

Regional Service Commission
SOUTHEAST · SUD-EST
Commission de services régionaux

SOUTHEAST RSC REGIONAL STRATEGY 2024-2026

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EXECUTIVE SUMMARY

In 2023 every community, no matter how big or small, is global, impacted by the intense political and economic forces of shifting global alignment among countries, present, daily impacts of climate change, and high-velocity evolution in the shape and form of social connections.

Informal intercommunity cooperation has allowed southeast New Brunswick to stare down past challenges and enjoy growth and development for the past 25 years. But now, a more structured regional cooperation model has been mandated by the provincial government, designed to elevate our collective game and provide the self-management resources to best shape the quality of economic, social, and environmentally sustainable practices we need to be prepared and resilient. To implement this new local governance system the Southeast Regional Service Commission (SERSC) has been given new, expanded mandates in the interconnected and mutually dependent portfolios of Economic Development, Community Development (including Social Development), Tourism Promotion, Transportation, and Infrastructure Cost Sharing while maintaining responsibilities for Planning, Solid Waste Management, and Public Safety information sharing.

From the outset, the SERSC Board of Directors and leadership has approached the task of retooling to take on the new mandates as a once-in-a-generation opportunity to harness the inherent power of the region's proven willingness to come together, see the big picture, and act for collective benefits. This strategy is born of that philosophy, building itself from the ground up through extensive dialogue and engagement with people across the region in formal positions, as expert contributors, or as residents. The mantra of development has been:

- Think from a regional point of view;
- Look for win/win/win outcomes for government, communities, and people; and
- Design a future that provides a sustainable quality of life throughout the region.

“SOMEONE IS SITTING IN THE SHADE TODAY BECAUSE SOMEONE PLANTED A TREE A LONG TIME AGO.” – WARREN BUFFET

The strategy defines a clear Vision, Mission, and Charter of Values for the expanded SERSC. In brief, the goal is to bring the best outcomes to the people of Southeast Region in a spirit of collective, mutual respect and thoughtful, evidence-based decision-making. Processes are baked into the plan to ensure that the SERSC Board of Directors (BOD) and leaders continue to earn the trust of community stakeholders and residents and ensure that measurement and performance review processes are visible, regular, and meaningful.

The strategy charts a course for 3 years, setting out a timeframe to enable the SERSC to organize for a bigger, more complex agenda and take the first important steps to add value and reduce duplication.

The strategy echoes with the voices of the communities. In April 2022, the SERSC leadership decided to engage with people across the newly defined regional territory to take a measure of the existing situation, assess the strengths and weaknesses of the region as a whole, and actively listen to those already working in spaces to be occupied by the new mandates. This engagement process, described in greater detail in the strategy document that follows, was time-consuming to organize and manage, without doubt. But it was also enlightening.

It became clear during the 2022 and 2023 engagement sessions that SERSC would need to expand and deepen its service capabilities to position itself to level up and even out opportunity access for all 13 entities linked in the new regional boundaries. SERSC is increasing its leadership team, designating accountability for each new mandate service, integrating new mandates with existing business responsibilities, and enriching resources available to the 13 communities in 4 areas, including:

- Governance, GNB Accountability, Benchmarking / Performance Oversight
- Technology, Data Management, e-Business, and Digital Self-Service for Residents and Visitors
- Finance, Administration, and related Reporting / Transactions
- Communications, Public Affairs, Stakeholder Engagement, and Advocacy

In each section of the strategy there is a summary of what the SERSC representatives heard, a goal statement vetted among participants, and a set of priority actions reflecting GNB expectations, and, importantly, the expectations of those in the region who will hold the SERSC to a very high standard when it comes to execution with excellence, fiscal prudence, and positive impact. The priority actions are outlined in detail in sections to follow. In brief, the 5 major mandates enter the 3-year strategy cycle with a defined area of focus.

- Economic Development: workforce development and immigration with focus on evolving needs assessments, expansion of service to under-served areas, education / training supports, and entrepreneurship.
- Community and social development will look to improve quality of life for all people living in the southeast region while addressing urgent social challenges faced by more vulnerable groups including homelessness, mental health and addiction services, and affordable housing.
- Tourism Promotion: kick-start focused opportunity development that will enrich all aspects of the visitor economy and shape the region as a 365-day destination.
- Transportation: accelerate development of a transportation master plan that will establish a practical hub-and-spokes system to enrich existing services and extend to more rural areas.
- Infrastructure Cost Sharing: define criteria and a transparent, practical process for future planning and negotiation of agreements.

Finally, the strategy reflects a profound appreciation for the importance of personal and collective accountability at every level of implementation. The SERSC is organized to involve constituted Standing Committees in each mandate area, to bring forward recommendations and report to the BOD, and to present to GNB according to quarterly and annual deadlines.

The strategy is framed by a set of key performance indicators tracking the 5 elements that best combine internal and stakeholder expectations and GNB stipulations.

1. Readiness: an index measure tracking the region's state of preparedness to benefit from growth opportunities and meet headwinds with confidence.
2. Activity: what has been done that demonstrates the strategy is being realized; i.e., housing starts, new business registrations, e-service expansions
3. Access: are residents using new or expanded services and are smaller, rural areas gaining greater access to important services
4. Achievement: what are the positive effects visible in communities; i.e., population growth, tax base increases, appropriate housing availability
5. Quality: an index measure tracking the performance of SERSC in provided expanded services, avoiding duplication, and reflecting fiscal responsibility.

This strategy is a solid road map to demonstrating how collaboration and cooperation can be leveraged as a distinctive competitive advantage. Within and among the BOD and SERSC, and across stakeholder groups, the natural spirit of working together for the best outcome is considered a regional strength to be celebrated.

The inestimable value of the effort put into stakeholder engagement also emerged as a distinctive advantage that can be leveraged going forward. The input of diverse contributors and the importance of cross-connections and intersectionality across all SERSC mandates emerged as one of the most important variables in maintaining discipline in action and securing public confidence.

There is no question that the southeast region expects to become a model of how this new local governance formula can be a winner. You will see in the strategy a 3-year program to establish a firm foundation and prove in the new concept with a mix of clear, quick wins and long-term investments.

INTRODUCTION

The Southeast Regional Service Commission (SERSC) is pleased to submit this strategic plan in keeping with Government of New Brunswick (GNB) stipulations that all provincial Regional Service Commissions (RSCs) should have a working version road map adopted and agreed by the RSC Board of Directors (BOD) before July 1, 2023.

This strategic plan sets out how the SERSC will activate its new mandate and enact its expanded responsibilities. It presents a plan for shared services in support of all SERSC mandates, as well as plans in each mandate area, including priority actions. The strategy also sets out preliminary key performance indicators (KPI) to be used to evaluate the effectiveness of implementation.

SCOPE

During the balance of 2023, the SERSC will ensure that resources, systems, operational organizations, and accountability mechanisms are in place and working as anticipated.

The new strategic plan covers a 3-year period, with each year designated for primary achievement focus areas, including:

2024 Baseline / Benchmarks

Establish anchor data sets forming one source of truth for each of the service areas, including inventories of assets, status of current working initiatives, participants in the sector ecosystems, and processes for setting and monitoring performance.

Address priority actions, with emphasis on low-hanging-fruit initiatives and pilots with potential to enhanced service or avoid / eliminate duplication, posting some early wins and demonstrating the efficacy of the new structure.

2025 Implementation

Execute multiple, high-impact programs driven by data-based evidence and first year experience. Secure service delivery mechanisms and reporting systems.

2026 Assess & Adjust

Assess and adjust programs and organization structure based on lessons learned. Consolidate operations in anticipation of a new, 5-year strategic plan.

REGIONAL SNAPSHOT

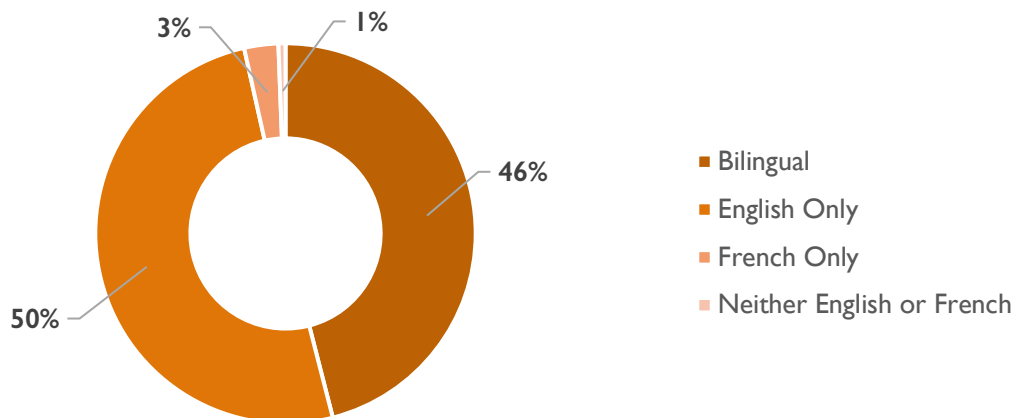
The Southeast Region is comprised of 13 entities, currently represented by:

Shediac	Mayor Roger Caissie (Chair)
Memramcook	Mayor Maxime Bourgeois (Vice-Chair)
Cap-Acadie	Mayor Serge Leger
Dieppe	Mayor Yvon Lapierre
Fundy Albert	Mayor Robert Rochon
Maple Hills	Mayor Erica Warren
Moncton	Mayor Dawn Arnold
Riverview	Mayor Andrew Leblanc
Salisbury	Mayor Robert Campbell
Strait Shores	Mayor Jason Stokes
Tantramar	Mayor Andrew Black
Three Rivers	Mayor Peter Saunders
Southeast Rural District	Representative Gaius Ricker

Population

With the recent reform, the estimated 2023 population of the Southeast Regional Service Commission's region is 192,625 which represents 24.8% of New Brunswickers. With a total area of 5615.89 Km², the population density of our region is 34.3 people per km².

As a region with pride in its language diversity, the language breakdown of the SERSC region (from 2021 Census data) is described in the following chart:



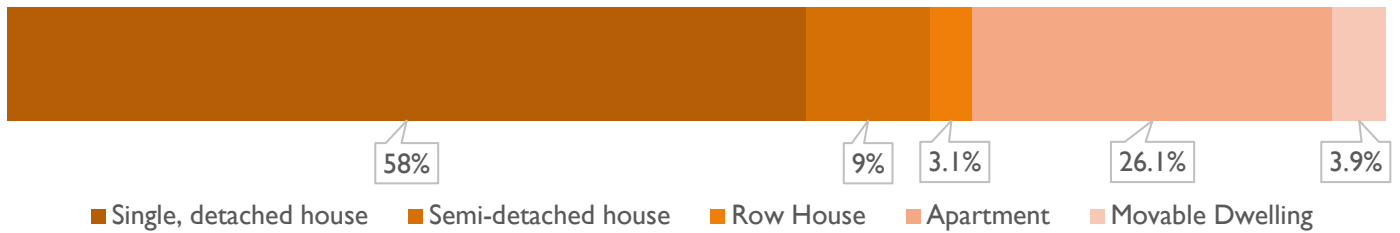
Finances

The SERSC is the economic driver of the province with a 2021 tax base of over \$17 Billion. From 2021 Census data, the median household income in the region was \$74,500 and the average household income was \$87,952. Over the same period, the unemployment rate in the region was 8.9% compared to the provincial rate of 10.3%.

Living

Residents of the Southeast region largely commute to work in a car, truck, or van (91.5%) while only 1.5% use public transit according to 2021 Census data.

Where We Live:



STAKEHOLDER ENGAGEMENT AND METHODOLOGY

The stakeholder engagement process forms the backbone of this road map, bringing diverse and knowledgeable voices to the fore in charting a path forward.

With the advent of the new mandates in 2022, the SERSC leadership determined that earning the trust and confidence of the 13 new entities to be included in the region, as well as key sector participants, would be essential to future success. With that in mind, the Commission embarked on a series of formal and informal stakeholder sessions to examine perceptions and expectations around each of the new focus areas. These discussions surfaced observations and recommendations as to methods and structures to bring the new mandates to life. The engagement process comprised needs assessments, strength / weakness / opportunity / threat (SWOT) analyses, and recommendations for implementation.

2022			
Board of Directors	CAOs transitioning entities	Stakeholders from all new mandates	Stakeholders representing economic development sectors
5 meetings Transition Committee	3 meetings	15 meetings (3 per Mandate)	1 workshop

From March to June 2023, the SERSC embarked on a second set of internal and external stakeholder engagements to validate a management framework, including the establishing of required Standing Committees for each new mandate. These sessions included discussion of roles / responsibilities, reviews of priority actions, and establishment of performance measures.

2023			
Board of Directors	CAOs new entities	Stakeholders / Standing Committee Nominees representing all Mandates	Additional Stakeholder Meetings for all Sectors
3 meetings March Retreat May Update June Workshop	4 meetings	10 meetings 2 for each new mandate stakeholders selected as Standing Committee nominees	Economic Development Community Development Tourism Transportation Infrastructure Cost-Sharing Solid Waste

In total, the SERSC leaders held meetings over an 18-month period with more than 125 stakeholders participating as citizens, independent subject matter experts, or representatives of organizations, and received multiple reports and studies relevant to the 5 new mandates. The feedback, inputs, and findings were documented and shared as the foundation for this strategy.

The strategy also represents multilateral feedback from the SERSC Board members, staff, internal subject matter experts, newly appointed Standing Committee members unable to attend meetings, and other sector consultants, combined with GNB guidance.

Engagement will continue as a feature of governance after this new strategy is launched.

- Executive Steering Committee (ESC) has been formed to lead development and ongoing management strategic work plan implementation.
- Standing Committees are operational, with fully defined Terms of Reference specifying scope, membership, regulatory guidelines, and government mandates, including reporting requirements to the regional Board of Directors, GNB, and others.
- Internal staff leads and consulting resources are spearheading development of the strategy and an Administrative Advisory Committee comprised of community managers and/or administrators has been convened to review and comment on strategy proposals. The Administrative Advisory Council will continue to meet on a go-forward basis to provide working wisdom and feedback to SERSC staff and BOD.
- Stakeholder forums and subject matter expert presentation sessions will be organized as regular adjuncts to Standing Committee deliberations and the work of SERSC leaders to ensure that the voices of constituents and citizens remain present in all aspect of work going forward.

VISION

SECURE AND SUSTAIN ECONOMIC, SOCIAL, AND ENVIRONMENTAL PROSPERITY FOR RESIDENTS OF THE SOUTHEAST REGION IN MEANINGFUL WAYS.

