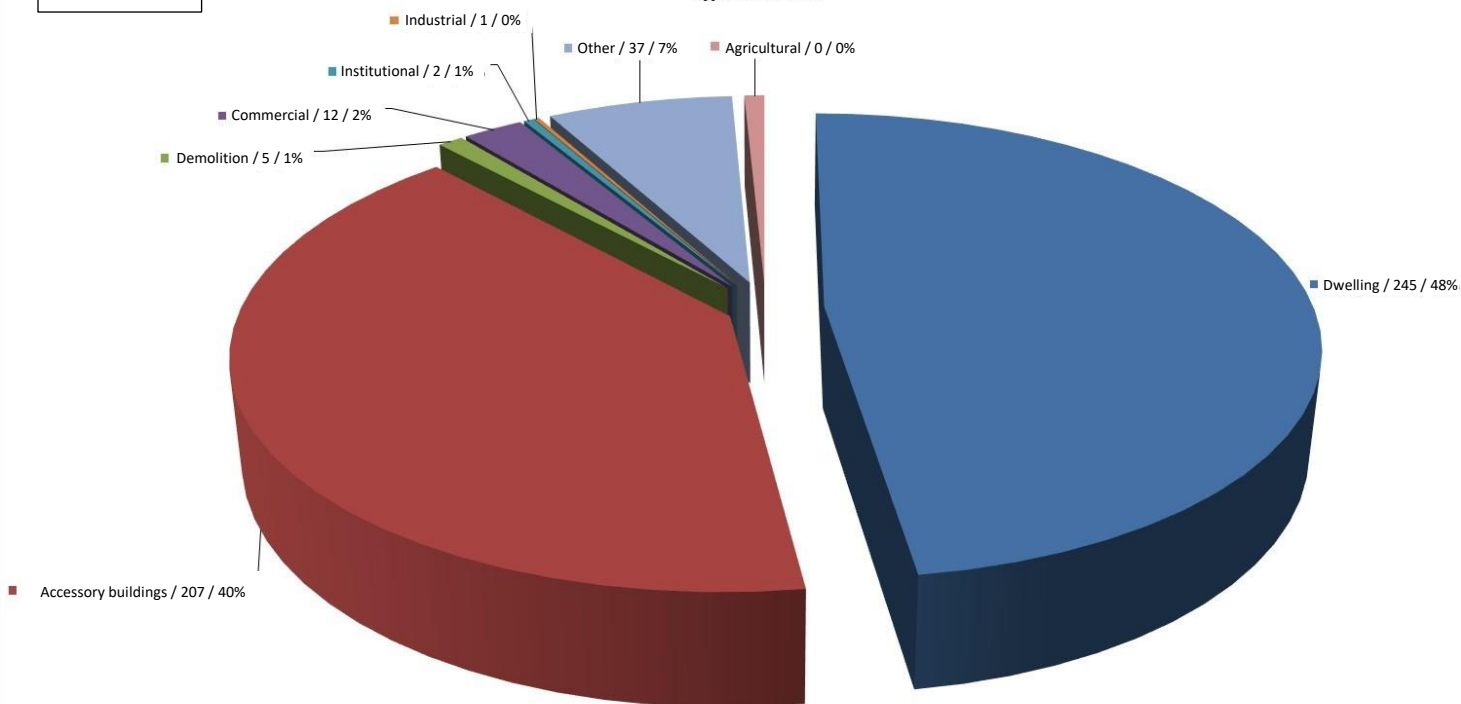
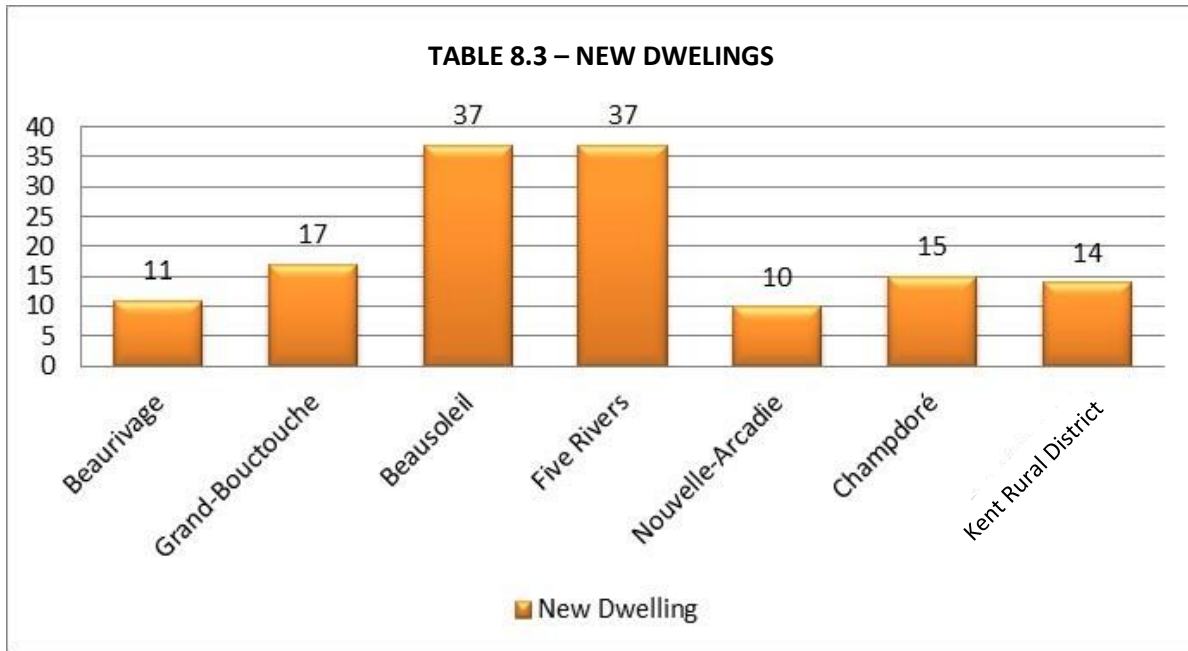


Figure 8.1

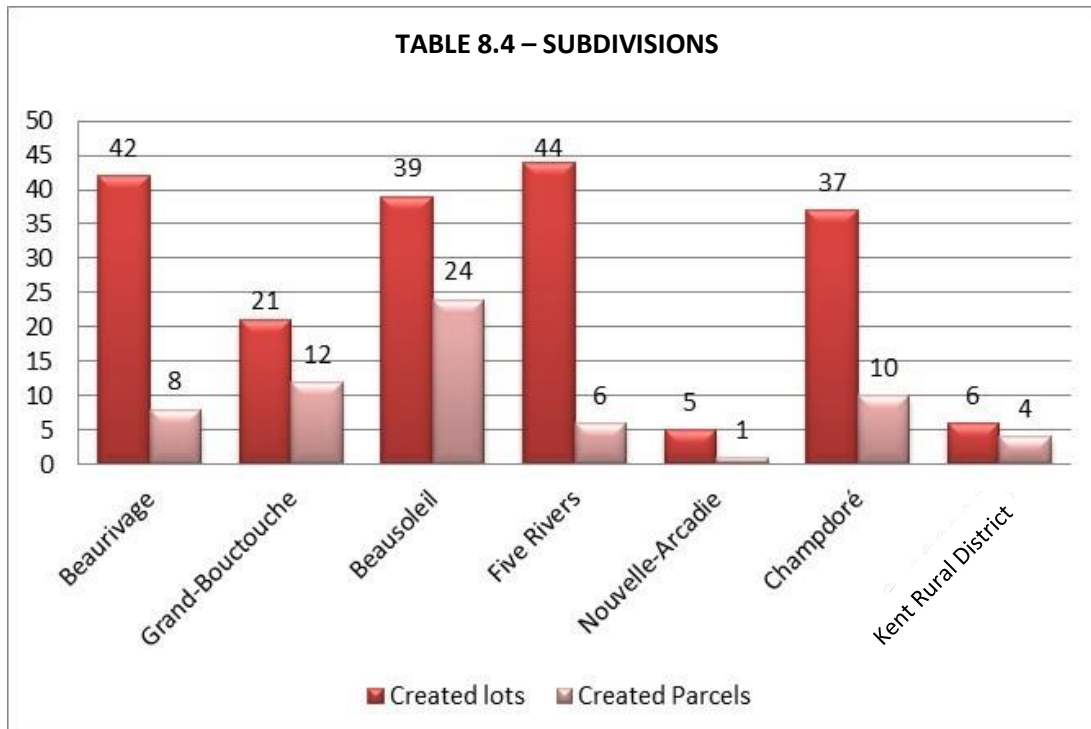
Building Permits
Type of Permits



Our region increased its inventory of new residential buildings by one hundred and twenty-seven (127) in the municipal sector and fourteen (14) in the rural district. Table 8.3 shows the distribution of these new residential buildings in our communities.



In 2023, one hundred and ninety-eight (198) subdivision plans were studied and one hundred and seventy-five (175) were approved, explaining the creation of one hundred and ninety-six (196) new lots and sixty-five (65) new parcels in the municipal sector, along with six (6) new lots and four (4) new parcels in the Kent Rural District.



One hundred and sixty-one (161) documents, i.e. survey plans and transfer deeds, were approved during the year.

Funding and Budget

In 2023, the total Planning Services budget was \$929,500.00 out of the overall KRSC budget. The municipalities and local service districts contribute to the budget via their property assessments.

Training and Conferences

The two Urban Planners participated in a conference and attended numerous online trainings to meet Canadian professional requirements (CIP). Jules Léger is the sector representative for Zone 5 (East and Northeast) and Caroline Roy is the treasurer on the executive of the New Brunswick association of inspectors. Elmo Bastarache, our Development Officer/cartographer, took trainings from the NBBOA specific to the practice of his profession. Our inspectors Caroline and Austin are participating in NBBOA trainings in order to obtain Level 1, 2 and 3 certification as soon as possible. Hilaire Kabula was accepted into the certification program administered by the Canadian Institute of Planners.

Municipal/Rural Plans

The plans for Grand-Bouctouche and Beaurivage are being reviewed now. Bylaw updates and zoning changes are always very popular with our partners. Several meetings of the working committee have been held with the various councils and in the rural areas to prepare the relevant subjects required under the *Community Planning Act*. We are continuing to work diligently to get ready for open houses and public hearings in the respective regions.

