

2023-2028 Regional Strategy



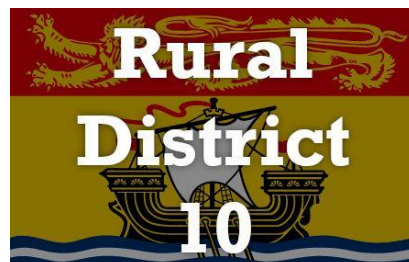
Southwest New Brunswick
Regional Service Commission



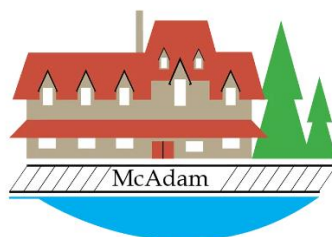
July 19, 2023



**RURAL COMMUNITY OF
FUNDY SHORES**



**Town of
Saint Andrews**
New Brunswick, Canada



**MUNICIPALITY OF
EASTERN
CHARLOTTE**



2023-2028 Regional Strategy

Published by:
Southwest New Brunswick Regional Service
Commission
33 Wall Street
St. Stephen, New Brunswick
E3L 2L5, Canada

www.snbsc.ca
June 29, 2023

Definitions & Abbreviations

ASD-S: Anglophone School District-South (GNB)

Board: Board of Directors for SNBSC

CBDC: Community Business Development Corporations

CMHA: Canadian Mental Health Association (Non-profit)

CCMA: Charlotte County Multicultural Association (Non-profit)

CCALP: Charlotte County Adult Learning (Non-profit organization)

ESIC: Economic & Social Inclusion Corporation (GNB)

ES&E: Economic Security & Employment

Env. Sus.: Environmental Sustainability

FFANB: Food For All NB (Non-profit organization)

GC: Government of Canada

GNB: Government of New Brunswick

GEMTEC: GEMTEC Consulting Engineers and Scientists Limited

HBD: Healthy Built Environment

Horizon CD: Horizon Health Community Developer

Horizon HLSP: Horizon Health - Healthy Learners School Program

H,SS,J,Ed: Health, Social Services, Justice & Education

IRCC: Immigration, Refugees, and Citizenship Canada (GC)

MACC: Multicultural Association of Charlotte County

MH&A: Mental Health and Addiction

NBCC: New Brunswick Community College

NGOs: Non-government Organizations

ONB: Opportunities New Brunswick (GNB)

PETL: Post Secondary Education, Training and Labour (GNB)

PHR: Practical Human Resources (Non-profit)

Province: The Province of New Brunswick

Strategic Plan/Plan: this Five-Year Strategic Plan for SNBSC

RR: Regional Resiliency - Community Capacity and Resiliency Coordinator (GNB)

Region: the region of Southwest New Brunswick

RDMO: Regional Destination Management Organizations

RCMP: Royal Canadian Mounted Police

SD: Social Development (GNB)

SE: Social Enterprise

SFP: School Food Program

SNBSC: Southwest New Brunswick Service Commission

SNBSC-CD: Southwest New Brunswick Service Commission Community Development

SNBSC-ED: Southwest New Brunswick Service Commission Economic Development

SNBSC-P: Southwest New Brunswick Service Commission Planning

SNBSC-R: Southwest New Brunswick Service Commission Recreation

SNBSC-To: Southwest New Brunswick Service Commission Tourism

SNBSC-Tr: Southwest New Brunswick Service Commission Transportation

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Message from the Chair and Chief Executive Officer

In November 2021, the Government of New Brunswick published its plan for Local Governance Reform in a White Paper entitled "Working Together for Vibrant and Sustainable Communities". Legislation was created to support the goals of that document, which included the requirement of Regional Service Commissions to develop a regional strategy aimed at identifying the strengths and gaps in the region, and at establishing priorities and actions for implementation, especially with respect to the new and additionally mandated services. The new services provided by the Southwest New Brunswick Service Commission include Economic Development, Tourism Promotion, Community Development, Regional Transportation (community transit), and the establishment of a Public Safety Committee. Although recreational infrastructure cost-sharing was also included in the new mandates for regional service commissions, SNBSC had already adopted a policy to that effect early in the year 2021, resulting from the creation of a recreation master plan for the region.

"Together we will build a vibrant and sustainable region with an exceptional quality of life, economic success, and community co-operation."

Mayor Ken Stannix, SNBSC
Chair

It is a great pleasure to have taken part along with all other Board members and committee members in developing this Five-Year Strategic Plan for our Southwest New Brunswick Services Commission (SNBSC). The process of developing this plan in a collaborative and inclusive approach, and the Board's commitment to its implementation, demonstrates SNBSC's ability to lead regional efforts and be a forum for collaboration, communication, and regional support.

This strategic plan was created with support and input from the various committee members, stakeholders, and subject matter experts from our various communities. SNBSC was successful in holding several in-person, virtual, and hybrid workshops and meetings over a period of many months to engage stakeholders and receive their input. Stakeholder participation was foundational in creating the Vision, Mission, and Strategic Priorities of this plan, to address areas that were deemed lacking and to build on the strengths we have.

"Working collaboratively on our priorities makes practical sense!"

Hollis Bartlett, SNBSC CEO

Several priority areas emerged from the workshops, and many were common across all our communities. The need for more effective communication, data collection and analysis, transportation solutions, housing, and planning, proved to be common themes in all of our mandates. We believe we are stronger together, and aligning with Federal and Provincial plans will amplify the benefit for our region. Working collaboratively on our priorities makes practical sense!

In carrying out this plan, SNBSC is committed to making evidence-based decisions, being outcome driven, building partnerships, taking relevant actions, and delivering quality services.

On behalf of the Board of Directors, we would like to thank staff and all those who volunteered their time to help us develop this important plan, which marks the beginning of the next phase of evolution for our Southwest New Brunswick Service Commission.

Together we will build a vibrant and sustainable region with an exceptional quality of life, economic success, and community co-operation.

Regional Profile

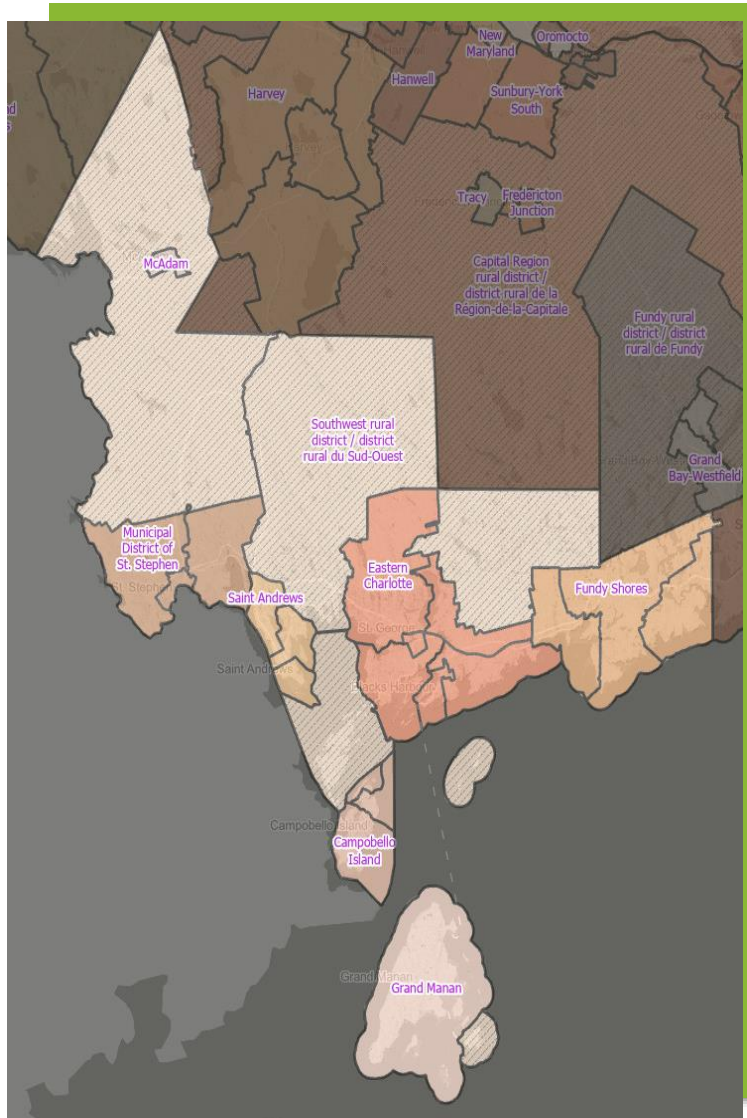
The Southwest New Brunswick Service Commission (SNBSC) is in the southwest corner of New Brunswick and provides services to seven municipalities and one rural district. The municipalities served include the Village of McAdam, the Municipal District of St. Stephen, the Rural Community of Campobello, the Town of Saint Andrews, the Rural Community of Eastern Charlotte, The Village of Grand Manan, the Rural Community of Fundy Shores and Rural District 10.

The combined population of the region is approximately 28,500 and the combined tax base is approximately \$3,150,000,000. A large part of the region sits on the coast of the Bay of Fundy and is unique in New Brunswick since it includes two municipalities that are islands (Village of Grand Manan and the Rural Community of Campobello), along with several other islands, notably Deer Island and Whitehead Island which are part of the rural district. The mainland part of the region has a western border with Maine, USA, an eastern border with Saint John and Fundy region, a northern border with the Capital and the Western Valley regions, and a southern border with the Bay of Fundy.

Southwest New Brunswick has a diverse economy where fishing and aquaculture are great contributors, in addition to tourism, manufacturing, service industries, and small businesses which also play a significant role in the region's economic vitality.

Our region offers a high quality of life where you can enjoy living in an urban or rural community, where upscale, historic, and modest developments are interspersed to form one cohesive community.

Southwest New Brunswick is a part of a bilingual province (English and French), and we are proud of being a welcoming, inclusive, and diverse region.



Consultation and Methodology

In 2022 the Province of New Brunswick undertook a significant Local Governance Reform. As outlined in the White Paper “Working Together for Vibrant and Sustainable Communities”, the Province restructured local and regional service commission boundaries; in addition to the framework, the Regional Service Commission’s service delivery model was enhanced to provide a forum for regional collaboration on the province’s key economic and wellbeing priority pillars. This service delivery model change is intended to provide leadership and strengthen regional collaboration capacity to support these provincial pillars through the delivery of five additional services, which include regional Tourism Promotion, Economic Development, Recreation Infrastructure Cost Sharing, Community Development and Transportation.

As an important and natural first step, SNBSC developed this five-year Strategic Plan for its mandates. SNBSC followed a collaborative and inclusive approach in conducting this Strategic Plan. For each new mandate, SNBSC staff members identified and consulted with the regional stakeholders to obtain information and input around their key priority areas. SNBSC then established ad-hoc committees for the new mandates and retained the services of GEMTEC to assist in facilitating in-person workshops with all committees. The purpose of the workshops was to engage the participants in the process of developing regional strategic priorities, and solicit input around the region’s Strengths, Weaknesses, Opportunities, and Threats (SWOT), as it relates to the regional services. Committee members of each new mandate and other community stakeholders and subject matter experts participated in these workshops and provided their input around the SWOTs, key priority areas, goals, and action items led by SNBSC to move forward on implementing this overall Strategic Plan. SNBSC also conducted a series of virtual and hybrid workshops, where the findings of the in-person workshops were presented to the participants for further discussion and input. All Committee Members were engaged in workshops and meetings, and terms of reference were established. When committee members were unable to attend a meeting, they were given opportunities to review materials and provide input.

SNBSC compiled the findings of all workshops and presented the information to the Board members for further input. A list with workshops dates, types, and participants is included in Appendix A.



Vision, Mission, and Core Values

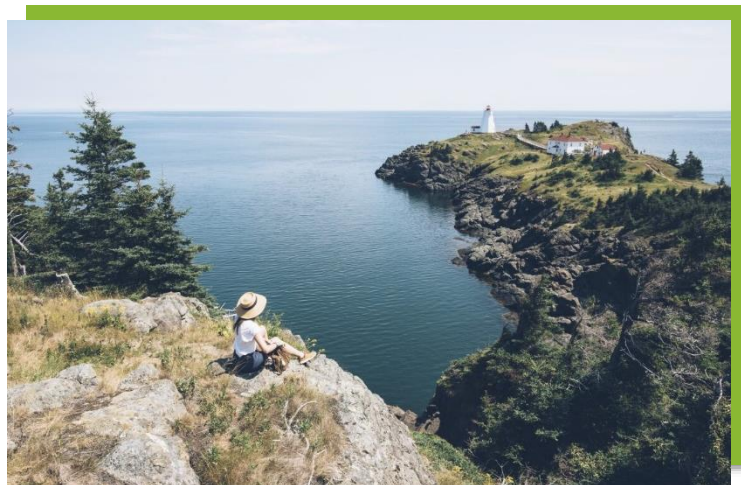
As part of developing this Strategic Plan, SNBSC Board updated the Vision and Mission of the region:

Our Vision:

Southwest New Brunswick is a vibrant and sustainable region with an exceptional quality of life, economic success, and community co-operation.

Our Mission:

Excel at the provision of regional services which increase the economic, social, and environmental success of our communities and the quality of life of our residents.



Our Core Values and Operating Principles:

1. Outcome-Driven

Decisions will be outcome driven. We strive to help communities attain the outcomes they are seeking, such as improved health and wellbeing. We will focus on indirect benefits as well, such as enhanced community cohesion and green environments that will serve generations to come.

2. Quality and Relevance

SNBSC is committed to facilitating its members to offer safe recreation experiences of the highest possible quality, while addressing the unique needs and capacities of each community, and the economic situation of individuals, families and communities.

3. Evidence-Based Decisions

SNBSC is committed to “fact based” decision-making— getting the best evidence and using it to guide policy and practice. SNBSC integrates the best available research evidence with practitioner expertise and the characteristics, needs, capacities, values and preferences of those who are affected.

4. Partnerships and Collaboration

SNBSC relies on and nurtures partnerships and collaboration among:

- Public, not-for-profit and private providers of recreation and parks experiences,

- Public and private planners and developers
- All orders and levels of government (local, regional, provincial, federal and in Aboriginal communities)
- Multiple sectors and disciplines that influence well-being and share common goals

5. Innovation

SNBSC values innovation and recognizes the benefits of ingenuity, the co-creation of new policies or services with its members, and the creation and implementation of new ideas in design, program concepts, research and learning.



Strategic Assessment

The following is a high-level strategic assessment of each component of the SNBSC new mandates before the Local Governance Reform. SNBSC conducted a SWOT analysis as part of each workshop while developing this Plan. SNBSC also compiled a list of key infrastructure assets in the region that support its mandates, see Appendix B.

A1- Economic and Workforce Development

Economic development support in the region was provided at the Provincial, and Federal levels, and was mainly financial in nature. Regional municipalities have varying levels of economic development services in place, with a primary focus on land and infrastructure development, as well as attracting investment for key infrastructure. The local Chambers of Commerce provide additional training and supports to regional businesses. Priorities at the Provincial level focus on investment, population growth, labour force growth, and housing development for the province as a whole. Regional priorities are in line with those of the Province. There are currently no agreements with First Nations.



2- Tourism Promotion



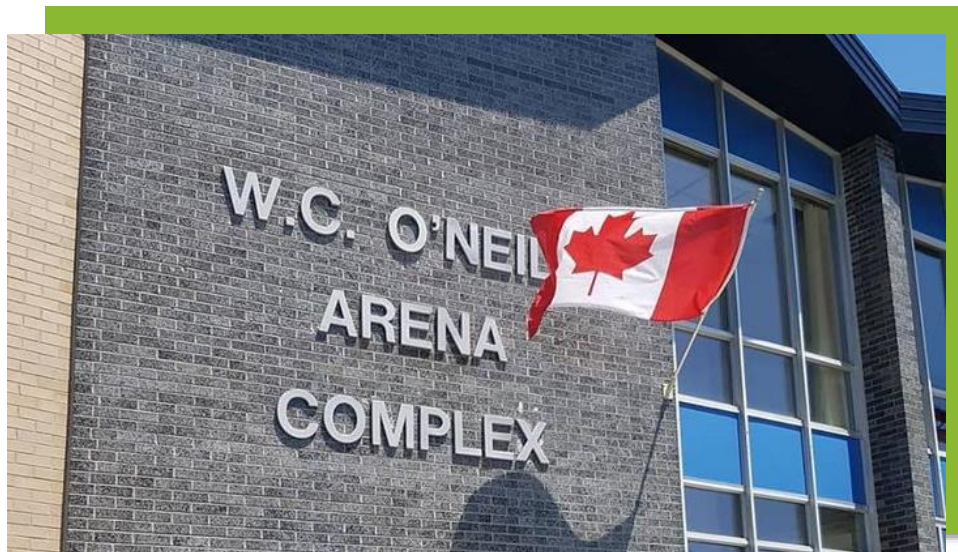
Tourism promotion for the region was carried out at the provincial, regional, and some municipal levels. The Charlotte Coastal Regional Tourism Association, which has been operating since 2008, played a key role in implementing components of the RDMO framework, particularly in providing support for travel trade promotion and liaisons, as well as facilitating and sharing earned media. The association, which operates on a voluntary funding model, has faced financial constraints that have limited the range of services it can offer. In terms of municipal services, the level of support for tourism

promotion varies across the region, with some municipalities having their own destination marketing organization, while others have no specific tourism promotion mandate, office, or organization. At the provincial level, the focus has been on promoting tourism attractions for the province as a whole, with some areas of the region marketed to key target markets.

3- Sports, Recreation, and Culture

The Southwest New Brunswick Service Commission and its Local government members (Village of McAdam, Municipal district of St. Stephen, Village of Campobello, Town of St. Andrews, Village of Grand Manan, Rural Community of Eastern Charlotte, Rural Community of Fundy Shores and the Rural District 10) recognize the importance of indoor and outdoor recreational opportunities for residents and the importance it plays in the overall wellbeing of a community and the region, as shown by past efforts.

In 2018, SNBSC released its Five-Year Recreation Master Plan, which served as a foundational document for recreation provisions in the region. In 2019, the Recreation Division at SNBSC was established. In April 2021, SNBSC and its members enacted the recreation masterplan policy (RMP-1) to establish a forum for local governments and the rural district to cost-share and sustain existing sub-regional recreation facilities as well as develop a well-balanced recreation framework in each subregion through the implementation of the Recreation Masterplan policy.



Current State

The below table reflects the current state of the sub-regional recreation framework as it enters its second year of policy implementation.

Frame- work Pillar	Zone 1 McAdam	Zone 2 St. Stephen	Zone 3 Saint Andrews	Zone 4 Campobello	Zone 5 Grand Manan	Zone 6 Eastern Charlotte	Zone 7 Fundy Shores	Zone 8 Rural District
Framework or Action plan aligned to regional and provincial goals.								
People to make it happen.								
SLR Programming that fits the community's needs/wants								
Facilities to offer all SLR programming the community needs								
Money to sustain facilities and programming								



Complete/ In-place



Some In-place/ gaps or limitations were identified.



In Progress / planned for

Pulse check



Implementing the recreation framework policy is still in its early phases but progress has been made since its enactment. When comparing the Region against organizational change models, its current state would be amid a “Developing Framework” with emerging community engagement. It would be close to “Gearing-up” phase, as illustrated in the graph above, with the goal for every sub-region to become “Trailblazers”.

4- Community Development

Prior to the RSC being tasked to lead the community development mandate, there were many key players who support community development work. Here are some of the primary regionally serving players.

Community Inclusion Network (CIN) - Hosted by Vibrant Communities Charlotte County from 2012 until it’s transition to the SNBSC, the CIN works regionally to build collaboration, identify priorities and connect resources to community serving initiatives in accordance with Overcoming Poverty Together (OPT). This work continues under SNBSC.



Horizon Health Community Developer – The Community Developer role works from a population health perspective to engage communities, strengthen community capacity, improve access to services and information, build partnerships and relationships and create support environments. They sit on the Community Development Committee and will be a core support.

Regional Resiliency Committee – The Committee meets to develop plans focused on building capacity through a community-led approach in order to be more resilient in the face of future disasters and crises. The Committee members represent a wide range of sectors, including but not limited to local government, Regional Service Commissions, businesses, non-governmental organizations, First Nation communities, Regional Health Authorities, and GNB departments. Each Regional Steering Committee is being supported by a Regional Resiliency Coordinator. The Regional Coordinator sits on the Community Development Committee, along with a number of Regional Resiliency Committee members, and will be a core support to the Community Development strategy.

Some other regional serving organizations that overlap with Community Development work:

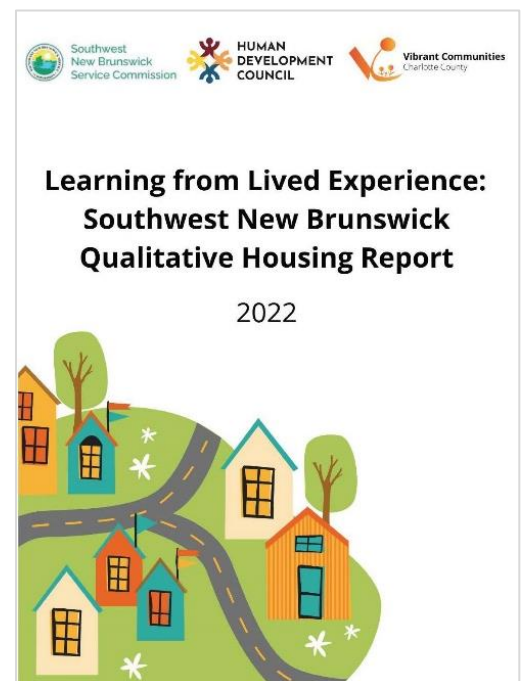
- **Charlotte County Multicultural Association** – diversity, inclusion and settlement services.
- **Canadian Mental Health Association** – Mental Health & Addiction support
- **Horizon Health, Healthy Learners in School** – Healthy Communities, School Food Programs, Mental Health & Addictions.



There are many other key players serving the region, which include non-profits, businesses, local gov't and interested citizens.

