



**REGULAR BOARD MEETING  
Agenda**

December 12, 2024, 9:00 a.m.

City of Saint John

15 Market Square, Saint John

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

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## RÉUNION MENSUELLE

### Ordre du jour

le 12 décembre 2024, 09 h 00

City of Saint John

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

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<b>6.</b>	<b>Correspondance</b>	
6.1	Minister David Hickey	78
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<b>7.</b>	<b>Levée de la séance</b>	



## **Regular Board Meeting Minutes**

**Date:** October 24, 2024, 10:00 a.m.  
**Location:** Town of Grand Bay-Westfield  
609 River Valley Dr, Grand Bay-Westfield

**MEMBERS PRESENT** Jim Bedford, Mayor, Fundy St. Martins  
Robert Doucet, Mayor, Hampton  
Libby O'Hara, Mayor, Quispamsis  
Brittany Merrifield, Mayor, Grand Bay-Westfield  
Nancy Grant, Mayor, Rothesay  
John MacKenzie, Deputy Mayor, Saint John  
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.**

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#### **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 10:22 a.m.

##### **2.b Record of Attendance**

It is noted that all Board members are in attendance, with Director Riddell and Director MacKenzie attending virtually.

##### **2.c Approval of Agenda**

Chair Bedford called for a motion to approve the October 24, 2024, agenda.

**Resolution Number: RM-2024-071**

**Moved by:** Director O'Hara

**Seconded by:** Director Doucet

THAT the Board approve the October 24, 2024, agenda as presented.

**Motion Carried**

**Amendment:**

**Resolution Number: RM-2024-072**

**Moved by:** Director O'Hara

**Seconded by:** Director Doucet

THAT there be an addition of item 8. Moved from Closed added to include the CEO Employment Contract to this agenda and clarification that the budget vote from Closed Session, will be included in item 5.a. 2025 FRSC Budget: Recommendation.

**Motion Carried**

**2.d Approval of Minutes**

Chair Bedford called for approval of the minutes.

**Resolution Number: RM-2024-073**

**Moved by:** Director Merrifield

**Seconded by:** Director Doucet

THAT the Board approve the September 27, 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 including touching on the Summit, newsletter, the next FRSC Board meeting to change from November 28, 2024, which will anticipated to be moved to December 12, 2024. Additionally, CEO Ouellette touched on the ReUse event on Saturday, October 26, 2024, the recent Sustainability Week success, reapplication for the Housing Accelerator Fund, the Canada Public Transit Fund application, and the Environmental Trust Fund application both coming soon.

**4. Consent Items**

**Resolution Number: RM-2024-074**

**Moved by:** Director Merrifield

**Seconded by:** Director Grant

THAT the Board approve all consent items as presented.

**Motion Carried**

**4.a Pit Permit Bond**

**Resolution Number: RM-2024-074**

**Moved by:** Director Merrifield

**Seconded by:** Director Grant

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.

**Motion Carried**

**4.b Planning & Building Inspection Monthly Report**

**Resolution Number: RM-2024-074**

**Moved by:** Director Merrifield

**Seconded by:** Director Grant

THAT the Board receive and file the Planning and Building Inspection Monthly Report as presented.

**Motion Carried**

**5. Reports/Presentations**

**5.a 2025 FRSC Budget: Recommendation**

Chair Bedford gave the floor to Director Grant to speak as the Chair of the Regional Facilities Committee on the discussion of the investment to TD Station and its change to the budget, as proposed in her motion.

Chair Bedford gave the floor to CEO Ouellette to review the budget, as presented in the Open Agenda package, with the addition of the most recent motion proposed by Director Grant RM-2024-75 being integrated into the budget, presented to the Board as Budget #6.

An amendment to the staff recommended motion on the final budget was out forward by Director Merrifield, which was clarified on the question.

Director Merrifield retracted her amendment to the budget motion after discussion on the question around the table, with the seconder, Director Doucet, agreeing to the removal of the amendment to the original motion.

**Resolution Number: RM-2024-075**

**Moved by:** Director Grant

**Seconded by:** Director Doucet

THAT the Board approve the addition of \$100,000.00 of expenditure for TD Station that is now integrated in the assumptions of the 2025 FRSC budget.

**Motion Carried**

**Resolution Number: RM-2024-076**

**Moved by:** Director Merrifield

**Seconded by:** Director Doucet

THAT the Board:

1. Approve the portion of the budget including:
  - a. Solid Waste,
  - b. Electrical Generation,
  - c. Regional Tourism,
  - d. Economic Development,
  - e. Regional Sport, Recreation and Culture Infrastructure, and
  - f. Local Planning.
2. Table that portion of the budget, until November 21, 2024, pending demonstration of the tangible outcomes to be achieved in Fiscal Year 2025 including:
  - a. Cooperative and Regional Planning Service,
  - b. Community Development,
  - c. Regional Transportation, and
  - d. Regional Public safety.
3. That the strategic plan, completed in 2023, be reviewed by the Board, CAOs and Committees to determine its relevancy, effectiveness, and regional needs before June 15, 2025 to ensure the alignment of the budget and strategic plan with regional needs.  
And,



4. That the Committees be consulted and engaged in the development of their respective budgets for Budget 2026.

**Amendment Withdrawn**

**Resolution Number: RM-2024-077**

**Moved by:** Director Grant

**Seconded by:** Director O'Hara

THAT the Board approve the 2025 FRSC operating and capital budget as presented in the final version (Version #6) of the October 24<sup>th</sup>, 2024, budget.

Against (1): Director Riddell

*Voting Threshold: 2/3 majority of members present, plus at least 51% of population represented from members present, Recorded*

**Motion Carried (6 to 1)**

**Resolution Number: RM-2024-077**

**Moved by:** Director Merrifield

**Seconded by:** Director Grant

1. THAT the Board approves 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.
2. THAT the Board directs 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.
3. THAT the Board authorizes 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.
4. THAT the Board direct FRSC Staff ensure the strategic plan, completed in 2023, be reviewed by the Board, CAOs and Committees to determine its relevancy, effectiveness, and regional

needs before June 15, 2025 to ensure the alignment of the budget and strategic plan with regional needs.

5. THAT the Board request CEO Ouellette ensure that the Committees be consulted and engaged in the development of their respective budgets for Budget 2026, and future budgets.
6. THAT the Board direct CEO Ouellette to submit a detailed account of costs of the newly mandated services of Cooperative and Regional Planning Service, Community Development, Regional Transportation, and Regional Public Safety, before December 31, 2024.

Against (1): Director Riddell

**Motion Carried (6 to 1)**

#### **5.b 2024 FRSC Summit**

Neil Jacobson presented to the Board on the upcoming 2025 FRSC Regional Summit, being held on November 28, 2024.

For more information please see the audio recording on the website.

**Resolution Number: RM-2024-078**

**Moved by:** Director Grant

**Seconded by:** Director Doucet

THAT the Board receive and file the 2024 FRSC Regional Summit presentation.

**Motion Carried**

#### **5.c Initial Overview of 2029 Canada Games Resolutions**

Andrew Beckett spoke to the Board about the proposed resolutions for the 2029 Canada Games, noting that this review is important for the bid process, and is not going to be voted on today, but anticipates that the vote on these resolutions will come in November or December.

Mr. Beckett noted that a vote from the FRSC Board will suffice for the Canada Games Council, and there will not be a need to engage each council for the resolutions.

Director O'Hara left the meeting at 12:20 p.m. and returned at 12:23 p.m.

For more information on the proposed resolutions and the presentation made by Mr. Beckett, please see the audio recording on the website.

**Resolution Number: RM-2024-079**

**Moved by:** Director O'Hara

**Seconded by:** Director Doucet

THAT the Board receive and file the Initial Overview of 2029 Canada Games Resolutions as presented.

**Motion Carried**

## **6. Standing Items**

### **6.a Committee Update - Public Safety Committee**

Chair Bedford opened the floor to Graeme Stewart-Robertson, Policy and Research Manager at the FRSC, and team lead of the Regional Public Safety Committee, to give an update on the committee and its future workplan.

Chair Bedford added to Mr. Stewart-Robertson's verbal update by noting the issues surrounding public safety and the tangible outcomes that will be worked towards in the future.

**Resolution Number: RM-2024-080**

**Moved by:** Director O'Hara

**Seconded by:** Director Doucet

THAT the Board receive and file this update.

**Motion Carried**

### **6.b Committee Agendas**

**Resolution Number: RM-2024-081**

**Moved by:** Director Grant

**Seconded by:** Director O'Hara

THAT the Board receive and file the agendas presented.

**Motion Carried**

6.b.1 Regional Transportation - September 18, 2024

6.b.2 Community Development - October 18, 2024

**7. Correspondence**

**Resolution Number: RM-2024-082**

**Moved by:** Director Grant

**Seconded by:** Director MacKenzie

THAT the Board receive and file the correspondence as presented.

**Motion Carried**

**7.a Core Funding to Saint John Arts Centre**

**Resolution Number: RM-2024-082**

**Moved by:** Director Grant

**Seconded by:** Director MacKenzie

THAT the Board receive and file the Core Funding to Saint John Arts Centre letter as presented.

**Motion Carried**

**7.b Notice of Restructuring Request**

**Resolution Number: RM-2024-082**

**Moved by:** Director Grant

**Seconded by:** Director MacKenzie

THAT the Board receive and file the Notice of Restructuring Request letter as presented.

**Motion Carried**

**8. Moved from Closed**

**Resolution Number: RM-2024-083**

**Moved by:** Director O'Hara

**Seconded by:** Director MacKenzie

THAT the FRSC Board of Directors adopt the employment contract with Phil Ouellette as presented to the FRSC Board of Directors on October 24th, 2024.

Against (1): Director Riddell

**Motion Carried (6 to 1)**

**9. Adjournment**

Chairperson Bedford called for a motion to adjourn.

**Resolution Number: RM-2024-084**

**Moved by:** Director O'Hara

THAT the Board adjourn the October 24, 2024, meeting a 12:34 p.m.

**Motion Carried**

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Jim Bedford, Chairperson

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Cassie Silhanek, Recording Secretary

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Date



Title: Visa

Date: 2024-12-05

Author: Ashley Perry/Mark Porter

Report Number: 2024-063

Open Session

Closed Session

Closed Reason: Choose an item.

**RECOMMENDATION**

It is recommended that the Board of Directors:

**RESOLUTION**

THAT the Board Authorize FRSC staff to request an amendment to the credit agreement with CIBC to increase the existing US Bank Visa card limit from \$25K to \$50K.

**VOTING REQUIREMENT**

Simple Majority of  
Members Present  
Other:

**BACKGROUND/PAST RESOLUTIONS**

Historically the FRSC carried a group credit limit of \$25,000 for six employees to support daily operations with purchases from non account entities. In that time there were no issues with reaching the limit.

**FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS**

In addition to staff increases (as per below) the FRSC has experienced significant inflationary pressure of 7.45% as of Dec 2022 and 4.063% as of Dec 2023. There is limited risk to the FRSC for the monetary amount an individual cardholder can authorize as purchases on their card.

**REPORT**

The Commission is experiencing issues with the account being at its maximum limit. Due to the volume of operational expenditures that we cover through VISA transactions, increasing the limit allows the FRSC to keep pace with the demands of its operations. Since 2023 the number of employees requiring credit cards has increased from 6 to 13. Credit cards are the most effective tool for employees to make point of sale purchases while conducting Commission business.

**ATTACHMENTS**



N/A



Title: Year End Financial Motions

Date: 2024-12-05

Author: Mark Porter/Ashley Perry

Report Number: 2024-065

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors should transfer surpluses to operating reserve funds to enable immediate access to funds if needed in 2025 for special initiatives. Otherwise, these surpluses will be included in the 2026 budget estimates.

RESOLUTION	VOTING REQUIREMENT
<p>Motion:</p> <ol style="list-style-type: none"> <li>To transfer \$401,000 from the Solid Waste Operating Fund to the Solid Waste Operating Reserve Fund.</li> <li>To transfer \$45,000 from the Regional Sport, Recreation and Cultural Infrastructure Support and Development Services Operating Fund to the Regional Sport, Recreation and Cultural Infrastructure Support and Development Services Operating Reserve Fund.</li> <li>To transfer \$66,698 from the Regional Sport, Recreation and Cultural Infrastructure Support and Development Services Operating Fund to the Regional Sport, Recreation and Cultural Infrastructure Support and Development Services Operating Reserve Fund.</li> <li>To transfer \$31,544.65 from the Regional Sport, Recreation and Cultural Infrastructure Support and Development Services Operating Reserve Fund to the Regional Sport, Recreation and Cultural Infrastructure Support and Development Services Operating Fund.</li> </ol>	Simple Majority of Members Present

BACKGROUND/PAST RESOLUTIONS
The Regional Service Delivery Act and regulations require the Commission to establish operating and capital reserves by resolution. Contributions to operating and capital reserves have no limits but must be documented by resolution of the commission. Capital reserve withdrawals require a resolution of the commission and are restricted to capital expenses only. Operating reserve withdrawals require a





resolution of the commission and are restricted to operating expenses (capital expenditures from operations are operating expenses too) which provides greater flexibility.

There are projected surpluses to yearend which, if not transferred to reserves, will not be available until the 2026 budget year. If surpluses are transferred to reserve funds, they can be withdrawn by a resolution of the commission.

**FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS**

See below report.

**REPORT**

Solid Waste capital projects for flare refurbishment, pump replacements and solar pumps for gas wells will not be completed in 2024. These capital expenditures will be completed in 2025 and therefore the funding needs to be transferred to the Solid Waste Operating Reserve Fund for use in 2025.

The 2024 Regional Facilities operating expenditures will be \$43,753 lower than budget due to a refund of resource funding from the Saint John Aquatic Centre. This funding is being transferred to the Operating Reserve to allow access to the funds in 2025.

The Regional Facilities capital cost sharing revenue from the Fundy Rural District will be received in December 2024. This revenue relates to expenditures that will not be made until future years. The unutilized revenue will be transferred to the Regional Sport, Recreation and Cultural Infrastructure Support and Development Services Operating Reserve Fund.