MISSION

- Deliver **better services** and outcomes for all people of the Southeast Region in its mandated areas.
- Add **value** and maintain a good **quality of life** in every part of the Southeast Region.
- Advance the Southeast Region, **earning the trust** of all participants.
- **Engage stakeholders** and sustain productive dialogue at all internal and external intersections of the mandated areas.
- Provide **fact-based rationales** for action and research-verified **performance** indicators.

VALUES AND SUSTAINING PRINCIPLES

Through the stakeholder engagement process, SERSC leaders worked with participants in co-creating and practicing a set of core values that are embedded in this strategic plan.

- Respectful Collaboration
- Inclusiveness and Representation
- Transparency and Accountability
- Fiscal Prudence and Resourcefulness

The SERSC team has also reflected important, sustaining principles that emerged in stakeholder dialogue.

- Reflect the distinctive cultural and linguistic Francophone and Anglophone heritage of the region in all aspects while acknowledging the evolving contemporary mix of incoming individuals and traditions that add to our lived experience.
- Practice common-sense financial management with no duplication, making best / better use of existing resources, leveraging what already exists, and seeking incremental resources with one regional voice where required.
- Act, assess, and advocate from a holistic, region-wide perspective with focus on win/win outcomes for all communities.
- Work with who / what is, maintaining coordination, connection, and collaboration with stakeholders and building SERSC service delivery processes on the shoulders of existing entities to the greatest extent possible.
- Show leadership and model accountability, championing regional strategies that enhance services or avoid unnecessary costs, building sound business plans / cases for need, and respecting regulatory and climate-appropriate guardrails. Transparency will be paramount, with mutual trust and meaningful dialogue at the heart of working procedures.
- Communicate and remain accessible, bringing clarity to stakeholders and the public – i.e., who and what is the SERSC, what does it do, with what authority, and how is it held accountable. Report regularly on progress as well as setbacks and be aware that unexpected situations will arrive.

What does success look like?

SERSC operating frameworks will be aligned to Government of New Brunswick (GNB) guidance while remaining mindful of the concerns of the 13 autonomous entities represented by the RSC in respect to constraints on local budgets, their mandated responsibilities to residents, and preservation of local community identity. SERSC will maintain active focus on advancing the region as a whole, enhancing services, avoiding overlaps / duplication / redundancy, and acting to mitigate and prevent climate damage, testing all initiatives against these criteria when enlisting support for collective regional action.

The stakeholder engagement process made clear that individuals who shared their expertise and reflections took great pride in the shining star organizations and tremendous accomplishments of the region over the years since 2000. Everyone could point to an event, a person, a group, or a business that could be singled out for recognition and commendation. That being the case, many are wary that the new SERSC scope of responsibility might overshadow or overlap the good work already being done, with new financial demands being placed on municipal entities and residents with low, or no, incremental benefit.

Regardless, every working group in the engagement process confessed that despite goodwill, much more active work should be done to form productive connective tissue among organizations working in common spaces. While some informal alliances exist, there is no authoritative force bringing opportunities and issues forward with a single-voice, collective advocacy or the strength of the region's position as an economic and population driver in the province.

The SERSC reinvention is viewed as a generational moment to unleash a multiplier effect that elevates the credibility and significance of those who have been working diligently in smaller pods. It can be a regional unifier with the mandate to breakthrough to a higher level of performance that benefits all residents.

STRATEGIC ASSESSMENT

SWOT

Current State

“WE’VE BEEN FORTUNATE, BUT WE MUST BE CAUTIOUS ABOUT UNEVEN GROWTH AND INCREASING INEQUALITY. IF WE STAY AS WE ARE, WE MAY FIND OURSELVES WITH A SITUATION THAT IS NOT BALANCED AND FRACTIOUS, WITH SOME PEOPLE AND SMALLER COMMUNITIES LEFT BEHIND.”

Acting at Scale

While communities in the region are interdependent and connected through schooling, services, and social relationships, entities are not integrated in any meaningful way when it comes to planning, acting, and evaluating return on investment in key areas of mutual interest. For example, in all the new mandate service areas gaps and inadequacies persist in progressing digitization of data, information, and online delivery. Individual entities in the region don't have the scale to activate intersectional programs, digital solutions, and management efficiencies in ways that larger jurisdictions do.

Economic Development

An active and successful model is already at work in support of business growth and development, but workforce and advancement programs do not extend effectively to all communities in the region; they are focused on larger centres for the most part.

Tourism Promotion

The visitor economy ecosystem is mature and multifaceted, with many natural advantages. It is evolving following formation of Destination Moncton-Dieppe as a Destination Marketing Organization (DMO) funded by a hotel levy. While this is a change in the ecosystem, it opens a window of opportunity to harness and escalate pan-regional collaboration among existing and emerging tourism organizations and operators.

Community Development

The region has found itself somewhat unprepared for significant growth and relative economic success, spurring a critical lack of affordable housing stock, rise in the homeless population, and issues of public security. Support is needed to address homelessness, addiction, and mental health service access in the short-term, but there are longer term community development needs that also need to be considered. While acute problems are centred in downtown Moncton, community development issues have tentacles into every part of the region and are being exacerbated by social isolation and inequity among youth, the un/under-employed, seniors, and other marginalized populations. Solutions are spotty and not applied with sensitivity or consistency beyond core crisis points, prolonging the dislocation and impeding implementation of positive, long-term actions to lift and energize programs for poverty reduction, service accessibility, and a culture of community wellness.

Transportation

There are capable, established players in the transportation space and many emerging new concepts adding to the menu of available options in rural areas. Regardless, there is no mechanism for coordination across the

region, causing residents to opt-out or remain on the sidelines with no adequate, dependable or affordable options for getting to school, going to work, accessing health services, or maintaining social networks. Transporting workers for seasonal employment locations, especially in fisheries, agriculture, and tourism remains an acute annual problem.

Infrastructure Cost-Sharing

Since 2017 when the last pan-regional view of sport, recreation, and cultural / entertainment facilities was undertaken, conditions have changed everywhere across the southeast, although no coordinated action has been taken to synergize new community capital and operating plans, asset management systems, or multi-community initiatives. This situation leaves the region without mechanisms to best meet the end-to-end needs of widely diverse and geographically dispersed residents or to leverage the scale economies of the total regional population when seeking public funding for value-add facilities.

Public Safety

While provincial and local public safety systems are in place, the need to apply best practices to climate-related incidents or other emergencies that affect all, or clusters of proximate jurisdictions, within the region, could be improved or hardened by systematic collaboration among stakeholders.

STRATEGIC ASSESSMENT

DESIRED LEVEL OF SERVICE

Future State

“WE’RE DOING WELL WITH STEADY, MANAGED GROWTH ACROSS THE REGION AND A REALISTIC SENSE OF READINESS TO DEAL WITH FUTURE CHALLENGES. WE’VE LEVERAGED OUR ABILITY TO WORK WELL TOGETHER TOWARDS A COMMON PURPOSE TO UNLEASH INNOVATION AND INCREASE OUR RESILIENCE”

Acting at Scale: The SERSC

- takes the lead on design, development, activation, and in some cases, ongoing management of systems that rely on collaboration, cooperation, or scale economies, including some shared digital data / information resources and e-service.
- maintains programs, partnerships, and integration mechanisms supporting all service mandates, including governance / government relations, business intelligence and technology, finance and administration, and communication, including stakeholder engagement.
- demonstrates consideration for local fiscal situations and preservation of local character while delivering an enhanced level of service without duplicated or unnecessary cost.

Economic Development

Resources are accessible and organized across the entire region, providing a sustainable platform for workforce development (strategic attraction, retention, development, and entrepreneurship), investment readiness, and business advancement.

Tourism Promotion

Visitor numbers are growing at above average annual rates, with the Commission leading on opportunity development and coordinated regional marketing for sustaining a viable, 365-day industry.

Community Development

Regional communities are growing and thriving regardless of size, demographics, or character; natural advantages and a culture of well-being prevail in a context of diversity and inclusiveness.

Transportation

SERSC provides a focal point for ongoing development and planning of transportation services arranged in supportive alliance networks to get people where they need to be in their daily lives, emphasizing rural connectivity. The Commission champions affordable, environmentally responsible methods, parallel growth of active transportation options, and specialized services for under-served populations.

Infrastructure Cost-Sharing

The infrastructure cost-sharing mandate effectively protects public investment in new facilities that bring benefit to the whole region. The SERSC maintains a responsible and integrated plan, oversees processes for

infrastructure cost-sharing agreements, and/or facilitates agreements related to sub-regional facilities serving multiple entities.

Public Safety

The SERSC facilitates helpful collaboration and information sharing among those who manage public safety issues, including threats, emergencies, or natural disasters with regional impacts and helps municipalities be better prepared for the next crisis situations.

IMPLEMENTATION PLAN

SERSC has designed an action plan to enable realization of its Vision and Mission, building on the insightful contributions of internal and external participants in the engagement process and the existing data indicators of opportunities and gaps. The action plan comprises a program to equip the Commission as an efficient shared service provider with capabilities needed to level up the region's ability to capitalize on its total population size and its disproportionate economic role in New Brunswick. It also addresses drivers and priority next steps in each of the new mandate areas.

A shared services organization will be essential to meeting the needs of larger urban centres and smaller entities, as well as to equip the specific mandate leaders with the resources and expert support they require. There was unanimous agreement across both rounds of stakeholder engagement, including among Board members and municipal administrators, that without closing gaps and leveraging the newfound ability to speak with one voice, each individual mandate implementation will fall short of its full potential.

SERSC will resource 4 functions identified as must-haves for all new mandates.

1. Governance

- Maintain decision-making authorities with respect to GNB guidelines, define how decisions are to be made within the RSC, and establish strategic direction for the organization.
- Oversee service delivery and the implementation of policies, plans, programs, and projects, including relationships with all local mayors / councils, GNB, and Government of Canada departments and agencies.
- Report on its performance indicators and provide information to those who can drive ongoing improvements and corrective actions.

2. Business Intelligence

- Infrastructure hardware / software for required information management functions and collaboration and/or shared infrastructure savings among entities, including forceful promotion of expanded high-speed internet service throughout the region.
- Data gathering and analysis in all mandate areas.
- Data access among entities and partners.
- Management of back-end and public-facing e-service systems that may include tourism websites and applications, marketing asset management, research archives, GIS and mapping information, and so on.

3. Finance and Administration

- Current collection, disbursement, and accounting for fees and payments.
- E-service functions.
- Infrastructure cost-shared agreements management.

4. Communication, Advocacy, Stakeholder Engagement

- Develop and implement communications strategy for the Commission (both internal and external) including regular engagement with stakeholders.
- Facilitate regular communication with stakeholders, GNB, Municipalities to build trusting relationships and foster a culture of transparency and responsiveness.
- Speak up with one, collective voice on the need for sustained essential services, including high-speed internet, quality healthcare access, and available education from early childhood to post-secondary and co-op training.

What we Heard: Must-Win Conditions

- A better urban / rural balance is required. This means maintaining and improving what is in place that is working, but it also necessitates focus on enhancing services for smaller jurisdictions and newly amalgamated entities. Being visible and establishing a local presence is a must to ensure success.
- Simplifying the means of doing business with economic development agencies will increase their value to business; notionally this could mean a one-door approach and much better coordination.
- Intersectional management should be a priority, involving GNB, federal government agencies, regional municipalities, other service mandate leaders, and immigration settlement and public / private workforce development entities outside the existing government structures.
- Maintaining active connections between those leading Economic Development initiatives and those leading other mandates, especially Community Development and Transportation, will be a key success factor enabling pursuit and capture of opportunities that are a best fit for future growth. Housing availability, accessible transportation, robust visitor promotion, and well-maintained sport, recreation, and cultural facilities are necessary conditions for full success in economic growth.
- Actions should be taken to ensure stakeholders understand who / how / where their needs are being addressed and how the efforts are making a positive difference.
- Expanding the scope of workforce development to include and increased focus on growth / development from within in the form of entrepreneurship, start-up, and incubation of sectors that make sense for southeast region. Universities and others in applied research should be in the capacity framework.

Goal Statement

ENLIST PEOPLE AND BUSINESS LEADERS IN A GROWTH MISSION THAT INTEGRATES INCREASED WORKFORCE PARTICIPATION WITH IMMIGRATION AND NEW INVESTMENT, ALL IN A STATE OF RESILIENCE AND READINESS.

Collective Vision: “A flourishing and vibrant Southeast New Brunswick that reaches its potential by working together to achieve economic sustainability”

SERSC Role

The SERSC will lead a regional economic development strategy with workforce development as the centrepiece, reflecting the pace and form of growth suited to the expectations of citizens and consistent with sustainable best practices in terms of natural and social environmental factors.

- Leverage organizations that already exist, helping some adapt to pan-regional service delivery readiness.
- Align with provincially significant KPIs to ensure that progress is measured and reported, with success and shortfalls tracked in a context that builds trust and confidence with GNB, business leaders, media, and the public.
- Align with GNB on the role and responsibility roadmap for guiding and advancing regional economic development, as in:
 - Provide strategic focus for regional economic growth;
 - Support investment readiness in the region;
 - Foster a healthy business community; and
 - Progress and align workforce development and labour force growth (including, but not limiting to, supporting newcomer attraction/retention).

The SERSC has formed a new organization and transitioned MDR (Moncton, Dieppe, and Riverview) erstwhile economic development organization, taking account of programs, services, and agreements in place and adapting to an enhanced level of service covering the whole region. A Leadership Council has been formed to act as the Standing Committee, guiding and serving as a sounding board to the SERSC staff. The scope of work will include:

- Identification of where and what type of economic development is needed;
- Coordination with local businesses, organizations, and government agencies to promote economic development and to implement economic development initiatives;
- Oversight of the strategy and approved initiatives;
- Advice and recommendations on establishing new economic development plans and initiatives;
- Adoption of an annual business plan;
- Monitoring economic development KPIs.

Priority Actions / Initiatives

1. Gathering, by way of any identified mean/study/survey, relevant data to allow informed decision-making.
2. Advance existing and new programs to develop regional workforce by need, location, and sector, aligning with Working NB on funding agreements and labour mobility, including active advocacy for improved transportation access.
3. Coordinate on initiatives for attraction, resettlement, and retention of new immigrants.
4. Extend, expand, and enhance economic development services to cover the entire region.
5. Lead work to confirm a value proposition that applies to the entire region and leverage this to refine economic development investment and attention, communicating it within the region and beyond through marketing.
6. Take action as connector and catalyst among public sector and business stakeholders.
7. Identify and form internal alliances for advancing agreed mutual priorities (e.g., seamless collaboration with Plan360 and municipalities, to inform plans engendering the communities' visions).

