



REGULAR BOARD MEETING

Agenda

October 24, 2024, 10:00 a.m.

Town of Grand Bay-Westfield

609 River Valley Dr, Grand Bay-Westfield

To foster collaborative relationships, responsible service delivery, and resilient communities.

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1. Closed Session	
2. Order of Business	
2.1 Call to Order	
2.2 Record of Attendance	
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8. Adjournment



RÉUNION MENSUELLE

Ordre du jour

le 24 octobre 2024, 10 h 00

Town of Grand Bay-Westfield

Inspirer une collaboration fructueuse, une résilience renforcée des collectivités locales et des résultats concrets.

	Pages
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7.2 Avis de demande de restructuration

8. Levée de la séance



Regular Board Meeting Minutes

Date: September 27, 2024, 9:00 a.m.

Location: Microsoft Teams

MEMBERS PRESENT Jim Bedford, Mayor, Fundy St. Martins
Robert Doucet, Mayor, Hampton
Libby O'Hara, Mayor, Quispamsis
Erin Toole, Deputy-Mayor, Grand Bay-Westfield
Nancy Grant, Mayor, Rothesay
John MacKenzie, Deputy Mayor, Saint John
Bruce Dryer, Alternate Representative of Fundy Rural District

ABSENT Brittany Merrifield, Mayor, Grand Bay-Westfield
Ray Riddell, Chair of Fundy Rural District

STAFF Phil Ouellette, CEO, Fundy Regional Service Commission
Cassie Silhanek, Recording Secretary, Fundy Regional Service Commission

Meeting Minutes of the Board of Directors of Fundy Regional Service Commission.

1. Closed Session

The Board proceeded to Closed Session as prescribed under section 68 of the Local Governance Act, SNB 2017, c 18.

2. Order of Business

2.a Call to Order

Chair Bedford called the meeting to order at 9:49 a.m.

2.b Record of Attendance

2.c Approval of Agenda

Chair Bedford called for a motion to approve the agenda.

Resolution Number: RM-2024-066

Moved by: Director MacKenzie

Seconded by: Director O'Hara

THAT the Board approve the September 27, 2024 agenda as presented.

Motion Carried

2.d Approval of Minutes

Chair Bedford called for approval of the minutes.

Resolution Number: RM-2024-067

Moved by: Director Doucet

Seconded by: Director O'Hara

THAT the Board approve the September 5, 2024 meeting minutes as presented.

Motion Carried

2.e Disclosure of Conflict of Interest

Chair Bedford called for acknowledgement of any conflicts of interest, there were none presented.

3. CEO Verbal Update

CEO Ouellette gave a verbal update to the Board regarding the state of the organization and the primary drivers of the budget.

4. Reports/Presentations

4.a Draft FRSC 2025 Budget Update

CEO Ouellette reviewed key points of the report presented to the Board.

For more information, please see the report included in the Agenda package located on the website.

Due to technical difficulty, Director Grant was not counted in the vote.

Resolution Number: RM-2024-068

Moved by: Director MacKenzie

Seconded by: Director Doucet

THAT the Board receive and file the Draft FRSC 2025 Budget Update report as presented.

Absent (1): Director Grant

Motion Carried

5. Correspondence

5.a Memo from Local Governance Commission

Resolution Number: RM-2024-069

Moved by: Director Doucet

Seconded by: Director MacKenzie

THAT the Board receive and file the memo provided to the Board.

Motion Carried

6. Adjournment

Chairperson Bedford called for a motion to adjourn.

Due to technical difficulty, Director Grant was not counted in the vote.

Resolution Number: RM-2024-070

Moved by: Director MacKenzie

THAT the Board adjourn the meeting at 10:28 a.m.

Absent (1): Director Grant

Motion Carried

Jim Bedford, Chairperson

Cassie Silhanek, Recording Secretary

Date



Title: Pit Permit Bond

Date: 2024-10-16

Author: Marc MacLeod

Report Number: 2024-051

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors:

RESOLUTION	VOTING REQUIREMENT
THAT the Board authorize staff to request the issuance of a Letter of Credit from the CIBC bank, valued at \$22,500, to provide security for land rehabilitation of the FRSC pit in favour of the City of Saint John to meet the requirements of a pit permit as per Section 12.4(9)(e) of the City of SJ Zoning Bylaw.	Simple Majority of Members Present Other:

BACKGROUND/PAST RESOLUTIONS
On September 21, 2023, the FRSC secured a royalty agreement for aggregate material (Gravel) from an adjacent property to be used as cover material for the landfill. On November 28, 2023, the operation of the pit was approved in conjunction with the purchase approval of a 'rock truck' after favourable cost comparisons with supply tenders of third parties. On March 8, 2024, the FRSC applied for a pit permit from the City of Saint John.

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS
The rock truck was added to, and purchased under, the 2024 capital plan for purposes of pit operations. Access to the pit has been constructed as per WAWA considerations.



REPORT

On September 19, 2024 the City of SJ confirmed the security value of \$22,500 required to acquire a permit as per Zoning Bylaw 12.4(9)(e):

No permit may be issued under paragraph (b) until the applicant has deposited a security in the form of money, Letter of Credit, or a bond in favour of the City of Saint John. In an amount determined by the Building Inspector to be adequate to cover the estimated cost of rehabilitation of the land of the site in accordance with the terms and time limits stipulated herein.

Staff is recommending the Letter of Credit as the best option for the FRSC as it does not require cash resources to execute. CIBC confirmed the requirement of a motion from the Board to issue the Letter of Credit the morning of October 16, 2024.

Without the Letter of Credit, the pit will be unable to operate.

ATTACHMENTS

N/A

Date: 2024-10-17

Author: Scott Borden

Open Session

Closed Session

RECOMMENDATION

It is recommended that the Fundy Regional Service Commission receive and file this report.

PLANNING AND BUILDING MONTHLY REPORTING

	August 2024			August 2023
Building and Development Permits	Rural District	Fundy-St. Martins	Total	Total
	9	4	13	15
Estimated Cost of Construction	\$ 1,742,000			\$ 2,644,800
Year-to-Date Estimated Cost of Construction	\$ 11,288,200			\$ 12,628,853
Subdivision Approvals	3			6
Document Approvals, Waivers, & Zoning Confirmations	10			2

	September 2024			September 2023
Building and Development Permits	Rural District	Fundy-St. Martins	Total	Total
	8	6	14	13
Estimated Cost of Construction	\$ 1,924,500			\$ 1,446,900
Year-to-Date Estimated Cost of Construction	\$ 13,212,700			\$ 14,075,753
Subdivision Approvals	8			8
Document Approvals, Waivers, & Zoning Confirmations	4			3

REGIONAL ENFORCEMENT MONTHLY REPORTING

July / August 2024*	Dangerous and Unsightly	Building / Planning Infractions	File Open	File on Hold	File Closed	Total
Fundy Rural	-	2	0	1	1	2
Fundy-St. Martins	2	0	0	0	2	2
Grand Bay-Westfield	1	0	0	1	0	1
Hampton	3	1	0	0	4	4
Total	6	3	0	2	7	9

September 2024	Dangerous and Unsightly	Building / Planning Infractions	File Open	File on Hold	File Closed	Total
Fundy Rural	-	0	0	0	0	0
Fundy-St. Martins	3	6	2	2	5	9
Grand Bay-Westfield	2	0	2	0	0	2
Hampton	3	0	3	0	0	3
Total	8	6	7	2	5	14

*Maritime Enforcement Services Inc. (MESI) contract began on July 15, 2025; therefore, July and August have been combined.

Other News

Fundy-St. Martins Rural Plan

- 1st and 2nd readings of the Rural Plan Bylaw occurred on August 6th
- 3rd and final reading of the Rural Plan Bylaw occurred on September 3rd

PRAC Meetings

- August 26th: 2 subdivision on private access applications approved
- September 16th: 2 subdivision on private access applications approved

Regional Enforcement Pilot

- FRSC staff attended a public meeting to share the information on the enforcement pilot



Title: 2025 FRSC Budget: Recommendation

Date: 2024-10-24

Author: Phil Ouellette

Report Number: 2024-054

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors:

RESOLUTION	VOTING REQUIREMENT
1. Approve the 2025 FRSC operating and capital budget as presented in this October 24 th , 2024, report.	2/3 of Voting Members Present, Representing at least 51% of the Total Population of Members Present
2. Approve the standard operating procedure and salary grid for the FRSC management and trades employee group, and direct CEO Ouellette to uphold its expectations starting in 2025.	Simple Majority of Members Present
3. Direct the FRSC to draft a letter to the Minister of Local Government as part of the eventual 2025 Budget submission to the Government of New Brunswick, advocating for the importance of fiscal reform for local governments, rural districts and RSCs, in order to equip and empower the local governance landscape to effectively and sustainably delivery service and outcomes to residents. This letter should also outline the tremendous annual costs associated to FRSC members in the financing of the five legislated regional facilities, and the importance of maximizing the eligibility of the Regional Service Support Fund to help support these expenditures.	Simple Majority of Members Present
4. Authorize Chair Jim Bedford to re-submit and finalize the RSSF Investment Plan, which integrates the new assumptions outlined in the updated version of the 2025 FRSC budget.	Simple Majority of Members Present

BACKGROUND/PAST RESOLUTIONS
See previous report from September 5th, 2024, and September 27 th , 2024.



On September 5th, 2024, the FRSC Board initiated a 45-day review period, and over the past weeks, the FRSC completed the following steps to share detail on the FRSC draft budget and also collected feedback:

1. Presentation to the Hampton Town Council (September 10th).
2. Presentation to Fundy Rural District Advisory Council (September 17th).
3. Presentation of initial collected feedback to FRSC Executive Committee (September 20th).
4. Presentation to the Grand-Bay-Westfield Town Council (September 23rd).
5. Presentation to the regional group of CAOs/RDM (September 24th).
6. Presentation to Quispamsis Town Council (October 1st).
7. Presentation to Fundy-St. Martins Village Council (October 1st).
8. Email submitted to regional transportation, public safety and community development committee members on 2025 budget (October 1st).
9. Presentation to the regional group of CAOs/RDM (October 9th).
10. Presentation to Saint John Common Council (October 15th).
11. Presentation to Quispamsis Town Council #2 (October 15th).
12. Presentation to Rothesay Town Council (October 15th).

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS

See previous report from September 5th, 2024, and September 27th, 2024.

REPORT

2025 Budget Recommendation

Since submitting the first draft of the 2025 FRSC budget to the Board of Directors on September 5th, 2024, the FRSC team has been focused on adjusting the budget to feedback collected through the review period, and also securing additional funding from the Government of New Brunswick. The 2025 budget has transitioned from a net increase of \$1,060,742 on membership fees to a net increase of \$412,549. The FRSC's version #5 of the 2025 budget is the budget being recommended to the FRSC Board, and incorporates the assumptions of the initial budget #1, with the following adjustments:

- New revenue of \$70,000 from GNB to support the social mandate expectations on the FRSC in 2025.
- Small adjustment of \$27,062 in expenditures that was missed in the planning and building department budget.
- Removal of \$780,000 from the 2025 budget for the next phase of the Aquatic Centre Enhancement Study, which will now be financed through local government reserve funds (generated through recently accessed RDC funding for 2024 regional facilities capital).



- A reduction of \$25,000 on an expenditure in the Community Development budget that was identified as redundant.
- Removal of \$192,715 for the voluntary involvement in regional aerial photography through FRSC (this will be done outside of the FRSC).

A breakdown of all five budget scenarios can be found in the below table, a summary of membership fee implications of each of these scenarios is available as an attachment to this report, and finally, the full budget summary of budget scenario #5 is also attached to this report.

Budget Scenario	Description	Net Increase in Membership Fees
Budget #1	As presented to the FRSC Board on September 5 th , 2024	\$1,060,742
Budget #2	Assumptions of Budget #1 with small adjustments due to oversight on building/planning budget and 40% reduction in 2025 Aquatic Centre Enhancement Study due to RDC confirmed RDC funding	\$790,096
Budget #3	Assumptions of budget #2 with added reduction of \$70,000 in the Community Development budget due to recently confirmed funding from ELG for the social mandate	\$720,096
Budget #4	Assumptions of Budget #3 but with a total removal of the 2025 Aquatic Centre Enhancement Study (which accounts to an additional \$152,125 reduction in projected membership fees in 2025 from version Budget #3). The reduction is at \$152,125 because the RSSF can only fund 50% of eligible cost per department, and as a result, additional reliance on funding this study through membership fees was required after applying RSSF and RDC funding. This scenario implies an unused portion of RSSF at \$317,163.	\$567,971
FINAL RECOMMENDATION: Budget #5	<ul style="list-style-type: none"> • Removes small portion of funding that was identified as unnecessary in Community Development Budget. • Eliminates voluntary involvement in regional 	\$412,549



		<p>aerial photography through FRSC (this will be done outside of the FRSC).</p> <ul style="list-style-type: none"> • This scenario implies an unused portion of RSSF at \$379,458. 	
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Aerial Photography

The FRSC received mixed feedback on proceeding with the aerial photography partnership, and as a result the decision was made to remove the expense from the 2025 FRSC budget. Input was received that the pursuit of aerial photography fell outside of the FRSC mandated responsibilities, and the inclusion of the service could be a slippery slope towards other non-mandated services to the FRSC. In turn, the FRSC also received feedback from other members that the concern associated with “scope creep” was not a significant worry and that proceeding with aerial photography through the FRSC would yield 50% savings (as the RSSF would cover 50% cost) on participating members.

As this is a voluntary service, the threshold to provide this service is not weighted, as the service is provided upon request of members. In other words, some members could choose to proceed with the FRSC while others could choose to proceed without the FRSC. After reflection on alternatives to this mixed feedback, the final version of the budget proposes to remove aerial photography as an expenditure. Including aerial photography in the 2025 budget would create a scenario where the previous partnership between five communities for this service (was pursued outside of the FRSC in previous years) would be discontinued, as some communities would be partnering with the FRSC while others would maintain their involvement free from the FRSC. This would invite two separate public tendering processes and two separate negotiations with Service New Brunswick to access additional funding to support the service. This would invite added complication in a previous voluntary regional collaborative initiative, which is counter to FRSC’s mandate to invite a platform for regional collaboration.

The FRSC will continue to work directly with Service New Brunswick to advocate for FRSC members and the need to build a new partnership to prevent duplication and reduce cost on FRSC members and SNB.

Per Bag Tipping Fee Analysis

The 2025 FRSC budget includes the results of an analysis that was completed in 2024 but has not been shared with the FRSC Board in previous budget reports. The approval of the 2024 FRSC budget included the following resolution:

“Direct the FRSC to examine the actual costs associated with its “per bag” tipping fee and bring forward recommendations prior to the presentation of the draft 2025 FRSC budget on any recommended adjustments.”



The Solid Waste Department completed an analysis, and as a result, it is recommended to maintain existing “per bag” pricing for tipping fees (i.e. currently set at \$1.50). The analysis included two studies, which calculated the impact of approximately 250 bags received through public drop-off, and both those studies found that the operational cost were slightly lower than the revenue accessed through the per bag fee of \$1.50. The FRSC will continue to monitor costs associated with per bag fees, and report back to the Board when changes are needed.

Human Resource Considerations

The approval of the 2025 FRSC budget invites some adjustments to the FRSC employee establishment, including the following:

- A. Expanded/new role of Chief Financial Officer (permanent, full-time hire to start July 2025)
 - Impact on 2025 FRSC Membership Fees = **\$27,710**
- B. Expanded/new role of Human Resource Manager (permanent, full-time hire to start as of January 1st, 2025)
 - Impact on 2025 FRSC Membership Fees = **\$20,931**
- C. New Social Mandate Coordinator (one-year contract, full-time to start on January 1st, 2025)
 - Impact on 2025 FRSC Membership Fees = **n/a**
- D. Hiring for full-time permanent Development Officer (existing position is contract, and this full-time position would be intended to start on January 1st, 2025)
 - Impact on 2025 FRSC Membership Fees = **n/a**

In turn, the approval of the 2025 FRSC budget includes the introduction of a new salary grid for the management and trades employee group (see attached), as well as the approval of the standard operating procedure that will guide this salary grid (see attached).

Summary feedback from 45-day review

Below is a summary of key themes in the discussions and feedback on the draft 2025 FRSC budget, with councils, FRSC members, and partners, since the initiation of the 45-day review period:

- Continued importance of upholding rigor in the review and evaluation of regional facilities operating and capital.
- It would be ideal for the Regional Development Corporation to approve funding for regional facilities capital a year in advance of expenditure, in order to inform budget development process and consequences on FRSC member fees.
- Accessing information from each regional facility on local government/rural district usage would help inform the reach of each facility’s impact across the Fundy Region.
- The cost sharing formula for regional facilities should be revisited, as the facilities yield substantially higher value to some FRSC members than others.



- As cost increase for regional facilities capital, it places unreasonable burden on FRSC members who cannot borrow for the capital expense (only the City of Saint John can borrow for their facilities).
- It is challenging to approve additional FRSC expenditures on mandates that are not yet fully defined and not yet yielding tangible value to local governments and partners.
- It would be valuable for the FRSC to rank the level of priority of each of its services, in order to build clarity on various service standards or outcomes.
- Request for the FRSC to investigate bringing additional on-site recycling capacity to support residents of Grand-Bay-Westfield.
- It is important for the FRSC to rebuild the relationship with the “host community” of Crane Mountain Landfill.
- The FRSC should be cautious in pursuing a new “economic development” themed grant through the Solid Waste Service, as it creates a precedent of allocating economic development related funding outside of Envision Saint John.
- The FRSC is well served to share more details of its progress and value to FRSC members more regularly.
- Summit could be an opportunity to invite councillors into building the future direction and impact of the FRSC.
- Having the Regional Summit during the afternoon of a weekday is preventative to some FRSC member council members, who have full time jobs.
- The FRSC should continue to pursue its advocacy with the Government of New Brunswick of ongoing adjustments to the RSC model to support the interests of the Fundy Region.
- The new Chief Financial Officer should support greater debt position and objective planning for the FRSC.
- The FRSC should enhance its engagement with administrative teams of FRSC members to help build alignment on key regional investigations and initiatives.
- The FRSC must ensure that its standing committees are further invited into the development of work plan and budget priorities.
- The FRSC must maintain its commitment to incrementality into the new mandated services, offering time to build understanding, identifying shared ownership and alignment across FRSC members and community partners.
- The FRSC should consider investigating optimizing its geography, and whether there are communities that should be requested to join the Fundy Region.
- FRSC pursuit of new regional initiatives should not replace or duplicate the existing work already completed (at a local level) of each FRSC member.

Observations on feedback from 45-day review period

Upon reflection of the feedback received during the 45-day review period, the FRSC administrative team shares the following considerations for the FRSC Board of Directors:



1. **Balancing Affordability with Value:** Its evident that the FRSC must continue to strive to identify a balance between delivering low-cost and affordable service to its members with the growing pressure to produce tangible outcomes to members and partners. As the FRSC continues to introduce incremental expenditure growth to its newer mandates, this will intensify the expectations for direct value and outcomes.
2. **Regional Transportation, Public Safety, Community Development:** While these three services account for 5.2% of FRSC's total budget (assuming budget scenario #5), these mandates are supported by standing committees and have generated increasing interest and expectations from FRSC members and partners. The FRSC must enhance its ability to meaningfully engage committee members into these mandates and generate ideas of initiatives that will bring together FRSC members and yield value.
3. **Regional Facilities:** The cost of regional facilities remains the most frequent concern raised by FRSC members, and the FRSC, through the leadership of the Regional Facilities Committee, will continue to be expected to deliver rigorous evaluation of capital and operating submissions from the facilities. In addition, its clear that the FRSC must continue its advocacy with the Government of New Brunswick on accessing additional funding to support the cost of financing the regional facilities.
4. **Identifying Highest Impact Initiatives:** An important theme for the coming years for the FRSC will be to carefully select initiatives, investigations and programs that have the highest likelihood of success, building alignment across FRSC members, and are relatively affordable for FRSC members. The FRSC requires a variety of "tangible wins", especially within its new mandated services.
5. **Building Ownership Early:** The FRSC is well-served to build a more robust work plan development process, where partners and stakeholders within the FRSC structure help identify the highest impact initiatives and generate alignment across the Fundy Region. While the FRSC administrative team will be expected to bring forward recommendations and best practices from other jurisdictions, ownership over FRSC's initiatives must be achieved early-on in the development process, in order to instill confidence and alignment with local government/rural district needs and priorities. The FRSC is not in the business of solely fulfilling the expectations of GNB-defined mandates, but more importantly, delivering a responsive platform for the needs and priorities of local government/rural district members.
6. **Accessing Additional Local Government Representatives:** In order for the FRSC to generate regionally aligned and affordable wins for its members, the Commission must enhance its solicitation of guidance and feedback from FRSC member councils and senior administrative staff. For FRSC members councils, the FRSC would benefit from their perspective on how the FRSC brings value to the needs they face as councillors and through the interactions they have with members of the community. For senior administrative staff, the FRSC would benefit from



their technical and expertise in identifying the linkages, innovations and initiatives they believe align or complement their existing local government focus. Council members and senior administrative staff have not experienced the same immersion as FRSC Board members and regional CAOs/RDM into FRSC's evolution and progress over the past years. It will be imperative that FRSC administrative staff, FRSC Board members, and regional CAOs/RDM help build understanding of the FRSC vision and values (as established through the Fundy Regional Strategy) to regional councillors and senior administrative staff and encourage their engagement and sharing their perspective to help achieve new regional outcomes.

7. **Importance of KPIs:** The FRSC continues to pursue the 2024 work plan action of completing its KPIs, which is likely to only be finalized by early 2025. The establishment of KPIs that are reviewed and approved by the FRSC network will improve the Commission's ability to monitor and evaluate its progress through its mandated services.
8. **Informing 2024 Regional Summit:** As a result of the feedback collected through the 45-day review period for the 2025 budget, the FRSC is adapting the focus of the 2024 Regional Summit, which will now integrated greater focus on reviewing the direction and focus of the Fundy Regional Strategy, and more intentionally solicit focus areas experienced at a local level that would benefit from regional investigation and cooperation. This will inform eventual recommendations to the FRSC Board on needed changes to the Fundy Regional Changes as well as annual work plans for the coming years.

Clarification on voting expectations

In the September 5th FRSC report on the 2025 budget, the following information was included which requires some clarification:

“The scheduled vote on the 2025 FRSC budget on October 24th, 2024, will include two additional

resolutions, both of which will invite a vote of only two FRSC members – Fundy Rural District and Fundy-St. Martins:

1. The first resolution will be to release \$60,000 (of an available \$95,785) from the Building Inspection and Community Planning operating reserve. This reserve received a substantial contribution as a result of the leveraged funding the FRSC accessed in 2023/2024 for the enhanced community planning and building inspection service pilot program, which helped support the delivery of the rural plan for Fundy-St. Martins in 2024. This \$60,000 will be used to support the implementation of the Fundy Rural District Rural Plan in 2025.



2. The second resolution will be to release the total \$44,000 from the Building Inspection and Community Planning capital reserve, to finance the purchase of a new vehicle for FRSC's Building Inspection and Community Planning service."

Upon review, FRSC staff determined that the vote on these two items will not proceed as previously stated in the September 5th report. As these funds will not be immediately released for expenditure, the proper sequence to release the funds is to approve the 2025 FRSC budget, which includes all the assumptions embedded within it. This budget approval provides certainty to the FRSC on expenditures and revenues, and it in turn, empowers the FRSC administrative team to execute and operationalize the expectations of that budget. Once these funds (as outlined above) are needed in 2025, a separate resolution will be sought by the FRSC Board of Directors for release from the reserves.

Impact of 2025 FRSC Budget

Budget scenario #5, which is the recommendation of this report, should be celebrated as an important achievement for the FRSC and its partners. The 2025 budget was guided by the criteria, timeline and sequencing established by the Board of Directors and received considerable adaptation due to feedback received through the 45-day review period and the access of new revenues.

The 2025 budget equips the FRSC to respond to feedback and concerns raised during the 45-day review period, and the proposed budget is expected to deliver:

- More capacity for the new standing committees to drive analysis and ultimately outcomes that will benefit all FRSC members.
- Further design and planning to support the Aquatic Centre and its involvement in the 2029 Canada Games.
- FRSC's navigation into GNB's defined "social mandate" and greater clarity on how the FRSC is best to support the broader Community Development mandate.
- Greater capacity around regional climate planning.
- Greater capacity to investigate and plan for regional transportation alternatives.
- Completion of the regional risk assessment.
- Implementation of rail traffic and safety committee.
- Funding for 2025 regional summit, bringing together FRSC councils and senior staff.
- A new series of programs and efforts to support our solid waste service through its next phase of value and impact in the community.
- Continued partnership and rigor in the delivery of regional facilities and economic development and tourism promotion.



