

REGIONAL SERVICE COMMISSION 11 STRATEGIC PLAN

NOVEMBER 3, 2015

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Introduction

Purpose

This strategic plan is intended to provide direction and focus for all Board Members, employees and stakeholders of Regional Service Commission 11. Given that we are part of a new model of service delivery, with evolving objectives and legislation this plan expires in November 2020.

We will measure our outcomes against the goals and objectives detailed in the plan and as importantly we will test the opportunities that we discover against the vision and mission described here. We will use this plan to say “this is a great idea that fits”; and we will use this plan to say no to great ideas that don’t.

Background

After years of study and the development of many proposals intended to modernize local government and improve local service delivery, the Province of New Brunswick established Regional Service Commissions (RSCs) which became effective on January 1, 2013. These RSCs are governed by the provisions of the *Regional Service Delivery Act*, Statutes of New Brunswick 2012, Chapter 37, and the associated Regulation. The Act and Regulation can be found on our website – www.rsc11.ca.

Our RSC, Regional Service Commission 11, is comprised of these municipalities, rural communities and local service districts:

Village of Cambridge-Narrows	Village of Chipman	The City of Fredericton
Village of Fredericton Junction	Village of Gagetown	Village of Millville
Village of Minto	Town of Nackawic	Village of New Maryland
Town of Oromocto	Village of Stanley	Village of Tracy
Parish of Blissville	Parish of Bright	Parish of Burton
Parish of Cambridge	Parish of Canning	Parish of Chipman
Parish of Clarendon	Parish of Dumfries	Estey’s Bridge
Parish of Douglas	Upper Gagetown	Parish of Gladstone
Hampstead	Rural Community of Hanwell	Keswick Ridge
Parish of Kingsclear	Parish of Lincoln	Parish of Maugerville
Parish of New Maryland	Noonan	Parish of Northfield

Parish of Prince William	Parish of Queensbury	Rusagonis-Waasis
Parish of Saint Marys	Parish of Sheffield	Parish of Southampton
Parish of Stanley	Parish of Waterborough	Wirral-Enniskillen

The bringing together of diverse communities to collectively plan and deliver local services for the first time was a “learning experience” for all. It would also be safe to say that we are in the midst of that experience.

During our first two years of operation we had to address a number of start-up issues such as arranging the appropriate continuity of insurance coverage for our directors and operations and establishing various policies and procedures. However, we also set in place our structures which will assist us in moving forward with our mandate.

The Board uses the “committee system” of governance which sees most items move from the appropriate committee to the Board. In our case we have structured the following committees:

- Audit;
- Community Policing;
- Finance and Budget;
- Planning Management;
- Governance Committee;
- Executive Director Oversight.

The mandates of these committees are described in our Procedural By-Law which can be found at www.rsc11.ca.

We also ensured that the Commission was compliant with both the Right to Information and Protection of Privacy and Official Languages Acts. We have also transitioned the annual financial reporting of our operations from the municipal format to the new Public Sector Accounting Board standards.

And finally we have spent time and energy in Board development. Sessions were held covering governance and developing our vision. The visioning session was the beginning of our strategic planning process which culminated in the production of this document as mentioned above.

Mandate

Our mandate is to provide cost-effective and efficient service delivery to constituent communities within the region in a fair and equitable manner. We strive to be open, transparent, collaborative, and respectful when dealing with our many stakeholders, acting as a forum where our region’s rural and municipal voices are heard.

The RSCs have been tasked with enabling the needed collaboration and cooperation between communities to ensure that Municipalities, Rural Communities and Local Service Districts are better positioned to meet the service needs of residents and to benefit from collective efforts to build and sustain stronger regions.

In the pursuit of this goal all RSCs in the province are obligated to provide certain services. These are referred to as mandated services and include:

Regional Planning

We will be responsible for the development of a Regional Plan, the aim of which is to better coordinate and manage development and land use within our region. This planning exercise has not yet begun.