Related frameworks, plans, guides, and strategies:

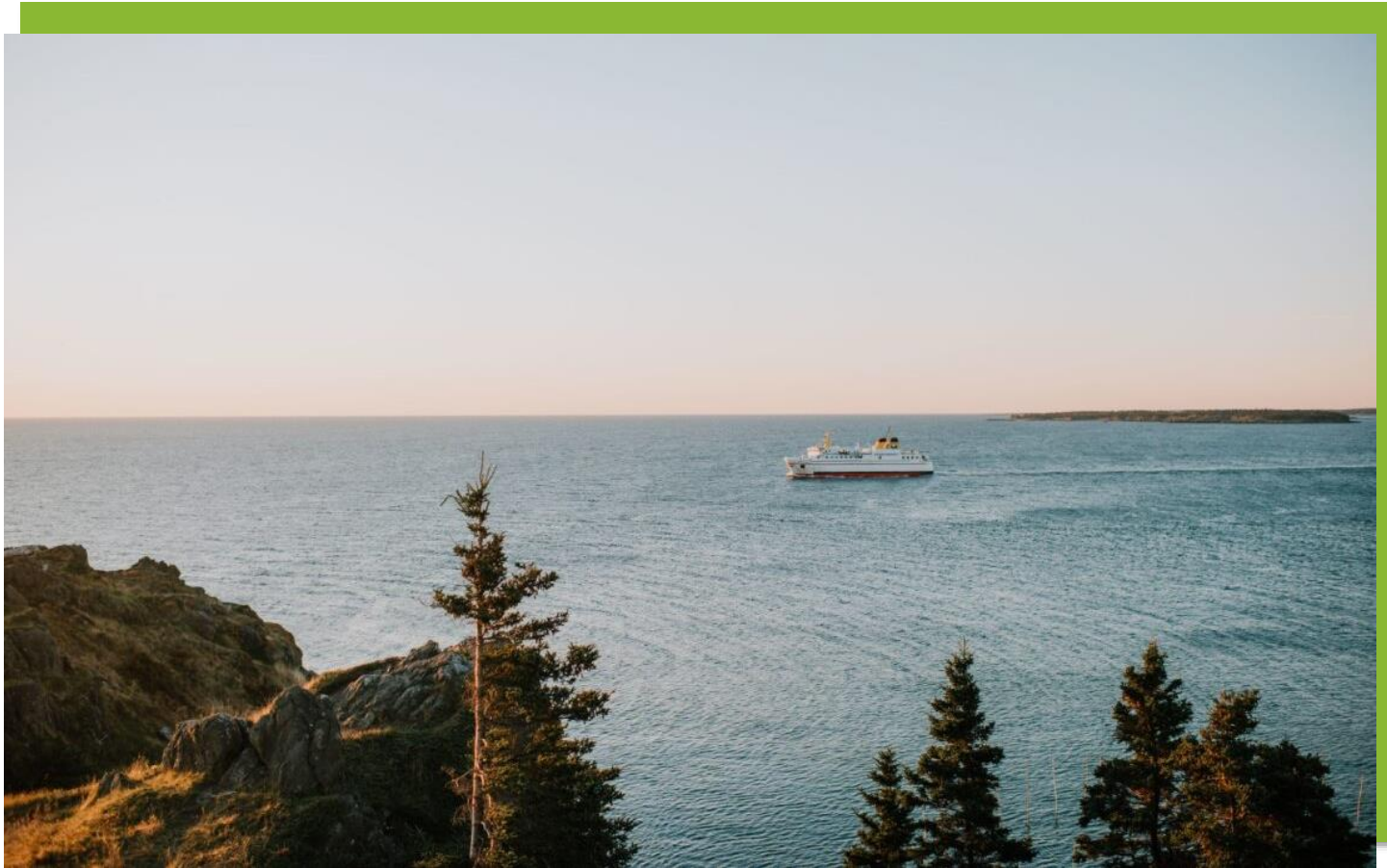
- Overcoming Poverty Together 3 (OPT3), The New Brunswick Economic and Social Inclusion Plan
- Community Inclusion Network Regional Plan
- Community Development Mandate Guide (Draft to be finalized by ELG)
- Charlotte County Strategic Plan for Food Strategy (2019)
- Horizon Community Health Needs Assessments (CHNA)
- Community Development Framework for Horizon Health Network:
- Community Capacity and Resilience Framework
- New Brunswick's Recreation and Sport Policy Framework
- NB Health Council Community Profiles



5- Regional Transportation

The region has been served by Charlotte Dial-a-ride since 2005, providing transportation to individuals without access to their own vehicles due to affordability or remote location, those who need help due to a disability, or any other hardship including a temporary loss of vehicle or access to a vehicle, or temporary health issues. This service has received funding through the Economic and Social Inclusion Corporation and other sources, plus revenue generated by membership fees and trip fees. Drivers are volunteers that are paid mileage. They have recently acquired a wheelchair accessible van that qualified volunteers are able to drive. All rides must be booked 48 hours in advance.

Southwest has several island communities that are served by a system of ferries. There are two small airports in the region: Giddens Memorial airport in St Stephen and Grand Manan airport. The Port of Bayside is active with smaller freight vessels, and there are a multitude of wharves along the coast. There is an active railway system for freight, with a continuous 305 km main line connecting Saint John with Brownville Junction, Maine, including a significant station located in McAdam. New Brunswick Southern Railway also operates an additional 67.1 km of branch lines within the region.



6- Public Safety

Police services are provided by RCMP throughout the region, working under the provincial contract with the exception of Saint Andrews, who have their own contract with RCMP. Fire services are provided by volunteer fire departments, with some paid staff in larger municipalities. There is a Regional Emergency Measures Coordinator located within the region and an active Ground Search and Rescue team of volunteers.



Strategic Objectives and Regional Goals

The following sections present the Strategic Priorities and Goals for each of the regional mandates:

Economic and Workforce Development

The Economic Development Mandate developed by the Province of New Brunswick positions the Southwest Regional Service Commission (SNBSC), as the regional level to provide coordination and collaboration of economic and workforce development including all communities that make up the Southwest region. This regional focus will allow the small, regional municipalities to benefit from scale.

The mandate guide defines the role as follows:

*“Regional Service Commissions (RSCs) will work with local governments, business stakeholders, community leaders, and government agencies to **provide strategic focus for regional economic growth**. They will **support investment readiness and a healthy business community** in their region without duplicating existing provincial or federal services.*

*Regional Service Commissions will also **nurture workforce development and labour force growth** by supporting the establishment and/or maintenance of labour-market partnership forums and a workforce development strategy, including **supporting newcomer retention**.”*



A breakdown for the high-level roles and responsibilities of all three levels of coordination in the province is summarized in the table below:

Provincial (ONB & WorkingNB)	Regional (SNBSC)	Municipal
Investment Attraction	Provide strategic focus for regional economic growth.	Continue to provide existing municipal services that support the economic development mandate.
Export Development	Supporting investment readiness in the region.	Continue to manage industrial parks.
Market Development (Business to Business)	Supporting a healthy business community.	Engage with RSC on the development of the regional strategy.
Economic Development Policy	Supporting workforce development and labour force growth (including newcomer retention).	Continue to regulate business improvement areas.
Immigration		
Workforce Development Programming		
Human resources management support for local businesses	Collaboration to avoid duplication of services	
Domestic and international workforce attraction		

SNBSC Economic Development Unit will play the lead role in providing regional strategic focus, and a supporting role in investment or community readiness, supporting a healthy business community, as well as workforce development and labour force growth. Specific items for each priority area are indicated in the attached workplan.

The municipalities' role will be to engage in the regional strategy development process, and collection of asset listings and other pertinent data, as well as continue to manage assets within the municipalities. This includes Industrial Parks, Business Improvement Areas, as well as the development of land and additional infrastructure to support investment readiness. If, for example, a municipality determines the need for more retail space, they will work towards accessing and developing the land as well as servicing it to enable a builder or investor to build the retail space for the business community. SNBSCs planning department will continue to assist municipalities with planning to enable the development of future municipal infrastructure. SNBSC will work with municipal partners and other community partners, such as the local Chambers of Commerce, to provide support and training for small businesses in the region.

Economic Development Vision Statement:

Connecting diverse, regional partners to promote sustainable economic growth for all communities.

Economic Development Mission Statement:

To provide an active forum for local entities to cooperate on regional economic development.

Strategic Planning for Economic and Workforce Development

Through key stakeholder engagements, and regional committee work, key strategic themes were identified. They are:

- **Inform**, or **Educate** partners, stakeholders, and the public;
- **Connect, Collaborate, Build Capacity**, with municipal partners, business community, stakeholders;
- **Enable Regional Growth**, and **Alignment** among municipal and community partners.
- **Develop, Grow**, and **Retain** the labour force

Based on the principle of asset-based economic development, the top sectors for regional investment were also identified. They are focused on the assets the Southwest region will work with and build off of, as opposed to starting from scratch. The Southwest Region has numerous valuable strengths and assets to work with, including its proximity to major urban centres, the cities of Saint John and Fredericton; major US border crossings in St. Stephen, Campobello, and McAdam; an abundance of natural resources such as the Bay of Fundy, a massive economic driver for several sectors, including Tourism, Fisheries, and Aquaculture, to name a few.

In terms of sectors, those identified for potential growth are Sustainable Tourism Development, Sustainable Development of Transportation Infrastructure, such as railways, ports, and wharves, Advanced Manufacturing (to mirror Opportunities New Brunswick (ONB) wording), as well as the continued sustainable development of our Natural

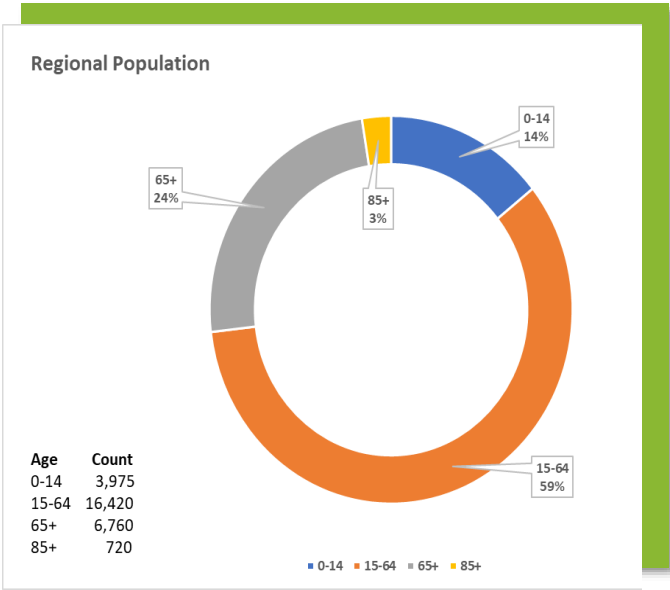


Resource sectors, including fisheries, aquaculture, and forestry. These sectors were identified based on engagement, current assets, and strengths, as well as current projects in the pipeline and existing interest in their development. The process for identifying regional priorities for investment post Year 1 of the mandate will utilize data collected in the first year of the regional mandate to better inform the business case for key sectors. This will include workforce data to be analyzed through the *Labour Force Growth Strategy* due to be completed in December 2023.

SNBSC will support investment and community readiness by:

- Creating existing profiles of regional assets, buildings, industrial parks, etc.
- Supporting ONB on investor site visits in the region when required.
- Developing regional value propositions that identify clear benefits an investor would get from investing in the region.
- Collecting data on the regional economy and its needs: This includes everything from labour market data, wages for priority occupations, availability facilities, available utilities, demographics, regional business data, quality/cost of life indicators, and inventorying lands and assets that are available for development.
- Serving as a liaison for new inward investors: This includes supporting recently attracted/new investors in settling into the province by connecting them with the regional business community, helping them connect with the right local/regional/provincial/federal partners.

To compete for investment, the short-term regional focus will be on addressing the lack of skilled workers, as well as the insufficient housing inventory for the regional workforce. The Southwest region has an overall population of approximately 28,000 residents, much smaller than its neighbouring urban centres. The region also has one of the oldest populations in the province. There are close to 2 people over the age of 65 for every 1 under the age of 15, which is a major threat to our current and future workforce. The region’s population grew slightly (average of approximately 2% growth) over the last two years, but several municipalities saw record increases in population of between 7 and 10 percent. This recent population growth has helped fill the gap in the labour force; however, the need to continue to grow the workforce-aged population over the next several years is apparent. Even with gains in workforce size and participation, the job vacancy rate for the current job market sits at approximately 5%. Further, the oldest workers (age 55+) make up a very large percentage of the overall workforce.



As the population has grown, the regional housing inventory has been depleted, with vacancy rates plummeting, which has caused housing prices to increase beyond affordability for many. While each municipality will have its own

development requirements and priorities in terms of housing, SNBSC will play a key role in providing up to date, accurate data and forecasts, advocacy, as well as planning and zoning advice, to help further development.

The immediate priority for the regional economic development mandate will be to support workforce development and labour force growth, through the Labour Market Partnership Forum that is made up of key provincial and federal funding partners, and community stakeholders. Through this forum, SNBSC will develop a regional workforce development and labour force growth strategy. The strategy will outline activities that SNBSC can lead, coordinate, or support. Community and local government leaders will be engaged in the strategy. The Southwest Workforce Development, and Labour Force Growth Strategy will be completed and operationalized by December 2023. It will include:

- An assessment and mapping of the existing community assets for workforce support to employees and employers.
- An assessment of current workforce and business counts using North American Industry Classification Standards and National Occupational Codes.
- Results of an online survey targeted at employers and employees to confirm gaps and opportunities in the workforce.
- Stakeholder outreach and engagement.
- Development of a tactical action plan to drive outcomes and results for workforce growth and development to support employers and employees.

A key component of supporting workforce development and labour force growth will be to understand newcomer retention services in the region and to play a leadership role. In collaboration with Working NB, ONB, and settlement agencies, in engaging community leaders, including employers our goal will be to foster welcoming communities, inclusive workplaces, and offer related community onboarding services.



Economic and Workforce Development Strategic Priorities

Based on the information presented above, the Strategic Priorities for Economic and Workforce Development over the coming five years are:

1- Provide Strategic Focus: this is linked and in support of all the other priorities listed below. The goals are:

- To have a focused economic development effort regionally
- Informed community, businesses, workforce, potential investors and newcomers
- To grow the regional population and workforce
- To enable data-driven decision making



2- Support Investment Readiness: there are several goals associated with this priority, including:

- Enable Regional Housing Growth
- Enable Regional Transportation Access
- Informed funding partners, potential investors
- Enable data-driven decision making/growth
- Advocate for fastest available internet and cell coverage for the region.

3- Support a Healthy Business Community: the goals are:

- Enable business resiliency
- Build HR management capacity
- Inform/educate public on local business community
- Inform and connect business community
- Build capacity for existing and future entrepreneurs

4- Support Workforce development and labour force growth: the goal is developing a regional vision for workforce development and labour force growth.

These priorities will be led by SNBSC's Economic Development Director, in collaboration with many stakeholders. Appendix C includes a detailed implementation plan for the Economic and Workforce Development mandate, with identified Goals, Actions, Stakeholders, Timelines, and Performance Measures for the Strategic Priorities.

In conclusion, the intent of the Economic Development Strategy is to continue the work that's been started with regional partners and stakeholders, as outlined in the work plan. Key performance data will be collected to develop a solid baseline, which will assist in subsequent planning and target setting.

This strategy and work plan will be reviewed annually by the SNBSC Economic Development Strategy Committee and the SNBSC Board. Any changes made will be republished.

Tourism Promotion

The White Paper presented all local government entities of Southwest New Brunswick with an opportunity to cooperate on Regional Tourism promotion and contribute annually to the development and implementation of a Tourism Destination Marketing Organization for the Southwest Region under SNBSC (RSC 10). With the expanded role of SNBSC under the province of New Brunswick's Regional Service Delivery Act to provide tourism promotion for its members, SNBSC was required to establish a Regional Destination Marketing Organization (RDMO) which will act as the regional body that promotes tourism in the area.

The primary purpose of the RDMO related to SNBSC is to be an industry-driven collaborative body that develops and implements a regional tourism strategy and aims to connect regional tourism stakeholders in the territory covered by the RSC. The Board of SNBSC determined that the RDMO will take the form of an internal department of the RSC. As such, along with a dedicated staff person, SNBSC has established a Tourism Marketing Committee to provide a forum for local governments and tourism stakeholders to cooperate on regional tourism promotion and play a vital role in coordinating their regional tourism economy. With the new RDMO framework in place, a Tourism Strategy is the first step in creating a blueprint to set long-term, sustainable growth of the regional tourism industry.



Strategic Planning for Tourism Promotion

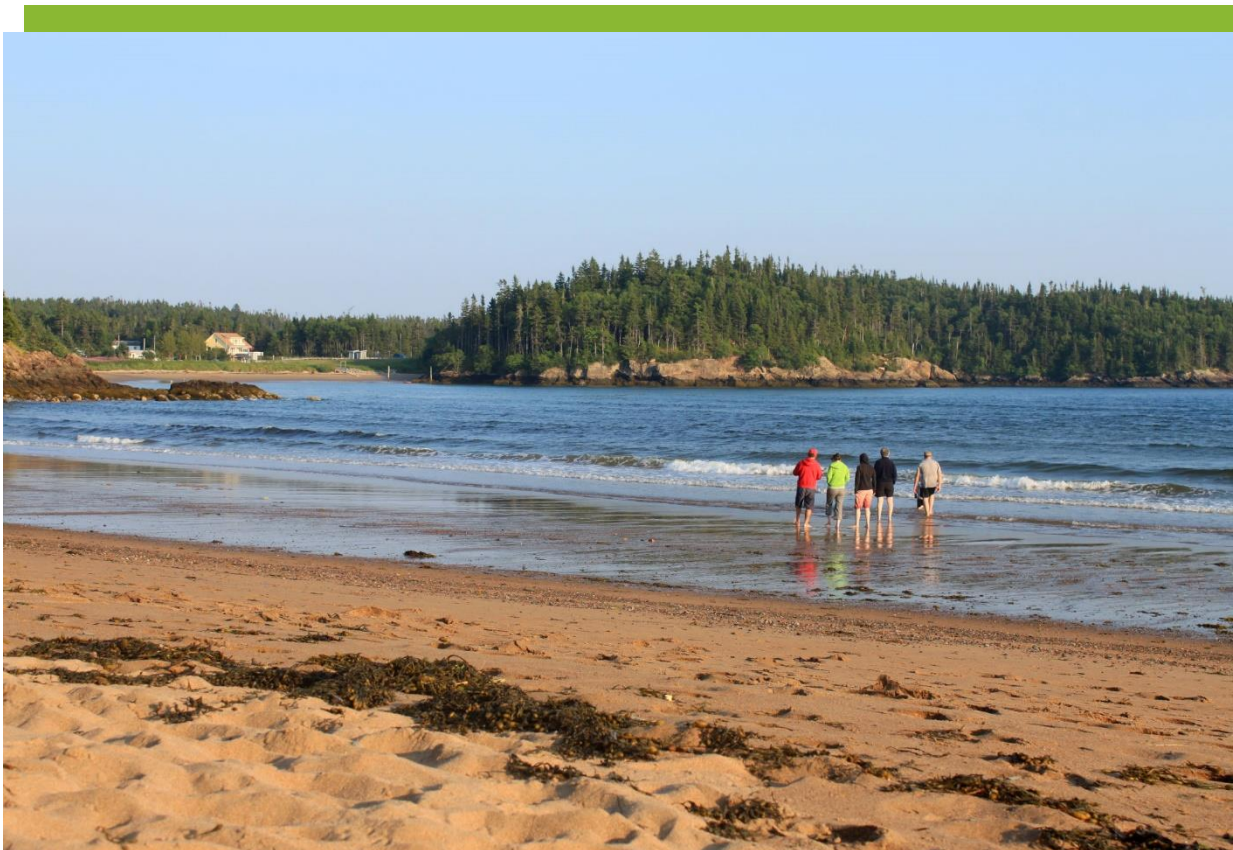


Our plan is to harness and leverage the work and opportunities of Tourism NB's strategy ("The Invitation"), while focusing on our strengths to address the gaps and weaknesses that have been identified. Tourism marketing and destination development involves envisioning, strategic planning, and effective marketing of a specific area and activity to attract tourists and day-trippers. It also involves improving the quality of tourism services, amenities, businesses, and practices through careful planning and capacity-building to ensure that all destinations in Southwest New Brunswick are well-prepared to make informed strategic decisions, overcome obstacles, and seize opportunities. This Strategic Plan is a blueprint for SNBSC and its

stakeholders to reap the tourism sector's full economic and community benefits. As a living document, this plan provides guidance for the organization to establish its new service for the betterment of the entire tourism industry in Southwest New Brunswick.

SNBSC hosted a series of workshops with the Tourism Marketing Committee, that offered participants an opportunity to help shape the future direction of SNBSC as a Regional Destination Marketing Organization (RDMO). The workshops, in addition to the information and feedback provided by the local governments, tourism organizations and operators, existing provincial and national strategic plans, reports relevant to travel trends and visitor motivators, and supplemental research and analysis on market conditions and target market insights conducted by Environics Analytics, served as the basis for the 2023-2028 Tourism Strategic Priorities. There will be a special focus on initiatives that can be implemented within a short time.

At the May 2023 workshop, stakeholders gave feedback that Southwest NB has made progress in building its tourism industry. It was also noted that the lack of consistent and cohesive regional tourism efforts and the absence of a defined and united regional vision over the past 15 to 20 years has caused delays. The stakeholders expressed that SNBSC has the potential to create a fresh and innovative service for regional tourism marketing. They emphasized that growth and expanded tourism development can be achieved through collaboration and alignment of goals among all regional stakeholders, communities, and other divisions of SNBSC and Tourism NB.



Values for Tourism Promotion

The workshop also identified the following values that will guide the decision-making, management, and delivery of future services, including shaping the blueprint of the regional strategy:

- Unity and a willingness to approach tourism development with an open mind are crucial to achieving the tourism vision.
- Preserving the qualities that make Southwest New Brunswick a wonderful place to live should be a top priority.
- Tourism has the potential to greatly enhance the quality of life for residents by supporting a variety of businesses and venues, including unique restaurants, quaint shops, and community, cultural, and recreational establishments.
- Retail and customer service businesses must prioritize tourism, as it serves as a driving force for the entire region.
- The tourism vision must align with the strategic goals of the Province of New Brunswick.

Tourism Vision Statement

Position Southwest New Brunswick as a preferred destination of choice and be a leader in sustainable economic growth through a regional-based tourism program. Tourism will enrich the resident and visitor experience in Southwest New Brunswick and expand local jobs and prosperity.

The following strategy presents a tourism vision for Southwest NB, while leveraging Tourism NB strategy and spend, and addressing gaps and weaknesses in our region. The Themes and Strategic Priorities are intended to serve as a guide and will be reviewed and updated by the Board and key stakeholders as necessary to reflect changing tourism objectives, priorities and market conditions throughout their implementation. Tourism objectives and results will be tracked regularly where learning from every year's activities can inform future decisions so we can be even more effective in increasing regional benefits. Additional information and analysis about the tourism sector in SNBSC is included in Appendix D.



