
Regional Community Development Mandate Guide



**Vibrant and Sustainable
Communities**



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Executive Summary

The White paper [*Working Together for Vibrant and Sustainable Communities*](#) lays out a renewed local governance system for New Brunswick, including an expanded role for the regional service commissions (RSCs) in community development. In particular, the RSCs are being called upon to gather key partners and stakeholders in their regions to examine the current landscape of community development, identify existing goals, plans and actions, and elaborate a coherent regional community development vision and plan that can help bring more focused attention to important issues.

RSCs will work with their regional partners to identify how they may be able to support improvements in affordable housing, newcomer settlement services and diversity promotion, social inclusion and poverty reduction, and healthy communities. However, they are not limited to these areas of work and should base their actions on the priorities identified through regional engagement processes. This work will be facilitated by establishing strong partnerships with existing committees, networks, organizations, and community groups, and by the integration of the Community Inclusion Networks within the RSCs.

Implementing the community development mandate will be incremental work, with time invested in building and strengthening relationships with key stakeholders in the region. To begin, the following four steps are important to consider in developing the community development plan:

- asset-mapping;
- conducting a needs assessment;
- reviewing the existing landscape with a SWOT analysis (strengths, weaknesses, opportunities, and threats);
- defining the actions to be included in the community development plan.

Regions may use the methods they deem most useful and conducive to action in conducting the above-mentioned steps. The engagement process with key stakeholders should be matched to the culture and practices of the communities. The following is a high-level overview of the objectives for community development, both at the RSC level and at the provincial level.

General objectives

Regions/RSC	Provincial government
▪ Ensure a coherent regional vision and plan in areas such as (but not limited to) affordable housing, newcomer settlement services, social inclusion and poverty reduction, and healthy communities. This work will be supported by the integration of the CINs within the RSCs. ▪ Help ensure that investments in <u>infrastructure and programs</u> are more effectively delivered within regions and have a greater overall impact. ▪ Identify partnership opportunities with existing initiatives and to fill regional gaps and needs.	▪ Government departments, through a renewed focus on community capacity and resiliency, commit to respond to community needs in a more agile and coordinated way, building on existing approaches and structures. ▪ Interdepartmental effort coordinated by Community Capacity and Resilience, helping to align the community development supports and efforts of GNB departments involved. ▪ Regional strategies developed with input from GNB, so that GNB departments and agencies will align with regional priorities.

Specific objectives

Regions/RSC	Provincial government
• Provide strategic regional focus and accountability framework for community development. • Establish a standing committee. • Bring regional partners and stakeholders together to develop a regional strategy. • Nurture partnerships and alliances among the various mandates/services under the responsibility of the RSC. • Identify specific needs and support major regional initiatives related to, among others, affordable housing, newcomer settlement services and diversity promotion, social inclusion and poverty reduction, and healthy communities. • Develop a community development action plan outlining activities that the RSC can either <u>lead</u>, <u>coordinate</u> or <u>support</u>.	• Continue to provide existing programming for individuals, families and communities (social assistance, food banks, etc). • Provide support to RSCs related to policies and practices. • Work closely with RSCs to help the community adapt and respond to identified gaps, needs and priorities. • Develop agreements with each region to fund community development activities such as those conducted by the Community Inclusion Networks. • When funding is provided, monitor the effectiveness of the funding through regular reporting of key metrics. • Provide data and analysis specific to each region.

Section 1: Background Information

The White paper [Working Together for Vibrant and Sustainable Communities](#) lays out a renewed local governance system for New Brunswick, including an expanded role for the regional service commissions (RSCs) in community development. While the community development mandate is a new role for RSCs, it is very likely nothing new to most of their board members, partners, and key stakeholders. Community development is the core of most non-government organizations and non-profit organizations and their raison d'être. While this document will lay out the roles of the RSCs in ensuring a coordination of efforts at the regional and provincial level, the experts on true community development in the region are local.

Provincially, several frameworks, plans, guides, assessments, and strategies have been developed which are meant to help guide community development work on various topics. Reviewing these may provide insights into potential partnerships or opportunities for alignment and synergies, which can lead to greater impact. Some of these include:

- [Overcoming Poverty Together 3, The New Brunswick Economic and Social Inclusion Plan](#)
- [Community Capacity and Resiliency Framework](#)
- [Community Health Needs Assessments \(Horizon\)](#)
- [Community Health Needs Assessments \(Vitalité\)](#)
- [New Brunswick's Recreation and Sport Policy Framework](#)
- [Mouvement Acadien des Communautés en santé, Building a Healthy Community to Take Action in Health Promotion](#)

The community development mandate for RSCs is also an acknowledgment of the need for the right supports to be present at all levels of government, including local, provincial, and federal to ensure greater impacts. With these supports in place, local and regional partners are better able to collaborate; develop community-based plans and actions; and successfully implement and evaluate them. Therefore, Sections 2 and 3 will help clarify various roles, responsibilities, and structures that will allow this work to grow.

Table 1 details the timelines associated with developing the regional strategy, as well as the work required to ensure that community development goals and actions are reflected in it.

Table 1: Regionalization Project Timeline	
Milestone	Due Date
Provincial government states regional strategy requirements	December, 2022
New RSC structure and new responsibilities take effect. Full integration of the CIN activities into the RSC (signed MOU between RSC and ESIC).	January, 2023
Definition of roles for Community Development coordinators and creation of the standing committee, based on existing networks of collaboration.	January, 2023
Provincial government provides detailed guidelines on the community development mandate to be provided by the RSCs.	February, 2023
Assessment of the existing resources, partners, and stakeholders in the regions, needs, gaps and priorities and include regional community development priorities into the regional strategy	July, 2023
RSCs adopt regional strategies	July, 2023

1.1. What is Community Development?

Community development is a comprehensive approach grounded in principles of empowerment, equity, human rights, inclusion, social justice, self-determination, and collective action.¹

In practice, community development considers community members to be experts in their lives and communities, and values community knowledge and wisdom. Community development is led by community and supported by governments and organizations at every stage: from identifying issues and analyzing them, to deciding on, implementing, and evaluating actions. Community development has an explicit focus on the redistribution of power to address the causes of inequality and disadvantage with the goal of having healthier, and more vibrant and sustainable communities.²

1.2. Community Development Mandate for the Regional Service Commissions

The inclusion of a community development mandate for the RSCs, is intended to solidify the various levels of support to communities and to provide structures that can help align provincial and regional efforts.

