
Working together for vibrant and sustainable communities

WHITE PAPER



Vibrant and Sustainable
Communities



**Environment and Local Government
2021-2022**

Province of New Brunswick
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A message from the Minister

Local governance is all about community: where we live, work, recreate, and where our kids go to school. It is at its simplest the closest level of decision making to our homes and businesses. We embarked upon local governance reform more than a year ago and thanks to many insightful ideas and input from the public, we're making it a reality. Although our plan is contained in the pages that follow, there is much work ahead to implement the numerous actions. Our goal: we want vibrant and sustainable communities that work together to enhance the quality of life for all New Brunswickers.

Our approach is ambitious, but we are confident that it will collectively lead to a better province in terms of maintaining and improving services, acting on local and regional priorities, and taking advantage of economic development opportunities. This reform is about the future of our province. Few people dispute the need for reform – although some may disagree with some of the decisions we've made. That's to be expected. Embarking upon change doesn't come without trepidation and concern. That's inevitable when you're looking at modernizing something that has existed for decades.

But without making the necessary changes, some of our communities will continue to lose key services, infrastructure, and economic opportunities. We want accessible and affordable services such as garbage collection, recycling, policing and fire services that can keep our families and our homes safe, and recreation facilities for ourselves and our families.

But how do we pay for these services if some of our communities are losing their residents to larger centres, or if some residents are choosing to live just outside the boundaries of service centres and aren't contributing to the services they enjoy? How do we stop communities and regions from competing against one another for new businesses, industry, investment, and economic growth?

Do we sit back and let this continue to happen or do we act decisively? The answer for me is simple. We simply cannot sit idle any longer. As I've said many times since becoming Minister, "the status quo is no longer an option."

Over the spring, summer, and fall, we held 36 local governance reform engagement sessions with 15 of those open to the public. The 36 engagement sessions are in addition to the meetings I've had individually with hundreds of New Brunswickers – some virtually and some in person. We also received hundreds of emails and briefs and more than 1,200 people took part in our online survey.

Thank you to all those who joined in the discussion.

We know people want to maintain their community identity; and we can achieve this while ensuring the local governance structure is viable over the long term. The experiences people have in their hometowns are the foundation for their life's journey, whether they were born in New Brunswick or decided to make their lives here. Local governance reform isn't going to change that. I will always be a Lewisville boy, even if it's part of the City of Moncton.

The case for reform has been made time and again. New Brunswick has no fewer than 340 local entities, including eight cities, 26 towns, 61 villages, eight rural communities, one regional municipality and 236 local service districts. Other provinces with much larger populations have far fewer entities. Nova Scotia has 50 local governments and it only has four entities with fewer than 1,000 people. By comparison, New Brunswick has 208 entities with fewer than 1,000 people.

This reform will include strategic local restructuring across New Brunswick resulting in a reduction of the number of entities from 340 to 90. We will have 78 local governments and 12 rural districts. The rural districts will be made up of the local service districts or parts of those that have not become part of a local government. We will establish elected advisory committees in the newly formed rural districts, whose councillors will be elected as part of municipal elections.

Your voice will be heard. The democratic deficit currently affecting 30 per cent of the province's population will be rectified. On the regional collaboration front, we will adjust representation on the regional service commissions' boards of directors to reflect structural changes. This means all local governments and rural districts will be represented on the regional service commission board and the commissions will receive an expanded mandate to ensure regional services are planned and cost-shared regionally. We will also amend voting rules to improve fairness and balance in decision-making processes.

On land use planning, we will establish statements of public interest to provide direction on specific planning matters such as the use of agricultural land, natural resource development, settlement patterns and climate change. As I have said many times in the past few months, we need to ensure natural resource-based activities, such as forestry and farming, which have sustained New Brunswickers for generations, continue to provide livelihoods and economic growth opportunities for our children and grandchildren. As well, we will give local governments an additional tool to increase affordable housing units; we will enable inclusionary zoning by-laws as was committed to in the [Review of the Rental Housing Landscape in New Brunswick](#).

We know New Brunswickers want property tax reform. We will provide local governments with more flexibility to set local non-residential (business) property tax rates. We are committed to exploring ways to optimize the development of under-utilized and vacant properties when appropriate to do so, whether they are located in industrial parks, in downtowns or in other prime locations around the province. Our downtowns are economic hubs and we need to support them. Some of these changes won't happen overnight but we are laying out the roadmap to make them happen. Additionally, we know there will be more to do on financing local governance and we are committing to undertaking that work once the new local government system is restructured and regional collaboration efforts are underway.

As you read this white paper you may find many of your ideas reflected. There might be others that are new and innovative, while some you may have seen in previous local governance reports.

We know New Brunswickers don't want a one-size-fits-all approach. We heard you and we believe our path to reform is balanced and is the right approach at the right time for New Brunswick. Lastly, I believe that the reform outlined in this paper will deliver more vibrant and sustainable communities that work together to enhance our quality of life.

Thank you,

A handwritten signature in black ink, appearing to read "D. Allain". The signature is stylized and cursive.

Hon. Daniel Allain
Minister of Local Government and Local Governance Reform

Introduction

“Our nation, our province and our municipalities are living in a period of re-assessment and re-adjustment.”

This statement was the opening line of the *White Paper on the Responsibilities of Government* tabled in the legislative assembly in 1965. At that time, the local governance structure was no longer adequate to respond to the realities of economic and societal changes. The government had recognized that it had two paths to consider: continue with the status quo, which would inevitably lead to an economic and social crisis or, re-imagine and reset the roles and structure of government to better prepare New Brunswick for future prosperity. That white paper led to the creation of the Equal Opportunity program.

The Equal Opportunity program reset the provision of local and provincial services. This meant that services such as health care, education, social assistance and the administration of justice became the jurisdiction of the provincial government and the more local services such as, policing, local roads and streets, parks and recreation, and fire protection remained the responsibility of local government entities. In addition, county governments were eliminated and replaced by villages and unincorporated local service districts (existing cities and towns remained in place). The functions of property assessment and property tax collection were administered by the provincial government to ensure standardization. These changes are now reflected in the current local governance system and while modifications have been made along the way, the main characteristics remain to this day.

More than 55 years have passed since this major local governance reform. Once again New Brunswick is faced with new economic realities and societal changes. Today, nearly one-third of New Brunswickers don't have elected local government representation that can make decisions on their behalf. Cooperation between communities, when it comes to cost sharing and service delivery, continues to be very difficult to achieve in many regions. Many communities have limited financial resources and they struggle to provide good quality local services at an affordable cost. The local governance system is not as efficient or as effective as it could be. It is not organized in a way that can

meet the many current and future challenges facing New Brunswick’s communities and regions. Opportunities are often lost as regions compete with one another rather than collaborate on services, develop common priorities, or share limited resources.

	1967	2021
Population	616,788	747,101*
Local governments	114	104
Local service districts	97	236
*2016 Census data		

Over the past several decades, many people have recognized that the system needs reform; organizations and individuals (and many studies) have continued to call for more substantial reform. It is also recognized that services to people are increasingly becoming a shared area of responsibility, something that needs to be enabled and supported.

Like the white paper presented in 1965 outlining government’s responsibilities, this white paper outlines how, through policy and legislative changes, the provincial government will once again position the province to meet both current and future needs, challenges, and opportunities.

Impact of doing nothing

During the local governance reform process, it was made very clear that the status quo is no longer meeting the needs and desires of New Brunswickers.

Thirty per cent of New Brunswickers live in local service districts and cannot rely on a locally elected and accountable representative. Therefore, they do not have a say in how their community is serviced. Decision-making is in the hands of the Minister of Local Government and Local Governance Reform. In contrast, most provincial and territorial populations across Canada are served by elected local governments.

Younger people are moving from rural communities to urban areas and bigger centres. Projections indicate the population of smaller rural communities will continue to decline; over the next 20 years, only the Moncton and Fredericton regions, and to a lesser extent the Saint John region, will experience population growth. This trend will continue to create challenges for communities. Insufficient growth in tax bases will make the upkeep of infrastructure difficult and communities will have to either reduce services or increase property taxes. Larger communities have the financial flexibility to offset small increases to costs like insurance premiums or garbage collection without raising their tax rate. However, smaller communities do not have that option. This results in increasingly inconsistent levels of service (and tax rates) throughout the province.

Many local boundaries no longer reflect how and where people socialize, work, shop, and access services (e.g., schools, health care, recreation, business, cultural activities, etc.). That means that many people are not necessarily paying the appropriate amount for the services they access regularly. Urban sprawl and the development of bedroom communities are worsening this problem.

New Brunswick has a large number of entities relative to its population (340 local entities for approximately 747,101 people as per the 2016 census data). This causes discrepancies in service delivery and service levels across the province. The large number of separate entities will continue to foster individualistic and competitive approaches rather than collaboration in sectors like tourism, economic development, population growth, recreation, culture, and emergency services.

Inconsistent land use planning will continue to present challenges like urban sprawl, linear development, insufficient protection of the environment, land use conflicts and emerging issues related to climate change. The absence of consistent land use planning makes communities vulnerable to unwelcome development, negative impacts on property values and a reduction in quality of life.

In its simplest form, doing nothing will result in some communities losing infrastructure, reducing their services and service levels, and missing out on economic development opportunities.

A summary of actions to date

Local governance reform was launched in January 2021 and the process was laid out for public engagement to continue over the following months. The goal of the reform is to work collaboratively to design a system that is effective and affordable today and in the future.

The principles that guide the reform include:

- Uphold the principles of Equal Opportunity for fairness and equity throughout the province, as well as efficiency and accountability.
- Strengthen local governance capacity through increased collaboration and cooperation.
- Respect the identity of communities, including their language, culture, sense of place and history, while reducing the number of local entities. This includes respecting the principles established in the *Act Recognizing the Equality of the Two Official Linguistic Communities in New Brunswick*.

In early April, a green paper entitled *Working together for vibrant and sustainable communities* was published to stimulate discussion and generate ideas on how to improve the local governance system. The green paper was structured around four pillars, (structure, regional collaboration, land use planning and finances) and a series of opportunities were presented under each pillar. These opportunities were not exhaustive and New Brunswickers were encouraged to provide feedback on what was presented as well as additional thoughts on this reform.

In keeping with COVID-19 guidelines, 25 engagement sessions were conducted virtually. In late April, a series of nine thematic engagement sessions with targeted stakeholder groups began and included:

- land use planners and developers
- representatives from the recreation, culture, arts, and tourism sectors
- first responders
- post-secondary education representatives
- natural resources, agriculture, and environment stakeholders
- businesses, economic agencies, and students
- multicultural agencies and representatives of newcomers

These sessions were followed in mid-May by four public sessions, two in each official language, focused on the green paper's pillars of structure and finance, as well as regional collaboration and land use planning. Throughout June, a series of 12 engagement sessions were held with elected officials, municipal administrators, local service district advisory committee members, and representatives from the regional service commissions. In

addition, residents and stakeholders were invited to complete an online survey and to submit their ideas, opinions, and concerns in writing to the reform team.

In September, the Minister released a summary document of feedback received through the engagement process entitled *Working together for vibrant and sustainable communities: What we heard*. This document provided a snapshot of the comments and data shared with and reviewed by the Local Governance Reform team. While the general consensus was that reform is required, there was little consensus on the approach. The following thoughts were shared frequently:

- For a province of its size and population, New Brunswick has too many entities.
- Regional collaboration is important for the viability of the province but depending on the region the priorities for collaboration differ as there is no “one-size-fits-all” approach.
- Some people suggested that the provincial government implement all the recommendations contained in the *2008 Building Stronger Local Governments and Regions (Finn Report)* while others said the status quo is working for them. Some stakeholders advocated for stronger service hubs and others said they prefer the British Columbia model for regional representation and service delivery.
- Changes are required to the property tax and assessment process to make it more fair and increase clarity and transparency.
- Enhancements to land use planning are needed to support investment and growth, to protect the quality of life, and to balance interests in natural resources and environmental protection.
- New Brunswickers want elected representatives at the local level.

When Covid-19 restrictions loosened, the Minister of Local Government and Local Governance Reform launched an additional 11 world-café style engagement sessions as a follow-up to the release of *Working together for vibrant and sustainable communities: What we heard*. Primarily offered in rural areas, these sessions were designed to offer an opportunity to provide input to those who could not participate in the virtual sessions. Five sessions were held in-person and six were held virtually due to Covid-19 restrictions being reinstated.

SUMMARY OF ENGAGEMENT ACTIVITIES:



36 engagement sessions (including 15-public sessions) which were attended by more than 1,700 people.



4 working groups composed of subject matter experts from municipal associations, local service districts and regional service commissions reviewed opportunities for each pillar.



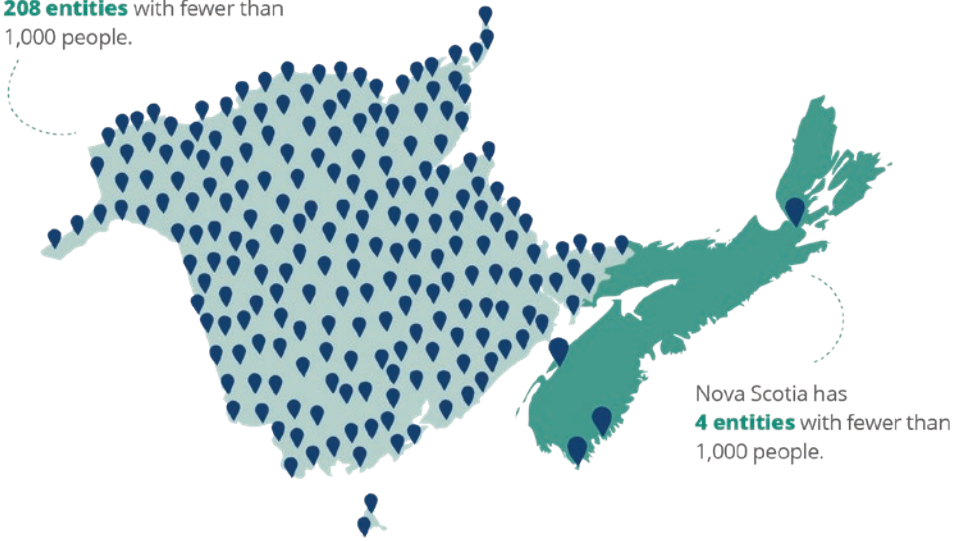
More than **120 briefs** and more than 150 emails were submitted by New Brunswickers, local governments, stakeholder organizations, and local service district advisory committees.



There were more than **1,200 responses** to the online survey.

Local governance structure

New Brunswick has **208 entities** with fewer than 1,000 people.



Nova Scotia has **4 entities** with fewer than 1,000 people.

At present, New Brunswick has 340 local entities, including 8 cities, 26 towns, 61 villages, 8 rural communities, 1 regional municipality and 236 local service districts. Many entities are in a vulnerable financial situation given limited tax bases combined with economic, demographic, societal and environmental challenges. Sixty-one percent of the entities in the province have fewer than 1,000 residents. Entities are competing with one another for scarce resources, which is dividing communities, increasing duplication of services and infrastructure, creating inequitable cost-sharing practices, and fostering uncoordinated development. This is not sustainable.

There is considerable public interest in reducing the number of entities, if this reform takes into consideration communities of interest and preserves the rural way of life. Many communities have proactively provided solutions on what structural change could look like in their community and many of those are contained in this document.