In order to certify compliance in certain matters, a total of 63 zoning confirmation reports were issued, allowing certain projects to go ahead.

I want to thank the members of KRSC, the members of the Planning Review and Advisory Committee, the various Boards of Directors, and most especially our staff members, for their support in the past year. In this transition year, staff and members alike have worked diligently to administer all aspects of land use planning. I'm proud to say that KRSC provides a distinctive Planning Department to people in our region, as well as to the many remote users, who consult us more often than ever, before making substantial investments.

Jean Y. Goguen UPC, MICU, AUNB/RPP, MCIP, NBAP
Director, Planning Department

9- RECREATION PLANNING

Again this year, collaboration and involvement from varied community and provincial partners have certainly helped to strengthen regional recreation planning.

Projects Under Way

One of the major successes in 2023 supporting this statement is without any doubt the identification of priorities for action in the recreation sector of the regional strategy. Thus, in the next few years we'll be working on the recreation master plan, the PL4C program, cultural development and trails (active/green and motorized).

Recreation master plan | Updates to the recreation master plan have been put off until 2025 so that current initiatives that require immediate attention can be carried out and greater budget flexibility can be ensured.

Physical literacy for communities (PL4C) | For example, a community pilot project (PL4C) to increase physical literacy in communities is currently funded by the Public Health Agency of Canada, allowing participation in an international conference on physical literacy in March and opening doors to keeping the pilot project sustainable.

Trails | Another example is that of motorized and non-motorized trails. This year, in collaboration with the Kent Regional Community Resilience and Capacity Committee, trails organizations received micro-subsidies for development and grooming. The update to the Kent Trails Guide has been pushed back slightly because the team now includes a geomatics analyst who will be able to map all the trails in the region next year. This will provide KRSC, communities and trails groups with data on location and detailed, representative maps. The new guide to non-motorized trails is expected for the summer tourist season. Collecting data on motorized trails is also on the radar for next year.

Culture | Opportunities also came up to work more on the cultural and artistic milieus. Better collaborations were established with the Arts and Culture Branch and the Association acadienne des artistes professionnel.les du Nouveau-Brunswick, including participation in the forum *Nouvelles municipalités : Faire communauté par les arts + la culture*. This opening up to the cultural world was an enriching experience that will contribute in the future to cultural development in KRSC's service area.

It's natural that the recreation sector would contribute to other projects relating to other sectors of KRSC. It worked – and continues to do so daily – on other initiatives, including some in the following sectors: 1) community development and social inclusion with the roll-out of a regional program to increase AEDI (accessibility, equity, diversity and inclusivity) in recreation, sports and culture; 2) community safety by participating in the regional Planet Youth coalition; 3) immigration by obtaining funding to support recreational activities for young newcomers and their families; 4) economic and tourism development through discussions of recreational tourism possibilities for coming years.

Committees

Recreation, Sport and Culture Committee | This year, committee members met five (5) times and took on their responsibilities assigned by the KRSC Board of Directors in compliance with the *Regional Service Delivery Act* (D.C. 2022-317) and New Brunswick Regulation 2022-84. With the coming into effect of cost-sharing agreements for regional recreational, sports and cultural facilities (new mandate for KRSCs), KRSC used the committee to prepare a report on these facilities. This report, adopted on August 10, 2023, by the Board of Directors, provided an overview of all the recreational, sports and cultural facilities in the area served by KRSC and their classification.

TABLE 9.1 – ATTENDANCE BY MEMBERS

Committee Members	Sector or Priority group	Meetings (5)	Honorarium	Expenses
Arnold Vautour	Member of KRSC Board	5	\$500.00	\$105.00
Lucie Martin	Representative of the rural district and chair	5	\$625.00	\$564.40
Tina Bitcon	Representative of a local government	2	\$0	\$0
Philippe Savoie-Vienneau	Consultant on sports and recreation	4	\$0	\$0
Cécile LePage	Consultant on culture	2	\$0	\$0
Kylie Francis	First Nation	0	\$0	\$0
Daniel Castonguay	Employee of a cultural society	4	\$0	\$0
Gilles Cormier	Representative of the fishing, hunting or shooting range sector	3	\$300.00	\$138.72
Fernand Pellerin	Representative of motorized trails (snowmobile and ATV)	4	\$400.00	\$182.24
Guylaine Jean-Gagnon	Representative of a green trails organization (non-motorized)		\$500.00	\$285.60
Manon Vautour	Member of a community centre or recreation council	3	\$0	\$0
Elaine Warren	Representative of seniors or a golden age club	5	\$500.00	\$37.40
Natalie Léger	Volunteer in the recreation sector	4	\$400.00	\$130.56

Thanks

I want to point out that the success of regional recreation planning requires daily involvement from key community partners devoted to the wellbeing of their citizens and communities. Together, we are aiming for a community life where everyone can flourish because recreational opportunities are diversified, inclusive, available and accessible.

Sincere thanks to all those responsible for actions, such as the members of the KRSC Recreation, Sport and Culture Committee, the Resilience Kent Steering Committee, the Planet Youth coalition and the KRSC Board of Directors. Thanks as well to municipal and school employees for your involvement. Thanks to the many organizations and other partners with whom we have the privilege of working and on whom we can count. And finally, thanks to those whose financial support allows us to develop and execute all these projects, such as the Public Health Agency of Canada and the government of New Brunswick.

Claudie Ringuette

Director, Community Services and Regional Recreation Planning Officer

10- REPORT ON SOCIAL INCLUSION AND COMMUNITY DEVELOPMENT

The year 2023 was a very active one in the field of social inclusion and community development. First came KRSC's strategic planning, which established the priority objectives for each sector for the next five years. For the first time at the provincial level, a partnership agreement was signed between the Community Capacity and Resiliency Branch (GNB) and KRSC. This partnership will show the engagement by KRSC and the other members of the Resilience Kent Steering Committee (Resilience Kent) to unite their forces and make our region as a whole *"a great place to live!"*.

So, the following report is a summary of the activities launched by our sector, in collaboration with the other KRSC activity sectors and our community partners.

Meetings of the Regional Committee

The regional Social Inclusion and Community Development Committee met three times during the year to discuss projects and issues facing our region with respect to social inclusion and community development.

TABLE 10.1 – MEMBERS ATTENDANCE

Committee Members	Sector/Priority group	Meetings (3)	Honorarium	Expenses
Cherisse Andal	Newcomer	2	\$200.00	\$12.20
Tina Beers	Member of KRSC Board	3	N/A	N/A
Miguel Estrada	High school student	2	\$200.00	\$0.00
Garet Francis	First Nation	0	\$0.00	\$0.00
Joanne Maillet	Person experiencing or having experienced poverty	1	\$100.00	\$74.80
Linda O'Brien	Association sector	1	\$100.00	\$0.00
Aldéo Saulnier	Member of KRSC Board	3	N/A	N/A
Nicole Thébeau	Entrepreneur	1	\$100.00	\$3.74

This discussion provided food for the strategic plan and made sure that it included the following points:

- needs for affordable housing and the prevention of homelessness;
- the struggle against increasing food insecurity in our communities;
- health and wellness promotion, including mental health;
- increased accessibility of sports, culture and recreation for youth in difficult financial circumstances;
- the importance of recognizing our volunteers as an indispensable resource;
- inclusion of seniors, breaking isolation and a feeling of belonging to a community;
- positive integration and retention of newcomers in our communities.

Active participation in these meetings by the Kent Rural Settlement Network, regional resilience, and various sectors of activity (e.g., recreation planning, food resilience, public safety) also deserve mention.

Food Resilience

Thanks to funding from the Economic and Social Inclusion Corporation (ESIC), the Community Capacity and Resiliency Branch and the Environmental Trust Fund, in June KRSC hired its first Food Resiliency and Environment Coordinator, Mario Doiron. He has spent the last six months working on regional food resilience. These initiatives are under way:

- implementation of sustainable composting systems in the community gardens;
- creation of a Kent garden network;
- organization, filming and production of public workshops on various topics related to food resilience: <https://www.youtube.com/@monsieurcarotte72/featured>
- the garden starter kit project in partnership with the Association francophone des parents du NB for children ages 0 to 6;
- collaboration with the schools to improve their food resilience;
- an inventory of accessible community kitchens in the area and alignment of the resources needed for their optimal use;
- development of a new community garden at the Bonar Law Common in collaboration with the municipality of Five Rivers;
- collaboration with the Indian Island First Nation to help them to build a children's garden at the new United Way daycare;
- collaboration with the Bouctouche farmer's market to promote gardening, composting, recycling and waste reduction.

Health and Wellness Promotion

Ongoing work with Resilience Kent and our mental health partners allowed for the offer of suicide awareness and prevention programs, *SafeTALK* and ASIST. With support for the "*I'm listening*" initiative supported by ESIC, a number of interveners in our region, along with members of the public, were able to take advantage of these two trainings.

As well, finalization of the *Community Health Needs Assessment* (CHNA) process resulted in a report with 29 recommendations. A working group was created, Kent Learning Community, to be responsible for providing the necessary framework for implementing the recommendations over the coming years.

Initiatives for Youth

Rolling out a regional program to increase AEDI (accessibility, equity, diversity and inclusivity) in sports, recreation and culture among youth stood out as one of the priorities when we prepared our strategic plan. Fieldwork was done to allow us to hire a resource in early 2024 to implement this type of model in the region.

The Planet Youth Kent project continued to make progress in 2023 due to the work of members of the local multisectoral coalition: parents, the Pirouette group (United Way), RCMP, schools and school districts, KRSC, Public Health, mental health and early childhood interveners and the Department of Public Safety and Justice. Besides participating in various trainings organized by Planet Youth NB, the coalition was busy recruiting more members, presenting the model and the Planet Youth survey results to the different partners and elected officials and supporting activities that aligned with its objectives.

Aligning Community Resources

Collaboration with the Kent Wellness Network and Resilience Kent gave birth to *Sharing Day - Kent Edition* held on October 5, 2023. The objective was to bring together organizations and groups working in our various communities and to allow them to learn more about existing services and programs, as well as to develop a spirit of collaboration. Participation and feedback from partners were very positive, and the organizing committee intends to repeat the event.