The Department of Local Government is still in the process of more clearly defining the content and structure of the required plan. What we do know is that this will be a substantial exercise. This Board and the Boards of the other RSCs have been lobbying the Minister to provide this direction as soon as possible.

Our Regional Plan will also serve as an important tool in better managing, protecting and harmonizing urban and rural landscapes and resources.

Local Planning in Local Service Districts

We provide land use planning services to all Local Service Districts. This function includes the development of rural plans, the administration and enforcement of the plans, the issuance of building permits, conducting building inspections, and the approval of subdivisions, etc. All Municipalities and Rural Communities are able to obtain their local planning services from us and we have a number of municipalities that do.

Solid Waste Management

We provide solid waste disposal services to the Municipalities, Rural Communities and Local Service Districts within the region. This includes the operation of our landfill, as well the coordination of recycling programs and the handling of hazardous waste. We also operate a gas based electrical power generation facility.

Regional Policing Collaboration

We serve as a forum through which the effectiveness and efficiency of policing services is reviewed and evaluated on a regional basis. Through our Community Policing Committee we identify issues of common concern within the region and provide direction on priorities for policing services.

Regional Emergency Measures Planning

There is currently a legislative overlap between RSCs and the Department of Public Safety with regard to this service. We are advised that this will be fixed in the near future and that responsibility for this area will belong to Public Safety.

Regional, Sport, Recreational, and Cultural Infrastructure Planning and Cost Sharing

We are responsible for facilitating the planning and cost-sharing of major sport, recreational and cultural facilities within our region. In order to secure provincial funding, the project proponents

will be required to obtain support from those communities expected to benefit from the facilities.

Finally, we will be required to meet any provincial or other established standards in force from time to time associated with the services we deliver.

Strategic Planning Process

Our planning process began with a Saturday workshop, from 8:00am – 2:00pm in Fredericton, with the majority of Board Members in attendance. The group was led through a series of facilitated exercises, including expectation setting, mandate identification, values discussion, as well as a discussion around the Board's strengths, opportunities, aspirations, and results which were then analyzed and prioritized. Throughout the session, a number of key findings were identified, and the group was able to come together to get a better understanding on their shared vision, values, and priorities to help them move forward with a more detailed plan.

Annually a survey of the Board is done to gather feedback on the accomplishments of the year and to identify areas of improvement for the coming year.

After a second Saturday session to review the results of the two previous initiatives the groundwork was laid for the actual production of the strategic plan.

Our Customers

As ironic as it seems the first issue we needed to address was the concept of who constitutes the Commission's customer group. After discussion it was decided that our customers (and shareholders) are the communities of the region and that we provide services to them for the benefit of their residents, making the citizens or taxpayers stakeholders of ours.

Vision

Corporate vision statements describe "The Dream" - in other words how things would look if they went perfectly. The vision statement makes our beliefs and governing principles clear to the Board, employees and communities.

Typically, vision statements have common features. They should be:

- understood and shared by the members of our community;
- broad enough to encompass all of our stakeholders;
- Inspiring and uplifting; and
- Easy to communicate – short and to the point.

In our planning workshops and process the vision statement chosen by the group was:

RSC 11 will be the channel that enables cooperation, collaboration and support between our region's communities, improving their delivery of local governance.

Mission

A mission statement describes what an organization is going to do and why it is going to do it. Mission statements are similar to vision statements, but they're more concrete, and they are definitely more "action-oriented" than vision statements.

Some general guiding principles about mission statements are that they are:

- concise - although not as short a phrase as a vision statement, a mission statement should still get its point across in one sentence;
- outcome-oriented - mission statements explain the overarching outcomes your organization is working to achieve; and
- inclusive - while mission statements do make statements about your group's overarching goals, it's very important that they do so very broadly. Good mission statements are not limiting in the strategies or sectors of the community that may become involved in the project.

We have chosen the following Mission Statement:

Our mission is to provide cost-effective and efficient service delivery to constituent communities within the region in a fair and equitable manner for the benefit of all communities. We strive to be open, transparent, collaborative, and respectful when dealing with our many stakeholders, acting as a forum where our region's rural and urban voices are heard.