The local governance structure will be improved, and strengthened through changes and actions that include:

- strategic restructuring of local government entities
- strengthening of local representation
- defining the responsibility for roads
- enhancing asset management planning
- establishing a municipal commission
- requiring local governments to report on their viability

1.1 STRATEGIC RESTRUCTURING

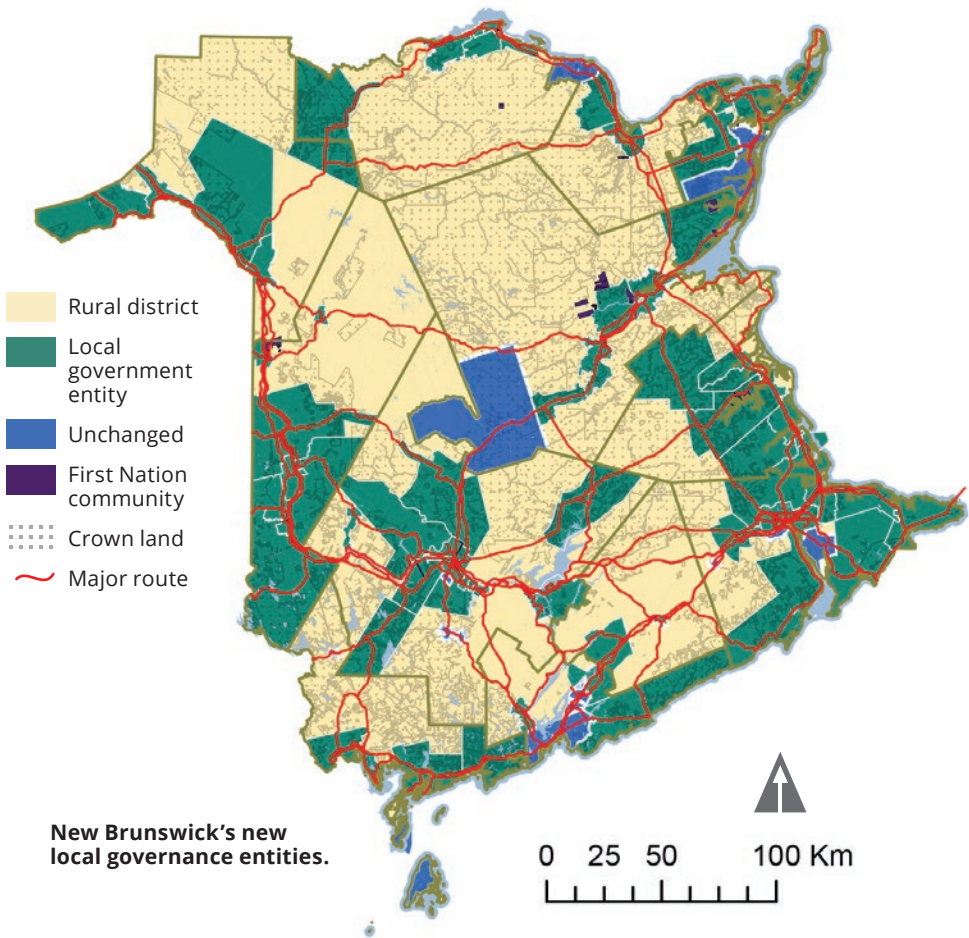
Boundary and governance changes will be implemented to strengthen local capacity and improve local representation. During the engagement process, it was evident from the feedback and suggestions received that the challenges facing communities could only be addressed by increasing capacity and realigning boundaries based on common interests. Many advocated for the restructuring of communities with shared interests and experiences.

The base criteria from the *2008 Building Stronger Local Governments and Regions (Finn Report)* were used to determine viable restructuring projects. These criteria suggest that a minimum of 4,000 people or \$200 million in tax base is needed, recognizing that some local entities could be viable without meeting these targets.

In addition to these criteria, several other factors were considered including current boundary alignments, linguistic profiles, school catchment areas, communities of interest, natural boundaries, service reach, current service/ infrastructure cost sharing arrangements, urban and rural realities, and population movement patterns. Previous and current local interest in community restructuring was also considered. Local circumstances vary across regions; therefore, the scope and type of restructuring presented in this white paper are not reflective of a “one-size-fits-all” approach, a concern which was consistently noted throughout the public engagement sessions. The boundary changes outlined in [Appendix B](#) are based on a combination of the following types of restructuring:

- Incorporation of several local service districts into newly formed rural communities.
- Merging of local governments together along with local service districts, or portions of them, to form larger local governments.
- Annexation of local service districts, or portions of them, with an existing and adjacent local government.
- Formation of 12 rural districts for those local service districts or portions of local service districts not included in the above-mentioned restructurings.

	Local Governments	Local Service Districts
Current number	104	236
New number after restructuring	78	12
Current population	516,124	222,814
New population after restructuring	~677,000	~61,000
% total population now	~70%	~30%
% total population after restructuring	~92%	~8%
9,922 (approximately 1%) of New Brunswick’s population live in 16 First Nations communities, which have their own governance structures.		



There are situations around the province where adjusting boundaries in accordance with communities of interest with sufficient population or tax base to meet minimum viability requirements is challenging. As such, there are some exceptions where not all restructured entities meet the minimum viability thresholds previously noted.

There are 16 local governments that were not restructured at this time and will be encouraged to look at their options in the future to join surrounding local governments or join the rural district in their region.

[Appendix B](#) of this document illustrates the new boundaries by way of maps and tables.

The larger tax bases in the newly defined local governments or rural districts will make it more feasible for these entities to provide a higher and more sustainable level of service to residents. The changes will also enable more equitable cost-sharing of services, encourage greater collaboration and reduce unproductive competition among communities in a region. The new structure will provide a better footing to

take advantage of economic opportunities and address various environmental and social challenges.

Some local entities have been combined to take advantage of economic development opportunities, others to counter the current economic and population declines, and still others to reflect their true community of interest boundaries. This, combined with the changes to regional collaboration, will position New Brunswick's communities and regions for the coming decades.

Municipal by-elections will be held for several of the restructured local governments and those details are outlined in [Appendix C](#).

The restructuring of local entities into local governments and rural districts will be supported by the provincial government through the establishment of transition teams led by facilitators. The facilitators will acquire additional support as required. The provincial government will cover these transition costs.

These facilitators will be responsible for coordinating and overseeing various critical elements of the transitions including, but not limited to:

- council composition and ward boundaries
- initial organizational structure and human resource matters
- change management processes
- legal considerations
- financial matters such as audits
- the preparation of first budgets

The size of the transition team and their level of activity will vary and depend on the scale, complexity and type of restructuring that is to occur.

Work on restructuring will begin early in 2022, with special elections/by-elections taking place where required in November 2022. The newly restructured local governments and rural districts will officially take effect on January 1, 2023.

In the case of newly created local governments, the transition team will oversee the hiring of clerks and/or chief administrative officers of new local governments, who will be in place by September 1, 2022.

Elections will be required in the following cases:

- i. In local governments where there is a population increase of 15%-50%, new elections will be held to add a councillor(s).
- ii. In local governments where there is a population increase of more than 50% and/or two or more local governments are combined, there will be an election for the entire council.

In cases where there is an increase in population of less than 15%, no elections will be held. The responsibility for representing the new residents will fall to the existing council until the next general municipal election. A list of elections can be found in [Appendix C](#).

Guidance on the population/representation ratio that should be considered when defining the size and composition of council will be provided during the transition period.

Property tax increases and/or decreases will be phased in. Tax rates will be set based on services available to residents. Different tax rates (higher or lower rates depending on the services available to the area) will apply in areas where different services are available in newly created or expanded local governments. Uniform property tax rates in the former territories will remain if they were applied before they were restructured.

The *Local Governance Act* will be amended to modify the process for future restructuring projects, including the removal of the requirement for a plebiscite.

1.2 STRENGTHENED LOCAL REPRESENTATION

An important element in this reform is the ability for New Brunswickers to elect representatives at the local level.

A number of residents of current local service districts will find themselves in a local government. In the case of the new rural districts, residents will elect their advisory committee councillors and be represented by elected officials on their regional service commission board. These elections will be administered by Elections New Brunswick and carried out in the same manner and at the same time as the general municipal elections. A minimum of three representatives will be elected to serve at-large on the advisory committees with the total number based on a region's overall population. A chair will be selected following the election. Advisory committee councillors will represent the interests of their districts and serve as advisors to the Minister on local service decisions. Vacancies will be filled by Ministerial appointment and in the case of complete vacancies, by-elections will be held in accordance with Elections New Brunswick's municipal by-election schedule. If the population of a rural district falls below 250, no committee will be formed.

The first elections for representatives of the rural districts will take place in November 2022. The representatives will be known as rural district councillors. One or more members of each rural district advisory committee will also be responsible for representing the district on all matters under the authority of the regional service commission.

The provincial government, through the Minister of Local Government and Local Governance Reform, will continue to be responsible for the delivery of services to the areas designated as rural districts. Each of the rural districts will be supported by a rural district manager and the necessary administrative staff.

1.3 RESPONSIBILITY FOR ROADS

Challenges regarding the responsibility for roads and their costs has been a long-standing obstacle to local restructuring efforts, particularly when it involves a local government potentially merging with or annexing a local service district(s). The relative cost of maintaining local roads is often prohibitive, especially when development is less concentrated as is the case in most rural areas.

To address this matter, roads currently in local service districts will remain the responsibility of the provincial government, whether part of or all the local service district is merged with a local government or becomes part of a rural district. This policy will also apply to restructuring undertaken after the current reform initiative. The Department of Transportation and Infrastructure will develop a working relationship with the local governments to discuss their priorities. In addition, rural district representatives will work through their rural district manager to communicate their priorities to the Department of Transportation and Infrastructure. The ability to invest additional local property tax dollars on priorities related to roads will be enabled.

1.4 ASSET MANAGEMENT

The Department of Environment and Local Government will launch a second phase of asset management requirements for local governments. Phase 2 requirements will build on the success of the *Guide to Asset Management Planning for Local Governments* published in 2017. Stakeholder consultation will take place in 2022 and Phase 2 requirements will be published in 2023. The department will work with regional service commissions to promote regional collaboration on asset management.

1.5 INDEPENDENT MUNICIPAL COMMISSION

At various times in the past, the idea has been raised of having an independent commission to review, assess and possibly rule and/or make recommendations on matters affecting the governance and administration of local governments. This concept was outlined in the *2008 report Building Stronger Local Governments and Regions*. Functions such as assessing and ruling on matters of conflict of interest for local governments and at the regional service commissions; reviewing potential cost sharing agreements between local governments; and examining restructuring / boundary change requests could be included in the mandate of such a commission. The functions of the Assessment and Planning Appeal Board and the Municipal Capital Borrowing Board could also be included. The provincial government will consider a full proposal on a municipal commission in 2022 with an anticipated implementation in 2024.

1.6 ANNUAL REPORTING ON VIABILITY

To encourage ongoing assessment, local governments will be required to report on their sustainability in their annual report required by regulation, beginning in 2024 for

the fiscal year ending in 2023. Criteria for this will be developed by July 1, 2023 and will address matters relating to governance, finance and service delivery. This may encourage local leaders to consider future restructuring and service delivery adjustments.

1.7 NEXT GENERAL ELECTION

The last general municipal elections were delayed one year due to the Covid-19 pandemic and were held in May 2021. As such the election calendar needs to be re-set. The next municipal general elections will be set for May 2026. By-elections will occur as per Elections New Brunswick's schedule.

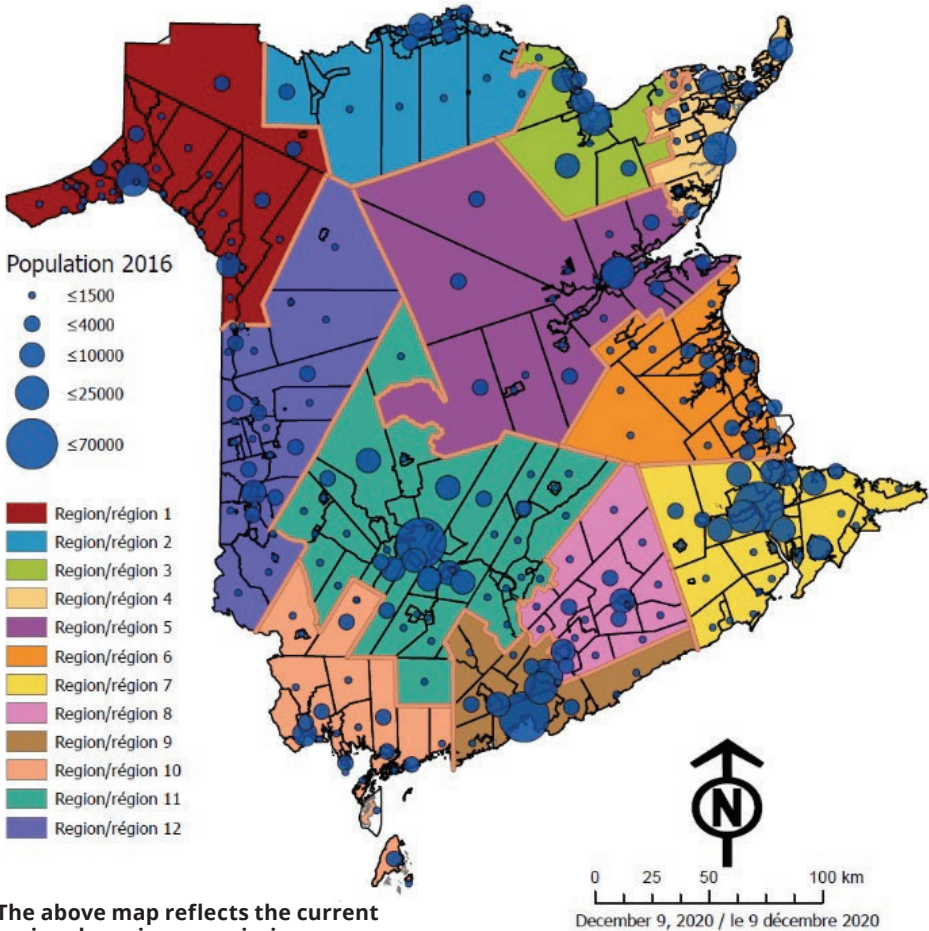
1.8 VOTING IN MUNICIPAL ELECTIONS

At this time, only Canadian citizens can vote in municipal elections. Prior to the next municipal general elections in 2026, the provincial government will consult with stakeholders and interested parties to consider allowing permanent residents to vote in municipal elections. The necessary legislation would be amended in advance of those elections, if required.

1.9 NAMING OF NEW LOCAL GOVERNMENTS

The transition facilitators will work with representatives of the communities that will make up the new local governments to determine type and legal name by July 1, 2022.

Regional collaboration



The above map reflects the current regional service commissions.

Collaboration within regions is key to the reform outlined within this white paper, especially given the changes to structures. A forum where all entities can share experiences, establish priorities and take advantage of mutual opportunities contributes to increased capacity and growth for the whole region.

In 2012, 12 regional service commissions were created to replace 12 solid waste commissions and 12 land use planning commissions. A review of the regional service commissions in 2017 noted that overall, they are “fulfilling their role as an essential common service provider” and could be the “service provider of choice for enhanced and cost-effective service delivery.”

The regional service commissions provide a forum to foster trust, cooperation and collaboration among communities in a region. They have untapped opportunities to achieve economies of scale, offer more services at lower costs, and access specialized expertise which would not otherwise be affordable/accessible to many communities.

Some regional service commissions have faced challenges in regional and sub-regional collaboration. This reform will introduce changes to stabilize and increase their capacity and build on their strengths, while recognizing that some are still facing challenges from a governance and leadership perspective.

Regional collaboration will be improved, and regional service commissions will be strengthened through a combination of interdependent changes and actions that include:

- Expanding the role and mandate of the regional service commissions.
- Strengthening the governance structure to allow for improved coordination including adjusted representation and voting processes.
- Realigning of commission boundaries.
- Enhancing leadership capacity by expanding the executive team.
- Requiring the development of a comprehensive regional strategy aimed at identifying the strengths and gaps in the region and establishing priorities and actions.
- Establishing standards and performance measures.

The provincial government will introduce legislation to amend the *Regional Service Delivery Act* to include the expanded mandate and the changes required to improve governance. These changes will include voting rules and the creation of a new leadership role within the regional service commission to oversee performance and operations.

As is the case with local government restructuring, changes to the regional service commissions will be led and supported by the provincial government through appointed transition facilitators. These facilitators will hire an individual to fill the new leadership role in each region and assist with such matters as:

- clarifying new functions
- coordinating linkages between the regional service commissions, provincial departments, and regional stakeholders in areas pertaining to the expanded mandate of the commissions
- supporting the initial development of regional strategies
- establishing the terms of reference of potential committees supporting the new functions
- assisting in change management processes

Funding will be provided by the provincial government to support the transition.

The transition team will also begin negotiations with the provincial government on a memorandum of understanding outlining where the new functions intersect with

provincial funding programs and the delivery of portions of those programs. It will be vital to build upon successful existing programs and assets such as the community transportation services supported by the Economic and Social Inclusion Corporation (ESIC) and the established tourism and economic development agencies, if they are able to expand to fulfill the mandate.

It is expected that the transition to the expanded regional service commission's mandate, combined with boundary alignment and changes to board composition (resulting from the local restructuring that occurs), will be completed by January 1, 2023.

2.1 THE EXPANDED MANDATE OF REGIONAL SERVICE COMMISSIONS

It was evident during the local governance reform engagement sessions that there is no "one-size-fits-all" approach to collaboration. The regional service commissions have been successful in providing solid waste management, planning and building inspection services. With respect to planning, despite many challenges, various commissions have been able to expand their services to include more local governments and there has been a noticeable increase in the number of rural plans adopted. In recent years, a significant number of regional service commissions have voluntarily increased their level of collaboration and embarked on initiatives related to economic development, tourism, and community development.