The Local Governance Reform White Paper states that RSCs will have the following mandate in community development:

*“The commissions will play an important role to ensure a coherent regional vision and plan in areas such as **affordable housing, newcomer settlement services and diversity promotion, social inclusion and healthy communities**. This will be supported by the integration of the Community Inclusion Network within the regional service commissions. The Economic and Social Inclusion Corporation will partner with the commissions. A stronger cooperative approach will help ensure that investments in infrastructure and programs are more effectively delivered within regions and have a greater overall impact. The Regional Resiliency Teams will be called upon to contribute to ensuring a planned and coordinated approach.”³ (p. 20)*

While the White Paper identified certain areas of focus for community development, it will be important for RSCs to conduct an asset-mapping and needs assessment of their region to allow communities to identify their needs and priorities and to support this work, first and foremost.

¹ Kenny, S. (2007). *Developing Communities for the Future* (3rd ed.). South Melbourne: Thompson

² This definition was adapted from Australian Government, Australian Institute of Family Studies (2017). What is community development? [What is community development? | Australian Institute of Family Studies \(aifs.gov.au\)](https://aifs.gov.au/what-is-community-development/)

³ Environment and Local Government (2021, November). *Working together for vibrant and sustainable communities: White paper*. [WhitePaper-EN-Web.pdf \(gnb.ca\)](#)

Given the various groups and organizations already working in community development, the RSC will not have to lead every piece of work, but rather provide a forum for collaboration on existing work in priority areas and help ensure greater success of community goals and actions. It is important to recognize that community development is long-term work. The goals set in community development are often aspirational and implementation happens in phases, which sometimes includes a phase of capacity building. Creating action plans that recognize the incremental nature of the work will help set the right pace and expectations for all partners and stakeholders.

A planned and coordinated approach to community development is critical to minimize duplication and will help leverage existing goals, structures, partners, initiatives, and implementation plans. This can be done by aligning work in common priority areas with existing networks, committees, and community action groups, which will strengthen capacity for action. Appendix A details a proposed option for building a standing committee for community development that is inclusive of Community Inclusion Networks, Regional Resiliency steering committees, and other active community networks in each region.

“It is envisioned that, once this community development mandate is well established and resourced in regional service commissions, they will be able to enter into funding agreements with the provincial government to ensure the delivery of some programs with specific outcomes. In turn, the government will, through a renewed focus on community capacity and resiliency, commit to respond to community needs in a more agile and coordinated way, building on existing approaches and structures.”⁴ (p. 20)

An Assistant Deputy Ministers Working Group on Community Capacity and Resiliency was established in fall 2021 to support the work of the Regional Resiliency Teams and ensure a coordinated GNB response to community needs. This working group will be leveraged to ensure a more agile and coordinated approach from GNB in supporting community development work by the RSCs. This will help streamline communication between the regions and GNB departments on emerging regional priorities. Furthermore, an Interdepartmental Network supports collaboration on mandates of common interest to multiple departments, specifically those that are linked to community development work. The GNB support model is outlined in Appendix B.

The following sections will elaborate further on the role that RSCs may play in relation to the specific mandate areas identified in the White Paper.

⁴ Environment and Local Government (2021, November). *Working together for vibrant and sustainable communities: White paper*. [WhitePaper-EN-Web.pdf \(gnb.ca\)](#)

1.2.1 Affordable Housing

Affordable housing⁵ is an issue that involves many different actors from different sectors, all of whom have different responsibilities and interests. If a forum does not already exist, RSCs can play a role in convening a forum for collaboration between key partners (e.g., municipalities, land use planners, developers, housing NGOs, etc.) to brainstorm and make strategic plans and decisions on how to increase affordable housing in their region. Priorities for affordable housing should be included in the Regional Strategies and identify overlap with other initiatives so that there is a cohesive approach to addressing affordable housing in the region. This forum will be a conduit for connecting with local and provincial partners to identify goals and challenges faced by the region and how they may identify solutions together. Some examples of issues that could be explored through this forum are questions of higher density zoning, short-term rentals, minimum parking requirements, new housing supply, etc. There are Regional Resiliency Committees currently working on addressing barriers such as funding for damage deposits or supports to get personal identification.

The priorities and actions identified in each region's community development plan will have to be determined based on the needs and assets available in the region. Therefore, as with all the new mandates, an asset-mapping and needs assessment will likely be one of the first steps to action planning for this area. For regions outside of the three main urban regions, the New Brunswick Housing Hub can be a resource as their mission is to support the development of sustainable rural communities in New Brunswick, by working in partnership with local communities, the non-profit sector, provincial and federal governments, and the private sector to develop rental housing that meets well-defined local needs and that the market is not currently addressing.

With the input of various stakeholders, GNB is developing a Housing Strategy to be released in June 2023.

1.2.2 Newcomer Settlement Services and Diversity Promotion

While economic development may be the mechanism for attracting newcomers, it is often community vitality that will encourage them to stay in a region. For this reason, it is critical to align economic development and community development plans to ensure seamless and coordinated efforts. Working with existing settlement agencies, employment centers, employers, Working NB, and Opportunities New Brunswick, the RSC can play an important role in ensuring a thorough community onboarding for newcomers and making sure that the various stakeholders are equipped with the appropriate information and resources.

Successful integration of newcomers to a region is contingent on their ability to secure housing, income, food, childcare, transportation, health services, education, employment and training. RSCs can be a catalyst:

- To support the community integration of newcomers by addressing transitional hurdles faced by some when arriving in NB communities;
- To address the challenges of some newcomers to finding meaningful employment or starting a business;
- To maximize the economic contributions of newcomers by equipping employers with resources that connect newcomers to their communities in New Brunswick and contribute to positive integration experience;

⁵ The Canadian Mortgage and Housing Corporation (CMHC) considers housing affordable when a household spends under 30% of its pre-tax income on adequate shelter.

- To foster greater inclusion by developing a strong sense of belonging in NB communities.

By building on the asset-mapping already being undertaken for economic development, RSCs can facilitate a partnership between the economic development and community development partners to review the asset maps for the inclusion of community services and to ensure that community partners and employers receive the necessary resources to provide supports and services to newcomers.