ATTACHMENTS

1. Budget Recommendation: UPDATED Version #5 of 2025 FRSC Budget
2. PowerPoint Presentation: Summary of five 2025 FRSC budget scenarios (member fee outline)
3. New Salary Grid for Management and Trades Employee Group
4. Standard Operating Procedure: Salary Grid for Management and Trades Employee Group
5. September 27th, 2024, report to the FRSC Board on 2025 Budget
6. September 5th, 2024, report to the FRSC Board on 2025 Budget



**Fundy Regional
Service Commission**

**Commission de Services
Régionaux de Fundy**

Draft 2025 BUDGET OVERVIEW: Final Recommendation

October 15th, 2024

Member Fees

2025 Budget #1



FRSC MEMBER	2023	2024	2025 DRAFT	NET INCREASE
Village of Fundy-St. Martins	\$364,497	\$367,562	\$400,105	\$32,543
Town of Hampton	\$443,036	\$419,528	\$523,875	\$104,347
Town of Quispamsis	\$977,028	\$946,857	\$1,131,017	\$184,160
Town of Rothesay	\$717,817	\$659,368	\$763,668	\$104,300
City of Saint John	\$4,252,066	\$3,782,110	\$4,314,097	\$531,987
Town of Grand-Bay-Westfield	\$266,760	\$259,776	\$320,825	\$61,049
Fundy Rural District	\$590,577	\$591,167	\$633,524	\$42,357
TOTAL:	\$7,611,782	\$7,026,368	\$8,087,110	\$1,060,742

Member Fees

2025 Budget #2



FRSC MEMBER	2023	2024	2025 DRAFT #2	NET INCREASE #2
Village of Fundy-St. Martins	\$364,497	\$367,562	\$402,497	\$34,935
Town of Hampton	\$443,036	\$419,528	\$503,309	\$83,781
Town of Quispamsis	\$977,028	\$946,857	\$1,085,111	\$138,254
Town of Rothesay	\$717,817	\$659,368	\$732,265	\$72,897
City of Saint John	\$4,252,066	\$3,782,110	\$4,144,259	\$362,149
Town of Grand-Bay-Westfield	\$266,760	\$259,776	\$308,116	\$48,340
Fundy Rural District	\$590,577	\$591,167	\$640,907	\$49,790
TOTAL:	\$7,611,782	\$7,026,368	\$7,816,464	\$790,096

Member Fees

2025 Budget #3



FRSC MEMBER	2023	2024	2025 DRAFT #3	NET INCREASE #3
Village of Fundy-St. Martins	\$364,497	\$367,562	\$400,175	\$32,613
Town of Hampton	\$443,036	\$419,528	\$498,594	\$79,066
Town of Quispamsis	\$977,028	\$946,857	\$1,074,559	\$127,702
Town of Rothesay	\$717,817	\$659,368	\$725,024	\$65,656
City of Saint John	\$4,252,066	\$3,782,110	\$4,105,299	\$323,189
Town of Grand-Bay-Westfield	\$266,760	\$259,776	\$305,208	\$45,432
Fundy Rural District	\$590,577	\$591,167	\$637,606	\$46,439
TOTAL:	\$7,611,782	\$7,026,368	\$7,746,465	\$720,097

Member Fees



2025 Budget #4 (option without Aquatic Centre Study)

FRSC MEMBER	2023	2024	2025 DRAFT #4	NET INCREASE #4
Village of Fundy-St. Martins	\$364,497	\$367,562	\$395,129	\$27,567
Town of Hampton	\$443,036	\$419,528	\$488,348	\$68,820
Town of Quispamsis	\$977,028	\$946,857	\$1,051,626	\$104,769
Town of Rothesay	\$717,817	\$659,368	\$709,286	\$49,918
City of Saint John	\$4,252,066	\$3,782,110	\$4,020,630	\$238,520
Town of Grand-Bay-Westfield	\$266,760	\$259,776	\$298,888	\$39,112
Fundy Rural District	\$590,577	\$591,167	\$630,432	\$39,265
TOTAL:	\$7,611,782	\$7,026,368	\$7,594,339	\$567,971

Member Fees

2025 Budget #5 (reduction in Community Development and no aerial photography)



FRSC MEMBER	2023	2024	2025 DRAFT #5	NET INCREASE #5
Village of Fundy-St. Martins	\$364,497	\$367,562	\$393,169	\$25,607
Town of Hampton	\$443,036	\$419,528	\$459,665	\$40,137
Town of Quispamsis	\$977,028	\$946,857	\$1,037,035	\$90,178
Town of Rothesay	\$717,817	\$659,368	\$699,185	\$439,817
City of Saint John	\$4,252,066	\$3,782,110	\$3,933,507	\$151,397
Town of Grand-Bay-Westfield	\$266,760	\$259,776	\$288,709	\$28,933
Fundy Rural District	\$590,577	\$591,167	\$627,647	\$36,480
TOTAL:	\$7,611,782	\$7,026,368	\$7,438,917	\$412,549

Fundy Regional Service Commission
Operating Fund Budget
Corporate Services

	Budget 2024	Budget 2025
<u>REVENUE</u>		
GOVERNMENT TRANSFER		
Regional Services Support Fund	\$ -	\$ -
Community Funding & Equalization Grant	-	-
Special Transfer from Province of NB	24,750	-
Total Revenue	<u>24,750</u>	<u>-</u>
<u>EXPENDITURES</u>		
Governance	94,102	144,210
Administration		
CEO Office/Human Resources/Financial Management/Other Administrative Services	1,314,389	1,530,760
Capital Expenditures	35,000	-
Total Corporate Services	<u>1,443,491</u>	<u>1,674,970</u>
NET CORPORATE EXPENDITURES	<u>\$ 1,418,741</u>	<u>\$ 1,674,970</u>
Allocation to Funds:		
Cooperative & Regional Planning Services	\$ 21,061	\$ 33,061
Local Planning Service	98,599	134,088
Solid Waste Services	362,524	478,806
Electrical Generation	12,509	15,110
Regional Tourism Promotion	66,975	87,644
Regional Economic Development	111,120	103,972
Community Development	275,941	296,351
Regional Transportation	137,539	155,033
Regional Public Safety	138,976	128,459
Regional Sport, Recreation & Cultural	193,497	242,446
Other Services	-	-
	<u>\$ 1,418,741</u>	<u>\$ 1,674,970</u>

Fundy Regional Service Commission

Operating Fund Budget

Cooperative & Regional Planning Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 763	\$ 44,020
GOVERNMENT TRANSFERS		
Regional Services Support Fund		\$ 12,500
SALE OF SERVICE	-	-
SECOND PREVIOUS YEAR SURPLUS	20,298	1,541
	<u>21,061</u>	<u>58,061</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	21,061	33,061
REGIONAL PLANNING	-	25,000
REGIONAL POLICING COLLABORATION	-	-
REGIONAL EMERGENCY MEASURES PLANNING	-	-
OTHER SERVICES PROVIDED TO ALL MEMBERS	-	-
FISCAL SERVICES	-	-
	<u>21,061</u>	<u>58,061</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

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Fundy Regional Service Commission
Operating Fund Budget
Local Planning Service

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 448,842	\$ 476,838
FEEES AND SERVICES	-	-
GOVERNMENT TRANSFER	-	-
EXPANDED PLANNING AND BUILDING SERVICES		62,894
SECOND PREVIOUS YEAR SURPLUS	-	-
	<u>448,842</u>	<u>539,732</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	98,599	134,088
OTHER ADMINISTRATION	42,665	70,952
PLANNING SERVICES	154,200	182,410
INSPECTION SERVICES	144,980	149,190
FISCAL SERVICES	2,500	3,000
SECOND PREVIOUS YEAR DEFICIT	5,898	92
	<u>448,842</u>	<u>539,732</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

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Fundy Regional Service Commission
CAPITAL PLAN FOR 2025

	TOTAL COST	CAPITAL FROM OPERATING FUND	LONG TERM DEBT	TRANSFER FROM RESERVE FUND	Trade-In	
Local Planning						
Vehicle	44,000		-	44,000		
			-			
			-			
			-			
	44,000	-	-	44,000	-	-

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Fundy Regional Service Commission
Operating Fund Budget
Electrical Generation

	Budget 2024	Budget 2025
REVENUE		
SALE OF SERVICE - SAINT JOHN ENERGY	\$ 131,400	
SECOND PREVIOUS YEAR SURPLUS	-	-
TRANSFER FROM SOLID WASTE OPERATING FUND	193,783	235,219
TOTAL REVENUE	\$ 325,183	\$ 235,219
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	12,509	15,110
OTHER ADMINISTRATION	10,650	13,101
PERSONNEL	101,330	62,230
MACHINERY & EQUIPMENT	77,672	77,672
FISCAL SERVICES	116,216	63,853
SECOND PREVIOUS YEAR DEFICIT	6,806	3,253
TOTAL ELECTRICAL GENERATION	325,183	235,219
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

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Fundy Regional Service Commission
Operating Fund Budget
Regional Tourism Promotion

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 57,149	68,105
FEEES AND SERVICES	339,171	355,403
2% CONTRACT ADMIN FEE	15,010	15,969
GOVERNMENT TRANSFER		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	411,329	443,047
SECOND PREVIOUS YEAR SURPLUS	-	3,570
	822,659	886,094
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	66,975	87,644
OTHER ADMINISTRATION	750,500	798,450
FISCAL SERVICES	-	0
SECOND PREVIOUS YEAR DEFICIT	5,184	0
	822,659	886,094
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

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Fundy Regional Service Commission
Operating Fund Budget
Economic Development Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 71,274	\$ 59,005
MEMBER CHARGES FOR ENVISION CONTRACT	1,067,598	1,145,689
2% CONTRACT ADMIN FEE	45,030	47,907
GOVERNMENT TRANSFER		
REGIONAL SERVICES SUPPORT FUNDING (RSSI)	1,183,902	1,249,661
SECOND PREVIOUS YEAR SURPLUS	-	-
	<u>2,367,804</u>	<u>2,502,262</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	111,120	103,972
OTHER ADMINISTRATION	2,251,500	2,395,350
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,184	2,940
	<u>2,367,804</u>	<u>2,502,262</u>
BUDGETED SURPLUS <DEFICIT>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

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Fundy Regional Service Commission
Operating Fund Budget
Community Development Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 134,688	\$ 175,115
FEEES AND SERVICES	-	-
GOVERNMENT TRANSFERS		
LGR Implementation Support Fund	-	70,000
NB Economic and Social Inclusion Corporation	68,684	69,023
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	205,231	279,657
SECOND PREVIOUS YEAR SURPLUS	1,860	11,415
	410,463	605,210
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	275,941	296,351
OTHER ADMINISTRATION	134,522	308,859
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	-	-
	410,463	605,210
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

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Fundy Regional Service Commission
Operating Fund Budget
Regional Transportation Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 60,512	\$ 138,246
FEEES AND SERVICES	-	-
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	110,511	159,477
ECONOMIC & SOCIAL INCLUSION CORPORATION	50,000	50,000
EXPANDED PLANNING AND BUILDING SERVICE	-	22,533
SECOND PREVIOUS YEAR SURPLUS	-	-
	<u>221,023</u>	<u>370,256</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	137,539	155,033
OTHER ADMINISTRATION	78,300	213,920
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,184	1,303
	<u>221,023</u>	<u>370,256</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

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Fundy Regional Service Commission
Operating Fund Budget
Regional Public Safety Committee Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 74,580	\$ 86,246
FEEs AND SERVICES	-	-
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	74,580	93,930
SECOND PREVIOUS YEAR SURPLUS	-	7,683
	149,160	187,859
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	138,976	128,459
OTHER ADMINISTRATION	5,000	59,400
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,184	-
	149,160	187,859
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

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Fundy Regional Service Commission
Operating Fund Budget
Regional Sport, Recreation and Cultural Infrastructure
Support and Development Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 212,682	\$ 140,212
MEMBER CHARGES FOR REGIONAL FACILITIES	4,559,109	4,750,035
GOVERNMENT TRANSFERS	-	-
REGIONAL SERVICES SUPPORT FUNDING (RSSF)		140,723
SECOND PREVIOUS YEAR SURPLUS	-	511
	4,771,791	5,031,481
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	193,497	242,446
OTHER ADMINISTRATION	4,573,109	4,789,035
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,185	-
	4,771,791	5,031,481
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

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Fundy Regional Service Commission

Operating Fund Budget

Other Services

		Budget 2024	Budget 2025
REVENUE			
	MEMBER CHARGES	\$ -	\$ -
	SALE OF SERVICE	-	-
	GOVERNMENT TRANSFERS		
	REGIONAL SERVICES SUPPORT FUNDING (RSSF)	-	-
	SECOND PREVIOUS YEAR SURPLUS	-	-
		<hr/>	<hr/>
		-	-
		<hr/>	<hr/>
EXPENDITURES			
	ALLOCATION FROM CORPORATE SERVICES	-	-
	OTHER SERVICES PROVIDED TO MEMBERS	-	-
	FISCAL SERVICES	-	-
		<hr/>	<hr/>
		-	-
		<hr/>	<hr/>
BUDGETED SURPLUS <DEFICIT>		\$ -	\$ -
		<hr/> <hr/>	<hr/> <hr/>

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Fundy Regional Service Commission**Operating Fund Budget****Solid Waste Services**

	Budget 2024	Budget 2025
REVENUE		
TIPPING FEES		
MEMBERS	\$ 2,426,220	\$ 2,445,983
INDUSTRIAL, COMMERCIAL & INSTITUTIONAL	6,439,499	7,006,390
CONSTRUCTION & DEMOLITION	192,500	192,500
INTERNATIONAL SHIP'S WASTE	660	660
ASBESTOS	70,000	70,000
RECYCLING	345,450	1,430,300
OTHER OPERATIONAL REVENUE	419,000	419,000
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	-	155,000
INVESTMENT INCOME	40,000	40,000
SURPLUS OF SECOND PREVIOUS YEAR	6,291	-
TOTAL REVENUE	9,939,620	11,759,833
EXPENDITURES		
ADMINISTRATION		
ALLOCATION FROM CORPORATE SERVICES	362,524	478,806
DIRECTORS OFFICE		
PERSONNEL	249,360	247,710
TRAVEL	11,000	14,000
TRAINING & DEVELOPMENT	10,500	16,500
OTHER ADMINISTRATION		
ADVERTISING	-	-
LIABILITY INSURANCE	318,060	296,420
PROFESSIONAL SERVICES	150,335	366,000
LEGAL SERVICES	5,000	10,000
OFFICE EQUIPMENT & SUPPLIES	45,300	49,350
PRINTING & COPYING	3,300	3,300
TELECOMMUNICATIONS	12,500	13,000
CMEI	97,558	98,875
HOST COMMUNITY ECONOMICAL FUND	-	67,000
HOST COMMUNITY ENHANCEMENT FUND	26,765	27,126
PUBLIC EDUCATION		
PERSONNEL & OTHER ADMINISTRATIVE	117,340	133,130
ADVERTISING, TOURS & PROMOTIONAL	81,200	128,600
TOTAL ADMINISTRATION	1,490,742	1,949,817
OPERATIONS		
STATION & BUILDINGS		
REPAIRS & MAINTENANCE	46,000	8,000
ELECTRICITY	9,000	15,127
PROPERTY TAXES	269,803	261,287
ENVIRONMENTAL HEALTH & SAFETY	169,250	118,110
MACHINERY & EQUIPMENT		
SMALL EQUIPMENT	13,000	13,000
FUEL	313,000	297,400
REPAIRS & MAINTENANCE	123,100	152,100
LANDFILL OPERATIONS		
PERSONNEL	1,043,160	1,159,262
SITE & ROAD MAINTENANCE	59,200	77,200
MONITORING	67,650	74,820
SITE SECURITY AND SAFETY	12,200	34,033
SPECIAL WASTE HANDLING	26,300	25,000
COVER MATERIAL	239,284	29,200
LEACHATE & SILTATION MANAGEMENT	1,293,170	1,540,677
SAFETY EQUIPMENT & SUPPLIES	53,690	63,300
SCALEHOUSE		
PERSONNEL	207,640	195,630
SUPPLIES	29,900	29,350
WASTE DIVERSION		
PERSONNEL - RECYCLING	773,629	870,511
RECYCLING FACILITY	182,160	192,674
COMPOSTING PROGRAM		
PERSONNEL	305,830	314,000
PROCESSING	595,040	706,348
CART & BIN PURCHASES	76,800	76,800
HAZARDOUS HOUSEHOLD WASTE		
COLLECTION	2,000	2,000
DISPOSAL	45,000	50,000
OTHER	5,000	11,000
TOTAL OPERATIONS	5,960,806	6,316,829
FISCAL SERVICES		
DEBENTURE ISSUE COSTS	12,100	11,000
BANK SERVICE CHARGES	17,000	17,000
INTEREST - CURRENT OPERATIONS	62,000	34,000
INTEREST - LONG TERM DEBT	145,976	184,897
PRINCIPAL - LONG TERM DEBT	871,000	1,115,000
CAPITAL EXPENDITURES FROM OPERATIONS	500,000	828,400
DEFICIT OF SECOND PREVIOUS YEAR	-	96,732
TRANSFER TO RESERVE FUNDS	25,000	-
TRANSFER TO GENERATION FACILITY FUND	193,783	235,219
ASSET RETIREMENT OBLIGATION	641,213	950,939
INVESTMENT MANAGEMENT FEES	20,000	20,000
TOTAL FISCAL SERVICES	2,488,072	3,493,187
TOTAL EXPENDITURES	9,939,620	11,759,833
SURPLUS (DEFICIT)	\$ -	\$ 0

Fundy Regional Service Commission
CAPITAL PLAN FOR 2025

	TOTAL COST	CAPITAL FROM OPERATING FUND	LONG TERM DEBT	TRANSFER FROM RESERVE FUND	Trade-In	
Solid Waste						
Aeration for Leachate Pond	100,000	100,000	-			
Excavator	360,000	360,000	-			
Rolloff Truck Rebuild	85,000	85,000	-			
Site Water Truck	60,000	60,000	-			
Maintenance Shop	1,100,000	-	1,100,000			
LF 1/2 Tonne Truck #2	40,000	40,000	-			
4 Roll off Boxes (PDO) @ 20	33,400	33,400	-			
Scales (40 MT Outbound)	150,000	150,000	-			
	1,928,400	828,400	1,100,000	-	-	-

	Total Cost	Capital from Operating Fund	Long Term Debt	Transfer from Reserve Fund	Trade-In	
<u>Electrical Generation</u>						
	-	-	-	-	-	-

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**FUNDY REGIONAL SERVICE COMMISSION
2025 MEMBER FEES**

	<u>POP.</u>	<u>2024 TAX BASE</u>	<u>CRP</u>	<u>LP</u>	<u>SW</u>	<u>TP</u>	<u>Existing contract TP</u>	<u>RSSF applied to educe exisitng contract</u>	<u>ED</u>	<u>Existing contract ED</u>	<u>RSSF applied to reduce exisitng contract</u>	<u>CD</u>	<u>RT</u>	<u>PSC</u>	<u>SRC</u>	<u>Existing Contract SRC</u>	<u>Other Services</u>	<u>2025 TOTAL MEMBER FEES</u>	<u>2024 TOTAL MEMBER FEES</u>	<u>INCREASE (REDUCTION IN 2025)</u>
Fundy-St. Martins	5,225	\$ 417,597,559	\$ 1,460	\$ 174,262		\$ 1,728	\$ 20,602	\$ (11,432)	\$ 1,497	\$ 61,807	\$ (32,245)	\$ 5,809	\$ 4,586	\$ 2,861	\$ 4,652	\$ 157,582		\$ 393,169	\$ 367,562	\$ 25,607
Hampton	9,345	1,010,813,910	\$ 2,965			\$ 4,182	49,268	\$ (27,338)	\$ 3,623	147,803	\$ (77,109)	\$ 11,794	\$ 9,311	\$ 5,809	\$ 9,443	\$ 319,914	\$ -	\$ 459,665	419,528	\$ 40,137
Quispamsis	18,780	2,538,306,363	\$ 6,636			\$ 10,501	113,500	\$ (62,979)	\$ 9,098	340,500	\$ (177,640)	\$ 26,398	\$ 20,840	\$ 13,001	\$ 21,136	\$ 716,044	\$ -	\$ 1,037,035	946,857	\$ 90,178
Rothsay	11,975	1,859,971,342	\$ 4,554			\$ 7,695	70,750	\$ (39,258)	\$ 6,666	212,250	\$ (110,731)	\$ 18,116	\$ 14,302	\$ 8,923	\$ 14,506	\$ 491,413	\$ -	\$ 699,185	659,368	\$ 39,817
Saint John	69,875	9,302,474,710	\$ 24,500			\$ 38,483	475,000	\$ (263,570)	\$ 33,341	1,425,000	\$ (743,427)	\$ 97,464	\$ 76,944	\$ 48,002	\$ 78,038	\$ 2,643,732	\$ -	\$ 3,933,507	3,782,110	\$ 151,397
Grand Bay-Westfield	5,880	608,560,831	\$ 1,829			\$ 2,518	33,203	\$ (18,424)	\$ 2,181	99,608	\$ (51,966)	\$ 7,275	\$ 5,743	\$ 3,583	\$ 5,825	\$ 197,333	\$ -	\$ 288,709	259,776	\$ 28,933
Fundy Rural District	6,410	725,088,171	\$ 2,076	\$ 302,576		\$ 3,000	36,127	\$ (20,046)	\$ 2,599	108,382	\$ (56,543)	\$ 8,259	\$ 6,520	\$ 4,067	\$ 6,613	\$ 224,017		\$ 627,647	591,167	\$ 36,480
.....	127,490	\$ 16,462,812,886	\$ 44,020	\$ 476,838	\$ -	\$ 68,107	\$ 798,450	\$ (443,047)	\$ 59,005	\$ 2,395,350	\$ (1,249,661)	\$ 175,115	\$ 138,246	\$ 86,246	\$ 140,213	\$ 4,750,035	\$ -	\$ 7,438,917	\$ 7,026,368	\$ 412,549
							\$ -			\$ -								\$ 7,438,917		
Tax base for LP calculation		\$ 1,142,685,730																		

2025 Salary Grid DRAFT

PAY BAND H CFO	Development Zone 113,000					STARTING 119,000					MARKET 120,500					MAX 127,906	135,767
	CFO Development Stage					CFO											
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10		
	\$ 113,000	\$ 114,500	\$ 116,000	\$ 117,500	\$ 119,000	\$ 120,500	\$ 121,946	\$ 123,409	\$ 124,890	\$ 126,389	\$ 127,906	\$ 129,441	\$ 130,994	\$ 132,566	\$ 134,157		
						121,946	123,409	124,890	126,389	127,906	129,441	130,994	132,566	134,157	135,767		

PAY BAND G Gen Mgr	Development Zone 104,000					STARTING 110,000					MARKET 111,500					MAX 118,352	125,626
	General Manager Development Stage					General Manager											
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10		
	\$ 104,000	\$ 105,500	\$ 107,000	\$ 108,500	\$ 110,000	\$ 111,500	\$ 112,838	\$ 114,192	\$ 115,562	\$ 116,949	\$ 118,352	\$ 119,772	\$ 121,209	\$ 122,664	\$ 124,136		
						\$ 112,838	\$ 114,192	\$ 115,562	\$ 116,949	\$ 118,352	\$ 119,772	\$ 121,209	\$ 122,664	\$ 124,136	\$ 125,626		

PAY BAND F Sr. Director	Development Zone 100,000					STARTING 106,000					MARKET 107,500					MAX 114,106	121,118
	Senior Director Development Stage					Senior Director											
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10		
	\$ 100,000	\$ 101,500	\$ 103,000	\$ 104,500	\$ 106,000	\$ 107,500	\$ 108,790	\$ 110,095	\$ 111,416	\$ 112,753	\$ 114,106	\$ 115,475	\$ 116,861	\$ 118,263	\$ 119,682		
						\$ 108,790	\$ 110,095	\$ 111,416	\$ 112,753	\$ 114,106	\$ 115,475	\$ 116,861	\$ 118,263	\$ 119,682	\$ 121,118		

PAY BAND E Director	Development Zone 85,000					STARTING 91,000					MARKET 92,500					MAX 98,184	104,218
	Director Development Stage					Director											
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10		

	\$ 85,000	\$ 86,500	\$ 88,000	\$ 89,500	\$ 91,000	\$ 92,500	\$ 93,610	\$ 94,733	\$ 95,870	\$ 97,020	\$ 98,184	\$ 99,362	\$100,554	\$101,761	\$102,982
						\$ 93,610	\$ 94,733	\$ 95,870	\$ 97,020	\$ 98,184	\$ 99,362	\$100,554	\$101,761	\$102,982	\$104,218

PAY BAND D Manager	Development Zone 70,000					STARTING 76,000					MARKET 82,262					MAX 87,317
	Manager Development Stage					Manager										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
	\$ 70,000	\$ 71,500	\$ 73,000	\$ 74,500	\$ 76,000	\$ 77,500	\$ 78,430	\$ 79,371	\$ 80,323	\$ 81,287	\$ 82,262	\$ 83,249	\$ 84,248	\$ 85,259	\$ 86,282	
						\$ 78,430	\$ 79,371	\$ 80,323	\$ 81,287	\$ 82,262	\$ 83,249	\$ 84,248	\$ 85,259	\$ 86,282	\$ 87,317	

PAY BAND C Coordinator	Development Zone 57,500					STARTING 63,500					MARKET 68,994					MAX 73,234
	Coordinator Development Stage					Coordinator										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
	\$ 57,500	\$ 59,000	\$ 60,500	\$ 62,000	\$ 63,500	\$ 65,000	\$ 65,780	\$ 66,569	\$ 67,368	\$ 68,176	\$ 68,994	\$ 69,822	\$ 70,660	\$ 71,508	\$ 72,366	
						\$ 65,780	\$ 66,569	\$ 67,368	\$ 68,176	\$ 68,994	\$ 69,822	\$ 70,660	\$ 71,508	\$ 72,366	\$ 73,234	

PAY BAND B Admin/Office	Development Zone 45,000					STARTING 51,000					MARKET 55,727					MAX 59,152
	Development Stage					Admin / Office / Finance										
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
	\$ 45,000	\$ 46,500	\$ 48,000	\$ 49,500	\$ 51,000	\$ 52,500	\$ 53,130	\$ 53,768	\$ 54,413	\$ 55,066	\$ 55,727	\$ 56,396	\$ 57,073	\$ 57,758	\$ 58,451	
						\$ 53,130	\$ 53,768	\$ 54,413	\$ 55,066	\$ 55,727	\$ 56,396	\$ 57,073	\$ 57,758	\$ 58,451	\$ 59,152	

PAY BAND A Trades	Development Zone 57,000					STARTING 63,000					MARKET 64,500					MAX 68,464
	Trade/Apprentice Development					Trade										

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
	\$ 57,000	\$ 58,500	\$ 60,000	\$ 61,500	\$ 63,000	\$ 64,500	\$ 65,274	\$ 66,057	\$ 66,850	\$ 67,652	\$ 68,464	\$ 69,286	\$ 70,117	\$ 70,958	\$ 71,809
						65,274	66,057	66,850	67,652	68,464	69,286	70,117	70,958	71,809	72,671



Standard Operating Procedures

Effective Date:	January 1, 2025	Department:	Human Resources
Author:	Phil Ouellette	Key Contact:	Phil Ouellette
Applies to:	FRSC Employees and FRSC Board of Directors	SOP #:	2024-002

Management and Trades Employee Group Salary Grid

1. The Management and Trades Employee Group Salary Grid does not apply to existing or future FRSC employees with employment contracts, unless the grid and its procedures are otherwise integrated into employment contracts.
2. The FRSC Management and Trades salary grid (see attachment #1) shall support the FRSC CEO, or a designate, in managing administrative salaries and build predictability for FRSC employees, the FRSC Board of Directors and inform the annual budget development process.
3. The CEO must maintain up-to-date and accurate job descriptions of all employees within the management and trades employee group.
4. The CEO is granted the authority to reasonably uphold the expectations of the salary grid, except for the following circumstances that require the approval of the FRSC Board of Directors:
 - a. The introduction of additional portfolios within the employee group.
 - b. The transition of an existing employee from one salary grid to another.
 - c. Substantial fluctuations in salary grid expectations due to retention and recruitment needs.
5. The starting and maximum salary of each salary pay band, including development zones, shall be adjusted annually according to the annual cost-of living, to inform annual budget development assumptions. This annual adjustment of starting and maximum salary ranges is to occur in addition to the annual cost-of-living salary adjustment for each management and trades employee.
6. The CEO shall undertake a market evaluation of all portfolios at a minimum of every five-years, to ensure that all portfolios fall within the market average salary with comparator employers.
7. The CEO is expected to embed assumptions from the salary grid in the budget development process and inform the FRSC Board of Directors on an annual basis.
8. The CEO has discretion to grant a maximum of one step within any given salary pay band per employee annually under the condition that the employee has an up-to-date

job description and receives a “meets or exceeds expectations” annual performance evaluation.