The Fundy Rural District paid 100% (\$69,308) of its required 2023 contribution for Regional Facilities Capital cost sharing. These funds were transferred to the Regional Sport, Recreation and Cultural Infrastructure Support and Development Services Operating Reserve Fund at year end of December 2023. Their current year share of Regional Facilities capital expenditures is \$31,544.65 which needs to be transferred from the operating reserve fund to the operating fund.

**ATTACHMENTS**

N/A



Title: Municipal Capital Borrowing

Date: 2024-12-05

Author: Mark Porter/Ashley

Report Number: 2024-060

Open Session

Closed Session

Closed Reason: Choose an item.

**RECOMMENDATION**

It is recommended that the Board of Directors approve the 10-year capital budget and send the proposed debt profile and budget projections to all members that are local governments and to the Minister to start the 45-day notification process.

RESOLUTION	VOTING REQUIREMENT
<p>THAT the Board:</p> <p>Motion:</p> <ol style="list-style-type: none"> <li>Approve the revised ten-year capital budget as presented in this report.</li> <li>Be it resolved that, in accordance with section 28 of the Regional Service Delivery Act, the Fundy Regional Service Commission intends to submit an application to the Municipal Capital Borrowing Board for authorization to borrow for a capital expense for the following purpose, amount and term:</li> </ol> <p>Purpose: Environmental Health Services (General) Amount: \$1,100,000 Term: Term not to exceed 15 years</p> <p>The CEO shall send a written notice of the vote, proposed borrowing, budget projections and the impact on future rates as attached to all members that are local governments and to the Minister at least 45 days before the vote.</p>	<p>Simple Majority of Members Present</p>

**BACKGROUND/PAST RESOLUTIONS**

The 10-year capital budget was presented during the 2025 budget process which included \$1,100,000 for the construction of a maintenance shop at the landfill. Borrowing for this amount was projected in



the sources of funding. For the period of 2026-2029 tipping fees are projected to increase 3% annually to match the estimated inflation rate for expenditures.

**FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS**

N/A

**REPORT**

Please see attached documents that outline the details of multi-year capital plan and borrowing projections.

**ATTACHMENTS**

1. 2025 MULTI-YEAR CAPITAL PLAN (AUG 2024)
2. Fundy RSC Borrowing Projections – Nov 2024

**FUNDY REGIONAL SERVICE COMMISSION**

**GENERAL FUND: DEBT PROFILE & BUDGET PROJECTIONS**

Prepared By Mark Porter  
Hearing Date:

Variables	Projections
INTEREST RATE	5.00%
TONNAGE	0.00%
EXPENDITURES	3.00%
REVENUES	%

('000)	ACTUAL 2023	BUDGET 2025	**** PROJECTIONS ****			
			2026	2027	2028	2029
<b>REVENUE</b>						
TIPPING FEES (Regular)	\$8,303	\$9,645	\$9,935	\$10,231	\$10,539	\$10,855
GRANTS		\$155	\$0	\$0	\$0	\$0
RECYCLING REVENUES (including the Blue Boxes)	\$443	\$1,430	\$1,409	\$1,444	\$1,480	\$1,517
SURPLUS 2ND PREV YR	\$303					
OTHER	\$346	\$530	\$543	\$558	\$572	\$587
<b>TOTAL REVENUE</b>	<b>\$9,395</b>	<b>\$11,760</b>	<b>\$11,887</b>	<b>\$12,233</b>	<b>\$12,591</b>	<b>\$12,959</b>
<b>EXPENDITURE</b>						
DEBT COST	\$316	\$1,382	\$1,417	\$757	\$666	\$678
LANDFILL EXPENSES	\$2,284	\$3,690	\$3,821	\$4,655	\$4,993	\$5,182
CAPITAL FROM BUDGET	\$1,425	\$828	\$747	\$879	\$921	\$933
TRANSFER TO RESERVE FUND	\$25	\$0	\$82	\$24	\$51	\$30
TRANSFER TO GENERATION FUND	\$164	\$235	\$221	\$162	\$167	\$172
ADMINISTRATION AND SALARIES	\$4,448	\$4,489	\$4,535	\$4,661	\$4,665	\$4,802
RECYCLING COSTS	\$675	\$846	\$865	\$891	\$918	\$946
SMALL MATERIALS RECOVERY FACILITY	\$156	\$193	\$198	\$204	\$211	\$217
DEFICIT 2ND PREVIOUS YEAR	\$0	\$97				
<b>TOTAL EXPENDITURE</b>	<b>\$9,492</b>	<b>\$11,760</b>	<b>\$11,887</b>	<b>\$12,233</b>	<b>\$12,591</b>	<b>\$12,959</b>
<b>SURPLUS (DEFICIT)</b>	<b>(\$97)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
TONNES DEPOSITED (Regular)	67,505	69,388	69,388	69,388	69,388	69,388
RATE PER TONNE (Regular)	\$123.00	\$139.00	\$143.17	\$147.45	\$151.89	\$156.44
<b>DEBT COST PROJECTION</b>						
	<b>2023</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
PRESENT DEBT SERVICE COST	\$278	\$1,300	\$1,009	\$279	\$0	\$0
INTERIM FINANCING & OTHER CHARGES	38	82	45	73	47	59
<b>REFINANCING</b>						
<b>CONDITIONAL AUTHORITY</b>						
June 12, 2023	2023	5.00%	5		\$0	
<b>O/S AUTHORITY</b>						
MO23-0044	2023	5.00%	5		\$0	
MO24-0022	2024	5.00%	5		\$1,114	
MO24-0022	2024	5.00%	4		\$0	
<b>PLANNED BORROWING</b>						
Application	2025	5.00%	15	\$1,100		
PLANNED BORROWING	2026	5.00%	5	\$180		
PLANNED BORROWING	2027	5.00%	5	\$926		
PLANNED BORROWING	2028	5.00%	0	\$0		
PLANNED BORROWING	2029	5.00%	5	\$586		
<b>TOTAL DEBT SERVICE COST</b>	<b>\$316</b>	<b>\$1,382</b>	<b>\$1,417</b>	<b>\$757</b>	<b>\$666</b>	<b>\$678</b>
<b>DEBT COST/GROSS EXP.</b>						
	<b>2023</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
DEBT COST/GROSS EXP.	3.3%	11.8%	11.9%	6.2%	5.3%	5.2%
OUTSTANDING DEBT	\$3,009	\$3,438	\$2,480	\$2,936	\$2,627	\$2,903
<b>EFFECT DEBT COST ON:</b>						
TIPPING FEES	\$ 4.67	\$ 19.92	\$ 20.42	\$ 10.90	\$ 9.59	\$ 9.77
TIPPING FEES (NEW BORROWING '25)			\$1.53			
TIPPING FEES (NEW BORROWING '26)				\$0.60		
TIPPING FEES (NEW BORROWING '27)					\$3.08	
TIPPING FEES (NEW BORROWING '28)						\$0.00
TIPPING FEES (NEW BORROWING '29)						

This analysis represents the Commission's budget projections and the impact of future borrowing from 2026 to 2029. Commission members are aware of this information and have been fully advised of the impact of this borrowing on the current tipping fees, debt service cost ratio and total outstanding debt.

Date \_\_\_\_\_

Chief Financial Officer \_\_\_\_\_

FUNDY REGIONAL SERVICE COMMISSION  
10 YEAR CAPITAL INVESTMENT PLAN

BUDGET YEAR

	Year Acquired	Original Cost	BUDGET YEAR											
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Solid Waste Services</b>														
Waste Containment Cell #10			\$ -	\$ 150,000										
<b>Compost</b>														
Wheel Loader (PDO/Compost)	2023	\$ 268,833	260,000						300,000					348,000
Backhoe loader	2018	\$ 142,487				180,000							-	
Shuttle floor compost trailer	2016	\$ 145,625				196,000								
Industrial shredder	2016	\$ 186,938						140,000						
Screeener	2006	\$ 98,200												
Sorting platform and conveyors	2001	\$ 281,759						380,000						
Compost Building (frame & fabric)	2017	\$ 503,797											785,000	
<b>Material recovery facility</b>														
Compact Wheel Loader (MRF)	2019	\$ 112,410												
Bobcat loader	2023	\$ 160,154	150,000					180,000						221,000
Forklift	2021	\$ 37,750				45,000					52,000			
Baler	2020	\$ 265,084								356,000				
MRF sorting line	2009	\$ 333,105												
MRF Storage Building (frame & fabric)	2023	\$ 337,281	225,000											
MRF Processing Building (frame & fabric)	2023													
<b>Landfill</b>														
D6 Dozer #1 (2nd rebuild in 2023)	2023	\$ 552,316	550,000							800,000				
D6 Dozer #2 (1st rebuild in 2021)	2021	\$ 410,319						600,000						900,000
Landfill compactor #1 (1st rebuild in 2016)	2016	\$ 620,433												
Landfill compactor #2	2022	\$ 1,235,986											1,661,000	
Excavator #1	2019	\$ 264,886						346,000						
Excavator #2					360,000								443,000	
Wheel loader	2022	\$ 322,183								396,000				
Rock truck	2024	\$ 616,508		617,000										
Used dump Truck	2014	\$ 70,491						90,000						
Roll-off truck rebuild					85,000					150,000				
Site water truck					60,000									
Maintenance shop					1,100,000									
Leachate Truck #1	2005	\$ 100,843		275,000										370,000
Leachate Truck #2	2015	\$ 155,283				300,000								
Leachate Truck #3	2017	\$ 170,029						325,000						
Leachate Truck #4	2019	\$ 194,113								261,000				
Used Leachate Trailer #1	2013	\$ 63,298				125,000								
Used Leachate Trailer #2	2015	\$ 83,440							133,000					
Used Leachate Trailer #3	2018	\$ 67,997								141,000				
Used Leachate Trailer #4	2024			100,000										
LF 1/2 Tonne Truck #1	2024	\$ 38,287		40,000								47,000		

**FUNDY REGIONAL SERVICE COMMISSION**  
**10 YEAR CAPITAL INVESTMENT PLAN**

	Year Acquired	Original Cost	BUDGET YEAR												
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
LF 1/2 Tonne Truck #2	2021	\$ 28,617			40,000								49,000		
LF 1/2 Tonne Truck #3	2020	\$ 27,226							50,000						
LF 3/4 Tonne Truck #1	2024	\$ 52,887		60,000								65,000			
LF 3/4 Tonne Truck #2	2017	\$ 29,991				65,000								80,000	
LF 3/4 Tonne Truck #3	2020	\$ 40,382						65,000							80,000
LF 3/4 Tonne Truck #4	2021	\$ 59,563							75,000						
Public Ed Vehicle	2022	\$ 50,192								62,000					
RTV vehicle	2024	\$ 37,962										55,000			
Landfill Gas Wells			635,000												
Flare (Refurbishment)				280,000											
Security System				100,000											
6 Roll off Boxes (PDO) @ 15, 30, 40				80,000											
4 Roll off Boxes (PDO) @ 20						33,400									
Backup Generator for Leachate										50,000					
Diesel 6" Pump (Dog Leg)				40,000							49,000				
Leachate Pumphouse Pumps				15,000		16,000		17,000		18,000		19,000			20,000
Scales (40 MT Outbound)	2009	\$ 117,846			150,000										
Scales (60 MT Inbound)	2015	\$ 203,138								316,000					
Engineered wetlands															
Swale for sedimentation pond						100,000									
Aerators for surge pond															
10 solar powered water pumps for gas wells				157,000											
Front gate entrance								25,000							
LED light tower	2021	\$ 11,192													
<b>Generation Facility</b>															
LFG Kubota				35,000											
LFG Gas Analyzer				18,000											
			1,820,000	\$ 1,967,000	\$ 1,928,400	\$ 927,000	\$ 1,805,000	\$ 921,000	\$ 1,519,000	\$ 1,031,000	\$ 268,000	\$ 2,957,000	\$ 1,328,000	\$ 691,000	
<b>SOURCES OF FUNDING</b>															
CAPITAL FROM OPERATIONS			\$ 635,000	\$ 553,000	\$ 828,400	\$ 747,000	\$ 879,000	\$ 921,000	\$ 933,000	\$ 1,031,000	\$ 268,000	\$ 596,000	\$ 980,000	\$ 691,000	
CAPITAL RESERVE FUND			225,000	150,000								700,000			
OPERATING RESERVE FUND			-												
TRADE-IN			-												
LONG TERM DEBT			960,000	1,264,000	1,100,000	180,000	926,000	-	586,000	-	-	1,661,000	348,000	-	
			\$ 1,820,000	\$ 1,967,000	\$ 1,928,400	\$ 927,000	\$ 1,805,000	\$ 921,000	\$ 1,519,000	\$ 1,031,000	\$ 268,000	\$ 2,957,000	\$ 1,328,000	\$ 691,000	



Title: 2024 Q3 Financial Statements

Date: 2024-12-05

Author: Mark Porter/Ashley Perry

Report Number: 2024-061

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors:

RESOLUTION	VOTING REQUIREMENT
1. Receive and file 2024 Q3 Financial Statements	Simple Majority of Members Present

BACKGROUND/PAST RESOLUTIONS
N/A

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS
See 2024 Q3 financial statement attached.

