SOUTHWEST NEW BRUNSWICK
SERVICE COMMISSION

For Board approval
Board Meeting, November 26, 2026
33 Wall Street, St. Stephen

PROJECT CHARTER

Strategic Plan 2027–2031

Gate 1 · Launch and mandate · Prepared by the CEO, November 2026

6 months	6 gates	8 roles	Apr 29
November 2026 to April 2027	One Board decision per phase	Every director holds a named role	Board adoption, 2027

Recommended motion

That the Board approve the Strategic Plan 2027–2031 project charter, including its scope, timeline and Board gates, a project budget of $25,000 funded by the Department of Environment and Local Government, and the director roles named in Section 5; and confirm that the full Board serves as the Strategic Planning Committee, with a quorum of four or more members.

1 Purpose and background

This charter sets up the project to build SNBSC's Strategic Plan 2027–2031. It asks the Board to confirm the scope, timeline, roles and budget before work begins. Approving it closes Gate 1.

The new plan will be board-led and written in plain language. It will set direction for six services: solid waste, local planning, economic development, community development, tourism promotion and regional transportation.

Why now

- The 2023–2028 plan was adopted in July 2023, when the mandates from local governance reform were new. Three years of delivery now give us real data to plan from.
- The *Regional Service Delivery Act* requires each commission to keep a regional strategy current and update it on the Province's schedule. Starting now leaves a buffer before the 2028 review date.
- The current plan covers eight areas and dozens of priorities, which is hard to report against. The new plan will have fewer priorities, clear owners and measures that roll up to a public dashboard.

2 Objectives

1. **Adopt the plan on time.** Board adoption of Strategic Plan 2027–2031 on April 29, 2027.
2. **Keep it short and focused.** No more than 20 pages, a 2-page summary, 4–5 regional priorities and no more than three goals per service.
3. **Make it board-led.** Every director holds a named role and shapes part of the plan directly.
4. **Hear the region.** Engagement in all eight communities, with partners, staff and Indigenous communities.

5. **Make it measurable and fundable.** Every goal has an owner, a measure, a baseline and a target date. Every priority is costed for the 2028 budget.
6. **Meet provincial requirements.** The plan satisfies the *Regional Service Delivery Act* and the Department of Environment and Local Government's mandate guides.

3 Scope

In scope

- Vision, mission, values and 4–5 cross-service regional priorities
- Six service plans: solid waste, local planning, economic development, community development, tourism promotion, regional transportation
- Short commitments for other mandates: recreation cost-sharing, housing, Public Safety Committee
- Situation reports and a regional data profile
- Public, partner, staff and member-council engagement
- KPI set, targets and a public progress dashboard
- Final plan with a 2-page summary

Out of scope

- Adopting the 2028 operating and capital budgets (the plan informs them; the budget process stays separate)
- Changes to service delivery before the plan is adopted
- Staffing and organizational structure decisions
- Changes to legislation or regulation
- Detailed operational or business plans for each division

4 Deliverables

Deliverable	Phase	Description
Project charter and engagement plan	1	This document, plus the plan for surveys, pop-ups and workshops
Situation reports	2	One 4-page report per service: results against the 2023–2028 plan, budget, volumes, trends, gaps
Regional data profile	2	Population, housing, labour market, visitors, permits, waste tonnage
Engagement summary	3	What residents, partners, staff and councils told us
Vision, mission, values, priorities	4	Approved in principle at the February retreat
Six service plans and KPI set	5	Two pages each, using the standard template, checked against the Act and provincial guides
Strategic Plan 2027–2031	6	Final plan (20 pages or fewer) and 2-page summary; submitted to the Minister and posted publicly

Deliverable	Phase	Description
Public dashboard	1 → 6	Tracks the process, then switches to tracking the plan's KPIs at adoption

Service plan template (2 pages): where we are · what we heard · goals for 2031 (2–3) · actions by year · measures with baseline and target · lead staff and Board champion · estimated cost.

5 Governance and roles

The Board owns the plan. Staff do the work. Each of the eight directors holds a named role. A champion works with the CEO and the division lead for their service to build that part of the plan.

Role	Director	Responsibility
Board Chair: Plan Sponsor	Chair	Chairs Strategic Planning Committee meetings, opens each Board session, signs off each gate
Solid Waste Champion		Co-leads the solid waste plan with the Solid Waste Manager
Local Planning Champion		Co-leads the planning plan with the Director of Planning
Economic Development Champion		Co-leads the economic development plan; links to business and workforce partners
Community Development Champion		Co-leads the community development plan; links to social, health and housing partners
Tourism Champion		Co-leads the tourism plan; links to operators and the provincial tourism department
Transportation Champion		Co-leads the transportation plan; links to transit providers and island communities
Engagement and Finance Champion		Oversees engagement; checks every priority can be funded under s. 27 budget rules

Names to be confirmed at the November 26 Board meeting. Where possible, a director does not champion a service in which their own community is the dominant user.

Other role	Responsibility
Strategic Planning Committee	The full Board, with the CEO as non-voting support. No sub-committee is formed. Meetings proceed when quorum (four or more members) is present. Meets once a month and closes each phase gate.
CEO (process lead)	Owns the timeline and dashboard, drafts all documents, reports to the Board monthly.
Service leads (staff)	Prepare situation reports, run service workshops with their champion, draft service plans and measures.
Communications staff	Run surveys, the project page on snbsc.ca and pop-ups in all eight communities.
Member councils	Briefed in January and April; each council receives the draft before adoption.