These examples provide evidence that residents benefit from a greater level of regional collaboration. The best approach to achieving progress across the province is to give regional service commissions a broader mandate, requiring elected officials and leaders to develop a regional vision and a consistent approach to addressing opportunities and challenges.

Inter-commission collaboration will also be encouraged. By working together, communities and regions will be better positioned to set priorities and attract funding from various levels of government and other organizations.

Regional service commission mandates will be expanded to include economic development, community development, regional tourism promotion, regional transportation and cost sharing on regional recreational infrastructure.

Different realities exist in each region and many have established successful organizations (municipal or non-profit) that already play an important role in these areas. The regional service commissions will have the flexibility to determine how these new functions will be effectively delivered, and expanded upon without duplication based on the three following options:

1. Deliver the service within the regional service commission structure.
2. Finance a 3rd party to deliver the service based on a contract outlining key performance indicators.
3. A combination of options 1 and 2.

The regional service commissions will now provide regional leadership in the following areas:

- **2.1.1 Economic development:** Bring together business stakeholders and community leaders to provide focus for regional growth. A coordinated approach will contribute to identifying primary economic activity sectors for growth, creating investment-ready communities, and supporting the establishment of labour-market partnership forums and a workforce development strategy, including newcomer retention services.
- **2.1.2 Tourism promotion:** Ensure coordinated regional tourism promotion. The method chosen to achieve the new mandate will be based on a decision made by each commission's board. This regional approach will serve as a gateway for all partners in tourism promotion and provide support to expand the tourism offerings as identified in the regional strategy. There are established partners that will be considered first so as not to duplicate efforts. In some regions this will be a local government and in others it could be a third party. Where such an option does not exist, the regional service commission itself may choose to provide this service.
- **2.1.3 Community development:** The commissions will play an important role to ensure a coherent regional vision and plan in areas such as affordable housing, newcomer settlement services and diversity promotion, social inclusion and healthy communities. This will be supported by the integration of the Community Inclusion Network within the regional service commissions. The Economic and Social Inclusion Corporation will partner with the commissions. A stronger cooperative approach will help ensure that investments in infrastructure and programs are more effectively delivered within regions and have a greater overall impact. The Regional Resiliency Teams will be called upon to contribute to ensuring a planned and coordinated approach.

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

- **2.1.4 Regional transportation (community transit) :** Community and regional transportation services provide people with access to medical care, food, family support, banking services, and vital connections to their communities. In some cases, regional service commissions are leading or participating in community transportation initiatives. To optimize these efforts and the pooling of resources, the commissions will be tasked with bringing stakeholders and local governments together, in collaboration with the Economic and Social Inclusion Corporation, to develop and implement strategies and services to better serve residents.

- **2.1.5 Recreational infrastructure cost-sharing:** The provincial government will establish guidelines that will provide direction to regional service commissions on cost-sharing opportunities. These guidelines will aid the commissions to identify regional and sub-regional recreational infrastructure and respective catchment areas and establish cost-sharing agreements.

Identified infrastructure costs will be shared based on a tax base and population formula. Such cost-sharing models will be introduced only if the host community is willing to provide an oversight role to a committee representing all entities involved in the financial arrangement.

- **2.1.6 Additional social focus:** To recognize the critical challenges posed by a growing vulnerable population settling in larger urban centres, the regional service commissions of South-East, Fundy and Capital region will provide a regional approach to address the most urgent pressures starting in 2024, with the other regions deciding their own timelines to address their specific challenges. Specifically, these commissions will partner with government departments and existing local organizations to fund service delivery in the areas of homelessness, poverty reduction and mental health. For the regional service commissions of South-East, Fundy and Capital region, facilitators will support these particular regions as they work with provincial partners on a memorandum of understanding specific to this additional social focus.

Support will be provided by the provincial government to ensure that regional service commissions transition by January 1, 2023 to take on their new responsibilities. The social focus mandate will be taken on by the previously identified regional service commissions by January 1, 2024.

2.2 ESTABLISHMENT OF A PUBLIC SAFETY COMMITTEE

Police, fire protection and emergency measures planning services most often cover multiple local entities. As such, the regional service commissions will have a mandate to establish a Public Safety committee with the following roles:

- **Policing:** Enhance communication and build relationships between communities, regions and policing authorities, and help identify key issues and priorities regarding policing services in the region.
- **Fire Protection:** Exchange information on issues regarding fire prevention and suppression services and explore ways in which sustainability and effectiveness may be improved through enhanced cooperation, sharing of resources, and the strategic purchases of specialized equipment.
- **Emergency measures planning:** Exchange information, identify issues and consider potential actions with provincial officials relative to emergency measures planning.

It is recognized that several regional service commissions have successfully put in place policing or public safety committees and these changes will formalize and build upon the positive work they have already undertaken.

2.3 POLICING

Recognizing that many regions have expressed concerns about the long-term sustainability of the current delivery model for policing services, the Department of Justice and Public Safety will continue to work with communities and public safety partners on short-term measures to improve service delivery, prioritize regional efforts and reduce crime. In the long term, the entire policing model will be reviewed to ensure its sustainability.

2.4 FIRE PROTECTION

In New Brunswick, fire services are provided by both volunteer and paid firefighters who work side by side in times of need for the residents of their communities. Some suggested the mandate for fire protection be added to the regional service commissions. However, the provincial government has determined it is not the time for this level of change without the various fire services being involved in such an initiative. The chosen approach will encourage further collaboration on specialized services and asset management, through the Public Safety Committees, rather than forcing regionalization. Furthermore, the Department of Justice and Public Safety is currently leading the Fire Service 2025 initiative, which will provide added direction.

2.5 ADDITIONAL VOLUNTARY SERVICES

In addition to providing the mandated services, the regional service commissions will be encouraged to continue fostering collaboration in other areas. For example, the continued successes around cost-sharing for airports, local by-law enforcement, engineering or geographic information systems (GIS) services are all positive regional initiatives that commissions should continue to build upon and strengthen. Other promising collaborative initiatives have been undertaken by some commissions including recreational and cultural planning and solid waste collection. Although solid waste collection was explored and is encouraged as a regional service, the service will remain voluntary. Some regions have fully implemented the service and other regions are encouraged to explore it further.

2.6 REGIONAL SERVICE COMMISSION GOVERNANCE

To ensure greater collaboration between communities within a region and in response to the structural changes, governance will be strengthened to give all entities a voice around the table.

Boards of the regional service commissions will include:

- Mayors of local governments. Deputy mayors or a council member may be designated as alternates.
- A councillor(s) of the rural district advisory committee.
- In cases where the total number of commission members is four or less, each member will designate a second councillor to be a member.
- A weighted voting formula (based on population) will be implemented to improve the operation of boards and reflect a democratic balance.
- Local entities which opt out of a voluntary service provided by a regional service commission will not be permitted to vote on any issues connected to that service other than the overall budget of the commission.

The boards will be encouraged to establish committees to support the implementation of actions pertaining to each of the newly mandated functions. The boards will be supported by an officials committee, which will be composed of representatives of local governments and the rural district manager.

Minor adjustments to the regional service commission boundaries will also be made as per the maps in [Appendix B](#) of this document.

2.7 REGIONAL STRATEGIES

The regional service commissions will be required to develop a comprehensive regional strategy aimed at identifying the strengths and gaps in the region and at establishing priorities and actions, especially with respect to the additional mandated functions. Having a more comprehensive approach will strengthen investment opportunities for economic development and tourism promotion. It will also help regions attract entrepreneurs, newcomers, and visitors from outside New Brunswick.

The initial regional strategy will follow guidelines determined by the Minister of Local Government and Local Governance Reform and must be completed by July 1, 2023. The strategy should be reviewed at a minimum every five years.

2.8 REGIONAL SERVICE STANDARDS

Service standards will be created in partnership with the regional service commissions and will be publicly reported in 2024. Standards and benchmarking will help clarify expectations for residents and encourage service improvements, where appropriate. They will also reflect the economic and social goals of communities and regions.

Land use planning

The *Community Planning Act* allows communities to prepare a plan that reflects the values and interests of their community while balancing them with individual property rights. Each plan can be tailored. For example, in a rural community the economy may be based on farming, forestry or fishing and the plan will be written accordingly, while a more urban community will have a plan that has a more urban focus. When land use plans are prepared, the residents, businesses and property owners have the opportunity to participate in the process to ensure they have a say in what is written.

Progress has been made in recent years to promote well planned and sustainable development, but many challenges remain. Some communities do not have a land use plan in place which can lead to conflicts. Siting of natural resource development activities such as quarries continues to cause concern, existing and potential agricultural lands continue to be transformed into residential and commercial developments, sprawl continues on the boundaries of service centres, and the delivery of planning and development services varies widely across the province and within regions.

The provincial government will undertake several changes to improve land use planning and promote more responsible and managed development, including:

- Introduce statements of public interest.
- Enact a regulation outlining the required content and process to adopt a regional land use plan.
- Introduce new local land use planning requirements.
- Introduce a new land use planning tool to help with affordable housing needs.
- Establish a process regarding the location of new provincial infrastructure.

3.1 STATEMENTS OF PUBLIC INTEREST

New Brunswickers clearly expressed a desire to have a land use planning system that balances development and societal priorities across the province. Many participants felt that tools such as statements of public interest can be used to help address urban sprawl and other competing development pressures, by creating a more coordinated and collaborative approach.

Environmental and social issues are increasingly complex. Communities continue to contend with matters such as urban sprawl, ensuring natural resource development can continue in a sustainable manner, protecting natural areas, preserving the rural lifestyle, reducing the impact of climate change, protecting coastal areas, managing development in flood-prone areas, and locating industrial development in suitable areas.

Many previous reports and studies have called for the introduction of provincial guidelines to address these issues. There are certain uses of land that are vital for all New Brunswickers and they need to be planned and managed from a provincial perspective.

Statements of public interests will clearly express to residents, developers and those looking at New Brunswick for future opportunities what is valued now and into the future.

With that in mind, the provincial government will create statements of public interest on specific topics that could include the use of agricultural lands, climate change mitigation and adaptation, settlement patterns, and natural resource development. All land use plans will be required to abide by these statements of public interest.

It is intended that a draft regulation will be presented to government in the summer of 2022, after consultation with stakeholders, First Nations, and government departments, with an implementation date of January 1, 2023. New projects will need to adhere to the statements of public interest as of the date of implementation. Local governments and rural districts will have five years to bring their land use plans into compliance with the new statements of public interest.

3.2 REGIONAL LAND USE PLANNING

The provincial government will enact a regulation under the *Community Planning Act* that will provide details on the policies and objectives to include and a process for making or amending a regional land use plan. Regional planning will remain voluntary.

This regulation will be implemented by July 1, 2024.

3.3 LOCAL LAND USE PLANNING

To ensure greater consistency and cohesion at the local, regional, and provincial levels, all communities will be required to have local land use plans in place by 2027. This will help preserve the character and quality of life in communities by minimizing future land use conflicts and ensuring compatibility between future developments and community interests. These plans will need to be reviewed at least every 10 years to ensure that they reflect current economic, social, and environmental conditions.

The new requirements regarding planning and development services will be as follows:

- Regional service commissions and local governments will be required to meet a minimum standard for land use planning and development services and ensure only certified land use planners are approving planning documents.
- New conditions will be established for local governments that choose to opt out of land use planning services offered by the regional service commissions. In addition to the current two-year notice requirement prior to withdrawal, new conditions will include offsetting the financial impact (if any) on the communities that remain with the regional service commission.

- Local governments opting out of receiving services from the regional service commission will also be required to demonstrate that they can provide a minimum level of planning, development and building services by qualified professionals.

The *Community Planning Act* and the *Regional Service Delivery Act* will be amended to:

- Require the Provincial Planning Director, Regional Service Commission Planning Director, and a Local Government Planning Director to be registered professional planners. This will ensure a minimum level of qualification and standards across the province.
- Require land use plans and zoning documents be endorsed by a registered professional planner before being submitted to the Minister for approval.
- Put in place new standards for local governments when opting out of planning, development and building inspection services offered by the regional service commissions.

3.4 INCLUSIONARY ZONING

The topic of affordable housing has been at the forefront of federal, provincial, and municipal discussions. Giving local governments the ability to require affordable housing units in new multi-unit residential developments will support the creation of more affordable housing units.

The *Community Planning Act* will be amended to enable local governments to adopt an inclusionary zoning by-law. A regulation will outline the requirements a local government must meet when preparing a by-law as well as its content. The adoption of inclusionary zoning by a local government will be voluntary.

3.5 LAND USE PLANNING AND LOCATION OF PROVINCIAL FACILITIES

Local government officials have voiced concerns that their local land use plans are not being appropriately considered by other levels of government when planning developments. This has posed challenges particularly when choosing the location of schools, but also regarding the location of facilities such as community colleges, hospitals, correctional institutions and law courts. To minimize future conflict, a two-part solution will be pursued.

The *Community Planning Act* will be amended to require local governments and regional service commissions to consult with provincial government departments and agencies when preparing, amending, or repealing documents such as regional plans, municipal plans, zoning by-laws, and rural plans. Provincial departments and agencies will be required to consider local land use plans and zoning before undertaking a development. If the local plan or zoning is not adhered to, the provincial department or agency will be required to obtain approval from Cabinet to undertake the development.

Financing local governance

Any reform to local governance must include a review of and adjustments to how the system will be financed. New Brunswickers want to pay for a system that provides a level of service that is fair, and they want to have input in to what they pay for. The following changes have been brought forward in the context of the existing local governance system, recognizing that not all challenges with the current property tax structure have been addressed. Additional taxation reform would be best re-examined once the restructuring and regional collaboration efforts are underway.

The government also understands the importance of improving the use of technology and information sharing to make the system simpler and clearer. Further work will take place to determine the information and data needs of the various partners involved.

Changes to local governance financing will address the following:

- phase one - property taxation adjustments
- community funding and equalization grants
- fine revenue
- business improvement areas
- municipal election financing
- phase two - finances

4.1 PHASE ONE - PROPERTY TAXATION ADJUSTMENTS

In New Brunswick, property taxation is an important source of revenue for both the provincial and local governments. The local portion of the tax is levied to finance the provision of services including, but certainly not limited to, recreational infrastructure and programming, local roads, fire and police protection.

Property taxes are the primary revenue source for local governments. In recent years, many local government representatives and stakeholders have advocated for additional financial resources and greater financial flexibility. Local governments want to have more control over their own finances, to be better positioned to respond to the changing service needs of their residents. The property taxation adjustments include:

4.1.1 Different tax rates – With the restructuring of existing local governance entities, local governments and rural districts will maintain different tax rates in different areas to reflect the level of service being provided.

4.1.2 Phase-in of impacts – Increases or decreases in tax rates will result from the restructurings and the cost allocation for the services that are available in different

portions of a local government. These will be determined during the transition in 2022 and will be phased in to mitigate the impact to property owners.

The need to maintain different tax rates, as well as the phase-in of the impact will be addressed in each individual regulation as the newly formed entities are created under the *Local Governance Act*.

4.1.3 Provide local rate flexibility on non-residential (business) property – Currently, the local non-residential property tax rate is legislated and fixed at 1.5 times the local residential rate. A change will allow local governments and rural districts flexibility in setting non-residential tax rates by permitting the non-residential rate ratio to range from 1.4 to 1.7 times the local residential rate.

This adjustment will allow greater flexibility in determining the relative share of property tax revenues generated from residential and non-residential properties. This will provide additional financial resources to communities that choose to use this tax rate flexibility.

Legislative amendments to that effect will be made to the *Real Property Tax Act*, effective for the 2023 property taxation year.

4.2 COMMUNITY FUNDING AND EQUALIZATION GRANT

In this restructured local governance system, equalization funding will continue to be required to ensure local governments have access to adequate resources to deliver good quality services at comparable tax rates.

A new grant formula will be created to ensure communities that need support receive adequate funding, while those that are financially stronger are not recipients of equalization funding. The development of a new formula will take into consideration the new local governance structures, their new fiscal environment, and will be guided by generally accepted Principles of Public Finance, such as equity, neutrality, predictability, viability, and simplicity. The provincial government will introduce amendments to the *Community Funding Act* in the first half of 2022 to be implemented by January 1, 2023.