Tourism Promotion Themes

- Effectively communicate our offerings
- Facilitate community coordination
- Establish a recognizable brand
- Have offerings to engage visitors year-round and encourage longer stays

Tourism Promotion Strategic Priorities

The following three key Strategic Priorities for Tourism Promotion were identified as a result of workshops and participants feedback, stakeholder input, tourism division research, and consultant's participation:

1- Tourism Planning and management: Utilize the capacity of the SNBSC Tourism division to implement and manage the 2023 - 2028 Southwest New Brunswick Tourism Strategy. The goals are:

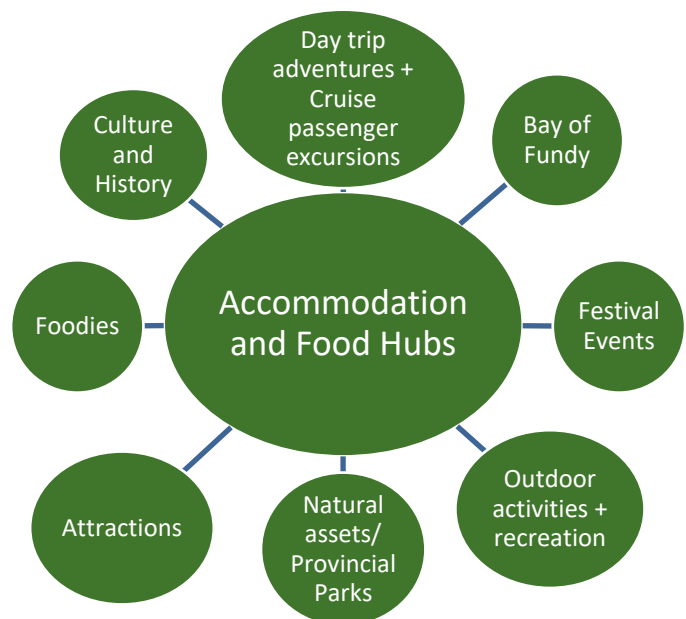
- Funding support for the Tourism Program
- Program Planning and Management
- Monitoring, Evaluation, and Research
- Manage stakeholder relations
- Improve visitor services

2- Branding and Marketing: Undertake a research-based identity and branding process that defines the image and positioning of Southwest New Brunswick as a top maritime destination. The goals are:

- Develop a brand unique to Southwest New Brunswick
- Develop and launch a regional tourism website
- Develop and implement a Marketing and Communications Program

3- Destination and Industry Development: Ensure product development will result in increased regional appeal, awareness, interest, visitation, spending and overnight stays, with the end goal of increasing economic impact related to tourism. The goals are:

- Promote heritage and culture
- Promote and expand festivals and events
- Promote outdoor recreation
- Develop sport tourism
- Foster tourism infrastructure development
- Expand events and leisure travel
- Develop and foster experiential and adventure travel
- Develop tourism packaging and itinerary



To better illustrate one tactic to deliver the itinerary and package development activities noted above, SNBSC will activate a hub and spoke model concept with curated day trips and excursions to encourage visitation and extend the stay to all parts of the region.

The Tourism Promotion Strategic Priorities will be led by SNBSC's Tourism and Recreation Services Director, in collaboration with many stakeholders. Appendix E includes a detailed implementation plan for the Tourism Promotion mandate, which identified Goals, Actions, Stakeholders, Timelines, and Performance Measures for the Strategic Priorities.

Sports, Recreation, and Culture

The intention behind developing this Regional Recreation Strategic Plan was to create a framework to guide future service delivery and collaboration in the region. It was developed based on the research and engagement conducted during the development of the plan and informed by national and provincial sport and recreation frameworks and best practices. It is intended to provide SNBSC and its members with a strategic roadmap that can be implemented over the next five years (2023-2028), to guide regional service delivery, identify areas of enhancement, and help set future priorities. The Strategic Plan will also provide staff, committee members and elected officials with a tool and point of reference that can be used to inform future decision-making related to capital and operating budgets, cost sharing, and potential partnerships. This strategy should be reviewed and updated as necessary to reflect changing recreation objectives, priorities, and needs. Also, results should be tracked regularly such that an updated strategy, with learning from the current year's activities, can be even more effective in increasing regional benefits.

Strategic Planning for Sports, Recreation, and Culture

The Strategy was developed by a Recreation Advisory Committee and SNBSC's staff in consultation with various community recreation and sports associations and stakeholders. Southwest New Brunswick recreation and sports infrastructure and organization data, along with a scan of recreation and sport best practices nationally and provincially, was summarized and presented to the participants in this plan development to provide background and context. An Evaluation Framework was also developed to capture the current regional sport and recreation framework implementation and to track future progress assessment and monitoring, measuring outcomes and ensuring overall accountability of results.

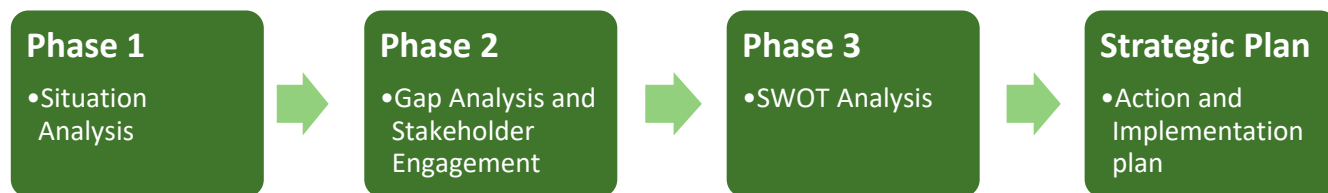
Defining Recreation

The term "recreation" can mean different things to different people. **The Framework for Recreation in Canada 2015: Pathways to Wellbeing** provides the following definition of recreation:

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, and creative pursuits that enhance individual and community well-being.

The Framework also states that *"recreational experiences include but are not limited to participation in physical activity, sport, arts, cultural, social, heritage and intellectual activities."*

The following graphic illustrates the process used to develop the Regional Recreation Strategic Plan. This phased approach was undertaken jointly by SNBSC and its members over approximately six months, with the situation analysis outcomes collected from work undertaken over four years.



Approximately fifteen stakeholder groups were consulted through many workshops and meetings.

- Recreation Strategic Advisory Committee
- Municipal staff from St. Stephen, St. Andrews, Eastern Charlotte, Grand Manan, Campobello, Fundy shore
- Southwest New Brunswick Indoor and Outdoor Sport Organizations
- Southwest New Brunswick Community Organizations
- Reimagining Access to Sport, Recreation & Leisure community poverty reduction stakeholders and citizens
- SNBSC's staff

In addition to the Stakeholder Consultation, public consultation feedback received during the development of the Regional Recreation Master Plan and its policies were considered in developing this plan.

The following is the Vision, Values, Strategic Priorities and Objectives for the SNBSC Recreation Division, which will create the pathway forward over the next five years. Our Vision aspires to capture the future state recreation in southwest New Brunswick and serves as a guide for taking future courses of action.

Sports, Recreation, and Culture Vision Statement

We envision a region where everyone can engage in meaningful, accessible recreation experiences that foster individual well-being, community well-being, and the well-being of our natural and built environments. SNBSC helps facilitate the opportunity for residents of Southwest NB to be physically, socially, and mentally active and to come together as a community through a service-based approach focused on planning and service priorities that:

- Address regional needs.
- Deliver a range of opportunities that will reach all segments of the population.
- Ensure regional and provincial resources are effectively and responsibly allocated; and
- Foster creative, active, and healthy communities where everyone belongs and everyone can participate.

Values and Principles of Operation for Sports, Recreation, and Culture

SNBSC is adopting the same values and principles found within the framework for Recreation in Canada. Values guide the decision-making, management, and delivery of current and future policies and practices. Our values are:

- **Active for a Lifetime:** individuals and communities benefit from lifelong participation in recreational experiences

from early childhood to old age. This aligns with Canadian Sport for Life (CS4L) movement, to improve the quality of sports and physical activity in Canada.

- **Public Good:** through much of the 20th century, public recreation was regarded as a “public good”. The emphasis was on accessibility for all, outreach to disadvantaged groups, and a belief in the universal benefits to the whole community and not just to users.
- **Equity, Diversity, and Inclusion:** Equity, Diversity, and inclusion is a conceptual framework that promotes the fair treatment and full participation of all people, especially populations that have historically been underrepresented or subject to discrimination because of their background, identity, or disability.
- **Sustainability:** recreation requires a sustainable system in terms of human resources, economics, and the environment. Recreation values and stewards indoor and outdoor places and spaces in the built and natural environments.
- **Innovation:** SNBSC values innovation and recognizes the benefits of ingenuity, co-creating new policies or services for its members, and creating and implementing new ideas in design, program concepts, research, and learning.
- **Accessibility:** SNBSC emphasizes promoting inclusivity and accessibility for individuals with disabilities. We understand the importance of creating physical and social environments that prioritize accessibility in policies, programs, and facilities to enable full participation in recreational activities. We will collaborate with our partners and service delivery groups to ensure all recreational spaces are easily accessible and free from any physical or emotional barriers that may hinder participating.

Strategic Alignment to National and Provincial Framework

The Strategic priorities for Southwest NB have been developed by aligning with the existing national and provincial plans and regional policies. These goals are based on the national framework for recreation and sport and aim to guide future recreation services and investment. They address the challenges and gaps identified while leveraging the strengths and progress achieved so far.

- **Active Living** - Foster active living through physical recreation.
- **Inclusion and Access** - Increase inclusion and access to recreation for populations that face constraints to participation.
- **Supportive Environments** - Ensure the provision of supportive physical and social environments in Southwest Brunswick encourages recreation participation.
- **Connecting people and Nature** - Help people connect to nature through recreation through the provision of planning of outdoor places and spaces and the development of enabling policies, programs and services related to natural environments.
- **Collaboration and Recreation capacity** - Ensure the continued growth and sustainability of the recreation field in Southwest NB by supporting leaders in recreation, including professional staff and volunteers.



Focus Areas for Sports, Recreation, and Culture

Well-maintained facilities that meet the needs of Southwest New Brunswick's diverse population and a large territory, as well as well-planned supportive built and natural environments such as recreation facilities, buildings, parks, schools, road systems, greenways, motorized trails and marinas, are seen as critical to successful recreation and sport opportunities. Themes emerging from the SWOT analysis session, including the gaps and challenges identified by SNBSC, have identified the following priorities for the recreation strategic plan:

- Improve access to Waterways, beaches (oceanfront, lakes, rivers), and marinas to leverage underutilized spontaneous outdoor recreation opportunities such as fishing and water-based activities.
- Improve communication and access to information for policies, best practices, grant opportunities and industry information for SNBSC members, Municipal recreation staff, sports organizations, and the general public to support and foster quality recreation capacity and leadership for public, not-for-profit and private recreation providers.
- Create awareness of the benefits of active living and the "sport for life" philosophy while improving the physical literacy of residents of SW NB, which includes educating the public on the benefits of reducing sedentary behavior and the importance of recreation, and the need for investment to support individual and community wellbeing.
- Organize short and long-term plans and priorities for the region in a sustainable manner.
- Provide guidance, leadership, and support for emerging municipalities in establishing their recreation framework.
- Establish a well-planned and market-ready trail network for Southwest NB, including motorized, greenway, and active transportation modalities.
- Evaluation, assessment and planning of new multi-purpose recreation facilities to meet the perceived public demand and need for new indoor fields, courts, arts & culture programming space and indoor gyms.
- Improve access and remove barriers for the public, not-for-profit and private recreation service providers to better utilize existing recreation facilities and assets (indoor and outdoor) to offset the need for new infrastructure. We will seek to foster sustainable, supportive recreation environments in Southwest New Brunswick— Anglophone School district-South (ASD-S) fields, gymnasium, and transportation; work with Department of Fisheries and Oceans for water and beach access; and Department of Transportation and Infrastructure building roads for the people first, and cars second (Active transportation policies reflective of current modern-day way of life);



- Identify opportunities to remove barriers to access recreation in the communities of Southwest NB, where there is equitable participation for all, regardless of socioeconomic status, age, culture, race, gender, ability and geographic location. These barriers include but are not limited to transportation, ease of getting to the facility, and a focus on balancing the recreation for the public good against the realities and necessity of the current pay-to-play system.

Sports, Recreation, and Culture Strategic Priorities



The focus areas, supported by data, best practice research, and the results of the broad consultation, led to identifying seven Strategic Priorities and subsequent Goals and Actions. These priorities aim to support each community in Southwest New Brunswick to inspire, motivate and support active participation in recreation and sport for their residents:

1. **Recreation planning and management:** Aim to create a comprehensive understanding of the SNBSC Recreation Division's duties, priorities, policies, and roles. This will clarify how the organization works towards its goals, given that offering recreation services in Southwest NB is a multifaceted process involving several entities, policies, resources, and plans.
2. **Inclusive Access to Sport, Recreation, and Leisure:** Expand efforts and establish partnerships to address barriers to participation in recreation to provide inclusive opportunities for sport, recreation, and leisure activities for residents living in vulnerable conditions, including low-income New Brunswickers.
3. **Communication, Information, and Awareness:** Improve communication and access to information for policies, best practices, grant opportunities and industry information for SNBSC's members, municipal recreation staff, sports organizations, and the general public to support and foster quality recreation capacity and leadership for public, not-for-profit and private recreation providers.
4. **Trails:** Establish the planning, safety, awareness and suitability of Southwest New Brunswick's trails to foster trail tourism and support residents in accessing safe, outdoor recreational activities.
5. **Regional Collaboration:** Increase regional collaboration and synergies across all aspects of regional service delivery and planning.
6. **Regional Cost Sharing:** Ensure the continued growth and sustainability of the recreation framework and its assets.
7. **Arts and Culture:** Conduct a Regional Arts and Cultural Plan. This plan will seek to provide clarity and direction on the needs, programming types, and supply of current arts and culture provision, and work towards improving First Nations and Indigenous culture representation in the region.

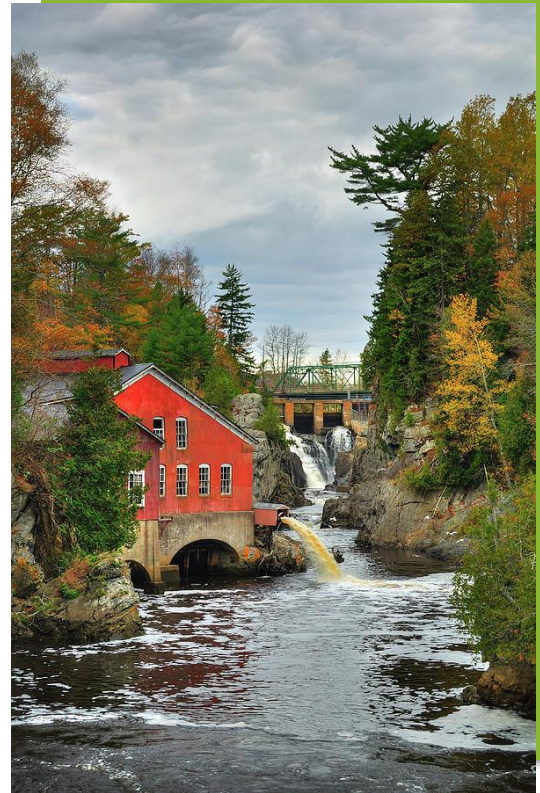
These priorities will be led by SNBSC's Tourism and Recreation Services Director, in collaboration with many stakeholders. Appendix F includes a detailed implementation plan for the Sports, Recreation, and Culture mandate, with identified Goals, Actions, Stakeholders, Timelines, and Performance Measures for the Strategic Priorities.

Community Development

The White Paper "Working Together for Vibrant and Sustainable Communities" proposes that RSCs work with their regional partners to identify how they may be able to support improvements in areas such as affordable housing, newcomer settlement services and diversity promotion, social inclusion, and healthy communities. 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 RSC.

Implementing the community development mandate will be incremental work, with time invested in building and strengthening relationships with key stakeholders in the region. The following steps were important considerations in ongoing development of the community development plan:

- asset-mapping;
- conducting needs assessments;
- reviewing the existing landscape;
- defining the actions to be included in the community development plan.



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	GNB
▪ Ensure a coherent regional vision and plan in areas such as (but not limited to) affordable housing, newcomer settlement services, social inclusion and healthy communities. This work will be supported by the integration of the CINs within the RSCs. ▪ Help ensure that investments in <i>infrastructure and programs</i> 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 CCR, helping to align the community development supports and efforts of GNB departments involved. ▪ Regional strategy requirements developed in close collaboration, so that GNB departments will align with regional priorities.

The Community Development Mandate for the RSC's is "intended to solidify the various levels of support to communities and provide structures that can help align provincial and regional efforts". The goal is to build collaboration, coordination and a stronger cooperative approach which will help ensure that investments in infrastructure and programs are more effectively delivered within the region and have a greater overall impact.

Strategic Planning for Community Development

The initial objective of the strategy is to provide strategic regional focus and an accountability framework for community development. The strategy represents a first step at addressing this objective but realistically it is a work in progress and the development of the strategy will be on-going as knowledge and collaboration is increased around this new mandate.

The strategy development was supported by a community development committee which was made up of subject matter experts, regional partners in community development work, municipal councillors and former Vibrant Communities Charlotte County Board members. This committee was engaged through the planning process and provided excellent input through two workshops and a strategy review. The committee endorsed the strategic plan and wanted to express ongoing support in its implementation. A standing committee will need to be established this summer or fall.

The strategy builds on existing plans that previously engaged communities and stakeholders. This includes consultations related to the 2021-2023 CIN Regional Plan, the Regional Resiliency Committee plans from 2021 and 2022, and the current Horizon Health Community Health Needs Assessment (CHNA) underway in the region. Through this approach, the goal was to make the most of a limited timeframe, while including and verifying recent and upcoming community engagements, and avoiding over-consulting our communities. As we move into the implementation of the community development strategy and action plan, the goals and actions will bring more

regional partners and stakeholders into the process to ensure an informed and collaborative approach. Additionally, as the CHNA will not be complete until December, the action plan includes reviewing the CHNA when it is complete, in order to incorporate the findings into the community development strategy and action plan.

The scope of Community Development is broad, and the strategy could include many possible goals and actions. It was decided to focus on the minimum specific requirements. This includes the current Community Inclusion Network (CIN) priorities as determined by the provincial Overcoming Poverty Together 3 Plan (which includes Social Enterprise, Mental Health & Addiction, School Food Programs) as well as the region's Community Capacity & Resiliency Framework (which includes multiple pillars). The strategy identifies goals and actions related to each of these areas and also identifies where there will need to be partnership and collaboration across the RSC Mandate areas in some priority areas.

In the midst of implementing new mandates and local governance reform, this first year will have a lot of focus on building understanding, alignment and collaboration. Thankfully, as the RSC moves forward with the community development mandate, we are building on the long-time efforts of Vibrant Communities Charlotte County, who have laid much of the groundwork for this mandate.

Community Development Vision Statement:

Everyone living in Southwest New Brunswick has the opportunities, resources, and security to thrive and actively participate in their community.

Community Development Themes

Recognizing Community Development is a new mandate for the Regional Service Commission, the initial year of the mandate implementation will primarily focus on building understanding, alignment and collaboration. The following themes came forward through the process of assessing plans related to Community Development and through the input provided by the committee during the strategy workshops.



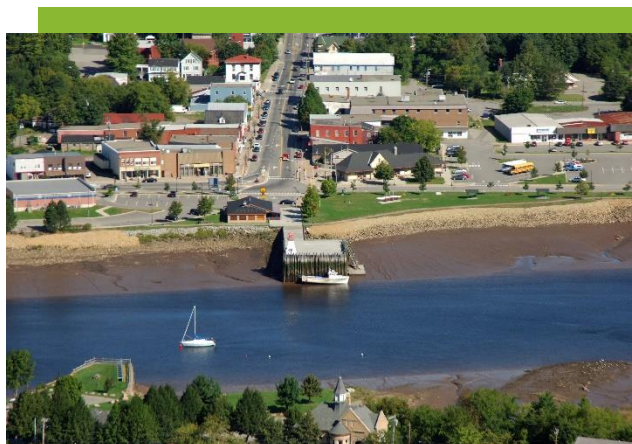
- **Identify and Understand:** convening stakeholders to identify and understand the gaps, challenges, root causes, opportunities and assets; collecting new data and information (research, consultations etc.); growing our understanding and knowledge.
- **Communication and Information:** gathering and sharing data and information (central information point for regionally relevant data, grants, resources); sharing out to our regional network the gaps, challenges, root causes, opportunities, existing assets and progress; building wider understanding and knowledge through communication platforms.
- **Coordination and Collaboration:** fostering connection and collaboration between stakeholders and sectors across the region, and levels of gov't (e.g. connecting municipality, non-profit and gov't to coordinate virtual

access to a service); convening stakeholders around priority areas to work together (e.g. bringing Mental Health support providers together to coordinate communication of services in community); providing opportunities to increase capacities (e.g. offer training, workshops, host symposiums, connect to funding sources, etc.).

- **Advocacy:** using the regional voice to communicate higher or lower in the stakeholder ecosystem (e.g., to provincial or federal depts, or to local leaders or communities); advocating generally about systems, policy or funding shifts that relate to the needs and opportunities in the region.
- **Housing:** housing is a limiting factor for stability in health, employment and belonging. There is a shortage in housing across the region, but we are missing some housing types for specific populations in our communities.
- **Transportation/Access:** transportation is a limiting factor for access to services; availability and location of services a factor, and virtual options to connect to services outside of communities is not universal yet.
- **Newcomers:** newcomers have unique challenges in all priority areas (Mental Health, Food Security, Housing, Transportation); Needs are immediate. Advocacy is slow and we need something sooner.
- **‘Backbone’ Role:** The Community Development mandate lines up the RSC to have a Collective Impact 'Backbone' role for the region. This approach is considered a best practice for community development. Functions of a collective impact backbone often include:
 - Advancing the overall vision and strategy
 - Establishing shared measurement
 - Aligning activities and resources
 - Building public will
 - Advancing policy
 - Securing resources and funding.

Vibrant Communities Charlotte County (VCCC) was successfully building on this backbone approach over the past ten years. Now that their CIN role has been incorporated into the RSC, it seems appropriate that this ‘Backbone’ momentum is continued where it will be able to be enhanced and developed further under the Community Development mandate.

Community Development Strategic Priorities



SNBSC believes an effective Community Development Strategy is one that is community based and community focused. A priority in the planning exercise was to incorporate previous and concurrent collaborative work, which includes consultations related to the 2021-2023 CIN Regional Plan, the Regional Resiliency Committee plans from 2021 and 2022, and the current Horizon Health Community Health Needs Assessment underway in the region.

The following strategy presents a Community Development vision for Southwest NB. The Themes and Strategic Priorities are intended to serve as a guide and will be reviewed and updated by the Board and key stakeholders as necessary to

reflect changing community development objectives and priorities throughout their implementation. Community Development objectives and results will be tracked regularly, where learning from every year's activities can inform

future decisions so we can be even more effective in increasing regional benefits. More information about community development programs and regional stakeholders is included in Appendix G.