The virtual wellness calendar (<https://www.kentwellness.ca/>) also had a seamless launch in October. This platform hosted on the KRSC Internet site is where communities, organizations and community groups can add their activities. The long-term goal is to make this tool a one-stop source for finding wellness activities taking place in the whole region.

Coming in 2024

ESIC will partner with KRSC to carry out a public engagement process from February to April 2024. This process will take the form of community dialogues with our various entities, an online questionnaire, target discussion groups and briefs. The information gathered will also contribute to the renewal of the provincial plan, *Overcoming Poverty Together -4*, and our own regional plan for social inclusion and reducing poverty.

Work on various questions and projects dealing with food resilience will continue in 2024. Developing a food resilience strategy for the communities served by the KRSC will also be a priority.

We plan to add the strategy *Mon bien-être, j'y travaille*, which concentrates on the health and mental wellbeing of workers in local companies. We also expect to relaunch the *Honorons le rétablissement* community program as a regional mental health and wellbeing salon.

Finally, the goal is to have a program to increase positive recreational opportunities for our youth in place by September 2024. Moreover, the local Planet Youth Kent coalition will have submitted its action plan to the province in January 2024. The official launch of Planet Youth Kent is planned for mid-February 2024.

Thanks

In conclusion, I want to highlight the standout work of all the stakeholders who agreed to lend a hand in 2023: our partners and volunteers, the members of the regional Social Inclusion and Community Development Committee and of the other regional committees, our municipal employees and elected officials, our Board of Directors, the members of the Resilience Kent Steering Committee, the Kent Rural Settlement Network and the staff of KRSC. Without you, the process of community development would be impossible! Thank you for your support, your confidence and especially your desire to keep going forward together.

Stéphanie Caissie

Social Inclusion and Community Development Coordinator

11- REPORT FOR REGIONAL TRANSPORTATION SERVICES

Regional Service Commissions are mandated by the provincial government to develop regional transportation plans and strategies to offer affordable and accessible transportation to residents.

Regional Transportation Committee and Projects

The Regional Transportation Committee is an advisory committee comprised of residents of the Kent region who represent priority groups. The committee members were appointed by the Board of Directors in September 2022 and had one meeting. More active in 2023, the committee met more regularly to oversee the coordination of regional transportation services, addressing concerns, and proposing improvements. The committee held three meetings, one of which did not meet quorum.

TABLE 11.1 – MEMBER ATTENDANCE

Members of the committee	Sector/Priority group	Meetings (3)	Honorarium
Jean-Charles Daigle	Member of KRSC Board	2	\$200.00
Claudette Dupuis	Driver	3	\$375.00
Jean Hébert	Member of KRSC Board	2	\$200.00
Jeremy LeBlanc	High school student	-	\$0.00
Norman Maillet	Driver	2	\$200.00
Bea Patterson	Client	-	\$0.00
Rey Portugaliza	Newcomer	2	\$200.00
Christel Robichaud	Client	3	\$300.00

In 2023, the Regional Transportation Committee and Transport Kent coordinators worked toward procuring a van that is wheelchair accessible. The aim of this purchase is to improve the existing service by offering a better transportation option for people with limited and reduced mobility. The van has been ordered and is expected to arrive in late spring or early summer of 2024. In 2023, the Regional Transportation General Policy was also created and adopted. This policy provides guidelines for the coordinators, volunteer drivers, and clients.

Transport Kent provides safe, dependable, and affordable transportation services to essential destinations with the help of our kindhearted volunteer drivers. Our system currently has 27 registered drivers who have generously devoted countless hours to transport our clients with respect, empathy, and compassion. Our volunteers are the backbone of our program, and we are grateful for their invaluable contributions.

Transport Kent currently has 611 registered clients, and the demand for transportation in the Kent region is continuously increasing.

TABLE 11.2 - CLIENTS

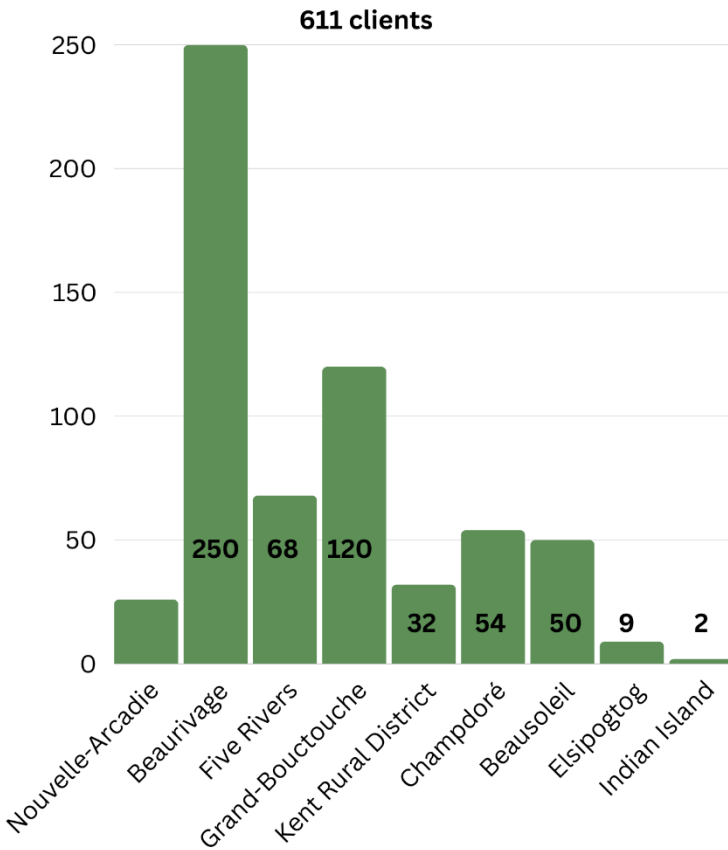
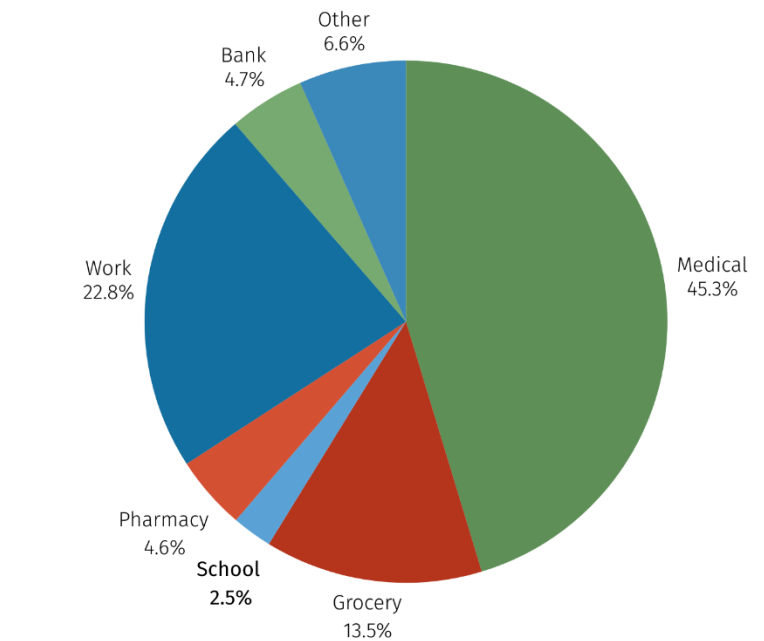


FIGURE 11.1 - TRIPS



2339 TRIPS

Other: family, government programs, airport, library, post office, sports.

During the spring of 2023, the Transport Kent department underwent a significant restructuring that brought about several notable changes. One of the key changes was the appointment of Julie Bernard as the new dispatcher for the Transport Kent service. In addition, Alexandria Arsenault took over the role of volunteer driver recruiter. These appointments were made with the aim of improving the overall quality and efficiency of the regional transportation service.

We would like to take this opportunity to extend our heartfelt thanks to Laureanne Stewart for her years of dedicated service to the Transport Kent program. Her hard work and commitment to the program have been instrumental in making it the success it is today. We would also like to express our gratitude to Alberte Richard for her invaluable contributions in facilitating and teaching the department's tasks and responsibilities.

Coming in 2024

The Mobility Van Project is a crucial initiative that will continue into 2024. The project entails scheduling and hiring a qualified driver to operate the van. The key objective of the scheduling process is to prioritize transportation for people who have limited mobility. However, the van will also be utilized to transport other clients to ensure it is being used to its fullest potential. For instance, the van could be used to transport multiple clients to their dialysis appointments, which will not only ensure that the clients reach their critical appointments but also free up

volunteer drivers so that more clients can be served. Overall, the Mobility Van Project is an essential service that will enable individuals with limited mobility to access critical services and appointments while also ensuring that the van is being used effectively to benefit as many people as possible.

Transport Kent also has an array of other projects in the pipeline. One of the key priorities is to continue actively recruiting volunteer drivers to expand services and improve reach. Additionally, Transport Kent plans to update and improve their information system. Moreover, Transport Kent aims to explore the feasibility of acquiring electric vehicles to transport clients. This is a significant move toward a more sustainable and eco-friendly future. By embracing new and innovative technologies, Transport Kent is committed to providing the best possible service to their clients while also minimizing their environmental footprint.

Thanks

Transport Kent is immensely grateful and would like to thank our dedicated volunteers who have been instrumental in helping us achieve our goals. Their hard work and commitment have been invaluable in providing reliable transportation services to our community. We are proud to work alongside such passionate and selfless individuals who have made a positive impact in the lives of many. We would also like to express our heartfelt appreciation to all our community partners, the members of the Regional Transportation Committee, and the KRSC Board of Directors for their unwavering support and collaboration in our efforts to improve transportation in the region.

Alexandria Arsenault

Public Relations Coordinator

12- REPORT OF THE PUBLIC SAFETY DEPARTMENT

Since the reform, RSCs in New Brunswick are officially mandated to become involved in the public safety of the province's residents. As it was already involved at the community level long before the reform, KRSC decided to invest in a community safety study and plan. This latter affects several aspects of safety and is made up of actions that, in the long term, will increase the feeling of safety in the communities in the region as a whole.

The community safety plan was adopted by the Board of Directors on February 16, 2023. Since then, thanks to federal funding, the Coordinator, Community Safety position was created. Miguel Allain is now responsible for coordinating and implementing the recommendations in the plan. Partnering with the community development and social inclusion sector, Miguel is also helping with the *Planet Youth* pilot project. The next part of this report contains an overview of the activities and projects begun and execution since the Coordinator, Public Safety began work in May 2023.