Other role	Responsibility
Partners	Department of Environment and Local Government, First Nations and Indigenous organizations, chambers of commerce, tourism operators, community agencies, transit and health partners.
Facilitator (optional)	An outside facilitator for the February retreat keeps all directors equally in the room.

6 Timeline and Board gates

Six phases, one per month. Each closes with a Board decision (a gate) before the next begins. No phase starts until the Board closes the gate before it. Adoption on April 29, 2027 is the only fixed end date.

NOV 2026	DEC 2026	JAN 2027	FEB 2027	MAR 2027	APR 2027
Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Launch and mandate	**Where we are**	**What we heard**	**Where we're going**	**How we get there**	**Adopt and launch**
Gate 1 · Nov 26	Gate 2 · Dec 17	Gate 3 · Jan 28	Gate 4 · Feb 25	Gate 5 · Mar 25	Gate 6 · Apr 29

Gate	Phase	Date	Board decision
1	Launch and mandate	Nov 26, 2026	Charter approved; champions named
2	Where we are	Dec 17, 2026	Situation reports accepted; keep / change / stop list
3	What we heard	Jan 28, 2027	Engagement summary received
4	Where we're going	Feb 25, 2027	Vision, mission, values and priorities approved in principle
5	How we get there	Mar 25, 2027	Six service plans and measures approved
6	Adopt and launch	Apr 29, 2027	Strategic Plan 2027–2031 adopted

Director time beyond regular Board meetings: one 45-minute interview with the CEO, two Board working sessions (2 and 3 hours), a 1.5-day retreat, their service workshop and a community pop-up.

7 Engagement approach

- **Directors:** one-on-one interviews in November on what is working, what must change and their community's top three needs.
- **Residents:** an online survey, open four weeks in January, with paper copies at SNBSC offices.
- **Communities:** a pop-up session in each of the eight member communities, hosted by that community's director.
- **Partners:** six service workshops, one per service, led by the champion and service lead.
- **Staff and Indigenous communities:** a staff workshop, and Indigenous engagement as agreed with communities.
- **Member councils:** briefings in January and April, and a 2-week review of the draft plan with the public.

8 Budget

The project budget is **$25,000**, funded by the Department of Environment and Local Government. It covers facilitation, survey tools, design and community sessions. Actual costs will be reported to the Board at each gate.

Cost item	Notes
Retreat facilitation	Optional outside facilitator, February
Survey and engagement tools	Online survey, paper copies, pop-up materials
Design and layout	Final plan and summary in the SNBSC brand
Community sessions	Venues and refreshments for eight pop-ups and workshops

Staff time is absorbed in existing budgets. Actions in the final plan are costed separately for the 2028 budget (s. 27).

9 Success measures

Measure	Target
Gates met on time	6 of 6
Director participation	All 8 directors in every Board session and the retreat
Communities with a pop-up	8 of 8
Survey responses	600 (about 2% of residents)
Service workshops held	6 of 6
Final plan length	20 pages or fewer
Project spending	Within the $25,000 budget

10 Risks

Risk	Effect	Mitigation
Director availability	Gates slip; plan feels staff-driven	Book all sessions in November; offer a virtual option; champions co-lead with staff
Low public response	Plan misses the resident view	Director-hosted pop-ups, school and partner channels, paper surveys at offices
Too many priorities	Long, unfocused plan	Keep / change / stop exercise; hard cap of five priorities
Provincial rules change	Rework late in the process	Confirm template with the Department in November; check again in March
Unfunded actions	Plan not delivered	Finance check in Phase 5; tie to the 2028 budget
Staff capacity	Daily services suffer	Build phase work into service leads' plans; budget for facilitator and design

11 Requirements, assumptions and reporting

Provincial requirements (*Regional Service Delivery Act*)

- Regional strategy (s. 3.2) covering economic development, community development, tourism promotion, transportation and infrastructure, in the form the Minister requires.
- Mandatory services (s. 4(2)) and mandate activities (s. 3.1) are all addressed in the plan.
- Board decisions follow s. 9, 9.1 and 9.2; budget rules under s. 27 apply to costed priorities.
- The strategy is made public and reported on annually (s. 33, 36).

Assumptions and open items

- The update schedule and any required template will be confirmed with the Department of Environment and Local Government in November.
- Early renewal is timed ahead of the 2028 review date; this will be confirmed with the Department.
- Gate dates follow the Board calendar; any change is approved by the Board.

Reporting and change control

Status	Meaning	Action
● **On track**	Milestone will be met by its date	None
● **At risk**	Could slip up to two weeks	CEO reports the fix to the Board
● **Off track**	Will slip more than two weeks, or gate missed	Board decides the fix at its next meeting
● **Not started**	Future work	None

The CEO updates the dashboard every two weeks and presents it at each Board meeting. Changes to scope, budget or the adoption date need Board approval.

12 Approval

Approved by the Board of Directors of the Southwest New Brunswick Service Commission.

Board Chair, Plan Sponsor

Date

Hollis Bartlett, Chief Executive Officer

Date