The following eight Strategic Priorities Areas form the foundation of the Community Development plan.

- 1. Social Enterprise:** Make investments through a new social finance fund to increase the capacity and sustainability of social enterprises within non-profit organizations in NB (CINable). The goals are:
 - Increase understanding around social enterprise resources, needs, gaps and opportunities.
 - Key players actively engaged.
 - Increase knowledge of funding options and resources for organizations to start and continue a social enterprise.
 - Increase awareness and support of regional Social Enterprises.
- 2. Mental Health and Addictions:** Improve access and reducing wait times for mental health and addictions services (CINable). The goals are:
 - Increase understanding and collaboration around Mental Health and Addiction resources, needs, gaps and opportunities.
 - Increase uptake of existing MH training, increase understanding of MH and reduce stigma.
 - Increase support for community-based initiatives aimed at improving mental health and wellness.
 - Increase understanding of what the community has identified as priorities around mental health and addictions.
- 3. School Food Programs:** Develop or expand existing school food programs at all schools in the region (CINable). The goals are:
 - Increase understanding around School Food Program resources, needs, gaps and opportunities.
 - Increase knowledge of resources (including funding) for school food programs. Increase collaboration of stakeholders.
- 4. Economic Security and Employment** (Community Capacity and Resilience Framework): Work in collaboration with the Economic Development Division to accomplish the following goals:
 - Build understanding around ways to increase the economic security of households in the region.
 - Awareness of training and employment programs.
 - Support addressing identified barriers to employment.
 - Increase the understanding of best practice, policy, and advocacy for increased income security.
 - Increase the understanding of best practice, policy, and advocacy for healthy and inclusive employment practices. Health, Social Service, Justice, Education Systems.
- 5. Environmental Sustainability** (Community Capacity and Resilience Framework): The main goals for this priority are:
 - Build understanding around actions, policies and advocacy that would increase environmental sustainability and resilience to climate change impacts.
 - Increase collaboration, awareness and communication around food security.
- 6. Health, Social Service, Justice, Education Systems** (Community Capacity and Resilience Framework): the main goals for this priority are:

- Increase equitable access to services.
- Increase the understanding around lack of access, and its impact on equitable access to services.

7. Stable Housing and Healthy Built Environment (Community Capacity and Resilience Framework): the main goals are:

- Have informed and targeted funding, education, and advocacy for housing and affordable housing in region.
- Build understanding around actions, policies and advocacy that would increase stable housing and healthy built environment.

8. Building Regional Capacity - Network, Communication, and Information: The main goals for this priority are:

- Foundation year - Build understanding and collaboration for the Community Development mandate in the Region.
- Relevant and Accessible data sources for decision-making, project development and evaluation.
- Increase resilience of organizations.
- Alignment of regional efforts in overlapping priority areas.
- Effective implementation of Community Development strategy.
- Effective strategic development, implementation, and communication for RSC mandates.

SNBSC developed Goals, Actions, and KPI's to move forward on the Strategic Priority Areas. The Community Development Coordinator at SNBSC will be the lead on these Strategic Priorities, in collaboration with the stakeholders identified in the Implementation Plan.

Refer to Appendix H for the SNBSC Community Development Implementation Plan.



Regional Transportation

The need for effective, reliable, accessible, and affordable regional transportation to, and within the Region, came up several times during the workshops with the various committees of the RSC's new mandates. There are several forms of transportation currently relied upon by New Brunswickers to meet their daily needs. In addition to road, rail, and air transportation; sea transportation is of specific importance in our Region since some member municipalities are islands (Village of Grand Manan and the Rural Community of Campobello), along with several other islands, notably Deer Island and Whitehead Island which are part of the rural district. The economic, recreation, and health benefits of active transportation within the Region were also highlighted as priorities and discussed during the meetings and workshops. The planning undertaken by SNBSC considers all forms, with particular attention to passenger transportation which includes urban public transit, regional public transit, community transit, and ferries. Our primary objective is to design and implement strategies that will lead to the creation of integrated regional transportation systems with mobility options that are available, affordable, and accessible for all residents, and ultimately integrate these systems to other regional and provincial systems.



Regional Transportation Strategic Priorities



For this new mandate, SNBSC will follow a collaborative and inclusive approach with all its member communities, and other partners and stakeholders in the transportation space. In the first five years, there will be emphasis on building understanding, identifying, and engaging stakeholders, investigating all options for regional transportation, and conducting necessary planning to move forward on this new mandate. SNBSC will be the forum for collaboration and support on regional transportation opportunities. The Strategic Priorities for the first five years are as follows:

1. **Conduct a regional scan of existing transportation services.**
2. **Develop a regional integrated transportation strategy that considers inter-municipal, inter-regional, and inter-provincial connections.**
3. **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.**
4. **Develop and implement regional transportation goals to increase accessibility, affordability, and availability of transportation services.**

These priorities will be led by SNBSC's Community Development Coordinator, in collaboration with many stakeholders. Appendix I includes a detailed implementation plan for the Transportation Strategic Priorities, with identified Goals, Actions, Stakeholders, Timelines, and Performance Measures for the Strategic Priorities.

Solid Waste Management

The Solid Waste Division is responsible for solid waste services in the Southwest New Brunswick, including the operation of the landfill, managing a single stream residential recycling program and a seasonal appliance (white goods) collection program. The Solid Waste Division also participates in various Extended Producer Responsibility (EPR) programs in partnership with Recycle NB. The Solid Waste Division operates from Lawrence Station, NB, at the landfill site which is known as Hemlock Knoll Waste Management Site. The Solid Waste Management Division consists of twenty-five full-time staff members, and typically two seasonal employees are hired in the summer months. The Solid Waste Management Division is responsible for site construction, scale, and technical work, mechanical and building maintenance duties, administration and financial services, human resources supervision and management, and other duties related to maintenance and operation of the various landfill systems and assets.



The landfill was constructed over a two-year period and began accepting waste in its first cell the fall of 1997. The cells are in a constant state of waste placement and construction, and the thirteenth cell is currently being constructed. All cells are fully lined, and the landfill has on site leachate treatment. In addition to the cells, the landfill site also has facilities for household hazardous waste, a construction and demolition disposal site, an office building, a recycling building, site operations and water quality laboratory facilities, a fire pump building, and several pump and control buildings associated with the leachate treatment system. There is a landfill gas capture system in place, and the landfill gas captured is currently being flared.

The landfill site benefits from its location with arterial highway access and away from highly populated neighborhoods. The Solid Waste Division operates the landfill under a Certificate of Approval issued by the provincial Department of Environment and Local Government. In terms of capacity, according to the latest capacity study performed by Stantec in 2019, the landfill operations at the current site have an approximate remaining life span of 110 years, based on current incoming disposal volumes.

Solid Waste Division Strategic Priorities

The landfill technical committee and management staff members conducted a strategic planning workshop. Based on the input received from the attendees and a SWOT analysis around the Waste Management Division assets and operations, the following Strategic Priorities were identified:

1. **Environmental responsibility:** the goal is to meet current and future regulatory requirements for leachate treatment and Green House Gas emissions.
2. **Financial stability:** the goal is to ensure landfill revenue is enough to cover all capital and operational costs required for sustainable operations.
3. **Succession planning:** the goal is to ensure continuity of operations as key staff members retire.
4. **Efficient and safe operations:** the goal is to implement new technologies to aid in efficiently conducting operational and construction tasks and increase the useful life of our assets and infrastructure; in addition to being proactive to increase the safety of the landfill staff and customers.
5. **Effective communication:** the goal is to keep our staff, customers, and the public informed with reliable information.



These priorities will be led by the manager of SNBSC's Waste Management Division. Appendix J includes a detailed implementation plan for the Waste Management Strategic Priorities, with identified Goals, Actions, Timelines, and Performance Measures for the Strategic Priorities.

Planning Services

SNBSC has a Planning Division which employs full-time planners and development officers. The Planning Division offers planning services for the following communities:

1. Fundy Shores Rural Community
2. Eastern Charlotte Rural Community
3. Town of Saint Andrews
4. Southwest Rural District
5. Village of McAdam
6. Village of Grand Manan
7. Municipal District of St. Stephen
8. Rural Community of Campobello Island

Planning services offered by the Planning Division include the following:

1. Building or Demolition Permit
2. Development Permit
3. Sign Permit
4. Zoning Confirmation or Compliance Letter
5. Subdivision of Lot(s)
6. Variance or Terms/Conditions
7. Rezoning or Plan Amendment
8. Temporary or Non-conforming Use
9. Approval or Exemption of Documents for Registration
10. Zoning By-laws or Regulations

The Planning Review and Adjustment Committee (PRAC) oversees the recommendations made by the Planning Division for variances. The PRAC is the authority that approves recommended variances for partner municipalities and rural areas subject to planning guidelines. PRAC members are appointed by the Board. Each partner municipality is afforded one position on the PRAC, and the remaining positions are allocated to the rural entities. The PRAC meets, in general, on the third Thursday of each month, except for Statutory Holidays, in which case the meeting is the second Wednesday of that month. These meetings may be held anywhere within the region.

Planning Strategic Priorities



GEMTEC facilitated a workshop with SNBSC Planning Division staff and the CEO. It was evident during the discussions that SNBSC will focus on building internal capacity within the Planning Division using good technology to offer a better customer experience. Increasing the current level of service currently offered by the Planning Division to include by-law enforcement,

civil engineering services, extra capacity for Geographic Information System (GIS), a writer for funding applications, etc., will necessitate new staff members. The planning Division highlighted the importance of helping municipalities with their asset management plans to align with the requirements of the White Paper in this space. The planning Division, as an established corporate service within SNBSC, acknowledged its role in assisting other divisions in their mandates, as it relates to data collection, data hosting, data analysis, infrastructure mapping, community master planning, and land use planning (especially for affordable housing).

The three Strategic Priorities for the Planning Division are:

1. **Mature planning division:** the goals are to build internal capacity and improve service via technology.
2. **Greater use of GIS analysis to create spatial plans and GIS data:** the goal is to provide data for informed decision making.
3. **Professional By-law enforcement:** the goal is regional collaboration for by-law enforcement services.

These priorities will be led by the manager of SNBSC's Planning Division. Appendix K includes a detailed implementation plan for the Planning Division Strategic Priorities, with identified Goals, Actions, Timelines, Stakeholders, and Performance Measures for the Strategic Priorities.

Public Safety Committee

SNBSC established a public safety committee to coordinate police, fire protection, and emergency measures planning services. The Public Safety Committee will establish its priorities and goals over the next few months. The Public Safety Committee follows the Terms of Reference as laid out by the provincial government, and will:

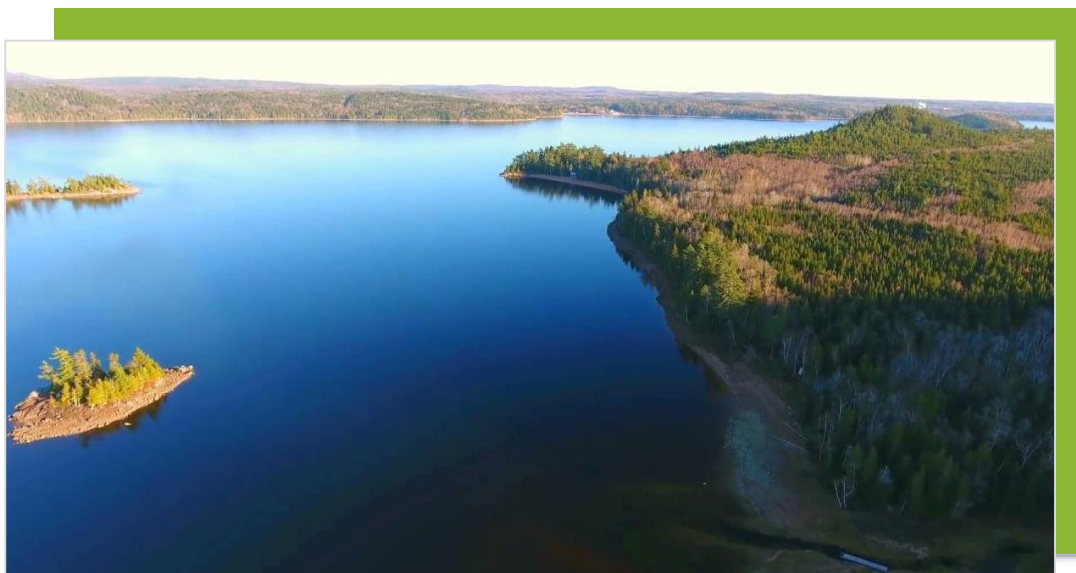
- Serve as a regional forum through which Police, Fire, and Emergency Measures Planning service representatives can both share information and receive feedback.
- Identify opportunities to strengthen public safety services through improved collaboration and communication between public safety agencies, 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.
- 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.

The Public Safety Committee includes the following members and their respective role:

Member	Role
Jim Tubbs	Current Board member, RD10 Chair & CCGSAR
David Hatt (Board alternate) Eastern Charlotte	Current Board alternate, Eastern Charlotte
Deputy Mayor Denny Cosgwell	Current Board member, Fundy Shores & Ambulance NB
Dan Boyd	Grand Manan
Rhonda Hulan	Regional Emergency Management Coordinator
RCMP members (rotates)	
Fire Chiefs (rotates)	
DNR members (rotates)	

Accountability Framework

- SNBSC Board members and senior staff are committed to focusing their efforts on achieving the goals outlined in this document. SNBSC CEO and senior staff will provide the Board with strategy progress updates focused on the status of the implementation plan twice a year. These progress updates will also be included in SNBSC's annual report.
- SNBSC Board will also conduct a comprehensive review of this Strategic Plan at the conclusion of its term in 2028. The purpose of this review is to evaluate the overall success of the Plan and to inform the next regional strategy.
- The progress updates and comprehensive review will specify which goals have been achieved and if performance targets have been met, under the context of celebrating successes and considering how shortcomings can be improved upon.





APPENDIX A

Workshops

Community Development Committee Members:

Committee Member		Region/Sub-region
Ken Stannix	RSC Board, Mayor	McAdam
Sylvia Humphries	VCCC/CIN, Poverty Reduction, Seniors VCCC, Regional Resiliency Coordinator, Seniors & Wellness	Western Charlotte, St. Andrews Regional scope, Bocabec
Kim Reeder	ECW, Food, Grants, VCCC	Eastern Charlotte
Briana Cowie	School District, Horizon Health	Regional Scope, St. Stephen
Kelly Harrell	Community Development, Horizon Health	Regional/Eastern Charlotte
Heather Chase	CCMA, diversity, inclusion, newcomer settlement	Regional Scope
Joan Majchrowski		
Suren Yoganathan		
Trish Toll	Councilor, Business owner	Grand Manan
Deanna Bent	Councilor	Fundy Shores
Harvey Matthews	Mayor	Campobello

All Committee Members were engaged regarding the meetings/workshops agendas and information. Terms of Reference were established. If committee members were unable to attend a meeting, they were given opportunities to review materials and give input.

Here are the dates related to the Community Development Ad-hoc Committee

- Tuesday April 18th, 1pm-2:30pm (Virtual) - **First Committee Meeting** - Mandate explored, Terms of Reference established.
 - Participants: Briana Cowie, Kelly Harrel, Ken Stannix, Heather Chase, Deanna Bent, Sylvia Humphries, Kim Reeder, Joan Majkrowski, Raymond Funk (Coordinator)
- Saturday May 13th, 10am-3pm (In-person) – **Community Development Workshop #1** – Mandate background explored further, input on priorities.
 - Participants: Hollis Bartlett, Raymond Funk, and Community Development Committee members (Trish Toll, Briana Cowie, Kelly Harrel, Ken Stannix, Heather Chase, Deanna Bent, Sylvia Humphries, Kim Reeder)
- Wednesday May 24th, 2pm-4pm (Hybrid) – **Community Development Workshop #2** – Further input on priorities.
 - Participants: Hollis Bartlett, Raymond Funk, and Community Development Committee members (Trish Toll, Briana Cowie, Kelly Harrel, Ken Stannix, Heather Chase, Deanna Bent, Sylvia Humphries, Kim Reeder, Suren Yoganathan)
- Tuesday June 6th, 5pm-6pm (Hybrid) - **Review of Strategy Draft** – Input and comment on strategy to go to RSC board.
 - Participants: Briana Cowie, Kelly Harrel, Ken Stannix, Heather Chase, Deanna Bent, Sylvia Humphries, Kim Reeder, Raymond Funk (Coordinator), Hollis Bartlett (CEO), Jihad El Zamer (Facilitator)

Economic Development Committee Members:

Committee Member		Municipality
Harvey Matthews	RSC Board, Mayor	Campobello
Darrell Weare	Councilor	St. Andrews
Don Doherty	Business Owner	McAdam
Glenn Hawkins	Synergi Community Development	Eastern Charlotte
Ian Williams	Future St. Stephen	St. Stephen
Sheena Young	Councilor, Business Owner	Rural District 10
Susan Farquharson	Councilor	Fundy Shores
Jayne Turner	Councilor	Grand Manan

All Committee Members were engaged regarding the meetings/workshop agendas and information. Terms of Reference were established. If committee members were unable to attend a meeting, they were given opportunities to review materials and give input.

Here are the dates related to the Economic Development Ad-hoc Committee:

- Thursday April 20th, 6pm-7:30pm (Hybrid) - **First Committee Meeting** – Mandate and timelines explored, Terms of Reference established.
 - Participants: Darrell Weare, Don Doherty, Glenn Hawkins, Harvey Matthews, Ian Williams, Susan Farquharson, Sheena Young, Jayne Turner, Brad Henderson, Allen MacEachern
- Tuesday, May 23rd, 10am-3pm (In-person) – **Economic Development Workshop** – Reviewed Stakeholder Feedback, Input on priorities, and actions.
 - Participants: Charlane Hatt, Hollis Bartlett, Jihad El Zamer (Facilitator), Economic Development Committee members (Darrell Weare, Don Doherty, Glenn Hawkins, Harvey Matthews, Ian Williams, Susan Farquharson, Sheena Young), and Invited guests (Ken Stannix, Brad Henderson, Mike Rouse, Sherri Deveau, Linda Sullivan-Brown)
- Monday, June 12th, 6pm-7pm (Virtual) - **Review of Strategy Draft** – Input and comment on strategy to go to RSC board.
 - Participants: Darrell Weare, Don Doherty, Glenn Hawkins, Ian Williams, Susan Farquharson, Jayne Turner, Ken Stannix, Brad Henderson, Allen MacEachern, Charlane Hatt, Hollis Bartlett, Jihad El Zamer

Regional Destination Marketing Tourism Promotion Committee Members:

Committee Member		Region/Sub-region
Brad Henderson	RSC Board, Mayor, General Manager Kingsbrea Gardens	St. Andrews
Dianna Parker	Councillor, Events organizer, Campobello Island Tourism Association member, Accommodations manager	Campobello
Doug Naish	Visitor services, welcome center	Rural District
Ghislaine Wheaton	Councillor with tourism portfolio	St. Stephen
Heather Saulnier	Councilor with tourism portfolio	Fundy shores
Jennifer O’Neal	Grand Manan Island Tourism Association	Grand Manan
Jillian Cox	Executive Director, Eastern Charlotte Business Chamber	Eastern Charlotte
James Hirtle	Councilor	Saint Andrews
Taylor Gallant	Councilor, McAdam historical association, McAdam train Station	McAdam

All Committee Members were engaged regarding the meetings/workshops agendas and information. Terms of Reference were established. If committee members were unable to attend a meeting, they were given opportunities to review materials and give input. All meetings were recorded for attendees to review a later date if they could not attend.

Here are the dates related to the Tourism Committee:

- Monday, April 24th, 6:30-8:30 (Virtual) - **First Committee Meeting** - Mandate explored, Terms of Reference established.
 - Participants: Cherie Stewart (Organizer); committee members (Brad Henderson; Dianna Parker; Doug Naish; Heather Saulnier, Ghislaine Wheaton; Jennifer O’Neal; Jillian Cox ;James Hirtle; Taylor Gallant), Jeff Trail (Facilitator)
- Saturday, May 6th, 11am-2 pm (In-person) – **Tourism Workshop #1** – Stakeholder Mapping, Visitor Assessment, SWOT workshop, Priorities discussion
 - Participants: Hollis Bartlett, Cherie Stewart, and Tourism Committee members (Regrets Doug Naish), Jeff Trail (Facilitator)
- Wednesday May 24th, 6:60-8:30 (Hybrid) – **Tourism Workshop #2** – Discuss key findings from SWOt workshop, identify Goals and areas of focus, Crafting of Vision, Position statement and high-level tactics for strategy implementation.

- Participants: Hollis Bartlett, Cherie Stewart, and Tourism Committee members, Jeff Trail (Facilitator)
- Saturday, June 10th , 11pm-2pm (in-person and virtual) – **Stakeholder feedback Session** – Input and comment on the proposed strategy to some key stakeholders engaged earlier in the process.
 - Participants: Hollis Bartlett, Cherie Stewart, and Tourism Committee members (Regrets: James Hirtle, Dianna Parker), Charlotte Coastal Tourism Association Chair and Staff, Prestige Travel Independent Consultant, Municipal District St. Stephen community services Director, Explore Saint Andrews board members and Staff.
- Tuesday, June 20th , 6:30 pm-8:30 pm (virtual) – **Strategy wrap up session** – Final input and review of proposed plan before sending to RSC board.
 - Participants: Hollis Bartlett, Cherie Stewart, and Tourism Committee members (Regrets: Dianna Parker), Jihad El Zamer (Facilitator)

Recreation Committee Members:

Committee Member		Region/Sub-region
Adam Hatt	Councillor	Eastern Charlotte
Allan MacEacheren	RSC board member, Mayor	St. Stephen
Tina Dealy	Councillor	Fundy shores
Harvey Matthews	RSC Board member, Mayor	Campobello
Jody Robinson	Councillor	McAdam
Jim Tubbs	RSC Board member, Ward elect	Rural District
Kurt Gumushel	Councillor	Saint Andrews
Roger Fitzsimmons	Deputy Mayor	Grand Manan

All Committee Members were engaged regarding the meetings/workshops agendas and information. Terms of Reference were established. If committee members could not attend a meeting, they were given opportunities to review materials and give input. All meetings were recorded for attendees to review at a later date if they could not attend.