Committee

Public Safety Committee members include persons who represent and work in the area of public safety, two members of the KRSC Board and the committee chair, Arnold Vautour, who is the chair of Crime Stoppers. During the year, we've had four committee meetings. At these meetings, members shared their various projects with the

group to inform members and seek potential collaborations. Members also took the opportunity to share certain safety-related issues that they noted in our communities.

TABLE 12.1 – MEETING ATTENDANCE

Member of the committee or Priority Sector	Meetings (4)	Honorarium	Expenses
Jean Hébert	4	\$400.00	\$233.92
Tina Beers	4	\$400.00	\$233.92
Arnold Vautour (Chair) – Crime Stoppers	4	\$500.00	\$84.32
RCMP	4	\$0	\$0
Emergency Measures NB	3	\$0	\$0
Ambulance NB	4	\$0	\$0
Justice and Public Safety Department	3	\$0	\$0
Fire Marshall’s Office	4	\$0	\$0
Kent region fire chiefs	3	\$0	\$0
Resource Development	0	\$0	\$0
Richibucto Community Mental Health Centre	3	\$0	\$0
Family Resource Centre	2	\$0	\$0
Vitalité Health Network	2	\$0	\$0
Kent Violence Prevention Centre	0	\$0	\$0
Community Resilience	4	\$0	\$0
Parks Canada	2	\$0	\$0
Bylaw Enforcement	3	\$0	\$0
Francophone South School District	0	\$0	\$0

Projects Carried Out or Under Way

Updating the Planet Youth program | Since being hired, the Coordinator, Public Safety has gradually taken on the responsibility for coordinating the Planet Youth pilot project for the Kent region. This year, we received the results of surveys circulated in three schools targeted by the province (Clément-Cormier, Mgr-Marcel-François-Richard, Bonar Law Memorial High School). This was also an opportunity to present the program and results to our partners. We met several times with the Kent coalition to discuss future actions, connect with the prevention program and continue our efforts to build the coalition more and plan the launch.

KRSC is continuing its crime-reduction efforts, with the help of the RCMP and the other members of the Public Safety Committee, to continue the initiatives launched in previous years and implement new ones.

Positive tickets initiative | In 2023, KRSC continued its collaboration with the RCMP and local companies on the positive tickets program, which encourages young people to follow safety rule like wearing a bike helmet, wearing a seatbelt when in a vehicle, boating safety and acts of kindness. During the 2023 initiative, over 200 tickets were handed out.

Food drives | Again this year, there were three food drives collecting non-perishables for food banks in our regions in December:

- in Grand-Bouctouche, \$598.90 and a few bags of food were collected;
- in Five Rivers we collected \$483.15 and almost 14 bags of food; and finally
- in Nouvelle-Arcadie we collected 5 bags of food and \$409.05.

Public Safety Day | As well, KRSC continues to organize Public Safety Days with the help of the municipalities and Emergency Measures. In 2023, the municipalities that offered to host this initiative were Champdoré and Five Rivers. These were a success, with youth and other citizens in attendance thanks to our community partners. For example, the RCMP and paramedics brought their emergency vehicles and gave demonstrations. The firefighters brought several of their vehicles and pieces of emergency equipment and did demonstrations of the hydraulic pump for the jaws of life, as well as of fire hoses. The Kent Family Resource Centre was there to promote their services and to provide free adjustments to child car seats. Finally, the Mental Health Centre and KRSC had booths promoting their services.

Course on forestry skills | This year, KRSC funded a course for youth facing challenges in which they developed skills in silviculture, forestry and landscaping, as well as improving their competences for manual labour and increasing their feeling of belonging to the community. These students helped maintain the trail located behind École M.-F.-R. in Beaurivage.

Backpacks for Unhoused Persons | Finally, KRSC worked with the RCMP and the Vitalité Health Network to create warming backpacks for unhoused persons in the region. Generous donations from Shoppers Drug Mart Richibucto and the Kent Suicide Prevention Committee also allowed this project to be carried out. These backpacks containing various essential products for unhoused persons in the Kent region will be distributed by RCMP members during the winter.

Trainings and conferences | The Coordinator also attended a few trainings during the year to improve his knowledge and explore opportunities for partnerships and development. For instance, he attended a session on LGBTQ+ diversity as part of a tourism forum hosted by Destination Southeast, one on awareness of Indigenous issues, one on “Cultural Competency” to extend his knowledge on the experiences of newcomers and one entitled “What calls to answer?” to learn how to better steer members of the public toward the resources they need in an emergency. Finally, the Coordinator attended the annual conference of *Planet Youth NB* in Tracadie this past October 18 and 19, along with the launch of the *Planet Youth* program in the Acadian Peninsula in the fall.

Coming in 2024

The *Planet Youth* pilot project in the region served by KRSC is expected next February. KRSC also intends to hold two other public safety days and non-perishable food drives. We anticipate growth in the regional *Planet Youth* coalition and involvement in other very attractive projects dealing with the community and public safety.

Thanks

As Coordinator, Public Safety, I want to thank the Department of Justice and Public Safety, members of the RCMP, the Department of Health, Public Health NB and the Vitalité Health Network for their valuable contributions to the projects we've undertaken. I also want to thank all our community partners, generous donors such as the Kent Suicide Prevention Committee and Shoppers Drug Mart Richibucto, our members who are part of the *Planet Youth Kent* coalition, our members sitting on the Public Safety Committee and all municipal employees for their valued collaboration.

Miguel Allain

Coordinator, Public Safety

13- REPORT OF THE ECONOMIC DEVELOPMENT DEPARTMENT

As part of the local governance reform begun in January 2023, the RSCs will collaborate with commercial partners, community leaders and government bodies to provide strategic direction to regional economic growth. They will work to create communities that are receptive to investment and will try to support a healthy business milieu in their region without offering services already offered at the provincial or federal level.

The RSCs will also encourage workforce development and labour force expansion by supporting the establishment or maintenance of labour market partnership forums. With collaboration from partners in the region, a workforce development strategy will be developed and efforts will be put into recruiting and retaining employees, including retaining newcomers.

The RSCs will be the main point of contact with the government of New Brunswick (GNB) for anything concerning this new mandate. This will allow the establishment of a shared economic development vision and strategy in the region and creation of a coordinated sole partner with the government of New Brunswick. Collaboration among RSCs is also encouraged to benefit from other economies of scale when desired. The government of New Brunswick will help the RSCs to prepare a regional strategy and to understand their new mandate for economic development. Opportunities New Brunswick, WorkingNB, Environment and Local Government and several other provincial Departments and bodies will support the RSCs as part of the regionalization process, via the facilitation team.

The three priorities identified in the activity sectors are based on the attractiveness of our region and our businesses to identify and mobilize new workers; definition, awareness and development of economic opportunities and characteristics of the region; teamwork and consolidation of the information required to provide a framework for new regional economic development opportunities.

To support this new mandate, the KRSC created two positions: Director, Economic Development and Tourism and Coordinator, Regional Development. The following report summarizes the work begun since then.

Regional Economic Development Committee, composed of entrepreneurs and partners in the region who represent priority sectors:

TABLE 13.1 – MEMBERS ATTENDANCE

Committee Member	Sector	Meetings	Honorarium	Expenses
Jean-Charles Daigle	Representative of the KRSC Board	1	\$100.00	\$85.68
Jean-Pierre Richard	Representative of the KRSC Board	2	\$200.00	\$108.80
Roger Richard	Entrepreneur, farming sector	2	\$200.00	\$122.40
Mauril Bastarache	Entrepreneur, fisheries sector	-	-	-
Mathieu LeBlanc	Entrepreneur, forestry sector	1	\$100.00	\$62.56
Andrée Caissie and François Houde	Entrepreneur, manufacturing sector	1	\$100.00	-
Rémi LeBlanc	Entrepreneur, tourism sector	2	\$200.00	\$78.88
Caroline Fontaine	Ex-officio – Coordinator, Newcomer Integration	-	-	-
René Côté	Ex-officio – CEO CBDC Kent	-	-	-
Donald Hammond et Brigitte Julien	Ex-officio – Regional Director Opportunities New Brunswick	-	-	-
Marc King	Ex-officio – Provincial Director, Growth Team. Agriculture, Aquaculture and Fisheries	-	-	-
Roberta McIntyre and Cynthia Drysdale	Ex officio – Regional Director WorkingNB - Miramichi	-	-	-
Gilles Cormier	Ex officio – Project Officer, Development (Branch) Regional Development Corporation	-	-	-

The members of this new committee were appointed by the Board of Directors in January and May 2023. It has met twice up to now, on September 13 and December 13, 2023.

Recruitment and Retention Subcommittee, this committee comes under the *Kent Learning Community* committee. Its vision is that all needs for human resources in the health care sector will be filled and its mandate is to highlight the benefits of working and living in the Kent region. This subcommittee is made up of members of the public and community partners.

TABLE 13.2 – COMMITTEE MEMBERS

Committee Member	Sector
Roger Doiron	Chair – Kent Learning Community
Aldéo Saulnier	Member of KRSC Board and Mayor of the Town of Grand Bouctouche
Laverne Allain	Clinical Coordinator – Child/Youth Mental Health and Addiction Treatment Services
Jennifer Peck	Department of Health – Recruitment Advisor
Rachel Bernard	Department of Health
Phylomène Zangio	Manager – Stella-Maris-de-Kent Hospital
Roberta McIntire	WorkingNB – Regional Director
Cynthia Drysdale	WorkingNB – Employment Counsellor
Charline Morrison	Vitalité – Senior Director
Micheline Léger	KRSC – Coordinator, Regional Development

The subcommittee met four times in 2023, on June 21, September 6, October 12, and December 7.

This subcommittee is presently working on a marketing strategy for recruitment and retention with the firm *Vivify*. This strategy will be presented to the Kent Learning Community committee this spring.

The subcommittee also marked the exceptional efforts of health care workers, in partnership with the Friends of the Stella-Maris-de-Kent Hospital committee. We offered them morning and evening coffee and muffin breaks on November 15.