4.3 PROPERTY ASSESSMENT

The property assessment function will remain the responsibility of the provincial government. Service New Brunswick will continue its efforts to make the assessment process more clearly understood and fair. It will also work with local governments and regional service commissions to ensure building permit and other relevant information is shared to improve the reliability of assessment data. Service New Brunswick will also work to modernize its systems to improve data sharing with its partners.

4.4 FINE REVENUE

The provincial government will work with municipal associations on a sharing proposal for revenue derived from fines that will focus on the revenue increases resulting from the newly enabled and improved technology for traffic control.

4.5 BUSINESS IMPROVEMENT AREAS

During the engagement process, residents and organizations representing downtown districts suggested that more can be done to bring vibrancy and sustainability to urban areas. Feedback was received on the way property assessments are conducted in the province, including the assessment of vacant land and under-utilized properties within business improvement areas.

To encourage the development of vacant and under-utilized properties within the boundaries of business improvement areas, government will work with Downtown New Brunswick, municipal associations, and other stakeholders to explore ways to support development in downtowns. Incentives and more regular assessment inspections will be considered for downtown properties. Similar efforts will be made to look at how to best support industrial parks. Increased development and investment should generate increased property values, which would be of mutual benefit to the provincial government, local governments, and business improvement areas. This would also ensure the long-term sustainability of the province by fostering vibrant downtowns throughout New Brunswick.

The Department of Finance and Treasury Board, along with other departments, will review and modernize the property remediation, collection, tax sale and property divesture processes. Improvements have been recommended by local governments, developers, and the not-for-profit sector. The government is committed to balancing the rights of property owners with the needs of those stakeholders.

4.6 MUNICIPAL ELECTION FINANCING

Increasing the transparency in municipal election financing was identified as an issue during the engagement process. For comparison, candidates in federal and provincial elections are subject to contribution limits and financial reporting requirements. New Brunswick is one of the last remaining jurisdictions in Canada without financial reporting requirements for candidates running in municipal elections. Government is committed to working with stakeholders, including Elections New Brunswick to develop a made-in-New Brunswick model to increase the transparency and accountability of candidates in municipal elections. Once developed, the new model will be enacted for the next municipal general elections in 2026.

4.7 PHASE TWO - FINANCES

In the *2008 Building Stronger Local Governments and Regions (Finn Report)*, it was suggested that any adjustment to the financing system be done after the institution of local governance restructuring.

Following the implementation of the main elements of local governance reform, a broader conversation is required to look at ways to finance the new local governance structure. The items to be considered in phase two are as follows:

4.7.1 Provincial property tax rates - Many have advocated for the provincial government to reduce provincial property tax rates. It is important to note that all provinces except Newfoundland and Labrador generate provincial revenue from property taxation. The provincial government will continue to explore reducing the provincial property tax rates for business property owners, cottage owners, rental, and other types of residential properties.

4.7.2 Cost of roads - The provincial government currently has a special provincial levy of \$0.4115 on owner-occupied residential properties (homeowners) in all local service districts to help offset the costs of local road services. Adding the cost of local roads to the local rate for properties located in current local service districts, whether the local service district is restructured with a local government or becomes part of a rural district, would ensure that owners of all types of property share that cost. To help offset the resulting tax increases for non-owner-occupied residential properties, other residential properties and non-residential properties, additional elements could be considered. It would, however, correct a current imbalance in the system and reduce the incentive for urban sprawl.

4.7.3 Condominiums and apartment building services - These properties are fully taxed, but do not receive some of the local services delivered to homes. High-density development is to be encouraged, as it is less costly to service, less capital-intensive from an infrastructure perspective and reduces the need for providing services over large geographic areas. Increasing the local service offerings to these properties will be explored and encouraged.

4.7.4 Canada Community Building Fund 2024-2034 (gas tax funding) - In 2023, transitional provisions as they relate to the funding for the newly incorporated areas will be required. Government will then consult with stakeholders in advance of the next 10-year agreement.

4.7.5 Municipal Assessment Committee - The creation of a committee comprised of representatives from the municipal associations and officials responsible for the provincial assessment function (Service New Brunswick) will be explored to enhance cooperation and information sharing between the provincial government and local governments.

4.7.6 Revenue generation opportunities - Additional local revenue generation opportunities will be explored to diversify the revenue sources available to local governments.

The intent is to bring forward further changes related to finances before January 1, 2025.

Implementation timeline

The implementation of this reform requires introducing new legislation, regulatory changes, and transitional support. The following table outlines the high-level timelines by calendar quarters over the next four years.

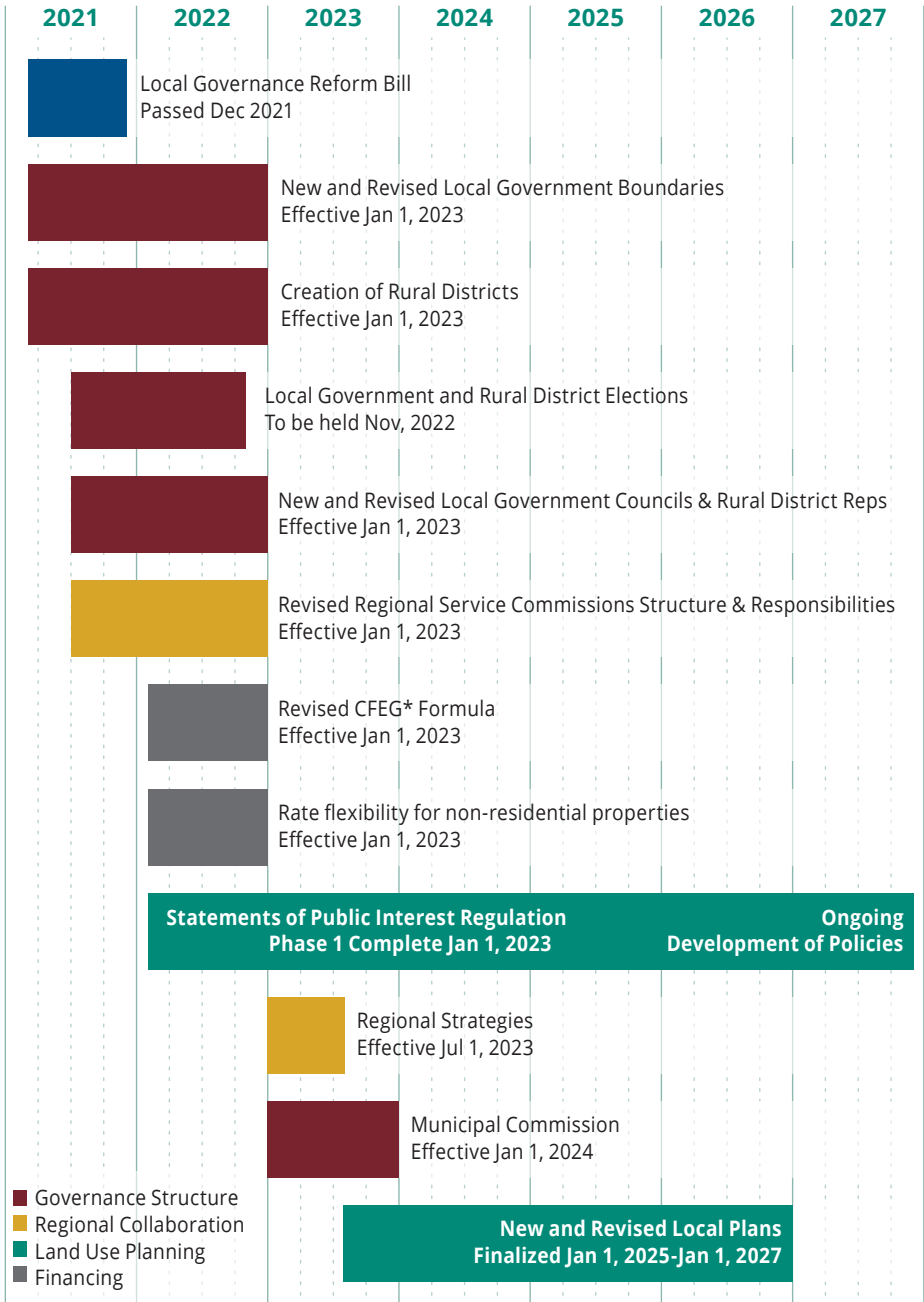
Pillar 1 – Local governance structure		2022				2023				2024				2025			
Reform		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1	Strategic restructuring																
1.2	Strengthened local representation																
1.4	Asset management																
1.5	Independent municipal commission																
1.6	Annual reporting on viability																
1.9	Naming and type of new local governments																

Pillar 2 – Regional collaboration		2022				2023				2024				2025			
Reform		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1	Expanded mandate of regional service commissions																
2.2	Establishment of a public safety committee																
2.6	Regional service commission governance																
2.7	Regional strategies																
2.8	Regional service standards																

Pillar 3 – Land use planning																	
Reform		2022				2023				2024				2025			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1	Statements of public interest																
3.2	Regional land use planning																
3.3	Local land use planning																
3.4	Inclusionary zoning																
3.5	Location of provincial facilities																

Pillar 4 – Financing local governance																	
Reform		2022				2023				2024				2025			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.1	Phase one - property taxation adjustments																
4.2	Community funding and equalization grant																
4.6	Municipal election financing																
4.7	Phase two – finances																

LOCAL GOVERNANCE REFORM TIMELINE



*Community Funding and Equalization Grant

Appendix A – Reform at a glance

Below is a general comparison of the current local governance system and what will exist after the reform. Please note that this is not an exhaustive list of all the changes contemplated.

Pillar 1 – Local governance structure	
From	To
340 local entities	90 local entities
104 local governments including 8 cities, 26 towns, 61 villages, 8 rural communities and 1 regional municipality	78 local governments
236 local service districts	12 new “rural districts” composed of the remaining local service districts (or portions thereof) that do not become part of a local government through restructuring.
Proposed restructuring must be approved by plebiscite, with at least 50% of residents voting in favour.	The <i>Local Governance Act</i> is amended to modify the process for future restructuring projects, including the removal of the requirement for a plebiscite.
Local service districts are administered by volunteer advisory committees.	Rural districts are administered by elected local representatives (Rural District Councillors) on a rural district advisory committee.
Roads in local service districts are under the responsibility and control of the provincial government	Roads located in previous local service districts remain the responsibility of the provincial government, whether the local service district is restructured with a local government or becomes part of a rural district. The Department of Transportation and Infrastructure will work with local governments on priorities in these areas.
No independent municipal commission exists.	A full proposal on an independent municipal commission is considered by the provincial government in 2022 with an anticipated implementation in 2024.
No formal viability criteria have been established that local governments must report on.	Local governments are required to report annually on viability criteria starting in 2024 for the fiscal year ending in 2023.
Only Canadian citizens can vote in municipal elections.	The provincial government consults with all stakeholders and interested parties to explore allowing permanent residents to vote in municipal elections.

Pillar 2 – Regional collaboration

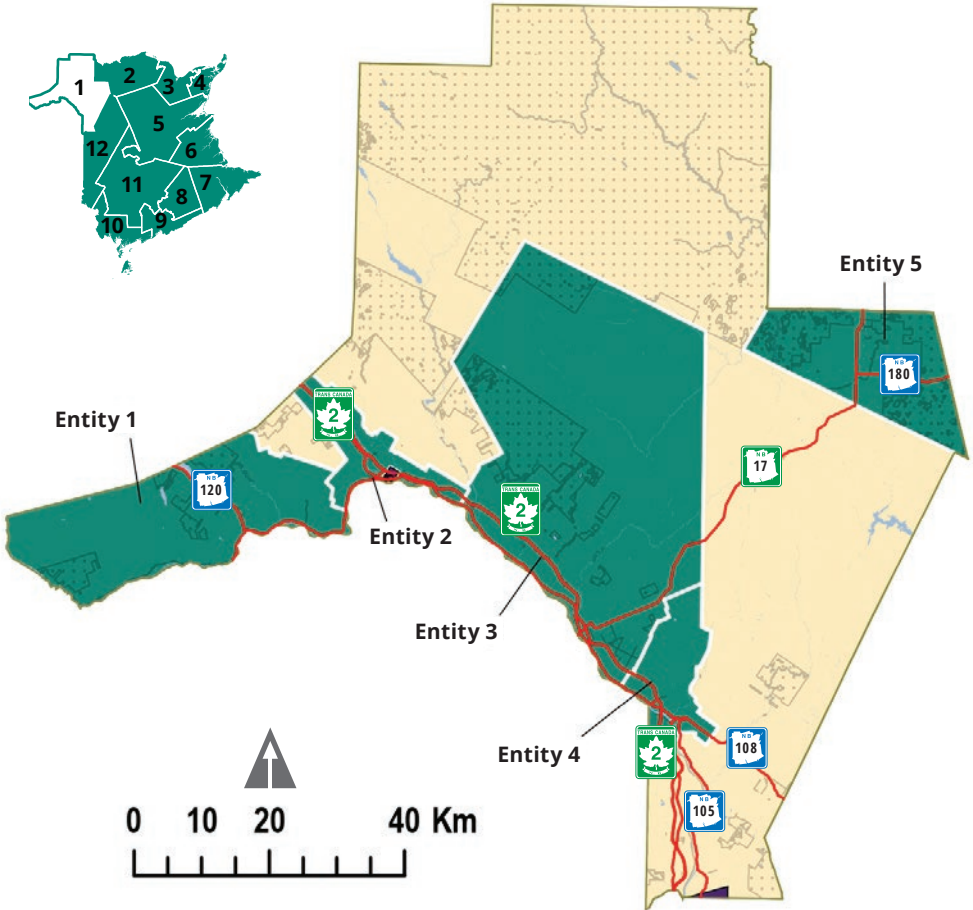
From	To
<p>Regional service commissions are mandated to deliver the following services:</p> <ul style="list-style-type: none"> - solid waste management - planning services <p>Some regional service commissions have voluntarily increased collaboration and have initiatives related to economic development, tourism, and community development.</p>	<p>Expanded mandate of regional service commissions include:</p> <ul style="list-style-type: none"> - Economic development - Tourism promotion - Community development - Regional transportation (community transit) - Recreational infrastructure cost-sharing - Social focus (Fundy, Southeast and Capital regions)
<p>Local governments independently manage issues related to policing, fire protection and emergency measures planning.</p> <p>Some regional service commissions have successfully, voluntarily put in place policing or public safety committees.</p>	<p>Regional service commissions have a mandate to establish a Public Safety committee with roles related to:</p> <ul style="list-style-type: none"> - Policing - Fire protection - Emergency measures planning.
<p>Regional service commission boards consist of:</p> <ul style="list-style-type: none"> - mayors of the region - some local service district representatives 	<p>Representation on the boards of the regional service commissions is as follows:</p> <ul style="list-style-type: none"> - Mayors of local governments - Elected chairs of the rural district advisory committees - A weighted voting formula will be amended to improve the operation of boards and reflect a democratic balance. - Where the total number of commission members is four or less, each local government will designate a second councillor to be a member and each rural district advisory committee will designate a second advisor to sit as a board member of the commission.
<p>Ad hoc collaboration on regional planning, prioritization and service delivery.</p>	<p>Regional service commissions are required to develop a comprehensive regional strategy that identifies the strengths and gaps in the region and establishes priorities and actions, especially with respect to additional mandated functions.</p>
<p>No obligation to report on regional service delivery standards.</p>	<p>Service standards are created in partnership with the regional service commissions and are reported on publicly starting in 2024.</p>

Pillar 3 – Land use planning	
From	To
In 2018, the <i>Community Planning Act</i> was amended to allow for statements of public interest but they have not been enabled.	Statements of public interest will be enabled in a regulation under the <i>Community Planning Act</i> by January 1, 2023. Local governments and rural districts have five years to bring land use plans into compliance with the new statements of public interest.
Inconsistent land use planning is a challenge and there are opportunities for improvement such as better coordination, collaboration, quality and consistency.	All communities are required to have local land use plans and there are minimum standards for land use planning.
Local governments lack a formal way to require affordable housing be included as part of new developments.	Local governments can voluntarily adopt an inclusionary zoning by-law. A regulation outlines how a local government may prepare an inclusionary zoning by-law.
Informal or no formal consultation between land use plans and the planned location of provincial infrastructure.	Local governments and regional service commissions are required to consult with the provincial government on regional, municipal, and rural plans and zoning by-laws. The provincial government is required to consider land use plans and zoning by-laws.