Here are the dates related to the Recreation Committee:

- Thursday, May 4, 6:30-8:30 (in-person + Virtual) - **First Committee Meeting** - Mandate explored, Terms of Reference established.
 - Participants: Cherie Stewart (Organizer); committee members (Regrets: Taylor gallant on behalf of McAdam), Jeff Trail (Facilitator)
- Saturday, May 26, 10:30 am- 2:30 pm (In-person) – **Workshop #1** – Situation and background presentation, SWOT workshop, presentation by Dr. Jackie Oncescu/Raymond Funk – virtual presentation on outcomes from a pilot project on removing barriers to sport, leisure and recreation in the region
 - Participants: Hollis Bartlett, Cherie Stewart, and Recreation Committee members (Cara Hatt, Eastern Charlotte recreation and events coordinator on behalf of Behalf Adam Hatt), Raymond funk (Community Services coordinator RSC) Dr. Jackie Oncescu University New Brunswick, Jeff Trail (Facilitator)
- Tuesday, June 13, 6:60-8:30 (Hybrid) – **Recreation Workshop #2** – Discuss key findings from SWOT workshop, identify Goals and areas of focus, Crafting of Vision, and identification of Strategic priorities
 - Participants: Hollis Bartlett, Cherie Stewart, and Recreation Committee members (regrets, Adam Hatt), Jeff Trail (Facilitator)
- Monday, June 26th, 6:30 pm-8:30 pm (virtual) – **Strategy wrap-up session** – Final input and review of proposed strategy before sending to RSC board.
 - Participants: Hollis Bartlett, Cherie Stewart, and Recreation Committee members (Regrets: Kurt Gumushel, Roger Fitzsimmons, Jody Robinson), Jihad El Zamer (Facilitator)



APPENDIX B

List of Regional Assets

Regional Assets

Major Roadways:

- Highway #1
- Highway #3
- Route #127
- Highway #4

Border Crossings:

- St. Stephen (Ferry point bridge, Milltown crossing, Hwy 1)
- Campobello
- St Croix (McAdam)

Railways:

- Southern NB
- CP Rail
- McAdam Station

Ports and wharves:

- Bayside
- Saint Andrews (wharf)
- St. Stephen (wharf)
- Grand Manan-several commercial wharves
- Campobello-several commercial wharves
- Deer Island –several commercial wharves
- Eastern Charlotte – several commercial wharves
- Fundy Shores – several commercial wharves

Arts and Cultural Institutions:

- Sunbury shores arts & nature centre
- Kira artist residency & amphitheatre
- The Oppenheimer-Prager museum at dayspring
- Grand Manan Art Gallery
- Various museum, see indoor tourism attraction
- Campobello Public Library

- Grand Manan Library
- McAdam Public Library
- McAdam Public Library
- Ross Memorial Library
- St. Croix Public Library

Sub-regional Recreation Facilities and assets:

- Garcelon Civic Center Centre St Stephen, rink, and pool
- Magaguadavic place community center and splash park, Eastern Charlotte
- W. C. O'Neill arena and theater, St. Andrews
- Patrick Connors recreation complex- Fundy Arenas, Eastern Charlotte
- Grand Manan recreation complex and Arena

Outdoor recreation (Rinks, courts. Sport fields, trails, golf courses):

- Provincial signature trail, Coastal Link Trail- Regional
- 3- Outdoor Pools (Grand Manan Community Pool, Algonquin hotel Indoor and Outdoor pools, W.T. Booth Centennial Swimming Pool)
- Outdoor rinks. (White Head Island, Fundy shores)
- 5- Golf Courses (Herring Cove Golf Course, Campobello Island; Brookside Golf Course, Grand Manan; Algonquin Golf Course, St. Andrews; St. George Golf Course, St. George; St. Stephen Golf Club, St. Stephen)
- 7 Baseball diamonds (ASD-S and municipal): PIP Ball Diamond at St. Stephen Middle School; Milltown Ball Field, St. Stephen; Rotary Ball Diamond, St. Stephen; Castalia Ball Diamond, Grand Manan; Ball Diamond at McAdam High School, Dr. A.M.A. McLean Memorial Ball Field, Blacks Harbour; Thompson Ball Field, St. George)
- 17 Sport fields: (Rod Wilson Field at St. Stephen Elementary School; soccer Field at Vincent Massey Elementary School, St. Andrews; sports field at Campobello Island Consolidated School; Soccer Field at Sir James Dunn Academy; McGeachy (FAN) Fields at St. Stephen High School; Soccer fields at McAdam High School; O'Keefe Field, McAdam; Beaver Harbour Veterans Memorial Field, Beaver Harbour; Harry Mallory Sport Field , St. Andrews; Sports Field at Fundy High School, Eastern Charlotte, Rotary sports field, St. Stephen; sports fields, Milltown elementary; sports field; Grand Manan community school, sport field, Fundy shores elementary school)
- 5 Tennis Courts (St. George, Grand Manan, Milltown St. Stephen, St. Andrews, Fundy Shores)
- 21 Greenway trails
- 4 Official quad NB motorized trails
- 3 Official snowmobile NB trails

Beaches:

- Stanley Beach - Grand Manan
- Herring Cove Beach, Campobello
- Mill Cove Beach, Campobello
- Canal Beach and Playground, Eastern charlotte
- Castalia Park Beach, grand Manan
- Dark Harbour, Grand Manan,
- Katy's Cove Saltwater Beach and Playground, Saint Andrews
- Oak Bay Beach, St. Stephen
- New River Beach Provincial Park, Fundy shores
- Racoon Beach, Campobello
- Marsh Beach, Grand Manan
- Dunn Beach, Campobello
- Friar's Bay Beach, Campobello
- Palfrey Lake Beach, McAdam
- Deep Cove Beach, Grand Manan

Nature Preserves and Parks:

- Dover Hill Park, St. Stephen
- Ganong Nature Park, St. Stephen
- St. Croix Island National Historical Site, saint Andrews Bayside
- Connors Bros. Nature Preserve at Pea Point, Eastern charlotte Blacks Harbour
- Caughy-Taylor Nature Preserve, Saint Andrews Chamcook
- Elm Street Nature Park, St. Stephen
- Clark Gregory Nature Preserve, Deer Island
- Pagan Point Nature Preserve, St. Andrews

Indoor Tourism Attractions:

- Ministers Island
- Kov Nordic spa
- Huntsman Aquarium
- Sunbury shores arts and Nature center
- Museums
 - Beaver Harbour archives and museum,
 - Saint Andrews Blockhouse National historic site
 - sheriff Andrews house,
 - Wild Salmon Nature Center,
 - Roosevelt cottage, Campobello
 - Grand Manan Museum,
 - Gaskin Museum of Marine Life- Grand Manan,
 - Ross memorial museum,
 - Charlotte County Museum
 - McAdam Railway Station
 - Ganong Chocolate Museum
 - Charlotte County Archives

Outdoor tourism Attractions:

- Bay of Fundy
- Whale and wildlife Watching cruises (Saint Andrews, Grand Manan, Campobello)
- Kingsbrea gardens
- Roosevelt Campobello International Park
- Herring Cove Provincial Park and Campground (Campobello)
- New River Beach Provincial Park and Campground
- The Anchorage Provincial Park and Campground (Grand Manan)
- Spednik Park Provincial Park
- Light houses (Swallowtail, Campobello, St. Stephen)
- Old Sow - the largest tidal whirlpool in the western hemisphere, - Deer Island
- the St. Croix River - one of Canada's 41 Canadian Heritage River systems,
- UNESCO Stonehammer Geopark located at Lepreau Falls.
- Machias Seal Island Migratory Bird Sanctuary
- St. Croix Island National Historical Site, Saint Andrews

Educational Institutions:

- Primary and Secondary schools
 - Campobello Island (ASD-S)
 - Campobello Island Consolidated School
 - Eastern Charlotte (ASD-S)
 - St. George Elementary School
 - Back Bay Elementary School
 - Fundy Middle and High School
 - Blacks Harbour School
 - Deer Island Community School
 - Fundy Shores Elementary School (ASD-S)
 - Grand Manan (ASD-S)
 - White Head Elementary School
 - Grand Manan Community School
 - Lawrence Station Elementary (ASD-S)
 - McAdam (ASD-W)
 - McAdam Elementary School
 - McAdam High School
 - St. Andrews (ASD-S)
 - Vincent Massey Elementary School
 - Sir James Dunn Academy
 - St. Stephen (ASD-S)
 - St. Stephen Elementary School
 - Milltown Elementary School
 - St. Stephen Middle School
 - St. Stephen High School
- Post-secondary
 - NBCC Saint Andrews
 - St. Stephen's University? (still offering MA program, albeit virtually)

Medical Facilities:

- Charlotte County Hospital - Horizon
- Charlotte County Collaborative Wellness Centre (St. Stephen) - Horizon
- Saint Andrews Wellness Centre
- Fundy Health Centre (Blacks Harbour) - Horizon
- Deer Island Health Centre - Horizon
- Campobello Island Health Centre - Horizon
- Grand Manan Hospital – Horizon
- McAdam Health Centre – Horizon



APPENDIX C

Economic Development Implementation Plan

Economic Development Implementation Plan

Strategic Priorities	Goals	Actions	Stakeholders	Due Date	Performance Target	Potential Municipal Measures
Provide Strategic Focus	Focus Economic Development Efforts Regionally	Determine Priority Sectors for regional development to focus growth efforts, and inform funding partners. 1.Year 1: Include all areas indicated through Stakeholder Engagement & Current Projects; 2.Develop more specific priorities with Committee & Board to determine ongoing priorities once Labour Force Strategy completed (end of Year 1); 3.Review annually	Labour Market Partnership Forum members, Municipal councils, GNB/GC Funding partners	Spring 2024	Top 5 Priority Sectors identified, and supported by labour force and economic impact data. Communicated with funding partners	Local services attracted.
	Informed community, businesses, workforce, potential investors & newcomers	Develop Communications Plan to build understanding of regional mandate, inform community of funding programs available through partners, keep key stakeholders informed, and promote region, local businesses/assets through: 1.Website 2.Social Media (Facebook, Instagram, LinkedIn, Alignable, etc.) 3.Public Engagement via community fairs, Business Expos, etc.	Partners, LMP, SNBSC-Tourism Promotion	Summer 2023 ongoing	Year 1 - Collect baseline: Reach % (Post reach/total followers) Average Engagement Rate % (Total engagement/total followers)	Year 1 - Collect baseline: Reach % (Post reach/total followers) Average Engagement Rate % (Total engagement/total followers)
	Grow the regional population, and workforce	Work with Tourism Promotion marketing consultant to align regional brand across mandates to attract newcomers & labour force; also to be used for specifically attracting healthcare workers	Labour Market Partnership Forum members, Tourism Promotion	Fall/Winter 2023	Growth in population by source Growth in workforce Growth in healthcare workers	Growth in population
	Enable Data-Driven Decision Making	Collect, Analyze, Disseminate Data: Housing, household spending, business costs, workforce data, Cost of doing nothing, cost of living, asset listings, etc. 1. Provide analysis as requested 2. Provide key data to public/businesses/partners 3. Use data for business cases / marketing purposes	WorkingNB, ONB, ELG, ACOA, Stats Canada, IRCC, NBIRD, Municipal Partners & Councils	Winter 2023/2024	Data for key indicators collected and analyzed: Requests actioned in a timely manner (TBD) Data analysis updated online monthly/quarterly.	Provide data as required for analysis. Time intervals TBD with availability of data.
Support Investment Readiness	Enable Regional Housing Growth	Expand Regional Housing Committee to include all municipalities: 1.Develop Regional Housing Strategy 2.Provide Data and analysis 3.Provide Planning advice 4.Source regional housing project funding	SNBSC-CD,ED; Housing Collaboration Committee, Non-Profit Housing, Developers	Strategy - Fall, 2023; Committee & Data - ongoing	# of new housing starts Value of building permits	# of new housing starts Value of building permits
	Enable Regional Transportation Access	1. Collaborate with SNBSC-Transportation on access to transportation for regional infrastructure/workforce. 2. Explore regional opportunities for e-vehicle charging stations.	Regional transportation providers, employers, other.	TBD Spring 2024	Increased options for transportation. Increased number of charging stations.	
	Informed funding partners, potential investors	Develop Regional Value Propositions (Business cases), with regional assets, housing, cost of living, etc. 1. Develop Regional Asset Listings to inform value props 2. Update listings as required with municipalities	Municipalities, funding partners, potential investors	Spring 2024	Data-informed Value Propositions developed for key industries/areas. Start with overall regional; then specific.	Municipalities to keep up to date asset listings and provide updates as necessary to update plans.
	Enable data-driven decision making/growth	Assist municipalities and businesses with completing asset development or assessment plans through consultants	Municipalities, funding partners, potential investors	As required	Completed plans within timeframe identified.	Provide data as required for assessment.

Strategic Priorities	Goals	Actions	Stakeholders	Due Date	Performance Target	Potential Municipal Measures
Support Investment Readiness	Advocate for fastest available internet and cell coverage for the region.	Advocate for region-wide cellular service, and high-speed internet service with all levels of government, and industry providers. Map out baseline coverage areas to measure improvements.	Municipalities, Internet + Cellular Service Providers, GNB, GC, UNB	Winter 2023/2024	Incremental increase in service levels/areas.	Incremental increase in service levels/areas.
Support a Healthy Business Community	Business community collaboration	Collaborate with, and connect, regional Chambers of Commerce to avoid duplication, coordinate training efforts, and capacity building for smaller chambers. 1. Create regional business directory	Chambers of Commerce Municipalities (council or community partners)	Fall 2023	% of businesses engaged in training Directory updated as partners update (TBD)	-
	Enable business resiliency	Communicate succession planning tools/resources for small businesses to ensure long-term sustainability. Potential for connecting with economic migrants.	Local business community, CBDC, Municipal partners, LMP	Spring 2024	% of small businesses/ entrepreneurs engaged to determine needs % matched with successor	% of small businesses/ entrepreneurs engaged to determine needs % matched with successor
	Build HR management capacity	Coordinate delivery of HR training/tools, and progressive policy to local business community	Chambers of Commerce, local business community, WorkingNB	Winter 2023/2024	# of businesses provided support; % of small and medium sized businesses provided support	# of businesses provided support; % of small and medium sized businesses provided support
	Inform/educate public on local business community	1. Develop branding for buy-local 2. Promote buying local, with impact data to local community	Chambers of Commerce, local business community	Winter 2023/2024	Increase in local traffic TBD by survey results.	Increase in local traffic TBD by survey results.
	Inform and connect business community	Build a resource library (via SNBSC Ec Dev Website) for municipal partners, and businesses. 1. One place for all regional funding, training, studies, data, etc.	Funding Partners, Municipalities, Data sources, businesses	Winter 2023/2024	Complete library based on customer need (100% requests addressed) based on annual survey to users/stakeholders to determine if meeting needs; Kept up to date as required and audited quarterly	Complete library based on customer need (100% requests addressed) based on annual survey to users/stakeholders to determine if meeting needs; Kept up to date as required and audited quarterly
	Build Capacity for existing & future entrepreneurs	Partner with CBDC to coordinate delivery of entrepreneurial supports and training through Start-Up Canada Branding	Chambers of Commerce	Summer 2023-ongoing	# of new entrepreneurs establishing or growing in the community after being provided support.	-
Support Workforce development and labour force growth	Develop Regional Vision for Workforce Dev / Labour Force Growth	Develop Workforce Development / Labour Force Growth Regional Strategy: Strategy will include data analysis of current labour force and market, mapping of community workforce assets, survey to employers and employees, stakeholder engagement, and the development of action plan with activities to drive outcomes. <i>(Current immigration support, HR support, and regional job fairs + focused Newcomer Retention Services here)</i> Note 1: French Second Language Training to be explored here Note 2: Comm Dev/other stakeholders to be informed through this	LMP: SNBSC-ED, WorkingNB, ONB, ACOA, NBCC, ASD-S, CBDC, MACC Stakeholders: SNBSC-Board, SNBSC-CD, Municipal Councils, Chambers, Regional Businesses, Associations	Fall - 2023	Measures Determined by WorkingNB; Targets TBD based on baseline Measures: Population Growth, Employment Growth, labour force participation, labour force growth, and retention rate for newcomers.	Measures Determined by WorkingNB; Targets TBD based on baseline Measures: Population Growth, Employment Growth, labour force participation, labour force growth, and retention rate for newcomers.



APPENDIX D

Tourism Promotion Additional
Information

Tourism Promotion Additional Information

Situation Analysis

Key Insights

Travel Trends and Outlook

Overall, the tourism sector is seeing positive growth globally, in Canada and NB, with projections for continued positive growth and recovery according to 2022 industry outlook reports prepared by Destination Canada. At the onset of the new tourism services being developed, SNBSC undertook detailed research and analysis of the visitors to SW New Brunswick, their travel patterns, seasonality, and the origin of travel to establish baseline visitor data to the region, validating the industry outlook report findings. It also gave insights into travel trends and motivators for the visitors to SW New Brunswick and echoed patterns and trends noted on a global, national and provincial scale. The increasing interest in seeking out memorable, authentic experiences, growing environmental concern, and the appeal of nature (in an increasingly urban world) are all trends that could increase the appeal of Southwest New Brunswick as a travel destination. Visitors to NB, specifically the Acadian Peninsula and Fundy Coast (including SWNB), are motivated by and participate in the types of experiences and activities that Southwest NB offers. Nature (e.g., parks, beaches, the Bay of Fundy), alternative accommodations (Glamping, unique stays), wellness, food and drink, and outdoor activities (e.g., hiking, hunting & fishing, scuba diving, motorized trails, camping and watersports) are key drivers for these visitors.

NB's Tourism Industry Performance



Unique Identity and Position

SNBSC is looking to position itself for people seeking a unique connection with iconic natural features, its people, culture, and outdoor recreation activities. The region borders the United States, is cradled by the Passamaquoddy and Fundy bays and boasts dense Acadian Forest, picturesque sandy beaches, dramatic wave-swept coastlines, abundant rivers, lakes, estuaries, and ancient rock formations. It's a significant territory of the Bay of Fundy and home to several iconic features and landmarks, including:

- The Fundy Isles with accessible islands to visit and stay;
- the only place in the province to whale watch and experience marine wildlife and birds such as puffins,
- Old Sow - the largest tidal whirlpool in the western hemisphere,
- the St. Croix River - one of Canada's 41 Canadian Heritage River systems,
- A part of the UNESCO Stonehammer Geopark located at Lepreau Falls, ancient rock formations and where fossils of plants and footprints of animals after the Lower Carboniferous period can be found.

The determination of a unique identity for Southwest New Brunswick, and the selection of iconic experiences to feature and highlight, will be valuable to create a unique brand and help set Southwest New Brunswick apart from other options.

Establishing the brand position will be an immediate priority and goal to set the stage for long-term success and to activate meaningful, impactful, and engaging marketing campaigns. It will be important that the brand identity aligns with the Provincial tourism strategy plans, initiatives, and brand guidelines to leverage co-marketing programs and

campaigns to their fullest potential. Still, as a starting position, the RDMO committee has identified that it is important to show that in addition to its natural wonders and iconic landmarks, what makes southwest New Brunswick a preferred destination is its people, culture, quaint communities, solitary wilderness, rich biodiversity, diverse landscapes, expansive outdoor activities, and its food experience.

There is also no shortage of wildlife with an abundance of large and small game, and marine life thanks to its pristine landscape and diversity, southwest New Brunswick has an extensive network of parks and trails, including an emerging regional provincial Signature trail, The Coastal Link, and a future international motorized trail network between ATV Maine and QuadNB. Southwest New Brunswick offers easy access to forests, rivers and tidal waters for a variety of water and land-based activities, and with 3 coastal provincial parks with public beaches, 1 international park, home of Canada's premier seaside resort town-Saint Andrews, 8 Nature Preserves, several cultural and historic sites, botanical gardens, aquariums, museums and art galleries, visitors are provided with a variety of activities to see and do.

For that reason, the RDMO committee has set the starting position to further refine and build from during the brand development process:

"Our aim is to provide an unforgettable experience for those seeking an escape from the chaos of everyday life. Whether they're individuals, couples, or families, Southwest New Brunswick is the perfect destination for guests who crave authentic journeys and genuine encounters. Our region boasts a rich history, stunning scenery, and awe-inspiring coastlines. Visitors can witness breaching whales and marvel at breathtaking skylines. Here, people can fully embrace local culture and immerse themselves in the natural beauty of our area. We encourage our guests to use all their senses: to appreciate every flavour, texture, scent, and sight that our region has to offer. Southwest New Brunswick caters to travellers who appreciate the beauty of nature and the comfort of cozy cottages, tents under the stars, or luxurious coastal hotels. Our region is perfect for those willing to take the road less travelled, appreciate the journey, and fully unwind."

Our Market

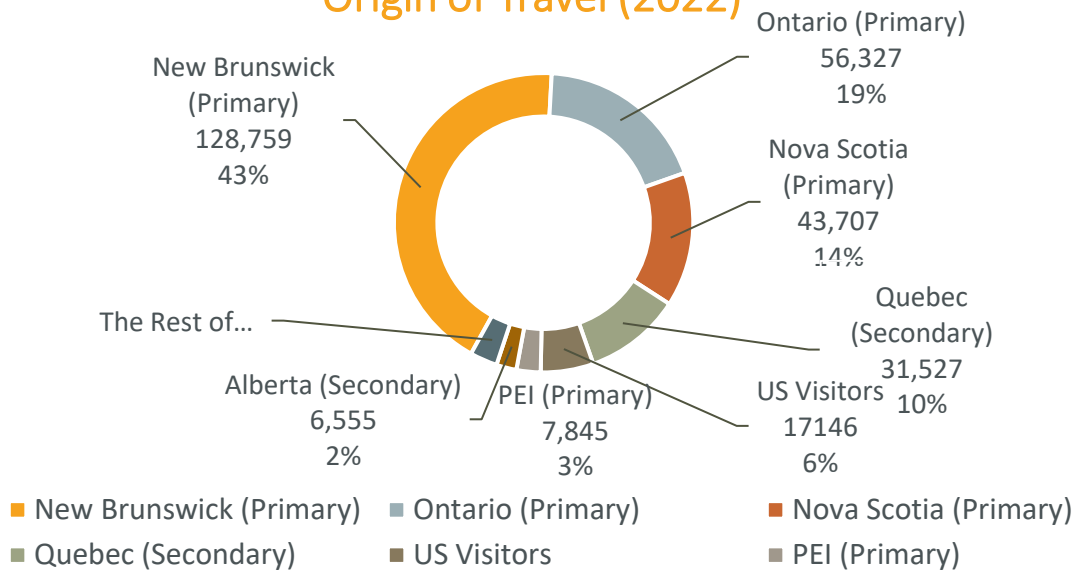
In 2022, Southwest New Brunswick made up 11% of the provincial market share, and nearly 32% of the Provincial fundy Catchment area. The strongest market for SW New Brunswick is the near-in markets (one to two hours away), with NB and Maine's residents being the primary short-haul drive market. The primary markets for the long-haul market are ON, NS, PEI and New England. The Secondary markets are AB, QB, Florida and Mid-Atlantic.