9. Employees who reach the maximum of their salary grid shall not be eligible for annual steps increase.
10. The average market salary for each salary bay band, as defined through a compensation review, shall be placed in step five of each pay band (falling outside of the development zone).
11. Each pay band shall include a development zone with five steps accounting for \$7,500 less than the starting base salary.
12. The Development Zone may be used by the CEO in granting starting salaries for employees who do not meet the minimum expectations or the portfolio, but demonstrate sufficient evidence that proficiency can be achieved through coaching and professional development.
13. Annual performance evaluations must be completed by May of each year, and once completed, are retroactive to January 1st of that year

DRAFT



Title: Draft FRSC 2025 Budget Update

Date: 2024-09-27

Author: Phil Ouellette

Report Number: 2024-048

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION

It is recommended that the Board of Directors:

RESOLUTION

Receive and file this report.

VOTING REQUIREMENT

Simple Majority of
Members Present

Other:

BACKGROUND/PAST RESOLUTIONS

See previous report from September 5th, 2024.

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS

See previous report from September 5th, 2024.

REPORT

Since presenting the draft 2025 FRSC budget to the Board of Directors on September 5th, 2024, the FRSC has initiated its 45-day review period, which will inform a scheduled vote on the budget on October 24th, 2024.

The FRSC is not complete with its engagement on the draft 2025 FRSC budget, but it has collected some initial feedback which is valuable to share with the FRSC Board of Directors prior to the October Board meeting. Below is a breakdown of past and upcoming interactions associated with the 2025 budget review process:

- Presentation of initial draft budget to the FRSC Board of Directors (September 5th).
- Presentation to the Hampton Town Council (September 10th).
- Presentation to Fundy Rural District Advisory Council (September 17th).



- Presentation of initial collected feedback to FRSC Executive Committee (September 20th).
- Presentation to the Grand-Bay-Westfield Town Council (September 23rd).
- Presentation to the regional group of CAOs/RDM (September 24th).
- Presentation to Quispamsis Town Council (October 1st).
- Presentation to Fundy-St. Martins Town Council (October 1st).
- Presentation to Saint John Common Council (early October).
- Presentation of collected feedback to FRSC Executive Committee (early October).
- Presentation to the regional group of CAOs/RDM (early October).
- Presentation to Rothesay Town Council (October 15th).

The FRSC intends to incorporate feedback collected from the Town Council of Grand-Bay-Westfield and the regional group of CAOs/RDM during the September 27th FRSC Board meeting, but this information will only become available after the agenda packet is circulated in the afternoon of Monday, September 23rd. The following is a highlight of feedback collected as of Friday September 20th, which includes interactions with FRSC Board members over the phone, feedback from FRSC Executive Committee, one-one-one interaction with regional CAOs and administrative staff, feedback collected from Hampton Town Council, Fundy Rural District Advisory Council, feedback from the Government of New Brunswick on Funding. In addition, FRSC staff also take this opportunity to reflect on the feedback and provide observations.

1. Summary of the priority and focus of the 2025 FRSC budget: A central theme that has emerged since presenting and collecting feedback on the draft 2025 FRSC budget is the evolution and purpose of the FRSC. The FRSC exist due to provincial legislation and regulation, which defines its objectives and mandates, however, how the Fundy Region approaches and responds to this legislation and regulations is the responsibility of the FRSC. To guide the evolution and purpose of the FRSC, the Board of Directors adopted a first of its kind five-year Regional Strategy and set of values for the Fundy Region, and every year, the Board also adopts a workplan to execute on the Regional Strategy. In addition, the FRSC Board adopted a “priority focus” for 2024 and seven criteria to help develop the 2025 FRSC budget.

At this juncture in FRSC evolution, the organization continues to adapt and grow from the organization it once was when it was limited to the responsibilities of solid waste, planning and building services. For the Commission’s new mandates, the first two years have been focused on building regional context and understanding of the issues and drivers, which included surveys, studies, plans, research, and partnerships. While the FRSC still has more analysis and investigation to understand how to engage on its new mandates (as well as its original mandates), the Commission is also transitioning to a stage where it is defining how to respond, execute and demonstrate value from the first two years of studies and research.

The 2025 FRSC budget integrates this continued evolution and progress of the FRSC, including the need to provide additional budget capacity for the FRSC administration and structure to execute. This is especially challenging as this is occurring concurrently to the largest driver of increased membership



fees, which is regional facilities capital costs. These costs are ineligible for the Regional Services Support Fund, which signifies that the entirety of the cost is born on FRSC members, until such time that funding can be accessed by the Regional Development Corporation (this can only occur in 2025 for 2025 regional facility capital costs). While administrative costs to support the new mandated services are increasing incrementally, nearly 75% of the net increase in membership fees is a result of three departments: regional facilities (47% of net new membership fees), economic development and tourism promotion (13% of net new membership fees), and aerial photography (13% of net new membership fees).

The FRSC continues to be eager to deliver for its members and deliver on the Regional Strategy and the foundational discoveries and capacity it has generated since inheriting the new mandated services. The FRSC's vision perfectly defines this trajectory:

Aspiring Collaborative Excellence, Resilient Communities, and Delivering Valuable Outcomes

2. Affordability of the 2025 FRSC budget: The first draft of the FRSC budget outlined over \$1 million in net new FRSC membership fees. This is a significant increase in cost, and cannot be taken lightly, as it is financed through the already financially challenged local governments and rural district. This has generated concern from members on their ability to afford the increasing expectations on FRSC membership fees.

The FRSC is an organization that is overseen by local governments, and while its mandate originates from provincial legislation, its direction and purpose is defined by the interests of its members. Since inheriting the new mandates in 2023, the FRSC has had to balance the needs of the organization to deliver on mandates and generate value, all while respecting the limited financial capacity of FRSC members.

Below is a variety of steps and actions FRSC has taken over the past year, all of which impacted the draft 2025 FRSC budget, to drive affordability:

- A. **Decreasing membership fee expectations for 2025:** The first draft 2025 FRSC budget proposed a net membership increase of approximately \$1 million, and through various funding applications and partnerships, the FRSC's draft #3 of the budget (without the including of the 2025 Aquatic Centre Study) is projecting a decrease of approximately \$500,000 in net new membership fees.
- B. **Maximizing leveraged GNB funding:** The FRSC is poised to access the most provincial funding for its operating budget in 2025, which is expected to reach nearly \$4 million.
- C. **Recent commitment of approximately \$1.4 million from third-party:** During the September 5th, 2024, FRSC Board meeting, staff announced two recent funding partnerships with significant impact on FRSC members, including: (1) the new signed



agreement with Circular Materials, which results in a net gain of approximately \$750,000 to the FRSC; (2) Regional Development Corporation approved the City of Saint John’s funding application for 2024 regional facilities capital, which translates to \$624,000 savings to FRSC members.

- D. **2025 funding for regional facilities study:** Regardless of the method in which the FRSC finances the 2025 Aquatic Centre Study, the FRSC received pre-approval from RDC to fund 40% or \$312,000, which reduces the cost on FRSC members.
- E. **Height augmentation of landfill:** The FRSC has pursued a major initiative since early 2023, which sought to determine the viability and business case associated with increasing the height of the landfill. The culmination of this analysis and approvals will result in over \$22 million of savings to FRSC’s solid waste service until its expected closure.
- F. **Broader fiscal reform for local governance landscape:** The FRSC continues to support the broader effort to improve the financial relationship between GNB, RSCs, local governments and rural districts, which includes participation in GNB’s Fiscal Reform Working Group. GNB should be encouraged and informed on how to create a new and sustainable financial relationship with the local governance landscape in New Brunswick, where all partners can respond to the evolving demands at the local and regional level and be given the necessary tools to be active partners in building a stronger and more sustainable New Brunswick.
- G. **Affordability in comparison:** According to the December 2023 - State of Municipal and Regional Finances in New Brunswick Revised Version by Pierre-Marcel Desjardins and André Leclerc, in 2023, the “average taxpayer in the province contributes \$53 toward funding RSC services.” This amount ranges from Fundy with the lowest to the Acadian Peninsula with the highest per capita fee:

2023 NB Average Taxpayer Contribution to RSCs	
Average taxpayer in NB contribution to RSC	\$53 per capita
Fundy RSC – (includes Regional Facilities and Envision contributions)	\$27
Southeast RSC (Moncton)	\$40
Capital RSC (Fredericton)	\$55
Acadian Peninsula	\$109

3. Approval of funding for social mandate: On Wednesday September 18th, the FRSC received confirmation from the Department of Environment and Local Government that it was successful in accessing \$70,000 to support the implementation of the social mandate in 2025. This is higher than previously expected.



4. Draft #3 of Budget: As was outlined during the September 5th FRSC Board meeting, the FRSC was successful in accessing \$312,860 from the Regional Development Corporation ("RDC") for the 2025 estimate/design for the Aquatic centre Enhancement Study. As a response to this confirmed funding, the FRSC developed draft #2 of the 2025 budget, which integrates this new revenue from RDC. In addition, the updated draft includes the correction of a small error that was discovered since submitting the initial draft. The funding received for the expanded building and planning services for the enforcement contract of \$27,062 was placed in the budget as a revenue line, but the corresponding expense line was not included in the first draft. The updated version of the budget now includes the balancing figure of \$27,062 in expenses. This was a staff oversight, and not a new expense, it is a revenue neutral program. FRSC staff apologize for this oversight.

As a result of the recently approved ELG funding for the social mandate, an updated version of the budget has been developed (referred to as Budget #3 (see attached)) with a subtraction of \$70,000 in membership fees.

The Budget #3 scenario yields the following for FRSC member fees:

FRSC MEMBER	2023	2024	2025 DRAFT #3	NET INCREASE #3
Village of Fundy-St. Martins	\$364,497	\$367,562	\$400,175	\$32,613
Town of Hampton	\$443,036	\$419,528	\$498,594	\$79,066
Town of Quispamsis	\$977,028	\$946,857	\$1,074,559	\$127,702
Town of Rothesay	\$717,817	\$659,368	\$725,024	\$65,656
City of Saint John	\$4,252,066	\$3,782,110	\$4,105,299	\$323,189
Town of Grand-Bay-Westfield	\$266,760	\$259,776	\$305,208	\$45,432
Fundy Rural District	\$590,577	\$591,167	\$637,606	\$46,439
TOTAL:	\$7,611,782	\$7,026,368	\$7,746,465	\$720,097

5. 2025 Aquatic Centre Enhancement Study: The FRSC has received some questions associated with the existing 2024 efforts of the Aquatic Centre Enhancement Study as well as the expectations for 2025. Most notably, how can the FRSC budget for an expense in 2025 without yet achieving conclusion on the initial study that remains ongoing in 2024. This is a true conundrum with the 2025 budget, because in the event there is consensus on proceeding with the next phase of design for the Aquatic Centre, there is a need to allocate budget capacity to finance that design work in 2025, in order to allow for sufficient time to proceed with tendering and construction in order to meet the deadline of 2029 (host year for the Canada Games).

In order to build confidence in the approach for 2025, there is a need to build an understanding and confidence in the 2024 currently underway to finalize the recommendation of the class D estimate for the Aquatic Centre Enhancement Study. The working group overseeing this project (comprised of representatives from the owner (City of Saint John), Envision Saint John, FRSC and the Aquatic Centre



Team) recently met to generate an updated timeline to progress to a final recommendation for the 2024 study, which is attached to this report. This process maps-out the need to collect additional feedback from local regional and administrative leadership before proceeding to the Canada Games Aquatic Centre Commission, who will submit recommendations to the FRSC Fundy Regional Service Commission. This process will yield an eventual vote at the FRSC Board of Directors, which will determine a willingness to proceed with further design work in 2025. It is only after this approval is achieved and the completion of corresponding public tendering that the budgeted funds for the 2025 class a/b estimate could be released.

Reflecting on the feedback received on the 2025 Aquatic Centre Enhancement Study, another potential scenario is being considered. This scenario would see the full removal of the \$780,000 projected cost of the class a/b estimate for the 2025 Canada Games Enhancement Study in the 2025 FRSC budget, and instead, the FRSC would seek to finance the study through the 2024 savings recently experienced by each FRSC member due to the Regional Development Corporation confirming 40% funding (or \$624,000) for 2024 regional facilities capital. If each FRSC member places these funds in their own respective reserve funds, these funds could be used in 2025 to fund the class a/b estimate for the Aquatic Centre. In turn, and not to make things more confusing, the FRSC would still access the 40% funding from RDC to reduce the projected \$780,000 expense of the class a/b estimate study. If there is interest in proceeding in this fashion for the 2025 study, it would result in freeing-up \$317,163 in RSSF in 2025, which would be rolled-over into the 2026 FRSC budget as previously unused RSSF (there are no other eligible expenses available to apply these funds to in the existing 2025 FRSC budget). In addition, this scenario would yield a reduction of approximately \$150,000 in projected membership fees in 2025 for FRSC members. As the FRSC has yet to receive input on this option, FSRS staff are defining this budget scenario as “Budget #3 (option without aquatic study),” and we have included a member fee summary table for that option below.

At this time, it is valuable to provide a summary of the net increase in membership fees according to each known budget scenario (which is fortunately all trending downwards):

Budget Scenario	Description	Net Increase in Membership Fees
Budget #1	As presented to the FRSC Board on September 5 th , 2024	\$1,060,742
Budget #2	Assumptions of Budget #1 with small adjustments due to oversight on building/planning budget and 40% reduction in 2025 Aquatic Centre Enhancement Study due to RDC confirmed RDC funding	\$790,096
Budget #3	Assumptions of budget #2 with added reduction of \$70,000 in the Community Development budget due to recently confirmed funding from ELG for the social mandate	\$720,096



Budget #3 (option without aquatic study)	Assumptions of Budget #3 but with a total removal of the 2025 Aquatic Centre Enhancement Study (which accounts to an additional \$152,125 reduction in projected membership fees in 2025 from version Budget #3). The reduction is at \$152,125 because the RSSF can only fund 50% of eligible cost per department, and as a result, additional reliance on funding this study through membership fees was required after applying RSSF and RDC funding.	\$567,971
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The Budget #3 (option without aquatic study) scenario yields the following for FRSC member fees:

FRSC MEMBER	2023	2024	2025 DRAFT #3A	NET INCREASE #3A
Village of Fundy-St. Martins	\$364,497	\$367,562	\$395,129	\$27,567
Town of Hampton	\$443,036	\$419,528	\$488,348	\$68,820
Town of Quispamsis	\$977,028	\$946,857	\$1,051,626	\$104,769
Town of Rothesay	\$717,817	\$659,368	\$709,286	\$49,918
City of Saint John	\$4,252,066	\$3,782,110	\$4,020,630	\$238,520
Town of Grand-Bay-Westfield	\$266,760	\$259,776	\$298,888	\$39,112
Fundy Rural District	\$590,577	\$591,167	\$630,432	\$39,265
TOTAL:	\$7,611,782	\$7,026,368	\$7,594,339	\$567,971

6. Approval of 2025 RSSF Application: On Tuesday September 17th, the FRSC received approval from the Department of Environment and Local Government on the 2025 Regional Service Support Funding Application. The FRSC may still complete changes to this application if adjustments are needed to the draft budget, but this is favorable news, as all the assumptions we placed on RSSF eligibility was reviewed and approved by ELG.

7. Additional detail on net increase in membership fees: The FRSC has received inquiries on the breakdown and detail of the net increase in membership fees. As a response, the FRSC has developed a table detailing the percentage breakdown of all expenditures that account for Budget #3, or a net increase of \$720,096 membership fees.

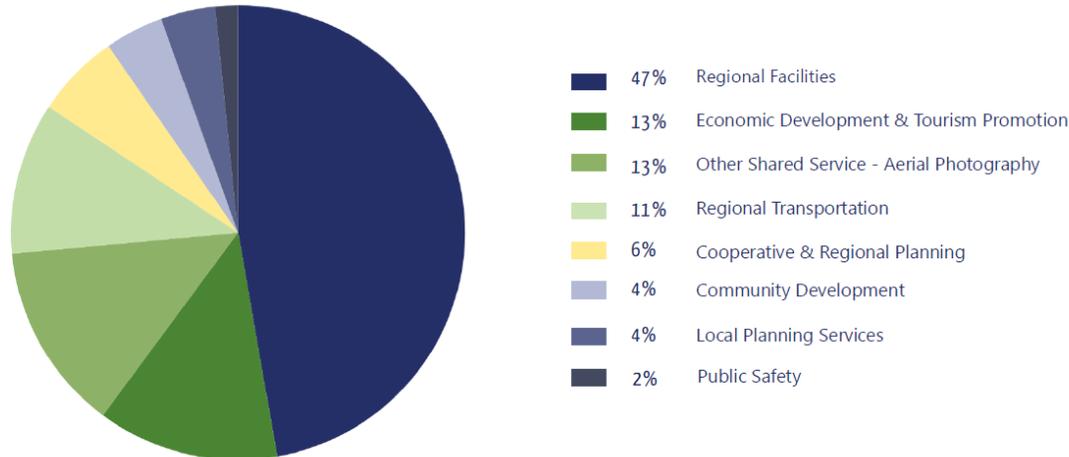
As stated previously in this report, nearly 75% of the net increase in membership fees is a result of three departments: regional facilities, economic development and tourism promotion, and the new cooperative service of aerial photography. The remainder of increases are associated with delivering on the regional strategy and next steps associated with the plans, studies, surveys and reports generated over the past two years since inheriting the new mandates.



Member Fees - Budget #3



BREAKDOWN OF NET MEMBERSHIP INCREASE BY SERVICE



8. Additional detail on increase in corporate costs from 2023 to 2025: The FRSC has received inquiries on the reason for the growing FRSC corporate costs, and as a response, the FRSC has developed a new table that outlines the primary drivers for increases in corporate costs over the three years (see attached).

The FRSC has committed to incremental growth of its administrative costs as it adapts to the new mandated services, which is yielding an increase of approximately \$130,000 net new costs on FRSC members (this is after the deduction of the RSSF). This includes the expansion of two portfolios previously supported by part-time consultants (which totals approximately \$48,000 in net new membership fees). This \$130,000 increase also includes the cost of the new FRSC uptown office space and additional office related expenses for workstations, equipment and technology, in addition to funds to support ongoing engagement with FRSC member councils.

9. Projected revenue from electrical generation in 2025: The FRSC received a question on why the FRSC is not projected increase revenue for electrical generation if there are new wells across the landfill which should increase landfill gas capacity. There are two primary reasons why FRSC staff remain cautious to projected increase revenue in 2025, including:

- A. The generator is on its last rebuild cycle and is experiencing more abnormal parts failures which are getting harder to solve as replacement parts have not been readily available. So operating time is trending downward.
- B. The new wells are full of water as they are not capped. At the time of the budget, Edmundston had all their solar pumps in and were not experiencing a significant increase in gas production. With only one solar pump installed at Crane Mountain



for testing, we continue to monitor if the solar pumps will improve the operations of the wells. If we identify value through the one test solar pump, the FRSC will proceed with purchasing additional solar pumps.

While the generator is experiencing challenges, this does not impact Crane Mountain Landfill's ability to mitigate odors generated by the landfill gas supply through the wells, as the flare remains active and productive.

10. Members proportional share of budget changing: The FRSC has received a question on why is it that the share of one community's percentage of overall FRSC membership fees appear to be growing from past years. There are three primary variables that could explain this scenario:

- A. Each year, the FRSC calculates its fees according to recently submitted tax base numbers, and the proportional share of each communities' tax base according to the entire regions.
- B. According to the agreement between the FRSC and Envision Saint John, the City of Saint John investments into economic development and tourism promotion has remained constant in 2024 and 2025, while all other members have experienced increases.
- C. The cost of the aerial photography service across five members is not calculated according to tax base or population, but each community's proportionate geographic footprint in which they desire aerial photography.

11. Advocating for local governments, rural district, and fiscal reform: Through interaction on the 2025 budget between the FRSC and the broader group of stakeholders and partners across the Fundy Region, it becomes evident that many continue to have difficulty engaging with the FRSC on its future budgets where there remains so much continued frustration with needed fiscal reform for local governments and regional service commissions, the continued impact of the local governance reform agenda, and finally, the financial capacity of some FRSC members to deliver the most basic services to their residents. In other words, while the FRSC is travelling the Fundy Region to socialize partners and stakeholders on the draft 2025 budget, there remains continued feedback that is not directly related to the FRSC or the 2025 budget, but broader dissatisfaction and challenges faced in the local governance landscape.

As a response, FRSC staff believe it remains critical for the Commission to continue advocating for fiscal reform for its members. In turn, there is evidence that some communities within the Fundy Region do not have adequate funding capacity to complete basic service delivery to their residents, which includes public information sharing and engagement. This is especially true for the Fundy Rural District, which would benefit from support from the Fundy Regional Service Commission on the importance of the District Advisory Council being equipped with the necessary minimum resources to build confidence and understanding between the District and its residents.



Lastly, the feedback collected through the budget process also re-highlights the unique challenges faced by the FRSC in comparison to other RSCs, as the Fundy Region has five legislated regional facilities. These costs bring tremendous new expense on FRSC members and they are not eligible for RSSF, and the FRSC is well-served to reinvigorate its advocacy on this issue in the coming months and years.

12. Engaging committees: Committees were not directly involved in the development of the 2024 FRSC budget, but were invited into defining key priorities for the FRSC work plan. While not integrated in the FRSC criteria and timeline for the development of the 2025 budget, involvement of committees brings greater perspective and ownership over the direction and impact of the FRSC. As a result, the FRSC will share high-level details of expected focus areas of each department to the four FRSC standing committees during the 45-day review period.