Core Activities

As the SERSC will gather, assess, and act upon data and the legitimate self-determined decisions / visions of all the entities, the Economic Development department shall strive to keep up and regionalize its 3 main axes of intervention.

- Investment attraction (not a SERSC exclusive competency) in collaboration and alignment upstream with ONB and IliC and downstream with all the entities. This includes early steps of capacity building and investment readiness.
- Workforce attraction/retention/specialization through the specific actions identified by the Southeast Labor Market Partnership (SLMP) Council, a forum composed of local economic development representatives (municipalities or Chambers of Commerce), and governmental institutions with the aim of providing specific relief to some of the most pressing challenges facing workforce and its relation (or lack thereof) with the strategic objectives of the partners.
- Entrepreneurship activities meant to encourage, prepare, and shoulder budding entrepreneurs (or early-stage SMEs) to settle, flourish, and expand within and across the entities of Southeast New Brunswick.

The 3 axes and ensuing actions will need to be deployed in full accordance with the cultural (anglophone / francophone) and economic (rural/urban) balance which are the main lenses utilized by the SERSC in the administration of its mandates.

Economic Development should also strive, for manifold reasons, to produce a cost / benefit analysis (CBA) of attraction and retention costs to inform some of its decisions and those of the funding partners.

What we Heard: Must-Win Conditions

- Community development is a process that brings improvement to people's quality of life and creates the conditions for healthy, connected communities. It encompasses the physical, financial, human, social, and environmental elements of a region. In the current landscape, addressing acute social challenges is key to providing opportunity to improve the wellbeing of every individual, so that they can reach their full potential.
- There are inherent areas of concern regarding poverty reduction, homelessness, and mental health services that have been identified for immediate attention.
- The SERSC has been encouraged to prioritize a total housing approach, addressing needs ranging from accommodating the homeless to better shelter choices for vulnerable populations such as seniors and improved home availability for low- and mid-income individuals, including increased inventories of appropriate options for those unable to afford rental thresholds of \$1000+ dollars per month. Private sector developers are not adequately addressing these populations in cities or smaller municipalities and the cascading effect is squeezing housing availability needed to improve community conditions and set the stage for continued high growth rates. If housing is a priority action to deal with the acute issues facing the community, it must be aligned with supports for improved education and poverty reduction strategies and aligned with financial, healthcare, and social supports needed to facilitate transition of vulnerable populations into stable living conditions.
- Compiling an inventory of available resources, subject matter experts, active programs, and funding sources related to this mandate is seen as an important first step in triaging the spectrum of possible programs for start-up attention and focus for greatest impact.
- The Commission has an important role to play in bringing grassroots organizations together and coordinating the development of new approaches, programs and services related to community and social development throughout the region.
- Maintaining close connections to Economic Development, Planning, Shared Services and Transportation is essential to ensure inclusion and accessibility to community and social events, programs, and services for all people in the region.
- Given the high number of public sector and non-profit players in this sector, clarity on the authority, responsibility, and accountability of the SERSC as set out by GNB should be communicated and SERSC must work hard to enlist support for the new role and the choices made to invoke services.

Goal Statement

GALVANIZE POSITIVE COMMUNITY-LEVEL ACTION ON UNDERLYING FACTORS AFFECTING OVERALL COMMUNITY WELLBEING, APPLYING AVAILABLE RESOURCES TO AREAS JUDGED TO HAVE THE GREATEST LASTING IMPACT. HELP ADDRESS URGENT SOCIAL DYSFUNCTIONS, INCLUDING HOMELESSNESS, PUBLIC SECURITY, AND ADDICTIONS AND MENTAL HEALTH SERVICES ACCESSIBILITY, ACTING COLLABORATIVELY WITH THOSE ORGANIZATIONS LEADING ACTIONS IN THESE AREAS.

SERSC Role

The New Brunswick Economic and Social Inclusion Corporation (ESIC) strategic plan *Overcoming Poverty Together 3* (OPT3) has identified priority actions under 3 pillars focused on achieving impact in community development – specifically economic and social inclusion. These pillars are economic and income security, coordination of programs and services, and inclusion and healthy communities. The prior Community Inclusion Networks (CINs) have been integrated into RSCs and form the basis of the community development mandate. Specifically,

the SERSC will identify actions aimed at bringing improvements in five “CINable areas” detailed in OPT3 of which are detailed in this section with the other two falling under the regional transportation and recreation mandate areas, respectively.

Community Inclusion Network (CIN) areas are priority actions which CINs (and now the SERSC) have a key role to play in:

- Economic security and employment, including poverty reduction for children and their families.
- Stable housing and a healthy built environment, including reductions in homelessness.
- Health, social service, justice, and education systems, particularly access to mental health treatment.
- Environmental sustainability from both socio-economic and natural perspectives.

A Standing Committee is active to guide long-term community building while helping address acute social development issues. Work is already underway to develop and catalyze appropriate communication and stakeholder engagement structures for the large ecosystem of public and private organizations operating independently within the region. In the context of the role laid out by GNB, the SERSC will work with the Standing Committee to design programmatic approaches advancing long-term development strategies while mobilizing around situations that need immediate attention.

Coherent local advocacy for stable and sustainable housing policies across the region that address dynamic socio-economic strata and evolving life stages, affordability, and homelessness / inadequate housing, coupled with aligned planning and land use standards, will be an important focus, but all aspects of Community Development will be considered in the advancement of projects.

Priority Actions / Initiatives

1. Connect and activate the **inherent strength of community and public interest groups**, providing coordination, support, and guidance to help realize the economic, social, cultural, and environmental goals within the southeast region.
2. Help **identify funding sources** for large-scale short- and long-term community improvement, including housing and other well-being initiatives within the mandate scope.
3. Unlock grassroots implementation of localized and region-wide action plans (in cooperation with the regional Community Capacity and Resiliency Committee) focused on improvements in the four “high impact areas” of the **Community Capacity and Resiliency Framework**: (a) Economic security and employment; (b) Stable housing and a healthy built environment; (c) Health, social service, justice, and education systems, and (d) environmental sustainability.
4. Help establish a foundation for region-wide, **sustainable housing policies and initiatives**, implementing proof-of-concept pilots in appropriate housing that provides shelter and surrounding supportive services to social constituencies in greatest need of more / different housing options.
5. Support the ESIC priority actions established in the RSCs MOU:
 - a. Access the new **Federal social finance fund** to increase the capacity and sustainability of **social enterprises** within non-profit organizations in New Brunswick (CINable).
 - b. Source groups engaged in or positioned to support **school food programs** at all schools in the region and examine means to create or expand these (CINable).
 - c. Improve access and reducing wait times for mental health and addictions services (CINable)
6. Support community initiatives to embed educational, lifestyle, and transportation options that mitigate climate change effects.

7. Help address acute social challenges, connecting in-progress initiatives, public security programs, and other relevant activities and incorporating an additional social focus in homelessness, poverty reduction and mental health.
 - a. Conduct supply analysis, social investment modeling, risk assessment, and systems planning to include a responsibility matrix focused on these priority areas.
 - b. Work with provincial partners on a memorandum of understanding specific to this additional social focus.
8. Implement systems for close collaborations with other RSCs, encouraging all to have robust plans to address community and social development that avoid imbalances encouraging perpetuation or migration of problems among jurisdictions.

What we heard: Must-Win Conditions

- The gap in strategy and implementation that exists between the urban centres of Moncton and Dieppe following start-up of Destination Moncton-Dieppe DMO and other regional entities or industry associations should be closed; The SERSC has the credentials, objectivity, and authority under the new mandate to reach out to others with relevant supports.
- A priority activity for the SERSC should be to make an inventory of participants, assets, live programs, and information resources, including research, in the sector, using that as a basis for describing the planning and delivery model that harmonizes with existing entities and addresses new requirements.
- Efforts should also be made to examine local areas to assess distinctive opportunities, attraction potential, and developmental needs through a lens that is relevant to size / scope of community infrastructure as well as climate change action and environmental protection. Seasonal considerations should factor in to determine how an area fits a 365-day approach.
- Development of a tourism strategy must consider all connection points to economic and community development as they are intersectional and mutually dependent activities.
- Help is needed to professionalize actors in the visitor economy sector, bringing together interested members of industry and stakeholders to mobilize resources for training, recruitment, transportation, and customer experience performance measurement in the most effective and efficient ways.

Goal Statement

SET SOUTHEAST NEW BRUNSWICK APART AS A PREMIERE 365-DAY VISITOR DESTINATION THAT OUTPERFORMS SIMILAR JURISDICTIONS WITH RESPECT TO TRAFFIC AND SPENDING GROWTH WHILE APPLYING PRINCIPLES OF EQUITY, SUSTAINABILITY, AND COMMON PURPOSE.

SERSC Role

To fulfil the role appropriately, the SERSC will be mindful of the mandate, but also consider the maturity and scale of the tourism industry in the region. Southeast New Brunswick is one of the provinces most developed and diverse areas when it comes to natural and built-environment attractions. As such, the region already hosts well-organized and effective associations and operators with a stake in tourism marketing.

To form an effective industry coalition, the SERSC will play the role of convenor and contributor to leverage existing capabilities and help to fill gaps. The Commission will align with Tourism, Heritage and Culture New Brunswick (THC NB) and established regional marketing organizations to ensure that harmonized actions are implemented and measured against criteria of total dollars into region and total spin-off impacts. The SERSC will also have a direct 360° view of monies available from the Destination Moncton-Dieppe tourism levy as well as other tourism promotion monies being requested from / spent by individual municipalities and other agency entities. The SERSC must maintain a balanced appreciation of the important difference in taxpayer impact when calibrating regional marketing spend and assessing impacts on non-DMO entities in terms of costs and benefits.

It will be necessary to amalgamate existing (multiple) sources of truth and conduct region-wide and micro-SWOT benchmarks to set the baseline parameters of the tourism / visitor economy. The steps to achieve this include, a) assignment of staff responsibility within the SERSC; b) establishment of Standing Committee and

industry coalition working group to sustain collective planning and evaluation, set the roadmap for simultaneous implementation among the players, and agree the methodology for tracking measures of success.

The SERSC will undertake to establish appropriate infrastructure and stakeholder, B2B, and B2C facing presentation of the region as a tourism destination entity (not just competitive, individual communities). This will involve identifying all touchpoints, including digital assets and service interfaces, and determining how best to harmonize and amalgamate the existing ecosystem to enhance the character of the regional as a whole, maintain unique identifiers for individual areas, reflect appropriate season emphasis of visitor attraction, and determine highest impact / lowest cost means of supporting the entire system with research data, digital resources, performance statistics, and ongoing maintenance.

To set a platform for implementation, the SERSC has:

- Formed a Tourism Promotion Standing Committee, Tourism under terms of reference that enable action as an RDMO, ensuring all aspects of visitor marketing are being addressed.
- Established working relations with Destination Moncton-Dieppe DMO and other key legacy players in the sector in the Standing Committee / RDMO.
- Orchestrated compilation of provincial and regional tourism plans and branding, that synergizes marketing plans from industry stakeholders.
- Established opportunities for co-planning with THC NB.

Priority Actions / Initiatives

1. Undertake a **descriptive asset and value proposition inventory** which includes types of accommodations, seasonality, natural environment assets, historical sites, cultural sites.
2. Create a **framework for collaboration and partnerships** (regional collaboration, cooperation, catalyze on alliances, advocacy).
3. **Develop existing and new opportunities** across the full range of 4-season visitor options, involving all levels of government and industry. This may include helping in preserving or improving existing assets, expanding signature attractions, or catalyzing alliances to attract / promote major sporting events, festivals, entertainment attractions, meetings / conventions.
4. Foster development and/or consolidation of the regions' **digital presence** in marketing and **e-service** to visitors, including creating shared digital marketing resources and common hardware / software platforms.
5. Create a forum for **integrated marketing** representing the work of all partners. This may include creation of new shared marketing assets.
6. Surface, participate in, and contribute to **co-operative marketing partnership opportunities** established by THC NB.

What we heard: Must-Win Conditions

- The Urban / Rural Rides organization can be a model and strategic vector in rural transportation expansion. Working pilots in PEI and Nova Scotia also provide interesting platforms to be analyzed and considered or adapted to southeastern NB.
- The SERSC was reminded that the mandate must be enacted in consideration of New Brunswick’s inclusive and sustainable transportation framework.
- Higher energy prices and inflation could give a boost to public transit and other new options, but only if systems are attuned to the realities of time, distance, safety, and affordability.
- Volunteer-based services are vulnerable and challenged in many cases. The volunteer base was reduced during the pandemic, continues to be hamstrung by high energy prices, and cannot address demand for specialty vehicles suited to specific users such as the mobility impaired.
- All service providers need to renew fleet, activate expansions, and address capacity balances.
- Digitization and e-service are major factors in meeting current and future service expectations.
- Provincial support for integrated transportation planning and forward-thinking investment has been tepid in past. Federal programs are available but require an organizational catalyst to bring scale and resources to bear to leveraging grants by triggering provincial and / or municipal matching funds.
- There is no inventory of transportation assets / programs in the region.
- There is currently no all-encompassing transportation demand data available for the region.
- The SERSC can play a role in promoting dialogue on how service providers could network services and harmonize tactical plans in multiple areas:
 - Digital services cutting across region.
 - Intersection with existing assets such as school bus fleet.
 - Shared use of pick-up/drop-off locations and parking facilities to establish integrated transportation routes among independent carriers.
 - Better integration of investment, acquisition, operation, and maintenance of assets, leveraging capabilities of the private sector or setting up cooperative service agreements with local communities / businesses.
 - Strategy for region-wide sustainable and active living transportation systems.

Goal Statement

INCREASE TRANSPORTATION ACCESSIBILITY, AFFORDABILITY AND AVAILABILITY TO SUPPORT RESIDENTS AND REGIONAL VISITORS THROUGH A CONNECTED SET OF REGIONAL TRANSPORTATION PROVIDERS WORKING INDIVIDUALLY AND COLLECTIVELY AS A COORDINATED, USER-FACING NETWORK.

Inherent in this statement are lofty aspirations for broader, long-term impacts.

- Reduction in greenhouse gas (GHG) emissions associated with transportation.
- Economic and social inclusion facilitated by accessible transportation.
- Thriving one-car households.
- Active and Public transportation as preferred choices.
- SERSC acts as the hub for regional transportation data.
- SERSC act as the hub for regional transportation discussion.
- Regional transportation enabling economic growth.
- Volunteer and private transportation groups thriving.
- Transit hubs in strategic locations throughout the region.

SERSC Role

The work to be done is to design and implement a best impact / lowest cost solutions for more effective regional network of transportation services that are sustainable and affordable. This process must go hand in hand with work on the 4 other new service mandates to align the full transportation action plan with proposed business investment, population growth, visitor economy / tourism expansion, infrastructure development, and community development, as well as the inherent enablers, including regional planning, housing, and education.