Total SW Visitors:
300,753

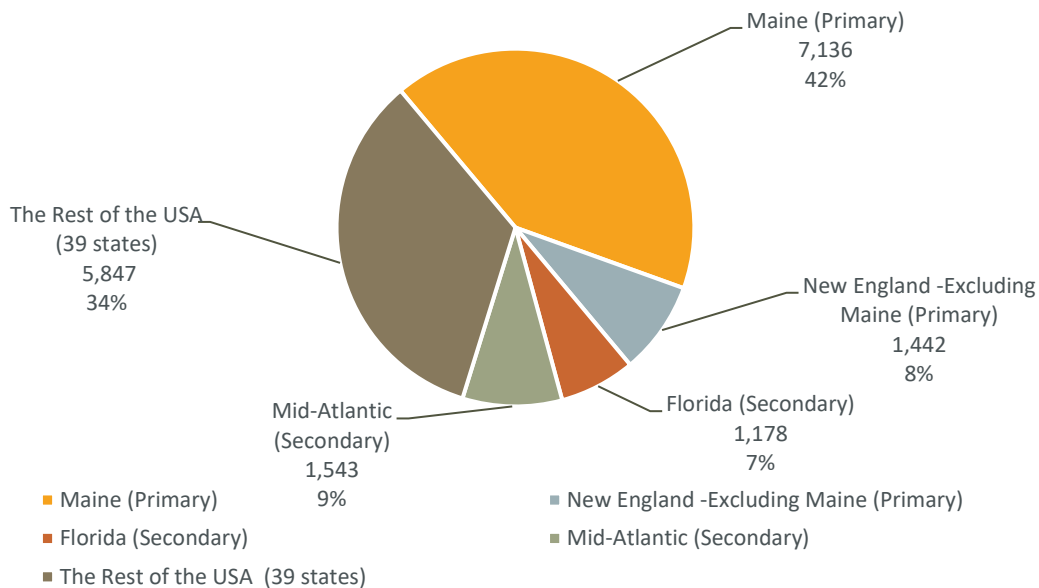
11% Market Share of Province's 2.7 M
Visitors (Can and US)

31.6% Market Share of Fundy
Catchment Visitors 956,100 (Can and
US)

Origin of Travel (2022)



Origin of Travel USA (2022)



Tourism NB will be campaigning and actively marketing the province with the Bay of fundy as a key experience to our current primary and secondary markets, targeting visitors with profiles that match most of the current Canadian, Maine and New England target markets in Southwest NB. Since the region falls within the Fundy Bay catchment, where possible, SNBSC will leverage the existing provincial destination marketing efforts and partnership programs for the primary short-haul and long-haul markets, and create captivating and impactful campaigns and plans to reach the identified target visitors in the primary market where the visitor profile is not a primary market focus for TNB. The demographic profile and persons of some visitors in our primary long-haul market, where there is an opportunity to capture more market share based on the region's travel offerings, note a slight difference in visitor profiles compared to the province's marketing plans.

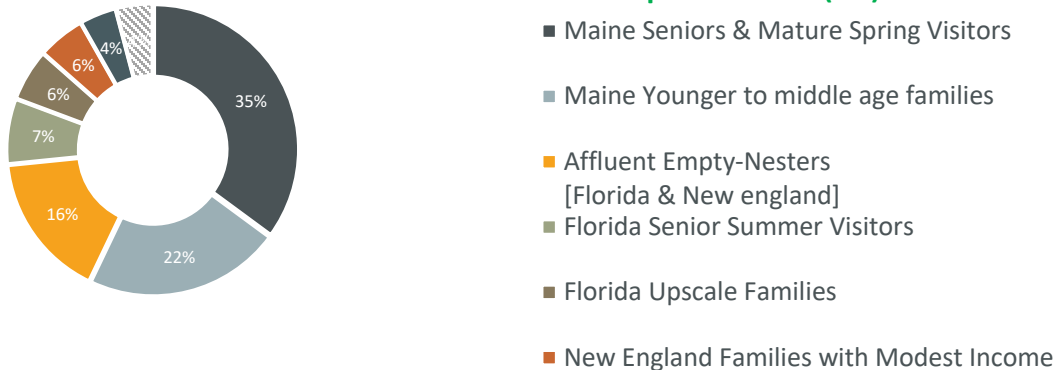
These include:

- Upscale Suburban Families (ON, NS, PEI)
- Seniors with Middle Income (NS, PEI, ON)
- Middle Age Upscale families (New England)
- Families with Modest income (New England)

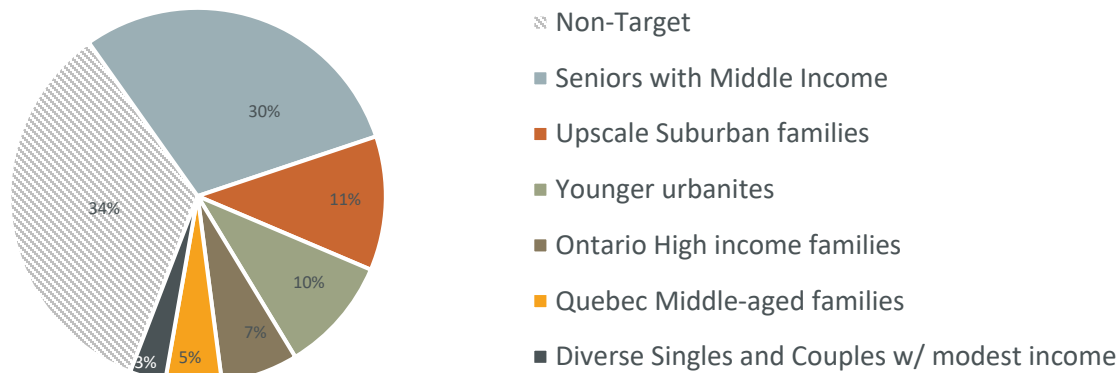
The above target markets will require a deeper dive into their preferences, social values, and explorer quotient to create unique marketing tactics and offerings to attract a larger share of this market compared to the provincial marketing campaigns. In addition, SNBSC will also create campaigns which will appeal to existing visitors and complement the existing marketing efforts of the province which are:

- Outdoorsy Suburban Families (ON, QB, NS, PEI)
- Young Urban cultural Enthusiasts (ON, QB, NS, PEI)
- Outdoorsy rural Families (NS, PEI)
- Road Tripping Families (New England)
- Exploring empty nesters (New England)

2022 USA Visitor Profile Composition (%)



2022 Canadian Visitor Profile Composition (%)



As there were no pre-existing marketing plans with targeted visitor campaigns for the region, the visitor data information gathered by SNBSC will also be used to establish key insights to drive strategic marketing plans, which should be reviewed annually to ensure plans and tactics meet the market's needs. Establishing an annual marketing plan and campaign strategy will be an immediate goal and priority to activate the tourism strategy and drive results toward the SNBSC's Tourism division's Key performance indicators, which are:

1. Encouraging visitation by improving the visibility of the destination to increase the total number of visitors to the Region.
2. Increasing average length of overnight stay duration from baseline 2.5 nights
3. Become a major contributor to the Provincial and Fundy Catchment tourism landscape by Increasing the market share (%) of visitors to the region.

Our Capacity for Growth

The Southwest New Brunswick region of the province has faced barriers to actualizing the full economic potential of the Tourism industry, namely as a result of voluntary funding and levy models, challenges in having all local governments leverage tourism cooperation and collaboration within the region, or be able to afford to invest in the economic opportunity such as tourism due to its population size. As a result, the current tourism landscape in SW New Brunswick while thriving in some parts, is fragmented, uncoordinated, lacks a unified distinct voice in the provincial tourism landscape and sees some local DMO's working in silos (Not always intentionally) with limited funding and resources.

SW New Brunswick has momentum built in the leisure market, with the strong potential to develop sports tourism, events, experiential food & culture, and adventure tourism markets. There is an opportunity to continue to grow the existing market and enter new ones. Still, product capacity, workforce availability, lack of tourism operators, and visitor support services pose a significant barrier. The region's accommodators focus strongly on the Leisure market yet cannot reach their full potential due to low accommodations in some parts of the region. In contrast, others are faced with shortened seasonality due to workforce availability.

New growth in sport tourism, events, experiential, adventure markets, and the overnight market will require new hotel accommodations, workforce development and growth, housing to accommodate the tourism workforce and multi-modal transportation solutions. These challenges to actualize growth in the Tourism Markets should be explored and prioritized through the Economic Development and Transportation divisions of SNBSC as a regional priority, as well as championed through strong collaboration with the Opportunities NB, the Department of Tourism, Heritage and Culture, The Regional Development Corporation and the Department of Transportation and Infrastructure.

The accessibility of getting to SWNB for long-haul visitors poses challenges namely with air transportation costs being the largest barrier, followed by low car rental availability/operators and no shuttle or bus service or operators to the region from the Saint John or Fredericton International airports. Despite this, the region is well positioned for ground transportation and water ferry services with four international points of entry along its border, 3 water vessel wharves which currently receive passenger ferry, pleasure & commercial vessels, the occasional small cruise vessel, and major highway corridors to major urban centers (Fredericton, Saint John, Bangor) via Hwy 1, 3 and 9.



APPENDIX E

Tourism Promotion Implementation Plan

Tourism Promotion Implementation Plan

Strategic Priorities	Goals	Actions	Due Date	Performance Target
Tourism Planning and management	Funding support for the Tourism Program	Identify projects requiring outside funding and explore alternative funding options to offset the cost of paid media and owned asset generation (e.g., grants, partnerships, sponsorships, coop marketing, etc.).	Q4-2023	A list of grant opportunities and programs SNBSC and its stakeholders can leverage with application deadlines was created and communicated to all tourism stakeholders.
		Research funding model options for operating the tourism program over the long term. (e.g., yearly approved budget, partnerships, bid sponsorships).	Q1-2024	-SNBSC Members with no tourism levy were provided information to explore municipal accommodation bylaws and levy models to offset the cost of contributing to the RSC annual budget. -A list of venues and events which could be leveraged for online bid sponsorship opportunities was created, and opportunity communicated.
	Program Planning & Management	Review strategic goals annually and engage tourism stakeholders in prioritizing projects for subsequent years.	Q2 annually	-Review overarching past year performance targets, and establish areas of focus and priorities for following year with key stakeholder and RDMO committee
		Create and manage a comprehensive asset inventory of the accommodations, attractions, and interest-based activities (culture, food, history, outdoor recreation) to support the communication of the region’s offerings and assist in the visitor’s path to purchase pillars of awareness, consideration and planning, and purchase/conversion.	Q3-2023	-An inventory list of assets, accommodations, operators, attractions and interest-based activities was created and shared with MDMO and municipalities
	Monitoring, Evaluation & Research	Establish a tracking, evaluation and research program that retains statistics, data and information that is related to the goals of the Tourism Strategy and that provides critical information, metrics and benchmarks for future regional tourism planning	Q2-2024	- A tracking, evaluation and research program that retains statistics, data and information that is related to the goals of the Tourism Strategy was created and implemented
		Work with other regions and the province to establish consistent economic impact measures, methods and practices.	Q2-2024	-The development of standard practices, metrics and methods on which all regions can report on was identified and if possible, implemented.
	Stakeholder Relations	Continue to build a network of tourism stakeholders/ leaders and work with them to implement the tourism strategy and develop the regional tourism sector.	Q4-2024 (On-going)	-Participated and attended at least 2 Tourism industry association events, tradeshow and marketplaces
		Manage stakeholder relations to engage and inform the tourism industry, stakeholders, and residents of the value of tourism and opportunities to grow the sector.	Q4-2024 (On-going)	- An email distribution list of stakeholders (Tourism industry partners, operators, Business chambers, municipal offices, tourism staff) was created -Communication and information campaigns (email, social, web) were activated
	Improve Visitor Services	Support the established visitor centres through product knowledge training and promotional opportunities (e.g., regional guide, tourism collateral, online exposure) to ensure visitors know regional product offerings.	Q4-2024	-in-person training/meetings held annually with VICs staff or operators to review regional offerings, guides and collateral.
		Explore the viability of a regional visitor center to determine the costs, logistics and ROI for such investment.	Q1-2025	-A feasibility study which includes a needs assessment, project rationale, conceptual design and location of the center, and a business plan (Operations, maintenance and financial plan) for RSC Board to review the logistics and feasibility of the investment was created

Strategic Priorities	Goals	Actions	Due Date	Performance Target
Branding and Marketing	Brand Development	Develop a tourism brand that is aligned with the provincial and national brand standards	Q4-2023	-with support from a brand and/or creative agency a brand story, voice and tone was crafted; logo, typography, colour pallet and imagery developed
	Website Development	Establish a tourism-specific website that increases awareness and promotes the tourism and recreation opportunities and experiences available in the Region (e.g., packaging, promotions, things to do, attractions, trip planning, events, etc.)	Q4-2023	Independent from SNBSC corporate website, an SW nb tourism website that increases awareness and promotes the tourism and recreation opportunities and experiences available in the Region is developed and features: packaging, promotions, things to do, attractions, trip planning, events, booking system or path to purchase functionality
	Marketing and Communications Program	Create an integrated marketing plan, with a promotional mix of Paid, Owned and Earned marketing and communications activities that reflect SWNB's tourism brand to increase awareness, visitation and spending in the region.	Q3- 2023, Q1 Annually starting in 2025	-Integrated marketing plan created
		Create and establish a path to purchase that results in conversion and purchase decisions for the southwest region, with the goal of establishing a positive visitor experience which can later be shared on social media platforms through earned media such as user-generated content experiences and reviews, travel writers, editorial and external blogs.	Q1-2024	-Call to action links on website, gallery pages and on social channels -Booking system or simplified path to purchase functionality features on the website with Tourism partners is in place
		Develop a media relations plan with the Corporate Communications Division (e.g., story ideas, press releases, information sessions etc.) to increase marketing reach.	Q2-2024	Media relations plan developed in conjunction with the Corporate Communications Division (e.g., story ideas, press releases, information sessions etc.)
		Develop and create owned media assets and sales material that is reflective of SWNB's tourism brand and identity to leverage in sales collateral, website and Social media.	Q3-2024	-Owned media library portal for all members and Tourism industry stakeholders to use is created. -A content strategy plan for creating video and photo assets representative of location or activity-based content that captures all seasons and appeals to target audiences is created. -Digital assets created as laid out in the content strategy plan (Video, photo, short film)
		Research which paid media marketing tactics will appeal and convert best to our target markets, and develop a marketing ad campaign which balances spend and ROI for the organization.	Q2-2024	-A report is prepared to highlight various paid media marketing tactics available and which appeal and convert best to target markets. The report will include Geographic specific marketing costs of the target market -Marketing ad campaign created for the following year, which balances spending and ROI for the organization and is integrated into the content strategy plan -Annual budget created for implementation in the following year RSC budget by July 1
		Develop a social media presence that is reflective of SWNB's tourism identity and brand and that will increase awareness and visitation to the region	Q1-2024	- Instagram page created - a new Facebook page created if existing facebook socials can not be leveraged.
		Build an online presence through search engine optimization (SEO), and search engine marketing (SEM).	Q2-2024	-A SEO and SEM plan which identifies Keywords, phrases, optimized meta data, page copy, URLs were created - SEO and SEM plan implemented on website
		Leverage existing relationships and develop new partnerships to increase marketing reach (e.g., Explore NB, Discover Saint John, Fredericton Tourism, Atlantic Cruise, Maine Tourism Board etc.).	Q2-2024 (annually)	-Minimum of 4 day trip itineraries (1 each year) created in partnership with regional or US partners
		Work with Tourism NB to ensure SWNB maximizes opportunities to be featured at trade shows (e.g., Atlantic Canada showcase, Rendezvous Canada, FAM tours, National Tour Association, etc.) and determine opportunities to introduce and invite tour operators to SWNB.	Q1-2024 (annually)	-A list of national and international travel trade events, including registration costs/budgets for the upcoming year that can be considered in the RSC annual tourism budget, was created. -Participated or ensured regional representation at key trade shows, markets places and showcases - Tourism NB's travel trade department was informed of new and existing offerings available for operators and international and National familiarization tours

Strategic Priorities	Goals	Actions	Due Date	Performance Target
Destination and Industry Development	Heritage & Culture	Foster potential development and create promotional opportunities for arts and culture products in the region.	Q1-2025	- An Arts, Heritage and culture section on the regional website is in place featuring all products and places in the region
		Work with the Recreation Division and stakeholders on the creation of Arts, Culture and Heritage itineraries as it relates to tourism.	Q4-2025	-A minimum of 2 promotional opportunities for arts, culture and heritage experiences or itineraries were developed
	Festivals & Events	Support the growth and expansion of key festivals and events through targeted sales and marketing promotions (e.g., event expansion).	Q1-2025	-A list of annual events and festivals is confirmed by the end of January, which includes event organizers' high-level budgets shared with RSC to assess the financial support required to operate, market and promote the event. -Festivals and events submitted in the annual list are featured on the Regional tourism festivals and event page, marketing promotions and included in the package and itinerary development opportunities where applicable
		Work with the Recreation division and municipalities to identify gaps in the event calendar, or where current events are at capacity, and develop a plan to address these (e.g., event attraction, avoid overlapping).	Q1-2024	-A regional events plan is created. -A list of resources or infrastructure required to expand regional festivals and events has been created.
	Outdoor Recreation	a. Take advantage of SWNB's outdoor recreation portfolio of products to create awareness of outdoor interest-based activities to increase visitation, spending and overall economic impact.	Q3-2024	-An outdoor recreation/interest based marketing campaign is created
		b. Develop tourism materials that promote outdoor recreation opportunities such as hiking, biking, hunting & fishing, scuba diving, motorized trails, camping, watersports, paddling and bird watching.	Q2-2024	-Outdoor recreation/interest-based marketing material is created
	Sport Tourism	a. Identify opportunities to attract new sports events that leverage existing assets and can drive overnight hotel visitation.	2026	-A list of new sports event opportunities is created and shared with the Municipal Recreation and tourism leads to activate if desired
		b. Provide tourism input during the Recreation strategic planning process related to sports and art & culture tourism.	Q2-2024	-Annual marketing campaign pertaining to recreation, sport, arts and culture tourism products shared with the recreation division to ensure market-ready promotional items are in place.
	Tourism Infrastructure Development	a. Continue to work with the Economic Development division and the province on opportunities to attract hotel and inn properties to the region.	Q4-2025	-Contributions led to the preparation of hotel investment readiness packages with tourism-specific data supplied.
		b. Encourage the development of cultural event and celebration venues, and indoor multi-visit family-oriented attractions and venues to attract arts and culture events, and family-friendly experiences in the region no matter the weather or time of year.	Q2-2028	The needs and gaps in the region were effectively communicated to provincial stakeholders and partners; municipal, regional and provincial growth agencies; and business chambers.
		c. Encourage and support infrastructure upgrades and investments to improve accessibility to and in the region such as multi-modal transportation solutions, air and water transportation infrastructure such as Wharf upgrades to support the cruise industry; airports for new private & charter flights in St. Stephen and Grand Manan; and extended Ferry services to from the mainland to Campobello and Grand Manan Islands.	Q2-2028	The needs and gaps in the region were effectively communicated to provincial stakeholders and partners; municipal, regional and provincial growth agencies; and federal funding agencies (where applicable).
		d. Continue to identify other opportunities for tourism infrastructure investment.	Q2-2028	Needs assessment undertaken to prepare for 2028-2033 strategic plan

Strategic Priorities	Goals	Actions	Due Date	Performance Target
Destination and Industry Development	Events & Leisure Travel	a. Work with event planners (e.g., corporate, association, incentive, etc.) and tour operators to drive business leads to SWNB businesses (e.g., hotels, restaurants, town facilities and entertainment facilities).	Q4-2027	-Events and leisure travel collateral created and shared with event planners and tour operators
	Experiential and Adventure Travel	a. Communicate the opportunity for a new experiential and adventure tourism market in SWNB to provincial stakeholders, operators, and the public to incubate the development of a new tourism sector.	Q4-2026	The opportunity was effectively communicated to provincial and municipal stakeholders and partners; municipal, regional and provincial growth agencies; and business chambers through a presentation or email, or awareness campaigns in partnersip with stakeholders and partners.
		b. Work with the Economic Development division to support new workforce development and “start-up” business support in the tourism industry for SWNB	Q4-2026	Tourism Start up business program developed and launched
	Tourism Packaging and Itinerary Development	a. Support tourism stakeholders with the creation of packages and itineraries for both day trips and overnight stays, with the goal of increasing visitation, length of stays and yield (dollars spent per person).	Q4-annually	-minimum of 2 seasonal packages created (Fall/Winter and Spring/summer) -Day trip itineraries created from Saint John and Fredericton and published/produced -minimum of 4, Multi-day itineraries for each season with varying interest based activities created and published/produced
		b. Communicate the opportunity for Q1 and Q4 winter and shoulder season offerings to operators, the public and provincial stakeholders to incubate new opportunities to “Own our Cold”.	Q4-2026	the opportunity was effectively communicated to ; provincial and municipal stakeholders and partners; municipal, regional and provincial growth agencies; and business chambers through a presentation, email or awareness campaign in partnership with stakeholders