Regional organizations in the health care sector were surveyed as to the state of current short- and medium-term needs. The great majority of care homes in the Kent regions were toured, as were our community organizations, in order to learn the strengths and challenges present in the Kent region. A report will be presented to the *Learning Community Kent* committee at their next meeting.

Amalgamating the Chambers of Commerce

The presidents of the Chambers of Commerce in the Kent region met in 2021. After discussing the challenges each Chamber faced, as well as opportunities for growth and the challenges related to working together, they agreed to start a more serious exploration of the possibility of having one shared Chamber of Commerce for the whole region. Since the Director, Economic Development took office, KRSC has played the role of facilitator for this project. A feasibility and viability study on regional amalgamation of the Chambers of Commerce was performed. The KRSC will continue to support the transition committee in creating this new entity. This same committee, with the addition of partners CBDC Kent, Opportunities NB and WorkingNB, will form a nominating committee for an entrepreneurial gala to be held in fall 2024.

New Farmers in Nouvelle-Arcadie

The KRSC was tasked by the Kent farming community during a forum held in May 2019 at the Acadieville Community Centre with developing a strategy to help relaunch the farming potential in Kent County. One part of this strategy was to encourage newcomers to settle in the region. The KRSC partnered with retired agronomist Gérard Thébeau, originally from the Acadieville / North Branch Road area. Gérard then developed a strategy to do so. In 2023, we twice welcomed a group from the Mennonite community in Ontario. Their goal was to buy 1,000 acres of land. Phase 1 (buying the land) of this project is under way now. Phase 2 will include constructing buildings, houses, etc., and Phase 3 will be six new families settling in our region.

In conclusion, I would like to thank all our community partners, the members of the Economic Development Committee, the KRSC Board of Directors, the employees of the KRSC and the employees of the municipalities for their support and collaboration this year.

Marie-Paul Robichaud

Director of Economic Development and Tourism

14- REPORT OF THE TOURISM PROMOTION DEPARTMENT

The KRSC will work with tourism entrepreneurs, entrepreneurs supporting the tourist industry, community leaders and government bodies to provide a strategic direction for the development of tourism on a regional scale. The KRSC, via its Tourism Development Committee and management, will work to create a climate favourable to innovation, to the development of tourism products and to promoting the region with its attractions, accommodations and activities. The Regional Tourism Development Committee will join the staff of the Planning Department to work with a regional destination marketing organization.

To support these new functions, the KRSC signed an agreement with Destination Southeast, which will carry out the mandate. KRSC has asked the Director, Economic Development and Tourism to sit on the provincial advisory committee on tourism and to form a regional committee on tourism.

The committee was formed and its members were appointed by the Board of Directors (Board) in September 2023. The first meeting was on October 27, 2023.

TABLE 14.1 – MEMBER ATTENDANCE

Committee Member	Sector	Meetings	Honorarium	Expenses
Aldéo Saulnier	Representative of the KRSC Board	1	\$0.00	\$0.00
Arnold Vautour	Representative of the KRSC Board	1	\$100.00	\$92.48
Monique Poirier	Entrepreneur – Pays de la Sagouine	2	\$225.00	\$0.00
Angèle Miller	Entrepreneur – Creekside RNR	2	\$200.00	\$46.24
Rémi LeBlanc	Entrepreneur - Auberge Bouctouche	1	\$100.00	\$0.00
Mireille Doiron	Ex-officio - Kouchibouguac National Park	1	\$0.00	\$0.00
Ginette Doiron	Ex-Officio – Destination SouthEast	2	-	-
Donald Hammond	Ex-officio – Opportunities New Brunswick	1		
Marc King	Ex-officio – Department of Agriculture, Aquaculture and Fisheries	-	-	-
Brigitte Julien	Ex officio – Opportunities New Brunswick	-	-	-
Gilles Cormier	Ex officio – Regional Development Corporation	-	-	-

The RSCs will be the main point of contact for the government of New Brunswick (GNB) for questions concerning tourism in the region. This will allow the establishment of a shared tourism development vision and strategy in the region and constitute a single coordinated partner for GNB. Collaboration among Regional Service Commissions is also encouraged to achieve other economies of scale when desirable. The government of New Brunswick will help the RSCs to set a regional strategy and understand their new mandate for tourism development. The Department of Tourism, Heritage and Culture, Opportunities New Brunswick, Environment and

Local Government and several other provincial Departments and bodies will use the facilitation team to support the RSCs throughout the regionalization process.

Vision of the Regional Tourism Development Committee:

The Kent region will be the favourite destination for visitors to New Brunswick.

Mandate of the Regional Tourism Development Committee

Service agreement with Destination Southeast for a one-year period (renewable for one year) to carry out the following objectives:

- Collaborate with businesses, community leaders and government bodies to understand the tourism situation in the region and work closely with these partners.
- Make efforts to understand the key tourism sectors in their region, all the employers and their needs.
- Define the steps and coaching required to develop a regional destination marketing organization (RDMO)
- Find a shared vision of tourism development for the region, define how the KRSC wishes to carry out this vision as a region and make a recommendation to the KRSC Board.
- Guide tourism development staff in setting a regional tourism development strategy and developing a regional tourism guide.
- Identify strengths and gaps in the region in the field of tourism and set relevant priorities and actions.
- Receive statistics on the number of visitors to the region and the number of nights spent in our regional accommodations in order to use them in land use planning exercises and discussions.
- Provide a framework for coordinating tourism development: development of tourist products, promote the region and its attractions and encourage participation in events organized in the area.
- Identify possible partnerships with existing initiatives and to fill regional gaps and needs with respect to tourism.
- Meet with local businesses and sports and community associations that organize events in order to better understand their needs and identify joint development opportunities.
- Make recommendations on tourism development to the Board of Directors of the KRSC to allow the Board to share our priorities with the provincial and federal governments and other related bodies, allowing for better alignment between the region and its economic partners.
- Inform the population of Kent County about tourism development services in the region and highlight their importance.
- Receive, assess and recommend to the Board of the KRSC innovative ideas to counteract the labour shortage, attract businesses and develop structuring initiatives.
- Collaborate with provincial and national tourism bodies to increase the tourism potential in the region.

I want to thank all our partners, the Department of Tourism, Heritage and Culture, Destination Southeast, the members of the economic development committee, the KRSC Board of Directors and the employees of KRSC and of the municipalities for their support and collaboration this year.

Marie-Paul Robichaud

Director, Economic Development and Tourism

15- REPORT ON IMMIGRATION ACTIVITIES

In 2023, the Kent Rural Settlement Network (RSN) provided many opportunities for newcomers to participate in enrichment activities. The Kent Rural Settlement Network organized the following activities and information sessions in 2023:

- Sliding in Saint-Charles
- Snowshoeing at Kouchibouguac National Park
- Family swim at the AquaKent Centre and information session on child car seat safety
- Canadian Multiculturalism Day event
- Wellness walk and Conversation circle
- Visit to Akadi Lumina
- Atlantic Slam basketball tournament
- Painting Christmas ornaments and information session on the services offered by the Kent-North Social Pediatric Centre
- Participation in the Christmas parade
- Information session: how to become a volunteer firefighter
- Information session: ending micro-aggressions
- Information session: legal information

RSN participated actively in these community activities:

- Community cleanup in Beaurivage
- Filipino folk dancing at the Scallop Festival
- Karaoke night during Frosty Fest
- Tintamarre on August 15 in Bouctouche
- Christmas party for the Filipino community in Richibucto

Kent RSN organized French second-language courses. There was great interest in language classes. We had two classes, with a total of 60 participants.

During the year, we welcomed over 125 newcomers to our offices. We also had excellent participation in our activities. For example, the event celebrating Canadian Multiculturalism Day was a great success, with about 200 participants.

The New Brunswick Multicultural Council hired a school settlement worker (SSW) for our region. This person provides services to immigrant students and their families, welcoming them and helping them to integrate into the school community. This was an excellent addition to our team.

In 2023, we also worked hard at establishing partnerships and collaborating with the region's municipalities, organizations and employers. The goal of the collaborative approach is to foster community connections so that newcomers will be able to integrate into the community. Participation by newcomers in community events has never been greater.

Caroline Fontaine

Coordinator, Kent Rural Settlement Network

16- REPORT OF THE SOLID WASTE DEPARTMENT

I'm proud to present the Solid Waste Department's 2023 activity report. The department was very busy rolling out the new service and doing work behind the scenes that will lead to great advances for the region in 2024.

The changes made in 2023 and those coming in 2024 first led to us hiring Julie Bernard for customer service duties with the Solid Waste Department and dispatching the regional transit service. After several months of trials, it became obvious that merging these two responsibilities was too much for just one person, so KRSC hired Shelly Kelly as Administrative Assistant - Solid Waste. I want to sincerely thank our assistants, Louise Girouard and Francine Arsenault, who worked hard to keep Julie afloat until Shelly arrived. These four employees were superstars during an unpredictable transition year, and they deserve mention.

Solid Waste Management Technical Committee: The SWMTC met four times in 2023, in addition to participating in the consultations leading up to the writing and launch of the KRSC regional strategy. The dynamism of the committee members enables the department to move forward and innovate in solid waste management. Clearly, the well-being of our environment and the efficiency of our services are important to them!

TABLE 16.1 – MEETING ATTENDANCE

Committee Member	Meetings (4 + meeting with consultants)	Honorariums	Expenses
Barry Spencer	4	375,00 \$	181,56 \$
Achille Bastarache	4	300,00 \$	95,20 \$
Daniel Bourgeois	3	300,00 \$	160,48 \$
Eugène Cormier	4	300,00 \$	160,48 \$
Jacques Cormier	2	200,00 \$	84,32 \$
Douglas MacDonald	5	400,00 \$	291,04 \$

KRSC works closely with numerous partners to ensure adequate solid waste management service are provided in every corner of our region. Without their support, our residents wouldn't have the benefit of such a diverse and accessible service. Hearty thanks go to the following organizations:

- The government of New Brunswick
- Recycle NB, EPRA & Product Care
- Southeast Eco360
- The Regional Service Commissions
- Project Gaïa
- The Pays de Cocagne sustainable development group
- The municipalities and rural community in the Kent region
- The Kent rural district
- Place Lebourg, Bouctouche
- Place Cartier, Richibucto
- Omni Market, Pointe-Sapin
- Recyclage Kent Recycling inc., Saint-Louis-de-Kent
- Cocagne Variety

- Caissie’s Recycling, Rogersville
- Saint-Antoine Bottle Exchange
- The Acadieville Community Centre
- Home Hardware stores (Rogersville, Richibucto and Saint-Antoine)

Managing collection contracts

The collection contracts didn’t change in 2023. However, the new separate contract for the collection of bulky waste came into effect in April 2023. This major change in service was a slow transition for the public. The number of calls received to reserve a collection of bulky waste greatly surpassed our estimates and caused situations that were problematic and frustrating for our residents, both with respect to obtaining collection service and for our other departments. With Shelly’s arrival on the team and the addition of an automatic machine to separate calls for the Solid Waste Department from those for other departments, we’re proud to say that these challenges are now behind us.