ATTACHMENTS

1. Draft 2025 FRSC Budget Open Report from September 5th meeting
2. Budget #3 Summary
3. Sequence to complete 2024 Aquatic Centre Enhancement Study
4. Net Membership Fee Table: Description of Drivers
5. Breakdown of FRSC Corporate Budget 2023 to 2025

Fundy Regional Service Commission
Operating Fund Budget
Corporate Services

	Budget 2024	Budget 2025
<u>REVENUE</u>		
GOVERNMENT TRANSFER		
Regional Services Support Fund	\$ -	\$ -
Community Funding & Equalization Grant	-	-
Special Transfer from Province of NB	24,750	-
Total Revenue	<u>24,750</u>	<u>-</u>
<u>EXPENDITURES</u>		
Governance	94,102	144,210
Administration		
CEO Office/Human Resources/Financial Management/Other Administrative Services	1,314,389	1,530,760
Capital Expenditures	35,000	-
Total Corporate Services	<u>1,443,491</u>	<u>1,674,970</u>
NET CORPORATE EXPENDITURES	<u><u>\$ 1,418,741</u></u>	<u><u>\$ 1,674,970</u></u>
Allocation to Funds:		
Cooperative & Regional Planning Services	\$ 21,061	\$ 33,061
Local Planning Service	98,599	134,088
Solid Waste Services	362,524	478,806
Electrical Generation	12,509	15,110
Regional Tourism Promotion	66,975	87,644
Regional Economic Development	111,120	103,972
Community Development	275,941	296,351
Regional Transportation	137,539	155,033
Regional Public Safety	138,976	128,459
Regional Sport, Recreation & Cultural	193,497	242,446
Other Services	-	-
	<u><u>\$ 1,418,741</u></u>	<u><u>\$ 1,674,970</u></u>

Fundy Regional Service Commission

Operating Fund Budget

Cooperative & Regional Planning Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 763	\$ 44,020
GOVERNMENT TRANSFERS		
Regional Services Support Fund		\$ 12,500
SALE OF SERVICE	-	-
SECOND PREVIOUS YEAR SURPLUS	20,298	1,541
	<u>21,061</u>	<u>58,061</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	21,061	33,061
REGIONAL PLANNING	-	25,000
REGIONAL POLICING COLLABORATION	-	-
REGIONAL EMERGENCY MEASURES PLANNING	-	-
OTHER SERVICES PROVIDED TO ALL MEMBERS	-	-
FISCAL SERVICES	-	-
	<u>21,061</u>	<u>58,061</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

DRAFT

Fundy Regional Service Commission
Operating Fund Budget
Local Planning Service

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 448,842	\$ 476,838
FEEES AND SERVICES	-	-
GOVERNMENT TRANSFER	-	-
EXPANDED PLANNING AND BUILDING SERVICES		62,894
SECOND PREVIOUS YEAR SURPLUS	-	-
	<u>448,842</u>	<u>539,732</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	98,599	134,088
OTHER ADMINISTRATION	42,665	70,952
PLANNING SERVICES	154,200	182,410
INSPECTION SERVICES	144,980	149,190
FISCAL SERVICES	2,500	3,000
SECOND PREVIOUS YEAR DEFICIT	5,898	92
	<u>448,842</u>	<u>539,732</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

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Fundy Regional Service Commission
CAPITAL PLAN FOR 2025

	TOTAL COST	CAPITAL FROM OPERATING FUND	LONG TERM DEBT	TRANSFER FROM RESERVE FUND	Trade-In
Local Planning					
Vehicle	44,000		-	44,000	
			-		
			-		
			-		
	44,000	-	-	44,000	-

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Fundy Regional Service Commission
Operating Fund Budget
Electrical Generation

	Budget 2024	Budget 2025
REVENUE		
SALE OF SERVICE - SAINT JOHN ENERGY	\$ 131,400	\$ -
SECOND PREVIOUS YEAR SURPLUS	-	-
TRANSFER FROM SOLID WASTE OPERATING FUND	193,783	235,219
TOTAL REVENUE	\$ 325,183	\$ 235,219
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	12,509	15,110
OTHER ADMINISTRATION	10,650	13,101
PERSONNEL	101,330	62,230
MACHINERY & EQUIPMENT	77,672	77,672
FISCAL SERVICES	116,216	63,853
SECOND PREVIOUS YEAR DEFICIT	6,806	3,253
TOTAL ELECTRICAL GENERATION	325,183	235,219
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

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Fundy Regional Service Commission
Operating Fund Budget
Regional Tourism Promotion

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 57,149	68,105
FEES AND SERVICES	339,171	355,403
2% CONTRACT ADMIN FEE	15,010	15,969
GOVERNMENT TRANSFER		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	411,329	443,047
SECOND PREVIOUS YEAR SURPLUS	-	3,570
	822,659	886,094
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	66,975	87,644
OTHER ADMINISTRATION	750,500	798,450
FISCAL SERVICES	-	0
SECOND PREVIOUS YEAR DEFICIT	5,184	0
	822,659	886,094
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

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Fundy Regional Service Commission
Operating Fund Budget
Economic Development Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 71,274	\$ 59,005
MEMBER CHARGES FOR ENVISION CONTRACT	1,067,598	1,145,689
2% CONTRACT ADMIN FEE	45,030	47,907
GOVERNMENT TRANSFER		
REGIONAL SERVICES SUPPORT FUNDING (RSSI)	1,183,902	1,249,661
SECOND PREVIOUS YEAR SURPLUS	-	-
	<u>2,367,804</u>	<u>2,502,262</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	111,120	103,972
OTHER ADMINISTRATION	2,251,500	2,395,350
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,184	2,940
	<u>2,367,804</u>	<u>2,502,262</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

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Fundy Regional Service Commission
Operating Fund Budget
Community Development Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 134,688	\$ 164,667
FEEES AND SERVICES	-	-
GOVERNMENT TRANSFERS		
LGR Implementation Support Fund	-	70,000
NB Economic and Social Inclusion Corporation	68,684	69,023
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	205,231	315,105
SECOND PREVIOUS YEAR SURPLUS	1,860	11,415
	410,463	630,210
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	275,941	296,351
OTHER ADMINISTRATION	134,522	333,859
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	-	-
	410,463	630,210
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

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Fundy Regional Service Commission
Operating Fund Budget
Regional Transportation Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 60,512	\$ 138,246
FEEs AND SERVICES	-	-
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	110,511	159,477
ECONOMIC & SOCIAL INCLUSION CORPORATION	50,000	50,000
EXPANDED PLANNING AND BUILDING SERVICE	-	22,533
SECOND PREVIOUS YEAR SURPLUS	-	-
	<u>221,023</u>	<u>370,256</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	137,539	155,033
OTHER ADMINISTRATION	78,300	213,920
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,184	1,303
	<u>221,023</u>	<u>370,256</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

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Fundy Regional Service Commission
Operating Fund Budget
Regional Public Safety Committee Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 74,580	\$ 86,246
FEEs AND SERVICES	-	-
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	74,580	93,930
SECOND PREVIOUS YEAR SURPLUS	-	7,683
	149,160	187,859
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	138,976	128,459
OTHER ADMINISTRATION	5,000	59,400
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,184	-
	149,160	187,859
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

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Fundy Regional Service Commission
Operating Fund Budget
Regional Sport, Recreation and Cultural Infrastructure
Support and Development Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 212,682	\$ 361,850
MEMBER CHARGES FOR REGIONAL FACILITIES	4,559,109	4,750,035
GOVERNMENT TRANSFERS	-	-
REGIONAL SERVICES SUPPORT FUNDING (RSSF)		388,375
REGIONAL DEVELOPMENT CORPORATION	-	312,860
SECOND PREVIOUS YEAR SURPLUS	-	511
	4,771,791	5,813,631
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	193,497	242,446
OTHER ADMINISTRATION	4,573,109	5,571,185
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,185	-
	4,771,791	5,813,631
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

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Fundy Regional Service Commission

Operating Fund Budget

Other Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ -	\$ 96,358
SALE OF SERVICE	-	-
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	-	96,358
SECOND PREVIOUS YEAR SURPLUS	-	-
	<u>-</u>	<u>192,716</u>
 EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	-	-
OTHER SERVICES PROVIDED TO MEMBERS	-	192,716
FISCAL SERVICES	-	-
	<u>-</u>	<u>192,716</u>
 BUDGETED SURPLUS <DEFICIT>	 <u>\$ -</u>	 <u>\$ -</u>

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Fundy Regional Service Commission

Operating Fund Budget

Solid Waste Services

	Budget 2024	Budget 2025
REVENUE		
TIPPING FEES		
MEMBERS	\$ 2,426,220	\$ 2,445,983
INDUSTRIAL, COMMERCIAL & INSTITUTIONAL	6,439,499	7,006,390
CONSTRUCTION & DEMOLITION	192,500	192,500
INTERNATIONAL SHIP'S WASTE	660	660
ASBESTOS	70,000	70,000
RECYCLING	345,450	1,430,300
OTHER OPERATIONAL REVENUE	419,000	419,000
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	-	155,000
INVESTMENT INCOME	40,000	40,000
SURPLUS OF SECOND PREVIOUS YEAR	6,291	-
TOTAL REVENUE	9,939,620	11,759,833
EXPENDITURES		
ADMINISTRATION		
ALLOCATION FROM CORPORATE SERVICES	362,524	478,806
DIRECTORS OFFICE		
PERSONNEL	249,360	247,710
TRAVEL	11,000	14,000
TRAINING & DEVELOPMENT	10,500	16,500
OTHER ADMINISTRATION		
ADVERTISING	-	-
LIABILITY INSURANCE	318,060	296,420
PROFESSIONAL SERVICES	150,335	366,000
LEGAL SERVICES	5,000	10,000
OFFICE EQUIPMENT & SUPPLIES	45,300	49,350
PRINTING & COPYING	3,300	3,300
TELECOMMUNICATIONS	12,500	13,000
CMEI	97,558	98,875
HOST COMMUNITY ECONOMICAL FUND	-	67,000
HOST COMMUNITY ENHANCEMENT FUND	26,765	27,126
PUBLIC EDUCATION		
PERSONNEL & OTHER ADMINISTRATIVE	117,340	133,130
ADVERTISING, TOURS & PROMOTIONAL	81,200	128,600
TOTAL ADMINISTRATION	1,490,742	1,949,817
OPERATIONS		
STATION & BUILDINGS		
REPAIRS & MAINTENANCE	46,000	8,000
ELECTRICITY	9,000	15,127
PROPERTY TAXES	269,803	261,287
ENVIRONMENTAL HEALTH & SAFETY	169,250	118,110
MACHINERY & EQUIPMENT		
SMALL EQUIPMENT	13,000	13,000
FUEL	313,000	297,400
REPAIRS & MAINTENANCE	123,100	152,100
LANDFILL OPERATIONS		
PERSONNEL	1,043,160	1,159,262
SITE & ROAD MAINTENANCE	59,200	77,200
MONITORING	67,650	74,820
SITE SECURITY AND SAFETY	12,200	34,033
SPECIAL WASTE HANDLING	26,300	25,000
COVER MATERIAL	239,284	29,200
LEACHATE & SILTATION MANAGEMENT	1,293,170	1,540,677
SAFETY EQUIPMENT & SUPPLIES	53,690	63,300
SCALEHOUSE		
PERSONNEL	207,640	195,630
SUPPLIES	29,900	29,350
WASTE DIVERSION		
PERSONNEL - RECYCLING	773,629	870,511
RECYCLING FACILITY	182,160	192,674
COMPOSTING PROGRAM		
PERSONNEL	305,830	314,000
PROCESSING	595,040	706,348
CART & BIN PURCHASES	76,800	76,800
HAZARDOUS HOUSEHOLD WASTE		
COLLECTION	2,000	2,000
DISPOSAL	45,000	50,000
OTHER	5,000	11,000
TOTAL OPERATIONS	5,960,806	6,316,829
FISCAL SERVICES		
DEBENTURE ISSUE COSTS	12,100	11,000
BANK SERVICE CHARGES	17,000	17,000
INTEREST - CURRENT OPERATIONS	62,000	34,000
INTEREST - LONG TERM DEBT	145,976	184,897
PRINCIPAL - LONG TERM DEBT	871,000	1,115,000
CAPITAL EXPENDITURES FROM OPERATIONS	500,000	828,400
DEFICIT OF SECOND PREVIOUS YEAR	-	96,732
TRANSFER TO RESERVE FUNDS	25,000	-
TRANSFER TO GENERATION FACILITY FUND	193,783	235,219
ASSET RETIREMENT OBLIGATION	641,213	950,939
INVESTMENT MANAGEMENT FEES	20,000	20,000
TOTAL FISCAL SERVICES	2,488,072	3,493,187
TOTAL EXPENDITURES	9,939,620	11,759,833
SURPLUS (DEFICIT)	\$ -	\$ 0

Fundy Regional Service Commission
CAPITAL PLAN FOR 2025

	TOTAL COST	CAPITAL FROM OPERATING FUND	LONG TERM DEBT	TRANSFER FROM RESERVE FUND	Trade-In	
Solid Waste						
Aeration for Leachate Pond	100,000	100,000	-			
Excavator	360,000	360,000	-			
Rolloff Truck Rebuild	85,000	85,000	-			
Site Water Truck	60,000	60,000	-			
Maintenance Shop	1,100,000	-	1,100,000			
LF 1/2 Tonne Truck #2	40,000	40,000	-			
4 Roll off Boxes (PDO) @ 20 Scales (40 MT Outbound)	33,400	33,400	-			
	150,000	150,000	-			
	1,928,400	828,400	1,100,000	-	-	-

	Total Cost	Capital from Operating Fund	Long Term Debt	Transfer from Reserve Fund	Trade-In	
Electrical Generation						
	-	-	-	-	-	-

Report - September 27, 2024

**FUNDY REGIONAL SERVICE COMMISSION
2025 MEMBER FEES**

	POP.	2024 TAX BASE	CRP	LP	SW	TP	Existing contract TP	RSSF applied to educe exisitng contract	ED	Existing contract ED	RSSF applied to reduce exisitng contract	CD	RT	PSC	SRC	Existing Contract SRC	Other Services	2025 TOTAL MEMBER FEES	2024 TOTAL MEMBER FEES	INCREASE (REDUCTION) IN 2025
Fundy-St. Martins	5,225	\$ 417,597,559	\$ 1,460	\$ 174,262		\$ 1,728	\$ 20,602	\$ (11,432)	\$ 1,497	\$ 61,807	\$ (32,245)	\$ 5,463	\$ 4,586	\$ 2,861	\$ 12,004	\$ 157,582		\$ 400,175	\$ 367,562	\$ 32,613
Hampton	9,345	1,010,813,910	\$ 2,965			\$ 4,182	49,268	\$ (27,338)	\$ 3,623	147,803	\$ (77,109)	\$ 11,090	\$ 9,311	\$ 5,809	\$ 24,371	\$ 319,914	\$ 24,705	\$ 498,594	419,528	\$ 79,066
Quispamsis	18,780	2,538,306,363	\$ 6,636			\$ 10,501	113,500	\$ (62,979)	\$ 9,098	340,500	\$ (177,640)	\$ 24,823	\$ 20,840	\$ 13,001	\$ 54,547	\$ 716,044	\$ 5,688	\$ 1,074,559	946,857	\$ 127,702
Rothsay	11,975	1,859,971,342	\$ 4,554			\$ 7,695	70,750	\$ (39,258)	\$ 6,666	212,250	\$ (110,731)	\$ 17,036	\$ 14,302	\$ 8,923	\$ 37,435	\$ 491,413	\$ 3,990	\$ 725,024	659,368	\$ 65,656
Saint John	69,875	9,302,474,710	\$ 24,500			\$ 38,483	475,000	\$ (263,570)	\$ 33,341	1,425,000	\$ (743,427)	\$ 91,649	\$ 76,944	\$ 48,002	\$ 201,395	\$ 2,643,732	\$ 54,249	\$ 4,105,299	3,782,110	\$ 323,189
Grand Bay-Westfield	5,880	608,560,831	\$ 1,829			\$ 2,518	33,203	\$ (18,424)	\$ 2,181	99,608	\$ (51,966)	\$ 6,841	\$ 5,743	\$ 3,583	\$ 15,033	\$ 197,333	\$ 7,726	\$ 305,208	259,776	\$ 45,432
Fundy Rural District	6,410	725,088,171	\$ 2,076	\$ 302,576		\$ 3,000	36,127	\$ (20,046)	\$ 2,599	108,382	\$ (56,543)	\$ 7,766	\$ 6,520	\$ 4,067	\$ 17,065	\$ 224,017		\$ 637,606	591,167	\$ 46,439
.....	<u>127,490</u>	<u>\$ 16,462,812,886</u>	<u>\$ 44,020</u>	<u>\$ 476,838</u>	<u>\$ -</u>	<u>\$ 68,107</u>	<u>\$ 798,450</u>	<u>\$ (443,047)</u>	<u>\$ 59,005</u>	<u>\$ 2,395,350</u>	<u>\$ (1,249,661)</u>	<u>\$ 164,668</u>	<u>\$ 138,246</u>	<u>\$ 86,246</u>	<u>\$ 361,850</u>	<u>\$ 4,750,035</u>	<u>\$ 96,358</u>	<u>\$ 7,746,465</u>	<u>\$ 7,026,368</u>	<u>\$ 720,097</u>
								\$ -			\$ -							\$ 7,746,465		
Tax base for LP calculation		\$ 1,142,685,730																		

Attachment #3: Sequence to complete 2024 Aquatic Centre Enhancement Study

Updated Stakeholder Sequencing: Building Recommendation for Aquatic Centre Enhancement Next Steps

Last Updated: September 17, 2024

Step #1 - Working with the Aquatic Centre Enhancement Study Advisory Group, the consultants will make necessary adjustments to their draft final report before it is circulated more broadly.

Timeline: Completed by early October 2024

Step #2 – FRSC to coordinate virtual meeting with recreation directors from each local government/rural district from across the Fundy Region, staff from Envision Saint John, facility staff from City of Saint John, staff from Aquatic Centre, and Chief Administrative Officers to receive a presentation from Aquatic Centre Enhancement Study consultants and to collect feedback and questions.

Timeline: October 2024

Step #3 – Aquatic Centre Enhancement Study consultant to use feedback from Step#2 and prior feedback from Advisory Group to finalize their recommendations.

Timeline: November 2024

Step #4 – Consultants to present final recommendations to the Aquatic Centre Commission, who will be tasked with formulating a recommendation for the consideration of the Fundy Regional Facilities Committee.

Timeline: November 2024

Step #5 – Regional Facilities Committee to receive recommendation from Aquatic Centre Commission and formulate recommendations to the Fundy Regional Service Commission.

Timeline: December 2024

Step #6 – Fundy Regional Service Commission to complete review and appropriate recommendations for next steps.

Timeline: February 2025

Net Membership Fee Table: Description of Drivers (Assumes Draft #3 of 2025 FRSC Budget)
 Attachment #4: Net Membership Fee Table: Description of Drivers

Mandate	2024 Budget Total Member Fees	2025 Budget Total Member Fees	Increase in Member Fees	% of Increase	Focus of expenditure
Sport, Recreation and Cultural Infrastructure Fund	4,771,791	5,111,885	340,094	47.23%	Increase in Regional Facilities Capital. We recently received funding from RDC to support our efforts on the Canada Games Aquatic Center Study (in the total of \$312,860), which will help us finance 40% this study
Other Shared Services	-	96,358	96,358	13.38%	New cost incurred by five members to proceed with aerial photography. FRSC will seek additional funding from SNB on this service.
Regional Transportation Services	60,512	138,246	77,734	10.79%	Integrates greater proportional share of Director of Community Planning and Regional Transportation, who is the primary staff liaison to this mandate and committee (there was no percentage allocation on this in the 2024 budget). Also includes some capacity to further regional transportation planning, as a result of the survey completed in 2024. This additional consulting budget will be used to leverage additional third-party dollars through ETF and RDC
Regional Economic Development	1,138,872	1,204,694	65,822	9.14%	*As defined per MSA

Net Membership Fee Table: Description of Drivers (Assumes Draft #3 of 2025 FRSC Budget)

Cooperative & Regional Planning	763	44,020	43,257	6.01%	Climate Planning/Implementation. This additional consulting budget will be used to leverage additional third-party dollars through ETF and RDC
Community Development Services	134,688	164,667	29,979	4.16%	Funds to support Truth and Reconciliation, symposium across social-focused non-profit organisations, Data dashboard associated with social mandate, larger proportional share of corporate costs (new office expense and Community Development and Public Affairs Manager). We recently received funding from ELG to support our efforts on the Social Mandate (in the total of \$70K), which will help us fully finance the new contract role to lead the social mandate and also some costs associated with implementation
Local Planning Services	448,842	476,838	27,996	3.89%	Personnel wage allocations
Regional Tourism Promotion	396,320	423,508	27,188	3.78%	*As defined per MSA
Public Safety Committee	74,580	86,246	11,666	1.62%	Goods and services to support intended work of rail traffic and safety working group (also to leverage third-party funding). While this expense falls within Public Safety it is coordinated between Public Safety and Regional Transportation

Net Membership Fee Table: Description of Drivers (Assumes Draft #3 of 2025 FRSC Budget)

*Corporate costs are integrity through out all of these services. Some of the main drivers in corporate costs would be:

Corporate Services	2024 Budget	2025 Budget	Increase (Decrease) to Member Fees
Regional Summit	-	20,600	20,600
Downtown Office Building Occupancy Cost	70,744	104,142	33,398
Downtown Office Building Office Expenses	34,976	72,265	37,289
Human Resources	-	20,931	20,931
Financial Management	11,403	39,113	27,710

Breakdown of FRSC Corporate Budget 2023-2025

Last Updated: September 18th, 2024

2023	2024	2025
Total: \$615,042	Total: \$1,418,741	Total: \$1,674,970
Drivers	Drivers	Drivers
<ul style="list-style-type: none"> • New CEO role • New EA role • Temporary office space and initial equipment • Additional cost for meetings • Pre-existing expenses associated with HR, IT, Communications, Legal, Finance. 	<ul style="list-style-type: none"> • New Office • Policy and Research Manager • Two previous positions, one that fell under planning and building budget, and one that fell in landfill budget, were reallocated to corporate, as their positions transitioned due to new mandates services. • Communications Officer • Consulting budget for implementation of Regional Strategy • Office supplies/technology • Increment increases to support additional demands on IT, legal, HR, Finance (maintaining existing structure/relationship) • Increase in professional development and training for Board and FRSC management staff. 	<ul style="list-style-type: none"> • Expanded/new CFO role • Expanded/new HR role • New funds to support annual summit planning for member councils • Office lease expenses and additional furniture needs. • Increase for IT support through third-party. • Increase insurance premiums. • Impact of compensation review. • Enhanced capacity for FRSC outreach, communications, advertising, etc.



Title: DRAFT 2025 FRSC Budget

Date: 2024-09-05

Author: Phil Ouellette

Report Number: 2024-042

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors:

RESOLUTION	VOTING REQUIREMENT
1. Direct the FRSC to include the draft 2025 FRSC budget, as presented in this report, to initiate the 45-day budget notice period.	Simple Majority of Members Present
2. Direct CEO Ouellette to proceed with the present of the draft FRSC 2025 budget to each FRSC member council within the 45-day budget notice period.	Simple Majority of Members Present
3. Authorize Chair Jim Bedford to submit and finalize the RSSF Investment Plan, which integrates the assumptions outlined in this report.	Simple Majority of Members Present

BACKGROUND/PAST RESOLUTIONS
<p>Please find summary PowerPoint presentation of draft 2025 FRSC budget in <i>Attachment #6</i> and an executive summary in the green table in the “report” section of this report.</p> <p>As part of the 2025 budget development, the FRSC Board adopted budget evaluation criteria and timeline on February 22nd, 2024. This mandate included a sequence of interactions within the development and decision-making process (<i>see timeline as Attachment #1</i>). As part of this sequencing, a 2025 budget summary document was reviewed with the FRSC Executive Committee and the regional group of chief administrative officers/rural district manager prior to the submission of this report to the FRSC Board of Directors, and as a result, valuable feedback was received, which informed this report.</p>



On July 25th, 2024, the FRSC Board of Directors received a staff report on preliminary themes of the 2025 FRSC Budget, which outlined a variety of drivers that are influencing the development of the 2024 budget, including:

- The outcome of the height augmentation initiative for the Crane Mountain Landfill.
- Continued implementation of the Fundy Regional Strategy.
- Regional facility planning for the opportunity to host the 2029 Canada Games in the Fundy Region.
- Contractual expectations associated with delivering regional economic development and tourism promotion.
- Human resource pressures within the FRSC.
- The need to plan for the execution and animation of FRSC-related plans, strategies, surveys, reports, etc.
- The interest to incorporate a new cooperative service around aerial photography for participating members.
- The projected growth of the Community Development mandate with the inclusion of the social focus.
- Successfully leveraging Government of New Brunswick funding to offset new costs on the Commission.

The Government of New Brunswick’s Regional Service Delivery Act stipulates parameters in the budget approval process for regional service commissions under Article 28:

“A Board shall not vote on a budget for the Commission, borrow money or set fees for services unless the Commission has given written notice of the vote and a copy of the proposed budget, borrowing or fees to its members that are local governments and to the Minister at least 45 days before the vote.”

The FRSC Board of Directors’ vote to initiate the 45-day review period requires a “simple majority of all members present”, while the vote to adopt the budget, currently scheduled for October 24th, 2024, requires “2/3 of the voting members present, who represent at least 51% of the total population represented by all the voting members present.” During this 45-day review period, the FRSC is committed to completing FRSC member council presentations on the 2025 budget, to build understanding of the budget’s objectives, respond to questions and collect feedback.