REPORT
<p>The 2024 Q3 statements are attached to this report which offers a mid-year summary of FRSC's 2024 budget actuals.</p> <p>The FRSC upholds a variety of financial controls in its budget development and monitoring, including monthly financial statements, quarterly statements submitted to the FRSC Board, annual auditing, among others. These controls offer insights to the FRSC on the progress of expenditures and revenues, uphold financial accountability and transparency, and allow for the consideration of necessary adjustments in the event the need arises.</p> <p>Below are the key highlights to the FRSC's Q3 financial statements:</p>



- Due to our recent arrangement with Circular Materials, the FRSC is seeing higher than expected revenue from recycling.
- Institutional, Commercial and Industrial tonnage is higher than expected at this time, which is yielding a higher-than-expected revenue source for the landfill. YTD revenue is 5.5% higher than the prorated year-to-date budget.
- Construction and Demolition tonnage is higher than expected due to the temporary closure of a nearby C&D facility.
- Landfill operations wages are a little higher than budgeted due to no allocation for final capping project which had a delayed start due to waiting on supplies.
- Pit Development, Temporary Cover Material, Intermediate Capping are expected to be \$340K over budget by the end of year. This is due to deferral of final capping on slop of Cell #8 and commencement of temporary capping with the high-density polyethylene liner.
- Leachate Management is currently \$76K under pro-rated annual budget. The initial heavy precipitation amounts in the first 5 months of 2024 have been offset by the drought period to the end of September.
- Fiscal Services for Solid Waste – Capital expenditures remaining total \$493,296K – which include the purchase of leachate truck and tanker, and security system. Budgeted capital expenditures totaling \$401K, for Flare Refurbishment, two pumps and the purchase of eight water pumps for the gas wells will not be completed until 2025, this amount will be transferred to the Solid Waste Capital Reserve Fund for use in 2025.
- The generator is in its final years of service life. Mechanical and computer breakdowns have resulted in significant downtime. As of the end of November 2024 the generator is running periodically depending on weather conditions.
- The FRSC has received some unbudgeted revenue from other levels of government due to applications and partnerships, which will translate to higher-than-expected government transfers in various departmental budgets.
- Under Regional Sport, Recreation and Culture the revenue line for 2023 Capital cost sharing is 2023-member funding for Regional Facilities Capital. Revenue from government transfers is Regional Development Corporation Funding for the Saint John Aquatic Centre Enhancement Study. Cost sharing expenses for Regional Facilities operating expenses are \$43,753 lower than the pro-rated budget to date due to refund of unused special resources funding relating to the Aquatic Centre. Saint John Aquatic Centre Enhancement Study expenditures are being funded by 2023 Capital cost sharing for Regional Facilities and Regional Development Corporation grant.

**ATTACHMENTS**

1. 2024 Q3 Financial Statements



**Fundy Regional Service Commission****Summary Income Statement****January 1 - September 30, 2024**

	2024		
	2024	TOTAL	% OF
	ACTUAL	ANNUAL	ANNUAL
		BUDGET	BUDGET
<b>Solid Waste Services</b>			
REVENUE			
Waste tipping fees	\$ 7,301,035	\$ 9,128,880	80.0%
Recycling	804,250	345,450	232.8%
Other operational sources	315,179	419,000	75.2%
Investment income, gains on disposal, government transfers	198,898	40,000	497.2%
Second previous year surplus	4,718	6,291	75.0%
	<u>8,624,081</u>	<u>9,939,621</u>	86.8%
EXPENSE			
Administration	976,291	1,490,742	65.5%
Station and Building	323,999	494,053	65.6%
Machinery and equipment	291,838	449,100	65.0%
Landfill operations	2,115,763	2,794,654	75.7%
Scale house	165,538	237,540	69.7%
Waste diversion	617,128	955,790	64.6%
Composting	669,230	977,670	68.5%
Household hazardous waste	44,053	52,000	84.7%
Fiscal services	2,069,939	2,488,072	83.2%
	<u>7,273,779</u>	<u>9,939,621</u>	73.2%
Annual surplus (deficit)	<u>\$ 1,350,301</u>	<u>\$ -</u>	
<b>Generation Facility</b>			
REVENUE			
Generation charges	\$ 31,070	\$ 131,400	23.6%
Second previous year surplus	-	-	#DIV/0!
Investment income, gains on disposal, government transfers			#DIV/0!
Transfer from Solid Waste	145,337	193,783	75.0%
	<u>176,407</u>	<u>325,183</u>	54.2%
EXPENSE			
Operations	113,288	202,161	56.0%
Fiscal services	88,918	123,022	72.3%
	<u>202,207</u>	<u>325,183</u>	62.2%
Annual surplus (deficit)	<u>\$ (25,799)</u>	<u>\$ -</u>	
<b>Cooperative and Regional Planning</b>			
REVENUE			
Member charges	\$ 572	\$ 763	75.0%
Government Grants	-	-	
Second previous year surplus	15,224	20,298	75.0%
	<u>15,796</u>	<u>21,061</u>	75.0%
EXPENSE			
	<u>16,514</u>	<u>21,061</u>	78.4%
Annual surplus (deficit)	<u>\$ (718)</u>	<u>\$ -</u>	
<b>Local Planning Services</b>			
REVENUE			
Member charges	\$ 336,632	\$ 448,842	75.0%
Government transfers	260,135	-	#DIV/0!
Other Revenue	-	-	
Second previous year surplus	-	-	#DIV/0!
	<u>596,766</u>	<u>448,842</u>	133.0%
EXPENSE			
Administration	209,963	141,264	148.6%
Planning services	280,616	154,200	182.0%
Inspection services	100,568	144,980	69.4%
Fiscal services	8,119	8,398	96.7%
	<u>599,266</u>	<u>448,842</u>	133.5%
Annual surplus (deficit)	<u>\$ (2,500)</u>	<u>\$ -</u>	

**Fundy Regional Service Commission**  
**Summary Income Statement**  
**January 1 - September 30, 2024**

	2024		
	2024	TOTAL	% OF
	ACTUAL	ANNUAL	ANNUAL
		BUDGET	BUDGET

**Regional Tourism Promotion Services**

REVENUE

Member charges	\$ 42,862	\$ 57,149	75.0%
Member cost sharing	254,378	339,171	75.0%
Government transfers	299,601	411,329	72.8%
Other Revenue	11,257	15,010	75.0%
Second previous year surplus	-	-	#DIV/0!
	<u>608,098</u>	<u>822,659</u>	73.9%

EXPENSE

Allocation from Corporate Services	30,154	66,975	45.0%
Personnel	-	-	#DIV/0!
Other Administrative expenses	2,284	-	#DIV/0!
Transfer to Service Provider	562,875	750,500	75.0%
Fiscal services	3,888	5,184	75.0%
	<u>599,200</u>	<u>822,659</u>	72.8%

Annual surplus (deficit) \$ 8,898 \$ -

**Regional Economic Development Services**

REVENUE

Member charges	\$ 53,456	\$ 71,274	75.0%
Member cost sharing	800,699	1,067,598	75.0%
Government transfers	952,041	1,183,902	80.4%
Other Revenue	33,773	45,030	75.0%
Second previous year surplus	-	-	#DIV/0!
	<u>1,839,967</u>	<u>2,367,804</u>	77.7%

EXPENSE

Allocation from Corporate Services	71,384	111,120	64.2%
Personnel	-	-	#DIV/0!
Other Administrative expenses	6,851	-	#DIV/0!
Transfer to Service Provider	1,755,292	2,251,500	78.0%
Fiscal services	3,888	5,184	75.0%
	<u>1,837,415</u>	<u>2,367,804</u>	77.6%

Annual surplus (deficit) \$ 2,553 \$ -

**Community Development Services**

REVENUE

Member charges	\$ 101,016	\$ 134,688	75.0%
Government transfers	247,776	273,915	90.5%
Other Revenue	2,600	-	#DIV/0!
Second previous year surplus	1,395	1,860	75.0%
	<u>352,787</u>	<u>410,463</u>	85.9%

EXPENSE

Allocation from Corporate Services	227,741	275,941	82.5%
Personnel	72,237	100,872	71.6%
Other Administrative expenses	37,478	33,650	111.4%
Fiscal services			#DIV/0!
	<u>337,455</u>	<u>410,463</u>	82.2%

Annual surplus (deficit) \$ 15,332 \$ -

**Fundy Regional Service Commission**

**Summary Income Statement**

**January 1 - September 30, 2024**

	2024		% OF
	2024	TOTAL	ANNUAL
	ACTUAL	BUDGET	BUDGET
<b><u>Regional Transportation Services</u></b>			
REVENUE			
Member charges	\$ 45,384	\$ 60,512	75.0%
Government transfers	117,062	160,511	72.9%
Other Revenue	-	-	#DIV/0!
Second previous year surplus	-	-	#DIV/0!
	<u>162,446</u>	<u>221,023</u>	73.5%
EXPENSE			
Allocation from Corporate Services	75,033	137,539	54.6%
Personnel	-	2,000	0.0%
Other Administrative expenses	57,888	76,300	75.9%
Fiscal services	3,888	5,184	75.0%
	<u>136,810</u>	<u>221,023</u>	61.9%
Annual surplus (deficit)	<u>\$ 25,637</u>	<u>\$ -</u>	
<b><u>Public Safety Committee</u></b>			
REVENUE			
Member charges	\$ 55,935	\$ 74,580	75.0%
Government transfers	52,259	74,580	70.1%
Other Revenue	-	-	#DIV/0!
Second previous year surplus	-	-	#DIV/0!
	<u>108,194</u>	<u>149,160</u>	72.5%
EXPENSE			
Allocation from Corporate Services	100,265	138,976	72.1%
Personnel	-	-	#DIV/0!
Other Administrative expenses	364	5,000	7.3%
Fiscal services	3,888	5,184	75.0%
	<u>104,517</u>	<u>149,160</u>	70.1%
Annual surplus (deficit)	<u>\$ 3,677</u>	<u>\$ -</u>	
<b><u>Regional Sport, Recreation and Culture</u></b>			
REVENUE			
Member charges	\$ 159,512	\$ 212,682	75.0%
Cost Sharing Operations	2,273,144	3,030,859	75.0%
2023 Capital Cost Sharing	141,490	-	9.3%
2024 Capital Cost Sharing	-	1,528,250	#DIV/0!
Government transfers	89,610	-	#DIV/0!
Other Revenue	-	-	#DIV/0!
Second previous year surplus	-	-	#DIV/0!
	<u>2,663,756</u>	<u>4,771,791</u>	55.8%
EXPENSE			
Allocation from Corporate Services	138,951	193,497	71.8%
Personnel	13	-	#DIV/0!
Other Administrative expenses	1,921	14,000	13.7%
Fiscal Services	3,889	5,185	75.0%
Infrastructure Planning & Cost-sharing			
Cost Sharing Operations	2,236,200	3,030,859	73.8%
2023 Capital Cost Sharing	231,100	-	#DIV/0!
2024 Capital Cost Sharing	-	1,528,250	0.0%
	<u>2,612,075</u>	<u>4,771,791</u>	54.7%
Annual surplus (deficit)	<u>\$ 51,681</u>	<u>\$ -</u>	
<b><u>Reserve Fund Revenue</u></b>	<u>\$ -</u>	<u>\$ -</u>	
Total surplus for all funds	<u>\$ 1,429,060</u>	<u>\$ -</u>	
	<u>\$ -</u>	<u>\$ -</u>	

This statement has been compiled based on information provided by management and is solely for use by the Commissioners of Fundy Regional Service Commission.

Readers are cautioned that these statements may not be appropriate for their purposes.

# ENVISION Saint John

THE REGIONAL GROWTH AGENCY

## Balance Sheet - Unaudited

As of September 30, 2024

	Operations	Defined Projects	Impact Loan	Sept 30, 2024
<b>Current Assets</b>				
Cash and Cash Equivalents	\$ 2,020,446	\$ -	\$ 2,518,979	\$ 4,539,425
Accounts Receivable	706,457	2,882	39,008	748,347
Impact Loan Receivable	-	-	590,516	590,516
HST Receivable	20,223	-	-	20,223
Interfund Receivable	( 64,829 )	64,829	-	-
Prepaid Expenses	54,905	-	-	54,905
	<u>2,737,203</u>	<u>67,711</u>	<u>3,148,503</u>	<u>5,953,417</u>
<b>Non-Current Assets</b>				
Long Term Receivable	254,984	-	-	254,984
Office Equipment & Leasehold Improvements (net of depreciation)	28,790	-	-	28,790
<b>Total Assets</b>	<u><b>\$ 3,020,977</b></u>	<u><b>\$ 67,711</b></u>	<u><b>\$ 3,148,503</b></u>	<u><b>\$ 6,237,191</b></u>
<b>Current Liabilities</b>				
Accounts Payable and Accruals	\$ 193,776	\$ -	\$ -	\$ 193,776
Deferred Income	375,000	67,711	-	442,711
<b>Equity</b>				
<b>Unrestricted Equity</b>				
Net Surplus, beginning of year	2,075,413	-	2,107,237	4,182,650
Net Income for the Year	376,788	-	1,041,266	1,418,054
<b>Total Unrestricted Equity</b>	<u>2,452,201</u>	<u>-</u>	<u>3,148,503</u>	<u>5,600,704</u>
<b>Total Liabilities and Equity</b>	<u><b>\$ 3,020,977</b></u>	<u><b>\$ 67,711</b></u>	<u><b>\$ 3,148,503</b></u>	<u><b>\$ 6,237,191</b></u>



**Income Statement - Operations - Unaudited**  
 Actual to Budget  
 YTD ending September 30, 2024

	YTD ending September 30, 2024			Full Year		
	Actual	Budget	Variance	Forecast	2024 Budget	Variance
<b>Operational Funding &amp; Revenues</b>						
Destination Marketing Fee	1,067,828	1,079,900	( 12,072 )	1,315,128	1,327,200	( 12,072 )
FRSC Funding	2,206,470	2,206,470	-	2,941,960	2,941,960	-
FRSC Funding - Other	81,468	-	81,468	81,468	-	81,468
Provincial	962,520	687,500	275,020	1,209,557	875,000	334,557
Federal	64,064	-	64,064	123,601	-	123,601
Income Allocation from Defined Projects	3,425	3,600	( 175 )	4,625	4,800	( 175 )
Other Funding	296,725	221,725	75,000	296,725	221,725	75,000
GIC Interest	73,173	70,694	2,479	92,962	90,483	2,479
Rent	110,400	85,500	24,900	135,900	114,000	21,900
<b>Total Operational Funding &amp; Revenues</b>	<b>4,866,075</b>	<b>4,355,389</b>	<b>510,686</b>	<b>6,201,927</b>	<b>5,575,168</b>	<b>626,759</b>
<b>Operational Expenses</b>						
Administration	1,412,858	1,128,880	283,979	2,051,902	1,570,969	480,933
Tourism Promotion	1,743,665	1,888,521	( 144,855 )	2,069,847	2,174,280	( 104,432 )
Economic Intelligence and Real Estate	455,070	494,701	( 39,631 )	609,551	603,313	6,238
Population Growth and Workforce Development	668,014	702,439	( 34,425 )	888,719	957,159	( 68,441 )
Entrepreneurship and Business Development	209,679	197,275	12,404	292,137	269,447	22,690
<b>Total Operational Expenses</b>	<b>4,489,287</b>	<b>4,411,815</b>	<b>77,471</b>	<b>5,912,156</b>	<b>5,575,168</b>	<b>336,988</b>
<b>Net Income (Loss) from Operations</b>	<b>376,788</b>	<b>( 56,426 )</b>	<b>433,214</b>	<b>289,771</b>	<b>-</b>	<b>289,771</b>