There were still two collection contracts in 2023 for which the adjustment clause for the cost of diesel was still active. Having experienced this situation in 2022, KRSC had adjusted upwards the associated sums in the contingency fund in the 2023 budget to prevent running a deficit or having to draw from our reserve fund, as was the case in 2022. We’re happy to see that this adjustment was enough and that we ended the year with a surplus allowing us to top our reserve fund back up.

In parallel to managing our collection contracts, in 2023 KRSC began negotiations with the non-profit Circular Materials to transition toward a program to recycle packaging and paper products (PPP) in May 2024. To allow the whole region to speak with one voice, the town of Champdoré passed a motion giving KRSC authority to negotiate in its name for the collection contract in the former village of Saint-Antoine. KRSC provided Circular Materials with the data needed to set up an agreement reflecting the actual costs associated with collecting recyclables in the Kent region. A final agreement will be submitted to KRSC for signature in early 2024.

Analysis of the tonnage of waste produced

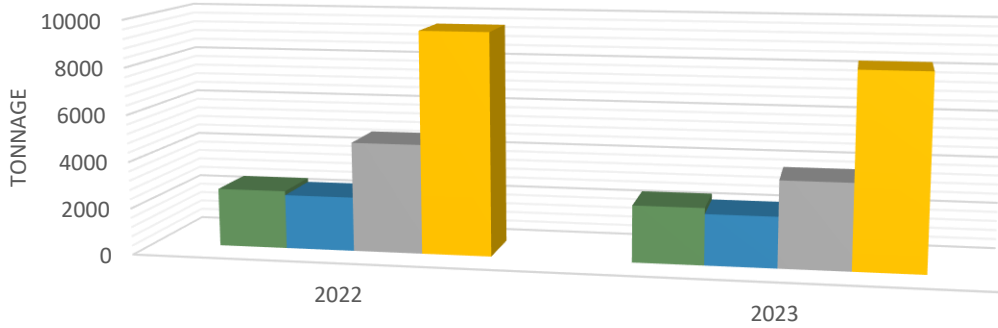
Residential waste production changed sharply between 2022 and 2023, declining by 1,225.54 tonnes for a variation of 12.86%. Although this variation may seem concerning at first sight, we still observed a 49.28-tonne increase in construction and demolition materials (C&D) reflecting changes to the bulky waste collection system. Having more frequent collection of smaller quantities caused residents undertaking major renovations to use private services to collect this material, reducing the financial impact of these quantities of waste on our taxpayers.

Another reason for this marked decrease in residential tonnage was machinery breakdowns lasting nearly a month and affecting the K4 and Saint-Antoine contracts in February. The effect was that part of the residential tonnage was identified as commercial, industrial and institutional (ICI). The same situation occurred for several months in the Elsipogtog First Nation, resulting in a decrease of 194.46 tonnes (-53.68%) compared to the previous year. With these fluctuations, we noted that the total tonnage of waste produced in the Kent region actually showed a slight increase of 361.26 tonnes, or 2.76%.

Table 16.2 – Waste generation report for Kent 2023

Kent Waste Report/Rapport de déchets pour Kent For 2023/Pour 2023		Jan	Fév	Mars	Avril	Mai	Jun	Juillet	Aout	Sept	Oct	Nov	Dec	Dec-22	YTD/CAJ	YTD/CAJ	YTD/CAJ	YTD/CAJ	%
Non optimized communities/Communautés non optimisées		Jan	Fév	Mars	Avril	Mai	Jun	Juillet	Aout	Sept	Oct	Nov	Dec	Dec-22	YTD/CAJ	YTD/CAJ	YTD/CAJ	YTD/CAJ	%
Elispogtog First Nation Band		29.25	11.53	29.67	18.48	0.00	7.09	0.00	0.00	0.00	5.89	33.35	32.52	34.68	362.24	167.78	-194.46	-53.68%	
Municipality of St-Antoine		31.46	14.93	25.53	27.43	35.64	29.02	28.70	36.36	30.58	13.35	35.23	27.09	20.84	390.19	335.32	-54.87	-14.06%	
Indian Island First Nation Band		3.48	6.35	9.88	0.00	12.09	0.00	7.41	0.00	0.00	0.00	4.81	0.00	3.81	95.49	44.02	-51.47	-53.90%	
Subtotal/Sous-total		64.19	32.81	65.08	45.91	47.73	36.11	36.11	36.36	30.58	19.24	73.99	59.61	59.33	847.92	547.12	-300.80	-35.48%	
Optimized collection/Collecte optimisée																			
K1 (Fero)		178.56	136.19	151.47	159.55	208.35	188.58	217.73	240.07	196.68	204.82	180.67	155.85	159.53	2669.63	2218.52	-451.11	-16.90%	
Gladeside/Dundas/St-Damien/Pelerin																			
Haut St-Antoine/St-Antoine Nord/McKees Mill																			
St-Joseph-de-Kent/St-Grégoire/Boutouche-Sud																			
Dixon-Point/St-Thomas-de-Kent/Cocagne																			
Renauds Mills/St-Antoine-Sud/Notre-Dame																			
Grande-Digue																			
K2 (Fero)		104.55	84.91	117.88	123.77	133.48	158.43	129.77	171.77	130.35	128.43	134.65	116.21	117.58	1669.34	1534.20	-135.14	-8.10%	
Ste-Marie-de-Kent/Balla Phillip																			
Boutouche, St-Edouard/Ste-Anne-de-Kent																			
Boutouche Cove/Boutouche First Nation/St-Maurice																			
Mcintosh Hill/Baie de Boutouche																			
K3 (Fero)		115.85	100.13	81.23	99.68	127.22	98.57	116.79	130.79	113.58	134.24	115.56	96.51	108.58	1939.42	1330.15	-609.27	-31.42%	
South Branch/Richibouctou-Village/Galloway/East Branch																			
Jardenville/Mundleville/Childs Creek/Upper Rexton																			
Bass River/Targetville/Main River/Saint-Norbert																			
Municipality of Rexton/Municipality of Richibucto																			
K4 (McAction)		67.85	65.06	73.18	83.49	90.65	82.97	88.28	93.08	93.42	113.51	85.67	70.70	100.93	829.79	1007.86	178.07	21.46%	
Murray Settlement/Collette/Rosaireville																			
Rogersville-Est/Rogersville-Ouest/Acadieville																			
Acadie Siding/Noirville/Kent Junction/Harcourt																			
Cails Mills/Smith's Corner/Fords Mills/Browns Yard																			
Municipality of Rogersville/St-Paul/Hébert																			
Coal Branch/Adamsville/Clairville/Beersville																			
K5 (Fero)		93.86	82.33	104.55	92.99	121.52	100.36	115.97	134.52	109.33	116.03	123.53	100.44	94.40	1572.82	1295.43	-277.39	-17.64%	
St-Charles/St-Ignace/Canisto/St-Louis(LSD)																			
Portage St-Louis/Aldouane/Kouchibouguac/Laketon																			
Pointe-Sapin/Municipality of Saint-Louis-de-Kent																			
K6 - Bulky (Fero)		0.00	0.00	0.00	12.25	43.23	45.53	42.33	30.43	62.61	66.08	42.96	24.68	N/A	N/A	370.10	N/A	N/A	N/A
All optimized regions																			
subtotal optimized collection/Sous-total collecte optimisée		560.67	468.62	528.31	571.73	724.45	674.44	710.87	800.66	705.97	763.11	683.04	564.39	581.02	8681.00	7756.26	-924.74	-10.65%	
Total Residential Waste/Déchets résidentiels total		624.86	501.43	593.39	617.64	772.18	710.55	746.98	837.02	736.55	782.35	756.43	624.00	640.35	9528.92	8303.38	-1225.54	-12.86%	
ICI Waste/Déchets ICI		171.77	303.54	423.28	386.52	412.03	429.39	392.84	455.87	542.60	531.89	532.96	496.08	208.10	3541.25	5078.77	1637.52	43.42%	
CD Waste/Déchets CD		0.00	3.03	0.00	4.36	0.00	7.72	12.36	0.00	0.00	11.69	13.55	0.00	0.00	3.43	52.71	49.28	1436.73%	
Grand Total		796.63	808.00	1016.67	1008.52	1184.21	1147.66	1152.18	1292.89	1279.15	1325.93	1302.94	1120.08	848.45	13073.60	13434.86	361.26	2.76%	
Eco-Depot tonnage/Tonnage éco-dépôt		NA	11.98	NA	31.92	NA	NA	25.86	NA	NA	NA	NA	27.34	8.36	110.84	97.10	-13.74	-12%	
# of vehicles at the Eco-Depots/# de véhicules aux éco-dépôts		NA	257	NA	424	NA	NA	342	NA	NA	NA	NA	340	92	2299	1363	-936	-41%	