Pillar 4 – Financing local governance	
From	To
Local governments must set the local non-residential property tax rate at 1.5 times the residential rate.	Local governments have the flexibility to set local non-residential property tax rates within a range from 1.4 to 1.7 times the residential rate.
The Community Funding and Equalization Grant provides funding to ensure local governments can provide a comparable level of service at a comparable tax rate no matter where they are located.	A new grant formula ensures the communities that need support receive adequate funding, while those that are viable and financially stronger are not recipients of equalization funding.
Local governments are poised to use new technology for traffic control and to generate additional revenue from fines.	The provincial government works with municipal associations on a revenue sharing proposal for revenues from fines.
No formalized development incentives in business improvement areas or industrial parks.	Development of vacant and under-utilized properties within the boundaries of business improvement areas is incentivized and more regular assessments are considered for downtown properties and industrial parks.
No financial reporting requirements for candidates running in municipal elections.	Contribution limits and public financial reporting requirements exist for candidates running in municipal elections before the next municipal general elections.

Appendix B – New boundary maps

RSC 1 - NORTHWEST REGIONAL SERVICE COMMISSION



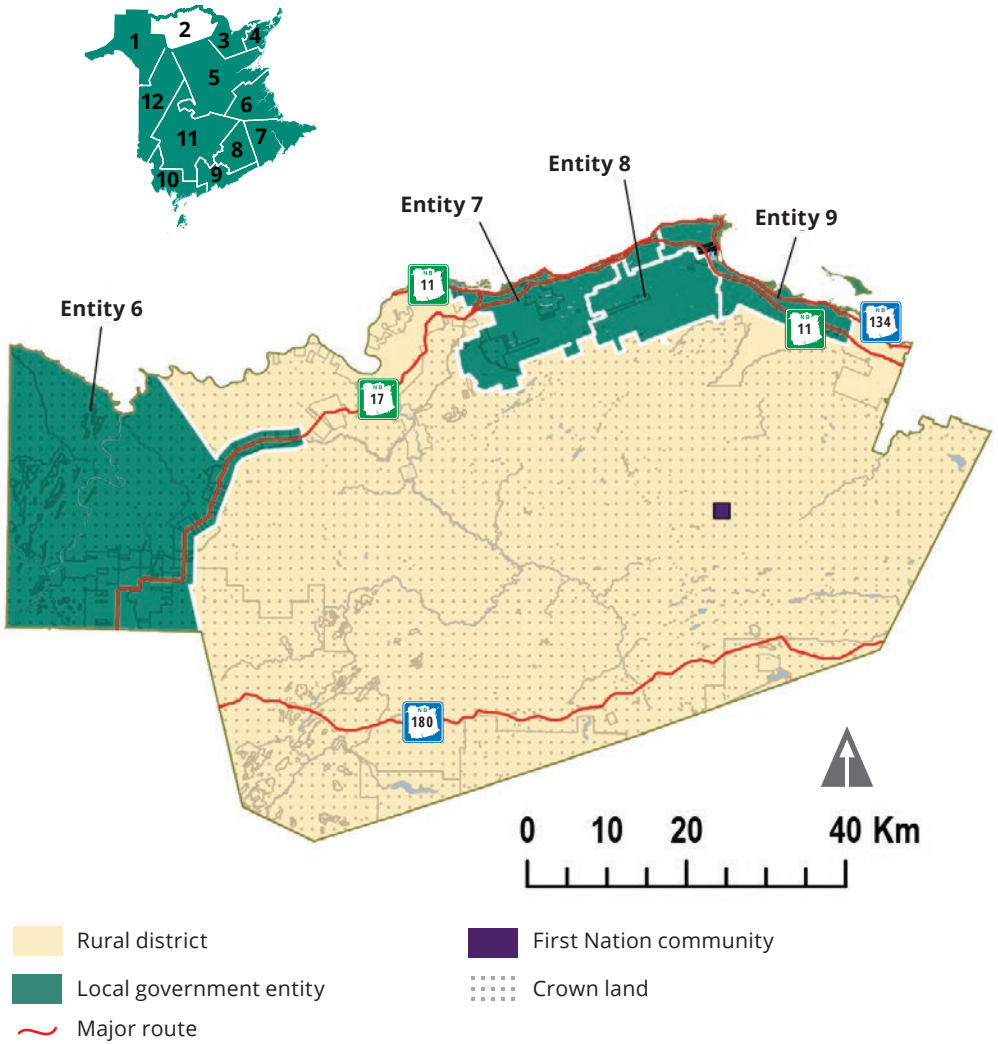
- Rural district
- Local government entity
- First Nation community
- Crown land
- Major route

Disclaimer: Map not for legal use and boundaries may be subject to changes. Legal maps with final boundaries will be set in regulation by June 30, 2022.

RSC 1 - Northwest Regional Service Commission

Entity	Consisting of	Estimated Population	Estimated Tax Base
1	<ul style="list-style-type: none"> - Rural Community of Haut-Madawaska - Village of Lac Baker 	4,404	\$352,160,600
2	<ul style="list-style-type: none"> - City of Edmundston - Portion of the local service district of Saint-Jacques (65%) - Portion of the local service district of Saint-Joseph (13%) 	17,817	\$1,543,472,504
3	<ul style="list-style-type: none"> - Village of Rivière-Verte - Village of Sainte-Anne-de-Madawaska - Town of Saint-Léonard - Local service district of Sainte-Anne - Local service district of Notre-Dame-de-Lourdes - Local service district of Saint-Léonard - Local service district of Rivière-Verte 	5,906	\$363,137,568
4	<ul style="list-style-type: none"> - Town of Grand Falls - Village of Drummond - Rural Community of Saint-André - Portion of the local service district of Drummond (33%) 	8,676	\$867,666,038
5	<ul style="list-style-type: none"> - Town of Saint-Quentin - Portion of the local service district of Saint-Quentin (95%) - Local service district of St. Martin-de-Restigouche 	3,654	\$257,183,345
Rural district	<ul style="list-style-type: none"> - Local service district of Denmark - Portion of the local service district of Drummond (67%) - Local service district of Grand Falls - Local service district of Madawaska - Local service district of Saint-Basile - Portion of the local service district of Saint-Jacques (35%) - Portion of the local service district of Saint-Joseph (87%) - Portion of the local service district of Saint-Quentin (5%) 	6,596	\$430,108,339

RSC 2 - RESTIGOUCHE REGIONAL SERVICE COMMISSION

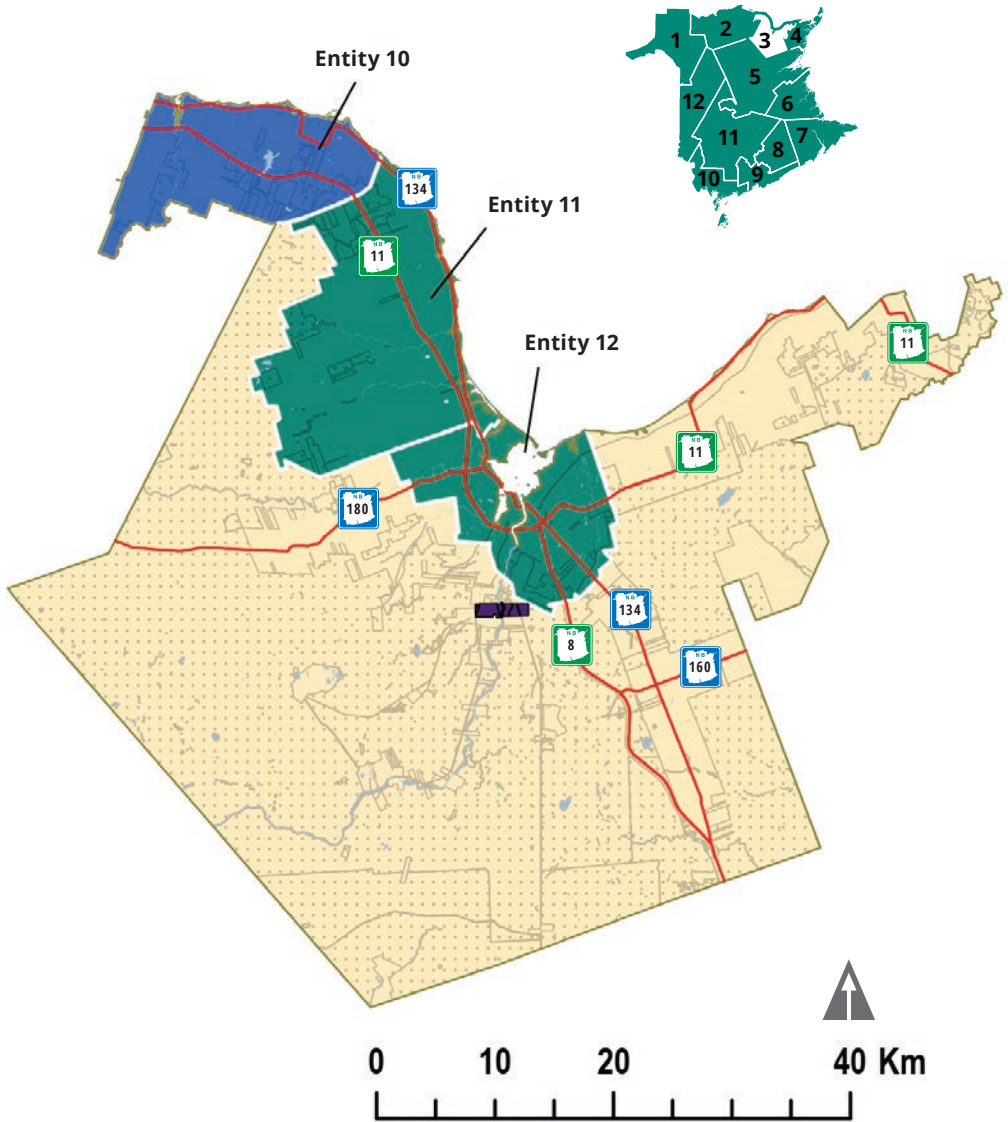


Disclaimer: Map not for legal use and boundaries may be subject to changes. Legal maps with final boundaries will be set in regulation by June 30, 2022.

RSC 2 - Restigouche Regional Service Commission

Entity	Consisting of	Estimated Population	Estimated Tax Base
6	<ul style="list-style-type: none"> - Rural Community of Kedgwick - Portion of the local service district of Eldon (2%) - Local service district of St. Jean Baptiste-Menneval - Local service district of White's Brook 	2,282	\$128,775,995
7	<ul style="list-style-type: none"> - City of Campbellton - Village of Atholville - Village of Tide Head - Local service district of Glencoe - Portion of the local service district of Dalhousie (15%) - Local service district of McLeods - Local service district of Dalhousie Junction - Portion of the local service district of Balmoral-Maltais (20%) 	12,391	\$968,465,680
8	<ul style="list-style-type: none"> - Village of Eel River Crossing - Village of Balmoral - Portion of the local service district of Balmoral-Maltais (80%) - Local service district of Blair Athol - Local service district of Balmoral-St. Maure 	3,890	\$203,980,280
9	<ul style="list-style-type: none"> - Town of Dalhousie - Village of Charlo - Local service district of Point La Nim - Portion of the local service district of Dalhousie (85%) - Portion of the local service district of Chaleur(40%) 	5,266	\$297,435,902
Rural district	<ul style="list-style-type: none"> - Local service district of Addington - Portion of the local service district of Chaleur (60%) - Portion of the local service district of Eldon (98%) - Local service district of Flatlands - Local service district of Lorne - Local service district of Mann Mountain 	1,825	\$82,586,635

RSC 3 - CHALEUR REGIONAL SERVICE COMMISSION



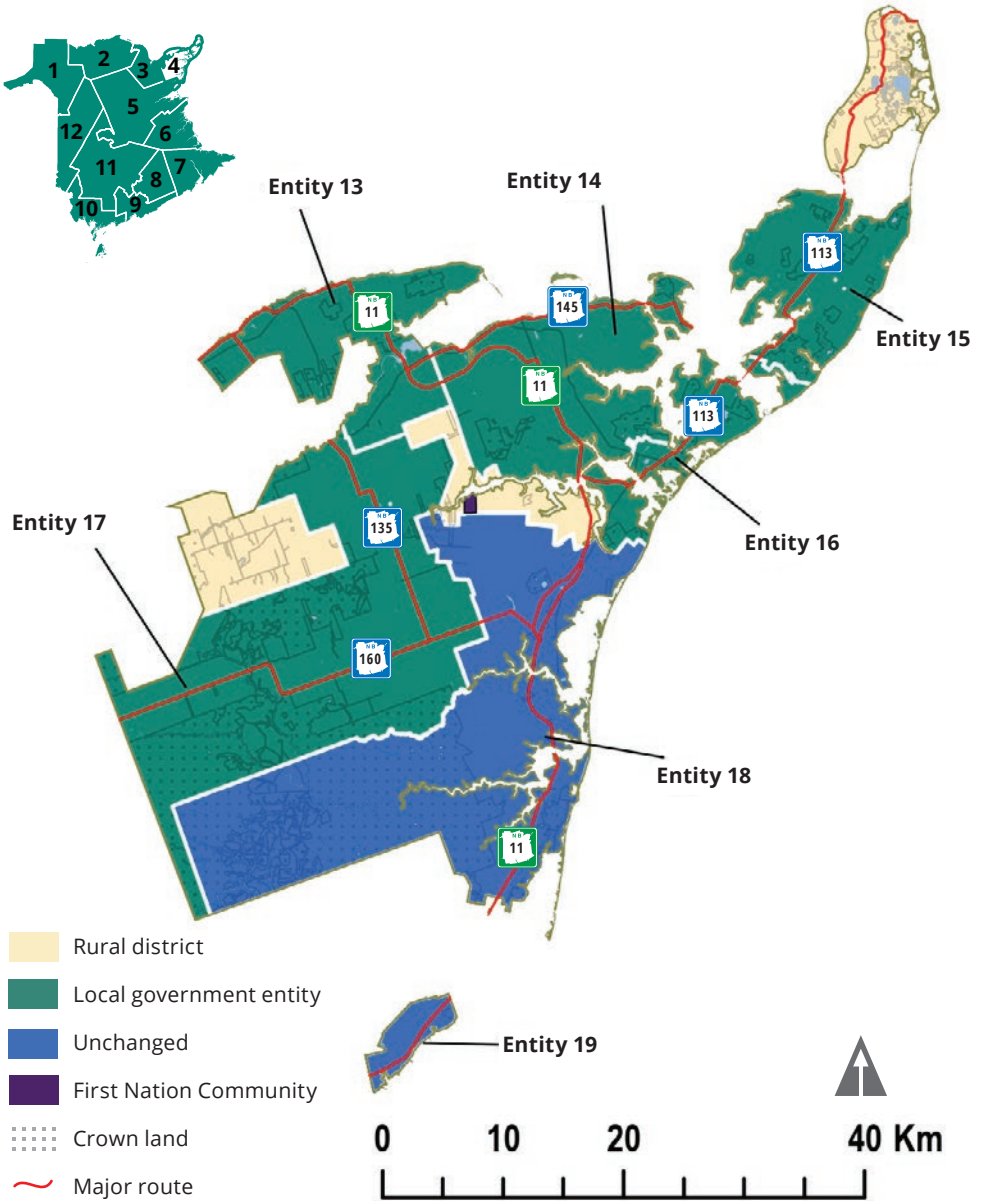
- Rural district
- Local government entity
- Unchanged
- First Nation community
- Crown land
- Major route

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RSC 3 - Chaleur Regional Service Commission

Entity	Consisting of	Estimated Population	Estimated Tax Base
10	<ul style="list-style-type: none"> - Village of Belledune 	1,417	\$344,360,650
11	<ul style="list-style-type: none"> - Town of Beresford - Village of Nigadoo - Village of Petit-Rocher - Village de Pointe-Verte - Local service district of Madran - Local service district of Petit-Rocher-Nord - Local service district of Petit-Rocher-Sud - Local service district of Tremblay - Local service district of Dunlop - Local service district of Robertville - Local service district of Laplante - Portion of the local service district of Beresford (100%) excluding Crown Land 	14,282	\$803,694,000
12	<ul style="list-style-type: none"> - City of Bathurst - Portion of the local service district of North Tetagouche (87%) - Portion of the local service district of Big River (40%) - Portion of the local service district of Bathurst (68%) 	14,896	\$1,265,898,693
Rural district	<ul style="list-style-type: none"> - Local service district of Allardville - Portion of the local service district of Bathurst (32%) - Portion of the local service district of Beresford - only remaining is crown land - Portion of the local service district of Big River (60%) - Local service district of New Bandon-Salmon Beach - Portion of the local service district of North Tetagouche (13%) 	3,616	\$189,888,098