**Income Statement - Restricted Funds - Unaudited**

Actual to Budget

YTD ending September 30, 2024

	YTD ending September 30, 2024			Full Year		
	Actual	Budget	Variance	Forecast	Budget	Variance
<b>Other than Operations</b>						
<b>Defined Projects</b>						
Defined Projects Revenues	72,097		72,097	72,097		72,097
Defined Projects Expenses	72,097		72,097	72,097		72,097
<b>Net Defined Projects</b>	-	-	-	-	-	-
<b>Impact Loan</b>						
Impact Loan Contribution Revenue	1,000,000		1,000,000	1,000,000		1,000,000
Impact Loan Interest	11,684		11,684	11,684		11,684
Impact Loan GIC Interest	39,008		39,008	39,008		39,008
Impact Loan Program Expenses	9,425		9,425	9,425		9,425
<b>Net Impact Loan</b>	<b>1,041,266</b>	-	<b>1,041,266</b>	<b>1,041,266</b>	-	<b>1,041,266</b>
<b>Net Restricted Funds</b>	<b>1,041,266</b>	-	<b>1,041,266</b>	<b>1,041,266</b>	-	<b>1,041,266</b>

## Q3 2024: Agency Update

### Strategic Initiatives

#### 1. Regional Economic Development Strategy & Tourism Master Plan

- The Tourism Master Plan was finalized, and an Action Plan drafted internally.
- In July, the Economic Development Strategy Strategic Framework was presented to the steering committee. This feedback informed the draft Regional Economic Development Strategy and Action Plan. The Regional Economic Development Strategy will be finalized following the final presentation to the steering committee in October.
- The team at Envision Saint John will be presenting the plans to stakeholders in Q4 2024.

#### 2. Multi-modal Transportation & Distribution Park

- Phase 2: Site & Infrastructure Assessment was complete and presented to both the steering committee and funders (RDC and ACOA)
- Phase 3 & 4: Strategic Vision, Governance & Implementation, and Business Case were presented to both the steering committee and funders. A final business case summary will be delivered in early October.
- Additional engineering analysis is underway with a third-party.

#### 3. Regional Immigration Strategy

- The Agency has started developing a Regional Immigration Strategy to attract and retain new residents. This exercise is designed to expand on the City of Saint John's efforts and elevate them to include all seven municipalities in the region. The strategy is expected to be delivered in January 2025.
- The initial engagement and research phase has been completed including a community survey with over 350 responses, interviews with municipal partners, and dialogue sessions with newcomers and ecosystem professionals.

#### 4. Envision Saint John Strategic Plan

- An initial timeline for the development of an updated strategic plan for the Agency was developed with a targeted delivery date of June 2025.
- Engagement sessions with the team, board, and municipalities will begin in Q4 2024.

### Strategic Communications

#### 1. Q3 Growth Story

- [From global experiences to local impact: Acre Architects' bold vision and award-winning designs](#)

## 2. Media Relations

- [Public Input Sought for Regional Immigration Strategy](#)
  - [CHSJ News Coverage](#)

## 3. Integrated Health Initiative

- Supporting UNB with an updated content strategy and messaging to provide awareness of the Integrated Health Initiative.

## Tourism Promotion, Sales & Marketing

### 1. Destination Campaign

- 2024 Spring/Summer campaign wrapped on September 15, 2024. The first two portions of the campaign, which represents 88%, generated +8.4M impressions in the Maritimes and +5.8M impressions in Ontario.
- Fall campaign launched the week of September 16, and will be in market until mid-December, targeting the Maritimes.

### 2. Tourism Activations and Social Media Campaigns

- In addition to our destination campaigns, we partnered on a number of smaller activations which have garnered results, including:
  - Hub City Foodies (Quest to find the best lobster roll and fried clams in New Brunswick)
    - Spinney's in Fundy-St. Martins finished first in the lobster roll list - with Grannan's also being featured in the Top 10. Spinney's and Billy's Seafood were included on the fried clams Top 10 list.
    - Beyond the coverage on the Hub City Foodies blog, the story was also featured on CTV's Live at 5.
    - Spinney's sent along a testimonial indicating that the feature in this activation led to an increase in business as well as the hiring of three additional staff.
- Various event-based ads in market.
- Launched "Backyard Bay-cation" content in early July.
  - A grass-roots initiative where we "popped-up" at regional events, asking locals trivia about the region, and rewarding those who answered correctly with local experiences, encouraging them to "bay-cation" in their own backyard. Pop-ups were held in each of the region's seven municipalities.
  - Running a second smaller scale version of the contest at the end of October 2024.



### **3. Welcome Centres**

- Mystery shops results have been positive, with an average score of over 90%.

### **4. Meetings & Conventions Sales**

- The Saint John Region won the bid to host the New Brunswick Real Estate Association AGM, in April 2025 and 2026. This is a 500-delegate meeting.

### **5. Business Events Partnership**

- The ExploreNB team attended its first event as a provincial contingent - The Canadian Meeting & Events Expo. Feedback from hotel partners and clients was extremely positive.
- A provincial familiarization tour (FAM) was held at the end of September with potential clients visiting Saint John, Moncton, and Fredericton.

### **6. Travel Media**

- We have hosted a number of media over the summer in collaboration with the province including Tim Johnson one of the most sought-after travel writers in Canada. [View his story here.](#)

### **7. Travel Trade**

- We have hosted a number of FAM tours with the Province's North American and European market representatives, working to ensure the Saint John Region is part of Escorted Group Tour/Fully Independent Traveller (FIT) itineraries.

### **8. Delegate Welcome Program**

- We have built a number of tools to support our Meetings & Conventions, and Sports sales programs on the Discover Saint John website, with the intention of putting more operator and local suppliers in front of conference/event planners and attendees, including:
  - Delegate Welcome Form: Streamlining requests for collateral (Visitor Guides, Maps, etc.)
  - Planning Resources: Providing links to local suppliers, Envision Saint John Media Hub, and the Delegate Welcome Form.
  - Delegate Welcome Badge: Card provided to attendees offering discounts at participating local operators. There are currently 40 operators participating for 2024 with plans to revisit in Q4 for 2025.

## Sport & Major Events

### 1. 2029 Canada Games

- Several bid committee members have been identified from both regions.
- Work on the comprehensive bid is underway and due in January 2025.
- Technical bid was submitted and evaluated in June 2024.

### 2. 111<sup>th</sup> Canadian Women's Amateur Championship

- Riverside Golf & Country Club awarded the championship for 2025.

## Population Growth & Workforce Development

### 1. Population Growth

- Launched the second phase of our New Resident Service Portal marketing campaign - with a targeted approach for the francophone community.
- Supported the Saint John Local Immigration Partnership's Welcome Week 2024 Initiative - attending all events and promoting our New Resident Service Portal, working to enhance our on-the-ground efforts for newcomer retention.
- Transition plans have been initiated to transfer the Local Immigration Partnership to Envision Saint John in 2025.
- Developed a marketing strategy for a Saint John Region Inclusivity Campaign in partnership with the Saint John Local Immigration Partnership and settlement agencies. Creative work will take place in Q4, with campaign launch in Q1 2025.
- Sponsored a series of events that promote the region as a great place to live and work, including:
  - Saint John Newcomers Centre International Culture Fest 2024
  - Saint John Local Immigration Partnership Welcome Week

### 2. Workforce Development

- Talent Attraction campaigns focused on relocation and targeting the working population in specific areas of Ontario launched in market at the end of Q2 and run until Q4. A local retention campaign for Saint John Residents also launched in Q3. To view a campaign videos, click the links below:
  - [Relocation](#)
  - [Retention](#)
- Actively engaging post-secondary graduates for long-term engagement and retention:
  - Summer Student Initiative in partnership with Fusion Saint John.
  - Partnered with the UNB MBA program to deliver entrepreneurship-focused sessions.

- Four Welcome Centre Pop-ups throughout the region during Welcome Week activities at various post-secondary institutions.
- Newcomer Job Fair: 35 employers and 10 community partners showcased career opportunities and support services to 300 jobseekers. A Net Promoter Score of 100 was received, which speaks to the need and effectiveness of this collaborative job fair.
- Convened IRCC and Immigration NB to host roundtable discussions with employers about how immigration can support their workforce needs.
- Partnered with TechImpact on an Intro to Tech Initiative that included the YMCA, WorkingNB and Envision Saint John. The program includes three main tactics that promote the harmonization of supply and demand in the tech sector.
- Atlantic Immigration Program Regional Engagement Research Project: Engaged an MBA Student to conduct a research project to understand the engagement of employers in the region with the Atlantic Immigration Program. The project's main objective was to understand the barriers that local employers are experiencing to receive the designation and utilizing the AIP program, as well as how the Agency can support them through this process. The project involved desk research, a survey, and interviews with service providers and employers. Through these activities, the researcher engaged with more than 80 different individuals to provide insights that will inform the Agency's Business Retention and Expansion program.

### **3. Port Saint John Workforce Partnership 2.0**

- The Committee continues to host regular meetings for information sharing of strategic and operational matters between all port partners.
- The Labour Dispatch Project was launched. A process specialist was contracted to document the current dispatch process and identify requirements for a new modern system. Investigation and options analysis are underway by the project team.

## **Economic Intelligence, Investment Attraction & Real Estate Development**

### **1. Economic Intelligence**

- Preliminary draft of an inaugural state-of-the-economy presentation prepared.
- Data support for the regional immigration strategy.
- Provided Economic Impact Assessments for two partner projects.
- Completed detailed data requests for more than 10 external partner organizations and businesses.
- Maintenance of the Regional Growth Dashboard.

## 2. Industrial Investment Attraction

- Working with ONB, Invest Canada, and Saint John Industrial on more than 10 active industrial investment attraction opportunities.
- Preparing for the launch of an industrial investment attraction and site readiness strategy to support investment attraction.
- Completed an inventory of privately held industrial land within the region's industrial parks.
- Preparing funding applications to enhance the region's investment attraction service.
- Initiative to update the region's industrial investment attraction package is underway.
- Completed an analysis of airport industrial parks across Atlantic Canada to support future development of airport land.
- Investment Attraction process improvements implemented.
- New investment attraction mapping system implemented.

## 3. Real Estate Development

- New construction activity:
  - 99 King Street breaks ground & crane on site (150 units).
  - 1429 Loch Lomond Road breaks ground (48 units).
  - Fundy Quay Phase 1 foundation advances and crane now on site.
- Recent approval milestones:
  - Belyea Arena EOI awarded to Belyea Village Ltd. For a proposed 200 units.
  - 1750 Sandy Point Road apartment building (76 units)
- Initiative launched to work with religious institutions on surplus property to spur development. Beginning exploration of several promising leads.
- Undertaking land ownership and development potential of key commercial corridors in the region, with a strategic focus on mixed-use opportunities.
- In discussions with multiple out-of-market developers on the development of several sites in the region.
- Providing support to municipal partners for HAF (what is this?) programs, municipal incentives and strategy properties.
- Development project portfolio pipeline:
  - We are engaged with more than 50 developers on 75+ projects
  - Estimated construction value \$2.1B
  - Estimated Tax Base \$1.8B
  - Residential Units 7,870
- Exploring the viability of more than 50 sites through the site activation program.

## Entrepreneurship & Business Growth

### 1. Impact Loan

- Assisted 12 businesses through the Impact Loan application process including business plan developments and cash flow projections.
- Five have been approved by the Impact Loan Committee in Q3 for funding to start or expand their business totaling, \$230,000.

### 2. Entrepreneurship

- Supported multiple entrepreneurship programs through our partner ConnexionWorks including:
  - Business Immigrant Essentials Program: Designed to provide newcomers connections to local entrepreneurial expertise and business supports in the Saint John Region.
- Provided navigation & business assistance to 70 potential entrepreneurs in the Saint John Region in Q3. This is an increase of 79% year-over-year.
- Co-hosted an Entrepreneurship Mastermind session with UNB's Axis Accelerator and ConnexionWorks. Guest speaker Tracy Bell delivered a presentation to 25+ local entrepreneurs on "Delivering an innovative value proposition, landing your first customers, raising your first \$1M."
- Participated in the Start-Up Canada Tour held in Moncton, an event focused on promoting supports for start-up entrepreneurs. A selection of Impact Loan recipients was in attendance.
- Presented at UNB MBA's Launch & Lead: Networking for Future Entrepreneurs with ConnexionWorks & Black Business Initiative.
- Sponsored and participated in the Hampton Area Chamber of Commerce and The Saint John Region Chamber's annual golf tournaments. We met with more than 200 members of the business community to discuss our services.
- Hosted a summer workshop for 15 students (Grade 8-10). This interactive workshop focused on how to start a business.
- Co-hosted an event with Saint John Region Chamber in Grand Bay-Westfield to showcase the various resources available to assist in business growth.
- Craig Wilkins, Director of Entrepreneurship & Business Growth participated in a two-day course by the International Economic Development Council on creating a Business Retention & Expansion program. Work on developing this program for the Saint John Region is underway with an estimated public launch in Q1-2025.