1.2.3 Social Inclusion

Social inclusion means that everyone, regardless of race, gender, age, sexual orientation, ability, or income has opportunities to participate, feel welcome and be heard. It is not always about developing targeted programs or services but rather about ensuring that all populations in the region have equitable access to all programs and services. Through the integration of the CINs into the RSC, a focus on inclusive opportunities will be required.

Furthermore, examining regional data and key indicators not only for how the region is doing overall, but also how various groups are faring will be a good way of monitoring if all members of society are able to benefit from the progress made in a region. The New Brunswick Health Council Community Profiles can be a valuable tool for this purpose as many indicators can be broken down for various populations within the community⁶. Using this information in the planning, implementation, and evaluation of action plans will be important.

Various consultative and community planning processes have taken place in New Brunswick over the past several years, which can help inform the greatest equity and social inclusion needs of the regions. These include, but are not limited to, the Community Health Needs Assessments (CHNA) led by the Regional Health Authorities (Horizon and Vitalité); Regional Resiliency Planning, led by the Regional Resiliency Steering Committees; and Overcoming Poverty Together 3, regional plans previously developed by the Community Inclusion Networks. Other consultation and planning processes may have taken place in various regions. It is important for RSCs to rely on existing partners and stakeholders in community development to help feed this information into the planning process.

While there may be areas of social inclusion identified at a provincial level, RSCs should provide a forum for the appropriate regional partners to come together to discuss the needs and priorities of their regions and identify actions accordingly.

⁶ There are 33 New Brunswick Health Council Communities whose boundaries are mapped at the following website: <https://nbhc.ca/data/browse/nbhc-communities>

1.2.4 Healthy Communities

A healthy community goes beyond quality medical care and is reflected in the social, environmental, and economic factors that promote well-being. It is a place where all are free from discrimination and oppression, and there is equitable access to the determinants of health and the resources needed for optimal health.

The resources needed for optimal health include Housing; Food Security; Education; Healthcare Services; Employment; Recreation & Opportunities to Socialize; Healthy & Safe Social, Physical, and Natural Environments; Public Transportation; Arts & Culture; Community Services; and Civic Engagement.

A community's well-being and the resources available are also influenced by broader socio-political and economic forces which are beyond an individual community's control.

In many ways, Healthy Communities are a central goal of community development. By putting healthy communities at the center, the actions chosen are more likely to focus on improving the health and well-being of the population, the environment, and the community. Currently many networks, community groups, municipalities and the Regional Health Authorities have been working to improve the health and well-being of communities. These groups have likely conducted community consultations and community priority setting (e.g., Community Health Needs Assessments, Wellness Network forums, Regional Resiliency Action Plans, municipal Climate Change Adaptation Plans, etc.). Priorities and actions may already be underway or identified and requiring further support. For example, some Regional Resiliency Committees are currently doing initiatives such as: working with schools, clinical staff, and families to promote youth mental health; promotion and maintenance of outdoor trails and spaces; and providing 72hr emergency kits to families for disaster management.

The RSC can play an important role in establishing a regional structure to bring together the key partners already doing this work. Municipal, planning, and economic development partners can therefore discuss priorities and actions in this area and provide opportunities to further advance the work required to ensure that the health and well-being of the community can continue to improve.

The *Mouvement acadien des communautés en santé du Nouveau-Brunswick (MACS-NB)* has developed a guide to help implement the healthy communities-organizations approach and has made it available in both languages.⁷

⁷ Boivin, N. (2010). Building a Healthy Community to Take Action in Health Promotion. Translated in English in 2011 for the project Healthy Communities: An approach to Action on Health Determinants in Canada. Available at: <https://www.macsnb.ca/publication/129/file/Building%20Healthy%20Comm.pdf>

1.2.5 Integration of the Community Inclusion Networks (CIN)

Through a memorandum of understanding (MOU) signed between RSCs and the Economic and Social Inclusion Corporation (ESIC), the RSCs agreed to take on the responsibility of hiring and supervising the Community Development Coordinators and to implement actions related to the Priority Actions of the Overcoming Poverty Together (OPT) Provincial Plan. Responsibilities may include various activities related to the administration and operation of the CIN, such as reports, grants, meetings, financials, etc.

The objectives and priorities of OPT also include networking and Community Development, which aim to create opportunities for collaboration between different sectors, including citizens, non-profits, businesses, and governments. The standing committee should be inclusive of representatives from these four sectors and will be responsible for developing community development plans that incorporate the goals identified in the regional plans.

ESIC commits to supporting RSCs through training, resources, guidance, and expertise in capacity building & community development.

Further details of the responsibilities of the RSCs towards ESIC are outlined in the MOU, but some of the key responsibilities include ensuring that the RSC standing committee on community development focus on economic and social inclusion, holds financial responsibility for the CIN, collect and maintain required statistics and evaluative information, and ensure that the CIN regional plan is updated every 2 years as per the [*Economic and Social Inclusion Corporation Act*](#).

1.3. Community Development in New Brunswick

There are many existing organizations and groups undertaking community development work in all regions of the province. These may be organizations working to improve conditions for specific groups or on specific issues (e.g., language minority groups in a majority unilingual community, newcomer groups, etc.), or some that have broader, overarching goals to improve community well-being or sustainability (e.g., environmental, social, economic, etc.). In either case, these groups have established networks, practices, and knowledge that have allowed them to operate in their communities. Every effort should be made to strengthen relationships with and between these groups within different sectors to encourage partnerships and collaborations, and to build on the successes and efforts made to date. Therefore, representation from these groups should be considered in determining the standing committee membership and in strategic planning processes.

Indigenous people living in the region might expect to have their interests represented in community development plans. Efforts should be made to build relationships and engage with community groups already in place working to advance the best interests of indigenous people living outside a First Nation communities. Furthermore, while First Nation communities have their own governments and structures, they may have an interest in the plans and priorities of the regions that surround them. As per the requirements outlined in the Regional Strategy Guide, it will be important for RSCs to engage with First Nations to understand their community development plans and priorities and how the regional plans can help support these.

Building trust between organizations is critical to the development of a common agenda and to the successful implementation of the community development mandate. The level of relationship, trust, and collaboration, among other things, is reflective of community capacity, and this will likely vary from region to region. Any efforts made to increase this capacity should not be minimized or discredited. Building on existing networks, committees, and partnerships is a great way of leveraging the existing relationships and trust that have been built over many years.

