



**REGULAR BOARD MEETING
Agenda**

April 23, 2026, 10:00 a.m.

FRSC Office

20 Broadview Ave., Saint John

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

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7. **New Business**
8. **Correspondence**
9. **Adjournment**



RÉUNION MENSUELLE

Ordre du jour

le 23 avril 2026, 10 h 00

FRSC Office

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

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7. **Nouvelles affaires**
8. **Correspondance**
9. **Levée de la séance**



Regular Board Meeting Minutes

Date: March 26, 2026, 10:00 a.m.
Location: FRSC Office
20 Broadview Ave., Saint John

MEMBERS PRESENT Robert Doucet, Mayor, Hampton
Jim Bedford, Mayor, Fundy St. Martins
Brittany Merrifield, Mayor, Grand Bay-Westfield
John MacKenzie, Deputy Mayor, Saint John
Dave Brown, Councillor, Rothesay
Emil Olsen, Councillor, Quispamsis

MEMBERS ABSENT Libby O'Hara, Mayor, Quispamsis
Nancy Grant, Mayor, Rothesay
Bruce Dryer, Councillor, Fundy Rural District Advisory Council

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

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

1. Closed Session

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

2. Order of Business

2.a Call to Order

Chair Doucet called the meeting to order at 10:37 a.m.

2.a.1 Land Acknowledgement

CEO Ouellette gave a land acknowledgment to open the meeting.

2.b Record of Attendance

The record shows Nancy Grant as absent, with Dave Brown in attendance as her alternate, and Libby O'Hara as absent with Emil Olsen in attendance as her alternate.

2.c Approval of Agenda

Chair Doucet called for a motion to approve the agenda.

Resolution Number: RM-2026-023

Moved by: Director Bedford

Seconded by: Director Merrifield

THAT the Board approve the March 26, 2026, agenda as presented.

Motion Carried

2.d Approval of Minutes

Chair Doucet called for approval of the minutes.

Resolution Number: RM-2026-024

Moved by: Director MacKenzie

Seconded by: Director Brown

THAT the Board approve the meeting minutes as presented.

Motion Carried

2.e Disclosure of Conflict of Interest

Chair Doucet 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.

Marc MacLeod, FRSC General Manager, spoke to the Board about the Fire Break study and the video that was playing for the Board to showcase the fire break area.

Scott Borden, Senior Director of Community Planning and Transportation, presented to the Board on the Fundy Travel Activity Survey.

4. Consent Items

Resolution Number: RM-2026-025

Moved by: Director MacKenzie

Seconded by: Director Bedford

THAT the Board move all consent items as presented.

Motion Carried

4.a CMEI Community Projects 2026

Resolution Number: RM-2026-025

Moved by: Director MacKenzie

Seconded by: Director Bedford

THAT the Board approve the funding for host community projects as presented by CMEI up to the amount of \$99,468 in 2026.

Motion Carried

4.b Planning & Building Inspection Monthly Report

Resolution Number: RM-2026-025

Moved by: Director MacKenzie

Seconded by: Director Bedford

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

Motion Carried

5. Reports/Presentations

5.a Service Area Profile: Community Development (Food Security Symposium)

Brenda MacCallum, Director of Communications and Community Development, and Director MacKenzie presented on the Food Security Symposium based on the presentation attached to the Agenda package.

Resolution Number: RM-2026-026

Moved by: Director MacKenzie

Seconded by: Director Brown

THAT the Board receive and file the presentation.

Motion Carried

5.b CGAC – Project Scope & Risk Registry Updates

Graeme Stewart-Robertson, Director of Policy and Research, and Jeff Rogers, City of Saint John, spoke to the Board about the CGAC project risk registry, according to the report attached to the Agenda package.

Resolution Number: RM-2026-027

Moved by: Director Merrifield

Seconded by: Director Brown

THAT the Board receive and file the report as presented.

Motion Carried

5.c 2027 Budget and Workplan Development

CEO Ouellette spoke to the Board about the workplan and 2027 budget process referencing the report attached to the agenda package.

Resolution Number: RM-2026-028

Moved by: Director MacKenzie

Seconded by: Director Bedford

THAT the Board adopts the criteria, priorities and timeline, as outlined in this March 26th, 2026, FRSC report, to guide the development and decision-making associated with the 2027 FRSC budget, work plan, and orientation of the incoming FRSC member representatives.

Motion Carried

6. Standing Items

6.a Envision Saint John Update

Andrew Beckett, CEO Envision Saint John, and Jeff Cyr, Envision Saint John, spoke about the presentation attached to the package.

Resolution Number: RM-2026-029

Moved by: Director MacKenzie

Seconded by: Director Brown

THAT the Board receive and file the presentation.