### **3. Health Care Recruitment & Retention**

- Sponsored and participated in Heart & Stroke New Brunswick's 2024 Heart Failure Symposium with the goal of drawing attention to the the Saint John Region for living and working in the health care industry.
- Hosted more than 50 first year/second year Dalhousie Medicine New Brunswick students for a welcome event and familiarization tour.
- Attended the 2024 Dalhousie Family Medicine Weekend in Halifax where we connected with 100+ medical residents who are all at the end of their programs and looking for locations to settle/set up their practices. Provided a two-night stay in the Saint John Region for one winner.
- The Department of Health also featured the Saint John Region by provided an additional two-night stay, which was used as a recruitment draw.
- Hosted the 2023 Dalhousie Family Medicine weekend prize winner in the region during Moonlight Bazaar weekend.
- Provided welcome bags with various local gifts to 16 year-one Dalhousie Medicine New Brunswick Family Medicine Residents.
- Hosted a lunch at the Saint John Regional Hospital welcoming a potential physician recruit in partnership with Horizon Health Network.

### **4. Investment Attraction**

- Hosted a meeting with Sobirovs Law Firm who represents many international clients looking to purchase businesses in Canada. Showcased the various opportunities in the Saint John Region.

## **Administration**

### **1. Human Resources**

- The Agency engaged the Chapman Group to review existing HR policies and procedures. Updated policies (as required) and a new Employee Handbook will be finalized in Q4.
- A new, more comprehensive employee survey is in development for Q4.

### **2. Truth & Reconciliation**

- The Agency continues to play an active role in planning for the first Powwow to be held in the Saint John Region on October 26-27, 2024.
- We continue to build our connections with the local Indigenous community - hosting several meetings in relation to development, tourism, and sport.

### **3. Customer Relationship Management**

- Presently evaluating CRM tools to allow the Agency to better serve clients with a whole-system view.

**4. Budget & Workplans**

- Evaluating new tools to streamline budget and work planning processes.



Title: 2025 Expenditure Breakdown and Intended Value

Date: 2024-12-06

Author: Phil Ouellette

Report Number: 2024-064

Open Session

Closed Session

Closed Reason: Choose an item.

<b>RECOMMENDATION</b>
It is recommended that the Board of Directors:

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

<b>BACKGROUND/PAST RESOLUTIONS</b>
On October 24 <sup>th</sup> , the FRSC Board of Directors adopted the following resolution: “THAT the Board direct CEO Ouellette to submit a detailed account of costs of the newly mandated services of Cooperative and Regional Planning Service, Community Development, Regional Transportation, and Regional Public Safety, before December 31, 2024.”

<b>FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS</b>
N/A

<b>REPORT</b>
One of the seven resolutions adopted as part of the approval of the 2025 FRSC Budget was for the FRSC to produce a more detailed account of expenditure breakdown and intended value for the newly introduced mandates of community development, transportation, public safety, and cooperative and regional planning services. The attached document is the response to that resolution, which includes budget details and percentages, and most importantly, detailing out the services, projects, and expected deliverables associated with the detailed budget allocations. The document also seeks to define value of these expenditures, which includes a summary of intended 2025 local government impact associated with the budget allocations:





1. Delivery of a regional medium to plan and coordinate the various responsibilities that fall under the FRSC's mandate.
2. Venue for communities to build regional priorities, identify gaps, maximize federal and provincial funding investment into the region.
3. Opportunity to build united regional voice on aligned priorities and advocacy to other orders of government.
4. Identification, development and execution of new programs for local communities that yield greater financial benefit or service delivery expectations to be delivered regionally.
5. Opportunity for local communities to share best practices, reduce or avoid duplication, standardizes service delivery, maximizes resource sharing, and creates economies of scale, associated with the FRSC's mandates.

**ATTACHMENTS**

1. Table Outlining 2025 FRSC Expenditure Breakdown and Intended Value

## 2025 Expenditure Breakdown and Intended Value: Cooperative Services, Community Development, Regional Transportation, Public Safety

Last Updated: December 5<sup>th</sup>, 2024

**Summary Local Government Impact (across mandates)**

- Delivery of a regional medium to plan and coordinate the various responsibilities that fall under the FRSC’s mandate.
- Venue for communities to build regional priorities, identify gaps, maximize federal and provincial funding investment into the region.
- Opportunity to build united regional voice on aligned priorities and advocacy to other orders of government.
- Identification, development and execution of new programs for local communities that yield greater financial benefit or service delivery expectations to be delivered regionally.
- Opportunity for local communities to share best practices, reduce or avoid duplication, standardizes service delivery, maximizes resource sharing, and creates economies of scale, associated with the FRSC’s mandates.

Mandate	2024 Budget Total Member Fees (Post RSSF)	2025 Budget Total Member Fees (Post RSSF)	Increase in Member Fees in 2025 (Post RSSF)	% of Total FRSC Budget	Breakdown of Total Expense (before RSSF application)	Intended Value and Outcomes
Community Development Services	\$134,688	\$175,115	\$40,427	2.72%	<p><b>Other Administration - \$308,859</b></p> <ul style="list-style-type: none"> <li>• Includes personnel wage, travel, training, and benefits, corresponding to percentage of time of the Community Development and Public Relations Manager, 100% of Community Development Coordinator (funded through ESIC), and incoming one-year contract Social Capacity Coordinator.</li> <li>• Includes minor expenses associated with hosting committee meetings and office supplies.</li> <li>• Includes \$60,000 to support increase outreach to regional network involved in supporting community development mandate, a regional symposium for these partners, and development of a data dashboard to monitor and evaluate progress. These funds will also be accessed to pursue demonstration</li> </ul>	<p>Approximately \$170,000 of the total departmental expenditures are linked to office related administration, including meeting expenses, corporate enabling services, telecommunications, etc.</p> <p>Of the remaining approximately \$435,000 of expenditures, half of which is financed through accessing RSSF, plus subsidies by an additional \$70,000 from ELG, and another approximately \$70,000 from ESIC, the FRSC 2025 budget is allocating resources to support human resources and consultants to deliver progress on the mandate.</p> <p>The primary projected deliverables for this department when formulating the budget (prior to finalizing the 2025 FRSC workplan), includes the following:</p>

					<p>projects after the completion of the regional needs assessment and action plan that stated in 2024, as well as other priorities as identified by the Community Development Committee.</p> <ul style="list-style-type: none"> <li>• \$15,000 is included to support ongoing efforts to achieve FRSC path towards Truth and Reconciliation, including training and education for staff and Board members, and responding to actions from the Fundy Regional Strategy.</li> <li>• Includes \$20,000 for advertising and communications, which is intended to be used for a variety of initiatives, including the implementation of the Community Development Needs and Action Plan, food security programming, and execution of social capacity function.</li> </ul> <p><b>Allocation from Corporate - \$296,351</b></p> <ul style="list-style-type: none"> <li>• Approximately \$20,000 towards this department’s proportional share towards FRSC Board allowances, Board orientation/planning and Board insurance.</li> <li>• Approximately \$145,000 towards “corporate” wage, training, development allocation, which includes the proportional share of expenditures of the following portfolios: Chief Executive Officer, Executive Assistant, Policy and Research Manager, Communications Officer, and Manager of Community Development &amp; Public Relations.</li> <li>• Includes approximately \$20,000 for proportional share of human resource coordination/support and financial management (including auditing expenses).</li> <li>• Approximately \$115,000 for office related expenses (building maintenance, rent, office supplies, translation, telecommunications, professional services, translation, etc).</li> </ul>	<p><b>Regular Operations</b></p> <ul style="list-style-type: none"> <li>• The support, coordination, preparation, analysis and research to support the FRSC Standing Committee on community development, including the formulation of recommendations and updates to the FRSC Board of Directors.</li> <li>• Ongoing research, analysis, monitoring and support of community development trends in the Fundy Region, and liaison with provincial RSC network, Economic &amp; Social Inclusion Corp (ESIC)Government of New Brunswick, Government of Canada, among others.</li> <li>• Delivery of Urban Rural Rides/Community Transportation (valued at \$75,000)</li> <li>• Utilizing Overcoming Poverty Together 4 (ESIC) key findings to implement regional actions.</li> <li>• Investigation and application development to applicable federal and provincial funding programs responding to the identified needs of the Fundy Region.</li> <li>• Advocacy to the Government of New Brunswick associated with identified community development needs within the Fundy Region.</li> </ul> <p><b>2025 Focus and Projects</b></p> <ul style="list-style-type: none"> <li>• Delivery of the Community Development Needs Assessment and Action Plan.</li> <li>• Define the most ideal structure of the Community Development Committee to yield outcomes for local communities and mandates.</li> <li>• Onboarding and piloting the Social Capacity Coordinator role and integrating value-added support for local communities.</li> </ul>
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					<p>Regional Transportation revenue sources include 50% funding from RSSF for these expenses, \$50,000 from ESIC for Urban Rural Rides, 22,533 carry over from 2024 Expanded Planning and Building Services for wages allocated to this department.</p> <p>Community Development revenue sources include 50% funding from RSSF for allocation from corporate expenses and Other Administration, \$70,000 from LGR Implementation Fund for Social Mandate, \$69,023 from ESIC for CIN and second previous year surplus of \$11,415.</p>	<ul style="list-style-type: none"> <li>• Supporting existing and new local and regional plan supporting affordable housing and responding to those currently unhoused.</li> <li>• Investigate and pilot post traumatic incident model in conjunction with local, regional and provincial partners.</li> <li>• Develop and support food security network plan.</li> <li>• Review of Urban Rural Ride Impact and continued exploration of partnerships to deliver community transportation and augment accessibility to essential services.</li> </ul>
Regional Transportation Services	\$60,512	\$138,246	\$77,734	1.66%	<p><b>Other Administration - \$213,920</b></p> <ul style="list-style-type: none"> <li>• Includes personnel wage, travel, training, and benefits, corresponding to percentage of time of the Director of Planning and Regional Transportation.</li> <li>• Includes minor expenses associated with hosting committee meetings, office supplies, advertising.</li> <li>• Includes \$50,000 expenditure for Urban Rural Rides, which is financed entirely through partnership with ESIC.</li> <li>• Includes \$60,000 to support ongoing work of Regional Transportation Committee and expectations of the Fundy Regional Strategy. These funds will also be accessed to support demonstration projects, as well as other priorities as identified by the Regional Transportation Committee.</li> </ul> <p><b>Allocation from Corporate - \$155,033</b></p> <ul style="list-style-type: none"> <li>• Approximately \$20,000 towards this department’s proportional share towards FRSC Board allowances, Board orientation/planning and Board insurance.</li> </ul>	<p>Approximately \$90,000 of the total departmental expenditures are linked to office related administration, including meeting expenses, corporate enabling services, telecommunications, etc.</p> <p>Of the remaining \$275,000 of expenditures, half of which is financed through accessing RSSF, the FRSC 2025 budget is allocating resources to support human resources and consultants to deliver progress on the mandate.</p> <p>The primary projected deliverables for this department when formulating the budget (prior to finalizing the 2025 FRSC workplan), includes the following:</p> <p><b>Regular Operations</b></p> <ul style="list-style-type: none"> <li>• With the Community Development Committee Delivery of Urban/Rural Rides Program (valued at \$50,000/annually).</li> <li>• The support, coordination, preparation, analysis and research to support the FRSC Standing Committee on regional transportation, including the</li> </ul>

				<ul style="list-style-type: none"> <li>• Approximately \$75,000 towards “corporate” wage, training, development allocation, which includes the proportional share of expenditures of the following portfolios: Chief Executive Officer, Executive Assistant, Policy and Research Manager, Communications Officer, and Manager of Community Development &amp; Public Relations.</li> <li>• Includes minor expenses for proportional share of human resource coordination/support and financial management (including auditing expenses).</li> <li>• Approximately \$50,000 for office related expenses (building maintenance, rent, office supplies, translation, telecommunications, professional services, translation, etc).</li> </ul> <p>Regional Transportation revenue sources include 50% funding from RSSF for these expenses, \$50,000 from ESIC for Urban Rural Rides, 22,533 carry over from 2024 Expanded Planning and Building Services for wages allocated to this department.</p>	<p>formulation of recommendations and updates to the FRSC Board of Directors.</p> <ul style="list-style-type: none"> <li>• Delivery of second iteration of sustainable transportation week, including updates to toolkits, surveying members for improvement, and distribution to wider audience.</li> <li>• Ongoing research, analysis, monitoring and support of transportation trends in the Fundy Region, and liaison with provincial RSC network, Government of New Brunswick, Government of Canada, among others.</li> <li>• Investigation and application development to applicable federal and provincial funding programs responding to the identified needs of the Fundy Region.</li> <li>• Advocacy to the Government of New Brunswick associated with identified regional transportation needs within the Fundy Region.</li> </ul> <p><b>2025 Focus and Projects</b></p> <ul style="list-style-type: none"> <li>• Coordinate application to the <i>Canada Public Transit Fund – Metro-Region Agreement</i> to support the development of a Regional Transportation Plan (consistent with Regional Strategy Item T-5) and access long-term transit funding for the Fundy Region.</li> <li>• Coordinate work associated with the <i>Rural Transit Solutions Fund (Planning Stream)</i> application if the FRSC is successful in obtaining funding. This plan would identify transit solutions for the Region’s rural and remote communities, with a focus on utilizing existing assets (i.e. Saint John Transit) to enhance services.</li> </ul>
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						<ul style="list-style-type: none"> <li>• Delivery of Regional ‘Share the Road’ Campaign, to educate and promote safe interactions between different road users.</li> <li>• Collaborate with disability organizations to establish plans to ensure that transportation infrastructure and services are designed to fully include persons with disabilities.</li> <li>• Investigate and support demonstration projects that provide valuable insight into possible Fundy Region transit expansion.</li> <li>• In collaboration with the Regional Public Safety Committee, support the Regional Rail Working Group, and seek to advance the objectives of the working group within the region, with federal and provincial governments, and with private sector partners.</li> </ul>
Regional Public Safety	\$74,580	\$86,246	\$11,666	0.84%	<p><b>Other Administration - \$59,400</b></p> <ul style="list-style-type: none"> <li>• Includes minor expenses associated with hosting committee meetings, office supplies, advertising.</li> <li>• Includes \$25,000 expenditure to support demonstration projects upon the completion of the regional risk assessment (started in 2024), as well as other priorities as identified by the Regional Public Safety Committee.</li> <li>• Includes \$30,000 to support the inaugural year of the Regional Rail Working Group, to support research, community outreach. The objective is to use this \$30,000 to leverage additional dollars from provincial, federal and private sector partners involved in the working group to maximize impact and outcomes for the region.</li> </ul> <p><b>Allocation from Corporate - \$128,459</b></p>	<p>Approximately \$65,000 of the total departmental expenditures are linked to office related administration, including meeting expenses, corporate enabling services, telecommunications, etc.</p> <p>Of the remaining approximately \$123,000 of expenditures, half of which is financed through accessing RSSF, the FRSC 2025 budget is allocating resources to support human resources and consultants to deliver progress on the mandate.</p> <p>The primary projected deliverables for this department when formulating the budget (prior to finalizing the 2025 FRSC workplan), includes the following:</p> <p><b>Regular Operations</b></p> <ul style="list-style-type: none"> <li>• The support, coordination, preparation, analysis and research to support the FRSC Standing Committee</li> </ul>