Over time, the goal will be to have RSCs be GNB's main point of contact for matters related to this new mandate in the regions. This role will evolve as the breadth and depth of community development work is integrated within the RSC, recognizing this work requires a lot of relationship and trust building amongst the various partners, and that this takes time.

Many government departments engage in partnerships with community development organizations at the local, regional, and provincial levels. These partnerships are based on common interests and goals that support both the departments and the organizations' mandates. As regional community development plans are developed and become more comprehensive, there will be greater opportunities to align with the work currently undertaken in partnership with provincial government departments or organizations.

Over the last year, work has taken place within GNB to identify how different departments work to advance community development in New Brunswick. The following broad categories were identified:

- **Policy and system integration:** Policy advice to support community development to departments, other levels of government, organizations, etc.
- **Creating supportive environments:** Information campaigns, creating and sharing information and tools and providing access to cultural spaces
- **Direct support to organizations:** working with community groups, local governments, businesses, and non-profit organization to build community capacity
- **Direct support to individuals:** services and programs that build individual capacity to contribute to their community and guiding them to positive outcomes.
- **Formal engagement:** Community consultations, regular roundtables
- **Informal engagement:** Collecting local staff knowledge, ad hoc roundtables, and interdepartmental collaboration
- **Regional staff:** Work with communities to understand needs and enable action to build capacity (see Appendix D)
- **Grant for communities:** Grants to build community capacity (see Appendix C)

While programs and staffing are always subject to change, it would be beneficial to consult Appendices C and D when establishing standing committees for community development and building action plans.

1.4. Developing Strong Partnerships

Each RSC will approach their relationship with GNB, their member local governments and rural district, and other regional partners differently. In some cases, there will be formal contractual relationships, with formal agreements and funding tied to performance indicators. In other cases, it will simply be a collaborative working relationship between the RSC and the partner agency or community group. In some regions, relationships will be well established, and partnerships quickly forged, and in others, time will need to be spent building or repairing relationships prior to the establishment of partnerships. This type of relationship building, and relationship management is an important part of community development work. The foundational attributes to building strong relationships outlined in the *Economic Development Mandate Guide* are applicable in community development, as well.

In community development, there is often a need for partnerships with individuals or groups of citizens who may or may not be part of structured or incorporated organizations. However, these partners care deeply for the issues they are working on and are sometimes personally affected by them, as well. Their insights and expertise are crucial to addressing the issues the region is hoping to address. Building respectful and trusting relationships becomes essential in these instances. It does not just happen automatically. It requires investment of time and intention to minimize power imbalances, and to build partnerships that are win-win for all parties.

The Tamarack Institute is an organization that focuses on gathering and disseminating knowledge on collective impact and community change. For over 20 years, they have collected and shared many resources, tools, and training modules that are valuable in community development. Particularly, they have developed tools and resources to address turf, trust, and collaboration⁸ within community development, which may be important issues to consider as RSCs establish their community development mandate. Many other useful resources can be found on their website: www.tamarackcommunity.ca.

Other useful sources of information for collective impact and community development work include:

- [Asset-Based Community Development](#)
- [Communagir](#) (French only)
- [The Collective Impact Forum](#)
- FSG: <https://www.fsg.org/>
- The Aspen Institute: <https://www.aspeninstitute.org/>

⁸ Weaver, L. (2017). Turf, Trust, Co-creation and Collective Impact. URL: https://www.tamarackcommunity.ca/library/turf-trust-co-creation-collective-impact?gclid=Cj0KCQiAg_KbBhDLARIsANx7wAzdk48P2B6957pCqPgTIYo95M-FEF69Fpd8er135Af0TJnV9faNv6MaAhIkEALw_wcB

Section 2: Roles & Responsibilities

While this mandate guide provides an overarching vision for community development, the context in each region will be unique. It is vital that RSCs understand what role they can play that will add value within their regional community development ecosystem. To assist RSCs in defining what this should mean at minimum in their region, minimum requirements are provided in **Section 3.3** of this document.

2.1. Strategic Objectives

RSCs will develop and adopt a comprehensive regional strategy before July 1, 2023. More details on these strategy requirements are in the *Regional Strategy Requirements Guide*. However, to develop a comprehensive community development plan, it would be wise to undertake the following four steps as part of the process: asset-mapping; conducting a needs assessment; reviewing the existing landscape with a S.W.O.T analysis (strengths, weaknesses, opportunities, and threats); and finally, defining the actions to be undertaken in the plan. The RSC will play a strategic leadership role within their region to ensure that the following strategic objectives are met:

- Work with local governments, non-profit organizations, networks, committees, community leaders, people with lived experience in the community development domains identified, and government agencies to understand the local community development ecosystem and work closely with said ecosystem.
- Work to understand their region's key priorities, existing initiatives, and where the greatest needs are in the ecosystem.
- Identify opportunities for citizen input in regional priorities.

The standing committee on community development will provide a forum for local governments, rural district, and all other community development groups and stakeholders to:

- Define a common vision for community development in their region and define how they want to work towards that vision as a region.
- Identify the strengths and gaps in the region and establish priorities and actions with respect to them.

Additional considerations that RSCs and their member local governments and rural district should keep in mind when coming to an agreement on strategic focus:

- RSC community development planning and strategy must consider existing strategic plans and land use plans established by local governments. For example, land use planning plays a big role in community development. RSCs and local governments should consider the synergies between land use plans established at the local level and community development goals established at the RSC level. In the future, local governments should also consider established regional community development priorities in their own planning.
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- Recognize the differing community development priorities in urban and rural areas and identify synergies between them where they exist.

2.2. Regional Strategy Requirements

RSCs are responsible for drafting their own regional strategies. Provincial departments and agencies will be available to provide insight and participate in discussions and RSCs must ensure they are taking provincial priorities and plans into account. RSCs may use their own strategic planning processes and templates so long as their regional strategies meet the minimum requirements defined in the *Regional Service Delivery Act* (RSDA) and accompanying regulations. Specifically, regional strategies must:

- Have a vision statement.
- State the method of development of the strategy.
- State the **stakeholder engagement** that was conducted as part of the development of the strategy.
- State the First Nations engagement that was conducted as part of the development of the strategy.
- Include a **strategic assessment for each mandated service** as defined in the RSDA that:
 - Considers the current level of service in the region, and the level of service expected in the future,
 - Examines how the service is interconnected with other mandated services, and
 - Accounts for current provincial priorities related to the service and how they intersect with regional priorities,
- Set regional goals to be met during the period covered by the strategy that consider at a minimum the mandated services as defined in the RSDA and any other services and collaborative initiatives provided by the commission.
- Have an implementation plan to achieve those regional goals.
- Set performance targets related to the regional goals to track progress and success.
- Have an accountability framework to specify reporting requirements.