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS

Before highlighting key considerations associated with the draft 2025 FRSC budget, it is important to acknowledge that the financial subsidies accessed by the FRSC through GNB’s Regional Service Support Fund (“RSSF”) are the result of a corresponding decreases in GNB’s Community Funding and



Equalization Grant (“CFEG”). In other words, while the FRSC is accessing additional funds through the RSSF, there is an equivalent decrease occurring with local governments. FRSC, and its members, continue to advocate for fiscal reform, including sustainable and adequate funding for RSCs and local governments to fulfill their responsibilities and growing needs. Fortunate for the Fundy Region, three representatives from the region are members of GNB’s Fiscal Reform Working Group.

The approved 2024 FRSC budget included an operating budget of \$19,477,607 and a capital budget of \$1,234,500. The draft 2025 FRSC budget proposes a budget of \$23,148,810 and a capital budget of \$1,972,400 (see summary budget document in *Attachment #2*). Approximately 90% of the expenses within the draft 2025 FRSC budget fall within three service areas, including:

1. Solid waste.
2. Regional facilities.
3. Regional economic development and tourism promotion.

Of the **new** proposed 2025 operating budget expenditures of \$3.6 million, the primary drivers are:

- \$1.8 million in new costs for solid waste services as a result of additional capital in operating, leachate for treatment and disposal, asset retirement obligation, paying down the principle on long-term debt, and expected studies and plans.
- \$1 million in new costs for regional facilities, partially due to net increase in the cost of facilities (operating and capital combined) and budgeting for the next phase of the Aquatic Centre Enhancement Study.
- The primary drivers of the remaining new costs are tied to a new aerial photography partnership under “other shared services”, as well as incremental increases in the Community Development and Regional Transportation Budgets, primarily focused on pursuing additional studies and programming in 2025.

A detailed breakdown of the new costs per department is outlined below:

OPERATING BUDGET	2024	2025	% of Net 2025 Increase
1. Cooperative & Regional Planning Services Fund (from page CRP-1)	\$21,061	\$58,061	0.25%
2. Local Planning Services Fund (from page LP-1)	448,842	512,670	2.21%
3. Solid Waste Services Fund (from page SW-1)	9,939,621	11,759,833	50.80%
4. Electricity Generation Facility Services Fund (from page GF-1)	325,183	235,219	1.02%
5. Tourism Promotion Fund (from page TP-1)	822,659	886,094	3.83%
6. Economic Development Fund (from page ED-1)	2,367,804	2,502,262	10.81%
7. Community Development Fund (from page CD-1)	410,463	630,210	2.72%



8. Regional Transportation Service Fund (from page RT-1)	221,023	370,256	1.60%
9. Public Safety Committee Fund (from page PSC-1)	149,160	187,859	0.81%
10. Sport, Recreation and Cultural Infrastructure Fund (from page SRC-1)	4,771,791	5,813,631	25.11%
11. Other Shared Services Fund (from page OT-1)	-	192,715	0.83%
Total FRSC Operating Budget	19,477,607	\$23,148,810	100.00%

To determine a per member fee, the Commission divides total costs proportionally, according to an equation that evaluates each community's percentage of the region's total tax base and population. To calculate this equation, the Government of New Brunswick distributes an annual breakdown of population and tax base numbers for each community, which each regional service commission is to use in the development of their budget proposals. The 2025 budget is to be developed with 2021 population and 2024 tax base numbers (see table submitted by the Government of New Brunswick in *Attachment #3*). As the population variable remains consistent, it is the tax base numbers that alter proportionality in the draft 2025 FRSC budget. In other words, membership fee impacts occurred for FRSC members that experienced a larger fluctuation in tax base change in 2024.

A significant FRSC achievement was to adopt the 2024 budget which saw an increase in the overall FRSC budget envelope all while also delivering a reduction in the overall membership fee across FRSC members (recognizing that some members saw some increase). With ongoing demands and pressures across the FRSC structure, this trend was not able to be achieved for the 2025 budget. While the overall budget has increased by 3.6 million in 2025, FRSC membership fees are projected to increase by approximately \$1.1 million. Below is a breakdown of membership fees within the parameters of the draft 2025 budget (as the solid waste service is supported through tipping fees, the below information removes solid waste service expenditures as part of the membership fee breakdown):

FRSC Member	2023 Member Fee	2024 Member Fee	2025 Member Fee (Proposed)	Net increase in Member Fee (2024-25)
Village of Fundy-St. Martins	\$364,497	\$367,562	\$402,986	\$35,424
Town of Hampton	\$443,036	\$419,528	\$524,380	\$104,852
Town of Quispamsis	\$977,028	\$946,857	\$1,132,273	\$185,416
Town of Rothesay	\$717,817	\$659,368	\$764,632	\$105,264
City of Saint John	\$4,252,066	\$3,782,110	\$4,318,387	\$536,277
Town of Grand-Bay-Westfield	\$266,760	\$259,776	\$321,113	\$61,337
Fundy Rural District	\$590,577	\$591,167	\$638,490	\$47,323
Total:	\$7,611,782	\$7,026,368	\$8,102,261	\$1,075,893



While acknowledging the projected \$1.1 million increase in membership fees, the FRSC is concurrently pursuing opportunities to reduce the entirety of the net increase of \$1.1 million in new membership fees through immediate and future projected savings for FRSC members in 2025, including:

Source	Projected Savings	Impact
RDC – 40% subsidy for the 2025 Aquatic Centre Class A/B Estimate	\$312,860	Application submitted to RDC in August 2024, and initial feedback is favorable on financial support. In addition, there is potential that this agreement is achieved prior to the October FRSC Board meeting, in which case the projected 2025 FRSC membership fees would be reduced by \$312,860.
Net 50% savings for each participating local government participant – aerial photography partnership.	\$96,357	For five FRSC Members (Rothesay, Saint John, Quispamsis, Hampton, Grand-Bay-Westfield), a combined local government budget of \$192,715 (outside of FRSC membership fees) would have been budgeted within each local government for 2025 to proceed with aerial photography. While the integration of this initiative into the FRSC budget equates to a net increase in FRSC membership fees (for participating members), it is in fact a net savings for each local government budget due to the 50% subsidy through RSSF.
RDC – 40% subsidy for 2025 regional facilities capital	\$770,800	In partnership with the City of Saint John, the FRSC will also seek 40% funding for the \$1.9 million in regional facilities capital for 2025. RDC approved similar capital expenditures in 2023 & 2024, and it is expected that such applications will receive funding approval in 2025. In the event funding is approved, the FRSC will reduce its invoicing to FRSC members for the eventual costs of these capital projects. RDC will only consider applications on 2025 regional facilities capital during the 2025 calendar year, thus FRSC cannot proactively reduce membership fees prior to the 2025 budget approval.
ELG – Additional 50% subsidy towards new social mandate coordination efforts	\$44,000	The FRSC intends to introduce a new social mandate coordination function in 2025, which is already earmarked to receive the 50% subsidy from the RSSF. An application has been submitted seeking the full subsidy. In the event the FRSC is successful in accessing these additional funds prior to the October FRSC Board meeting, membership fees will be reduced by \$44,000.
Total Savings:	\$1,224,017*	

* The \$1.2 savings includes \$96,357 that is only attributed to the five participating members of the aerial photography partnership.



Accounting for a variety of third-party funding sources, in 2023 the FRSC leveraged a total of \$2,521,642 of government funding. When accounting for the RDC and RSSF funding to the FRSC is seeking in 2025, which equates to \$3,884,683, the FRSC is positioned to leverage its highest quantity of GNB funding.

The scheduled vote on the 2025 FRSC budget on October 24th, 2024, will include two additional resolutions, both of which will invite a vote of only two FRSC members – Fundy Rural District and Fundy-St. Martins:

1. The first resolution will be to release \$60,000 (of an available \$95,785) from the Building Inspection and Community Planning operating reserve. This reserve received a substantial contribution as a result of the leveraged funding the FRSC accessed in 2023/2024 for the enhanced community planning and building inspection service pilot program, which helped support the delivery of the rural plan for Fundy-St. Martins in 2024. This \$60,000 will be used to support the implementation of the Fundy Rural District Rural Plan in 2025.
2. The second resolution will be to release the total \$44,000 from the Building Inspection and Community Planning capital reserve, to finance the purchase of a new vehicle for FRSC's Building Inspection and Community Planning service.

Regional Services Support Fund and the FRSC

As part of the Government of New Brunswick's local governance reform agenda, the CFEF would experience incremental reductions over five years (from 2023 until 2027), which would eventually result in the maintenance of the existing equalization portion of the grant. In other words, the RSSF will reach its maturity in 2027, and at that point, the RSSF is expected to be maintained at that level on a go forward basis. The RSSF offers support to regional service commissions in the delivery of their regional strategies, and each commission is required to submit an application to the Government of New Brunswick to access the fund. Each commission is provided a maximum quantity of funding availability for their region, which must meet defined eligibility, including that the funding can only support up to 50% of costs incurred on the commission.

In 2023, the FRSC received \$957,830 from the RSSF, and \$2,060,365 in 2024, and the quantity in 2025 is \$2,913,453. In order for the FRSC to maximize the benefits of this additional \$853,088 in the RSSF eligibility, the 2025 FRSC operating budget would require an overall operating budget increase of \$1,706,176. It is a reasonable assumption, with available information available at the time (recognizing that factors such as the tax base and population can have an impact on the annual allotments to each commission), to estimate that FRSC's RSSF will grow an additional \$1 million in 2026 and another \$1 million in 2027, for a total of approximately \$5 million of eligible RSSF funding on a go forward basis for the Fundy Region (i.e. post-2027).

It is the vision of this report that FRSC utilize the three remaining years of increasing growth of the RSSF (including the 2025 fiscal year), and corresponding access to 50% funding, to build a sustainable and



effective FRSC capacity, structure and programming to respond to current and future demands of the organization, FRSC members, and ultimately, the Fundy Region.

The draft 2025 FRSC budget proposes accessing the maximum of \$2,913,453 from the RSSF, in order to support (at 50% of cost) of the new mandated services as defined through the Fundy Regional Strategy. These funds will support a variety of costs across nine budget categories in the draft 2025 FRSC budget, including:

Service Area	Proposed 2024 RSSF Allocation
Tourism Promotion	\$443,047
Economic Development	\$1,249,661
Community Development	\$315,105
Regional Transportation	\$159,477
Public Safety	\$93,930
Cooperative Services	\$12,500
Solid Waste	\$155,000
Other Services	\$96,358
Regional Facilities	\$388,375
Total:	\$2,913,453

The FRSC has already submitted a conditional application to the Department of Environment and Local Government to access the RSSF to support the 2025 FRSC operating budget, as outlined in this report. This was done as a precaution, in order to have an active application, which could still be considered and processed in the event a provincial election was called earlier than expected.

REPORT

Executive Summary

- The draft 2025 FRSC budget equips the Commission to manage existing operational demands while positioning the Fundy Region to achieve new collaborative outcomes.
- The FRSC is positioning to access its greatest quantity of leveraged funding from GNB in 2025, including the maximization of available Regional Services Support Fund.
- While the FRSC is projecting a net increase of \$1.1 million in membership fees in 2025, the FRSC is also concurrently pursuing opportunities to reduce the entirety of the net increase of \$1.1 million in new membership fees through projected savings for FRSC members in 2025.
- The 2025 budget accommodates the delivery of new programming and enhancements to the FRSC, including:
 - New partnership on aerial photography.



- Progress on leveraging provincial and federal partnership to see major reinvestment into the Canada Games Aquatic Centre to support our Region's hosting of the 2029 Canada Games.
- Improved internal administrative capacity to support the delivery of the FRSC's mandate, including in areas of financial analysis and oversight, human resource management, the social mandate, and information technology.
- Additional capacity for each standing committee to execute and bring new programming as a result of plans, research, and surveys.
- Solid waste services includes more robust coordination and oversight over landfill odors, leachate, diversion efforts and enhanced public engagement.
- Greater capacity for regional climate planning as well as truth and reconciliation efforts.
- Improvements in public engagement and forging strong relationships with FRSC stakeholders and partners, including FRSC member councils.
- Continued investment and partnership with the five regional facilities and Envision Saint John, who are all poised to build-off past success and bring additional value to the Fundy Region in 2025.
- The Crane Mountain Landfill is projecting an inflationary increase to tipping fees, as the Commission responds to added pressures due to asset retirement obligations under new accounting guidelines and increased premiums on prior long-term debt. Solid Waste services is projecting a \$1.9 million in capital equipment and projects in 2025.

General

Similar to the 2024 budget development process, the 2025 FRSC budget development process is one that sought to introduce greater transparency and predictability, including various touchpoints with the FRSC Executive Committee and the FRSC Board of Directors (as outlined in *Attachment #1*). 2024 continues to be a productive and important year for the FRSC, as it continues to hone on its ability to deliver progress and value on its new and old mandated services. While New Brunswick experienced significant transition as a result of the GNB's local governance reform agenda in 2022-2023, the FRSC continues to strive to deliver stable, professional and responsive service and value to its members and regional partners. The draft 2025 FRSC budget (see summary budget document in *Attachment #2*), upholds this focus as well as the vision of the Fundy Regional Strategy of:

“Inspiring Collaborative Excellence, Resilient Communities, and Valuable Outcomes.”

It is the responsibility of the FRSC administrative team to present a budget for the Board of Directors consideration, and the budget should uphold the highest level of financial due diligence, alignment with the Commission's objectives and mandate, and set a sustainable course for the organization. The FRSC Board of Directors will be asked whether the proposed 2025 FRSC budget responds to the needed financial resources for the Commission, and sufficiently equips the Commission to succeed in the delivery of its mandated services.



Overview of 2025 Budget Development Process

The development of the 2025 FRSC was informed by a variety of important inputs, including:

- Feedback from FRSC Executive Committee, FRSC Board of Directors, regional group of chief administrators/rural district manager.
- Approved 2025 budget development criteria.
- Fundy Regional Strategy.
- 2025 work plan update.
- Past budget outcomes, trends, what we learned from 2024, including recent Q2 financial update.
- Regional Facilities Committee 2025 budget recommendations.
- Capital demands on landfill.

In addition to the above, the budget was developed through input from FRSC employees, who are involved in existing service delivery. The internal budget exercise yielded a large inventory of needs, but after the completion of an evaluation of highest impact needs (though the 2025 budget development criteria), the inventory was reduced to those highest needs that should be presented in the draft budget included in this report.

As indicated previously, on February 22nd, 2024, the FRSC Board adopted seven criteria to guide the 2025 budget development process. Staff has assembled a table to qualify how the draft 2025 FRSC budget supports the approved criteria:

Criteria	Qualification
Incrementality: The FRSC remains in a “start-up” mode as it navigates the onboarding of its new mandated services, and the Commission is experiencing demands and pressures to adapt quickly to build new processes, structure, and ultimately, value. The Commission’s ability to adjust will take-time, and highest-impact and -need priorities should be pursued in the immediate future.	As The FRSC learns more from the various strategies, plans, surveys, and reports it has generated over the past years, the Commission is becoming more familiar on how to deliver value and support to its members, most notably for the newer mandated services. The Commission is also discovering that not all mandates require the same level of focus, attention and resource allocation, as the FRSC must remain responsive to the needs of its members, and ultimately, to the Fundy Region. The draft 2025 budget proposes important incremental enhancements, including in its approach to the social mandate (as to be covered later in this report), additional human resource capacity, and the volume of workload the Commission can reasonably undertake in the 2025 fiscal year. In turn, the principle of incrementality is not only linked to new expenditures, but also to the Commission commitment to continuous improvement, where it continues to deliver on identifying opportunities to mitigate cost and enhance productivity, including in the area of the Crane Mountain Landfill and continues to access additional leveraged funding from federal and provincial funding.



<p>Regional Strategy:</p> <p>The FRSC adopted a five-year Fundy Regional Strategy in 2023, which provides a vision for the Fundy Region and an inventory of actions to be integrated into annual work plans and budgets. Actions identified in the strategy will invite opportunities to access funding from the Government of New Brunswick.</p>	<p>When the FRSC adopted the Fundy Regional Strategy on August 3rd, 2023, it included a total of 84 actions over the Strategy’s five-year outlook (including 25 actions projected in 2025 (i.e. 25 for 2025)). The draft 2025 FRSC budget, and the corresponding 2025 work plan, assumes the delivery of several important deliverables from the Fundy regional Strategy, including, among others:</p> <ul style="list-style-type: none"> • Pursue an education and awareness campaign to support the Commission’s transition. • Report back to the FRSC Board on needed changes to the four new standing committees after a year of operations. • Pursue Rural plan for the Fundy Rural District. • Roll-out a rail traffic and safety working group. • Additional focus on regional coordination amongst organizations supporting those facing disabilities and regional accessibility considerations. • Further defining regional transportation actions to respond to recent data, research and surveying. • Implementation of social focus within Community Development mandate. • Finalization of regional risk assessment to help inform public safety coordination. • Climate planning and coordination across communities, partners and other levels of governments. • Continued focus in improving the financial performance and collaboration across regional facilities. • Finalization and implementation of the Solid Waste Strategy.
<p>Delivering Valuable Service: The FRSC is a service provider, with over ten years of delivering valuable service to the Fundy Region as a professional public sector organization. The FRSC will strive to deliver early and lasting services within its new mandate. Value can originate from service gaps or service improvements, with an</p>	<p>The draft 2025 FRSC budget builds from the success of strong and valuable service delivery that the Commission has upheld over the past decade. Solid waste, community planning, and building inspection service have had years to mold and refine programing and value to customers. However, both these services continue their progress to maximize the value and impact of its service to FRSC customers and members, and in 2025, both these services will be resourced to continue building value (i.e. rural plan development and execution, enforcement pilot, investigation of regional planning, affordable housing coordination, leachate and odor management, public engagement and education, energy generation, etc.).</p> <p>An important theme in 2025 for the new mandated services is to transition the mandates’ focus on planning, research and analysis, to tangible</p>



<p>objective of upholding economies of scale and cross-community collaboration.</p>	<p>programming, impactful service, and reciprocity from the prior plans and research. As these services remain at their infancy, part of the FRSC’s reality is that it must be strategic with “how” it delivers this value and impact, but also acknowledge that this process will be incremental and iterative, learning from both our successes and our obstacles. The FRSC must maintain an eagerness to pilot and introduce new programming and service in order to achieve value and impact.</p>
<p>Financial Capacity: The FRSC respects the financial capacity of its members, including the acknowledgement of the organizational and financial transition experienced at the local level as result of the local governance reform agenda.</p>	<p>The FRSC’s 2025 draft budget must strike a balance on the need for continued organizational development and value for members with the ability of FRSC members to afford the expenditures associated with the 2025 FRSC budget. While the FRSC faces financial challenges and evolving needs, the same is true for each FRSC member. There are three mechanisms in which the FRSC is seeking to achieve this balance:</p> <ol style="list-style-type: none"> 1. As highlighted in the “financial considerations” section of this report, the FRSC will remain committed in 2025 to maximize leveraged third-party funding to mitigate cost on its members. The tentative list of potential funding sources include: <ol style="list-style-type: none"> a. RSSF b. Department of Health c. Local Governance Implementation Fund d. Regional Development Corporation e. Environmental Trust Fund f. Rural Transit Solutions Fund g. FCM Funding h. Canada Public Transit Fund 2. As highlighted in the next section of this table, the FRSC will continue to mitigate cost through ongoing continuous improvement efforts. 3. The FRSC will continue to support the broader effort to improve the financial relationship between GNB, RSCs, local governments and rural districts, which includes participation in GNB’s Fiscal Reform Working Group. The FRSC does not have the authority or capacity to solve the variety of challenges faced by the local governance landscape in New Brunswick. However, GNB should be encouraged and informed on how to create a new and sustainable financial relationship with the local governance landscape in New Brunswick, where all partners can respond to the evolving demands at the local and regional level and be given the necessary tools to be active partners in building a stronger and more sustainable New Brunswick.



<p>Continuous Improvement:</p> <p>The FRSC will seek opportunities to generate cost savings and new revenue opportunities through an embedded culture of continuous improvement. This will include maximizing the opportunity to access third-party funding, including those originating from the Government of New Brunswick and the Government of Canada.</p>	<p>The FRSC has developed a culture of continuous improvement since the landfill was introduced in the 1990s, which continues to evolve across the FRSC’s expanded responsibilities. In 2025, the FRSC will begin to experience the cost avoidance associated the FRSC’s decision to proceed with the height augmentation initiative for the landfill, which will ease the immediate burden of the landfill’s asset retirement obligations. As a result, the landfill will not have the same impact of borrowing and invite opportunities to include grater capacity in the FRSC budget to include regular capital maintenance expenditures in the operating budget.</p> <p>The FRSC will also benefit from more reliable, accessible and more affordable aggregate due to the new agreement with a third party who has recently opened an aggregate pit adjacent to the landfill.</p> <p>The FRSC continues to investigate opportunities for shared resources across regional partners, including Envision Saint John and the five regional facilities. The total operating funding allocation to the five regional facilities have decreased from \$278,018 from 2024 to 2025, which highlights the efforts of each facility to maintain costs and increase revenue streams.</p>
<p>Accountability and Transparency:</p> <p>The development of the annual FRSC budget will be guided by a commitment to be transparent and intentional throughout the process. The FRSC will build ample opportunity for feedback amongst members, invite predictability into the development process, and ultimately uphold strategic and responsible financial decision making.</p>	<p>The process to develop the 2025 FRSC budget upheld transparency and predictability, which included the approval of budget criteria, responsibilities to the FRSC Executive Committee, integration with the regional group of chief administrative officers/rural district manager, and reporting on preliminary themes to the FRSC Board of Directors. In addition, the budget was developed through the collective expertise of the FRSC administrative team, including the oversight and guidance of the FRSC’s Chief Financial Officer. Finally, the legislative requirement of a 45-day review period prior to voting on the FRSC budget is another valuable step in upholding transparency and accountability.</p>
<p>Safety and Security:</p> <p>The FRSC will continue to uphold a culture of safety and security for its employees, operations, customers, assets, and programming. This</p>	<p>The principle of safety and security was included in the 2025 FRSC budget criteria as the previous principles did not clearly articulate the importance of safety and security for the FRSC, its operations, employees and customers. The 2025 FRSC budget will introduce some important improvements to this principle, including:</p>



<p>includes the necessary actions needed to mitigate risks and deliver reliable service.</p>	<ul style="list-style-type: none"> • Enhancements to the landfill machinery shop, which will in turn improve work conditions for FRSC employees who interact with the space. • Enhanced cyber security and support for FRSC technical assets, which will bring increased reliability and safety to FRSC programming and communication channels. • The purchase of a new FRSC employee vehicle for employees who interact with the public offsite. • Development of in-house expertise to support human resource management of FRSC employees, including safety and security.
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Key Highlights of Draft 2025 FRSC Budget

Cross Service Area Adjustments

There are a variety of cost pressures that are themes across service areas, and adjustments were made in the draft 2024 FRSC budget to respond to these pressures, including:

- Cost of materials and fuel continues to place pressure on the Commission’s operations.
- Inflation.
- Insurance premiums.
- Each mandate tied to an FRSC standing committee will receive additional goods and services allotments to support either additional research and planning, or more importantly, funds to execute on existing plans.

Corporate Costs

The FRSC’s budget template (as included in *Attachment #2*) is designed and required by the Department of Environment and Local Government, which includes the need to outline a “corporate” expenditure table as the first page of budget summary document. This budget template also requires for the FRSC to develop separate budgets for each mandated responsibility. The corporate budget on page number 1 of *Attachment #2* outlines the enabling (or “corporate”) expenditures that are inherited in each separate mandated service budget. This applies to administrative salaries, audit functions, communications expenditures, costs to host meetings, per diem for Board members, audit costs, among others.

The 2025 draft operating budget includes new “corporate” expenditures, including, among others:

- Increased capacity to support needed cyber security and information technology demands.
- Enhanced financial analysis and oversight capacity, to support growing operational demands and invite additional financial rigor on FRSC’s largest departments, including solid waste and regional facilities.



- Enhanced human resource capacity for current and future FRSC employees.
- Increase cost for more complex financial auditing functions due to calculations and review of asset retirement obligations.
- Additional office workstations for incoming employees for the office on Broadview Avenue as well as enhanced technology integration to offer hybrid engagement.
- Additional budget capacity to maintain periodic interaction between the FRSC and member councils.

Solid Waste Service – Operating Budget

The FRSC Board has made three significant decisions regarding solid waste operations that have an impact on the 2025 Budget and future budgets:

1. Height EIA

The approval to increase the operating height of Crane Mountain will immediately avoid the requirement for \$5.9 million in borrowing approved by the Board in January 2024. As a result, the FRSC will realize about \$700,000 (2024 \$) in savings annually after the debt for cell #9 is paid off for 2027 until cell ten is constructed in about 12 years. This will allow for significant investment into the Asset Retirement obligation for current cells.

2. Material Recovery Facility

The decision by the FRSC Board to allow an “opt-out” of processing recyclables for Circular Materials has allowed staff to leverage contract negotiations. As only one section remains to be resolved in the contract, the 2025 Budget reflects an increased recycling revenue of \$1,181,700 from about \$300,000 in 2024.

3. Gravel Pit

The support of the rock truck/gravel pit project is reflected in the 2025 budget as a cost of \$29,200 for royalties from a total cost of \$239,284. This obviously does not include the cost of operating a rock truck, but the labor has already been absorbed in normal operations.