APPENDIX F

Sports, Recreation, and Culture Implementation Plan

Sports, Recreation, and Culture Implementation Plan

Strategic Priority	Goals	Actions	Due Date	Performance Target
Recreation planning and management	Aim to create a comprehensive understanding of the SNBSC recreation division's duties, priorities, policies, and roles. This will clarify how the organization works towards its goals, given that offering recreation services in the southwest region of New Brunswick is a multifaceted process involving several entities, policies, resources, and plans.	Ensure that governance structures and guiding documents are reviewed and updated regularly, leveraging stakeholder and public engagement findings to inform annual initiatives and priorities.	Q4-2023	A list of grant opportunities and programs SNBSC and its stakeholders can leverage with application deadlines was created and communicated to all tourism stakeholders.
		Conduct a juridical scan of government agencies and divisions of the provincial government to understand better ways Improve access and remove barriers for the public, not-for-profit and private recreation service providers to better utilize existing recreation facilities and assets (indoor and outdoor) to offset the need for new infrastructure and to foster sustainable, supportive recreation environments in Southwest New Brunswick– Anglophone School district-South (ASD-S) fields, gymnasium, and transportation; Department of Fisheries and Oceans for water and beach access; Department of Transportation and Infrastructure building roads for the people first, and cars second (Active transportation policies reflective of current modern-day way of life).	Q1-2024	-SNBSC Members with no tourism levy were provided information to explore municipal accommodation bylaws and levy models to offset the cost of contributing to the RSC annual budget. -A list of venues and events which could be leveraged for online bid sponsorship opportunities was created, and opportunity communicated.
		Clarify understanding of roles and responsibilities between SNBSC and all stakeholders (Municipality, provincial, other organizations) to maximize the efficiency, effectiveness and quality of recreation and community service providers in the region. Distinguish between the advisory and operational functions of SNBSC as it pertains to its members and external stakeholders.	Q2 annually	-Review overarching past year performance targets, and establish areas of focus and priorities for following year with key stakeholder and RDMO committee
		Establish annual work plans which align with regional priorities and work towards each sub-region in achieving a well-rounded recreation framework.	Q3-2023	-An inventory list of assets, accommodations, operators, attractions and interest-based activities was created and shared with MDMO and municipalities
		Inventory all related strategic plans in place across the region and province (including plans developed for recreation, hunt and fish, trails, arts and culture, emergency response, etc.) and create a future schedule to align future planning efforts.	Q2-2024	- A tracking, evaluation and research program that retains statistics, data and information that is related to the goals of the Tourism Strategy was created and implemented
		Monitor, guide, and support each subregion of Southwest New Brunswick in establishing its unique recreation policy pillars: Framework or action plan aligned to regional and provincial goals, recreation human resources, SLR programming that fits the needs of the community, facilities to offer SLR programming the community needs.	Q2-2024	-The development of standard practices, metrics and methods on which all regions can report on was identified and if possible, implemented.
Inclusive Access to Sport, Recreation, and Leisure	Expand efforts and establish partnerships to address barriers to participation in recreation to provide inclusive opportunities for sport, recreation, and leisure activities for residents living in vulnerable conditions, including low-income New Brunswickers.	Identify opportunities to remove barriers to access recreation in the communities of Southwest New Brunswick, where there is equitable participation for all, regardless of socioeconomic status, age, culture, race, gender, ability and geographic location. These barriers include but are not limited to transportation, ease of getting to the facility, and a focus on balancing the recreation for the public good value against the realities and necessity of the current pay-to-play system.	Q4-2023	-with support from a brand and/or creative agency a brand story, voice and tone was crafted; logo, typography, colour pallet and imagery developed
		Collaborate and build relationships with equity-owned residents and municipal stakeholders to identify the barriers with the intent to Co-create a shared awareness of the systemic barriers within recreation organizations that prevent access and inclusion to Sport, recreation and leisure.	Q4-2023	Independent from SNBSC corporate website, an SW nb tourism website that increases awareness and promotes the tourism and recreation opportunities and experiences available in the Region is developed and features: packaging, promotions, things to do, attractions, trip planning, events, booking system or path to purchase functionality
		Discover solutions to address the barriers to participation with all stakeholders (Equity owned, municipal, recreation organizations) and then work to co-create possible innovative provisions such as policies, programs, services, and resources.	Q3- 2023, Q1 Annually starting in 2025	-Integrated marketing plan created
		Facilitate and support the community and stakeholders to experiment and test innovative policies, programs, and services.	Q1-2024	-Call to action links on website, gallery pages and on social channels -Booking system or simplified path to purchase functionality features on the website with Tourism partners is in place

Strategic Priority	Goals	Actions	Due Date	Performance Target
Communication, Information, and Awareness	Improve communication and access to information for policies, best practices, grant opportunities and industry information for SNBSC members, Municipal recreation staff, sports organizations, and the general public to support and foster quality recreation capacity and leadership for Public, not-for-profit and private recreation providers.	Develop an information and knowledge share protocol specific to recreation service delivery for its members, the public and private recreation professionals.	Q4-2023	-with support from a brand and/or creative agency a brand story, voice and tone was crafted; logo, typography, colour pallet and imagery developed
		Support municipal recreation leaders in building capacity by providing tools to access current recreation best practices, evidence and information through a comprehensive knowledge development plan, including research, knowledge transfer, and monitoring and evaluation.	Q4-2023	Independent from SNBSC corporate website, an SW nb tourism website that increases awareness and promotes the tourism and recreation opportunities and experiences available in the Region is developed and features: packaging, promotions, things to do, attractions, trip planning, events, booking system or path to purchase functionality
		Support the tourism division in the cross-promotion of outdoor recreation and outdoor interest-based activities for residents and visitors.	Q3- 2023, Q1 Annually starting in 2025	-Integrated marketing plan created
		Create awareness of the benefits of Active living and the sport for life philosophy while improving the physical literacy of residents of SW NB, which includes educating the public on the benefits of reducing sedentary behaviour and the importance of recreation, and the need for investment to support individual and community wellbeing.	Q1-2024	-Call to action links on website, gallery pages and on social channels -Booking system or simplified path to purchase functionality features on the website with Tourism partners is in place
Trails	Establish the planning, safety, awareness and suitability of Southwest New Brunswick's trails to foster trail tourism and support residents in accessing safe, outdoor recreational activities.	Work with external stakeholders and municipalities to develop a formalized ATV and snowmobile network throughout the entire region and designate off-road vehicle use to support public safety and enforcement (Bylaws).	Q4-2023	-with support from a brand and/or creative agency a brand story, voice and tone was crafted; logo, typography, colour pallet and imagery developed
		Continue to provide staff resources and support in the planning, development, implementation, and maintenance of the regional and provincial signature trail, the Coastal Link Trail.	Q4-2023	Independent from SNBSC corporate website, an SW nb tourism website that increases awareness and promotes the tourism and recreation opportunities and experiences available in the Region is developed and features: packaging, promotions, things to do, attractions, trip planning, events, booking system or path to purchase functionality
		Facilitate the development of a trail network that meets the provincial destination marketing readiness criteria for trails in Sw New Brunswick, including motorized, greenway, and active transportation modalities.	Q3- 2023, Q1 Annually starting in 2025	-Integrated marketing plan created
		Have all trail types in the SW region GIS mapped and classify Greenway trails to provincial or national standards using a rating system that informs trail users on difficulty level, hazards, duration, incline and slope to increase user safety, visitor satisfaction, and trail organization coordination to mitigate conflict.		
		Map and publish (Print and Online) existing trails for marketing and user information (Tourism and recreation).	Q1-2024	-Call to action links on website, gallery pages and on social channels -Booking system or simplified path to purchase functionality features on the website with Tourism partners is in place

Strategic Priority	Goals	Actions	Due Date	Performance Target
Regional Collaboration	Increase regional collaboration and synergies across all aspects of regional service delivery and planning.	Identify ways to Improve access and remove barriers for public, not-for-profit, and private recreation service providers to better utilize existing recreation facilities and assets (indoor and outdoor) to offset the need for new infrastructure and to foster sustainable, supportive recreation environments in Southwest New Brunswick– Anglophone School District-South (ASD-S) fields, gymnasium, and transportation.	Q4-2023	-with support from a brand and/or creative agency a brand story, voice and tone was crafted; logo, typography, colour pallet and imagery developed
		Undertake a Needs assessment and regional planning exercise to analyze future needs for critical facility and amenity types, Including the evaluation, assessment and planning of new multi-purpose recreation facilities to meet the perceived public demand and need for new indoor fields, courts, arts & culture programming space and indoor gyms.	Q4-2023	Independent from SNBSC corporate website, an SW nb tourism website that increases awareness and promotes the tourism and recreation opportunities and experiences available in the Region is developed and features: packaging, promotions, things to do, attractions, trip planning, events, booking system or path to purchase functionality
		Undertake a regional planning exercise to understand what opportunities are available to Improve access to Waterways, beaches (oceanfront, lakes, rivers), and marinas to leverage underutilized spontaneous outdoor recreation opportunities such as fishing and water-based activities.	Q3- 2023, Q1 Annually starting in 2025	-Integrated marketing plan created
		SNBSC recreation staff to host regular meetings with their municipal recreation leader counterparts and network to encourage knowledge sharing and transfer between community organizations and recreation stakeholder groups.		
		Identify Cross-promotional event opportunities and facilitate the coordination of existing regional festivals and events between communities.		
		Identify and facilitate regional training, education, and public engagement opportunities.	Q1-2024	-Call to action links on website, gallery pages and on social channels -Booking system or simplified path to purchase functionality features on the website with Tourism partners is in place
Regional Cost Sharing	Ensure the continued growth and sustainability of the recreation framework and its assets.	Develop potential solutions to address policy funding model inequalities concerning the current recreation cost-share funding policy.	Q4-2023	-with support from a brand and/or creative agency a brand story, voice and tone was crafted; logo, typography, colour pallet and imagery developed
		Identify and develop policy opportunities to expand cost sharing on new regional recreation priorities, projects, and facilities.	Q4-2023	Independent from SNBSC corporate website, an SW nb tourism website that increases awareness and promotes the tourism and recreation opportunities and experiences available in the Region is developed and features: packaging, promotions, things to do, attractions, trip planning, events, booking system or path to purchase functionality
		Assess and identify the viability of funding models and procedures to support regional recreation, arts and culture organizations to sustain the sport, recreation and leisure provisions in the region.	Q3- 2023, Q1 Annually starting in 2025	-Integrated marketing plan created
Arts and Culture	Conduct a Regional Arts and Cultural Plan. This suggested plan should seek to provide clarity and direction on the Needs, programming types, and supply of current Arts and Culture provision, and work towards improving First Nations and Indigenous culture representation in the region.	Inventory and assessment of the current supply of arts and cultural spaces (including a review of utilization and functionality).	Q4-2023	-with support from a brand and/or creative agency a brand story, voice and tone was crafted; logo, typography, colour pallet and imagery developed
		Measure needs for new or enhanced arts and cultural infrastructure, including those previously identified by previous planning or community groups (e.g. indoor celebration, arts and culture venue).	Q4-2023	Independent from SNBSC corporate website, an SW nb tourism website that increases awareness and promotes the tourism and recreation opportunities and experiences available in the Region is developed and features: packaging, promotions, things to do, attractions, trip planning, events, booking system or path to purchase functionality
		Identify Specific arts and culture programming priorities.	Q3- 2023, Q1 Annually starting in 2025	-Integrated marketing plan created
		Improve First Nations and indigenous culture representation in the region and find opportunities for Indigenous involvement/collaboration.		



APPENDIX G

Community Development Additional
Information

Community Development Additional Information

VCCC Strategy – Guiding Considerations

VCCC no longer exists but their work has been incorporated into the RSC Community Development mandate. VCCC's 'Theory of Change' will serve as an initial guide to key strategies for Community Development, and should be re-assessed in the near future to ensure better fit with ongoing Community Development work and with the other community services at SNBSC.

Strategy	Goal/Outcome/Impact	Activities
INFORM		
	Informed and targeted funding, education and advocacy in region	Collect, translate, house and disseminate information
	"	Partner on Research
	Developing strong positions and inform collective decision-making	Share best practices and lessons learned; identify gaps.
	Everyone working with a community development, inclusion and poverty reduction lens	Further develop community development, inclusion, and poverty reduction in Southwest NB
INSPIRE CHANGE		
	SNBSC-CD role known in the region.	Develop a multi-media communication strategy; personalize inclusion and poverty to motivate and inspire.
	Community development, inclusion and poverty reduction important to the community	"
	Key Players actively engaged and taking action	Convene; enable discussion and create momentum for change
	"	Foster relationships within different sectors and at different levels; Broaden the tent.
	Policy changes - local, regional, provincial, federal	Foster relationships within different sectors and at different levels; Broaden the tent.
BUILD CAPACITY FOR CHANGE		
	Increase funding for orgs reducing poverty and increasing inclusion.	Enable access to funding
	Stronger connectivity and collaboration amongst partners and stakeholders	Influence/advise/align/increase collaboration
	Everyone working with a poverty and inclusion lens	Work towards a Collective Impact approach
	More resilient organizations in the region	Leadership development (including HR and org development)
	Stronger, more diverse grant applications, applicants and programs	Leadership development (including HR and org development)
	"	Increase focus on project evaluation and outcomes measurement

Listed below are the stakeholders, plans and progress related to the priority areas identified in the action plan (this is not a comprehensive list, but a good start).

Social Enterprise

Key Stakeholders:

- Social Enterprises (Eg. Repeat Boutique, Action Ministries, St. Croix Vocational Center, Project : Village, etc.)
- SNBSC/CIN – Works regionally to build collaboration and connect resources, in accordance with Overcoming Poverty Together 3 (OPT3) and identified regional priorities.
- Economic and Social Inclusion Corporation – Works on provincial level to coordinate supports in accordance with Overcoming Poverty Together 3 (OPT3).
- Pond Desphande & Social Enterprise NB – Working with ESIC to provide knowledge and capacity support for Social Enterprise initiatives.
- CBDC Chaleur – Community Business Development Corporation providing expertise and administrative support for ESIC's Social Finance funding.

Related Plans:

- CIN Regional Plan & OPT3

Level of Service and Progress to Date:

- The CIN has been sharing Social Enterprise workshops and funding possibilities through its network newsletter and to individual non-profits, community services and businesses that have a social purpose component to their service (Eg. Repeat Boutique, Project Village Housing, Project Village Car Share, St. Croix Vocational Centre etc.)
- ESIC Funding: One regional non-profit has been successful in a funding application to the new ESIC funding for Social Enterprise.

Mental Health & Addiction Services

Key Stakeholders (not comprehensive):

- Non-profits and organisations providing mental health and addiction support
- Horizon Health, Addiction and Mental Health Services
- Professional/Practitioners: Counselors, Therapists
- GNB: Dept. of Social Development, Dept. of Health
- Gov't affiliates: ESIC, Community Capacity and Resilience

Related Plans:

- CIN Regional Plan & OPT3
- Horizon Community Health Needs Assessments (CHNA)
- Community Capacity and Resilience Framework

Level of Service and Progress to Date:

- Services are provided primarily through the Regional Health Authority and GNB
- CIN has been working with a number of non-profit, gov't, and community-based services, including citizens and volunteers (Community Social Response Team (St. Stephen), Canadian Mental Health Association, Horizon Health (Community Development, Healthy Learners in School), Sophia Recovery, Grand Manan Harm Reduction Network) to better understand regional resources and support training and education opportunities.

- ESIC Community Action funding has been provided to Sophia Recovery to enable expansion of their peer-recovery support services for women in addiction.

School Food Programs

Key Stakeholders

- Regional Schools, seventeen schools offering some level of school food program to students/families. Staff and community school coordinators are involved in delivery.
- Horizon Health - Community Developer and Healthy Learners in School Coordinator
- Regional non-profits and organizations (Food Banks, Back-pack programs, service groups etc.)
- Municipalities and citizens sometimes provide support or donations.
- Producers and grocery stores
- Food for All NB, provincial network advocating for Food Security.

Related Plans & Data:

- CIN Regional Plan & OPT3
- Charlotte County Strategic Plan for Food Strategy (2019)
- Horizon Health - Community Health Needs Assessments (CHNA)
- NB Health Council Community Profiles

Progress to date:

- CIN has been sharing food program funding possibilities and resources through its network.
- Questionnaire - we've reached almost all 17 schools within the region from 2021-2023 through a questionnaire to better understand school food programs and the needs around our region.
- ESIC Community Action Funding used to support five school food program projects to date.

Economic Security and Employment (Community Capacity and Resilience Framework)

Key Stakeholders

- SNBSC – Economic Development, Community Development, Transportation.
- Regional Resiliency - Community Capacity and Resiliency Coordinator (GNB)
- Horizon Health - Community Developer
- Non-profits: Charlotte County Multicultural Association, Charlotte County Adult Learning, Canadian Mental Health: Working Stronger Together,
- Provincial Government: ESIC, Opportunities New Brunswick; WorkingNB; Depts (Health, Social Development, Education & Early Childhood Development, Post Secondary Education, Training and Labour, etc.)

Related Plans & Data:

- CIN Regional Plan & OPT3
- Horizon Community Health Needs Assessments (CHNA)
- Community Capacity and Resilience Framework
- More to be identified

Stable housing and a healthy built environment (Community Capacity and Resilience Framework)

Key Stakeholders

- SNBSC: Southwest New Brunswick Service Commission (Economic Development, Community Development, Transportation, Planning etc.)
- Regional Resiliency - Community Capacity and Resiliency Coordinator (GNB)
- Non-profits: Charlotte County Multicultural Association, Charlotte County Adult Learning, Canadian Mental Health: Working Stronger Together,
- Provincial Government: ESIC, Opportunities New Brunswick; WorkingNB; Depts (Health, Social Development, Education & Early Childhood Development, Post Secondary Education, Training and Labour, etc.)

Related Plans & Data:

- CIN Regional Plan
- Southwest NB Housing Reports
- Horizon Community Health Needs Assessments (CHNA)
- Community Capacity and Resilience Framework
- More to be identified

Health, social service, justice, and education systems (Community Capacity and Resilience Framework)

Key Stakeholders

- SNBSC: Southwest New Brunswick Service Commission (Economic Development, Community Development, Transportation, Planning etc.)
- Regional Resiliency - Community Capacity and Resiliency Coordinator (GNB)
- Non-profits: Charlotte County Multicultural Association, Charlotte County Adult Learning, Canadian Mental Health: Working Stronger Together,
- Provincial Government: ESIC, Opportunities New Brunswick; WorkingNB; Depts (Health, Social Development, Education & Early Childhood Development, Post Secondary Education, Training and Labour, etc.)

Related Plans & Data:

- CIN Regional Plan
- Southwest NB Housing Reports
- Horizon Community Health Needs Assessments (CHNA)
- Community Capacity and Resilience Framework
- More to be identified

Environmental sustainability (Community Capacity and Resilience Framework)

Key Stakeholders

- SNBSC: Southwest New Brunswick Service Commission (Economic Development, Community Development, Transportation, Planning etc.)
- Regional Resiliency - Community Capacity and Resiliency Coordinator (GNB)
- Non-profits: ECW,

- Provincial Government: ESIC, Opportunities New Brunswick; WorkingNB; Depts (Health, Social Development, Education & Early Childhood Development, Post Secondary Education, Training and Labour, etc.)

Related Plans & Data

- CIN Regional Plan (as relating to food security)
- Horizon Community Health Needs Assessments (CHNA)
- Community Capacity and Resilience Framework
- More to be identified

Building Regional Capacity - Network, Communication & Information

Key Stakeholders

- SNBSC – Economic Development, Community Development, Transportation.
- Regional Resiliency - Community Capacity and Resiliency Coordinator (GNB)
- Horizon Health - Community Developer
- Non-profit: United Way Saint John, Kings and Charlotte; Fundy Community Foundation; LearnSphere; Human Development Council; Tamarack Institute
- Others to be identified

Related Plans

- CIN Regional Plan
- More to be identified

Progress

- The CIN, under VCCC, has built a network and communication base.
- VCCC and the RSC have already started hosting data and information online, this will be consolidated and developed further.



APPENDIX H

Community Development Implementation Plan

Community Development Implementation Plan

Strategic Priority	Goals	Actions	Stakeholders	Due Date	Performance Target
Social Enterprise	Increase understanding around social enterprise resources, needs, gaps and opportunities, with key players actively engaged.	Convene a regional Social Enterprise cohort, and assess and map out assets, gaps, needs and opportunities for regional Social Enterprise development.	Local SE orgs, local non-profits, Pond Deshpande Centre, Chambers of Commerce, CBDC, SNBSC-ED, Horizon-CD, PETL, Kaleidoscope, and others as applicable	December 2023	- SE Cohort engaged and convened. - Report of assets, gaps, needs and opportunities published and made available to cohort, Chambers and other stakeholders.
	Increase knowledge of funding options and resources for organizations to start and continue a social enterprise.	Collect and share resources that will help Social Enterprises to start, sustain and address specific questions.	Local SE orgs, local non-profits, Pond Deshpande Centre, Chambers of Commerce, ESIC, CBDC, SNBSC-ED, PETL, and others as applicable	December 2023	- SE specific resources catalogued on the RSC website. - # of engagements with SE (requests for information). - # of SE starts & stops.
	Increase awareness and support of regional Social Enterprises.	Compile a list of regional Social Enterprises and promote them through our communications.	Local SE orgs, local non-profits, Chambers of Commerce, SNBSC-ED, and others as applicable	December 2023	- Regional list of Social Enterprises completed and distributed to stakeholders. - SE week hosted and campaign to promote SE completed.
Mental Health and Addiction	Increase understanding and collaboration around Mental Health and Addiction resources, needs, gaps and opportunities.	Convene regional MH&A stakeholders to create a list of current supports and resources, and identify needs and opportunities for collaboration. Share the list.	SD, CMHA, Horizon Health, Wellness Centres, CCMA, Counselors, MH&A services, community groups, businesses, municipalities, and others as applicable	December 2023	- List of available MH and addiction supports is compiled for each community. - # of collaborators at the table. - List of available MH and addiction supports is shared with communities and stakeholders (100% of municipalities informed of resources available)
	Increase uptake of existing MH training, increase understanding of MH and reduce stigma.	Collect and share training resources with stakeholders and network.	SD, CMHA, Horizon Health, Wellness Centres, Counselors, MH&A services, CCMA, community groups, businesses, municipalities, and others as applicable	December 2023	- MH training resources promoted through CD Network list. - # of courses offered in the region. - # of attendees. - # of communities training is offered in.
	Increase support for community-based initiatives aimed at improving mental health and wellness.	Enable: 1) access to funding (ESIC funding, collect & share funding opportunities), 2) communication (utilize our communications streams to promote, share, provide data), 3) collaboration (offer space for meetings, provide forums for sharing, eg. have partner share impact with RSC Board)	SD, ESIC, CMHA, Horizon Health, Wellness Centres, Counselors, MH&A services, CCMA, community groups, businesses, municipalities, and others as applicable	December 2023	- 100% of identified stakeholders are added to CD Network for information sharing. - # of community-based MH&A initiatives funded through ESIC. - # of community engagements around MH&A (newsletter, meetings w/ community, learning sessions etc.)
	Increase understanding of what the community has identified as priorities around mental health and addictions.	Review CHNA to identify community priorities and gaps/needs around MH&A.	SNBSC-CD, Horizon, RR, SNBSC-ED, and others as applicable	March 31, 2024	- Review of the CHNA completed - Findings circulated with stakeholders - Existing research added to SNBSC data repository - Action plan developed for one priority area.