RSC 4 - ACADIAN PENINSULA REGIONAL SERVICE COMMISSION

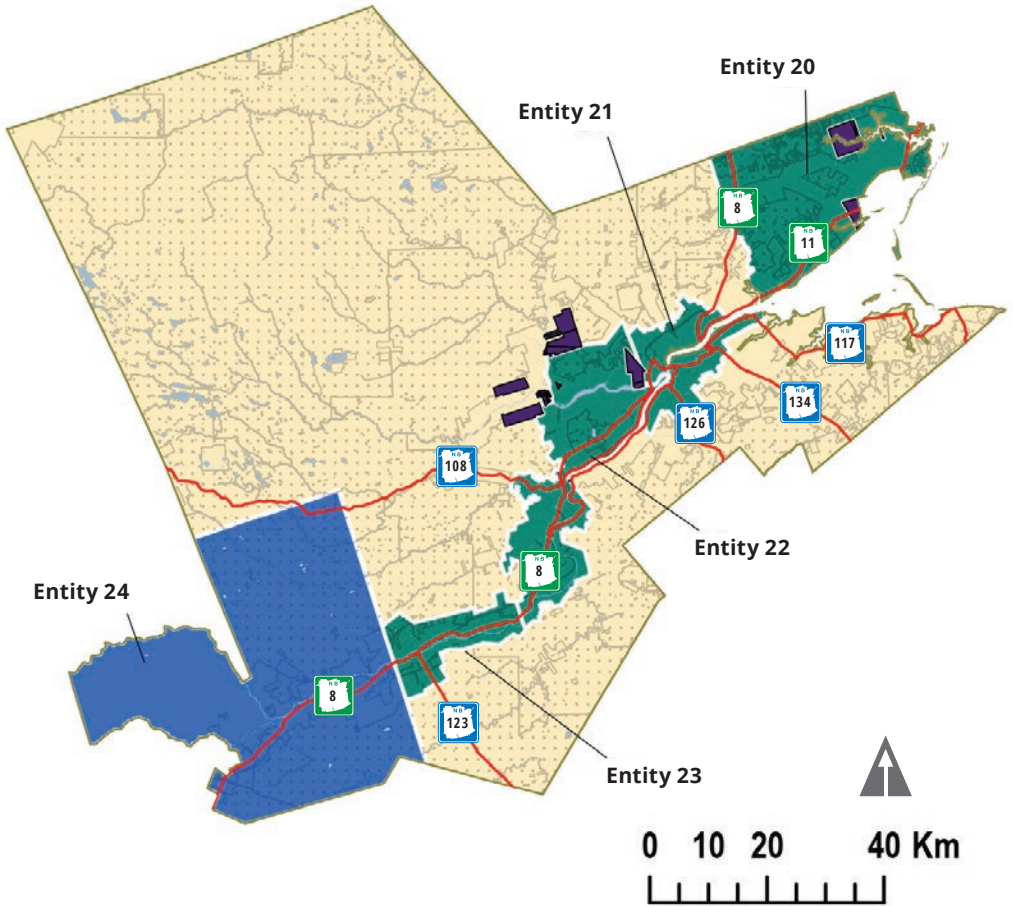


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RSC 4 - Acadian Peninsula Regional Service Commission

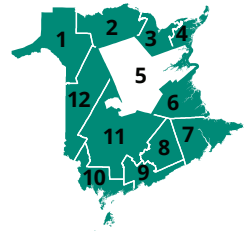
Entity	Consisting of	Estimated Population	Estimated Tax Base
13	<ul style="list-style-type: none"> - Village of Bertrand - Village of Maissonnette - Village of Grande-Anse - Village of Saint-Léolin - Local service district of Poirier - Local service district of Dugas - Local service district of Anse-Bleue - Portion of the local service district of New Bandon (Outside) (90%) 	3,887	\$179,778,575
14	<ul style="list-style-type: none"> - Town of Caraquet - Village of Bas-Caraquet - Local service district of Pokesudie - Local service district of St. Simon - Local service district of Blanchard Settlement - Local service district of Évangéline - Portion of the local service district of Pokemouche (75%) - Portion of the local service district of Maltempec (15%) - Portion of the local service district of Parish of Caraquet (80%) - Portion of local service district of Landry Office (55%) 	7,893	\$592,732,263
15	<ul style="list-style-type: none"> - Town of Lamèque - Village of Sainte-Marie-Saint-Raphaël - Portion of the local service district of Shippagan (15%) - Local service district of Pointe-Canot - Local service district of Ste. Cécile - Local service district of Pointe-Alexandre - Local service district of Petite-Lamèque - Local service district of Haut-Lamèque - Local service district of Coteau Road - Local service district of Pigeon Hill - Local service district of Cap-Bateau 	5,246	\$267,407,225
16	<ul style="list-style-type: none"> - Town of Shippagan - Village of Le Goulet - Local service district of Haut-Shippagan - Portion of local service district of Shippagan (85%) - Local service district of Baie du Petit Pokemouche - Local service district of Pointe-Sauvage - Local service district of Chiasson-Savoy - Local service district of Inkerman Centre 	5,377	\$379,610,325
17	<ul style="list-style-type: none"> - Village of Saint-Isidore - Village of Paquetville - Local service district of the Parish of Paquetville - Local service district of the Parish of Saint-Isidore - Local service district of Saint-Sauveur 	5,065	\$276,312,400
18	<ul style="list-style-type: none"> - Regional Municipality of Tracadie 	16,114	\$1,085,805,099
19	<ul style="list-style-type: none"> - Village of Neguac 	1,684	\$131,422,600
Rural district	<ul style="list-style-type: none"> - Local service district of Miscou Island - Local service district of Paroisse Notre-Dame-des-Érables - Portion of the local service district of Pokemouche (25%) - Portion of the local service district of Landry Office (45%) - Portion of the local service district of Maltempec (85%) - Portion of the local service district of Parish of Caraquet (20%) - Local service district of New Bandon (Outside) (10%) 	1,934	\$86,307,913

RSC 5 - GREATER MIRAMICHI REGIONAL SERVICE COMMISSION



- Rural district
- Local government entity
- Unchanged
- First Nation community
- Crown land
- Major route

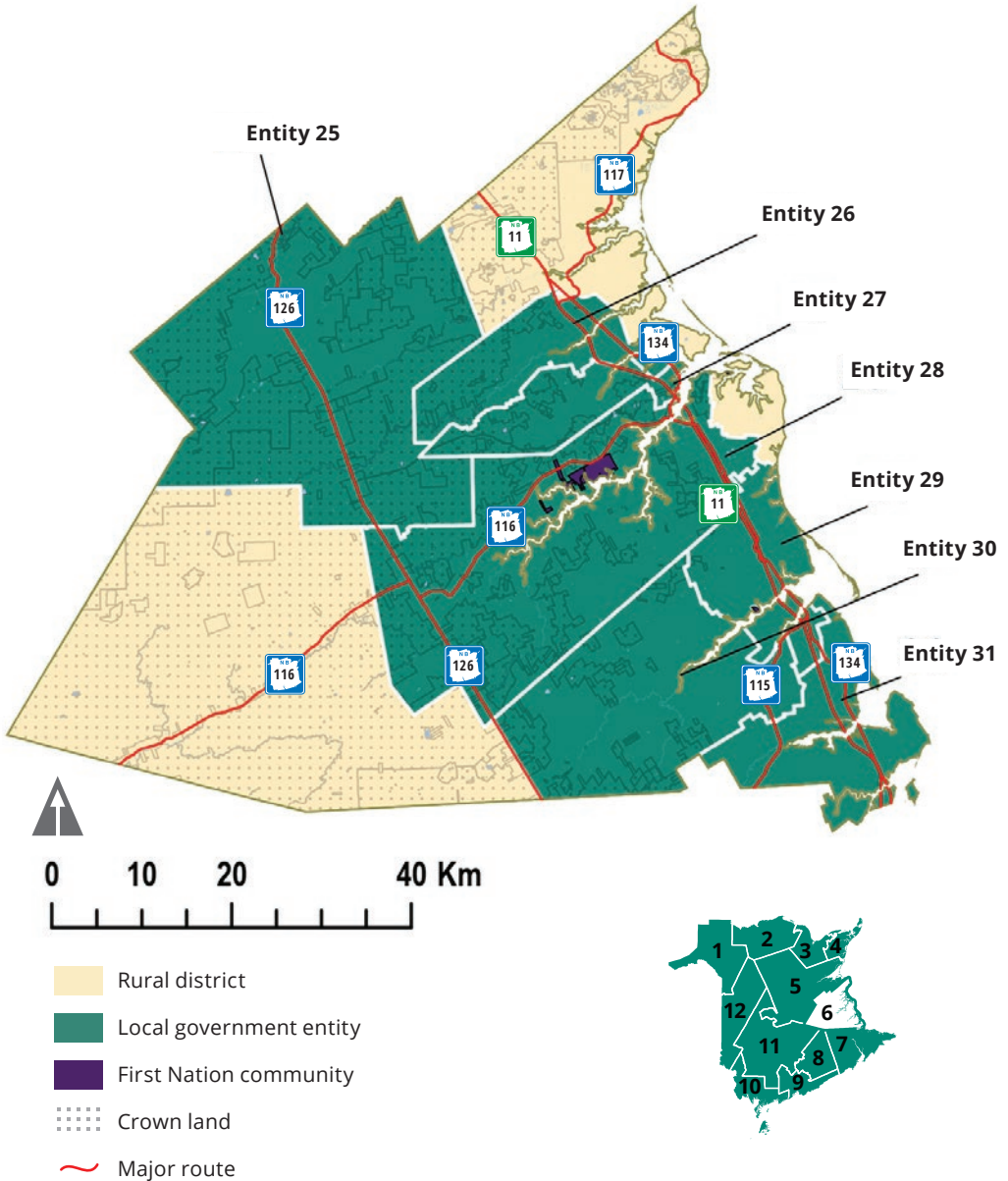
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RSC 5 - Greater Miramichi Regional Service Commission

Entity	Consisting of	Estimated Population	Estimated Tax Base
20	<ul style="list-style-type: none"> - Local service district of Alnwick - Local service district of Tabusintac - Local service district of Fair Isle - Local service district of Oak Point-Bartibog Bridge 	3,640	\$171,692,900
21	<ul style="list-style-type: none"> - City of Miramichi - Portion of the local service district of Nelson (33%) - Portion of the local service district of Newcastle (23%) 	18,033	\$1,571,898,558
22	<ul style="list-style-type: none"> - Village of Blackville - Portion of the local service district of Blackville (90%) - Local service district of Renous-Quarryville - Portion of the local service district of North Esk (70%) - Portion of the local service district of South Esk (95%) - Local service district of Derby - Local service district of Sunny Corner 	7,262	\$505,584,975
23	<ul style="list-style-type: none"> - Village of Doaktown - Portion of the local service district of Blissfield (100%) - excludes crown land 	1,243	\$79,719,650
24	<ul style="list-style-type: none"> - Rural Community of Upper Miramichi 	2,218	\$116,198,400
Rural district	<ul style="list-style-type: none"> - Local service district of Baie Ste. Anne - Local service district of Black River-Hardwicke - Portion of the local service district of Blackville (10%) - Local service district of Chatham - Local service district of Escuminac - Local service district of Ferry Road-Russellville - Local service district of Glenelg - Local service district of Hardwicke - Portion of the local service district of Nelson (67%) - Portion of the local service district of Newcastle (77%) - Portion of the local service district of North Esk (30%) - Portion of the local service district of South Esk (5%) - Local service district of St. Margarets 	6,526	\$385,507,318

RSC 6 - KENT REGIONAL SERVICE COMMISSION

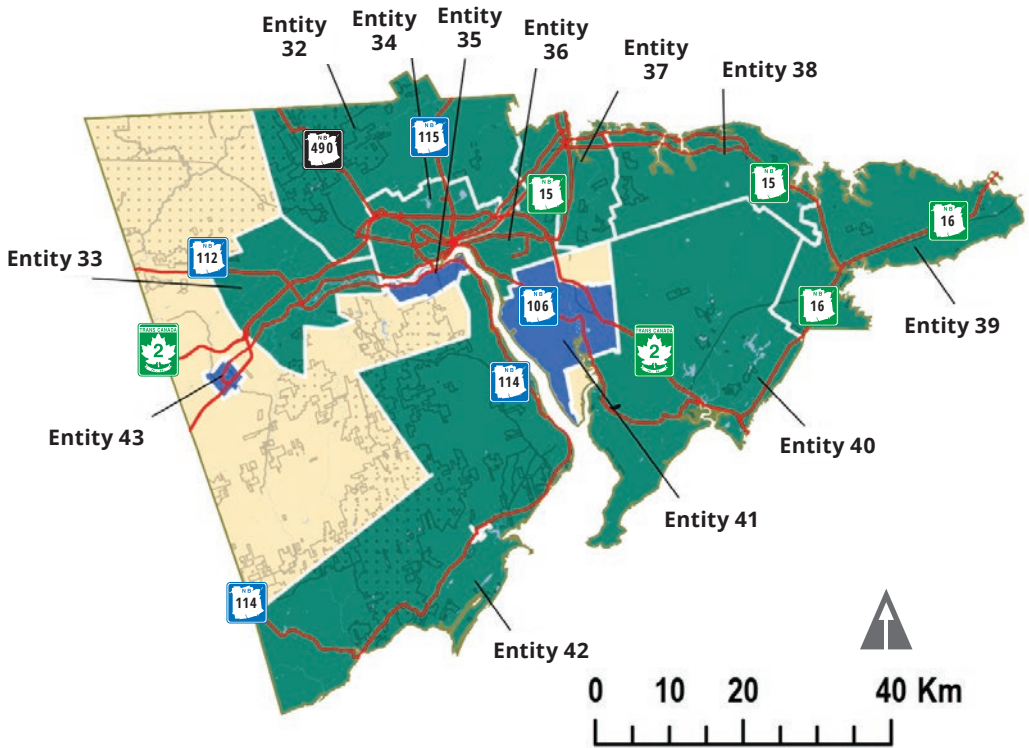


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RSC 6 - Kent Regional Service Commission

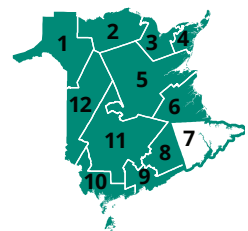
Entity	Consisting of	Estimated Population	Estimated Tax Base
25	<ul style="list-style-type: none"> - Village of Rogersville - Local service district of Collette - Local service district of Acadieville - Local service district of Rogersville - Portion of the local service district of Harcourt (10%) - Portion of the local service district of Weldford (5%) - Portion of the local service district of Saint-Louis de Kent (5%) 	3,142	\$139,438,410
26	<ul style="list-style-type: none"> - Village of Saint-Louis de Kent - Portion of the local service district of Saint-Louis de Kent (95%) - Local service district of Saint-Ignace - Local service district of Aldouane - Portion of Saint-Charles (10%) 	3,601	\$198,009,870
27	<ul style="list-style-type: none"> - Town of Richibucto - Portion of the local service district of Saint-Charles (90%) 	2,258	\$150,678,420
28	<ul style="list-style-type: none"> - Village of Rexton - Local service district of Richibucto - Portion of the local service district of Weldford (95%) - Portion of the local service district of Harcourt (80%) 	3,142	\$295,188,970
29	<ul style="list-style-type: none"> - Town of Bouctouche - Portion of the local service district of Wellington (90%) - Local service district of Sainte-Anne-de-Kent 	5,289	\$456,076,910
30	<ul style="list-style-type: none"> - Village de Saint-Antoine - Local service district of Grand Saint-Antoine - Portion of the local service district of Wellington (10%) - Portion of the local service district of Saint-Paul (99%) - Local service district of Sainte-Marie 	4,988	\$316,431,708
31	<ul style="list-style-type: none"> - Rural Community of Cocagne - Portion of local service district of Dundas (95%) - Local service district of Grand-Digue - Local service district of Shediac Bridge-Shediac River 	7,433	\$767,710,980
Rural district	<ul style="list-style-type: none"> - Portion of the local service district of Harcourt (10%) - Local service district of Carleton - Local service district of Pointe-Sapin - Local service district of Cap-de-Richibouctou 	1,733	\$108,071,955

RSC 7 – SOUTHEAST REGIONAL SERVICE COMMISSION



- Rural district
- Local government entity
- Unchanged
- First Nation community
- Crown land
- Major route