Previous studies conducted on the subject of regional transportation, including the report “From Surfaces to Services” ([FromSurfacesToServices.pdf \(gnb.ca\)](#)), recommend that overall planning of the regional transportation system be guided by specific principles:

- Promote integrated transport and land use planning
- Foster social inclusion to overcome isolation and promote active living
- Improve economic inclusion and quality of life
- Increase affordability for individuals and families
- Make the transport system more environmentally sustainable
- Make the transportation system accessible for people with disabilities

Priority Actions / Initiatives

1. Take immediate action to design a **master plan** for an optimized regional transportation network, including inter-municipal, inter-regional, and inter-provincial transit connections, adjacent walking / bicycling access routes, and potential shared facilities (e.g., pick-ups / drop-offs, parking).
 - a. Develop a regional transportation plan recommendations to increase accessibility, affordability, and availability of transportation services (CINable).
2. Advocate for **sharing, service, or access agreements** to secure the network master plan features.
3. Take action to **foster improvements in rural services** working with established volunteer organizations and other key players for rural community hub-and-spokes implementations.
4. Improve **synergy and intra-industry alliances** among regional players and partners, surfacing ideas that leverage existing providers and/or developing new ones where gaps exist.
5. Assess and integrate region-wide **sustainable and active living** transportation plans / networks into the regional master plan.
6. Take **inventory** of baseline existing services and programs and report gaps analysis, including an all-encompassing regional transportation demand study.
7. Set a **demand / needs assessment benchmark** for future investment prioritization and performance tracking.
8. Work with GNB and regional industry to make use of the new provincial technology backbone in design and implementation of integrated **digital e-service**.
9. Continue to develop the existing alliance with Urban / Rural Rides organization in context of strengthening and expanding services, including continuation of \$50K / per annum support stipend.

What we heard: Must-Win Conditions

- Under the existing SERSC regional planning mandate, and in alignment with the new infrastructure cost-sharing service initiative, SERSC is best-positioned to organize work to update the 2014 – 2017 regional plan, confirming the current inventory of facility assets as well as community associations and volunteer workforce. This would be a preparatory step to articulating a regional infrastructure and assets plan within the broader regional strategy.
- Criteria and assessment guidelines developed to enact this mandate must be specific, objective, and transparent to avoid public cynicism regarding the location of new facilities and costs to be assessed to municipalities to cover designated regional facilities.
- The benefits of this initiative are open to misunderstanding among residents. While increasing the number of cost-sharing agreements can help ensure more equitable inter-community cost-sharing, improved affordability, and enhanced sustainability, not everyone will access the cost-shared infrastructure in a region, sub-region or even locally. The benefits here are often universal to communities in supporting a better quality of life through investment and support of good quality sport, recreational and culture, but may not be apparent to an individual or groups with no interest in paying for the infrastructure. Communication regarding the rationale and framework will be important.

Goal Statement

PROVIDE A FORUM FOR AGREEING TO EQUITABLE SHARING OF THE COSTS OF DISTINCTIVE REGIONAL OR SUB-REGIONAL SPORT, RECREATION, AND CULTURAL INFRASTRUCTURE PROJECTS IN KEEPING WITH PROVINCIAL REGULATIONS AND GUIDELINES. COORDINATE PROCESSES THAT LEVERAGE SKILLED ANALYSES, REGION-WIDE PLANNING DATA, SCALE ECONOMIES, AND PURCHASING EFFICIENCIES TO FAIRLY ASSESS, ALLOCATE, AND ADMINISTER COSTS OF BUILDING AND OPERATING DISTINCTIVE AND UNIQUE FACILITIES THAT BENEFIT THE WHOLE REGION REGARDLESS OF THEIR GEOGRAPHIC LOCATION.

SERSC Role

The SERSC now will provide a regional scope to sport, recreation, and cultural infrastructure planning and is the organization through which cost-sharing agreements will be negotiated, providing a forum for local governments and rural district to share the costs of major sport, recreation, and cultural infrastructure projects that meet the criteria. The SERSC will facilitate agreements are deemed mutually beneficial and fair by the parties. Recognizing that a balanced commitment and investment from each party is more likely to result in a successful partnership is successful.

There are 3 main jobs to be done to address this mandate.

- Develop a regional strategy for infrastructure and translate it into actionable recommendations, with working processes and procedures harmonized and considering existing operations and decision-making frameworks.
- Design a transparent process for the role it expects to play in supporting thoughtful and sustainable infrastructure investments, determining how it sets and communicates a vision for development, how it supports project proponents, and how it validates the wisdom of investments, enlisting community leaders and influencers at all process stages – engagement, review, activation, public communication.
- Facilitate negotiations and administer formal arrangements, recognizing that it is important that both parties see mutual benefit in the arrangement and agree on targets/results.

Priority Actions / Initiatives

1. Establish the data set of **existing infrastructure**, including school facilities (and with consideration for post-secondary education and privately owned facilities), gather information related to existing municipal priorities for future sports, recreation and cultural infrastructure investments, and complete the **strategic assessment** to identify needs, gaps, and opportunities in the region related to sport, recreation, and cultural infrastructure.
2. Develop **regional priorities** with respect to new, renovated, or expanded regional or sub-regional infrastructure based on widely accepted benchmarks for availability and access, and, if applicable, detail plans for the development of potential future cost-sharing agreements.
3. Develop a **transparent process** and guidance documents for enabling the mandate based on the proposed GNB framework.
 - a. Design **criteria for cost-sharing eligibility** and agree best practice benchmark levels for assessments. Criteria to be considered include a) access; b) uniqueness; c) scale; d) variety; e) users (community / interest served); f) impacts (economic, socio-economic, tourism, community quality of life, transportation). It should be noted that this criterion would also apply if SERSC is approached to broker an agreement for a sub-regional facility.
 - b. Establish **guidelines for negotiating** cost-sharing agreements, determining roles / responsibilities; requirements for the facility **business case**, and a **cost-sharing formula**.
4. Ensure that the decision-making process embeds appropriate **stakeholder and public engagement** milestones as well as communication, education, and expert consultation to enlist supporters and earn public trust.
5. Work with partners to identify **inclusive opportunities** for sport, recreation, and leisure activities for residents living in vulnerable conditions, including low income New Brunswickers (CINable).

PUBLIC SAFETY

SERSC Role

SERSC will engage the existing public safety committee to foster regular information exchange among police, fire protection, and emergency measures planning services. The public safety group will have the following role:

Policing:

Enhance communication and build relationships between communities, regions, and policing authorities, and help identify key issues and priorities regarding policing services in the region.

Fire protection:

Exchange information on issues regarding fire prevention and suppression services and explore ways in which sustainability and effectiveness may be improved through enhanced cooperation, sharing of resources, and the strategic purchases of specialized equipment in the region.

Emergency measures:

Exchange information, identify opportunities and consider potential actions with provincial officials relative to emergency measures planning.

The SERSC has had an active Public Safety Committee for several years. This group has fostered relationships between and among various stakeholders in the ecosystem as well as with communities and the SERSC. They have also coordinated design and distribution of a 72-hour preparedness guide for the region. The SERSC's goal with this mandate is to continue the good work of this committee, allowing information exchange and providing an opportunity for regional education and awareness projects when necessary.

What We Heard: Must-Win Conditions

Continue to be a leader in the delivery of planning services within the province and celebrate successes.

Goal Statement

AT THE CORE OF EVERYTHING WE DO, PLANNING IS THE PRIMARY FUNCTION OF OUR SERVICE OFFERING. WE BELIEVE INTELLIGENT PLANNING BENEFITS PEOPLE AND THE AREAS WE SERVICE — THE ENVIRONMENT, PROPERTY VALUES, NEIGHBOURHOOD INTEGRITY, COMMUNITY AND QUALITY OF LIFE.

SERSC Role

Per the *Regional Service Delivery Act, RSNB 2012 subsection 24(1)*:

24(1) With respect to the provision of a land use planning service, a Commission shall have the following powers and duties:

- (a) those powers and duties accruing under the following provisions:
 - (i) any zoning by-law provision under paragraph 53(2)(h) or (i) or paragraph 53(3)(c) of the *Community Planning Act* with respect to uses of land, and any similar provision in
 - (A) a rural plan under subsection 33(1) or 44(6) of the *Community Planning Act*, or
 - (B) a rural plan or zoning regulation under paragraph 125(9)(a) of the *Community Planning Act*;
 - (ii) sections 55, 56 and 78, paragraphs 125(10)(e) and 125(11)(b) of the *Community Planning Act*, with respect to certain proposed uses and to variance,
 - (iii) subsections 60(2) and (4) of the *Community Planning Act*, with respect to non-conforming uses,
 - (iv) any subdivision by-law provision under paragraph 75(1)(c), (f) or (l) of the *Community Planning Act*, with respect to approval of an access, the location of land for public purposes and street names, respectively, and under paragraph 75(1)(k) of the *Community Planning Act* and any similar subdivision regulation provision under paragraph 125(10)(c) of the *Community Planning Act*, with respect to approval of a subdivision plan, and
 - (v) subsection 89(4) of the *Community Planning Act*, with respect to the location of streets or land for public purposes.
- (b) if a Commission provides a land use planning service to a member that is a local government, to prepare
 - (i) a municipal plan or development scheme for a municipality in the region or a rural plan under section 33 of the *Community Planning Act* for a village in the region, or
 - (ii) a rural plan under section 44 or 51 of the *Community Planning Act*;
- (c) to advise members that are local governments and the Minister
 - (i) subject to paragraph (b), in the preparation of plans, statements and schemes mentioned therein, and
 - (ii) in relation to any aspect of community planning within the region;
- (d) if a member is a local government, to give its views to the council of a local government in the region that are proposing to enact a by-law on the proposed by-law or to the Minister on a proposed regulation to be effective in the region, whether or not such views have been requested under section 110 or subsection 125(14) of the *Community Planning Act*,
- (e) to exercise the powers and perform the duties provided by this section or that are otherwise given to it by the *Community Planning Act* or the council of a member that is a local government.

Priority Actions / Initiatives

1. Develop and maintain all official land use plans for the municipalities that we serve.
2. Develop and maintain a regional plan for Southeast NB.
3. Continue efforts of developing the Shoreline Trail and trail connections among communities.
4. Initiate and implement research that considers provincial planning statements of interest in all plans.
 - Streamline and deliver planning services:
 - issuing building and development [permits](#);
 - processing variance, subdivision, zoning amendments and other [applications](#);
 - providing recommendations on municipal/rural plans;
 - providing the public with information on zoning and permitted land uses and requirements within these zones; and
 - regional planning [initiatives](#).
5. Other mandated services.

What We Heard: Must-Win Conditions

- Continue to be a leader in the solid waste management field on an Atlantic Canada scale and celebrate successes.
- Increase diversion from landfilling by focusing on the industrial, commercial, and institutional (ICI) sector and multi-residential type buildings.
- Increase diversion through sustained marketing and communication campaigns.
- Increase diversion and lower environmental footprint by improving accessibility of services to residents.
- Take a proactive approach to waste management.
- Champion collaboration and knowledge-sharing amongst other RSCs.

Goal Statement

ECO360 WILL MANAGE WASTE GENERATED IN SOUTHEASTERN NB IN THE MOST ENVIRONMENTALLY, ECONOMICALLY, AND SOCIALLY RESPONSIBLE WAY POSSIBLE. WE WILL DEMONSTRATE LEADERSHIP THROUGH AN EMPOWERED, VALUED, AND SAFE WORKFORCE.

SERSC Role

Per the *Regional Service Delivery Act, RSNB 2012 subsection 21(1)*:

- 21(1) With respect to the provision of a solid waste disposal service and, if applicable, a solid waste collection service, a Commission may
- (a) construct, acquire, establish, enlarge, control, manage, maintain and operate solid waste collection and disposal facilities,
 - (b) provide a solid waste management service, including the collection and disposal of solid waste, to a person, and
 - (c) operate solid waste collection and disposal facilities on behalf of a person.

Priority Actions / Initiatives

1. Complete a full assessment of the material recovery facility (MRF), including both process technology and infrastructure, to ensure continuous efficient and cost-effective operation.
2. Complete a full assessment of the Compost Facility to evaluate how existing infrastructure can be best leveraged to process source-separated organics (SSO) in the future, be it through continued composting or anaerobic digestion.
3. Develop a design and implementation plan for future north landfill bank.
4. Evaluate options for how to best take over management of curbside waste collection throughout the region, including an evaluation of carts versus bags.
5. Develop a plan for how to include multi-residential type (e.g., apartment buildings) in 3-stream waste sorting.
6. Develop a strategy for how to increase waste diversion from the ICI sector.
7. Develop a plan to ensure successful implementation of the new EPR-PPP program in the region.
8. Develop a new Disaster and Debris Management Plan.
9. Investigate opportunities for green energy development on-site and evaluate options for a yard-waste composting program.
10. Develop a marketing and communications strategy to ensure a sustained presence.

KEY PERFORMANCE INDICATORS

SERSC has adopted a multi-part dashboard of indicators to report on specific and general performance during the life of the strategy. Baseline metrics will be gathered and validated in year 1 to ensure that measurement starts at the appropriate transition point and reflects a consensus philosophy of management.

The dashboard will include:

	Economic Development	Community Development	Tourism Promotion	Regional Transportation	Infrastructure Cost-Sharing	Shared Services
Readiness (Capacity, Preparedness, Flexibility, Resilience)						
Activity	*Regional value proposition Data gathering Regional ED strat. plan (priorities)	Social purpose housing stats Early childhood education spaces	Regional brand value proposition Regional tourism marketing strategy Digital infrastructure assessment	Digital Services Regional transportation strategic plan	Process agreement Regional needs assessment	Back-end systems Data inventories in place
Access	Services delivered Training support Business support Internships	Addiction and mental health service capacity Housing support Use of community infrastructure School food programs	New opportunities developed Attraction and facility enhancements (e.g., trail extensions)	System capacity Locations served	Capacity and usage of facilities	Digital/data collaboration for 13 entities
Achievement	Tax base Population growth Business registrations Immigration	Appropriate housing mix Core housing need Employment rate	Number of room nights Digital infrastructure metrics	Ridership	Number of sport, recreation and cultural facilities based on benchmarks	Provincial / Federal support and dollars leveraged
Quality (Competence, Effectiveness, Integrity, Fiscal Responsibility)						

*Year 1 and 2 at least, these should be taken into consideration as data is gathered and activities are evaluated.