					<ul style="list-style-type: none"> <li>• Approximately \$20,000 towards this department’s proportional share towards FRSC Board allowances, Board orientation/planning and Board insurance.</li> <li>• Approximately \$67,000 towards “corporate” wage, training, development allocation, which includes the proportional share of expenditures of the following portfolios: Chief Executive Officer, Executive Assistant, Policy and Research Manager.</li> <li>• Includes minor expenses for proportional share of human resource coordination/support and financial management (including auditing expenses).</li> <li>• Approximately \$37,000 for office related expenses (building maintenance, rent, office supplies, translation, telecommunications, professional services, translation, etc).</li> </ul> <p>Public Safety revenue sources include 50% funding from RSSF for these expenses and second previous year surplus of \$7,683.</p>	<p>on public safety, including the formulation of recommendations and updates to the FRSC Board of Directors.</p> <ul style="list-style-type: none"> <li>• Ongoing research, analysis, monitoring and support of regional public safety trends in the Fundy Region, and liaison with provincial RSC network, Government of New Brunswick, Government of Canada, among others.</li> <li>• Investigation and application development to applicable federal and provincial funding programs responding to the identified needs of the Fundy Region.</li> <li>• Advocacy to the Government of New Brunswick associated with identified public safety needs within the Fundy Region.</li> </ul> <p><b>2025 Focus and Projects</b></p> <ul style="list-style-type: none"> <li>• Complete regional risk assessment and implement findings through standardized emergency response guidelines, enhanced mutual aid agreements, and targeted preparedness measures.</li> <li>• Establish EMO subcommittee and Regional Rail Working Group to strengthen regional collaboration, focusing on information sharing and rail safety.</li> <li>• Build regional emergency response capacity through implementation of joint incident command structure, standardized communication protocols, and coordinated training/exercises</li> <li>• Create comprehensive inventory of regional public safety assets and programs to identify gaps and opportunities.</li> <li>• Secure enhanced government funding for regional public safety infrastructure, equipment, and training needs.</li> </ul>
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						<ul style="list-style-type: none"> <li>In collaboration with the Regional Transportation Committee, support the Regional Rail Working Group, and seek to advance the objectives of the working group within the region, with federal and provincial governments, and with private sector partners.</li> </ul>
Cooperative & Regional Planning	\$763	\$44,020	\$43,257	0.26%	<p><b>Regional Planning - \$25,000</b></p> <ul style="list-style-type: none"> <li>Includes \$25,000 to hire consultants in 2025 to support ongoing work regional climate planning and expectations of the Fundy Regional Strategy.</li> </ul> <p><b>Allocation from Corporate -- \$33,061</b> Cooperative &amp; Regional Planning revenue sources include 50% funding from RSSF for Regional Planning expense and second previous year surplus of \$1,541</p>	<p>Climate Planning/Implementation. This additional consulting budget will be used to leverage additional third-party dollars through ETF and RDC</p> <p><b>Regular Operations:</b></p> <ul style="list-style-type: none"> <li>Support &amp; coordination for regional climate planning, including Board reporting.</li> <li>Monitoring of municipal/provincial/federal climate initiatives and funding opportunities.</li> <li>Oversight of regional climate planning consultant and RFP process.</li> <li>Integration with other FRSC departments on climate initiatives.</li> </ul> <p><b>2025 Focus and Projects:</b></p> <ul style="list-style-type: none"> <li>Oversee completion of Regional Climate Action Plan consulting project.</li> <li>Support Building to Net-Zero project implementation in partnership with Saint John and Fredericton.</li> <li>Integration of climate lens across FRSC services and infrastructure.</li> <li>Leverage of ETF/RDC funding for implementation projects.</li> <li>Support local communities in meeting GNB climate planning requirements.</li> <li>Act as facilitator of identifying common needs across local communities and advancing needs to other</li> </ul>



						orders of government and maximizing funding to the Fundy Region.
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Title: RFP 2024-02 – One (1) Tandem Day Cab Tractor

Date: 2024-12-05

Author: Marc MacLeod

Report Number: 2024-062

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors:

RESOLUTION	VOTING REQUIREMENT
THAT the Board approve the purchase of one (1) 2025 Kenworth T880 day cab tractor from Bayview Trucks and Equipment for the purchase price of \$257,000 plus HST to be funded from current year capital expenditures from operations and additionally, approve the extended warranty option for the purchase price of \$34,138.40 plus HST to be funded from surplus in the current year capital expenditures from operations.	Simple Majority of Members Present Other: n/a

BACKGROUND/PAST RESOLUTIONS
The FRSC utilizes four (4) day cab tractors to support the transportation of leachate and compost operations. One (1) day cab tractor is scheduled to be purchased in the approved 2024 capital budget. It replaces the 2006 Sterling Brand day cab tractor. The new purchase of the Kenworth Brand matches the remaining fleet of three (3) tractors.

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS
The purchase is reflected in the approved 2024 capital budget as funded from borrowing approved by the MCBB. As of the date of this report, the FRSC is in surplus, and it is recommended by the CFO that the capital purchase should be made from the current year operating fund to avoid interest and borrowing charges. Additionally, there was only one bid of \$257,000 for a total of \$268,015.02 including taxes after the HST rebate, but still below the \$275,000 budgeted value.



**REPORT**

On October 30, 2024, the RFP 2024-02 for the Day Cab Tractor closed. Only one bid was submitted from Bayview Trucks and Equipment in Saint John. The capital 2024 budget for this item is \$275,000.00. Bayview's submission for one only Day Cab Tractor was \$257,000.00 plus HST for a total of 268,015.02 after the HST rebate (4.286% payable) and was subsequently, under budget.

An optional extended warranty is offered which includes Base, engine and after treatment for 6 years for \$34,138.40 plus HST for a total of \$35601.57 after HST rebate (4.286% payable). This purchase is beyond what was allotted in the approved 2024 capital budget but can be funded as part of the capital purchase from surplus funds from operations. Staff recommends the Commission purchase the day cab tractor with extended warranty from Bayview Trucks and Equipment. Considering the supply issues experienced at the end of 2023 and currently in 2024, it puts the onus on the supplier to carry inventory instead of the FRSC. Having the extended warranty will not only safely guard the Commission for 6 years on warranty parts and labour, but it will also offer better budget predicting as the commission will only be responsible for regular wear items, all other mechanical failures will be covered under this warranty. The total cost of the purchase would be \$303616.59 including HST after rebate.

**ATTACHMENTS**

N/A

## Planning & Building Inspection Monthly Report: Attachments

Date: 2024-12-06

Author: Scott Borden, Director of Community Planning

Open Session

Closed Session

<b>RECOMMENDATION</b>
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It is recommended that the Fundy Regional Service Commission receive and file this report.

<b>PLANNING AND BUILDING MONTHLY REPORTING</b>
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	October 2024			October 2023
<b>Building and Development Permits</b>	Rural District	Fundy-St. Martins	Total	Total
	10	15	25	10
<b>Estimated Cost of Construction</b>	\$ 2,353,500			\$ 1,558,000
<b>Year-to-Date Estimated Cost of Construction</b>	\$ 16,767,200			\$ 15,633,753
<b>Subdivision Approvals</b>	10			5
<b>Document Approvals, Waivers, &amp; Zoning Confirmations</b>	5			0

	November 2024			November 2023
<b>Building and Development Permits</b>	Rural District	Fundy-St. Martins	Total	Total
	9	1	10	4
<b>Estimated Cost of Construction</b>	\$ 994,500			\$ 318,000
<b>Year-to-Date Estimated Cost of Construction</b>	\$ 17,761,700			\$ 15,951,753
<b>Subdivision Approvals</b>	4			1
<b>Document Approvals, Waivers, &amp; Zoning Confirmations</b>	3			1

**Planning & Building Inspection Monthly Report: Attachments**

**REGIONAL ENFORCEMENT MONTHLY REPORTING**

<b>October 2024</b>	<b>Dangerous and Unightly</b>	<b>Building / Planning Infractions</b>	<b>File Open</b>	<b>File on Hold</b>	<b>File Closed</b>	<b>Total</b>
<b>Fundy Rural</b>	-	-	-	-	-	-
<b>Fundy-St. Martins</b>	4	6	5	0	5	10
<b>Grand Bay-Westfield</b>	2	0	1	0	1	2
<b>Hampton</b>	1	0	1	0	0	1
<b>Month Total</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>6</b>	<b>13</b>
<b>Year to Date Total</b>	<b>21</b>	<b>15</b>	<b>15</b>	<b>2</b>	<b>19</b>	<b>36</b>

<b>November 2024</b>	<b>Dangerous and Unightly</b>	<b>Building / Planning Infractions</b>	<b>File Open</b>	<b>File on Hold</b>	<b>File Closed</b>	<b>Total</b>
<b>Fundy Rural</b>	-	-	-	-	-	-
<b>Fundy-St. Martins</b>	2	1	2	0	1	3
<b>Grand Bay-Westfield</b>	0	0	0	0	0	0
<b>Hampton</b>	0	0	0	0	0	0
<b>Month Total</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>3</b>
<b>Year to Date Total</b>	<b>23</b>	<b>16</b>	<b>17</b>	<b>2</b>	<b>20</b>	<b>39</b>

**Other News**

**Fundy-St. Martins Rural Plan**

- The Minister of Environment and Local Government approved the Rural Plan on September 18, 2024. The approved Plan is available online at FRSC’s website. Staff would like to thank Council for their commitment throughout the plan development process.
- FRSC staff and Dillon Consulting facilitated a bus tour to the Village of Fundy-St. Martins on October 16<sup>th</sup> for delegates of the Atlantic Planning Institute Conference. The tour focused on the development of a new Rural Plan for a recently reformed local government. Thank you to Village of Fundy-St. Martins staff for participating in one of the tour stops.

**PRAC Meetings**

- October 21<sup>st</sup>: One (1) application for subdivision on private access and one (1) variance application approved.

**Regional Enforcement Pilot Next Steps**

- Maritime Enforcement Services Inc. (MESI) is contracted by the FRSC to provide property and building-related Acts and Bylaw enforcement services. This is a pilot project, support by the New Brunswick Department of Environment and Local Government (DELG). Currently, enforcement services are provided to Fundy-St. Martins, Grand Bay-Westfield, and Hampton. MESI’s contract is divided into an ‘initial term’ and an ‘extension term.’ The initial term runs until January 15<sup>th</sup>; and the extension term is month to month following the initial term.
- At a high level, the feedback we’ve received to date has been positive and the participating Local Governments have appreciated the additional capacity MESI has provided. As intended, the focus of the pilot has been voluntary compliance, and we have seen success in this area. Many members of the public have acted in a timely manner (either dealing with property issues or applying for a permit) once they understood there was an Act/bylaw infraction. Throughout the pilot term, we have refined processes and have adjusted the

## Planning & Building Inspection Monthly Report: Attachments

services offered. Initially, we offered both referral and monitoring programs, with most participants eventually opting just for the referral program.

- Based on the funding we have from DELG, the FRSC can provide enforcement services for three additional months during the extension term (ending April 15<sup>th</sup>). Feedback from participating Local Government CAO's, has stressed that continuity and more time is needed to see the benefits of this pilot. FRSC will request additional funding from DELG to continue the pilot until the end of 2025.



Title: Host Community Resolution: 2029 Canada Games

Date: 2024-12-06

Author: Andrew Beckett

Report Number: 2024-066

Open Session

Closed Session

Closed Reason: Choose an item.

<b>RECOMMENDATION</b>
It is recommended that the Board of Directors:



RESOLUTION	VOTING REQUIREMENT
<ol style="list-style-type: none"> <li>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 and subject to approval of an additional \$1 million in funding from the Province of New Brunswick, 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;</li> <li>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;</li> <li>3. Agree to assume the Capital and Operating financial deficit, if any, associated with hosting the 2029 Canada Summer Games;</li> <li>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;</li> <li>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;</li> <li>6. Agree to contribute the \$3,000,000.00 Capital Contribution set out above to the Host Society once established and agree to contribute a maximum of \$4,000,000 (in cash or VIK) for Operating expenses (inclusive of the Rights Fee of \$1,080,000);</li> <li>7. Agree that the NB Host Communities, to the extent possible, will provide both human and financial resources to ensure an efficient</li> </ol>	<p>2/3 of Voting Members Present, Representing at least 51% of the Total Population of Members Present</p>





<p>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;</p> <p>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;</p> <p>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);</p> <p>10. Confirm that:</p> <ul style="list-style-type: none"><li>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;</li><li>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;</li><li>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 planned and/or surplus.) (Reference Hosting Standard #14-01).</li></ul>	<p>Other:</p>
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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	
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<b>BACKGROUND/PAST RESOLUTIONS</b>
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See attached
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<b>FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS</b>
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See attached
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<b>REPORT</b>
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See attached
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<b>ATTACHMENTS</b>
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- |  |
|--|
| 1. Report submitted by Andrew Beckett (Envision Saint John) to the FRSC Board of Directors (dated December 4, 2024). |
|--|

December 4, 2024

Board of Directors  
Fundy Region Service Commission

Directors,

RE: 2029 Canada Games - Host Community Resolution

The purpose of this report is to seek approval from the Board for the Host Community resolution required to accompany a formal bid for the 2029 Canada Games. It is proposed that the bid be done jointly with the City of Moncton and the Saint John Region being Host Communities for the Games.