For more detailed information on the Regional Strategy requirements, please refer to the *Regional Strategy Requirements Guide*. While these are the requirements for the Regional Strategy, note that these steps can be valuable in the establishment of the community development plan, as well.

2.3. Measuring Community Development

In developing the Regional Strategy and the Community Development Plan, measures and indicators will be useful for identifying areas that require more attention. Measuring progress in community development will also be important to ensure that the work being done at a regional level is having an impact. However, as mentioned in section 1, progress in community development work is incremental and influenced by many different factors within and outside the control of regional partners. The RSC will have to rely on strong partnerships with many different stakeholders to make progress on its community development mandate. While this process can be challenging, the RSC, through its Standing Committee on Community Development, will work with various partners and stakeholders in the region to identify short- medium- and longer-term indicators of progress in the areas of priority identified in the Regional Strategy. Indicators should be focused on elements on which the RSC and its regional partners have control or influence.

Other committees and networks in the region may already have identified indicators or ways of measuring progress on some of the key community development goals. This can be explored through the asset-mapping process. Using existing measurement frameworks and expanding on them will allow for the region to have an overarching view of how the region is progressing on some of the large goals that exist within community development.

Meanwhile, through 2023, the GNB interdepartmental network will identify high-level community development indicators that could help provide direction to the regions in developing their own indicators. This work will be done in collaboration with RSCs.

Data sources that will be helpful to the regions include the New Brunswick Health Council Community Profiles [NBHC Communities | New Brunswick Health Council](#), Statistics Canada data, some of which can be found in the New Brunswick Economic Dashboard [New Brunswick Economic Dashboard \(gnb.ca\)](#), and the New Brunswick Well-Being Indicator Dashboard [New Brunswick Well-being Dashboard \(gnb.ca\)](#).

2.4. Financial Support

Regional Service Commissions will be responsible for developing a budget that is inclusive of community development actions within their regions as identified in their regional strategies. Over the next five years, the Province is committed to providing funding through grant transfers to the RSCs to support priority initiatives related to their regional strategies, including community development.

Additionally, the Economic and Social Inclusion Corporation has signed memorandums of understanding with each of the RSCs to contribute funding for the administration of the Community Inclusion Networks and the implementation of Priority Actions identified in the Overcoming Poverty Together plan.

As mentioned in the White Paper, as the Community Development mandate becomes well established and resourced within the RSCs, it will also be possible for RSCs to enter into funding agreements with the provincial government to ensure the delivery of some programs with specific outcomes, where it makes sense to do so. Currently, several grant programs supporting community development initiatives are available through various GNB departments and agencies. GNB will work to simplify the process of finding, applying, and reporting on these various grants. A list of community development related grants available through GNB as of 2022 is made available in Appendix C.

Section 3: Structure, Governance, & Service Standards

Each RSC can determine how the community development mandate and related services will be delivered in their region. There is no “one-size fits all” approach and each region will make a different decision based on their local context. In making this decision, RSCs should consider the existing ecosystem within their own region, including existing committees, networks, and groups who are currently providing services or organizing actions in community development.

3.1 Structure

Each RSC is required to establish a Standing Committee on Community Development. The composition of these committees will change in accordance with the local context, but the following should be considered in the formation of the standing committee.

Consider including:

- RSC Board Member(s)
- RSC Community Development Coordinator/CIN
- Regional Resiliency Coordinator
- Other community committee representative(s)

Other members to consider:

- Existing Resiliency Steering Committee and Community Inclusion Network members (that include citizens, non-profits, local business, government, NGOs, community groups, FNs, RHAs, etc.)
- Other committees/boards/networks that are active in the region
- Representation from the four areas of action for community development (i.e., affordable housing, newcomer settlement services and diversity promotion, social inclusion, and healthy communities)
- Ad hoc committee leads (if relevant)

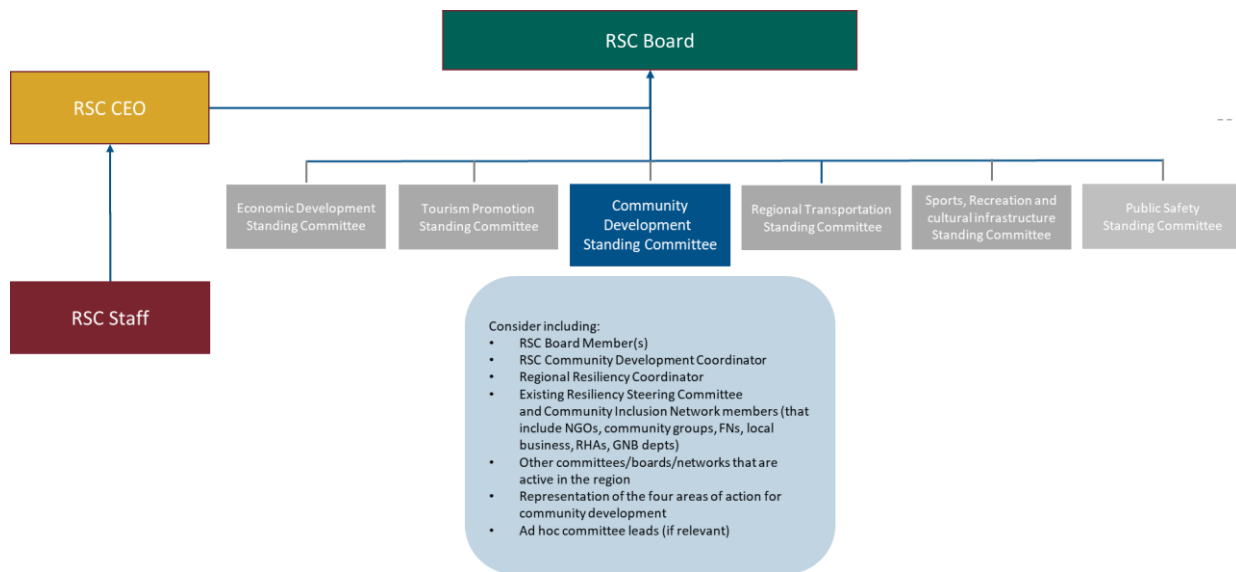
The Standing Committee may choose to establish ad hoc committees to explore specific priorities within the mandate of community development, or they may identify a pre-existing committee to play this role. In any case, including the lead of these ad hoc committees into the standing committee on community development will help ensure that the work continues to be done in tandem with the overarching community development plan and the Regional Strategy.