SERSC has determined that it will assess progress using 5 core indicators of performance:

- A **readiness index** will be calculated for each mandate and SERSC shared services indicating the degree to which the strategy has improved capacity, preparedness, flexibility, and resilience.
- A set of various relevant indicators have been selected for each mandate to show the trend in **activity, access, and achievement** related to enhanced service, avoided duplication / overlap, or missed opportunity.

- A **quality index** will be calculated indicating the degree to which the SERSC is performing in its mandates in a satisfactory and responsible manner, tracking competence, effectiveness, integrity, and fiscal responsibility.

ACCOUNTABILITY

SERSC will adhere to the Accountability Framework set out by GNB, specifying reporting requirements strategic review / approval mechanisms, the underlying role / operation of Standing Committees, and the authority of the Board of Directors. Where services SERSC sponsors or delivers have unanticipated or negative impact(s) on services provided at the local level, SERSC will explore mechanisms to adjust services annually, as needed, to manage costs and outcomes equitably.

Accountability Criteria

Transparency and accountability have been, and remain, foundational principles for SERSC. Imperatives for success combine the philosophies in place with explicit requirements amplified in 2022 and 2023 stakeholder discussions.

- As sponsor of the local government changes, GNB must be prepared to set, and adapt, when necessary, definition of responsibility, delineation of authority, and delegation of management, including enablement of funding mechanisms or access to incremental government program funding necessary for delivery results and meeting of expectations at every level.
- SERSC must show the same consideration for downstream local entities across the region.
- SERSC must prioritise access to the services, work to flatten internal and external operating structures, simplify processes, and make doing business with the organization as easy as possible.
- SERSC will take the lead to identify and actively embedded collaboration and joint action across and within each service mandate area, ensuring that intersectionality and interdependency are steadily improved.
- A critical few Key Performance Indicators (KPIs) are set out in this strategy to form the basis for assessment, adaptation, and advancement. Notwithstanding, there will also be mechanisms to report to the Board of Directors on benefits accruing to the whole region from mandate investments based on aggregate dollars being charged to all municipalities. Strategic actions will be evaluated on their impact across the region's total population.

Reporting

SERSC will bring reports and the KPI dashboard forward on a quarterly, semi-annual, or annual basis according to criteria established for each Standing Committee and the SERSC Board of Directors. SERSC will continue to arrange regular stakeholder forums to take feedback in each mandate area and use survey research as appropriate to assess the reactions of stakeholder constituencies or the public.

BUILDING ON WHAT IS

2022 working group participants acknowledged that southeastern New Brunswick is fortunate to host numerous, mature private, public, and non-profit organizations successfully supporting or delivering services in new mandate areas being absorbed by SERSC. Regardless, these organizations often work in silos, with no formal or informal mechanisms for coordination or accountability. They operate with different management and financing models, and some invest as much time fundraising as providing service.

It was observed that SERSC has a unique opportunity to establish systems of coordination, co-creation / co-planning, gating (especially for infrastructure investments), and service performance standards / operations across the region to ensure best and better use of existing funds as well as coherent business case presentations for incremental funds specific to regional needs. SERSC is also positioned to bridge the responsibilities and accountabilities of the provincial government with local communities to ensure equitable, relevant treatment throughout the region.

Building on the existing SERSC structure, leaders can be ambitious, bold, forward-thinking, and progressive in assuring residents that key services that they are receiving meet expectations for a secure, prosperous, and healthy quality of community life.

APPENDICES

STAKEHOLDER DIRECTORY

SERSC Board of Directors 2022

Mayor Roger Caissie	Shediac
Mayor Jim Campbell	Riverside-Albert
Mayor Louise Landry	Beaubassin-est Rural Community
Mayor Andrew Casey	Alma
Mayor Serge Léger	Cap-Pelé
Mayor Yvon Lapierre	Dieppe
Mayor Debbie Wiggins- Colwell	Dorchester
Mayor Robert Rochon	Hillsborough
Mayor Maxime Bourgeois	Memramcook
Mayor Dawn Arnold	Moncton
Mayor Daniel Pollock	Petitcodiac
Mayor Jason Stokes	Port Elgin
Mayor Andrew LeBlanc	Riverview
Mayor Shawn Mesheau	Sackville
Mayor Robert Campbell	Salisbury
President June Crandall	LSD Representative
President Paul LeBlanc	LSD Representative
President Joseph D'Ettore	LSD Representative

SERSC Board Transition Committee 2022

Dawn Arnold	Moncton
Louise Landry	Beaubassin-est
Kenneth Losier	GNB Facilitator
Jim Campbell	Riverside-Albert
Roger Caissie	Shediac
Roland Leblanc	SERSC
Stephanie Thorne	SERSC
Sebastien Doiron	Plan360

Municipal Administrators 2022

Hanna Downey	Alma
Yves Leger	Beaubassin-est
Stéphane Dallaire	Cap-Pelé
Marc Melanson	Dieppe
Jenn Borne	Dorchester
Kim Beers	Hillsborough
Caroline LeBlanc	Memramcook
Monique Bourque	Memramcook
Marc Landry	Moncton
Daniel Goguen	NB DELG - LSD Rep
Sandra Kelly	Petitcodiac
Donna Hipditch	Port Elgin
Jillian Hutchinson	Riverside-Albert
Colin Smith	Riverview
Jamie Burke	Sackville
Dianne Ayles	Salisbury
Gilles Belleau	Shediac

Transition Working Groups 2022

Community & Social Development

Andrew LeBlanc	Riverview
Debbie McInnis	United Way of Greater Moncton and Southeastern NB
Jocelyn Cohoon	Moncton
John Wishart	Chamber of Commerce for Greater Moncton
June Crandall	LSD Representative
Kieran Miller	Sackville
Lauren Fawcett	WA Action
Luc Richard	Dieppe
Marc Belliveau	Harvest House
Trevor Goodwin	YMCA of Greater Moncton
Vincent Merola	Moncton

Economic Development

Anne McGraw	Centre-Ville Shediac Downtown
Guy Leger	Dieppe
Kevin Silliker	Moncton
Maxime Bourgeois	Memramcook
Nathalie Gallant	CBDC Westmorland Albert Inc.
Robert Campbell	Salisbury
Susy Campos	3+ Corporation
Tahlia Ferlatte	Riverview

Recreational Infrastructure Cost-Sharing

David Shea	Riverview
Denis LeBlanc	Shediac
Jean-Paul Desjardins	Source Alliance
Louise Landry	Beaubassin-est
Marc Landry	Moncton
Marc Leger	SERSC
Marc Melanson	Dieppe
Marilou Savoie	Acadian Construction
Serge Leger	Cap-Pelé

Tourism Promotion

Ben Champoux	Champoux Inc.
Colin Smith	Riverview
Danny Pellerin	Shediac
Francois Poirier	Viva Shediac
Jilian Somers	Moncton
Joe D'Ettore	LSD Representative
Luc Bujold	Dieppe
Micha Fardy	Friends of Fundy

Regional Transportation

Angela Allain	Codiac Transpo
Kathleen Leger	Ability Transit
Jim Campbell	Riverside-Albert
Kelly Taylor	Rural Rides
Wenda Pitre	Maritime Bus - Coach Atlantic
Mike Cassidy	Maritime Bus - Coach Atlantic

SERSC Board of Directors 2023

Roger Caissie	Shediac
Maxime Bourgeois	Memramcook
Serge J. Léger	Cap-Acadie
Yvon Lapierre	Dieppe
Robert Rochon	Fundy Albert
Erica Warren	Maple Hills
Dawn Arnold	Moncton
Andrew LeBlanc	Riverview
Robert Campbell	Salisbury
Gaius Ricker	Southeast Rural District
Jason Stokes	Strait Shores
Andrew Black	Tantramar
Peter Saunders	Three Rivers

SERSC Executive Committee 2023

Roger Caissie	Mayor, Shediac
Maxime Bourgeois	Mayor, Memramcook
Dawn Arnold	Mayor, Moncton
Roland Leblanc	CEO, SERSC
Stephanie Thorne	CFO, SERSC
Francesco Calazzo	General Manager, Economic Development
Gena Alderson	Communications & Marketing Manager
Marc Landry	Director, Regional Projects
Sebastian Hultberg	Director, Eco360
Sebastien Doiron	Director, Plan360
Tasha Laroche	Director, Community Development

SERSC Municipal Administrators Committee 2023

Stéphane Dallaire	Cap-Acadie
Marc Melanson	Dieppe
Hanna Downey	Fundy Albert
Daniel Goguen	Manager Local Services, GNB
Yves Léger	Maple Hills
Gilles Belleau	Memramcook
Caroline LeBlanc	Memramcook
Nick Robichaud	Moncton
Colin Smith	Riverview
Austin Henderson	Salisbury
Victor Boudreau	Shediac
Donna Hipditch	Strait Shores
Jennifer Borne	Tantramar
Sandra Kelly	Three Rivers

SERSC Standing Committees 2023

Community Development

Andrew Leblanc	Mayor, Riverview
Dawn Arnold	Mayor, Moncton
Debbie McInnis	United Way of Greater Moncton and Southeastern NB
Gwen Zwicker (Ex-Officio)	Community Capacity & Resiliency Committee
Joanne Murray	GNB - Social Development
John Wishart	Greater Moncton Chamber of Commerce
Maryse Leblanc	Recreation Director, Memramcook
Matt Pryde	Director of Active Living, Tantramar
Mike Randall	Greater Moncton Homelessness Steering Committee
Monique Boudreau	District Scholaire Francophone Sud
Roger Caissie	Mayor, Shediac
Stephane Dallair	CAO, Cap-Acadie
Vincent Merola	Community Development Officer, Moncton
Yves Leger	CAO, Maple Hills

Homelessness Working Group

Andrew Leblanc	Mayor, Riverview
Annie Pellerin	NB Department of Health
Colin Smith	CAO, Riverview
John Wishart	Greater Moncton Homelessness Steering Committee
Kezia Williamson	Solicitor, Moncton
Marc Melanson	CAO, Dieppe
Mike Randall	Greater Moncton Homelessness Steering Committee
Paul McErlean	Business Sector Representative
Stéphane Dallair	CAO, Cap-Acadie
Vincent Merola	Community Development Officer, Moncton
Yves Leger	CAO, Maple Hills

Regional Transportation

Bob Rochon	Mayor, Fundy Albert
Andrew Black	Mayor, Tantramar
Victor Boudreau	CAO, Shediac
Kelly Taylor	Urban/Rural Rides
Angela Allain	Codiac Transpo
Matthew Cassidy	Coach Atlantic Transportation Group
Marc Leger	SERSC Trails Coordinator
Vincent Savary	La Bikery
Brian Branch	La Bikery
Kathleen Leger	Ability Transit
Jeremie Aubé	Dieppe

Economic Development Leadership Council

Carol Doucet
Dallas McCready
Denis Foulem
James McKenna
Jean-Marc Delaney
Jeff Savoie
John Wishart
Mark Cormier
Réjean Després
Robert Bourgeois
Vaughn Sturgeon

Infrastructure Cost-Sharing

Serge Leger	Mayor, Cap-Acadie
Rob Campbell	Mayor, Salisbury
Gaius Ricker	Southeastern Rural District
Marc Melanson	CAO, Dieppe
David Shea	Director of Recreation, Riverview
Mathieu Wade	Université de Moncton
Tim Bell	
Joanne Lamarche	
Michel Mallet	
Margot Allain-Bélanger	Université de Moncton
Monica Tucker	Moncton

Tourism Promotion

Erica Warren	Mayor, Maple Hills
Andrew Black	Mayor, Tantramar
Colin Smith	CAO, Riverview (or designate)
Austin Henderson	CAO, Salisbury
Ginette Doiron	Destination Southeast
Jilian Somers	Destination Moncton-Dieppe
Phylis Sutherland	Fundy Tourism Association (former Albert County Tourism Association)
Micah Fardy	Friends of Fundy
Marc Leger	SERSC Trails Coordinator

Stakeholder Engagement

Yvon Lapierre	Dieppe	Nichola Taylor	ACORN NB
Marc Melanson	Dieppe	Liam Murphy	ASD-E
Dawn Arnold	Moncton	Anna Paradis	ASD-E
Nick Robichaud	Moncton	Heather Stordy	ASD-E
Jocelyn Cohoon	Moncton	Tita Rabeniaina	Centre d'accueil et d'accompagnement des immigrants francophones du Sud-Est du N.-B.
Andrew LeBlanc	Riverview		Citizen
Colin Smith	Riverview	Heather Angka	Dieppe
David Shea	Riverview	Denis LeBlanc	Dieppe
Serge Leger	Cap-Acadie	Marc Melanson	Moncton
Stéphane Dallaire	Cap-Acadie	Vincent Merola	CMHA
Maxime Bourgeois	Memramcook	Luc Couturier	CMHA
Roger Caissie	Shediac	Denise Miller	CMHA
Victor Boudreau	Shediac	Lauren Whiteway	Dialogue NB
Erica Warren	Maple Hills	Florence Gouton	DSF-S
Yves Leger	Maple Hills	Josée Levesque	DSF-S
Chanele Doucet	Maple Hills	Rachel Schofield	Ecoparc Cormier Village
Jason Stokes	Strait Shores	Charles Thibodeau	Ensemble Greater Moncton
Andrew Black	Tantramar	Debby Warren	Environment and Local Government
Jennifer Borne	Tantramar		Food for all NB
Matt Pryde	Tantramar	Chad Peters	Fort Folly First Nation
Robert Rochon	Fundy Albert		Front NB
Hannah Downey	Fundy Albert	Genevieve Drisdelle	Garden Cities Project
Robert Campbell	Salisbury	Karrie Miner	Greater Moncton Chamber of Commerce
Austin Henderson	Salisbury	Janelle Leblanc	Horizon Health
Massimo Caracristi	Salisbury	Natalie Goguen	Horizon Health
Peter Saunders	Three Rivers	John Wishart	Horizon Health (and Steering Committee Treasurer)
Sandra Kelly	Three Rivers		J'Mem (Memramcook Wellness Committee)
Gaius Ricker	Southeast Rural District	Max Ducsharm	John Howard Society
Alain Clavette	Rural District	Amy O'Keefe	JPS
Daniel Goguen	Manager Local Services, GNB	Murielle Doucet	MAGMA
			MAGMA
Marc LeBlanc	Université de Moncton		Memramcook-Tantramar Community Task Force
Robert Inglis	Mount Allison University	Linda Varner	Memramcook-Tantramar Community Task Force
Kris Kierstead	Mount Allison University		
	Crandall University	Denise Belliveau	
	CCNB Dieppe	Nathalie Belliveau	
	NBCC Moncton	Maria de Fatima Lima	
	JPS	Ammar Younus	
Gwen Zwicker	Vitalité	Pat Estabrooks	
Emily Bent	211 NB		
Daniela Fernandez	Ability NB	Margaret Tusz-King	
Josée Belliveau	ACORN NB		
John Anderson			