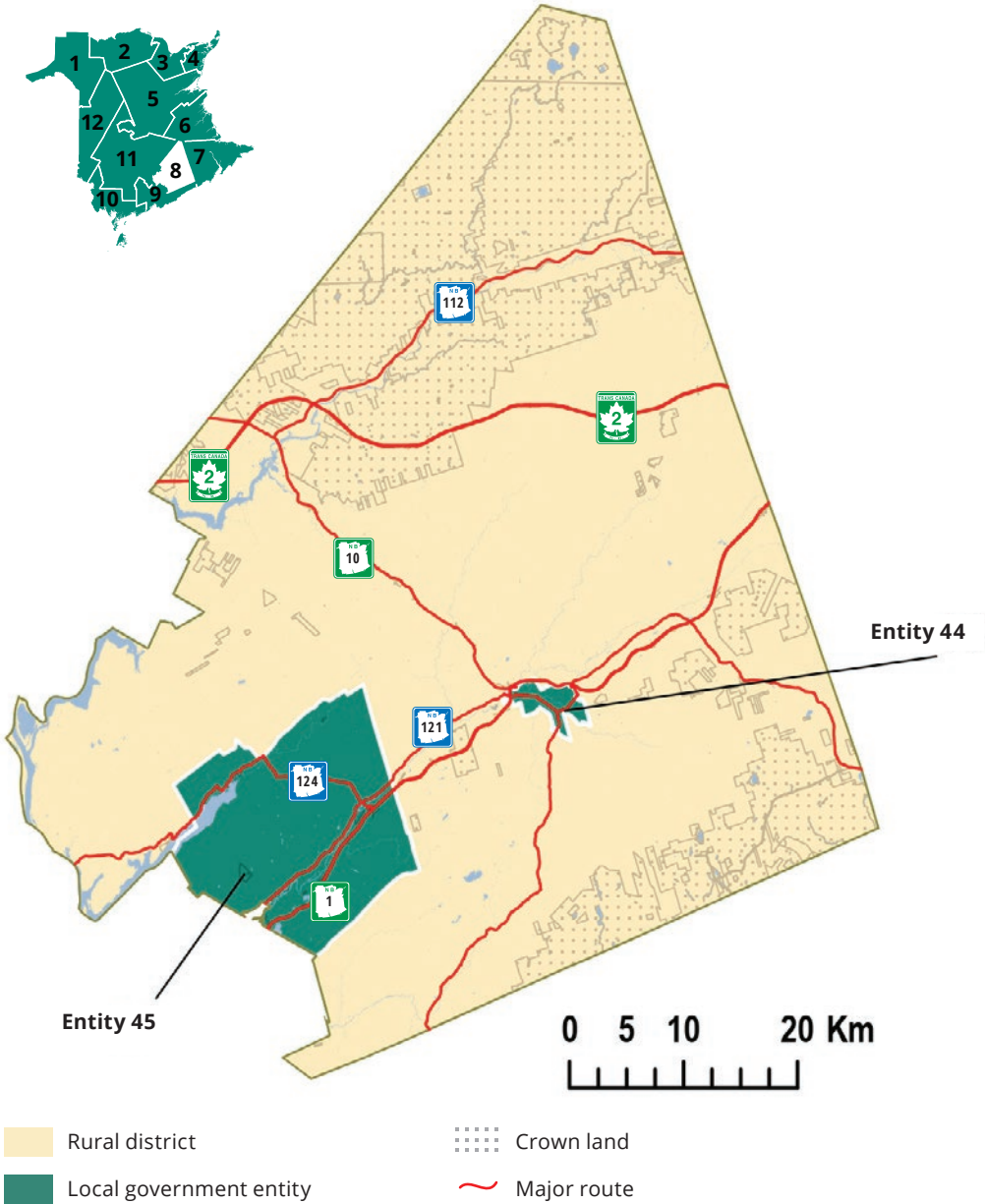
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RSC 7 – Southeast Regional Service Commission

Entity	Consisting of	Estimated Population	Estimated Tax Base
32	<ul style="list-style-type: none"> - Portion of the local service district of Dundas (5%) - Portion of the local service district of Saint-Paul (1%) - Portion of the local service district of Moncton (81%) - Local service district of Shediac 	8,905	\$842,516,139
33	<ul style="list-style-type: none"> - Village of Salisbury - Portion of the local service district of Coverdale (8%) - Portion of the local service district of Salisbury (80%) - Portion of the local service district of Moncton (5%) 	5,838	\$455,970,041
34	<ul style="list-style-type: none"> - City of Moncton - Portion of the local service district of Moncton (7%) 	72,571	\$8,931,561,543
35	<ul style="list-style-type: none"> - Town of Riverview 	19,667	\$1,606,161,200
36	<ul style="list-style-type: none"> - City of Dieppe - Portion of the local service district of Moncton (7%) - Portion of the local service district of Scoudouc (5%) 	26,120	\$3,372,065,767
37	<ul style="list-style-type: none"> - Town of Shediac - Local service district of Shediac Cape - Local service district of Scoudouc Road - Local service district of Pointe-du-Chêne - Portion of the local service district of Scoudouc (95%) 	9,441	\$1,151,648,189
38	<ul style="list-style-type: none"> - Rural Community of Beaubassin East - Village of Cap-Pelé 	8,801	\$885,367,350
39	<ul style="list-style-type: none"> - Village of Port Elgin - Local service district of Baie-Verte - Local service district of Bayfield - Local service district of Botsford - Local service district of Cape Tormentine - Local service district of Westmorland - Local service district of Murray Corner 	1,803	\$216,031,900
40	<ul style="list-style-type: none"> - Town of Sackville - Village of Dorchester - Portion of the local service district of Dorchester (40%) - Local service district of Sackville - Local service district of Pointe de Bute 	8,352	\$869,814,050
41	<ul style="list-style-type: none"> - Village of Memramcook 	4,778	\$332,270,150
42	<ul style="list-style-type: none"> - Village of Alma - Village of Hillsborough - Village of Riverside-Albert - Local service district of Hillsborough - Local service district of Harvey - Local service district of Hopewell - Local service district of Alma - Portion of the local service district of Coverdale (36%) 	5,741	\$420,770,892
43	<ul style="list-style-type: none"> - Village of Petitcodiac 	1,383	\$93,054,500
Rural district	<ul style="list-style-type: none"> - Portion of the local service district of Dorchester (60%) - Local service district of Elgin Centre - Local service district of Elgin Parish - Portion of the local service district of Salisbury (20%) - Portion of the local service district of Coverdale (56%) 	4,328	\$347,046,052

RSC 8 - REGIONAL SERVICE COMMISSION 8

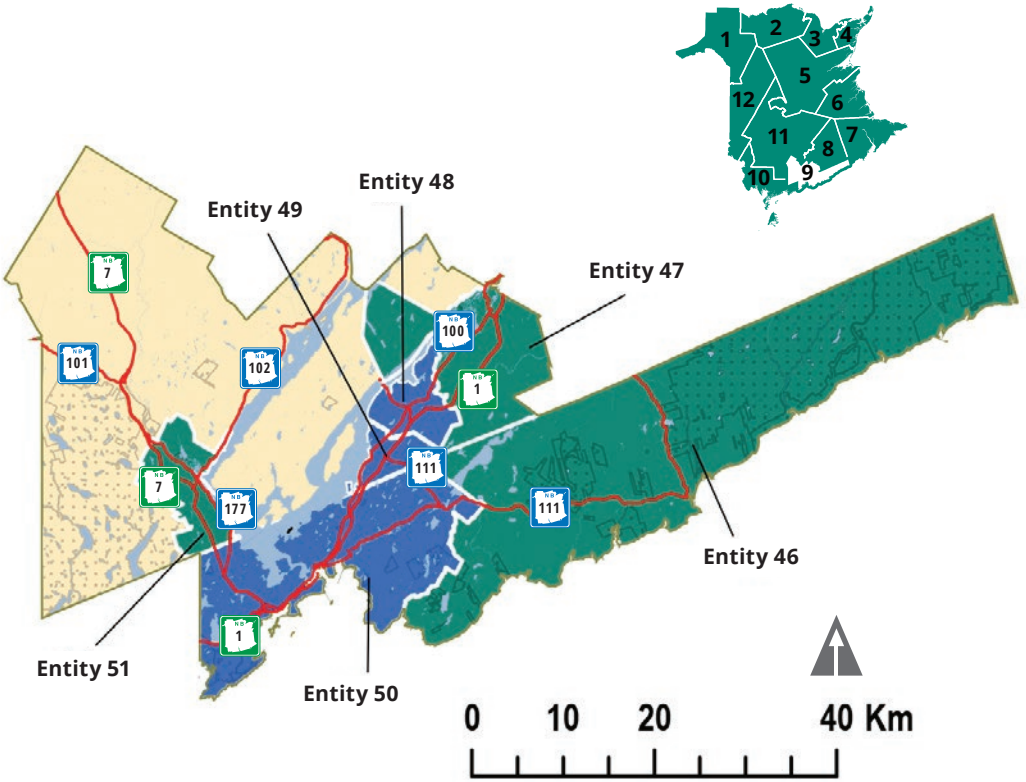


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RSC 8 - Regional Service Commission 8

Entity	Consisting of	Estimated Population	Estimated Tax Base
44	<ul style="list-style-type: none"> - Town of Sussex - Village of Sussex Corner - Portion of the local service district of Sussex (5%) 	5,743	\$522,990,148
45	<ul style="list-style-type: none"> - Village of Norton - Portion of the local service district of Springfield (80%) - Portion of the local service district of Norton (95%) 	3,838	\$288,039,893
Rural district	<ul style="list-style-type: none"> - Local service district of Brunswick - Local service district of Johnston - Local service district of Kars - Local service district of Wickham - Local service district of Cardwell - Local service district of Havelock - Local service district of Studholm - Local service district of Sussex - Local service district of Waterford - Local service district of Upham - Local service district of Hammond - Portion of the local service district of Springfield (20%) - Portion of the local service district of Sussex (95%) 	12,261	\$1,067,004,930

RSC 9 - FUNDY REGIONAL SERVICE COMMISSION



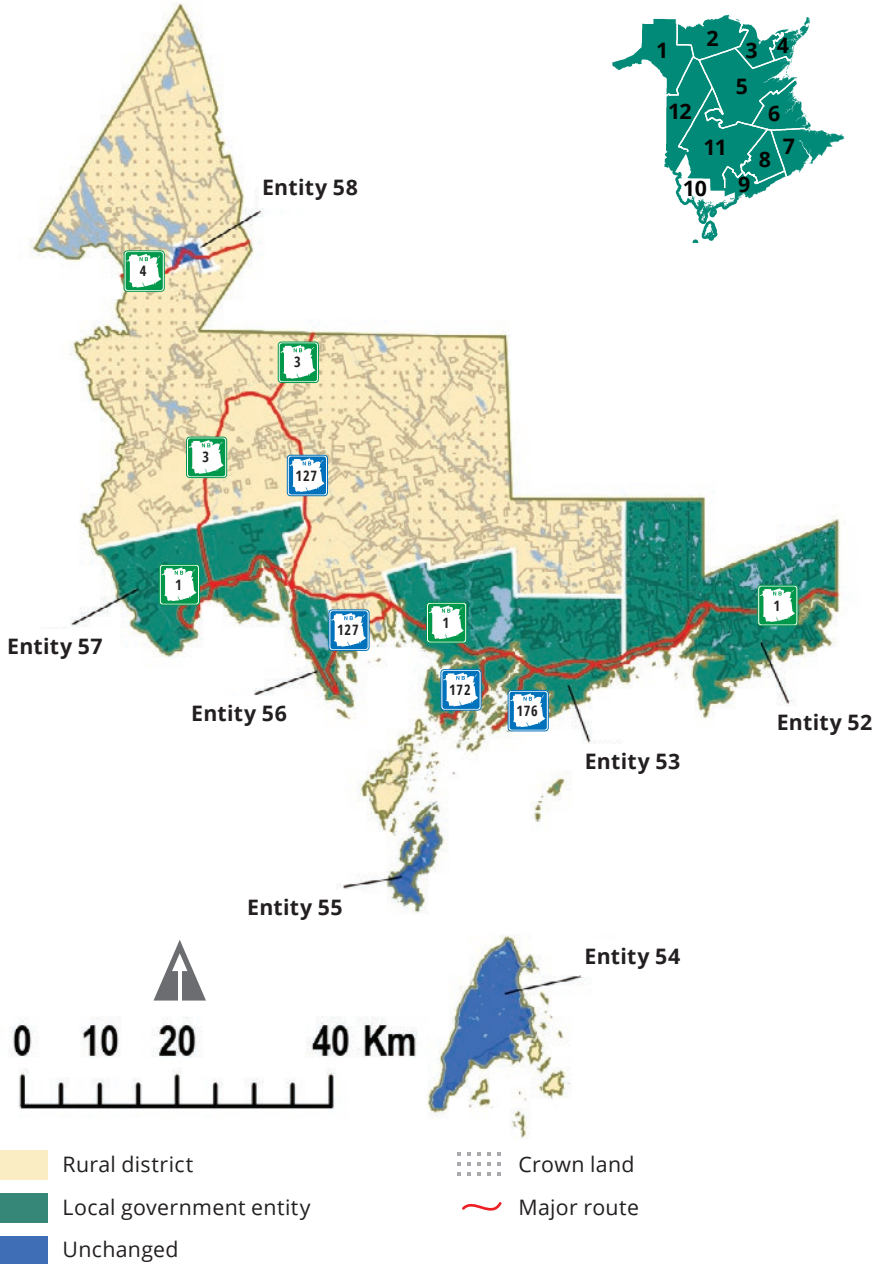
- Rural district
- Local government entity
- Unchanged
- Crown land
- Major route

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RSC 9 - Fundy Regional Service Commission

Entity	Consisting of	Estimated Population	Estimated Tax Base
46	<ul style="list-style-type: none"> - Village of St. Martins - Local service district of Saint Martins - Local service district of Simonds - Local service district of Fairfield 	5,251	\$322,364,950
47	<ul style="list-style-type: none"> - Town of Hampton - Local service district of Hampton - Portion of the local service district of Kingston (25%) - Portion of the local service district of Norton (5%) - Local service district of Rothesay 	8,216	\$720,103,040
48	<ul style="list-style-type: none"> - Town of Quispamsis 	18,245	\$1,850,878,750
49	<ul style="list-style-type: none"> - Town of Rothesay 	11,659	\$1,371,153,150
50	<ul style="list-style-type: none"> - City of Saint John 	67,575	\$7,058,298,819
51	<ul style="list-style-type: none"> - Town of Grand Bay-Westfield - Portion of the local service district of Westfield (75%) 	6,436	\$512,589,700
Rural district	<ul style="list-style-type: none"> - Local service district of Petersville - Local service district of Greenwich - Local service district of Westfield (25%) - Portion of local service district of Kingston (75%) 	4,210	\$380,551,488