Despite the continuous improvement initiatives, the solid waste service continues to face financial challenges. Most notably, Crane Mountain faces the new Asset Retirement Obligation deficit of \$7 million for its open cells. This will influence decisions into the future; however, the Height EIA decision will allow operations to mitigate additional closure costs by avoiding construction of cell #10 and focusing continuous improvement initiatives on addressing the Asset Retirement obligation. In 2025, \$600,000 has been set aside for permanent cell #8 capping and the final debt payments of cell #9 in 2027 will allow for further annual contributions.

Moving forward, the goal of FRSC’s solid waste service is to focus on continuous improvement initiatives while keeping a tip fee in line with inflationary pressures. For 2025 this will be about 3% or \$4/MT on the tip fee.



During the EIA process for height augmentation initiative, the FRSC collected valuable feedback from its members, members of the public, CMEI, and partners. The FRSC has integrated investments in the 2025 budget to pursue and respond to some of the feedback from the EIA, which totals \$552,000 in new expenditures, including:

1. New Landfill Initiatives Requiring Professional Services (Odor and Leachate)

Valued at approximately \$300,000 (\$4.47/MT), the FRSC will increase professional service requirements to include:

- a. Odor Tracking – Service contract with gas measurement, mapping and complaint tracking.
- b. Landfill Gas Utilization Report – To identify next steps for LFG as genset reached end of life.
- c. Leachate Management Report – To identify and recommend options to mitigate leachate.

2. Improved Public Engagement and Education

Valued at approximately \$25,000 (\$0.37/MT), the FRSC will be introducing enhanced programs and structure to develop a more direct relationship with the general public and interest groups beyond CMEI and the Board.

3. Improved Diversion Efforts

Valued at approximately \$20,000 (\$0.30/MT), the FRSC will continue the first phase of the regional bag limit initiative and pursue partnership to embark in phase 2 on the second half of 2025.

4. Enhanced Leachate Treatment

Valued at approximately \$120,000 (\$1.79/MT), the FRSC will continue chemical treatment of leachate and confirm the feasibility to implement aeration of leachate to minimize odors and BOD levels.

5. New Host Community Economic Development Fund

Valued at approximately \$67,000 (\$1.00/MT), the FRSC intends to introduce a new fund, this is above and beyond the existing fund administered through CMEI, to make funds available on an annual basis for host community projects aimed at delivering enhanced economic activity and growth. The FRSC is currently working with Envision Saint John to define the scope of the new grant.

6. Additional Litter Pick up

Valued at approximately \$20,000 (\$.30/MT), the FRSC will increase for highway litter pick-up capabilities in 2025.

A one-time contingency increase of \$70,000 for 3rd party leachate hauling is included to mitigate the expected Saint John West wastewater facility shut down for a period of three months in 2025. All other changes are nominal and in-line with the union contract and inflation.



The following tip fee changes are proposed as a reflection of market value:

Tipping fees	2023 rate	2024 rate	Proposed 2025 rate
Member	\$123/tonne	\$135/tonne	\$139/tonne
Industrial, commercial, institutional	\$123/tonne	\$135/tonne	\$139/tonne
Construction and demolition	\$30/tonne	\$35/tonne	\$35/tonne
International ship's waste (After 'dig' charge)	\$200/tonne	\$250/tonne	\$250/tonne
Asbestos (\$500 minimum)	\$100/m ³	\$125/m ³	\$125/m ³
Scrape Service	\$25 per	\$35 per	\$35 per
Compostable organics	\$40/tonne	\$50/tonne	\$50/tonne
Per bag cost	\$1	\$1.50	\$1.50

Solid Waste Service – Capital Budget

The 2025 Capital Plan was able to avoid borrowing \$1.0 - \$1.7 million in borrowing for 'Berm & Underdrain' construction for Cell #10 upon approval of the Height EIA. This will represent an additional \$4.2 - \$4.9 million in cell #10 savings for 2026 for a total of \$5.9 million for cell #10. This will be recognized in 2027-2029 savings upon final payments of cell #9 debt.

The 2025 FRSC capital budget for solid waste includes \$1,928,400 of expenses (total FRSC capital budget includes \$44,000 additional for vehicle for planning and building service). \$628,400 in schedule replacement of 'end-of-life' equipment and an additional \$100,000 to add aeration to the leachate surge pond. This will represent a second treatment stage for leachate before going to the City of Saint John treatment facility on the west-side, which will also help address odor. Saint John has informed FRSC that there will be a 3-month maintenance shutdown of that facility which would require pretreatment to discharged leachate west, otherwise we likely would need to transport east during bridge construction season placing significant environmental risk and cost on the FRSC during rain events.

A \$1.1 million-dollar, prefabricated maintenance facility (large multi-bay) is also to be financed over the life of the building (20-25 years). With the decision to construct in-house, operate a pit, increase tanker capacity, be fire-ready, etc., the FRSC now has a fleet of over 30 vehicles and equipment. The current small 1-bay facility cannot handle trailers and large pieces of equipment and does not allow us to work on multiple vehicles simultaneously.

Regional Sport, Recreation and Cultural Infrastructure (Regional Facilities)

The breakdown of 2024 and proposed 2025 operating investments into regional facilities are included below:



Facility	2024 FRSC Operating Investment	Draft 2025 FRSC Operating Investment
Imperial Theatre	\$551,000	\$578,550
TD Station	\$1,042,002	\$1,099,755 (inclusive of the facility's 2023 deficit)
Canada Games Aquatic Centre	\$714,651	\$768,743 (inclusive of the facility's 2023 surplus)
Saint John Trade and Convention Centre	\$330,260	\$145,033 (inclusive of the facility's 2023 surplus).
Saint John Arts Centre	\$349,193	\$230,954
Total:	\$2,987,106	\$2,823,035

While there are net savings in operating investments to the facilities, the increase in capital costs has increased the overall budget. In 2024, the FRSC invested \$1,528,250 in regional facilities capital, while the 2025 FRSC budget includes an investment of \$1,927,000 in regional facilities capital. The capital costs associated with the Fundy Regional Facilities is available in *Attachment #4*.

This budget includes another large expenditure, which supports the expected next steps of the Aquatic Centre Enhancement Study. While the FRSC awaits additional details from DSLR Architects who were hired in 2024 to deliver a Class D estimate and design for the facility, the project would require a Class A or B design and estimate in 2025, to proceed with tendering and construction as early as early 2026 (to achieve the construction deadline of 2029 in order to host the Canada Games). While the FRSC has not made any determination on proceeding with facility upgrades or to proceed with the Canada Games bid, the FRSC is well-served to proactively budget for such a Class A/B design and estimate in 2025, to streamline project development for the coming years. The preliminary estimate from colleagues from the City of Saint John and DSLR Architects for a Class A or B design/estimate totals \$782,150, which could be reduced by \$312,860 in the event the FRSC received approval from RDC to support 40% of costs associated with the design.

Regional Economic Development and Tourism Promotion

The 2025 budget for this mandate is fixed through the Master Service Agreement, which calls for a \$191,800 increase from 2024 (2025 total is \$3,193,800). This budget allotment also maintains the trend that began in 2024, which is that the City of Saint John fees remain unchanged, while the other FRSC members will see a small increase (to accommodate for the additional \$191,800). This was established at the time of the creation of Envision Saint John to achieve incremental alignment between member fees and each community's proportional share of tax base. Envision Saint John's 2025 operating budget and budget overview documents are available in *Attachment #5*.

Community Planning and Building Inspection Service

With the adjustments to the 2025 budget, this service area will now be equipped to continue delivering exceptional customer service for community planning and building inspection service for Fundy-St.



Martins and the Fundy Rural District. This budget maintains some costs to retain Dillon Consulting to complete research and investigation assignments, as well as existing support from the new Director of Community Planning and Regional Transportation, development officer and building inspector. The plan is to further reduce the budget to Dillon consulting in 2026. As detailed in the “financial considerations” section of this report, the 2025 budget also calls for the release of funds from this department’s operating reserve to support the execution of the Fundy Rural District Rural Plan as well as the release of the funds embedded in the department’s capital reserve to purchase a vehicle to support community planning and building inspection services across the region. After considering the expense of mileage, the existing practice of using personal vehicles, it was concluded that a new vehicle was warranted. Further, the annual operating cost of the vehicle will be shared across departments, for when the car is not being used for purposes of community planning and building inspection services.

Community Development

2025 is shaping-up to be a critical year for the community development portfolio, as it will begin to respond to the findings from its needs assessments and asset mapping. This will include additional work in coordinating the social focus. At this time, the FRSC is budgeting for a new employee to be onboarded to support the social focus, which will be eligible for at least 50% funding through the RSSF. However, the FRSC has submitted a separate funding application to ELG to access the other 50% subsidy to access 100% funding for this function in 2025. The Community Development budget also includes additional budget to host a partners’ forum in 2025 across regional groups involved in supporting community development and the social focus. Finally, this budget includes additional resources to expand on existing regional efforts towards Truth and Reconciliation.

Regional Transportation and Regional Public Safety

Small increases have been introduced in both these budgets to support the next phases of existing planning and research (i.e. regional risk assessment and cross-community transportation planning). In addition, these two budgets share the cost of dedicated funds to support the introduction of a rail safety and traffic working group, which is expected to be activated prior to 2025.

Cooperative Services

The Fundy Regional Strategy calls for more deliberate regional collaboration around climate planning, and through accessed 2024/25 funding from GNB, the FRSC is beginning the process of navigating this space. As climate planning is not a mandated service, this falls under cooperative services, and in 2025, the intention is to pursue additional gap analysis and the identification of partnership opportunities and use new 2025 FRSC budget allocation to leverage additional funding from other levels of government.

Other Services

The 2025 FRSC budget incorporates a total new expenditure of \$192,715 for aerial photography across five members, including: Hampton, Quispamsis, Rothesay, Grand-Bay-Westfield, and Siant John. While this is a new expenditure for the FRSC budget, is it not a new expenditure for FRSC members, as these



costs were historically covered separate from the FRSC and integrated into each community’s operating budgets. As this expenditure will be charged to the RSSF, participating members will experience a net savings as a result of establishing the aerial photography through the FRSC. In addition, the FRSC intends to continue working with Service New Brunswick to access additional financial partnership with GNB to lower the cost of aerial photography on FRSC members. The FRSC will charge members according to each community’s proportional share of geography that is photographed:

High Resolution (5 cm)	Square kilometers	% of Total Area	Pre-RSSF Cost	With RSSF discount
Hampton	291	25.5%	\$49,409.62	\$24,704.81
Quispamsis	67	6%	\$11,375.96	\$5,687.98
Rochesay	47	4%	\$7,978.40	\$3,989.20
Saint John	639	56%	\$108,497.67	\$54,248.83
Grand-Bay-Westfield	91	8%	\$15,451.11	\$7,725.55
Total:	1,135		\$192,715	\$96,357.50

Next Steps

With the adoption of the outlined resolutions in this report, the FRSC Board will initiate the 45-day review period for the draft FRSC 2025 budget, which will be circulated to each Member. It is during this period that the FRSC can collect feedback and determine if adjustments are warranted prior to a final vote on the budget (currently scheduled for October 24th, 2024).

ATTACHMENTS

1. Approved 2025 FRSC budget development timeline
2. Draft 2025 FRSC Budget Summary Document
3. Population and Tax Base: Submitted to FRSC from Government of New Brunswick
4. 2025 FRSC Regional Facilities Capital Projects
5. Envision Saint John’s 2025 Budget and Budget Overview Documents
6. PowerPoint presentation on draft 2025 FRSC budget

Attachment #1 – 2025 FRSC Budget Development Timeline

#	TASK	TIMELINE	MEDIUM
	Approved 2025 FRSC budget development criteria	Feb. 22 nd	FRSC Board meeting
	Monthly Regional CAO meeting: Share initial draft of primary drivers and influences for FRSC Budget 2024 Development to regional CAOs	May 8 th	Regional CAO meeting
	Share initial feedback to FRSC Executive on Budget 2025 development	May 13 th	FRSC Executive Committee
	Deadline for regional facilities to submit operating and capital proposals to Regional Facilities Committee	June 14 th	Regional Facilities Committee
	Staff review of 2024 work plan and initial consideration of 2025 work plan	June 25 th	FRSC staff process
	Initial Presentations to Regional Facilities Committee on 2025 expenditures	July 3 rd	Regional Facilities Committee
	Staff priority session: 2025 work plan priorities, finalize budget recommendation	July 15 th	FRSC staff process
	Submitted feedback on departmental budget priorities from staff	July 15 th	FRSC staff process
	Monthly Regional CAO meeting: update on 2025 FRSC budget development	July 16 th	Regional CAO meeting
	FRSC Executive Committee meeting to review and provide feedback initial parameters and key outcomes of the 2024 budget recommendation	July 17 th	FRSC Executive Committee
	Submit progress report to FRSC Board on 2024 FRSC Work Plan	July 25 th	FRSC Board meeting
	Introduction of initial 2025 FRSC budget parameters and key outcomes.	July 25 th	FRSC Board meeting
	Final recommendations from Regional Facilities Committee on 2024 expenditures	July 16 th	FRSC Board meeting
	Submitted application to ELG on FRSC's 2025 RSSF	August 16 th	FRSC staff process
	Submitted application to RDC to support 2025 Detailed Design of Aquatic Centre Enhancement Project	August 16 th	FRSC staff process
	FRSC Executive Committee receive input from FRSC Board on 2024 FRSC budget parameters and outcomes, and work with FRSC staff to make necessary adjustments	August 20 th	FRSC Executive Committee
	Monthly Regional CAO meeting: Update to CAOs on budget development process	August 21 st	Regional CAO meeting
	Submitted application to ELG on funding for social mandate expenses in 2025	August 23 rd	FRSC staff process
	Present 2025 FRSC Budget and initiation of the 45-day notice period	September 5 th	FRSC Board meeting
	FRSC staff presentations to FRSC member councils	Sept-Oct.	FRSC staff process
	Monthly Regional CAO meeting: update on 2025 FRSC budget development	Sept.	Regional CAO meeting
	Executive Committee Meeting: update on 2025 FSC budget development	Sept.	FRSC Executive Committee
	Monthly Regional CAO meeting: update on 2025 FRSC budget development	Oct.	Regional CAO meeting
	Executive Committee Meeting: update on 2025 FSC budget development	Oct.	FRSC Executive Committee
	Final draft of 2024 Budget for adoption (post 45-day notice)	October 24 th	FRSC Board meeting

Fundy Regional Service Commission
Operating Fund Budget
Corporate Services

	Budget 2024	Budget 2025
<u>REVENUE</u>		
GOVERNMENT TRANSFER		
Regional Services Support Fund	\$ -	\$ -
Community Funding & Equalization Grant	-	-
Special Transfer from Province of NB	24,750	-
Total Revenue	<u>24,750</u>	<u>-</u>
<u>EXPENDITURES</u>		
Governance	94,102	144,210
Administration		
CEO Office/Human Resources/Financial Management/Other Administrative Services	1,314,389	1,530,760
Capital Expenditures	35,000	-
Total Corporate Services	<u>1,443,491</u>	<u>1,674,970</u>
NET CORPORATE EXPENDITURES	<u>\$ 1,418,741</u>	<u>\$ 1,674,970</u>
Allocation to Funds:		
Cooperative & Regional Planning Services	\$ 21,061	\$ 33,061
Local Planning Service	98,599	134,088
Solid Waste Services	362,524	478,808
Electrical Generation	12,509	15,110
Regional Tourism Promotion	66,975	87,644
Regional Economic Development	111,120	103,972
Community Development	275,941	296,351
Regional Transportation	137,539	155,033
Regional Public Safety	138,976	128,459
Regional Sport, Recreation & Cultural	193,497	242,446
Other Services	-	-
	<u>\$ 1,418,741</u>	<u>\$ 1,674,972</u>

Fundy Regional Service Commission

Operating Fund Budget

Cooperative & Regional Planning Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 763	\$ 44,020
GOVERNMENT TRANSFERS		
Regional Services Support Fund		\$ 12,500
SALE OF SERVICE	-	-
SECOND PREVIOUS YEAR SURPLUS	20,298	1,541
	<u>21,061</u>	<u>58,061</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	21,061	33,061
REGIONAL PLANNING	-	25,000
REGIONAL POLICING COLLABORATION	-	-
REGIONAL EMERGENCY MEASURES PLANNING	-	-
OTHER SERVICES PROVIDED TO ALL MEMBERS	-	-
FISCAL SERVICES	-	-
	<u>21,061</u>	<u>58,061</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

Fundy Regional Service Commission
Operating Fund Budget
Local Planning Service

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 448,842	\$ 449,776
FEES AND SERVICES	-	-
GOVERNMENT TRANSFER	-	-
EXPANDED PLANNING AND BUILDING SERVICES		62,894
SECOND PREVIOUS YEAR SURPLUS	-	-
	<u>448,842</u>	<u>512,670</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	98,599	134,088
OTHER ADMINISTRATION	42,665	43,890
PLANNING SERVICES	154,200	182,410
INSPECTION SERVICES	144,980	149,190
FISCAL SERVICES	2,500	3,000
SECOND PREVIOUS YEAR DEFICIT	5,898	92
	<u>448,842</u>	<u>512,670</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

Fundy Regional Service Commission
CAPITAL PLAN FOR 2025

	TOTAL COST	CAPITAL FROM OPERATING FUND	LONG TERM DEBT	TRANSFER FROM RESERVE FUND	Trade-In	
Local Planning						
Vehicle	44,000		-	44,000		
			-			
			-			
			-			
	44,000	-	-	44,000	-	-

Fundy Regional Service Commission
Operating Fund Budget
Electrical Generation

	Budget 2024	Budget 2025
REVENUE		
SALE OF SERVICE - SAINT JOHN ENERGY	\$ 131,400	
SECOND PREVIOUS YEAR SURPLUS	-	-
TRANSFER FROM SOLID WASTE OPERATING FUND	193,783	235,219
TOTAL REVENUE	\$ 325,183	\$ 235,219
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	12,509	15,110
OTHER ADMINISTRATION	10,650	13,101
PERSONNEL	101,330	62,230
MACHINERY & EQUIPMENT	77,672	77,672
FISCAL SERVICES	116,216	63,853
SECOND PREVIOUS YEAR DEFICIT	6,806	3,253
TOTAL ELECTRICAL GENERATION	325,183	235,219
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

Fundy Regional Service Commission
Operating Fund Budget
Regional Tourism Promotion

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 57,149	68,105
FEES AND SERVICES	339,171	355,403
2% CONTRACT ADMIN FEE	15,010	15,969
GOVERNMENT TRANSFER		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	411,329	443,047
SECOND PREVIOUS YEAR SURPLUS	-	3,570
	822,659	886,094
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	66,975	87,644
OTHER ADMINISTRATION	750,500	798,450
FISCAL SERVICES	-	0
SECOND PREVIOUS YEAR DEFICIT	5,184	0
	822,659	886,094
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

Fundy Regional Service Commission
Operating Fund Budget
Economic Development Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 71,274	\$ 59,005
MEMBER CHARGES FOR ENVISION CONTRACT	1,067,598	1,145,689
2% CONTRACT ADMIN FEE	45,030	47,907
GOVERNMENT TRANSFER		
REGIONAL SERVICES SUPPORT FUNDING (RSSI)	1,183,902	1,249,661
SECOND PREVIOUS YEAR SURPLUS	-	-
	<u>2,367,804</u>	<u>2,502,262</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	111,120	103,972
OTHER ADMINISTRATION	2,251,500	2,395,350
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,184	2,940
	<u>2,367,804</u>	<u>2,502,262</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

Fundy Regional Service Commission
Operating Fund Budget
Community Development Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 134,688	\$ 234,667
FEEES AND SERVICES	-	-
GOVERNMENT TRANSFERS		
NB Economic and Social Inclusion Corporation	68,684	69,023
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	205,231	315,105
SECOND PREVIOUS YEAR SURPLUS	1,860	11,415
	<u>410,463</u>	<u>630,210</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	275,941	296,351
OTHER ADMINISTRATION	134,522	333,859
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	-	-
	<u>410,463</u>	<u>630,210</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

Fundy Regional Service Commission
Operating Fund Budget
Regional Transportation Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 60,512	\$ 138,246
FEEs AND SERVICES	-	-
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	110,511	159,477
ECONOMIC & SOCIAL INCLUSION CORPORATION	50,000	50,000
EXPANDED PLANNING AND BUILDING SERVICE	-	22,533
SECOND PREVIOUS YEAR SURPLUS	-	-
	<u>221,023</u>	<u>370,256</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	137,539	155,033
OTHER ADMINISTRATION	78,300	213,920
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,184	1,303
	<u>221,023</u>	<u>370,256</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

Fundy Regional Service Commission
Operating Fund Budget
Regional Public Safety Committee Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 74,580	\$ 86,246
FEEs AND SERVICES	-	-
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	74,580	93,930
SECOND PREVIOUS YEAR SURPLUS	-	7,683
	<u>149,160</u>	<u>187,859</u>
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	138,976	128,459
OTHER ADMINISTRATION	5,000	59,400
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,184	-
	<u>149,160</u>	<u>187,859</u>
BUDGETED SURPLUS <DEFICIT>	<u>\$ -</u>	<u>\$ -</u>

Fundy Regional Service Commission
Operating Fund Budget
Regional Sport, Recreation and Cultural Infrastructure
Support and Development Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ 212,682	\$ 674,710
MEMBER CHARGES FOR REGIONAL FACILITIES	4,559,109	4,750,035
GOVERNMENT TRANSFERS	-	-
REGIONAL SERVICES SUPPORT FUNDING (RSSF)		388,375
SECOND PREVIOUS YEAR SURPLUS	-	511
	4,771,791	5,813,631
EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	193,497	242,446
OTHER ADMINISTRATION	4,573,109	5,571,185
FISCAL SERVICES	-	-
SECOND PREVIOUS YEAR DEFICIT	5,185	-
	4,771,791	5,813,631
BUDGETED SURPLUS <DEFICIT>	\$ -	\$ -

Fundy Regional Service Commission

Operating Fund Budget

Other Services

	Budget 2024	Budget 2025
REVENUE		
MEMBER CHARGES	\$ -	\$ 96,357
SALE OF SERVICE	-	-
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	-	96,358
SECOND PREVIOUS YEAR SURPLUS	-	-
	<hr/> -	<hr/> 192,715
 EXPENDITURES		
ALLOCATION FROM CORPORATE SERVICES	-	-
OTHER SERVICES PROVIDED TO MEMBERS	-	192,715
FISCAL SERVICES	-	-
	<hr/> -	<hr/> 192,715
 BUDGETED SURPLUS <DEFICIT>	 <hr/> <hr/> \$ -	 <hr/> <hr/> \$ -

Fundy Regional Service Commission

Operating Fund Budget

Solid Waste Services

	Budget 2024	Budget 2025
REVENUE		
TIPPING FEES		
MEMBERS	\$ 2,426,220	\$ 2,445,983
INDUSTRIAL, COMMERCIAL & INSTITUTIONAL	6,439,499	7,006,390
CONSTRUCTION & DEMOLITION	192,500	192,500
INTERNATIONAL SHIP'S WASTE	660	660
ASBESTOS	70,000	70,000
RECYCLING	345,450	1,430,300
OTHER OPERATIONAL REVENUE	419,000	419,000
GOVERNMENT TRANSFERS		
REGIONAL SERVICES SUPPORT FUNDING (RSSF)	-	155,000
INVESTMENT INCOME	40,000	40,000
SURPLUS OF SECOND PREVIOUS YEAR	6,291	-
TOTAL REVENUE	9,939,620	11,759,833
EXPENDITURES		
ADMINISTRATION		
ALLOCATION FROM CORPORATE SERVICES	362,524	478,808
DIRECTORS OFFICE		
PERSONNEL	249,360	247,710
TRAVEL	11,000	14,000
TRAINING & DEVELOPMENT	10,500	16,500
OTHER ADMINISTRATION		
ADVERTISING	-	-
LIABILITY INSURANCE	318,060	296,420
PROFESSIONAL SERVICES	150,335	366,000
LEGAL SERVICES	5,000	10,000
OFFICE EQUIPMENT & SUPPLIES	45,300	49,350
PRINTING & COPYING	3,300	3,300
TELECOMMUNICATIONS	12,500	13,000
CMEI	97,558	98,875
HOST COMMUNITY ECONOMICAL FUND	-	67,000
HOST COMMUNITY ENHANCEMENT FUND	26,765	27,126
PUBLIC EDUCATION		
PERSONNEL & OTHER ADMINISTRATIVE	117,340	133,130
ADVERTISING, TOURS & PROMOTIONAL	81,200	128,600
TOTAL ADMINISTRATION	1,490,742	1,949,819
OPERATIONS		
STATION & BUILDINGS		
REPAIRS & MAINTENANCE	46,000	8,000
ELECTRICITY	9,000	15,127
PROPERTY TAXES	269,803	261,287
ENVIRONMENTAL HEALTH & SAFETY	169,250	118,110
MACHINERY & EQUIPMENT		
SMALL EQUIPMENT	13,000	13,000
FUEL	313,000	297,400
REPAIRS & MAINTENANCE	123,100	152,100
LANDFILL OPERATIONS		
PERSONNEL	1,043,160	1,159,262
SITE & ROAD MAINTENANCE	59,200	77,200
MONITORING	67,650	74,820
SITE SECURITY AND SAFETY	12,200	34,033
SPECIAL WASTE HANDLING	26,300	25,000
COVER MATERIAL	239,284	29,200
LEACHATE & SILTATION MANAGEMENT	1,293,170	1,540,677
SAFETY EQUIPMENT & SUPPLIES	53,690	63,300
SCALEHOUSE		
PERSONNEL	207,640	195,630
SUPPLIES	29,900	29,350
WASTE DIVERSION		
PERSONNEL - RECYCLING	773,629	870,511
RECYCLING FACILITY	182,160	192,674
COMPOSTING PROGRAM		
PERSONNEL	305,830	314,000
PROCESSING	595,040	706,348
CART & BIN PURCHASES	76,800	76,800
HAZARDOUS HOUSEHOLD WASTE		
COLLECTION	2,000	2,000
DISPOSAL	45,000	50,000
OTHER	5,000	11,000
TOTAL OPERATIONS	5,960,806	6,316,829
FISCAL SERVICES		
DEBENTURE ISSUE COSTS	12,100	11,000
BANK SERVICE CHARGES	17,000	17,000
INTEREST - CURRENT OPERATIONS	62,000	34,000
INTEREST - LONG TERM DEBT	145,976	184,897
PRINCIPAL - LONG TERM DEBT	871,000	1,115,000
CAPITAL EXPENDITURES FROM OPERATIONS	500,000	828,400
DEFICIT OF SECOND PREVIOUS YEAR	-	96,732
TRANSFER TO RESERVE FUNDS	25,000	-
TRANSFER TO GENERATION FACILITY FUND	193,783	235,219
ASSET RETIREMENT OBLIGATION	641,213	950,937
INVESTMENT MANAGEMENT FEES	20,000	20,000
TOTAL FISCAL SERVICES	2,488,072	3,493,185
TOTAL EXPENDITURES	9,939,620	11,759,833
SURPLUS (DEFICIT)	\$ -	\$ 0