Strategic Priority	Goals	Actions	Stakeholders	Due Date	Performance Target
School Food Programs	Increase understanding around School Food Program resources, needs, gaps and opportunities.	1) Convene regional Food Security stakeholders to assess and map out current supports/assets and resources, and identify needs and opportunities for collaboration. 2) Identify funding partners. 3) Identify key advocacy points and root cause actions.	Schools, school food program coordinators, Horizon CD/HLSP, funding partners, FFANB, CCMA, Food Depot, Food Banks, local food producers, and others as applicable	October 2023	- 90% of identified stakeholders represented at the table. - Report with supports/assets, gaps, needs and opportunities published. - All funding partners in region are identified. - Action plan developed for advocacy and root-cause.
	Increase knowledge of resources (including funding) for school food programs. Increase collaboration of stakeholders.	Collect and share opportunities (resources, best practices, 'calls to action') from provincial and federal food groups with schools and food programs. Share through network newsletter and host on website.	Schools, school food program coordinators, ESIC, Horizon CD/HLSP, CCMA, funding partners, donors, foundations, FFANB, and others as applicable	December 2023	- Food program resource information is hosted on website. - # of food programs funded through ESIC. - 100% Identified stakeholders are added to network for information sharing.
		Meet with underfunded school food program to better understand needs, and how to increase awareness and support.	Schools, School Food Program Coordinators, Horizon HLSP, School District, and others as applicable	December 2023	- Increase the benchmark of funded school food programs by 10%
	Increase knowledge of resources (including funding) for school food programs. Increase collaboration of stakeholders.	Investigate and support opportunities for Social Enterprise to support school food programs.	SE organizations, Schools, school food program coordinator, Horizon HLSP, Pond Despande, ESIC/CBDC, local food producers, and others as applicable	March 2024	- List of Social Enterprise opportunities that can support school food programs. - Develop action plan for best opportunity with stakeholders.
Economic Security and Employment	Build understanding around ways to increase the economic security of households in the region.	1) Collaborate with SNBSC-ED in regional market analysis. 2) Share information. 3) Develop action plan based on findings and identify specific actions for SNBSC-CD to move forward.	SNBSC, CCMA, Employers, Horizon, ONB, PETL, and others as applicable	TBD	- Market analysis completed. - Analysis is communicated to all stakeholders. - Action plan developed to address findings. - Specific actions identified for SNBSC-CD - Decreased # of households in low-income
		Collaborate to understand newcomer specific barriers and determine supports needed.	CCMA, Employers, and others as applicable	TBD	- Focus group convened. - Gap analysis completed and shared with stakeholders.
	Awareness of training and employment programs	1) Develop inventory of training and employment programs available in the region. 2) Work with providers to promote and share information about their programs.	SNBSC, Working Stronger Together, PETL, WorkingNB, CCALP, and others as applicable	TBD	- Inventory completed. - Inventory resource hosted on website and disseminated to service providers, non-profits, CD network
	Support addressing identified barriers to employment.	Childcare identified as one area to support: 1) Complete an inventory of licensed childcare spaces in the region. 2) Assist childcare providers to have information available (SEO/google, 211). 3) Survey population on need for childcare. 4) Prepare gap analysis.	Early Childhood Ed., Horizon, day-care providers, parents, and others as applicable	TBD	- Inventory and map completed - 100% of providers listed on 211 - 100% providers have updated information on google - Completed survey. - Gap analysis completed and shared with stakeholders.
	Increase the understanding of best practice, policy, and advocacy for increased income security .	Conduct a scan of best practice, policy, and advocacy for income security.	Horizon, RR, SNBSC-ED, Municipalities, Chambers of Commerce, and others as applicable	Oct 2023 - Dec 2023	- Environmental scan completed. - Findings circulated with the stakeholders. - Existing research added to SNBSC data repository
		Review the Community Health Needs Assessment to identify any community priorities related to economic security and employment.	Horizon, RR, SNBSC-ED, and others as applicable	March 31, 2024	- Review of the CHNA completed - Findings circulated with stakeholders - Existing research added to SNBSC data repository

Strategic Priority	Goals	Actions	Stakeholders	Due Date	Performance Target
Economic Security and Employment	Increase the understanding of best practice, policy, and advocacy for <i>healthy and inclusive employment practices</i> .	1) Conduct a scan of best practice, policy, and advocacy for healthy and inclusive workplaces. 2) Identify and share employment best practices (eg. compensation packages, employment conditions/standards, encouraging establishment of "B" corps, minimum wage vs. living wage)	Horizon, RR, SNBSC-ED, Chambers of Commerce, and others as applicable	Jan 2024 - Mar 2024	- Environmental scan completed - Findings circulated with stakeholders - Existing research added to SNBSC data repository
		Host learning day for employers.	SNBSC-CD, Horizon, RR, SNBSC-ED, Chambers of Commerce, and others as applicable	June-Sept 2024	- Learning day for employers is hosted in Sept
Environmental Sustainability	Build understanding around actions, policies and advocacy that would increase environmental sustainability and resilience to climate change impacts.	1) Review CHNA (and other existing relevant local/regional plans) for gaps and needs related to environmental stability. 2) Collaborate with Ec.Dev. and Planning to determine action plans related to RSC depts.	SNBSC, Horizon CD, RR, environmental agencies, other identified stakeholders	March 31st, 2024	- Review of the CHNA completed - Findings circulated with stakeholders - Existing research added to SNBSC data repository - Action plan developed for one priority area.
	Increase collaboration, awareness and communication around food security.	Build on previous work of a regional food network, and support it's development: 1) Re-convene the food network to assess if there are 'network' actions for the group (eg. Support organizations and initiatives to review, adopt and implement the 2019 Food Security strategy)	Horizon, RR, School, FFANB, municipalities, local producers, other identified stakeholders	March 2024	- Food Network re-engaged - Possible actions assessed and action plan for Food Network created.
Build Community Capacity and Resilience in the health, social service, justice, and education system	Increase equitable access to services	Assess need for virtual access point for services across the region, prioritizing underserved communities.	SNBSC, Municipalities, related gov't depts, Horizon, non-profits, and others as applicable	October 2023	- 5 new virtual access points operational - Each site has been used 3x by Dec '23
	Increase the understanding around lack of access, and its impact on <i>equitable access to services</i> .	Conduct a scan of existing research in each pillar (HEALTH, SOCIAL SERVICE, JUSTICE, EDUCATION SYSTEMS).	SNBSC (Depts), Horizon, RR, and others as applicable	July-Sept 2023	- Scan completed. - Findings circulated with the forum stakeholders. - Existing research added to SNBSC data repository
		Review the Community Health Needs Assessment to identify any community priorities regarding access to services.	Horizon & SNBSC-CD, RR, and others as applicable	March 2024	- Review of the CHNA completed - Findings circulated with stakeholders - Existing research added to SNBSC data repository

Strategic Priority	Goals	Actions	Stakeholders	Due Date	Performance Target
Build Community Capacity and Resilience in the health, social service, justice, and education system	Increase the understanding around lack of access, and its impact on <i>equitable access to services</i> .	Convene a forum with stakeholders for each pillar to understand the impacts that lack of access has on citizens and community. A forum will be held for health, social services, justice and education. During the forum a gap analysis will be completed to document the inequitable access to services.	Horizon, RR, CMHA, Municipalities, NGOs, Justice and Public Safety, RCMP, Social Development, Educators, School District, Citizens, and others as applicable	June 2024	- Forum for each area of focus is hosted. - Gap analysis completed for each pillar.
		Develop a narrative for each pillar highlighting the hard and soft costs associated with lack of equitable access. Circulate the narratives through municipal councils, on the RSC website and with three NGOs that work in each pillar	Horizon, RR, CMHA, Municipalities, NGOs, Justice and Public Safety, RCMP, Social Development, Educators, School District, Citizens, Human Development Council, others	November 2024	- Narrative for each pillar completed. - Narratives disseminated to each Council in the region. - Narratives posted to the RSC website. - Narratives shared with 12 related NGOs in the region. - Narratives included in CD newsletters each quarter.
Stable Housing and Healthy Built Environment	Informed and targeted funding, education and advocacy for housing in region.	Develop a Regional Housing Strategy (RHS). (Coordinate across RSC mandates)	SNBSC-CD/ED, Current Housing Working Group, RR, Municipalities, non-profits, developers, others	Fall 2023	- Regional Housing Strategy (RHS) completed. - RHS is communicated to all stakeholders. - Action plan developed to progress RHS.
	Informed and targeted funding, education and advocacy for <i>affordable housing</i> in region.	Convene stakeholders to increase collaboration and define roles to address barriers to affordable housing development (Eg. Access to capital, bridge financing, staffing for development)	Current Housing Working Group, RR, Municipalities, non-profits, developers, others	TBD	- 90% of key stakeholders in affordable housing development engaged and at the table. - Roles defined. - Goals and actions developed.
	Build understanding around actions, policies and advocacy that would increase stable housing and healthy built environment.	Review CHNA for gaps and needs around housing and healthy built environment. Collect other relevant research. Add information into Housing strategy and action planning.	SNBSC, RR, Current Housing Working Group, Municipalities, non-profits, developers, others	March 31st, 2024	- Review of the CHNA completed. - Findings circulated with stakeholders. - Findings added to RHS and action plan. - Existing research added to SNBSC data repository

Strategic Priority	Goals	Actions	Stakeholders	Due Date	Performance Target
Building Regional Capacity - Network, Communication, and Information	Foundation year - Build understanding and collaboration for the Community Development Mandate in the region.	Develop a 'Community Development and Inclusion Network' (CDIN) structure to implement for the region.	SNBSC-CD Committee, Horizon CD, RR, others as needed	July 2023	- CDIN structure and implementation plan completed.
		Develop and implement a communication plan to build understanding of regional mandate and CDIN Network.	SNBSC-CD Committee, Horizon CD, RR, others as needed	July 2023 (strategy)	- Communication strategy completed - Monthly/Yearly engagement goals sent, and monitored (# increase in network, # of engagements by type, attendance at workshops/events)
	Relevant and Accessible data sources for decision-making, project development and evaluation.	Develop a data table/committee that would guide data sets for evaluation.	SNBSC, Horizon CD, RR, others as needed	October 2023	- Data committee established. - Key data sets identified for short term. - Plan for procuring, hosting and evaluating data.
	Increase resilience of organizations.	Explore, share and support training and learning opportunities for leadership development (including HR and Organizational Development)	SNBSC, United Way, LearnSphere, other training resources	Ongoing	- 1 Board Governance workshop hosted for region. - Key trainings to support annually identified and hosted.
	Alignment of regional efforts in overlapping priority areas.	Develop a shared/collaborative workplan between key stakeholders.	Horizon CD, Resiliency Coordinator, other regional community service supports	August 2023	- Shared workplan complete for 2023-2024
	Effective implementation of Community Development strategy	Review CD strategy, identify barriers and solutions for more effective roll-out (eg. adopt Re-Aim Framework)	SNBSC-CD Committee, Horizon CD, Resiliency Coordinator, other regional community service supports.	December 2023	- Review completed - Recommendations assessed, adopted/integrated.
		Review CD strategy performance targets, assess if they are still suitable and impact-oriented	SNBSC-CD Committee, Horizon CD, Resiliency Coordinator, other regional community service supports.	December 2023	- Performance targets evaluated and adjusted for impact
	Effective strategic development, implementation and communication for RSC mandates	Collaborate to assess recent Strategy, define key strategies and roles for RSC across the mandates, for more effective implementation and communication.	SNBSC (all depts), RSC Board, Committees where needed	TBD	- 2023 Strategy re-assessed - Key strategies and RSC roles defined



APPENDIX I

Regional Transportation Implementation Plan

Regional Transportation (Community Transportation) Implementation Plan

Strategic Priorities	Goals	Actions	Stakeholders	Due Date	Performance Target
Conduct a regional scan of existing transportation services.	Increase understanding around transportation resources, needs, gaps and opportunities.	Identify and map current transportation assets and service providers in the region.	SNBSC, Municipalities, Horizon, RR, Dial A Ride, PV Car Share, taxi services, ferry services, McAdam Bus, Huntsman Hop-on-hop-off, all relevant transportation providers and community partners, others as needed	Aug-23	- Regional scan completed.
Develop a regional integrated transportation strategy that considers inter-municipal, inter-regional, and inter-provincial connections.	Increase understanding around transportation resources, needs, gaps and opportunities.	1) Conduct a scan of existing plans, reports and recommendations (2023 Regional Transportation Framework, CHNA, SWNBTAI Reports, etc.).	SNBSC, Horizon, RR, ESIC, relevant transportation providers and community partners	TBD	- Scan completed.
		2) Assess regional opportunities and constraints for inter-municipal, inter-regional, and inter-provincial transit connections.			- Findings circulated with the stakeholders.
		3) Identify goals/actions to incorporate into transportation strategy.			- Existing research added to SNBSC data repository.
					- Identified goals/actions incorporated into regional integrated transportation strategy
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.	Increase collaboration and support of existing regional transportation services.	1) Identify existing services and stakeholders interested in collaborating and coordinating regionally around community transportation. Invite them to participate in regional community transportation strategy development as appropriate.	SNBSC, Dial A Ride, PV Car Share, ESIC, others as identified.	TBD	- Stakeholders identified and invited to participate.
		2) Work with Province to implement service based on their guidance and support as it develops.			- Provincial supports and guidance are considered in planning.
	Informed decision-making, informed and targeted funding, for community transportation in the region.	Perform a needs assessment to understand what would further support the accessibility, affordability and availability of regional community transportation services. Assessment could include: operations, infrastructure, communications, delivery modes, technology.	SNBSC, Dial A Ride, McAdam bus, other identified stakeholders.	TBD	- Needs assessment completed.
					- Findings circulated with stakeholders.
					- Action plan developed from recommendations.
					- Identified goals/actions incorporated into regional integrated transportation strategy
Develop and implement regional transportation goals to increase accessibility, affordability, and availability of transportation services.	Informed decision-making, informed and targeted funding, and collaboration around wheel-chair accessible options in the region.	Perform a needs assessment for wheel-chair accessible vehicles/shuttle-type transports.	SNBSC, Municipalities, Horizon, RR, Dial A Ride, PV Car Share, McAdam Bus, all relevant transportation providers and community partners as identified.	TBD	- Needs assessment completed.
					- Findings circulated with stakeholders.
					- Action plan developed from recommendations.
					- Identified goals/actions incorporated into regional integrated transportation strategy
	Increase collaboration around regional transportation services.	Convene stakeholders to review the findings of the assessments and identify achievable goals and related actions.	SNBSC, Dial A Ride, PV Car Share, others as identified.	TBD	- Regional transportation goals identified.
					- Action plan developed from recommendations.
					- Identified goals/actions incorporated into regional integrated transportation strategy

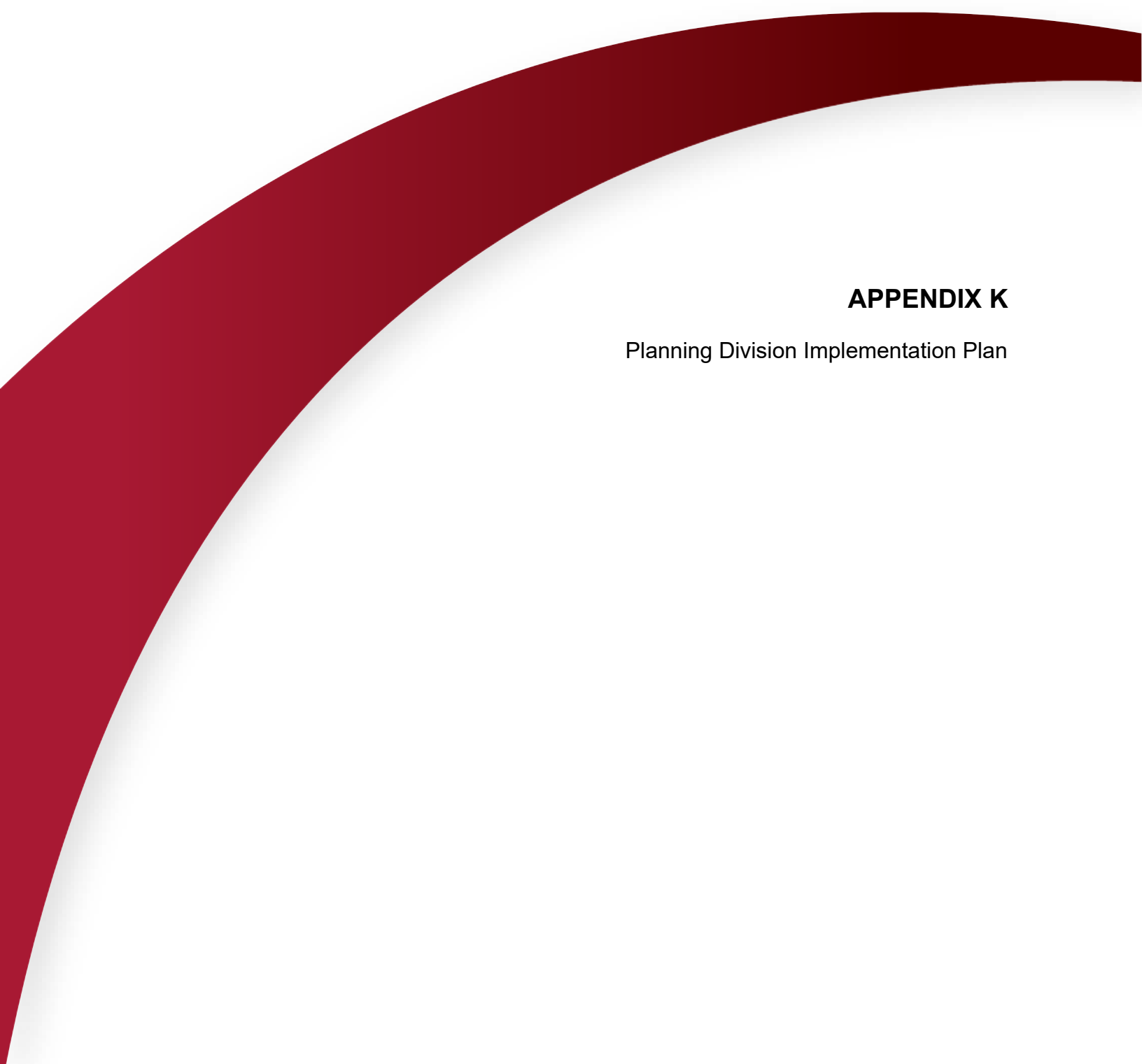


APPENDIX J

Waste Management Division Implementation Plan

Waste Management Implementation Plan

Strategic Priority	Goals	Actions	Due Date	Performance Target
Environmental Responsibility	Meet current and future regulatory requirements for leachate treatment and Green House Gas emissions	Ensure wastewater is treated effectively at all times and be proactive in utilizing new technology and treatment options as required, to ensure current regulations are met and be prepared for changes to regulations.	Ongoing	Regulations for wastewater treatment are met 100% of the time
		Ensure the ground water monitoring program is effective at all times and be proactive in utilizing new technology and monitoring options as required, to ensure current regulations are met and be prepared for changes to regulations.	Ongoing	Regulations for ground water are met 100% of the time
		Drill more wells for landfill gas capture.	Ongoing	One new well per year on average
		Find revenue generating options for use of landfill gas such as generating power for use on site in facilities or to power equipment; or connecting to the pipeline of Liberty Gas to sell the methane produced from landfill gas.	2024	Volumes permitting/ implement projects for better utilizing landfillgas in 2026
		Stay informed and align with Provincial initiatives to enhance environmental performance.	Ongoing	Waste Management Senior staff is informed about Provincial initiatives at all times
Financial Stability	Ensure landfill revenue is enough to cover all capital and operational costs required for sustainable operations	Review the tipping fee on yearly basis.	Ongoing	Tipping fee is reviewed on yearly basis
		Ensure the capital replacement budget is sufficiently funded yearly for capital work and apply for grants from Government programs for capital projects and/or new technology when available.	Ongoing	Capital assets are replaced on time as per our Asset Management Plan
Succession Planning	Ensure continuity of operations as key staff members retire	Map all processes and become ISO 9001 Certified for processes and procedures	2024-2026	Become ISO 9001 certified by end of 2026
		Identify key processes and procedures and ensure staff gets cross trained on these processes.	2024	Staff is cross trained on 100% of key processes
Efficient and safe operations	Implement new technologies to aid in efficiently conducting operational and construction tasks, and increase the useful life of our assets and infrastructure	Install thermal cameras for early detection of hotspots (fire hazard).	2023-2024	Thermal cameras installed by year end 2024
		Build capacity to address spot fires on a timely basis (at incipient stage).	2023-2025	Purchase a special vehicle with a water tank by year end 2025
		GPS technology for heavy equipment automation.	2025	New compactor comes with GPS technology
		Investigate options to better measure landfill gas capture rate.	2024	Comply with Provincial regulations on Landfill gas capture rate
	Being proactive to increase the safety of the landfill staff and customers	Investigate new wastewater treatment technologies such as remote monitoring equipment, specialized ammonia treatment, and nutrient injection.	2023- Ongoing	Regulations for wastewater treatment are met 100% of the time
		Investigate the possibility of utilizing the ground water data management program available for our landfill (currently used by Fundy RSC landfill).	2024	Subject to findings- utilize the ground water data management system by end of 2024
Effective Communication	Keep our staff, customers, and the public informed	Develop a policy for effective communication to address misinformation on social media.	2024	Policy adopted by RSC Board by end of 2024
		Pro-active communications with customers and the public on existing and new programs and initiatives related to waste collection and recycling through SNBSC website, its social media platforms, presentations to schools, the Recollect App (waste industry digital communication tool), tradeshow, and other options.	Ongoing	Monitoring website traffic, social media views, and Recollect App downloads



APPENDIX K

Planning Division Implementation Plan

Planning Implementation Plan

Strategic Priority	Goals	Actions	Lead	Stakeholders	Due Date	Performance Target
Mature planning division	Building internal capacity	Facilitate the continual sharing of knowledge between senior and junior employees by promoting mentorship as well as developing policy and guidance materials – reducing the risk of critical knowledge loss.	Planning Division	Corporate	ongoing	1- Planning Division employees will all have mentors by end of 2023. 2- All key processes will be mapped by mid 2024.
	Improve service via technology	Continually improve employee performance and introduce easy-to-use technology for the public, both of with the aim to create a positive customer experience and the best service quality at the planning division.	Planning Division	Corporate	ongoing	Create a survey for customer experience by the end of 2023, and encourage our customers to complete the survey
Greater use of GIS analysis to create spatial plans and GIS data	Provide data for informed decision making	Develop regional spatial plans and GIS data alongside local planning by-laws to give the best guidance and broadest perspectives when planning with specific local communities.	Planning Division	Collaborative	ongoing	Build a library with spacial plans that is accessible to all SNBSC members
		Integrate GIS analysis into planning decisions and planning services and provide inter-related services, including a shared platform to host and analyze public works data, replicating the Northwest RSC.	Planning Division	Collaborative	2024-2025	GIS analysis integrated into planning decisions and planning services by mid 2025
Professional By-law enforcement	Regional collaboration for by-law enforcement services	Establish a professional by-law enforcement officer service for property matters within the Planning Division based on voluntary agreements with municipal members.	Planning Division	Municipal members	2024-2025	By-law enforcement service agreements for property matters are voluntarily established with municipal members by the end of 2025