RSC 10 - SOUTHWEST NEW BRUNSWICK SERVICE COMMISSION

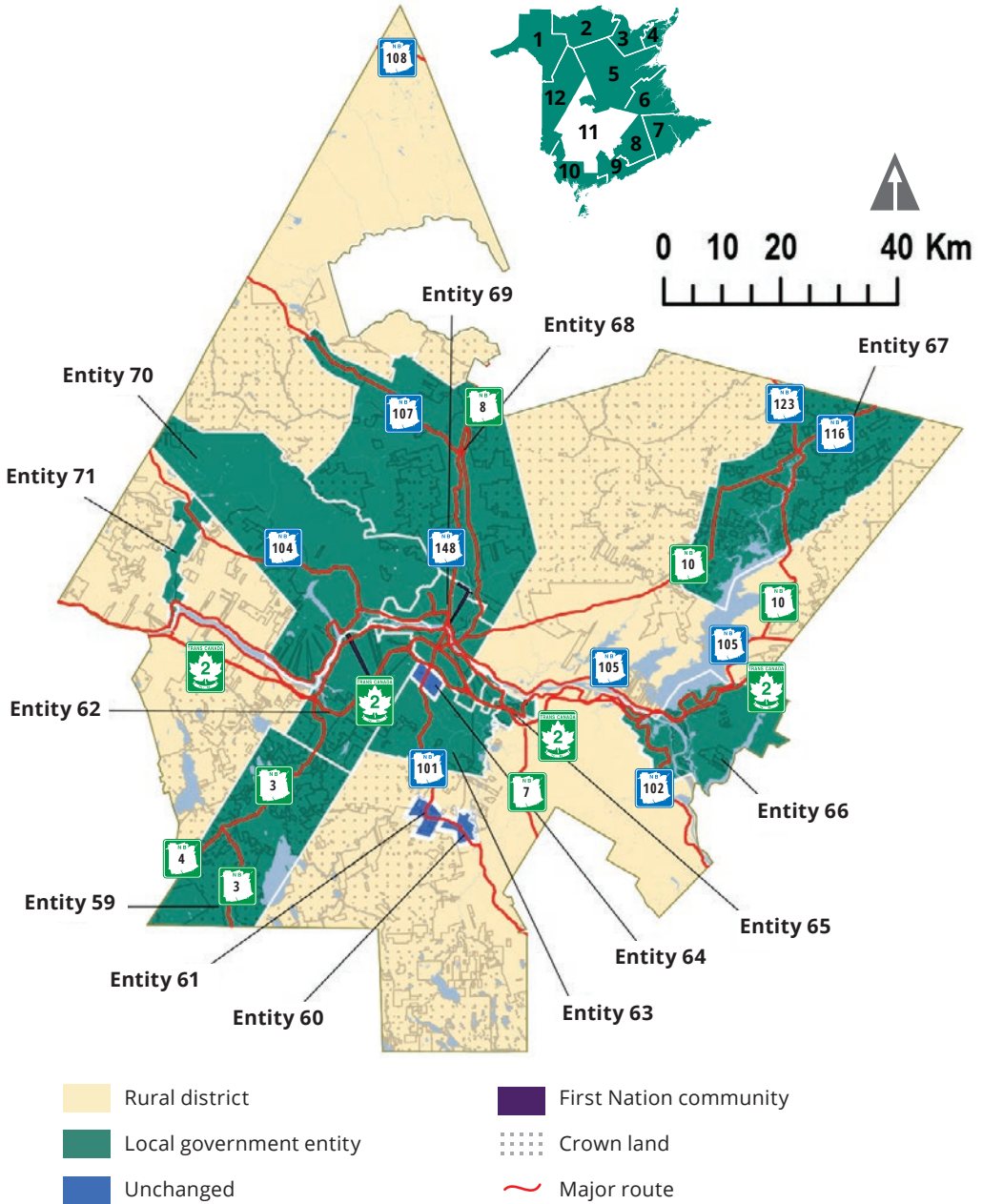


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RSC 10 - Southwest New Brunswick Service Commission

Entity	Consisting of	Estimated Population	Estimated Tax Base
52	<ul style="list-style-type: none"> - Local service district of Musquash - Local service district of Lepreau 	1,901	\$614,535,850
53	<ul style="list-style-type: none"> - Village of Blacks Harbour - Town of St. George - Portion of the local service district of Pennfield (92%) - Local service district of Beaver Harbour - Local service district of Fundy Bay - Portion of the local service district of St. George (80%) - Portion of the local service district of Saint Patrick (20%) 	6,674	\$554,413,836
54	<ul style="list-style-type: none"> - Village of Grand Manan 	2,360	\$210,116,150
55	<ul style="list-style-type: none"> - Rural Community of Campobello Island 	872	\$98,232,350
56	<ul style="list-style-type: none"> - Town of Saint Andrews - Local service district of Bayside - Local service district of Chamcook 	2,686	\$477,993,150
57	<ul style="list-style-type: none"> - Town of St. Stephen - Portion of the local service district of Western Charlotte (78%) - Local service district of Saint Stephen - Local service district of Dufferin - Portion of the local service district of Saint David (70%) - Local service district of Dennis-Weston 	8,119	\$611,824,069
58	<ul style="list-style-type: none"> - Village of McAdam 	1,151	\$49,779,750
Rural district	<ul style="list-style-type: none"> - Local service district of Dumbarton - Local service district of McAdam - Local service district of West Isles - Local service district of White Head Island - Portion of local service district of Pennfield (8%) - Portion of local service district of Saint George (20%) - Local service district of Saint James - Portion of local service district of Western Charlotte (22%) - Portion of local service district of Saint David (30%) - Local service district of Saint Croix - Portion of the local service district of Saint Patrick (80%) 	4,020	\$360,568,889

RSC 11 – CAPITAL REGION SERVICE COMMISSION

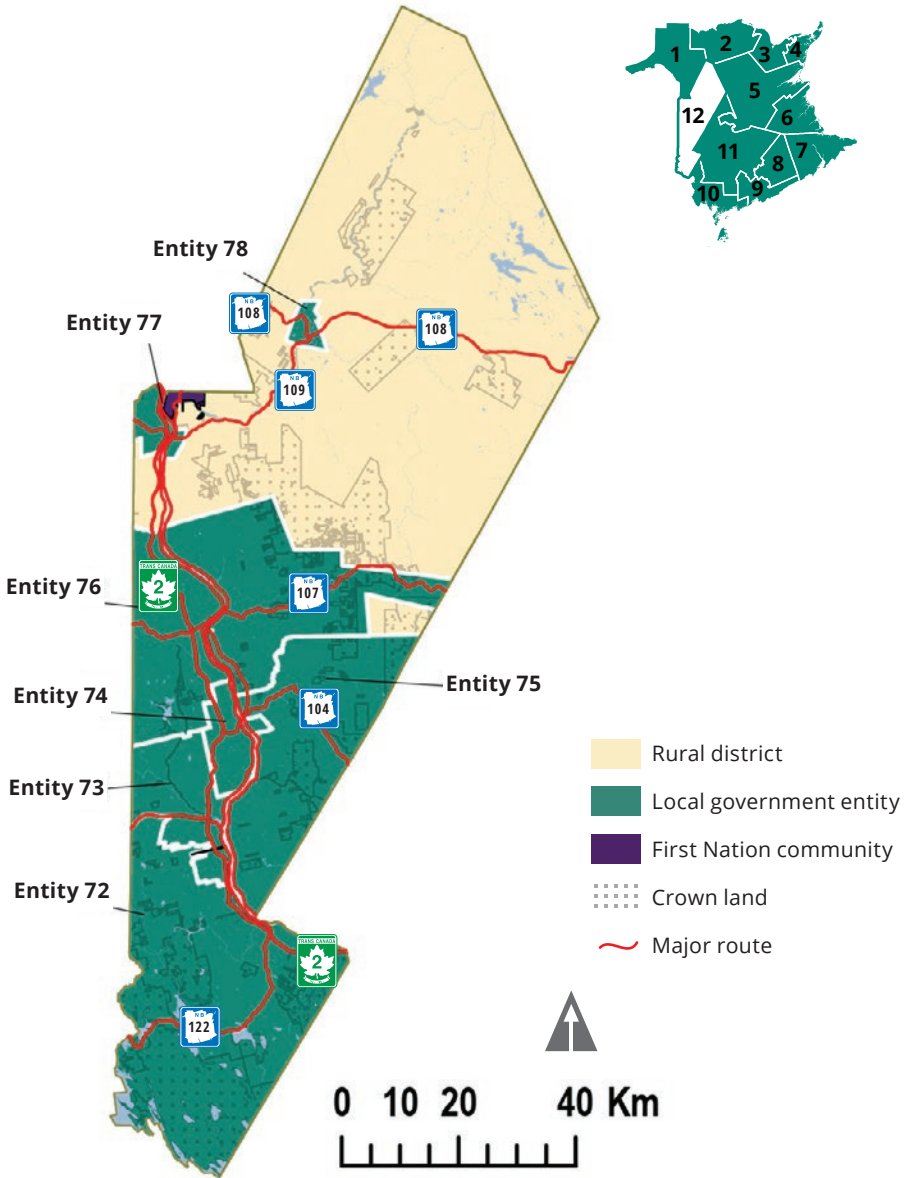


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RSC 11 – Capital Region Service Commission

Entity	Consisting of	Estimated Population	Estimated Tax Base
59	<ul style="list-style-type: none"> - Village of Harvey - Local service district of Manners Sutton 	2,135	\$170,367,700
60	<ul style="list-style-type: none"> - Village of Fredericton Junction 	704	\$44,325,950
61	<ul style="list-style-type: none"> - Village of Tracy 	608	\$26,173,400
62	<ul style="list-style-type: none"> - Rural Community of Hanwell - Portion of the local service district of Kingsclear (80%) 	6,958	\$769,424,280
63	<ul style="list-style-type: none"> - Portion of the local service district of Rusagonis-Waasis (99.5%) - Portion of the local service district of New Maryland (90%) 	6,597	\$561,383,177
64	<ul style="list-style-type: none"> - Village of New Maryland 	4,174	\$365,674,650
65	<ul style="list-style-type: none"> - Town of Oromocto - Portion of the local service district of Lincoln (93.5%) 	12,148	\$1,455,310,543
66	<ul style="list-style-type: none"> - Village of Cambridge-Narrows - Village of Gagetown - Local service district of Cambridge - Local service district of Upper Gagetown 	2,231	\$257,899,750
67	<ul style="list-style-type: none"> - Village of Minto - Village of Chipman - Local service district of Chipman - Local service district of Northfield - Portion of the local service district of Canning (50%) - Portion of the local service district of Sheffield (10%) 	5,485	\$361,123,750
68	<ul style="list-style-type: none"> - Village of Stanley - Portion of the local service district of Stanley (95%) - Portion of the local service district of Saint Marys (50%) - Portion of local service district of Estey's Bridge (15%) - Portion of the local service district of Douglas (15%) 	4,544	\$333,896,308
69	<ul style="list-style-type: none"> - City of Fredericton - Portion of the local service district of Kingsclear (20%) - Portion of the local service district of Saint Marys (50%) - Portion of the local service district of Estey's Bridge (60%) - Portion of the local service district of Douglas (35%) - Portion of the local service district of Rusagonis-Waasis (0.5%) - Portion of the local service district of Lincoln (6.5%) 	63,961	\$8,233,082,963
70	<ul style="list-style-type: none"> - Local service district of Keswick Ridge - Local service district of Bright - Portion of the local service district of Queensbury (50%) - Portion of the local service district of Douglas (50%) - Portion of the local service district of Estey's Bridge (25%) 	6,399	\$493,994,825
71	<ul style="list-style-type: none"> - Village of Millville - Town of Nackawic - Portion of the local service district of Southampton (45%) 	1,882	\$135,166,965
Rural district	<ul style="list-style-type: none"> - Local service district of Burton - Local service district of Clarendon - Local service district of Dumfries - Local service district of Gladstone - Local service district of Hampstead - Local service district of Maugerville - Local service district of Noonan - Local service district of Prince William - Portion of local service district of Queensbury (50%) - Portion of local service district of Stanley (5%) - Local service district of Waterborough - Portion of local service district of Southampton (55%) - Portion of local service district of Sheffield (90%) - Portion of local service district of Canning (50%) - Portion of local service district of New Maryland (10%) - Local service district of Blissville - Local service district of Wirral-Enniskillen 	13,794	\$1,192,103,678

RSC 12 - WESTERN VALLEY REGIONAL SERVICE COMMISSION



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RSC 12 - Western Valley Regional Service Commission

Entity	Consisting of	Estimated Population	Estimated Tax Base
72	<ul style="list-style-type: none"> - Village of Canterbury - Village of Meductic - Local service district of Benton - Local service district of Canterbury - Local service district of Debec - Local service district of North Lake - Portion of the local service district of Richmond (25%) - Portion of the local service district of Woodstock (20%) 	2,633	\$253,483,493
73	<ul style="list-style-type: none"> - Town of Woodstock - Portion of the local service district of Richmond (75%) - Portion of the local service district of Wakefield (50%) - Portion of the local service district of Woodstock (80%) 	8,625	\$805,752,545
74	<ul style="list-style-type: none"> - Town of Hartland - Local service district of Somerville - Portion of local service district of Simonds (35%) - Portion of the local service district of Wakefield (50%) 	2,649	\$244,009,440
75	<ul style="list-style-type: none"> - Local service district of Northampton - Local service district of Brighton - Local service district of Coldstream - Local service district of Upper and Lower Northampton 	3,459	\$200,453,400
76	<ul style="list-style-type: none"> - Village of Bath - Town of Florenceville-Bristol - Village of Centreville - Local service district of Glassville - Local service district of Upper Kent - Local service district of Wicklow - Local service district of Peel - Local service district of Wilmot - Local service district of Lakeville - Portion of the local service district of Aberdeen (50%) - Portion of the local service district of Kent (98%) - Portion of the local service district of Simonds (65%) 	9,395	\$671,039,791
77	<ul style="list-style-type: none"> - Village of Aroostook - Village of Perth-Andover - Local service district of Andover - Portion of the local service district of Perth (35%) 	3,166	\$198,294,888
78	<ul style="list-style-type: none"> - Village of Plaster Rock - Portion of the local service district of Gordon (95%) 	2,441	\$138,942,415
Rural district	<ul style="list-style-type: none"> - Portion of the local service district of Aberdeen (50%) - Portion of the local service district of Gordon (5%) - Portion of the local service district of Kent (2%) - Local service district of Lorne - Portion of the local service district of Perth (65%) - Local service district of Riley Brook 	1,641	\$131,530,192

Appendix C – Elections for new entities

In addition to the elections needed to elect councillors for each rural district, there will be a need to hold elections in November 2022 for mayor and councillors of newly restructured entities that meet the following criteria:

- In local governments where there is a population increase of 15%-50%, by-elections will be held to add councillor(s); and
- In local governments where there is a population increase of more than 50% and/or two or more local governments are combined, there will be an election for the entire council.

Where there is an increase in population of less than 15%, no new elections will be held.

The following is a list of elections for the proposed entities affected (note there may be further adjustments):

By-election			
Where the population increase is between 15% and 50%, a by-election will be held.			
Entity 6	Entity 37	Entity 56	Entity 65
Entity 12	Entity 51	Entity 62	

No election		
Where the population increase is between 0-15%, no election will be held.		
Entity 2	Entity 34	Entity 69
Entity 21	Entity 36	

First election

New local governments created by a first incorporation.

Entity 20	Entity 52	Entity 70
Entity 32	Entity 63	Entity 75

All restructurings involving two or more local governments.

Entity 1	Entity 11	Entity 38	Entity 67
Entity 3	Entity 13	Entity 40	Entity 71
Entity 4	Entity 14	Entity 42	Entity 72
Entity 7	Entity 15	Entity 44	Entity 76
Entity 8	Entity 16	Entity 53	Entity 77
Entity 9	Entity 17	Entity 66	

All restructurings where the population of an existing local government is increased by more than 50% through the addition of unincorporated communities.

Entity 5	Entity 28	Entity 45	Entity 73
Entity 22	Entity 29	Entity 46	Entity 74
Entity 23	Entity 30	Entity 47	Entity 78
Entity 25	Entity 31	Entity 57	
Entity 26	Entity 33	Entity 59	
Entity 27	Entity 39	Entity 68	

Appendix D – Glossary of Terms

Benchmarks

A standard or point of reference against which things may be compared or assessed.

Council

The mayor and councillors of a local government.

Equal opportunity program

The Equal Opportunity program was introduced in New Brunswick in 1967 whereby the provincial government took over responsibility for health, education, social services and the administration of justice to ensure equal accessibility to these services for all residents of the province. It involved a realignment of provincial and local service responsibilities as well as a reorganization of the local governance system (including a new municipal finance and taxation framework).

Local entity

A general term referring to a local government (village, town, city, rural community or regional municipality), a local service district and/or a rural district.

Local government (includes a village, town, city, rural community, or regional municipality)

A local government is a responsible and accountable level of government that provides local services for a defined geographic community. Each local government has a council comprised of a mayor and councillors who are elected through a general municipal election.

Local service district

A local service district (LSD) is a structure that allows for the administration and delivery of local services such as streetlights, recreation, garbage collection, fire protection, etc. to areas of the province that are not incorporated (and do not have a mayor and councillors). These services are coordinated by the provincial government through a Local Services Manager (LSM) at the Department of Environment and Local Government. An advisory committee may be established to provide advice to the Minister on matters related to the provision of services within the local service district.

Metrics

The set of standards and measures that are used to assess achievement of results.

Minister

The Minister of Local Government and Local Governance Reform and includes anyone designated by the Minister to act on the Minister's behalf.

Municipality

Defined as a city, town, or village in New Brunswick.

Regional service commission

An organization established through legislation that provides services to communities within a defined region. These services are either mandated by legislation or provided on a voluntary basis. It is also a forum through which issues of common interest among member communities are reviewed and discussed, and regional priorities are established.

Rural district

A new structure for New Brunswick that will bring together local service districts or parts thereof that are not part of a new or restructured local government in a region. Each rural district will elect representatives to be members of an advisory committee that will be responsible for advising the Minister on local matters. Each rural district will be represented on their respective regional service commission. Services are coordinated by the provincial government through a rural district manager.

Statement of public interest

Statement of public interest are regulations under the *Community Planning Act* that set out the provincial government's policies, direction, and interests on specific land use topics. All land use plans and documents must be consistent with the statements of public interests.