Chairs of all the RSC Standing Committees should be in frequent communication with each other to ensure coordination between the various mandated plans. A great deal of synergy can be created by leveraging the different plans and through intersectoral work. Similarly, GNB is working to align its support for community development work to ensure greater collaboration between departments and greater success for this type of work in the regions.

Appendix B proposes a model for how the structures for community development at the RSC level and those created within GNB to support it can be aligned and integrated.

The RSC community development staff will work closely with RSC colleagues, stakeholders and with the standing committee on community development and, through respective RSC organizational structure, will report to the CEO. The CEO is accountable to the Board of the RSC. Chart 1 provides an example of committee structure for the RSCs.

Chart 1: Example of a generic RSC Committee Structure



3.2 Governance

The RSC will develop terms of reference for the Standing Committee on Community Development according to its policies and bylaws and to ensure that ultimate accountability for the community development mandate lies with the board of the RSC.

A modifiable Terms of Reference template for Standing Committees on Community Development is made available in Appendix E. The template may be used as a guide or RSCs may use their own.

3.3 Minimum Operational Requirements

At a minimum, the RSCs are required to fully integrate the Community Inclusion Networks and their activities, including hiring of a coordinator and creating the Standing Committee for Community Development. This should be done by January 2023.

To prepare the regional strategy by July 2023, RSCs will also have to identify existing resources, partners, and stakeholders in the region, as well as the needs, gaps, and priorities. This can be done through a strategic assessment or a SWOT analysis. With this analysis in hand, the Standing Committee on Community Development should be called upon to develop a community development plan which will be reflected in the regional strategy.

Community Development Standing Committee

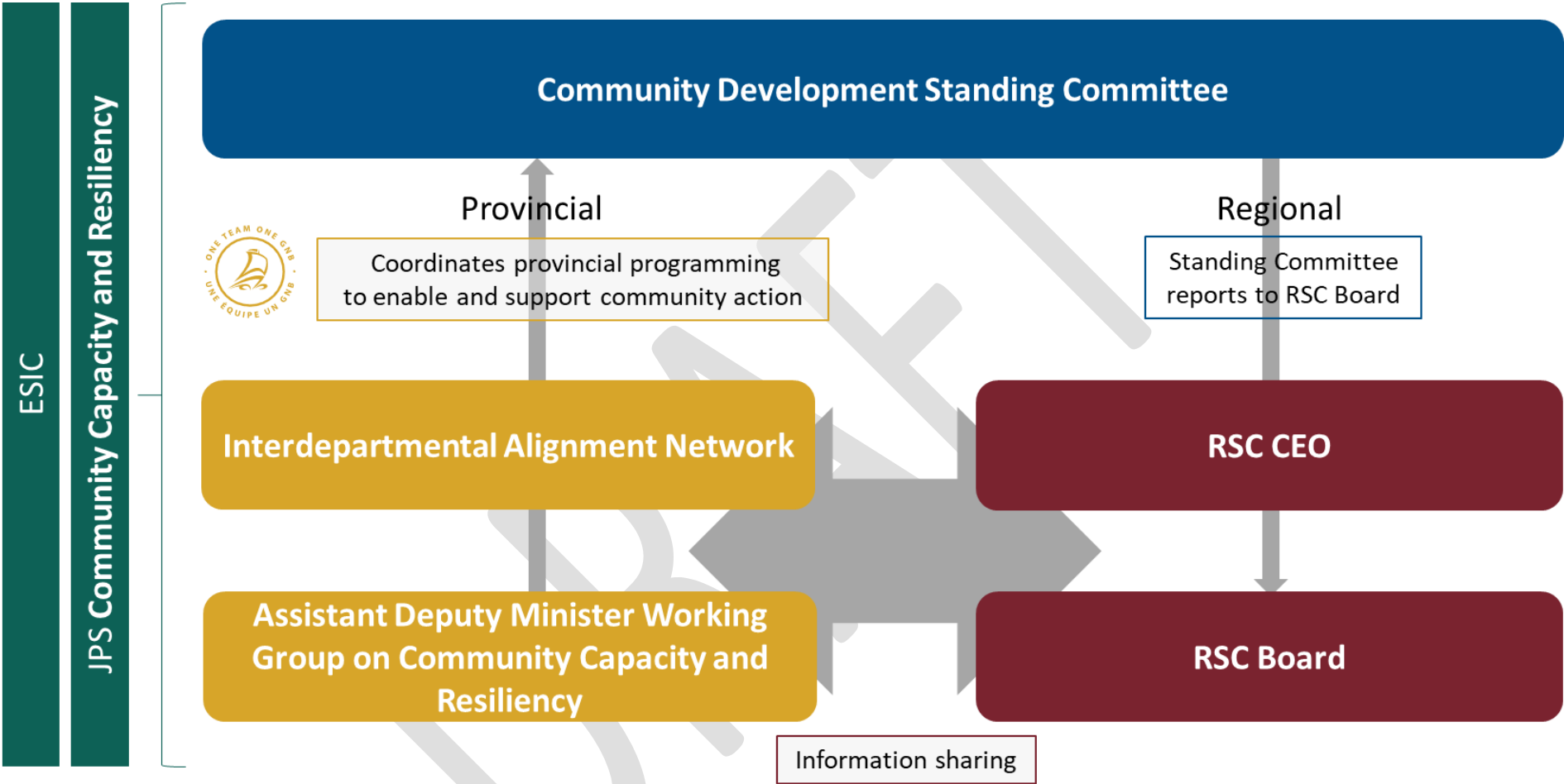
Consider including:

- RSC Board Member(s)
- RSC Community Development Coordinator/CIN
- Regional Resiliency Coordinator
- Other community committee representative(s)

Other members to consider:

- Existing Resiliency Steering Committee and Community Inclusion Network members (that include citizens, non-profits, local business, government, NGOs, community groups, FNs, RHAs, etc.)
- Other committees/boards/networks that are active in the region
- Representation of the four areas of action for community development (i.e., affordable housing, newcomer settlement services and diversity promotion, social inclusion, and healthy communities)
- Ad hoc committee leads (if relevant)

APPENDIX B: Proposed option for an Aligned Provincial and Regional Model



COMMUNITY DEVELOPMENT

Grants available to support and build community capacity



Department of Aboriginal Affairs

- Grants for small scale events/initiatives of a social, cultural and educational nature for First Nation communities and organizations

Department of Agriculture, Aquaculture, and Fisheries

- [NB Food Harvest Fundraising Grant](#)
- Canadian Agricultural Partnership

Department of Health

- [Community Food Action Grants](#)
- Grants to NFPs to support community-based health and wellness initiatives

Education and Early Childhood Development

- No open grant programs for community groups

Environment and Local Government

- Environmental Trust Fund

Economic and Social Inclusion Corporation

- Grants for 12 Community Inclusion Networks for poverty reduction projects and transportation services

Horizon

- Community Innovation Grants to support new/successful programs that address social determinants of health and goals of Community Health Needs Assessments

Justice and Public Safety

- Funding to 12 Regional Resiliency Steering Committees to implement action plans in 4 areas of resiliency
- Funding to community organizations, businesses, and individuals in response and mitigation for natural disasters
- Grants to NFP organizations for crime prevention and intervention programs

Opportunities New Brunswick

- No grants for community groups

Post-Secondary, Training, and Labour

- Future Wabanaki | Avenir NB | Future NB (Post-Secondary Relations) provides funding opportunities to community organizations looking to hire student talent

Regional Development Corporation

- Various grants including the Community Investment Fund, Community Development Fund, and the Rural Economy Fund.

Social Development

- No open grant programs for community groups

Tourism, Heritage, and Culture

- Active Communities Grant Program, Trails and Infrastructure Fund; Go NB – Sport Canada Bilateral Funding; RSC and Local Government Recreation Development Assistance Program; [Arts and Culture grant programs](#) in these areas projects, operations, and cultural industries.
- Funding to support community action plans on tourism.
- [Invitation Funding Program](#)

Vitalité

- No grants for community groups

COMMUNITY DEVELOPMENT

The staff working in community to build capacity and enable action



Department of Aboriginal Affairs

- No regional staff. First Nations Relations Advisors

Department of Agriculture, Aquaculture, and Fisheries

- Regional staff work directly with stakeholders to support agriculture in the classroom, curriculum support to institutions, and extension services, support to individuals on growing food sustainably

Department of Health

- Prevention Coordinators work with communities to understand their Mental Health and Addictions Needs. Those employees are within the Health Network, see Vitalité Mental Health and Addiction section

Education and Early Childhood Development

- Early Learning Coordinators (ELC) positions represent the local voice in each district

Environment and Local Government

- No regional staff

Economic and Social Inclusion Corporation

- Support 12 Community Inclusion Coordinators who are staff of the Regional Service Commissions

Horizon

- Community Health Center (interdisciplinary primary health care services and community development)
- Community Developers (social determinants of health and health equity)
- Population Health (Health equity work and Community Health Needs assessments)
- Indigenous Health Programmers (work with First Nation communities)
- Public Health (work to support community public health priorities)
- Prevention Coordinators (work with communities on mental health and addictions needs)

Justice and Public Safety

- 12 Regional Resiliency Coordinators lead Regional Steering Committees to implement actions to build capacity and resilience to future events and crises
- 12 Regional Emergency Management Coordinators lead planning, preparedness and response efforts to disasters and events

Opportunities New Brunswick

- Staff in 11 communities support clients to access financial assistance for the creation of new jobs, productivity improvement, innovation and market developments

Post-Secondary, Training, and Labour

- WorkingNB has regional staff who work directly with individuals, employers, and community partners to attract workers and help them successfully integrate. Support the implementation and coordination of Labour Market Partnership Forums in all 12 RSCs.
- New Brunswick Public Libraries' staff work with schools, non-profit organizations, nursing homes, early learning centres, and groups that focus on the most vulnerable citizens

Regional Development Corporation

- Regional Development Officers

Social Development

- Program Delivery Managers work with local service providers/partners e.g. group homes, homeless shelters
- Provincial consultants and managers work with partners e.g. associations, special care homes

Tourism, Heritage, and Culture

- 8 regional consultants provide support, advice and assistance in the area of sports, wellness, cultural and recreational services
- 5 regional staff inspire and engage communities to elevate their authentic and unique attributes to foster a strong pride of place

Vitalité

- Planning (Community Health Needs Assessments)
- Public Health and Primary Health work directly with individuals and community partners to address determinants of health
- First Nations Regional Coordinator oversees the coordination and integration to improve access to mental health and addiction services for First Nations communities.
- Mental Health and Addictions provides services aimed at improving/restoring/maintaining the mental health and emotional well-being of communities

APPENDIX E: Modifiable Terms of Reference Template

Community Development Standing Committee Terms of reference

Name	Community Development Standing Committee
Purpose	
Context	
Membership	The Standing Committee will be convened by [insert title] and/or the chair. The membership will include an appropriate balance in influence, decision-making authority, community knowledge, community sector representation and be representative of the population, considering linguistic, gender, cultural and geographic realities in their region. See Appendix A for suggestions.
Key roles and responsibilities	The Chair of the Standing Committee will be selected according to the policies and procedures of the RSC. Other roles are at the discretion of each committee, and RSC. <u>Chair will be responsible for:</u> • development of agendas • chairing meetings • ensuring that meetings adhere to the principles outlined in the Standing Committee Terms of Reference • ensuring concerns are addressed where possible • fostering an environment for members to listen and engage in productive discussions with each other • managing conflict as necessary • leading meetings toward productive results • submission of action plans and continued reporting • providing approval of draft action reports • presenting any findings and/or reports • recommendations to the Standing Committee • ensuring ongoing communication with the provincial team; and • promotions and media <u>Secretary will be responsible for (at the discretion of the RSC):</u> • Capturing Standing Committee meeting action reports • Circulating action reports, presentations and meeting agendas to committee members • Assisting the chair with creating meeting agenda • Assisting the chair in ensuring proper reporting is captured throughout