## Background

The Saint John Region is partnering with the City of Moncton in developing a bid submission for the Games. This approach provides the opportunity to make use of existing venues thus reducing capital investment requirements. There will be an equal number of participants in each area and an equal number of sports. The Opening Ceremonies will be held in Moncton and the Closing Ceremonies will be in Saint John.

The estimated economic impact from host the Games is in the order of \$250 million for the province and approximately \$100 million for each of the host communities. This is based on an economic impact study completed for the 2023 Games held in Prince Edward Island.

## Why the Saint John Region as a Host Community?

There are two primary reasons for proposing that the Saint John Region be a Host Community:

1. There will be sports held throughout the Region including Saint John, Rothesay, Quispamsis and Hampton. In addition, there will be cultural events throughout the Region and increased tourism activities that will benefit the entire Region.
2. One of the primary venues being used for the Games will be the Canada Games Aquatic Centre, a regional facility. Utilization of this facility will attract funding for needed maintenance and upgrades of this facility which will benefit the entire Region.

In addition, the Canada Games Stadium at UNB will be utilized providing an opportunity to upgrade that facility and the Games will also draw volunteers from the entire Region.

## Bid Process

The Bid process involves two stages. The first stage requires a technical submission which is basically intended to assess the host community's capacity to host the games. The technical submission was completed in June of this year followed by a site visit with Canada Games Council representatives. The results of the review of the Technical Submission were very positive with no red flags being identified.

The second stage is a Comprehensive Bid Submission which is due by the end of January, 2025. The development of the Bid submission is being led by a Bid Committee with Bill MacMackin (Saint John) and Louis Leger (Moncton) as co-chairs. Envision Saint John and City of Moncton staff are supporting the bid development process.

## Financial Considerations

The minimum capital contribution is \$3 million and the proposed operating contribution is \$4 million. These contributions are to be split evenly between the two host communities. In addition, the Host Communities are responsible for any financial deficit associated with operating the Games.

One component of the Host Community contribution is the payment of a Rights Fee to host the Games. The Fee is \$1,080,000 and is payable in equal installments over four years commencing in March/April of 2025 when the Games are officially awarded. This fee, which is only payable if/when the Bid is awarded, will be split equally between Moncton and the Saint John Region. Envision Saint John has agreed to pay the Saint John Region's portion of the rights fee with funds to come from the Agency's accumulated surplus..

The net financial contribution required from the Region required from the Saint John Region is \$1.5 million for capital and \$1.5 million for operations. The capital contribution will be covered by investments currently being initiated to upgrade the Canada Games Aquatic Centre. The Host Community will also receive \$3 million from each of the Provincial and Federal Governments for capital costs. It is proposed that at least \$1.5 million of Saint John's portion of these funds be contributed to the costs of upgrading the Aquatic Centre.

It is proposed that the \$1.5 million operating contribution be paid over a four-year period commencing in 2026 through additions to Envision Saint John's budget. The approximate impact on each municipal unit, based on 2025 assessments are detailed in the chart below. It will be possible for some municipal units to offset a portion of the required cash contributions through value-in-kind contributions. These will be determined as part of the detailed planning process for the Games.

	2025		Contribution	
	Assessment Base		Annual	Total
<b>City of Saint John</b>	8,587,751,400	52.87%	198,273	793,091
<b>Quispamsis</b>	2,734,466,800	16.84%	63,133	252,532
<b>Rothsay</b>	1,947,721,800	11.99%	44,969	179,875
<b>Hampton</b>	1,096,038,600	6.75%	25,305	101,221
<b>Grand Bay-Westfield</b>	664,792,600	4.09%	15,349	61,395
<b>Fundy Rural District</b>	796,430,000	4.90%	18,388	73,551
<b>Fundy St Martins</b>	415,096,800	2.56%	9,584	38,335
	<b>16,242,298,000</b>		<b>375,000</b>	<b>1,500,000</b>

With regards to the requirement to cover any financial deficit associated with the games, the Bid Committee has spent considerable time preparing a draft budget for the games. The Committee is satisfied that the games can be delivered without incurring a deficit, subject to the Province agreeing to contribute an additional \$1 million over their minimum required contribution. A request has been submitted for this contribution.

The games have a tight accountability structure. Once the bid is awarded a non-profit host society is incorporated with a Board of Directors that will include representatives from the Federal, Provincial and Municipal governments, the Canada Games Council and community volunteers that assume roles as Co-Chairs, Finance Chair, Sponsorship Chair(s) and others determined at formation of the Society. Regular financial updates are provided to the Board and audited financial statements are required on an annual basis.

The Games have a history of generating significant surpluses, largely through sponsorship and fundraising efforts. Surpluses for the past three games have been in the range of \$5 million, with these funds being used to support local amateur athlete development. The utilization of any surplus is determined through development of a legacy plan that must be approved by the Society’s Board of Directors.

**Host Community Resolution**

It is requested that the Fundy Region Service Commission approve the following resolution (Appendix 1) in support of a bid to host the 2029 Canada Games.

Yours truly,

**Andrew Beckett**  
 CEO

HOST COMMUNITY RESOLUTION

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 Saint John Regional Facilities 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 and subject to approval of an additional \$1 million in funding from the Province of New Brunswick, 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 a maximum of \$4,000,000 (in cash or VIK) for Operating expenses (inclusive of the Rights Fee of \$1,080,000);
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.



Title: RESPONDING TO FEEDBACK FROM 2025 FRSC BUDGET PROCESS

Date: 2024-12-06

Author: Phil Ouellette

Report Number: 2024-056

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors:

RESOLUTION	VOTING REQUIREMENT
Direct the FRSC to adopt the four-point response and actions outlined in this report to improve on the ability to deliver tangible value and impact for local communities within the Fundy Region.	Simple Majority of Members Present
	Other:

BACKGROUND/PAST RESOLUTIONS
N/A

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

REPORT
<p>A common theme arose through the 2025 FRSC budget development process, which is that local communities are seeking greater tangible value on how FRSC’s efforts are supporting local communities. As a response to this constructive feedback, the FRSC presented a high-level response during the 2024 Fundy Regional Summit, and this report intends to outline a more detailed account of the intended response. The FRSC will ensure that the spirit and actions outlined in this report are integrated into the 2025 FRSC work plan, and the various interactions the FRSC pursues over the coming years. The objective of presenting this report is to build familiarity with the proposed response, offer an opportunity for discussion, and ultimately, mandate the organization execute on the proposed approach over the coming months and years.</p> <p><b>A. Preamble</b></p>



- GNB's Local Governance Reform mandated new responsibilities on RSCs, including the expectation that each RSC would generate a structure and results to support these new responsibilities.
- The FRSC adopted a new committee structure and a Regional Strategy to guide the direction of all FRSC's mandates, including the new ones.
- Each year, the FRSC adopts a budget and an annual workplan which outlines the expenditures and projects the FRSC intends to take on to fulfill its mandate and align with the Fundy Regional Strategy.
- Led by the vision of the Board of Directors, the FRSC has decided to make the best of this expanded RSC model, and in turn, is seeking to embed a further culture of regional teamwork and collective ownership over the Fundy Region.
- The FRSC is entering into its third year since inheriting its new mandates, and it is transitioning from a "start-up" phase to an "execution" phase.

#### **B. What are we hearing**

- FRSC members want greater clarity and tangibility on how FRSC resources, time, projects, committee work, are translating into value for each community.

#### **C. How the FRSC is responding**

1. **Local/regional alignment:** Aligning annual FRSC work plans with needs, opportunities and obstacles being faced by our members and their feedback on how the FRSC can generate new or enhanced value. The relevancy and impact of FRSC initiatives will only be as strong as the strength of the feedback and spirit of regional teamwork that is generated through the FRSC network.

##### **Actions:**

- Release 2025 FRSC work plan development plan, outlining inputs to inform recommendations to the FRSC Board of Directors, including:
    - More deliberate input from FRSC committees, local government councils, and senior administrative staff from each local community.
  - Deliver a Fundy Regional Summit, to launch the preparation of the 2025 work plan (to be released to the FRSC Board not later than March 2025) and generate needed changes to the Fundy Regional Strategy (no later than June 2025).
  - The development of the 2025 work plan will include the opportunity to expand on additional engagement on the Fundy Regional Strategy depending on the volume of feedback received during the Regional Summit.
2. **Selecting regional winners:** The FRSC must focus its attention on the projects and initiatives that have the highest likelihood of success and those that have the potential of generating the greatest value across communities in the Fundy Region. This does not signify that the FRSC must focus on the easiest or smallest projects, but more importantly, on the projects that can reasonably be expected to yield tangible outcomes for its members and residents of the



Fundy Region. This requires a concerted effort on all those within the FRSC network to identify trends and common needs across local communities and identify initiatives that can be reasonably accomplished with the available resources. Projects undertaken by the FRSC, accounting for FRSC staff time, the time of local administrative staff, FRSC committees and the FRSC Board, must achieve collective agreement of the high likelihood of success and value for local communities.

**Actions:**

- Local government/rural district representatives will be asked to invite specialist within their administrative teams (that are aligned with the FRSC mandates) to help inform identify trends across communities and possible focus areas of regional collaboration.
- The FRSC will introduce changes to the monthly regional CAO/RDM meeting, including:
  - Greater solicitation of needs and obstacles faced by local communities that warrant regional discussion.
  - Identification of high-interest regional opportunities across local communities and facilitate cross-community discussion and evaluation on trends and opportunity for regional collaboration.
- The FRSC will develop a regional project evaluation matrix to support the identification of highest impact and highest likelihood of success regional initiatives.
- FRSC to generate an inventory of innovative regional-based projects across New Brunswick's RSC network as well as other regional agencies across Canada to help in the identification of highest-impact regional initiatives for the Fundy Region.

3. **Communicating FRSC's focus and priorities:** The FRSC must improve on its ability to communicate to its network the focus of its efforts and its expected value to local communities. This is especially important during the development of budgets, the release of work plans, and FRSC's annual reporting.

**Actions:**

- Release a newsletter monthly to FRSC member council outline progress through execution of annual work plans and outcomes of FRSC Board meetings.
- Complete a regional FRSC tour of each FRSC member after the release of the 2025 FRSC work plan.

4. **Develop FRSC Key Performance Indicators:** The FRSC continues to pursue the 2024 work plan action of completing its KPIs, which his likely to only be finalized by early 2025 (subject to potential new priorities and focus areas within the Fundy Regional Strategy). 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.

**Actions:**

- Develop draft FRSC KPIs, review with the regional group of CAOs/RDM and bring forth recommendations to the FRSC Board by April 2025.

**ATTACHMENTS**

N/A



Title: Regional Rail Working Group

Date: 2024-12-06

Author: Scott Borden and Graeme Stewart-Robertson

Report Number: 2024-058

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors: Receive and file this report, and direct FRSC staff to proceed with soliciting membership for the Regional Rail Working Group.

RESOLUTION	VOTING REQUIREMENT
(1) Receive and file the Report; and  (2) Direct FRSC staff to proceed with soliciting membership for the Regional Rail Working Group, to be brought to the Nominating Committee for approval in January 2025.	Simple Majority of Members Present
	Other:

BACKGROUND/PAST RESOLUTIONS
<p>The FRSC Regional Strategy establishes two complementary actions requiring regional coordination on rail safety and development. Action T-7 directs the Regional Transportation Committee to undertake collaboration with the Public Safety Committee, Provincial Government, local governments, and rail operators to develop recommendations addressing community impacts from increased rail activity. Action PS-2 specifically mandates establishing a train traffic and safety committee to manage increased rail volume.</p> <p>Feedback from each committee has reinforced these priorities, with their members identifying critical concerns around emergency response coordination, hazardous materials transport, traffic management at crossings, and community impacts. These discussions highlighted the need for a structured approach to both safety oversight and economic development opportunities.</p> <p>The proposed Working Group addresses these mandates through a joint structure, maximizing existing resources while ensuring comprehensive oversight of rail-related opportunities and challenges across the region.</p>



**FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS**

The establishment of this Working Group advances FRSC's legislative mandates while responding to identified regional needs. As the Fundy Region experiences increased rail activity driven by economic growth, a coordinated approach becomes essential for maximizing benefits while addressing community impacts.

**REPORT**

The proposed draft Regional Rail Working Group By-Law will establish a forum that fulfills two Regional Strategy actions through a single coordinated body. The structure ensures balanced representation across sectors while providing clear reporting relationships to both the Regional Transportation and Regional Public Safety Committees.

Structured around Regional Strategy actions T-7 and PS-2, the Working Group will: Foster cross-sectoral collaboration by bringing together regulatory agencies, local governments, rail operators, and emergency services to address both safety priorities and development opportunities. This integrated approach ensures coordinated response to rail-related challenges while maximizing regional benefits.

Enable systematic assessment of rail safety through regular risk evaluation, infrastructure optimization reviews, and standardized emergency response protocols. The Working Group's mandate to facilitate information sharing about transported goods and coordinate across public safety entities strengthens regional preparedness.

Address community impacts through structured dialogue about traffic management, noise mitigation, and other quality-of-life considerations. By developing aligned strategies that respond to regional trends, the Working Group will strive to balance operational needs with community interests.

The Working Group's structure establishes clear reporting relationships with both the Regional Transportation and Regional Public Safety Committees while maintaining operational flexibility to address emerging challenges. While the Working Group By-Law presented today is ready for adoption, staff recommends deferring formal approval until January 2025 to align with the finalization of membership nominations, allowing both governance elements to be implemented concurrently.