Michelina Mancuso	Momenta Wellness Network	Dawn Arnold	Moncton
Tzomi Jazwicki	NBEN	Nick Robichaud	Moncton
Robin Illsley	NBPLS/SBPNB	Andrew LeBlanc	Riverview
Darlene Oulton	Nursing Homes without Walls	Colin Smith	Riverview
Terissa Salmon	Nursing Homes without Walls	Robert Campbell	Salisbury
Christine Taylor	Peter McKee Centre	Austin Henderson	Salisbury
Karine Regnier	Public Health	Roger Caissie	Shediac
Johanne Theriault	Public Health	Victor Boudreau	Shediac
Heather Morris	RCMP	Gaius Ricker	Southeast Rural District
Jessica Richard	RCMP	Jason Stokes	Strait Shores
Amélie Robichaud	Récolte de chez nous	Donna Hipditch	Strait Shores
Gilmond Savoie	Red Cross	Andrew Black	Tantramar
Melissa Pageau	REMC	Jennifer Borne	Tantramar
Francine Frenette	Social Development	Peter Saunders	Three Rivers
Jennifer Borne	Tantramar	Sandra Kelly	Three Rivers
Kieran Miller	Tantramar	Serge J. Léger	Cap-Acadie
Melanie Arseneault	Tourism, Heritage & Culture	Stéphane Dallaire	Cap-Acadie
Alicia Clarkson	Riverview	Yvon Lapierre	Dieppe
Mary-Lee Gilliss	UNB Nursing	Marc Melanson	Dieppe
Andrea Anne	United Way	Robert Rochon	Fundy Albert
Paul Toner	United Way	Hanna Downey	Fundy Albert
Kelly Taylor	Urban Rural Rides	Daniel Goguen	Manager Local Services, GNB
Maryse LeBlanc	Memramcook	Erica Warren	Maple Hills
Debbi Leblanc	Volunteer Greater Moncton	Yves Léger	Maple Hills
Trevor Goodwin	YMCA	Maxime Bourgeois	Memramcook
Marie-Cecile Leger	Cap-Acadie	Gilles Belleau	Memramcook
Serge J. Léger	Cap-Acadie	Caroline LeBlanc	Memramcook
Stéphane Dallaire	Dieppe	Dawn Arnold	Moncton
Yvon Lapierre	Dieppe	Nick Robichaud	Moncton
Marc Melanson	Dieppe	Andrew LeBlanc	Riverview
Robert Rochon	Fundy Albert	Colin Smith	Riverview
Hanna Downey	Fundy Albert	Robert Campbell	Salisbury
Daniel Goguen	Manager Local Services, GNB	Austin Henderson	Salisbury
Erica Warren	Maple Hills	Roger Caissie	Shediac
Yves Léger	Maple Hills	Victor Boudreau	Shediac
Maxime Bourgeois	Memramcook	Gaius Ricker	Southeast Rural District
Gilles Belleau	Memramcook	Jason Stokes	Strait Shores
Caroline LeBlanc	Memramcook	Donna Hipditch	Strait Shores
		Andrew Black	Tantramar
		Jennifer Borne	Tantramar
		Peter Saunders	Three Rivers
		Sandra Kelly	Three Rivers

Jon Eppel	Tantramar
Victor Boudreau	Shediac
Hanna Downey	Fundy Albert
Jeremie Aubé	Dieppe
Sandra Kelly	Three Rivers
John Wishart	Greater Moncton Chamber of Commerce
Anthony Azard	Cap-Acadie Chamber of Commerce
Jilian Sommers	Destination Moncton- Dieppe
Alicia Flanagan	Crandall University
Ryan Cassidy	Coach Atlantic - Maritime Bus
Shelly	Coach Atlantic - Maritime Bus
Angela Allain	Codiac Transpo
Marc Leger	SERSC
Kathleen Leger	Ability Tranpo
Kelly Taylor	Urban Rural Rides
Jim	Urban Rural Rides
Ted Bartlett	Transportation Action Atlantic
Trevor Hanson	UNB

TERMS OF REFERENCE FOR STANDING COMMITTEES

<p style="text-align: center;">TERMS OF REFERENCE</p> <p style="text-align: center;">COMMUNITY & SOCIAL DEVELOPMENT COMMITTEE</p>	<p style="text-align: center;">TERMES DE RÉFÉRENCES</p> <p style="text-align: center;">COMITÉ DE DÉVELOPPEMENT COMMUNAUTAIRE & SOCIALE</p>
<p>ROLE OF THE COMMITTEE</p> <p>Working with the Director of Community & Social Development, the committee shall advise and recommend to the Board a strategic plan and action items required to meet the objectives listed below.</p> <ul style="list-style-type: none"> • Ensure a coherent regional vision and plan by providing a forum to discuss, identify needs, and support major regional initiatives in areas such as (but not limited to), homelessness, poverty reduction, mental health, affordable housing, newcomer settlement, diversity promotion, social inclusion, and healthy communities. • Ensure that investments in infrastructure and programs are more effectively delivered within regions and have a greater overall impact. • Help identify partnership opportunities with existing initiatives and fill regional gaps and needs and encourage partnership with government departments and existing local organizations to fund service delivery. • Work with provincial partners on a memorandum of understanding specific to the social focus on homelessness, poverty reduction, and mental health. • Consider making investments through a new social finance fund to increase the capacity and sustainability of social enterprises within non-profit organizations. • Improve access and reducing wait times for mental health and addictions services. • Develop or expand existing school food programs at all schools in the region. • Develop additional goals focused on making improvements in the four "high impact areas" of the Community Capacity and Resiliency Framework: 	<p>RÔLE DU COMITÉ</p> <p>En collaboration avec le directeur du développement communautaire et social, le comité conseille et recommande au conseil d'administration un plan stratégique et des actions nécessaires pour atteindre les objectifs énumérés ci-dessous.</p> <ul style="list-style-type: none"> • Assurer une vision et un plan régionaux cohérents en offrant un forum pour discuter, identifier les besoins et soutenir les initiatives régionales majeures dans des domaines tels que (mais sans s'y limiter) l'itinérance, la réduction de la pauvreté, la santé mentale, le logement abordable, l'établissement des nouveaux arrivants, la promotion de la diversité, l'inclusion sociale et des communautés saines. • Veiller à ce que les investissements dans les infrastructures et les programmes soient réalisés plus efficacement dans les régions et aient un impact global plus important. • Aider à identifier les opportunités de partenariat avec les initiatives existantes et à combler les lacunes et les besoins régionaux et encourager le partenariat avec les ministères gouvernementaux et les organisations locales existantes pour financer la prestation de services. • Travailler avec des partenaires provinciaux sur un protocole d'entente spécifique à l'accent social sur l'itinérance, la réduction de la pauvreté et la santé mentale. • Envisager de faire des investissements par le biais d'un nouveau fonds de financement social pour accroître la capacité et la durabilité des entreprises sociales au sein des organisations à but non lucratif.

<ul style="list-style-type: none"> • Economic security and employment, • stable housing and a healthy built environment, • health, social service, justice, and education systems, and • environmental sustainability. <p>The Committee will also review the strategic plan every two (2) years.</p> <p>The Committee may create temporary sub-committees to respond to immediate issues or ongoing projects as needed which incorporate existing and new members.</p>	<ul style="list-style-type: none"> • Améliorer l'accès et réduire les temps d'attente pour les services de santé mentale et de lutte contre les dépendances. • Développer ou étendre les programmes d'alimentation scolaire existants dans toutes les écoles de la région. • Élaborer des objectifs supplémentaires axés sur l'amélioration des quatre « domaines à fort impact » du Cadre de capacité et de résilience communautaires : <ul style="list-style-type: none"> • Sécurité économique et emploi, • des logements stables et un cadre bâti sain, • systèmes de santé, de services sociaux, de justice et d'éducation, et • la durabilité environnementale. <p>Le comité révisera également le plan stratégique tous les deux (2) ans.</p> <p>Le comité peut créer des sous-comités temporaires pour répondre à des problèmes immédiats ou à des projets en cours, au besoin, qui intègrent des membres existants et nouveaux.</p>
<p>COMMITTEE COMPOSITION & TERMS</p> <p>3 members from the SERSC Board 2 Municipal Administrators 2 members from the Greater Moncton Homelessness Steering Committee 1 members from the social development sector 1 member from a school district 1 member from a Chamber of Commerce 1 member from GNB Social Development 1 member from the regional Community Capacity & Resiliency Committee (ex-officio) CEO (ex-officio) Director of Community & Social Development (ex officio)</p> <p>The Committee should demonstrate diversity in gender, geography, population, language, etc., in its composition and diversity should be considered in member selection.</p>	<p>COMPOSITION DU COMITÉ</p> <p>3 membres du conseil d'administration de la CSRSE 2 administrateurs municipaux 2 membres du Comité directeur de l'itinérance du Grand Moncton 1 membres du secteur du développement social 1 membre d'un district scolaire 1 membre d'une chambre de commerce 1 membre de Développement social GNB 1 membre du comité régional de capacité et de résilience communautaire (membre d'office) PDG (membre d'office) Directeur du développement communautaire et social (membre d'office)</p> <p>Le comité doit faire preuve de diversité en termes de sexe, de géographie, de population, de langue, etc., dans sa composition et la diversité doit être prise en compte dans la sélection des membres.</p>

<p>Additionally, as much as possible, there should be no more than one (1) representative on the Committee from a single municipality.</p> <p>The Chair and committee members will be appointed by the SERSC Board. Members will be appointed for a term of 2 years, except for the first year of operation, where half of the members will be appointed for a one-year and the other half for a 2-year term.</p> <p>The Committee may, as needed and in response to immediate issues and ongoing projects, appoint temporary members with specific expertise.</p>	<p>De plus, dans la mesure du possible, il ne devrait pas y avoir plus d'un (1) représentant d'une même municipalité au sein du comité.</p> <p>Le président et les membres du comité seront nommés par le conseil d'administration de la CSRSE. Les membres seront nommés pour un mandat de 2 ans, sauf pour la première année de fonctionnement où la moitié des membres seront nommés pour un an et l'autre moitié pour un mandat de 2 ans.</p> <p>Le Comité peut, au besoin et en réponse à des enjeux immédiats et à des projets en cours, nommer des membres temporaires ayant une expertise particulière.</p>
<p>COMMITTEE CHAIRPERSON SELECTION</p> <p>The Committee will be Chaired by one (1) of the SERSC Board Members who will be appointed by the SERSC Board of Directors.</p>	<p>SÉLECTION DU PRÉSIDENT DU COMITÉ</p> <p>Le comité sera présidé par un (1) des membres du conseil d'administration de la CSRSE qui sera nommé par le conseil d'administration de la CSRSE.</p>
<p>REPORTING STRUCTURE</p> <p>Accountability to the RSC Board of Directors with submission of quarterly update reports.</p>	<p>RAPPORT ET IMPUTABILITÉ</p> <p>Responsabilité envers le conseil d'administration de la CSR avec soumission de rapports de mise à jour trimestriels.</p>
<p>MEETINGS</p> <p>4 times per year adjusted as needed</p>	<p>RENCONTRES</p> <p>4 fois par an ajusté au besoin</p>
<p>STAFF SUPPORT</p> <p>CEO Director, Community & Social Development</p>	<p>EMPLOYÉS DE SOUTIEN</p> <p>PDG Directeur, Développement communautaire et social</p>

**SOUTHEAST RSC (SERSC)
TERMS OF REFERENCES
ECONOMIC LEADERSHIP COUNCIL (ELC)
MARCH 2023**

1.0 Context and Purpose

The SERSC has a new economic development mandate since January 1, 2023. It will provide a forum for collaborating on community economic development and setting common goals for economic growth. SERSC will also play a vital role in the economic development ecosystem of its region. It will strive to understand its place within this ecosystem without offering services that already exist at the federal, provincial, or local level.

More specifically, SERSC will support entrepreneurship development, workforce development and labour force growth, including the retention of newcomers. The SERSC wants to be the champion of its community and contribute to the economic growth of the entire Southeast.

The new regional economic development line of business will have a private sector-led Economic Leadership Council that will report to the SERSC Board of Directors and align its needs with the community, business, and investors. SERSC's CEO and General Manager of Economic Development will sit on the Leadership Council as ex-officio members.

Existing services provided by 3+ will continue to be provided by the SERSC and adjustments will be made to extend the service offering to the entire Southeast region.

2.0 Mandate/Responsibilities

The Economic Leadership Council is a standing advisory forum of the SERSC established pursuant to Section 3.5 of SERSC Procedural By-Law #7 for the purpose of assisting the SERSC in fulfilling its legislative mandate of developing and implementing a regional strategy with respect to regional economic development pursuant to the Regional Service Delivery Act.

It will provide leadership for overseeing the regional strategic planning process, submit its recommendations to the SERSC, and contribute to the implementation of the strategy. The General Manager of Economic Development will work closely with this group and assist in the development of the strategic plan and will be responsible for implementing the strategic plan and managing operations.

This structure will provide strong governance, accountability, and transparency, which is a requirement of SERSC, and our municipal partners, while being led by the business community who knows what is needed to help grow the region. It will provide direction and advice to staff.

It will also be asked to provide advice/input in other aspects of the regional strategy such as retention of newcomers, public transit, affordable housing and other SERSC related mandated regional services.

Here is an overview of the core responsibilities:

- a) Developing and making recommendations to the SERSC on the adoption of the Strategic Plan.
- b) Identifying areas of the community where economic development is needed.
- c) Coordinating with local businesses, organizations, and government agencies to promote economic development and to implement economic development initiatives.
- d) Overseeing with the assistance of the General Manager and SERSC the implementation of the Strategic Plan and other economic development initiatives.
- e) Provide advice and recommendations to the SERSC regarding making amendments to the Strategic Plan or establishing new economic development plans and initiatives.
- f) Adopting an annual business plan.
- g) Monitoring the effectiveness of economic development programs and participate in the identification of measurement indicators (KPIs) and recommending changes as necessary.

3.0 Composition

Members of the Leadership Council must be objective, open-minded, represent and defend the interest of their sector and of the Southeast region in line with the regional strategy. The Economic Leadership Council shall consist of a minimum of 8 members comprised as follows:

- a) Ex-officio non-voting members :
 - (i) the Chief Executive Officer of the SERSC; and
 - (ii) the General Manager of economic Development of the SERSC.
 - (iii) Representative of the Greater Moncton Chamber of Commerce
 - (iv) Representative of one of the other Chambers of Commerce in the region. This position could be rotated annually between each of these chambers.