Goals

Once an organization has developed its mission statement, its next step is to develop the specific goals that are focused on achieving that mission. An organization's goals generally lay out how much of what will be accomplished by when.

Strategies

Strategies explain how the goal will be reached. Generally, organizations will have a wide variety of strategies that include people from all of the different parts, or sectors, of the community. These strategies range from the very broad, which encompass people and resources from many different parts of the community, to the very specific, which aim at carefully defined areas.

Action Plan

An organization's action plan describes in great detail exactly how strategies will be implemented to accomplish the goals developed earlier in this process.

Plan Management

The Board wishes to review the progress made on the implementation of this plan semi-annually (June and December). This is largely due to the evolving nature of our areas of responsibility.

Goals, Strategies and Action Plans

The following goals have been identified for action in the planning period:

1. Effective and efficient delivery of mandated services;
2. Identification of additional services, opportunities, and specific multi-community projects to benefit the Region;
3. Effective communications with our customers and stakeholders.

<i>1) Mandated services</i>		
Goal	Strategy	Action Plan
Begin the regional planning process.	Work with and lobby Local Government officials and the Minister to establish the guidelines and support for regional planning to begin.	Chair to press for this direction in all contacts with the Minister and specifically during the Minister's meetings. ED to work with his counterparts to ensure this item is on the agenda for all ED/PNB meetings. Municipal members to lobby their organizations (UMNB, Cities Association) to press for guidance from PNB.
Reduce community planning costs.	Increase the number of municipalities receiving services from us.	Active sales efforts by planning and corporate staff.
Limit tipping fee increases to increases in CPI.	Maximize contribution from power generation to the landfill.	Resolve gas quality situation; preparation of multi-year planning and budgeting.
Resolve EMO Plan "uncertainty"	Accomplished ¹	Accomplished

<i>2) Identification of additional services:</i>		
Goal	Strategy	Action Plan
Identify opportunities for increased collaboration.	Complete a Community Service Contracts Review	Staff to compile a list (with help of municipal administrators) of all contracted out services.

¹ Since the preparation of the draft Strategic Plan the Departments of Local Government and Public Safety have come to an agreement that this mandated service will be "migrated" to Public Safety.

Goal	Strategy	Action Plan
Begin regional recreation planning	Access funding and staff expertise from Dept of Health and Inclusive Communities.	Prepare and have approved project plan for regional asset mapping of recreational infrastructure.
Identify regional transportation opportunities	Utilize partnership with academic communities to identify individuals with research interest in this area.	Follow up with Trevor Hanson from UNB and initiate discussion with St. Thomas University.
Identify appropriate role for Commission in Economic Development	Monitor the development of the new government's Economic Development Plan, particularly the reorganization of existing delivery agencies.	Direct ED and Chair to collaborate with Local Government so that a role is not "dictated" to RSC.
Identify opportunities for Tourism collaboration	Complete a review of community tourism plans and identify overlaps and gaps.	Municipal interviews and regional asset mapping

3) *Effective Communications*

Groups we Serve	Information they need	When and how often
Board Members	Meeting agendas and support information; Project updates; GNB and issue updates.	Monthly – a week before the meeting; milestone review dates; as required by issue urgency.
Municipal Councillors	"Board Notes" ²	Within a week of the meeting.
Municipal Administrators	"Board Notes"; Semi-annual face to face briefings from ED.	Within a week of the meeting; on a rolling schedule (2 per month).
Local Service Manager	Meeting agendas and support information; Project updates; GNB and issue updates; monthly face to face briefings with ED.	Monthly – a week before the meeting; milestone review dates; as required by issue urgency.
LSD Chairs	"Board Notes"	As determined and distributed by LSM.

² As a result of this plan being adopted staff would prepare a brief narrative of the meeting, items discussed, opinions expressed and decisions taken in a less formal manner than the Minutes.