**ATTACHMENTS**

1. Regional Rail Working Group By-law Draft (December 5, 2024)



**Fundy Regional  
Service Commission**

**Commission de Services  
Régionaux de Fundy**

# Regional Rail Working Group By-Law

Approved: **DATE**

Chairperson: \_\_\_\_\_

Chief Executive Officer: \_\_\_\_\_

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DRAFT



## 1. Definitions

Unless otherwise stated, the following terms refer to:

**FRSC:** Fundy Regional Service Commission

**Board:** The Board of Directors of FRSC

**Working Group:** The Fundy Regional Rail Working Group

**Member:** A member of the Regional Rail Working Group

**Regional Strategy:** The current strategic plan of FRSC

## 2. Background

### Legislative Context

Through the mandates of regional transportation and public safety as defined in the Regional Service Delivery Act, the Fundy Regional Service Commission has a mandate to facilitate a cross-sectoral venue on regional rail.

### Regional Context

The Fundy Region is forecasted to see an increase in rail traffic due to regional economic growth. This Fundy Region remains poised to reap the benefits of this increase economic activity, and this Working Group will establish a regional forum to navigate the various opportunities and obstacles associated with increased rail activity in the Fundy Region.

## 3. Mandate

In fulfilling FRSC's mandate and the Fundy Regional Strategy, the Working Group shall:

- 3.1. Serve as a forum to build cross-sectoral and regional alignment on rail safety, including, but not limited to:
  - 3.1.1. Coordination across regional public safety entities on possible impediment, due to rail activity, to the movement of vehicles, pedestrians, and other transportation modes are mitigated.
  - 3.1.2. Coordination across regional public safety entities on emergency preparedness due to major rail derailment.
  - 3.1.3. Ongoing exchange of information on the nature of transported goods through rail, to build necessary preparedness and training in regional public safety entities.

## Regional Rail Working Group By-Law

- 3.1.4. Conduct periodic regional rail risk assessment, evaluate opportunities for partnership, maximize effort to establish regional priorities, and maximize opportunity to leverage funding to the Fundy Region.
- 3.2. Conduct periodic optimization assessments of existing public and private rail-related infrastructure, build cross-sectoral and regional alignment on priorities and pursue funding partnerships.
- 3.3. Facilitate cross-regional and sectoral dialogue on the community response associated with increasing volume of rail activity, including the noise generated from trains, which includes the identification of regional trends and opportunities to develop aligned strategies to respond.
- 3.4. Investigate downstream opportunities from increased rail activity, and build coordinated response across public, community and private partners.
- 3.5. Foster communication and trust among public, community and private partners, and support the development of necessary education and awareness efforts across the Fundy Region.
- 3.6. Develop recommendations for the Regional Transportation Committee and Regional Public Safety Committee regarding studies, reviews, policies, initiatives, or legislation that address the safe and efficient movement of goods by rail.
- 3.7. Define annual priorities aligned with the Fundy Regional Strategy, annual FRSC work plan, and available resources, subject to approval by the FRSC Board.

## 4. Working Group Membership

- 4.1. Members of the Working Group shall be appointed by the board as follows:
  - 4.1.1. Two (2) regulatory representatives: One each from Transport Canada and the New Brunswick Department of Transportation and Infrastructure.
  - 4.1.2. Two (2) Local Government Staff Representatives: One each from two different Local Governments with expertise in transportation, emergency preparedness or related fields.
  - 4.1.3. Two (2) Regional Committee Representatives: One each from the Regional Transportation Committee and Regional Public Safety Committee.
  - 4.1.4. Three (3) industry representatives from regional rail operators or related organizations.
- 4.2. Members are appointed for a term not exceeding two years and may be reappointed.
- 4.3. Ex-officio Members of the Working Group will consist of:

4.3.1. Two (2) staff representatives: One each from FRSC and Envision Saint John.

## 5. Roles & Responsibilities

- 5.1. The chair of the Working Group shall be appointed by the board for a term not exceeding two years.
- 5.2. The Working Group may appoint additional roles as needed, such as but not limited to vice-chair or working group leads.
- 5.3. FRSC shall provide a staff person to record minutes of Working Group meetings and other administrative needs.
- 5.4. The Working Group is responsible for reporting new initiatives and development pertinent to regional rail.
- 5.5. The Working Group is intended to complement the existing communication channels among its members and their respective organizations. Members shall maintain their organizations' established channels for operational, emergency, and regulatory communications.
- 5.6. With the support of FRSC staff, the chair is responsible for development of meeting agendas, chairing meetings, and representing the committee to the board.

## 6. Meetings

- 6.1. The Working Group shall meet at least six times per year during the initial year, either in-person or virtually, and three times per year beyond the initial year.
- 6.2. Quorum shall be a simple majority of members. Ex-officio members do not count toward quorum requirements or total membership for voting purposes.
- 6.3. Resolutions shall be approved by a majority vote of present members. Only appointed members as defined in Section 4.1 have voting rights. Ex-officio members as defined in Section 4.3 may participate in discussions but do not have voting privileges.
- 6.4. Recommendations by the Working Group to the Regional Transportation and Regional Public Safety Committees require a resolution.
- 6.5. The Working Group does not have authority over budget matters unless allocated by the board.
- 6.6. The rules of procedure for the Working Group shall be governed by FRSC's Procedural By-Law, where applicable.

## 7. Member Attendance and Conduct

- 7.1. If members of the committee are unable to attend a meeting, they shall notify FRSC staff and the chair.
- 7.2. Where a member misses three consecutive meetings, violates FRSC's code of conduct or other policies, the chair shall advise the board executive committee. The board executive committee shall determine the appropriate steps to be taken with respect to this member's continued membership on the committee.

## 8. By-Law Amendments

- 8.1. The Working Group, with the support of FRSC staff, may make recommendations to the board for amendments to this by-law.
- 8.2. The board shall determine, in consultation with FRSC staff and the committee, any changes to be made to this by-law.

## 9. Expenses and Per Diems

- 9.1. Members will be compensated and reimbursed for travel expenses in accordance with FRSC Procedural By-law on travel expenses for FRSC committee members.

## 10. Reporting

- 10.1. This Working Group, through its Chair, shall report to the Regional Transportation and Regional Public Safety Committee at least once per year.
- 10.2. In addition, the Working Group shall prepare a summary of its activities, results, and deliberations on a yearly basis for FRSC's annual report.



Date: December 12<sup>th</sup>, 2024

Author: Jim Bedford

Open Session

Closed Session

**RECOMMENDATION**

It is recommended that the FRSC Board of Directors:

Resolution	Voting Requirement
1. Direct the FRSC to submit a letter, and request an audience, to/with the Department of Local Government, the Regional Development Corporation, and the Government of New Brunswick Fundy Regional Caucus to detail the importance of additional provincial financial support for Fundy regional facilities capital.	Simple majority of members present.

**BACKGROUND/PAST RESOLUTIONS**

N/A

**FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS**

N/A

**REPORT**

It remains unfair and unsustainable for the Government of New Brunswick to legislate regional cost sharing on the capital and operating costs of five regional facilities to one of twelve regions in New Brunswick, without any distinct or additional funding relief for the communities responsible for funding these facilities. Since inheriting the new regional mandates in 2023, the FRSC has sought to embrace the opportunity of enhanced regional collaboration and seek new and innovative ways to work as a region, build new capacity, and deliver value to the Fundy Region. The FRSC will continue to strive to lead regional collaboration for the Fundy Region, and it is incumbent on the Government of New Brunswick not only to introduce broader fiscal reform for local communities, but also to recognize the unique circumstances that impact some communities and regions differently.

New and dedicated funding exclusively supporting the Fundy Region for its five legislated facilities capital costs will dramatically impact the sustainable footing of our region and our ability to reach new heights and outcomes for our residents and New Brunswick.

**ATTACHMENTS**

N/A

November 27, 2024

Phil Ouellette, CEO  
Fundy Regional Service Commission

SUBJECT: Congratulatory Message

*Phil-*

Thank you so much for your kind message of congratulations. It truly means a lot to me. I feel incredibly proud to represent the people of Saint John Harbour, and I am honored to be in a position where I can work on issues that I am deeply passionate about.

As you know, one of the most pressing challenges we face in our province is the housing crisis, and it is something I am committed to tackling head-on. We may be a small province, but the scope of the problem is large and growing. However, I am optimistic that, with new approaches and a collaborative effort, we can make meaningful progress. I believe that together, we can find creative solutions to improve housing security, access, and affordability for all New Brunswickers.

Our government is fully committed to making housing a top priority, and I am excited about the opportunity to be part of this important work. In the coming months, I will be meeting with key partners and stakeholders to better understand the challenges and to explore the best ways to address them. My office will be in touch with more information as we move forward, and I look forward to working closely with you and others who share this commitment.

Thank you again for your support. It is only through collaboration and shared effort that we can make a real difference, and I am excited to embark on this journey alongside you.



Hon. David Hickey  
Minister responsible for the New Brunswick Housing Corporation

*Excited to get to work with  
your stellar team SJ!*

**From:** Hunter, Debbie (LG/GL-SNB) <Debbie.Hunter@gnb.ca> **On Behalf Of** Kennedy, Aaron Hon. (LG/GL-SNB)

**Sent:** November 27, 2024 2:20 PM

**To:** jim.qcpumps@bellaliant.com

**Cc:** LePage, Gilles Hon. (ECC-RDC/SDC) <Gilles.LePage@gnb.ca>; Awad, Charbel (ELG/EGL) <Charbel.Awad@gnb.ca>; Dan Murphy <dan.murphy@umnb.ca>; Boutot, François (HNB) <Francois.Boutot@gnb.ca>; andrew.beckett@envisionsaintjohn.com; Rob Doucet <mayor.doucet@hampton.ca>; O'Hara, Libby <eohara@quispamsis.ca>; Ray Riddell <rayriddell@gmail.com>; Nancy Grant <nancygrant@rothesay.ca>; john.mackenzie@saintjohn.ca; Brittany Merrifield <mayormerrifield@towngbw.ca>; Hickey, David Hon. (HNB) <David.Hickey@gnb.ca>; Holt, Susan Premier (PO/CPM) <Susan.Holt@gnb.ca>; Phil Ouellette <pouellette@fundyregion.ca>

**Subject:** RE: Letter from Fundy Regional Service Commission

Jim Bedford:

Thank you for your correspondence dated November 6, 2024, on behalf of the Fundy Regional Service Commission (FRSC), and for your congratulations on my appointment as Minister of Local Government and Minister responsible for Service New Brunswick.

I appreciate the work done by your board to identify a number of key priorities for the FRSC, and I look forward to working with you on our shared priorities. It is essential that we work collaboratively to ensure that our communities thrive and are sustainable over the long term. I believe that my experience in local governance will be beneficial to this important work.

I am pleased to accept your invitation to attend the Fundy Regional Summit on November 28, 2024. This is an excellent opportunity to bring together regional partners to support the advancement of shared priorities.

Sincerely,

**Aaron Kennedy**

Minister of Local Government / Ministre des Gouvernements locaux

Minster responsible for Service New Brunswick /

Ministre responsable pour Service Nouveau-Brunswick

**From:** Phil Ouellette <[pouellette@fundyregion.ca](mailto:pouellette@fundyregion.ca)>

**Sent:** Wednesday, November 6, 2024 5:39 PM

**To:** Kennedy, Aaron Hon. (ELG/EGL-SNB) <[Aaron.Kennedy@gnb.ca](mailto:Aaron.Kennedy@gnb.ca)>

**Cc:** Jim Bedford <[jim.qcpumps@bellaliant.com](mailto:jim.qcpumps@bellaliant.com)>; LePage, Gilles Hon. (ELG/EGL) <[Gilles.LePage@gnb.ca](mailto:Gilles.LePage@gnb.ca)>; Awad, Charbel (ELG/EGL) <[Charbel.Awad@gnb.ca](mailto:Charbel.Awad@gnb.ca)>; Dan Murphy <[dan.murphy@umnb.ca](mailto:dan.murphy@umnb.ca)>; Boutot, François (HNB) <[Francois.Boutot@gnb.ca](mailto:Francois.Boutot@gnb.ca)>; [andrew.beckett@envisionsaintjohn.com](mailto:andrew.beckett@envisionsaintjohn.com); Rob Doucet <[mayor.doucet@hampton.ca](mailto:mayor.doucet@hampton.ca)>; O'Hara, Libby <[eohara@quispamsis.ca](mailto:eohara@quispamsis.ca)>; Ray Riddell <[rayriddell@gmail.com](mailto:rayriddell@gmail.com)>; Nancy Grant <[nancygrant@rothesay.ca](mailto:nancygrant@rothesay.ca)>; [john.mackenzie@saintjohn.ca](mailto:john.mackenzie@saintjohn.ca); Brittany Merrifield <[mayormerrifield@towngbw.ca](mailto:mayormerrifield@towngbw.ca)>; Hickey, David Hon. (HNB) <[David.Hickey@gnb.ca](mailto:David.Hickey@gnb.ca)>;

Holt, Susan Premier (PO/CPM) <[Susan.Holt@gnb.ca](mailto:Susan.Holt@gnb.ca)>

**Subject:** Letter from Fundy Regional Service Commission

**ATTENTION! External email / courriel externe.**

Good afternoon, Minister Kennedy,  
Congratulations once again on your recent appointment to the Department of Local Government and Service New Brunswick. Please find attached a letter from Chair Jim Bedford on behalf of the Fundy Regional Service Commission, which includes a summary of key priorities and an invitation to participate in the upcoming Fundy Regional Summit on Thursday November 28<sup>th</sup>, 2024.

We look forward to working with you and your team over the coming years and contributing to our collective effort to deliver impactful outcomes for New Brunswickers.

**Phillippe A. Ouellette**

Chief Executive Officer | Premier Dirigeant

[pouellette@fundyregion.ca](mailto:pouellette@fundyregion.ca)

C. 506 343 7731



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