Table 16.3 - RESIDENTIAL TONNAGE



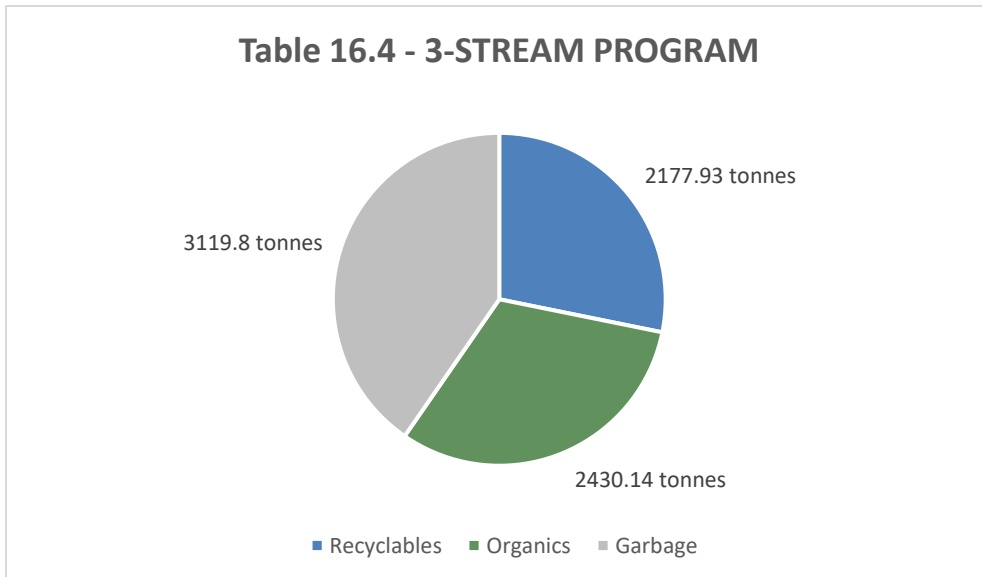
	2022	2023
■ Organics	2498.21	2430.14
■ Recyclables	2328.87	2177.93
■ Garbage (including bulky waste)	4701.84	3695.31
■ Total	9528.92	8303.38

3-Stream Program

Since 2016, thanks to the 3-Stream program residents of the Kent region have been able to participate from home in diverting recyclable and organic material from the Southeast Eco360 landfill. Seven years since its launch, the tonnage of bags entering the three Eco360 sites is still about one third for each stream, which is extremely encouraging. This data is also encouraging for our future agreement with Circular Materials and deployment of the PPP program in our region.

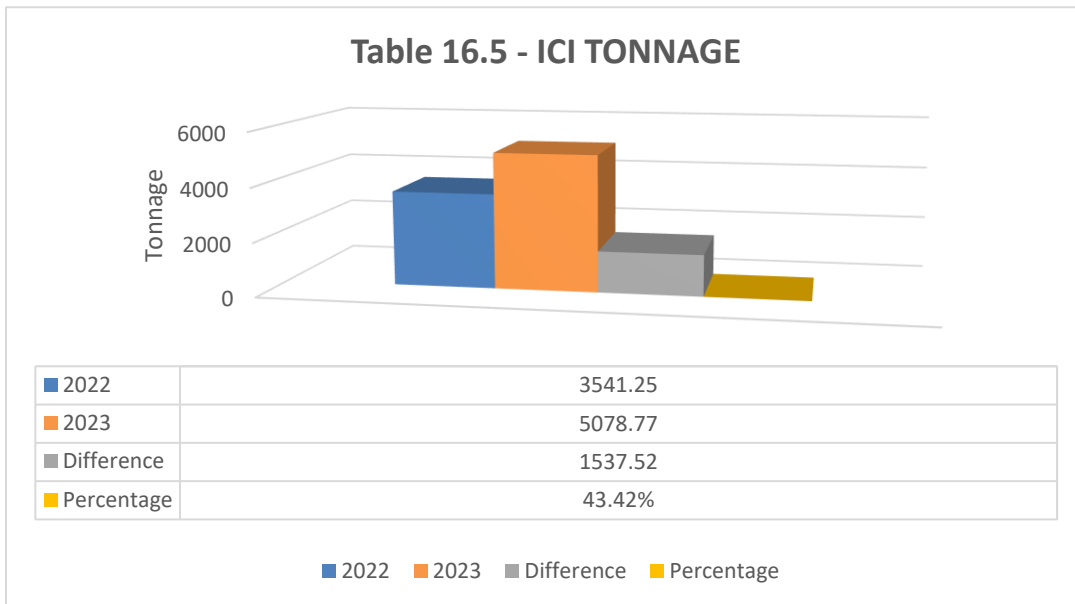
It is of prime importance to continue with public education on sorting. Efforts on that side continued in 2023 using a variety of communication tools. Our messages to the public and the work of the garbage collectors keep the 3-Stream Program as the basis of good solid waste management in the area.

Table 16.4 - 3-STREAM PROGRAM



ICI Sector

In the industrial, commercial and institutional sector (ICI), the tonnage produced in 2023 increased sharply over 2022. This steep increase is largely explained in the analysis of waste production found above. Waste production rose from 3,541.25 tonnes in 2022 to 5,078.77 tonnes in 2023, representing an increase of 43.42% (1,537.52 tonnes). A variation of this magnitude is certainly unusual. Although a large part of this increase is explained by the transfer of residential tonnage (1,225.54 tonnes) to ICI, we still observed an increase of 311 tonnes that allows us to infer that our industrial and commercial sector is doing well and even developing in the region.



Eco-depot 2023

This year marked the first Mobile Eco-depots under the modified schedule of four visits a year, for a total of seven days when we offered the service to our residents. As usual, we sent a mailing at the beginning of the year advertising the dates when we were going to visit the different communities. This led to numerous questions and calls about the changes to the service provided. Obviously, these changes had an impact, reducing the tonnage of waste collected and the total participation of residents, but we're proud to observe that we remained very close to the goal of 100 tonnes collected. The employees of Southeast Eco360 were very busy during the four events and continued to provide top-quality service to our citizens.

A total of 1,363 vehicles attended the four events for a total of 97.10 tonnes collected. This makes for an average of more or less 340 vehicles and 24 tonnes per event, a huge increase compared to 2022, where we observed an average of 216 vehicles and 13 tonnes per event.

This service is made possible with the collaboration of Southeast Eco360 and funding from the Government of New Brunswick through the Environmental Trust Fund.

Table 16.6 - MOBILE ECO-DEPOT PROGRAM 2023		
Number of vehicles/participants		Grand total
1,363		97.10 tonnes
Items	Description	Quantity
Tires	Total tires	438
Metal	Number of cages	73
Ash	Number of barrels	5.5
Glass	Number of bags	4.5
Electronics	Number of cages	8
Appliances	Refrigerator	19
	Freezer	5
	Stove	7
	Dishwasher	8
	Washer	8
	Dryer	6
	Microwave	16
	Dehumidifier	17
	Air conditioner	13
	Water cooler	2
	TV	64
Total tonnage of items		31.15 tonnes
Cardboard		2.44 tonnes
Construction and demolition waste		4.71 tonnes
Bulky waste		47.46 tonnes
Hazardous waste		11.34 tonnes
GRAND TOTAL		97.10 tonnes
*1 Cage = 4' x 3' x 3'		
*1 Bag = 3.5' x 3.5' x 3.5'		

Battery recycling

In 2023, KRSC began to construct new recycling depots for used batteries that are safer and reflect our entity and not the Kent Solid Waste Commission. The Board approved withdrawal of capital reserve funds to pay for this project. Twelve units were built by Hilltop Fabrication Welding & Repair. Coordinating the deployment of

these units took more work than expected and their launch was pushed back to 2024. Funds from the ETF will be allocated to promote these depots and make the public aware of the importance of not tossing used batteries out with their regular waste.



First Nations

The Project Coordinator for the Elsipogtog and Indian Island First Nations, Mr. Nebi Nicholas, continued working on developing partnerships and collaborating with organizations having expertise in solid waste management in order to implement a 3-stream collection system. The main need identified for the two First Nations is to have available to them collection equipment that permits sorting with the lowest financial impacts possible for the public. However, major problems with the collection equipment lasting several months significantly reduced the amount of work done to set up a sorting program on these two First Nations. The coordinator did support the process of procuring a used garbage truck so that residential materials could again be separated from the ICI stream.

The collaboration between the Commission and the Elsipogtog and Indian Island First Nations is unique in New Brunswick. Actions since 2019 have produced an overview of existing services and opportunities for future years. The project developed by the First Nations' Project Coordinator is broad in scope and takes in not only collection but also waste diversion service right on the Elsipogtog First Nation. The Commission is enthusiastic about continuing this collaboration in order to implement efficient services that meet both the expectations and the needs of the population of these two First Nations.

Coming in 2024

The solid waste department has its work cut out for it in 2024, as it continues its communication efforts regarding the bulky waste collection service. In addition, with the K1 and K5 collection contracts coming to an end in 2024, major coordination and communication efforts will be required in the regions that will be added to the optimized collection service, i.e. the Shediac Bridge - Shediac River regions to the south, and the communities of Hardwicke, Baie-Sainte-Anne and Escuminac to the north.

Finally, in December 2023, the KRSC demonstrated its interest in working with Circular Materials as a service provider for the collection of recyclables covered by the Packaging and Paper Products (PPP) program. Implementation of this transition will take place early this year, with an official launch in the region on May 1, 2024.

I would like to thank our many partners, the members of the Solid Waste Management Technical Committee, the KRSC Board of Directors and the employees who support the customer service offer and the promotion of solid waste management services. Your support positively affects my workload and makes it all the more rewarding to work for the protection of our environment.

Isabelle Godin

Assistant Executive Director



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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

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

NEW SERVICES

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

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

The regional strategy was developed in three main stages.