Fundy Regional Service Commission
CAPITAL PLAN FOR 2025

	TOTAL COST	CAPITAL FROM OPERATING FUND	LONG TERM DEBT	TRANSFER FROM RESERVE FUND	Trade-In	
Solid Waste						
Aeration for Leachate Pond	100,000	100,000	-			
Excavator	360,000	360,000	-			
Rolloff Truck Rebuild	85,000	85,000	-			
Site Water Truck	60,000	60,000	-			
Maintenance Shop	1,100,000	-	1,100,000			
LF 1/2 Tonne Truck #2	40,000	40,000	-			
4 Roll off Boxes (PDO) @ 20 Scales (40 MT Outbound)	33,400	33,400	-			
	150,000	150,000	-			
	1,928,400	828,400	1,100,000	-	-	-

	Total Cost	Capital from Operating Fund	Long Term Debt	Transfer from Reserve Fund	Trade-In	
Electrical Generation						
	-	-	-	-	-	-

FUNDY REGIONAL SERVICE COMMISSION
2025 MEMBER FEES

	POP.	2024 TAX BASE	CRP	LP	SW	TP	Existing contract TP	RSSF applied to reduce existng contract	ED	Existing contract ED	RSSF applied to reduce existng contract	CD	RT	PSC	SRC	Existing Contract SRC	Other Services	2025 TOTAL MEMBER FEES	2024 TOTAL MEMBER FEES
Fundy-St. Martins	5,225	\$ 417,597,559	\$ 1,460	\$ 164,372		\$ 1,728.00	\$ 20,602	\$ (11,432)	\$ 1,497	\$ 61,807	\$ (32,245)	\$ 7,785	\$ 4,586	\$ 2,861	\$ 22,383	\$ 157,582		\$ 402,986	\$ 367,562
Hampton	9,345	1,010,813,910	\$ 2,965			\$ 4,182.00	49,268	\$ (27,338)	\$ 3,623	147,803	\$ (77,109)	\$ 15,805	\$ 9,311	\$ 5,809	\$ 45,442	\$ 319,914	\$ 24,705	\$ 524,380	419,528
Quispamsis	18,780	2,538,306,363	\$ 6,636			\$ 10,501.00	113,500	\$ (62,979)	\$ 9,098	340,500	\$ (177,640)	\$ 35,375	\$ 20,840	\$ 13,001	\$ 101,709	\$ 716,044	\$ 5,688	\$ 1,132,273	946,857
Rothesay	11,975	1,859,971,342	\$ 4,554			\$ 7,695.00	70,750	\$ (39,258)	\$ 6,666	212,250	\$ (110,731)	\$ 24,277	\$ 14,302	\$ 8,923	\$ 69,802	\$ 491,413	\$ 3,990	\$ 764,632	659,368
Saint John	69,875	9,302,474,710	\$ 24,500			\$ 38,483.00	475,000	\$ (263,570)	\$ 33,341	1,425,000	\$ (743,427)	\$ 130,609	\$ 76,944	\$ 48,002	\$ 375,524	\$ 2,643,732	\$ 54,249	\$ 4,318,387	3,782,110
Grand Bay-Westfield	5,880	608,560,831	\$ 1,829			\$ 2,518.00	33,203	\$ (18,424)	\$ 2,181	99,608	\$ (51,966)	\$ 9,749	\$ 5,743	\$ 3,583	\$ 28,030	\$ 197,333	\$ 7,726	\$ 321,113	259,776
Fundy Rural District	6,410	725,088,171	\$ 2,076	\$ 285,404		\$ 3,000.00	36,127	\$ (20,046)	\$ 2,599	108,382	\$ (56,543)	\$ 11,067	\$ 6,520	\$ 4,067	\$ 31,820	\$ 224,017		\$ 638,490	591,167
.....	127,490	\$ 16,462,812,886	\$ 44,020	\$ 449,776	\$ -	\$ 68,107	\$ 798,450	\$ (443,047)	\$ 59,005	\$ 2,395,350	\$ (1,249,661)	\$ 234,667	\$ 138,246	\$ 86,246	\$ 674,710	\$ 4,750,035	\$ 96,357	\$ 8,102,261	\$ 7,026,368
							\$ -	\$ -		\$ -	\$ -							\$ 8,102,261	
Tax base for LP calculation		\$ 1,142,685,730																	

Attachment #3 – Population and Tax Base: Submitted to FRSC from Government of New Brunswick

RSCCS R	Type	Entity Name/Nom de l'entité	2024 Tax base Assiette fiscale 2024	**Population 2021
1	LG	Haut-Madawaska	404,128,671	4,405
1	LG	Edmundston	1,870,904,165	18,365
1	LG	Vallée-des-Rivières	336,030,319	4,250
1	LG	Grand-Sault / Grand Falls	1,263,043,537	10,900
1	LG	Saint-Quentin	303,651,592	3,630
1	RD	Northwest Rural District / District rural Nord-Ouest	233,602,726	3,440
2	LG	Kedgwick	157,938,159	2,300
2	LG	Campbellton	1,104,482,464	12,000
2	LG	Bois-Joli	234,016,967	3,750
2	LG	Heron Bay / Baie-des-Hérons	450,253,589	5,485
2	RD	Restigouche Rural District / District rural Restigouche	93,431,275	1,715
3	LG	Belledune	367,997,091	1,325
3	LG	Belle-Baie	1,025,594,160	14,335
3	LG	Bathurst	1,571,642,410	15,110
3	RD	Chaleur Rural District / District rural Chaleur	248,334,433	3,725
4	LG	Rivière-du-Nord	220,170,417	3,530
4	LG	Caraquet	769,141,442	8,125
4	LG	Île-de-Lamèque	370,896,448	5,620
4	LG	Shippagan	435,410,047	4,925
4	LG	Hautes-Terres	380,869,265	6,140
4	LG	Tracadie	1,309,540,472	16,095
4	LG	Neguac	160,193,999	1,675
4	RD	Acadian Peninsula Rural District / District Rural Péninsule Acadienne	35,085,980	550

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5	LG	Anlwick	210,420,053	3,575
5	LG	Miramichi	1,972,303,730	18,125
5	LG	Miramichi River Valley	615,485,818	7,210
5	LG	Doaktown	99,962,815	1,250
5	LG	Upper Miramichi	136,622,962	2,180
5	RD	Greater Miramichi Rural District / District Rural du Grand Miramichi	382,101,993	4,790
6	LG	Nouvelle-Arcadie	175,576,794	3,060
6	LG	Beaurivage	469,423,258	6,160
6	LG	Five Rivers	445,152,673	3,385
6	LG	Grand-Bouctouche	630,105,475	5,650
6	LG	Champdoré	447,344,094	5,115
6	LG	Beausoleil	1,159,064,428	8,620
6	RD	Kent Rural District / District Rural de Kent	265,037,641	3,485
7	LG	Maple Hills	1,054,569,398	8,390
7	LG	Salisbury	799,012,427	7,745
7	LG	Moncton	12,932,790,006	80,080
7	LG	Riverview	2,353,517,593	20,580
7	LG	Dieppe	5,055,183,214	28,970
7	LG	Shediac	1,823,080,915	10,670
7	LG	Cap-Acadie	1,286,711,238	9,165
7	LG	Strait Shores	281,542,658	1,935
7	LG	Tantramar	1,104,820,307	9,020
7	LG	Memramcook	476,971,345	5,030
7	LG	Fundy Albert	589,785,667	6,120
7	LG	Three Rivers	369,663,587	3,990
7	RD	Southeast Rural District / District Rural Sud-Est	119,148,613	910
8	LG	Sussex	714,949,331	6,030

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8	LG	Valley Waters	492,982,100	4,545
8	LG	Butternut Valley	505,017,716	5,435
8	RD	Kings Rural District / District Rural de Kings	535,058,576	4,725
9	LG	Fundy-St. Martins	417,597,559	5,225
9	LG	Hampton	1,010,813,910	9,345
9	LG	Quispamsis	2,538,306,363	18,780
9	LG	Rothesay	1,859,971,342	11,975
9	LG	Saint John	9,302,474,710	69,875
9	LG	Grand Bay-Westfield	608,560,831	5,880
9	RD	Fundy Rural District / District Rural de Fundy	725,088,171	6,410
10	LG	Fundy Shores	706,221,118	2,050
10	LG	Eastern Charlotte	752,153,760	7,325
10	LG	Grand Manan	273,194,950	2,595
10	LG	Campobello Island	117,378,353	950
10	LG	Saint Andrews	666,775,494	2,950
10	LG	St. Stephen	764,281,750	8,165
10	LG	McAdam	63,081,147	1,175
10	RD	Southwest Rural District / District Rural Sud-Ouest	387,999,832	3,235
11	LG	Harvey	475,017,567	3,895
11	LG	Fredericton Junction	56,602,628	715
11	LG	Tracy	32,975,942	605
11	LG	Hanwell	1,085,771,852	7,100
11	LG	Sunbury-York South	821,455,205	7,455
11	LG	New Maryland	504,846,872	4,155
11	LG	Oromocto	1,901,137,494	11,910
11	LG	Arcadia	476,366,376	3,720
11	LG	Grand Lake	476,284,239	5,725

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11	LG	Nashwaak	402,143,388	4,755
11	LG	Fredericton	11,319,496,720	67,625
11	LG	Central York	671,262,342	6,930
11	LG	Nackawic-Millville	349,432,238	3,765
11	RD	Capital Region Rural District / District Rural de la région de la Capitale	1,026,166,449	9,625
12	LG	Lakeland Ridges	277,891,883	2,450
12	LG	Woodstock	1,247,466,371	11,915
12	LG	Hartland	386,641,275	3,745
12	LG	Carleton North	835,309,882	9,170
12	LG	Southern Victoria	212,613,925	2,550
12	LG	Tobique Valley	221,001,462	2,740
12	RD	Western Valley Rural District / District Rural de la vallée de l'Ouest	190,452,294	2,815

* These tax bases do not match the tax base used by Local Government to do their 2024 budget. They are calculated as stipulated in *An Act Respecting Community Funding*. The average Non Residential Ratio in 2024 was 1.5884 and the average Heavy Industrial Ratio for 2024 was 1.6003.

* Ces assiettes fiscales ne correspondent pas à l'assiette fiscale utilisée par les gouvernements locaux pour faire leur budget 2024. Elles sont calculées conformément à la *Loi concernant le financement communautaire*. Le ratio non résidentiel moyen en 2024 était de 1,5884 et le ratio industriel lourd moyen pour 2024 était de 1,6003.

** The new population numbers were obtained from Statistics Canada based on the new boundaries post reform. Numbers are rounded.

** Les nouveaux chiffres de population ont été obtenus de Statistique Canada en fonction des nouvelles limites post-réforme. Les chiffres sont arrondis.

REGION / RÉGION	RSC NAME / NOM CSR
1	Northwest Regional Service Commission / Commission de services régionaux Nord-Ouest
2	Restigouche Regional Service Commission / Commission de services régionaux Restigouche
3	Chaleur Regional Service Commission / Commission de services régionaux Chaleur
4	Acadian Peninsula Regional Service Commission / Commission de services régionaux Péninsule acadienne
5	Greater Miramichi Regional Service Commission / Commission de services régionaux du Grand Miramichi
6	Kent Regional Service Commission / Commission de services régionaux de Kent
7	Southeast Regional Service Commission / Commission de services régionaux du Sud-Est
8	Kings Regional Service Commission / Commission de services régionaux Kings
9	Fundy Regional Service Commission / Commission de services régionaux de Fundy
10	Southwest New Brunswick Regional Service Commission / Commission de services régionaux du Sud-Ouest
11	Capital Region Service Commission / Commission de services régionaux de la capitale
12	Western Valley Regional Service Commission / Commission de services régionaux de la Vallée de l'Ouest

Attachment #4 – 2025 Fundy Regional Facilities Capital Expenditures

Year	Facility	Project Description	Cost
2025	CGAC	Replace AHU-4 at End of useful Life	\$ 75,000
2025	CGAC	Replace Competition Pool Waterslide	\$ 200,000
2025	CGAC	Replace Various Fitness Equipment Apparatuses and Soundproofing	\$ 50,000
2025	CGAC	Replace Leisure Pool Skimmer Pump	\$ 20,000
2025	CGAC	Enabling Accessibility Equipment	\$ 100,000
2025	TD Station	Replace Bobcat at End of Useful Life	\$55,000
2025	TD Station	Replace Forklift Short Mast at End of Useful Life	\$50,000
2025	TD Station	Replace Painted Metal Exit and Service Doors at End of Useful Life	\$100,000
2025	TD Station	Create Stand Alone Emergency Paging System	\$50,000
2025	TD Station	Replaces AHUs B with 25 Ton Heat Pumps	\$1,200,000
2025	Carnegie Building	Replace Suspended Ceiling in Lecture Hall	\$12,000
2025	Carnegie Building	Replace Upper -Level Carpeting	\$15,000
		Total:	\$1,927,000



Audience: Fundy Region Service Commission
Date of Memorandum: June 12, 2024
Report Author: Andrew Beckett
Reviewed and Approved By: Board of Directors

Subject: 2025 Operating Budget

For Information

For Approval

BACKGROUND

In accordance with the Master Service Agreement with the FRSC, attached is the following:

- 2025 Operating Budget with comparisons to prior year budget and projections,
- Summary salary comparisons for the 2024 and 2025 fiscal periods
- Five year rolling budget 2025-2029

The following narrative provides details related to the budget requests.

OVERVIEW

The 2025 operating year will be the fifth year of full operations for the Agency. The core service activities are now well defined and operating costs are much more stable and predictable. The only significant operational change for 2025 will be the addition of responsibilities for administration of the contract with IRCC for work associated with the Local Immigration Partnership.

Commencing in the Fall of 2024 the Agency will embark on developing a new Strategic Plan. This Plan will be informed by the work that is currently underway associated with the development of a Regional Economic Development Plan, a Tourism Master Plan and a Regional Immigration Strategy. Funding has been set aside in the draft 2025 budget to support the development of the Agency's Strategic Plan and initial implementation activities.

OPERATING FUNDING AND REVENUES

Overall Operating Funding and Revenues are budgeted to be \$6,046,159, an increase of \$470,991 over the 2024 budget year. This increase is comprised of the following:

Government Funding – increase of \$646,965

- Funding from the FRSC will increase by \$187,965 in accordance with the Master Service Agreement.
- “FRSC-other” is budgeted at \$50,000. This is funding we receive to support recruitment activities for healthcare professionals.
- Provincial funding is budgeted at \$1,050,000, an increase of \$175,000 over the prior year. The increase is as a result of budgeting for the full contract amount of \$1,000,000 from PETL related to workforce development and population growth activities. There is a component of this funding that is contingent on achieving certain established targets. We are advised of the status of the contingent amount in March of each year. If for any reason the contingent amount is reduced there is sufficient time to reduce planned expenditures. We have also budgeted \$50,000 for tourism related activities. This funding has been received annually for the past few years and is expected to continue.
- Federal funding from IRCC is budgeted at \$234,000. This represents the funding associated with the Agency taking over responsibility for the activities of the Local Immigration Partnership from the City.

Destination Marketing Fee revenue has been budgeted to increase by \$26,544 (2%). This increase is deemed reasonable based on historical occupancy rates and anticipated room rate increases.

Other Income is budgeted to be zero in 2025, a reduction of \$221,725 from the previous year. The budgeted amount in 2024 related to the last lease incentive payment associated with the Agency’s office space.

Defined Projects Reimbursements are budgeted to be \$41,440 higher than in 2024. The increase is as a result of recovery of administration costs associated with the LIP Program.

Rental Income is budgeted to be \$6,000 lower than 2024 due to a decrease in external rentals of surplus space.

OPERATING EXPENSES

Overall Operating Expenses are budgeted to be \$6,046,159, an increase of \$470,991 over the 2024 budget year. An overview of the planned operational activities in each of the core service areas is attached as Appendix A.

Administration expenses has been budgeted to increase slightly by \$6,170. Rental costs for the Agency's Office space are increasing as we enter into the final year of our lease. This increase is offset by reductions in staffing costs with the elimination of some senior positions.

Tourism Promotion expenses are budgeted to increase by \$51,433 as a result of inflationary impacts on costs.

Economic Intelligence and Real Estate expenses are budgeted to increase by \$80,401. This increase relates to the addition of an Investment Attraction/Data Coordinator position. This position was added in 2024 with funding coming from reduction of salary expenses in Administration area.

Population Growth and Workforce Development expenses are budgeted to increase by \$208,428. The increase relates to costs associated with the Local Immigration Partnership which are offset by the additional revenues from IRCC noted above.

Entrepreneurship and Business Development expenses are budgeted to increase by \$124,559. The increase is attributable to planned activities associated with Business Retention and Expansion.

FOUR YEAR FORECAST

The four-year forecast amounts have been developed by applying a 2% inflationary component to expenses. This is deemed to be a reasonable assumption based on the stability of the Agency's operations.

ENVISION SAINT JOHN: THE REGIONAL GROWTH AGENCY
2025 Operational Activities

TOURISM PROMOTION:

Total Budget - **\$2.2Mil**

Non-Salary Expenditures – **\$1.5Mil**

Marketing Campaigns (\$780K):

- Promoting the Saint John Region to target markets of highest affinity, based on research, to position the Saint John Region as THE maritime bay-cation destination:
 - o Layered, targeted, digital, leisure campaign in the Maritimes and Ontario focused on both awareness and conversion tactics.
 - o Guerilla campaign tactics to further showcase our region in new and unique ways
 - o Additional partnership campaigns in New England (more expensive) and Quebec (newer target market for us) with Tourism New Brunswick to further our reach and grow awareness in these markets.
- Additional social media campaigns focused on event promotion, seasonal and niche activities.

Strategic Sponsorships and Partnerships (\$310K):

- Supporting local attractions, organizations, and events to increase their reach and raise their awareness.
- This can be financial or in-kind in nature, and in some cases both.

Sales/Travel Media/Travel Trade (\$280K):

- Attending marketplaces and association meetings to sell/promote the region.
- Hosting Familiarization (FAM) Tours/itineraries with individuals/organizations (future business).
- Pitching various aspects of the Saint John Region to interested parties.
- Memberships with strategic associations.
- Additional strategies associated specifically with Meetings & Sport
 - Evaluation and submission of hosting RFPs
 - Site Visits with organizations, planners, and selection committees to help with bid evaluation and final selection.
 - Developing a network of local champions
 - Supporting sports, meetings and events already in market, to help them achieve success.

Visitor Collateral, Support, and Services (\$130K):

- Updating and printing visitor-facing collateral as required to ensure the most up-to-date representation of the region.
- Providing in-person training to our Welcome Ambassadors, and online training to front-line staff throughout the region, to ensure both are able to provide guests with accurate and up-to-date information.
- Actively pursuing an ongoing dialogue with operators to ensure we are providing support and meaningful opportunities for visibility on a local, national, and international scale.
- Membership with strategic associations (TIANB, TIAC, etc.)

ECONOMIC INTELLIGENCE AND REAL ESTATE

Total Budget - **\$684K**

Non-Salary Expenditures – **\$240K**

Economic Intelligence (\$150K):

- The Economic Intelligence Service will continue to be an internally supportive service for the agency, managing the data products, services, and programs that helps many of the agency's services operate and measure success.
- The service will also continue to grow its external impact through the continuous improvement of the regional growth dashboard, providing client services such as custom data analyses and economic impact assessments, as well as providing economic thought leadership for the region through collaboration with the agency's economist of record and through targeted economic research projects.

Real Estate (\$90K):

- The Real Estate Development service has been maturing since its re-establishment in 2023 and helps to address a critical bottle neck to the growth of the region. At the core of the real estate service is the project portfolio, which is a support service that works with the development industry to help address barriers to development and increase the quality and quantity of projects proceeding.
- The service will also play a key role in ensuring that the region is investment ready, with a strong focus on understanding the regional land supply and activating sites and projects that have gone dormant.
- While working with local developers will be critical to meeting housing supply challenges, the agency will actively recruit new developers to the region through targeted sales efforts and by providing an agency presence at key events and conferences.

Industrial Investment Attraction:

- In 2024, the agency has had considerable success in enhancing its contributions and value add to the industrial investment attraction efforts being undertaken by Opportunities New Brunswick and Invest Canada. Considerable progress has been made in identifying the agency's role in the ecosystem and the opportunities to better promote the region for larger scale investments.
- The Industrial Investment Attraction service (part of the Real Estate Service) will work with key stakeholders such as Opportunities New Brunswick, Saint John Industrial and Invest Canada to court major investments to the region. The agency will play a convening role within the sector and act as a key link between the Federal & Provincial investment attraction efforts, local industrial land development, and broader strategy on the growth of the regions industrial sectors.
- The agency will also continue to improve the regions investment readiness through coordination with landowners in the industrial parks, the preparation of sales materials, and by supporting key partners with the agility of the agency.

POPULATION GROWTH AND WORKFORCE DEVELOPMENT:

Total Budget - **\$1.17Mil**

Non-Salary Expenditures – **\$906K**

Marketing and Communications (\$360K):

- Building on our efforts from previous years, we will continue sharing the Saint John Region Talent Story. In 2025, we will leverage insights gained over the past two years to refine our target focus and develop specific messaging for priority sectors. Additionally, we will enhance our New Resident Onboarding communications tools by further developing the New Resident Navigation Hub and associated communication efforts.

Strategic Talent Fund - Partnerships, Youth & Employers Events (\$188K):

- This fund supports the ecosystem by enabling agile responses to specific tactics that align with our Talent Strategy, which includes Data, Measurement & Forecasting, Strategic Recruitment, Harmonization of Supply and Demand, and Employer Readiness. Through this fund, we have been able to support the ecosystem and help the region achieve the labour market macroeconomic targets set in our contract with the Province of New Brunswick.

Employers Summit (\$63K):

- Following the success of the 2023 Powered by People Event, we plan to host a new event to bring together the workforce development ecosystem. This event will strengthen existing relationships, foster new collaborations, and facilitate discussions with various stakeholders in a single physical space.

Job Developers Network (\$11K):

- We will continue to support this committee, which has been instrumental in coordinating collaborative efforts such as job fairs.

Welcome Events / Welcome Centre

- In partnership with post-secondary education institutions and settlement agencies, we will attend and support welcome events for new residents, amplifying our efforts to connect and engage with them.

Local Immigration Partnership (\$274K):

- Now incorporated into our operations, this committee, established in 2017, aims to coordinate efforts to facilitate the integration of new residents into the community. With its transition from the City of Saint John to our agency, we plan to expand its scope to cover the entire region.

ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT:

Total Budget - **\$394K**

Non-Salary Expenditures – **\$210K**

Promoting & celebrating entrepreneurship as a viable career path (\$13K):

- Ongoing quarterly Growth Stories targeting Impact Loan businesses.
- Hosting entrepreneurship events in partnership with organizations such as UNBSJ MBA, UNBSJ BAS, NBCC, The Chamber etc.
- Visual business spotlights to promote success stories.

Scaling the navigation of resources available to new and existing businesses (\$23K):

- Create a new digital business resource navigation tool on the Envision Saint John website.
- Onboarding an online Business Plan creation tool available to anyone in the region looking to build a business plan.
- Marketing support for awareness.

Supporting businesses within the ecosystem (\$82K):

- Expand Business Retention & Expansion (BRE) program by increasing the number of businesses deployed to ESJ team.
- Local Chamber of Commerce partnerships.