- b) Other voting members shall be comprised of key business leaders with representation from various sectors within SERSC's economy, and representation from all areas of the Southeast region, to ensure broad expertise and perspective. The Leadership Council will recommend sectors to be represented which could include:
 - (i) Finance
 - (ii) ICT
 - (iii) Transportation
 - (iv) Post-secondary training
 - (v) Advanced Manufacturing
 - (vi) Food processing
 - (vii) Professional services
 - (viii) Health

Each member of the Leadership Council shall be appointed by the Board and shall serve for a term of 2 years except for the first year of operation as described Section 4.0. Members may be appointed for one or more additional terms provide that no person shall serve for more than 3 consecutive terms. The Board should seek nominations for Council Members from the partnering municipalities, the current Leadership Council and the region’s Chambers of Commerce.

The Chair of the Economic Leadership Council may invite appropriate individuals (can be partners part of the ecosystem such as ONB and ACOA) to attend meetings and provide advice to the Leadership Council, as the Chair determines appropriate. The General Manager shall work directly with the Economic Leadership Council and shall provide resource support including access to the technical expertise of staff of SERSC as may be required.

To ensure a proper transition from the Board of Directors of 3+ to the SERSC’S Economic Leadership Council, it’s strongly recommended that at least two of these members are an existing member of the Board of Directors of 3+.

4.0 Duration of Term of Office

Initially, half of the members will be appointed for a term of 1 year and the other half for a term of 2 years. Following the first term, each member of the Economic Leadership Council shall be re-appointed by the SERSC and shall serve for a term of two years. No members shall service for more than 3 terms.

5.0 Frequency of Meetings / Quorum / Voting

The Economic Leadership Council shall meet at least quarterly or as required based on regional economic development priorities. It shall meet at a time and location to be determined by the Chair. At least five days’ notice shall be provided to all members.

The quorum for meetings shall be a majority of the members, excluding *ex officio* members.

Questions arising at any meeting of the Leadership Council shall be decided by a majority of votes and every member present at the meeting and entitled to vote shall have one vote.

The Chair of a meeting shall be entitled to vote upon any question arising at the meeting.

6.0 Chair

The Chair of the Economic Leadership Council shall be appointed to that office by the Board of the SERSC. The Chair may be appointed for one year or more provided that the Chair shall not serve as Chair for more than 3 consecutive terms.

7.0 Vacancies

Should there at any time be a vacancy in the position of the Chair or of a member, the SERSC may fill any vacancy for the balance of the term of the departed Chair or member. The SERSC will accept recommendations from the Economic Leadership Council.

8.0 Reporting

The Economic Leadership Council shall report to the SERSC at each of its regular meeting on its activities and shall make recommendations for action as needed. It shall also provide any additional information or reports as requested by the SERSC. The Chair or designated member shall be present in person or in writing, as directed by the Board.

On an annual basis, the Leadership Council:

- Adopt and update, at least once a year, a strategic plan, taking into account, among other things, the opportunities and risks related to the activities of the SERSC, and oversee the implementation of the strategic plan.
- Participate in the identification of measurement indicators (KPI's) and in managing performance.
- Adopt, once a year, an appropriate business plan reflecting the first year of the implementation of the strategic plan and review it on a quarterly basis.
- In terms of accountability, the board will have to make regular representations to the SERSC to report on the progress made and bring to the attention of the RSC any new appropriate measure required.

9.0 SERSC'S Staff Support

Through the SERSC's General Manager of Economic Development, support staff will be assigned when and where needed to provide technical and administrative assistance to the Economic Leadership Council.

The SERSC will be responsible for developing a communication and marketing plan related to all aspects of regional economic development.

<p style="text-align: center;">TERMS OF REFERENCE</p> <p style="text-align: center;">SPORT, RECREATION AND CULTURAL INFRASTRUCTURE COST-SHARING COMMITTEE</p>	<p style="text-align: center;">TERMES DE RÉFÉRENCES</p> <p style="text-align: center;">COMITÉ DE PARTAGE DES COÛTS DES INFRASTRUCTURES SPORTIVES, RÉCRÉATIVES ET CULTURELLES</p>
<p>ROLE OF THE COMMITTEE</p> <p>The role of this committee is to meet all requirements set out in <i>Sections 18.2 through 18.3 of New Brunswick Regulation 2022-84</i> under the <i>Regional Service Delivery Act (O.C. 2022-317)</i> as follows.</p> <p>18.2(3) The committee shall have a mandate</p> <ul style="list-style-type: none"> (a) to review planning documents for the region, (b) to prepare lists of infrastructure for the attention of the Board in accordance with section 18.3, (c) to determine the area served by the infrastructure in the region, (d) to ensure the management of cost apportionment agreements for regional infrastructure, (e) to review at least once every five years any cost apportionment agreement for regional infrastructure, taking into account any proposals for the expansion or renovation of the infrastructure, and to make recommendations to the Board with respect to the amendment or renewal of the agreements, and (f) to perform any other functions assigned to it by the Commission under paragraph 12(1)(b) of the Act. <p>18.2(4) In carrying out its mandate, the committee</p> <ul style="list-style-type: none"> (a) shall consult with employees of the Commission and the Department of Local Government and Local Governance Reform, and (b) may consult with any other expert advisor. <p>18.3(1) The committee shall be responsible for preparing the list of all sport, recreational and cultural</p>	<p>RÔLE DU COMITÉ</p> <p>Le rôle de ce comité est de répondre à toutes les exigences énoncées aux <i>articles 18.2 à 18.3 du Règlement du Nouveau-Brunswick 2022-84</i> pris en vertu de la <i>Loi sur la prestation de services régionaux (O.C. 2022-317)</i> comme suit.</p> <p>18.2(3) Le comité a pour mandat :</p> <ul style="list-style-type: none"> (a) de passer en revue les documents de planification pour la région; (b) de dresser à l'intention du conseil, conformément à l'article 18.3, des listes d'éléments d'infrastructure; (c) de déterminer le territoire que dessert chaque élément d'infrastructure dans la région; (d) de veiller à la gestion des accords de répartition des coûts afférents aux éléments d'infrastructure régionale; (e) d'examiner, au moins une fois tous les cinq ans, tout accord de répartition des coûts afférents aux éléments d'infrastructure régionale en tenant compte des propositions pour leur expansion ou leur rénovation et de formuler des recommandations au conseil en ce qui concerne la modification ou le renouvellement de ces accords; (f) d'exercer toute autre fonction que lui confère la commission en vertu de l'alinéa 12(1)b) de la Loi. <p>18.2(4) Dans l'exécution de son mandat, le comité :</p> <ul style="list-style-type: none"> (a) consulte les employés de la commission et du ministère des Gouvernements locaux et de la Réforme de la gouvernance locale; (b) peut consulter tout autre expert-conseil.

infrastructure in the region that the committee considers to be subject to subsection 3.4(1) of the Act.

18.3(2) The committee shall, from the list referred to in subsection (1), establish the list of infrastructure that it considers to be regional in nature based on the following criteria:

- (a) the ease of access to the infrastructure by residents of the region;
- (b) the uniqueness of the infrastructure in the region;
- (c) the scale and variety of sport, recreational and cultural activities that the infrastructure may accommodate compared to other similar infrastructure in the region;
- (d) the number of groups and associations, from within and outside the region, that use the infrastructure on a regular basis; and
- (e) the impact of the infrastructure on the region, including whether it benefits its population as a whole.

18.3(3) The presence or absence of any of the criteria referred to in subsection (2) alone is not determinative of whether or not the infrastructure is regional in nature.

18.3(4) The committee shall present a report to the Commission, which shall include

- (a) the list of infrastructure under subsection (1),
 - (b) the list of the infrastructure prepared in accordance with subsection (2) that the committee considers regional in nature,
 - (c) a detailed description of the infrastructure set out in the list under subsection (2),
 - (d) a detailed explanation of the reasons for the committee's decision to include the infrastructure set out in the list referred to in subsection (2), and
- a proposal for the apportionment of costs attributable to infrastructure set out in the list under subsection (2) and an estimate of the financial impact that the proposed apportionment will have on each member of the Commission.

18.3(1) Le comité est chargé de dresser la liste de tous les éléments d'infrastructure sportive, récréative et culturelle dans la région qu'il estime être visés par le paragraphe 3.4(1) de la Loi.

18.3(2) Le comité dresse, à partir de celle visée au paragraphe (1), la liste des éléments d'infrastructure qu'il estime être à vocation régionale en se fondant sur les critères suivants :

- (a) la facilité d'accès des résidents de la région à l'élément d'infrastructure;
- (b) le caractère unique de l'élément d'infrastructure dans la région;
- (c) l'ampleur et la variété des activités sportives, récréative et culturelles que peut accueillir l'élément d'infrastructure par comparaison aux autres éléments d'infrastructure semblables dans la région;
- (d) le nombre de groupes et d'associations, en provenance de la région et de l'extérieur de celle-ci, qui se servent de l'élément d'infrastructure de façon régulière;
- (e) l'incidence de l'élément d'infrastructure dans la région, notamment à savoir si elle profite à l'ensemble de sa population.

18.3(3) La présence ou l'absence de l'un quelconque des critères mentionnés au paragraphe (2) ne détermine pas, à elle seule, la vocation régionale ou non régionale d'un élément d'infrastructure.

18.3(4) Le comité présente à la commission un rapport qui renferme :

- (a) la liste des éléments d'infrastructure prévue au paragraphe (1);
 - (b) la liste, dressée conformément au paragraphe (2), des éléments d'infrastructure qu'il estime être à vocation régionale;
 - (c) une description détaillée de chaque élément d'infrastructure figurant à la liste prévue au paragraphe (2);
 - (d) une explication détaillée, pour chaque élément d'infrastructure, des motifs de sa décision de l'inclure dans la liste prévue au paragraphe (2);
- une proposition pour la répartition des coûts afférents à chaque élément d'infrastructure

	<p>figurant à la liste prévue au paragraphe (2) et une estimation des répercussions financières qu'aura cette répartition sur chaque membre de la commission.</p>
<p>COMMITTEE COMPOSITION</p> <p>3 representatives of the SERSC Board (including 1 representative of the rural district) 1 municipal CAO 1 Municipal Resource 3 Industry Stakeholders CEO (ex-officio) Director of Regional Projects (ex-officio)</p> <p>The Committee should demonstrate diversity in gender, geography, population, language, etc., in its composition and diversity should be considered in member selection.</p>	<p>COMPOSITION DU COMITÉ</p> <p>3 représentants du conseil d'administration de la CSRSE (dont 1 représentant du district rural) 1 DG communal 1 ressource municipale 3 parties prenantes de l'industrie PDG (membre d'office) Directeur des projets régionaux (membre d'office)</p> <p>Le comité doit faire preuve de diversité en termes de sexe, de géographie, de population, de langue, etc., dans sa composition et la diversité doit être prise en compte dans la sélection des membres.</p>
<p>COMMITTEE CHAIR SELECTION</p> <p>The Committee will be Chaired by one (1) of the SERSC Board Members who will be appointed by the SERSC Board of Directors.</p>	<p>SÉLECTION DU PRÉSIDENT DU COMITÉ</p> <p>Le comité sera présidé par un (1) des membres du conseil d'administration de la CSRSE qui sera nommé par le conseil d'administration de la CSRSE.</p>
<p>MEETINGS</p> <p>4 meetings per year</p>	<p>RENCONTRES</p> <p>4 rencontres par année</p>
<p>STAFF SUPPORT</p> <p>CEO Director of Regional Projects Other staff as needed</p>	<p>EMPLOYÉS DE SOUTIEN</p> <p>PDG Directeur des projets régionaux Autre personnel au besoin</p>

<p style="text-align: center;">TERMS OF REFERENCE</p> <p style="text-align: center;">RSC PUBLIC SAFETY COMMITTEE</p>	<p style="text-align: center;">TERMES DE RÉFÉRENCES</p> <p style="text-align: center;">COMITÉ DE SÉCURITÉ PUBLIQUE</p>
<p>ROLE OF THE COMMITTEE</p> <ul style="list-style-type: none"> • To facilitate the exchange of information and discussion around resource sharing and joint planning with respect to the services of policing, fire protection and emergency measures management. If any goals or strategic priorities are established, they should be included in the regional strategy. • Serve as a regional forum through which Police, Fire, and Emergency Measures Planning service representatives can both share information and receive feedback. • Identify opportunities to strengthen public safety services through improved collaboration and communication between public safety agencies, service providers and communities. • Formulate recommendations for consideration by the RSC board regarding the conduct of studies, reviews or other activities that could be undertaken to support the improved effectiveness and use of resources relative to public safety services. • Support the facilitation, identification of potential collaborative initiatives and actions at the regional or sub-regional level to strengthen effectiveness and ensure sustainability of public safety services. • Conduct and maintain a regional assessment that could include threats, risks and vulnerabilities that affect public safety and recommend priority issues for the Committee to address to the RSC. The RSC would take the proposed recommendations to the board of directors in efforts to find solutions and improve the safety for citizens in the region. • Provide regular reports to the RSC board of the Committee's deliberations and activities. • Determine measures of effectiveness and provide summary of actions and results to be included in the RSC's Annual report. 	<p>RÔLE DU COMITÉ</p> <ul style="list-style-type: none"> • Faciliter l'échange d'informations et la discussion autour du partage des ressources et de la planification conjointe en ce qui a trait aux services de police, de protection contre les incendies et de gestion des mesures d'urgence. Si des objectifs ou des priorités stratégiques sont établis, ils doivent être inclus dans la stratégie régionale. • Servir de forum régional par lequel les représentants des services de police, d'incendie et de planification des mesures d'urgence peuvent à la fois partager des informations et recevoir des commentaires. • Identifier les opportunités de renforcer les services de sécurité publique grâce à une collaboration et une communication améliorées entre les agences de sécurité publique, les fournisseurs de services et les communautés. • Formuler des recommandations pour examen par le conseil de la SRC concernant la conduite d'études, d'examen ou d'autres activités qui pourraient être entreprises pour soutenir l'amélioration de l'efficacité et de l'utilisation des ressources relatives aux services de sécurité publique. • Soutenir la facilitation, l'identification d'initiatives et d'actions collaboratives potentielles au niveau régional ou sous-régional pour renforcer l'efficacité et assurer la pérennité des services de sécurité publique. • Mener et tenir à jour une évaluation régionale qui pourrait inclure les menaces, les risques et les vulnérabilités qui affectent la sécurité publique et recommander les questions prioritaires que le Comité doit aborder au SRC. La SRC porterait les recommandations proposées au conseil d'administration dans le but de trouver des solutions et d'améliorer la sécurité des citoyens de la région.