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

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

NEXT STEPS

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

FOREWORD

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

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

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

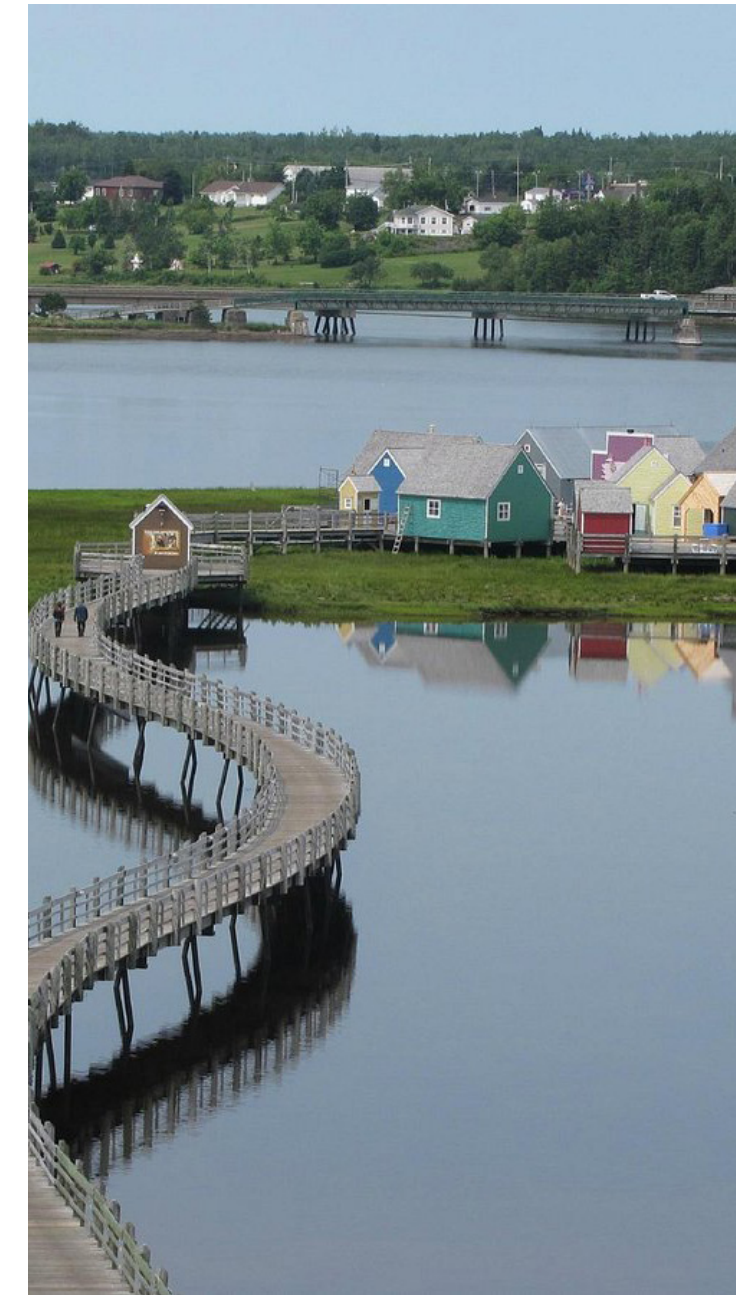
In this capacity, the RSCs are required to develop a comprehensive regional strategy to identify strengths and shortcomings in service provision, in this instance, in the Kent region and establish priorities and actions with particular regard to the additional functions mandated, in order to provide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

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

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

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

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



CHAPTER 1

BACKGROUND

BACKGROUND

PROVINCIAL LEGISLATIVE FRAMEWORK

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

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

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

3.1(1) The mandate of a Commission is:

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

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

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

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

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

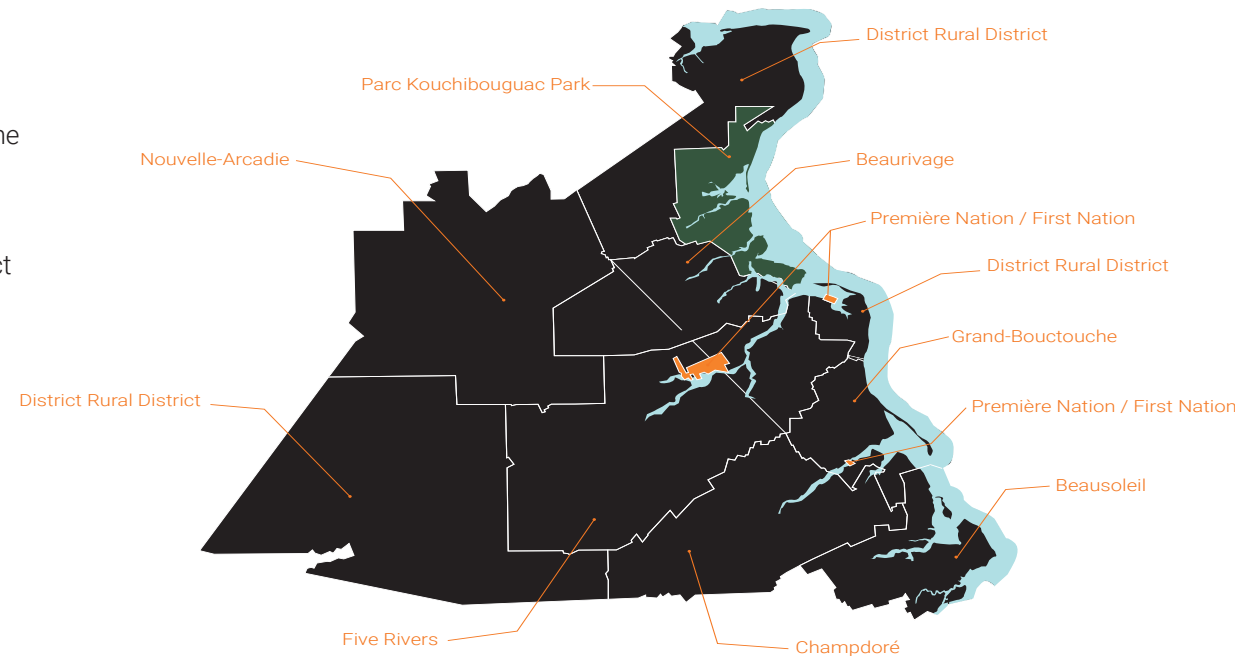
Other legislation was also updated, albeit to a lesser extent, in order to consolidate the delivery of existing services and provide a framework for new accountability.

REGIONAL FRAMEWORK

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

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

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



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

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

+35 000
RESIDENTS

6
MUNICIPALITIES AND RURAL
COMMUNITIES

1
RURAL
DISTRICT

3
FIRST NATIONS
COMMUNITIES

KENT REGION KEY ASSETS

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

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

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



SERVICE FRAMEWORK

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

SOLID WASTE

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

LAND USE PLANNING

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

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





COMMUNITY DEVELOPMENT

MANDATE

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

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

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

RSCs must develop goals that address the following priorities :

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



ECONOMIC DEVELOPMENT

MANDATE

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

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

RSCs must develop goals that address the following priorities :

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

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

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

› Map out newcomer retention services in the region.

→ **Support a healthy business community**

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

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

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



SPORT, RECREATION, AND CULTURAL INFRASTRUCTURE

MANDATE

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

RSCs must develop goals that address the following priorities :

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



PUBLIC SAFETY

MANDATE

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

ROLES

POLICE

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

FIRE PROTECTION

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

EMERGENCY

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



TOURISM

MANDATE

RSCs must develop goals that address the following priorities :

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



REGIONAL TRANSPORTATION

MANDATE

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

RSCs must develop goals that address the following priorities :

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

CHAPTER 2

STRATEGIC THINKING PROCESS

STRATEGIC THINKING

METHODOLOGY

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

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

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

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

1

STAGE 1 : ANALYSIS AND ASSESSMENT

DATA COLLECTION AND CONTEXT ANALYSIS

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

TARGETED INTERVIEWS

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

ORGANIZATIONAL DIAGNOSIS

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

IDENTIFICATION OF STAKEHOLDERS

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

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



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



Measurable - Quantifiable, with indicators to measure it.



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



Realistic - Achievable with available resources.



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

2

STAGE 2: CONSULTATION PROCESS

STRATEGIC PLANNING SESSIONS WITH THE BOARD OF DIRECTORS

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

INFORMATION SESSION WITH MUNICIPAL CHIEF ADMINISTRATIVE OFFICERS (CAO)

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

PLANNING SESSIONS WITH STAKEHOLDERS

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

PUBLIC SURVEY

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

QUESTIONNAIRE FOR THE KRSC DEPARTMENT DIRECTORS

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

ENGAGEMENT WITH FIRST NATIONS

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

WORKING SESSIONS WITH THE KRSC'S SENIOR MANAGEMENT TEAM

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

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

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

3

STAGE 3: STRATEGY DEVELOPMENT

DRAFT REGIONAL STRATEGY AND IMPLEMENTATION PLAN

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

FINAL REPORT

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

CHAPTER 3

DIAGNOSIS

DIAGNOSIS

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



COMMUNITY DEVELOPMENT

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



ECONOMIC DEVELOPMENT

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



SPORTS, RECREATIONAL AND CULTURAL INFRASTRUCTURE

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



PUBLIC SAFETY

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



TOURISM

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



REGIONAL TRANSPORTATION

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



IMMIGRATION

› **Voluntary collaboration**

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

CHAPTER 4

VISION, MISSION AND VALUES

VISION, MISSION AND VALUES

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

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



VISION

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



MISSION

To deliver sustainable services by promoting innovation and sharing resources.



VALUES

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

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

CHAPTER 5

REGIONAL STRATEGY

REGIONAL STRATEGY

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

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



LAND USE PLANNING

STRATEGIC OBJECTIVES

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

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

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

ACTIONS

- › Collect data in order to acquire a detailed knowledge of the territory.
- › Adapt regulations and integrate new land use planning practices;
- › Equip the KRSC.s territory with rural and municipal plans;
- › Update existing rural and municipals plans.
- › Determine the sectors of the territory likely to be affected by the impacts of climate change;
- › Distinguish areas of natural constraints affected by climate change;
- › Locate and map flood zones;
- › Adopt adaptation and resiliency measures;
- › Include measures to take account of climate change in normative provisions.



SOLID WASTE

STRATEGIC OBJECTIVES

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

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

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

ACTIONS

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



COMMUNITY DEVELOPMENT

STRATEGIC OBJECTIVES

Improving availability and access to affordable housing in Kent.

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

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

ACTIONS

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



ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVES

<p>Enhancing the attractiveness of the region and its businesses to identify and mobilize new workers.</p>	<p>Defining and promoting the region's economic features and opportunities by raising awareness.</p>	<p>Conciliating and consolidating the information needed to support new regional economic development opportunities.</p>
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ACTIONS

<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.
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SPORTS, RECREATIONAL AND CULTURAL INFRASTRUCTURE

STRATEGIC OBJECTIVES

<p>Optimization of existing agreements and consideration of potential opportunities in terms of cost sharing.</p>	<p>Conceptualization of sustainable infrastructures favoring new trends in recreational, sporting, and cultural needs.</p>	<p>Diversification of partnerships and opportunities in the recreational, sports and cultural offer to unify community services and improve well-being and community life.</p>
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ACTIONS

<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.










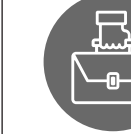
Provide engineering services to municipalities for sound asset management on the territory.

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