Business Attraction (\$92K):

- Develop key sector value prop & marketing assets.
- Support & familiarization tours for potential opportunities.
- Healthcare recruitment initiatives as part of the FRSC project.
- Work with partners on business investment attraction activities/lift & shifts.

ENVISION Saint John

THE REGIONAL GROWTH AGENCY

2025 Budget

	2023 Actual	2024 Budget	2024 Forecast (to March 31/24)	2025 Budget	2024-2025 Variance	
					Budget	Forecast
Operating Funding and Revenues						
Government Funding						
FRSC	\$ 2,777,026	\$ 2,941,960	\$ 2,941,960	\$ 3,129,925	\$ 187,965	\$ 187,965
FRSC - Other	25,821	-	48,431	50,000	50,000	1,569
Provincial	1,110,000	875,000	1,008,793	1,050,000	175,000	41,207
Federal-Other	9,327	-	-	-	-	-
Federal-IRCC	-	-	-	234,000	234,000	234,000
	3,922,174	3,816,960	3,999,184	4,463,925	646,965	464,741
Destination Marketing Fees	1,275,741	1,327,200	1,333,026	1,353,744	26,544	20,718
Other Income	10,133	221,725	221,725	-	(221,725)	(221,725)
Defined Projects Reimbursements	-	4,800	4,730	46,240	41,440	41,510
Rental Income	114,300	114,000	131,400	108,000	(6,000)	(23,400)
Interest Income	49,008	90,483	90,522	74,250	(16,233)	(16,272)
Operating Funding and Revenues	\$ 5,371,356	\$ 5,575,168	\$ 5,780,587	\$ 6,046,159	\$ 470,991	\$ 265,572
Operating Expenses						
Administration	1,418,015	1,570,969	1,882,416	1,577,139	6,170	(305,277)
Tourism Promotion	1,937,365	2,174,280	2,175,242	2,225,713	51,433	50,471
Economic Intelligence and Real Estate	252,394	603,313	692,642	683,714	80,401	(8,928)
Population Growth and Workforce Development	850,170	957,159	975,394	1,165,587	208,428	190,193
Entrepreneurship and Business Development	104,993	269,447	309,641	394,006	124,559	84,365
Total Operating Expenses	\$ 4,562,937	\$ 5,575,168	\$ 6,035,335	\$ 6,046,159	\$ 470,991	\$ 10,824
Net Operating Income	\$ 808,419	\$ -	\$ (254,748)	\$ -	\$ -	\$ 254,748



2024-2025 Budgeted Salaries Comparison

	2024	2025	Variance
Administration	686,652	523,984	(162,668)
Tourism Promotion	431,583	511,313	79,730
Tourism Promotion - Visitor Services	218,969	212,459	(6,510)
Economic Intelligence and Real Estate	332,104	442,977	110,872
Population Growth and Workforce Development	261,022	259,079	(1,943)
Entrepreneurship and Business Development	188,105	184,338	(3,766)
	\$2,118,436	\$2,134,151	\$15,715



2025 Rolling Budget

	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Operating Funding and Revenues						
Government Funding						
FRSC	\$ 3,129,925	\$ 3,192,523	\$ 3,256,374	\$ 3,321,501	\$ 3,387,931	\$ 3,455,690
FRSC - Other	50,000	51,000	52,020	53,060	54,122	55,204
Provincial	1,050,000	1,071,000	1,092,420	1,114,268	1,136,554	1,159,285
Federal-Other	-	-	-	-	-	-
Federal-IRCC	234,000	238,680	243,454	248,323	253,289	258,355
	4,463,925	4,553,203	4,644,268	4,737,153	4,831,896	4,928,534
Destination Marketing Fees	1,353,744	1,380,819	1,408,435	1,436,604	1,465,336	1,494,643
Other Income	-	-	-	-	-	-
Defined Projects Reimbursements	46,240	47,165	48,108	49,070	50,052	51,053
Rental Income	108,000	110,160	112,363	114,610	116,903	119,241
Interest Income	74,250	75,735	77,250	78,795	80,371	81,978
Operating Funding and Revenues	\$ 6,046,159	\$ 6,167,082	\$ 6,290,424	\$ 6,416,232	\$ 6,544,557	\$ 6,675,448
Operating Expenses						
Administration	1,577,139	1,608,682	1,640,856	1,673,673	1,707,146	1,741,289
Tourism Promotion	2,225,713	2,270,227	2,315,632	2,361,944	2,409,183	2,457,367
Economic Intelligence and Real Estate	683,714	697,388	711,336	725,562	740,074	754,875
Population Growth and Workforce Development	1,165,587	1,188,899	1,212,677	1,236,931	1,261,669	1,286,903
Entrepreneurship and Business Development	394,006	401,886	409,924	418,122	426,484	435,014
Total Operating Expenses	\$ 6,046,159	\$ 6,167,082	\$ 6,290,424	\$ 6,416,232	\$ 6,544,557	\$ 6,675,448
Net Operating Income	\$ -					



**Fundy Regional
Service Commission**

**Commission de Services
Régionaux de Fundy**

2024 FRSC
Summit
(Update)

November 28, 2024

Stronger Together – Join us on November 28th

Join us from 12:00 noon to 6:00 pm on November 28th at the Saint John Trade and Convention Centre to come together as a region in ways that we have not before – join us for the inaugural **Fundy Regional Service Commission (FRSC) Summit**.

The Summit will provide an opportunity to learn more about our region’s strengths, the FRSC’s strategic plan and the Commission’s key priorities. The Summit will also provide participants with the opportunity share their feedback with respect to regional cooperation, improving public services and the FRSC’s 2025 work plan.

By working together as a region, we can elevate our voice and choose a path that reflects the needs and values of all our communities, supporting better public services through collaborative and sustainable growth.

The Summit, by invitation, will bring together the Commission’s shared resources (Board, Committees and staff), the Fundy Region Municipal Councils, the Rural District Advisory Committee and our region’s senior municipal staff.



Summit Objectives

Deliver on FRSC Vision, Values and 2025 Priorities:

1. Embedding a sense of regional teamwork and vision (Council and Rural District Advisory Committee level) coming out of the provincial election.
2. Advancing collective ownership of the Fundy Region.
3. Advocating for FRSC members.
4. Renewing and enhancing channels of communications between FRSC member communities and newly elected Fundy Region MLAs.
5. Creating a venue for local communities to discuss and respond to 2025 challenges and opportunities, while reflecting on the outcomes of the provincial election.
6. Work with the UMNB to build alignment on the focus and outcomes associated with the Summit, as well as enabling strategies for 2025.



Summit Participants (by invitation)

FRSC Board of Directors

FRSC Municipal Councils

Rural District Advisory Committee

FRSC Committees

FRSC Staff

Senior Municipal Staff (CAOs and two additional team members)

Community Leaders & Newly Elected Fundy Region
Provincial MLAs (reception)



Summit Details

1. A ½ day session on Thursday, November 28th (noon to 6:00 pm).
2. Session to be held at the Saint John Trade and Convention Centre.
3. Focus on **education, awareness-building, team-building, relationship building** (community leaders and our newly elected Fundy Region MLAs) and **visioning** (2025 FRSC priorities).
4. Intense, productive, but fun.
5. Anticipated follow-up session in early 2025 (Premier & Minister responsible for Local Government).



November 28th Summit Agenda

1. Introductions
2. Luncheon Keynote Address – Building Strong Regional Partnerships
3. FRSC Priorities (2025)
4. Profiling Partners:
 - Envision Saint John
 - Greater Saint John Regional Facilities
 - Union of the Municipalities of New Brunswick (UMNB)
5. Facilitated Interactive Workshops – Feedback on the FRSC’s Mandate:
Community Development, Regional Transportation, Regional Public Safety, Regional Facilities, Community Planning & Building Inspection Service, Economic Development & Tourism Development, and Solid Waste Management
6. Fundy Region ‘Meet & Greet’ Reception & Closing Workshop Remarks

Note: Community leaders and the Fundy Region’s newly elected MLAs will be invited to the closing reception.





Fundy Regional Service Commission

**Commission de Services
Régionaux de Fundy**

2024 Summit

November 28, 2024

Encourage your Councils,
Rural District Advisory
Committee Members and
Senior Staff to attend!

We will be capturing
participant feedback from
the Summit and using it to
refine our 2025 work plan.



Title: Initial Overview of 2029 Canada Games Resolutions

Date: 2024-10-24

Author: Phil Ouellette

Report Number: 2024-053

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors:

RESOLUTION	VOTING REQUIREMENT
Receive and file this report.	Simple Majority of Members Present
	Other:

BACKGROUND/PAST RESOLUTIONS
N/A

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS
N/A

REPORT
<p>On October 24th, 2024, the FRSC Board of Directors will receive a short presentation from the CEO of Envision Saint John – Andrew Beckett, who will review the draft resolution to proceed with the Fundy Region bid to host the Canada Games in 2029 in partnership with the City of Moncton. The vote on the draft resolution will not occur on October 24th but is intended to be presented before the FRSC Board later in 2024 for a vote. The interaction on October 24th is intended to review the expectations of the resolution and respond to any questions from FRSC Board members.</p> <p>Since first discussing the 2029 Canada Games, the spirit of the Fundy Region’s (through the FRSC and Envision Saint John) involvement is one that integrated regional involvement and benefit. In order to proceed with the bid for the 2029 Canada Games (in partnership with the City of Moncton), a resolution must be adopted by the host communities, which the Canada Games has confirmed can be a region versus a single local government. If the Fundy Region is to co-host the Canada Games in 2029, it is</p>



recommended that the best venue to execute on that commitment is through the Fundy Regional Service Commission Board of Directors.

Envision Saint John is completing council presentations across the Fundy Region over the coming weeks, which will include an overview of the 2029 Canada Games and the expectations of this host community resolution. This will be a great opportunity to respond to questions and feedback originating from council members at each local government/rural district. It is important to acknowledge that local governments/rural district may require council-level endorsement to proceed with the Fundy Region hosting the 2029 Canada Games prior to entertaining a vote at the FRSC Board, and the interaction with Andrew Beckett on October 24th will provide an opportunity to build understanding of the expectations associated with hosting the Games and the resolution that may be required to present to each local government council/rural district.

The resolution that will be reviewed by Envision Saint John is the following:

WHEREAS the Fundy Region Service Commission and the City of Moncton (NB Host Communities) have authorized and have established a Bid Committee for the purposes of submitting a proposal to the Canada Games Council for a joint bid to host the 2029 Canada Summer Games;

AND WHEREAS as part of the NB Host Communities' commitment to hosting the 2029 Canada Summer Games, the Fundy Regional Service Commission and Moncton City Council have agreed to certain commitments being made, subject to budgetary considerations and commitments from the Province of New Brunswick and the Government of Canada based upon and subject to the public financial planning assumptions provided by the Canada Games Council at the January 17, 2024, bid launch;

NOW THEREFORE BE IT RESOLVED THAT THE NB HOST COMMUNITIES:

1. Confirm, based upon and subject to the public financial planning assumptions provided to the Canada Games Council at the January 17, 2024 bid launch, that the NB Host Communities approve an increase to the 2025-2028 Capital Budgets for a total Capital Contribution of \$3,000,000.00 (Three Million Dollars) to the Host Society once established, which would be in addition to the \$3,000,000.00 Capital Contribution from the Government of Canada and a \$3,000,000.00 Capital Contribution from the Province of New Brunswick;
2. Agree to accept all hosting standards for the 2029 Canada Games as outlined in the 2029 Bid Procedures and Hosting Standards document provided by the Canada Games Council;
3. Agree to assume the Capital and Operating financial deficit, if any, associated with hosting the 2029 Canada Summer Games;



4. Confirm that the Host Communities will support the Bid Committee in securing Venue Memoranda of Understanding at the bid level appropriate with Hosting Standard #40-01;
5. Confirm that the Host Communities will ensure that the Host Society, upon incorporation, will enter into a Joinder Agreement with the Canada Games Council which binds the Host Society to the Agreement to Undertake, and to the signing of the Trademarks Agreement and Hosting Agreement with the Canada Games Council;
6. Agree to contribute the \$3,000,000.00 Capital Contribution set out above to the Host Society once established and agree to contribute \$4,000,000 (in cash or VIK) for Operating expenses;
7. Agree that the NB Host Communities, to the extent possible, will provide both human and financial resources to ensure an efficient transition from the Bid Committee to the Host Society once created and up until further public resources can be accessed and agree that the NB Host Communities will cooperate with the Bid Committee and the Canada Games Council on the steps necessary to achieve this step upon award of the 2029 Canada Summer Games;
8. Confirm the NB Host Communities' commitment to payment of the first 25% of a Rights Fee in the amount of \$270,000.00 being payable to the Canada Games Council upon the NB Host Communities being awarded the 2029 Canada Summer Games;
9. Subject to the creation of a new facility, or the renovation of an existing facility and the consent of the owner, the NB Host Communities agree and confirm they will ensure that the words "Canada Games" and "Jeux du Canada" and the Canada Games logo in accordance with the Canada Games Council's Graphics Standards Manual, are incorporated in the name of at least one major facility that is built or renovated for the Games, and the naming rights remain in perpetuity. The NB Host Communities agree to work with the Host Society and Canada Games Council to finalize details and will submit the proposed new name and logo in writing for approval taking into consideration key principles and elements identified in the Canada Games Council's Core Legacy Plan. (Ref Hosting Standard #14-02);
10. Confirm that:
 - a) The Bid Committee has the authority and power to grant local community sponsors certain rights and opportunities, pertaining to the Bid Committee only and only to be exercised within the Bid Committee during the term of the Bid Committee Sponsorship Grant of Rights and Exclusions Agreement;
 - b) The Bid Committee and eventual Host Society must acknowledge the need to work within a team approach and abide by the guiding sponsorship principles which create additional sponsorship solicitation capacity to raise the appropriate outstanding revenue required and to minimize the risk associated with the NB Host Communities underwriting the deficit;
 - c) The Host Society will develop a Legacy Plan for sport, following the CGC's Legacy Core Plan, to guide the documentation of all legacies resulting from the 2029



Canada Summer Games (including the potential distribution of financial legacies, planned and/or surplus.) (Reference Hosting Standard #14-01).

11. Agree that the NB Host Communities, upon award of the 2029 Canada Summer Games, will execute an Agreement to Undertake which will reflect the above as well as other key commitments, terms and conditions made through the Bid Phase.

ATTACHMENTS

N/A



REGIONAL TRANSPORTATION COMMITTEE MEETING

Agenda

September 18, 2024, 1:00 p.m.

Envision Saint John Office

1 Germain Street, Suite 1600, Floor 16, Saint John

The Fundy Regional Service Commission is dedicated to collaboratively working toward efficient and effective service delivery for its citizens, businesses, and community partners with a focus on measurable results and accountability. We strive to be open to positive change as we provide solid waste management, planning, building inspection services as well as collaboration on policing, EMO services, recreation and culture and any other service that adds value to our region

	Pages
1. Order of Business	
1.1 Call to Order	
1.2 Record of Attendance	
1.3 Approval of Agenda	
1.4 Approval of Minutes	3
1.5 Disclosure of Conflict of Interest	
2. Presentations	
2.1 YSJ Update	
2.2 Community Research Transportation Lab Presentation - Dr. Trevor Hanson	
2.3 Canada Public Transit Fund – Metro-Region Agreement	6
3. Standing Items	
3.1 FRSC Updates	
3.1.a Sustainable Transportation Week	
3.1.b Regional Train Traffic and Safety Sub-Committee	
3.1.c Administrative Business	
3.2 Committee Member Updates	
4. Adjournment	

Community Development Committee Meeting

10 am - 12 noon Friday October 18, 2024

FRSC Office – Large Boardroom

20 Broadview Ave, Saint John NB

AGENDA

10:00	1. Call to Order
	2. Declaration of Conflict of Interest
	3. Approval of Agenda
	4. Adoption of Meeting Minutes May 15, 2024
10:05	5. Business Matters
10:10	6. FRSC Update – Brenda Introduction Needs Assessment
10:15	7. Sari LaBelle – Community Development Needs Assessment & Action Plan - See attachment
11:50	8. Member updates
	9. Other Business
12:00	10. Adjournment

September 9, 2024

Libby O'Hara
Chair, Board of Directors of the Fundy Regional Service Commission
PO Box 3032
Grand Bay-Westfield, NB E5K 4V3
Email: ehara@guispamsis.ca

Libby O'Hara:

Thank you for your letter regarding the motion that was adopted by Fundy Regional Service Commission Board of Directors advocating for greater funding for arts and culture organizations and programming in the Fundy Region.

The Department of Tourism, Heritage, and Culture (THC) recognizes the value that arts and culture bring to the lives of all New Brunswickers, and we share with you a deep appreciation for the important role that community arts centres play in that. Our department works diligently to develop and implement effective programs, which support the entire sector. I understand that department officials have already met with Saint John Arts Centre (SJAC) Executive Director Andrew Kierstead, in his capacity as Chair of the New Brunswick Arts Centres Directors Association, to better understand SJAC's challenges among those of the other organizations.

We will continue to work in association with SJAC, and the other cultural organizations in the Fundy Regional Service Commission, to address their concerns.

Sincerely,



Tammy Scott-Wallace
Minister

c.c. Blaine M. Higgs, Premier of New Brunswick
Honourable Glen Savoie, Minister of Local Government, Minister of Environment and Climate Change, and Minister responsible for La Francophonie
Honourable Hugh J. Flemming, Attorney General, Minister of Justice, and Minister of Natural Resources and Energy Development
Dorothy Sheppard, MLA for Saint John Lancaster
Andrea Anderson-Mason, Deputy Speaker of the Legislative Assembly and Member of Legislative Assembly for Fundy the Isles Saint John West
Phillippe A. Ouellette, Chief Executive Officer for Fundy Regional Service Commission



October 1, 2024

Via Email

Phillippe Ouellette, CEO & Libby O'Hara, Chair
Fundy Regional Service Commission / Commission de services régionaux de Fundy
10 Crane Mountain Road
Saint John, NB E2M 7T8
info@frsc.ca

RE: Notice of Restructuring Request - Village of Fundy-St. Martins

Dear Mr. Ouellette & Ms. O'Hara:

Pursuant to subsection 49(4) of the *Local Governance Commission Act* (the Act), the Local Governance Commission (the Commission) must provide notice of restructuring proposals that meet the legislative requirements set out in the Act. This letter serves as notice to you that the Commission has received a restructuring request and proposal, which meets the requirements set out in the Act, from the Village of Fundy-St. Martins (the Village). Please find the proposal from the Village attached to this email.

The Village is requesting a boundary alteration at the western end of the Village, to expand its boundary by approximately 4 square kilometers. Specifically, the Village is looking to take the former Local Service District of Simmonds's Municipal Fire Hall (the Fire Hall) into its boundary, as the Village is responsible for the Fire Hall. The Fire Hall is located on the Range Road, which is currently within the boundary of the City of Saint John.

The Village must now undertake public consultation on the proposed restructuring, following which, the Village must submit a report to the Commission to move forward with the request.

Should you have any questions or concerns, please do not hesitate to contact the undersigned.

Sincerely,



Mary Oley, Director
Local Governance Commission of New Brunswick

Enclosure

CC Village of Fundy-St. Martins (proponent)



Village of Fundy-St. Martins Boundary Alteration Request

Submitted to the Local Governance Commission

August 2024

1. Reason/rationale for the request;

The Village of Fundy-St. Martins is requesting a boundary alteration at the western end of the municipality, to expand the municipal boundary by approximately 4 square kilometers. Of particular interest is the **Municipal Fire Hall (Simmonds) located on the Range Road, which in the current boundary configuration lies outside the boundary of the municipality.**

Other factors motivating the request include;

- Community of Simmonds is fragmented by the current boundary
- Proposed alteration is relatively small, with a total area of approx. 4 sq. km

2. Proposed boundaries;

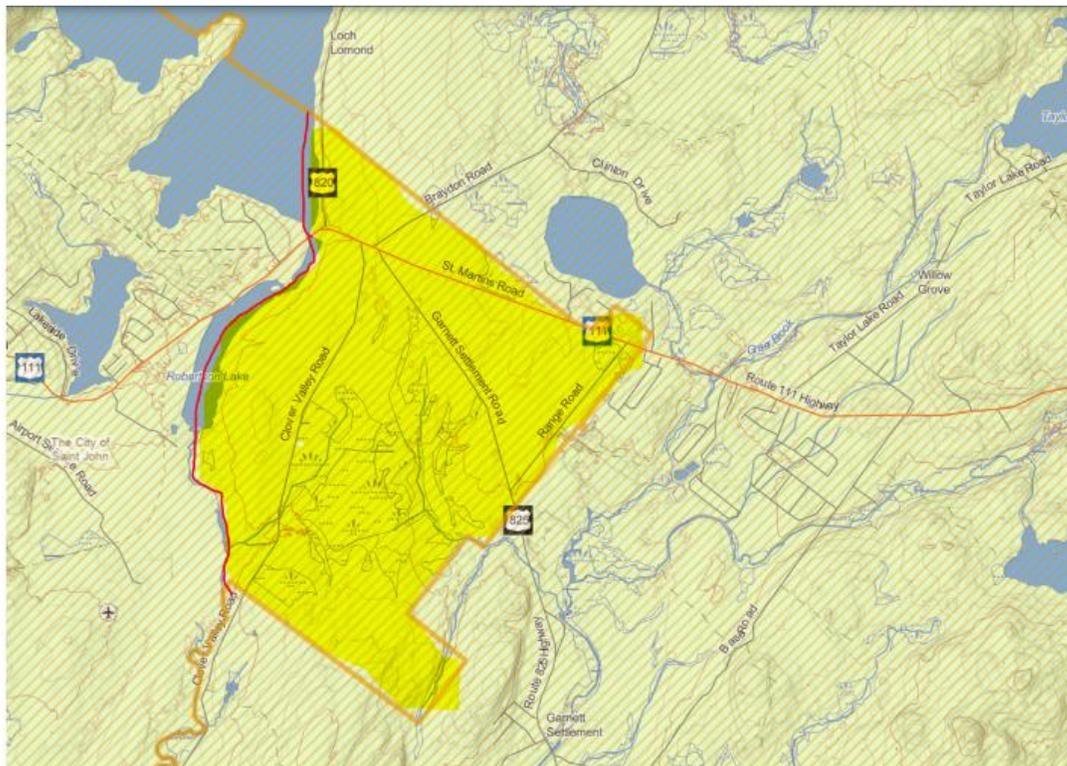
The area is shown in the image below, and includes the properties and lands located at the western end of the following roads;

- Clover Valley Road
- Garnett Settlement Road
- Range Road
- St. Martins Road/Highway 111

In this proposal, the western boundary of the municipality would be set at the eastern shoreline of the following bodies of water;

- The Loch Lomond Thoroughfare
- Robertson Lake

In addition, the proposed boundary would follow the eastern edge of the lands which comprise the Saint John Airport until it intersects the Clover Valley Road (GPS Coordinates [45.324660, -65.873592](#)),



3. Impact of the proposed boundaries on the Village’s population, and tax base and rate;

The impact of the boundary change on the Village’s population, tax base and tax rate would be minor as the proposed boundary alteration only impacts approximately 25 properties located on the Range Road and the Garnett Settlement Road. PID’s are as follows:

00373217	55217731	00448928
00448936	00448969	00449066
55206676	00358655	00356899
55107239	55039044	00356824
00356840	55062814	55141790
00356410	00469585	55071047
00359380	55122865	00360792
55052005	00360651	55021794
00356634	55238075	00354696

4. The impact of the proposed boundaries on the services the Village provides;

The impact of the proposed boundary alteration on the services the village provides would be relatively insignificant for the following reasons;

- The proposed boundary alteration applies to a small portion of the community of Simmonds, which is part of the Municipality of Fundy-St. Martins. As a result, the alteration would address a jurisdictional fragmentation of the community by bringing the entire community of Simmonds under the Municipality of Fundy-St. Martins. Most services would remain the same as they are today if a boundary alteration was enacted, including;
 - o **Roads** in the community of Simmonds are constructed, maintained, repaired by DTI and will continue to be if the boundary is altered
 - o There is not a **municipal water or waste water** system in Simmonds, so the alteration will not create any water/waste water system changes
 - o **Waste and recycling** services for the community of Simmonds are currently provided by the Municipality of Fundy-St.Martins and will continue to be if the boundary is altered.
 - o **Recreation, culture, planning and development** for the community of Simmonds are all managed through the Municipality of Fundy-St.Martins and the FRSC

5. A plan outlining how the Village will carry out public consultation and engagement to determine the level of public support for the proposed boundary alteration.

The Village of Fundy-St.Martins would undertake the following public consultation and engagement activities in order to gauge support for the boundary alteration;

- Digital communications: Over a period of 2-3 months, the village would post information on social media channels and on the municipal website explaining the proposed boundary alteration and explaining any potential impacts residents and/or businesses would/could experience
- At the same time as the digital communications campaign is launched, an email and mail campaign would be implement to ensure that members of the community not active on the internet would also be proactively supplied with information about the proposed boundary alteration
- Public meetings would be held, in Simmonds, where residents and business owners would have an opportunity to receive a presentation regarding the boundary alteration and to ask questions and discuss the change with Council.
- A report would be completed summarizing the feedback collected from digital communications, mail and during public meetings.