	the year; and • Helping to keep track of important dates and milestones to help guide the committee. <u>Treasurer/Financial Liaison will be responsible for (at the discretion of the RSC):</u> • Monitoring the Standing Committee's finances each funding year. • Preparing quarterly financial reports to update the committee. • Helping to draft, issue and monitor MOU with financial partners (e.g., activity lead organizations, host organization for the funding) <u>Ad-hoc committee leads will be responsible for:</u> • Drafting and monitoring the budget provided for the ad-hoc committee (completing and signing the Recipient Agreement) • Submission of a completed Recipient Agreement document with signatures • Ensuring use of the allocated funding as per the agreement and appendix • Calling, chairing and structuring the ad-hoc committee as applicable • Reporting progress to Standing Committee Chair; • Liaise with Treasurer for frequent financial reporting; and • Liaise with Chair to give monthly/quarterly updates worked-hoc committee progress, risks, successes and challenges
Roles and responsibilities of members 	Supported by chairs, working groups and the RSC, the Standing Committee will: • map community strengths/assets and work horizontally to integrate with other provincial/regional strategies and interventions that deal with similar issues (Collaboration/Collective action) (Strength, Weaknesses, Assets, Threats); • define roles and responsibilities for how the work will be completed collectively; • identify opportunities for, and overcome barriers to, collaborative action; • ensure the Community Development Plan prioritizes actions to address identified issues and leverages community skills, resources and experience to implement actions; • follow the designated pathway to creating and operationalizing the Community Development Plan; • track and monitor progress and impact by identifying performance measures for the Community Development Plan; • as required, establish implementation teams/working groups to implement activities; • maintain strong working relationships with active Committees working in the mandated areas of the RSCs.

	• ensure ongoing and timely communication and sharing of information within the region and between regional and provincial community development efforts • share best practices and lessons learned between Regional Standing Committees; and • work in collaboration with local, regional, provincial and federal partners to identify the appropriate sources necessary to implement prioritized actions • Community Development coordinator is responsible for taking information to their network of stakeholders.
Deliverables	• Community Development Plan created with multi-year objectives, measures, and budget, which aligns with the Regional Strategy • Operationalization of the Community Development Plan of the regions within agreed upon timelines • Continuous analysis of the Standing Committee membership. • Quarterly reporting to Committee by activity leads • Monthly reporting to RSC Board. • Community Development Plan linking activities to longer-term objectives.
Reporting Procedures	The Chair is responsible to provide updates on the activities, the resources and the partners to the RSC Board. Regular reports are distributed to all partners recapping progress of activities against the Regional Strategy.
Decision Making Structure	Standing Committee decisions may need to be made to advance the work of the Community Development Plan either on an ad hoc basis to complete individual pieces of work, or to support the ongoing work of the Standing Committee. Such decisions may include: • choice of Community Development Plan priorities. • conducting research and preparing recommendations for consideration by the Board of the RSC; • oversight of the implementation of projects identified in the Community Development Plan; and • other activities as deemed necessary by the Standing Committee.
Frequency of Meetings & Duration	Minimum suggestions for Standing Committee: • Whole committee minimum: quarterly • Activity leads and Chair meet more frequently • Increased frequency during action planning cycle Meetings will consist of: • reviewing the regional data including Community Health Needs Assessments and determining priorities

- | | |
|--|--|
| | <ul style="list-style-type: none">• developing a shared vision for the region• developing action plans• information sharing on best practices for addressing community development• reporting on Community Development Plan implementation• determining performance measurement indicators; and• directional input to working groups. |
|--|--|

RSC Community development staff will support the Chair in the administration needs for the Standing Committee.

Minimum standards for the Ad-hoc committees:

- Ad-hoc committees to create their own meeting schedules.
- Ad-hoc committees to prepare written quarterly updates for the Standing Committee; and
- Financial accountability

ANNEXE F : Definitions

COMMUNITY CAPACITY

Community Capacity reflects a set of knowledge, skills, relationships, and commitment within a community, supported by systems and structures that allow intersectoral action on matters of importance to the community.

Community Capacity is an important factor in community resilience.

COMMUNITY DEVELOPMENT

Community development is a comprehensive approach grounded in principles of empowerment, equity, human rights, inclusion, social justice, self-determination and collective action (Kenny, 2007).

In practice, community development considers community members to be experts in their lives and communities, and values community knowledge and wisdom. Community development is led by community and supported by governments and organizations at every stage: from identifying issues and analyzing them, to deciding on, implementing, and evaluating actions. Community development has an explicit focus on the redistribution of power to address the causes of inequality and disadvantage with the goal of having healthier, and more vibrant and sustainable communities.

COMMUNITY RESILIENCE

Community Resilience is a community's ability to use collective knowledge, assets, and strengths to assess, learn, respond, innovate and adapt to ever-changing conditions.

Community Resilience is a fluid state which can be built or decrease at different points in time.

HEALTHY COMMUNITIES

A healthy community goes beyond quality medical care and is reflected in the social, environmental, and economic factors that promote well-being. It is a place where all are free from discrimination and oppression, and there is equitable access to the determinants of health and the resources needed for optimal health.

The resources needed for optimal health include Arts & Culture; Education; Healthcare Services; Recreation & Opportunities to Socialize; Healthy & Safe Social, Physical, and Natural Environments; Food Security; Employment; Public Transportation; Housing; Community Services; and Civic Engagement.

A community's health and the resources available are also influenced by broader socio-political and economic forces which are beyond an individual community's control.

VIBRANT AND SUSTAINABLE COMMUNITIES

In a vibrant and sustainable community, citizens, non-profit organizations, community groups, businesses, and governments commit to working together to build an inclusive and healthy community that can adjust to meet people's diverse and evolving social, environmental, and economic needs.

A community's ability to maintain effective and representative governance; adequate transportation and communications networks; a full range of services; a healthy natural environment; a flourishing and diverse economy; quality housing and

built environments; and an inclusive social and cultural life, creates conditions where people want to live, play, learn, work and grow for many future generations.

Vibrant and sustainable communities have the capacity to be healthy, resilient, and apply an effective community development process.

DRAFT