<ul style="list-style-type: none"> • Liaise with other RSC Committees (e.g., Community Development Committee) and other organizations as may be required, to allow exchange of information and ideas across sectors. • Liaison with Dept. Justice & Public Safety, Dept. Environment & Local Government. 	<ul style="list-style-type: none"> • Fournir des rapports réguliers au conseil d'administration de la SRC sur les délibérations et les activités du comité. • Déterminer les mesures d'efficacité et fournir un résumé des actions et des résultats à inclure dans le rapport annuel de la SRC. • Assurer la liaison avec d'autres comités de la SRC (par exemple, le comité de développement communautaire) et d'autres organisations selon les besoins, pour permettre l'échange d'informations et d'idées entre les secteurs. • Liaison avec le ministère de la justice et de la sécurité publique, le ministère de l'environnement et du gouvernement local.
<p>COMMITTEE COMPOSITION</p> <p>2 RSC Board Members 1 Rep. RCMP – Caledonia 1 Rep. RCMP - Codiac 1 Rep. NBEMO 1 Rep. Community Capacity & Resiliency 1 Rep. District Firefighter Associations 1 Fire Chief - Regional representative 1 Rep. Rural District Manager (former LSM) 1 Rep. Ambulance NB 1 Rep. First Nations 1 Rep. from DTI, GNB 1 Rep. from Red Cross 1 Rep. from Tri-County Search & Rescue 1 Rep. NBPower 1 Rep. NB Crime Stoppers CEO (ex-officio)</p> <p>The Committee should demonstrate diversity in gender, geography, population, language, etc., in its composition and diversity should be considered in member selection.</p>	<p>COMPOSITION DU COMITÉ</p> <p>2 membres du conseil d'administration de la SRC 1 rép. GRC – Caledonia 1 rép. GRC - Codiac 1 rép. NBEMO 1 représentant Capacité et résilience de la communauté 1 représentant des associations de pompiers de district 1 chef pompier - représentant régional 1 Rep. Rural District Manager (ancien LSM) 1 Rep. Ambulance N.-B. 1 rép. Premières Nations 1 représentant du DTI, GNB 1 représentant de la Croix-Rouge 1 représentant de Tri-County Search & Rescue 1 représentant Énergie NB 1 rép. Échec au crime N.-B. PDG (membre d'office)</p> <p>Le comité doit faire preuve de diversité en termes de sexe, de géographie, de population, de langue, etc., dans sa composition et la diversité doit être prise en compte dans la sélection des membres.</p>
<p>COMMITTEE CHAIR SELECTION</p> <p>The Committee will be Chaired by one (1) of the SERSC Board Members who will be appointed by the SERSC Board of Directors.</p>	<p>SÉLECTION DU PRÉSIDENT DU COMITÉ</p> <p>Le comité sera présidé par un (1) des membres du conseil d'administration de la CSRSE qui sera nommé par le conseil d'administration de la CSRSE.</p>

<p>REPORTING STRUCTURE</p> <p>Report to RSC Board a minimum of 6 times per year through Chair (may be adjusted)</p> <p>Annual Report of activities, results & deliberations for integration into RSC Annual Report</p>	<p>RAPPORT ET IMPUTABILITÉ</p> <p>Faire rapport au conseil d'administration de la SRC au moins 6 fois par an par l'intermédiaire du président (peut être ajusté)</p> <p>Rapport annuel des activités, des résultats et des délibérations pour intégration dans le rapport annuel de la SRC</p>
<p>MEETINGS</p> <p>Minimum 6 times per year (may be adjusted)</p>	<p>RENCONTRES</p> <p>Minimum 6 fois par an (peut être ajusté)</p>
<p>STAFF SUPPORT</p> <p>CEO other SERSC staff as needed</p>	<p>EMPLOYÉS DE SOUTIEN</p> <p>PDG autre personnel de la CSRSE au besoin</p>

<p style="text-align: center;">TERMS OF REFERENCE</p> <p style="text-align: center;">TOURISM PROMOTION COMMITTEE</p>	<p style="text-align: center;">TERMES DE RÉFÉRENCES</p> <p style="text-align: center;">COMITÉ DE PROMOTION TOURISTIQUE</p>
<p>ROLE OF THE COMMITTEE</p> <p>Working with the Director of Regional Projects, the Committee shall advise and recommend to the Board a strategic plan and action items required to meet the objectives listed below and will provide a forum for industry stakeholders to improve communications and collaboration among the service line.</p> <ul style="list-style-type: none"> • Act as a regional tourism promotion organization offering services to the entire RSC territory with membership representatives from all the region’s stakeholders. • Develop a regional tourism promotion strategy aligned with the provincial tourism strategy, integrated with the RSC’s Economic Development Plan, and aligned with the overall regional strategy. • Conduct a diagnostic of existing Tourism organizations and prepare a service delivery map highlighting current offerings. Identify gaps in service offering and establish solutions to fill the gaps (if any) to position all regions that form the SERSC. • Establish and maintain a baseline database of information to be used by all regional stakeholders and available to NB Tourism, Heritage, and Culture (THC). • Coordinate tourism promotion efforts on a regional basis, provide support to expand tourism offerings. • Foster strong communications between the region and the NB THC. • Communicate calendar of regional events to all RSC members to avoid duplication and promote cross-promotion and cooperation. 	<p>RÔLE DU COMITÉ</p> <p>En collaboration avec le Directeur des projets régionaux, le comité conseillera et recommandera au conseil d'administration un plan stratégique et les mesures à prendre nécessaires pour atteindre les objectifs énumérés ci-dessous et fournira un forum aux intervenants de l'industrie pour améliorer les communications et la collaboration au sein de la gamme de services.</p> <ul style="list-style-type: none"> • Agir à titre d'organisme régional de promotion touristique offrant des services à l'ensemble du territoire de la CSR avec des membres représentants de tous les intervenants de la région. • Élaborer une stratégie régionale de promotion du tourisme alignée sur la stratégie touristique provinciale, intégrée au plan de développement économique de la CSR et alignée sur la stratégie régionale globale. • Effectuer un diagnostic des organisations touristiques existantes et préparer une carte de prestation de services mettant en évidence les offres actuelles. Identifier les lacunes dans l'offre de services et établir des solutions pour combler les lacunes (le cas échéant) afin de positionner toutes les régions qui forment la CSRSE. • Établir et maintenir une base de données de base d'information à utiliser par tous les intervenants régionaux et à la disposition de Tourisme, Patrimoine et Culture NB (TPC). • Coordonner les efforts de promotion touristique sur une base régionale, fournir un soutien pour élargir l'offre touristique. • Communiquer le calendrier des événements régionaux à tous les membres de la SRC pour éviter les doubles emplois et promouvoir la promotion croisée et la coopération.

<p>COMMITTEE COMPOSITION AND TERMS</p> <p>2 SERSC Board Members 2 Municipal Administrators 1 member of Destination Southeast 1 member of Destination Moncton-Dieppe 1 member of the Friends of Fundy 1 member of the Fundy Tourism Association SERSC Trails Coordinator Director, Regional Projects (ex-officio) CEO (ex-officio)</p> <p>Selection of Board Members and Municipal Administrator should be strategic to achieve representation from municipal entities not covered by existing Destination Marketing Organizations.</p> <p>The Chair and committee members will be appointed by the SERSC Board. Members will be appointed for a term of 2 years, except for the first year of operation, where half of the members will be appointed for a one-year and the other half for a 2-year term.</p> <p>The Committee should demonstrate diversity in gender, geography, population, language, etc., in its composition and diversity should be considered in member selection.</p> <p>Additionally, as much as possible, there should be no more than one (1) representative on the Committee from a single municipality.</p>	<p>COMPOSITION DU COMITÉ</p> <p>2 membres du conseil d'administration de la CSRSE 2 administrateur municipal 1 membre de Destination Sud-Est 1 membres de Destination Moncton-Dieppe 1 membres de la Fundy Tourism Association 1 membre des Friends of Fundy Coordonnateur des sentiers CSRSE Directeur, Projets régionaux (membre d'office) PDG (membre d'office)</p> <p>La sélection des membres du conseil d'administration et de l'administrateur municipal doit être stratégique pour assurer la représentation des entités municipales non couvertes par les organisations de marketing de destination existantes.</p> <p>Le président et les membres du comité seront nommés par le conseil d'administration de la CSRSE. Les membres seront nommés pour un mandat de 2 ans, sauf pour la première année de fonctionnement où la moitié des membres seront nommés pour un an et l'autre moitié pour un mandat de 2 ans.</p> <p>Le comité doit faire preuve de diversité en termes de sexe, de géographie, de population, de langue, etc., dans sa composition et la diversité doit être prise en compte dans la sélection des membres.</p> <p>De plus, dans la mesure du possible, il ne devrait pas y avoir plus d'un (1) représentant d'une même municipalité au sein du comité.</p>
<p>COMMITTEE CHAIRPERSON SELECTION</p> <p>The Committee will be Chaired by one (1) of the SERSC Board Members who will be appointed by the SERSC Board of Directors.</p>	<p>SÉLECTION DU PRÉSIDENT DU COMITÉ</p> <p>Le comité sera présidé par un (1) des membres du conseil d'administration de la CSRSE qui sera nommé par le conseil d'administration de la CSRSE.</p>
<p>MEETINGS</p> <p>8 meetings per year, every 6 weeks</p>	<p>RENCONTRES</p> <p>8 réunions par an, toutes les 6 semaines</p>
<p>STAFF SUPPORT</p> <p>CEO Director, Regional Projects Other staff as needed</p>	<p>EMPLOYÉS DE SOUTIEN</p> <p>PDG Directeur, Projets régionaux Autre personnel au besoin</p>

<p style="text-align: center;">TERMS OF REFERENCE</p> <p style="text-align: center;">REGIONAL TRANSPORTATION COMMITTEE</p>	<p style="text-align: center;">TERMES DE RÉFÉRENCES</p> <p style="text-align: center;">COMITÉ DE TRANSPORT RÉGIONAL</p>
<p>ROLE OF THE COMMITTEE</p> <p>Prepare an Integrated Regional Transportation Vision, Strategy & Plan for the region based on the needs of the community and consistency with New Brunswick’s inclusive and sustainable transportation framework.</p> <p>This plan should address the following priorities:</p> <ul style="list-style-type: none"> • Conduct a regional scan of existing transportation services in the region. • Develop a regional integrated transportation strategy that considers inter-municipal, inter-regional, and inter-provincial transit connections. • Develop a regional transportation service by leveraging existing transit services and/or developing new ones. If they exist in the region, leverage, and support volunteer-based transportation initiatives. • Develop and implement regional transportation goals to increase accessibility, affordability, and availability of transportation services (CINable). <p>Offer support for volunteer-based transportation initiatives to find efficiencies and improve coordination.</p> <p>Facilitate the provision of a regional transportation service to members through an agreement between a third party to provide this service in accordance with the <i>Regional Service Delivery Act</i>.</p>	<p>RÔLE DU COMITÉ</p> <p>Préparer une vision, une stratégie et un plan de transport régional intégré pour la région en fonction des besoins de la communauté et de la cohérence avec le cadre de transport inclusif et durable du Nouveau-Brunswick.</p> <p>Ce plan devrait aborder les priorités suivantes :</p> <ul style="list-style-type: none"> • Procéder à une analyse régionale des services de transport existants dans la région. • Élaborer une stratégie régionale intégrée de transport qui tient compte des liaisons de transport en commun intermunicipales, interrégionales et interprovinciales. • Développer un service de transport régional en tirant parti des services de transport en commun existants et/ou en en développant de nouveaux. S'ils existent dans la région, tirez parti et soutenez les initiatives de transport basées sur le bénévolat. • Élaborer et mettre en œuvre des objectifs de transport régionaux pour accroître l'accessibilité, l'abordabilité et la disponibilité des services de transport (CINable). <p>Offrir un soutien aux initiatives de transport basées sur le bénévolat afin de trouver des gains d'efficacité et d'améliorer la coordination.</p> <p>Faciliter la prestation d'un service de transport régional aux membres grâce à une entente entre un tiers pour fournir ce service conformément à la <i>Loi sur la prestation de services régionaux</i>.</p>

<p>COMMITTEE COMPOSITION</p> <p>2 SERSC Board members 1 Municipal Administrator 1 member from Urban Rural Rides 1 member from Codiac Transpo 1 member from Coach Atlantic-Maritime Bus 1 member from active transportation sector 1 member from the ability transit sector SERSC Trails Coordinator Municipal Resource(s) as needed CEO (ex-officio) Director, Regional Projects (ex-officio)</p> <p>The Committee should demonstrate diversity in gender, geography, population, language, etc., in its composition and diversity should be considered in member selection.</p> <p>Additionally, as much as possible, there should be no more than one (1) representative on the Committee from a single municipality.</p>	<p>COMPOSITION DU COMITÉ</p> <p>2 membres du conseil d'administration de la CSRSE 1 administrateur municipal 1 membre de Urban Rural Rides 1 membre de Codiac Transpo 1 membre de Coach Atlantic-Maritime Bus 1 membre du secteur transport actif 1 membre du secteur du transport en commun Coordonnateur des sentiers CSRSE Ressource(s) municipale(s) au besoin PDG (membre d'office) Directeur, Projets régionaux (membre d'office)</p> <p>Le comité doit faire preuve de diversité en termes de sexe, de géographie, de population, de langue, etc., dans sa composition et la diversité doit être prise en compte dans la sélection des membres.</p> <p>De plus, dans la mesure du possible, il ne devrait pas y avoir plus d'un (1) représentant d'une même municipalité au sein du comité.</p>
<p>COMMITTEE CHAIRPERSON SELECTION</p> <p>The Committee will be Chaired by one (1) of the SERSC Board Members who will be appointed by the SERSC Board of Directors.</p>	<p>SÉLECTION DU PRÉSIDENT DU COMITÉ</p> <p>Le comité sera présidé par un (1) des membres du conseil d'administration de la CSRSE qui sera nommé par le conseil d'administration de la CSRSE.</p>
<p>REPORTING STRUCTURE</p> <p>Quarterly Status Report of the Integrated Regional Transportation Strategic Action Plan</p>	<p>RAPPORT ET IMPUTABILITÉ</p> <p>État d'avancement trimestriel du Plan d'action stratégique régional intégré en transport</p>
<p>MEETINGS</p> <p>4 meetings per year</p>	<p>RENCONTRES</p> <p>4 réunions par an</p>
<p>STAFF SUPPORT</p> <p>CEO Director, Regional Projects Other staff as needed</p>	<p>EMPLOYÉS DE SOUTIEN</p> <p>PDG Directeur, Projets régionaux Autre personnel au besoin</p>