Motion Carried

6.b Committee Agendas

Chair Doucet called for a motion to receive and file the attached agendas.

Resolution Number: RM-2026-030

Moved by: Director Merrifield

Seconded by: Director MacKenzie

THAT the Board receive and file the committee agendas presented.

Motion Carried

7. New Business

No new business was presented.

8. Adjournment

Chair Doucet called for a motion to adjourn.

Resolution Number: RM-2026-031

Moved by: Director MacKenzie

Seconded by: Director Bedford

THAT the Board adjourn the March 26, meeting at 12:03 p.m.

Motion Carried

Rob Doucet, Chairperson

Cassie Silhanek, Recording Secretary

Date



Title: Municipal Capital Borrowing 2026

Date: 2026-02-20

Author: Laura Burnett/Marc MacLeod

Report Number: 2026-029

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION														
It is recommended that the Board of Directors:														
RESOLUTION	VOTING REQUIREMENT													
<p>1. Be it resolved that, in accordance with section 28 of the Regional Service Delivery Act, the Fundy Regional Service Commission submit an application to the Municipal Capital Borrowing Board for authorization to borrow for a capital expense for the following purpose, amount and term:</p> <table border="0"> <thead> <tr> <th><u>Purpose</u></th> <th><u>Amount</u></th> <th><u>Term</u></th> </tr> </thead> <tbody> <tr> <td colspan="3"><u>TYPE:</u> Environmental Health Services (General)</td> </tr> <tr> <td>Leachate Surge Pond</td> <td>\$6,500,000</td> <td>20 Years</td> </tr> <tr> <td>End Dump Trailer</td> <td>\$ 141,000</td> <td>5 Years</td> </tr> </tbody> </table>	<u>Purpose</u>	<u>Amount</u>	<u>Term</u>	<u>TYPE:</u> Environmental Health Services (General)			Leachate Surge Pond	\$6,500,000	20 Years	End Dump Trailer	\$ 141,000	5 Years	2/3 of the Members Present	
<u>Purpose</u>	<u>Amount</u>	<u>Term</u>												
<u>TYPE:</u> Environmental Health Services (General)														
Leachate Surge Pond	\$6,500,000	20 Years												
End Dump Trailer	\$ 141,000	5 Years												

BACKGROUND/PAST RESOLUTIONS
<p>At the FRSC Monthly Meeting of the Board on February 27, 2026, the Board supported, by motion, the distribution of the "intent to borrow" \$6,641,000 for a capital investment (Leachate surge pond and end dump trailer), in support of the approved 2026 capital plan, to stakeholders for the MCBB required 45-day notice period.</p>



FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS

Items were approved as part of the 2026 Budget.

REPORT

The distribution of information to Board stakeholders regarding the intent to borrow was distributed on February 27th, 2026. The 45-day notice period required by the MCBB has been achieved as of April 13, 2026.

The only feedback received in relation to the application was a question regarding the relationship of the surge pond project to the height augmentation EIA. The surge pond is also known as Cell #17 and has always been scheduled to be closed and would still require an external leachate treatment system regardless of height. However, it is in the best interest of the Commission to maximize the height around the pond and improve capacity and treatment options for leachate allowing for maximization of savings and environmental protection. The pond was approved in the 2026 capital plan.

Approval of the MCBB application filing is intended to meet the May 6, 2026, application deadline for the June 8, 2026, MCBB hearing. The MCBB is not scheduled to meet again until September.

ATTACHMENTS

1. Intent to Borrow – February 27th 2026 (Sample distribution to stakeholders)
2. 2026 MCBB Application
3. 10-Year Capital Plan

February 27, 2026

Jean McCumber, Village Clerk

Village of Fundy St. Martins
73 Main St., Unit 2
St. Martins, NB E5R 1B4

Dear Ms. McCumber:

At the meeting of the Board of the Fundy Regional Service Commission held February 26th, 2026, the following motion was adopted:

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 (MCBB) for authorization to borrow for a capital expense for the following purpose, amount and term:

Purpose	Amount	Term
<u>Environmental Health Services</u>		
Leachate Surge Pond	\$6,500,000	20 Years
End Dump Trailer	\$141,000	5 Years

As per the Act, we are sending written notice of the vote, proposed borrowing, budget projections and the impact on future rates to all members that are local governments and to the Minister at least 45 days before the vote to be held by members on or about April 23rd, 2026. Attached you will find the budget, budget impacts for the 2026 capital purchase and the 10-year capital plan. According to the Act, approval for borrowing from the MCBB must occur before any commitments are made that will utilize these funds.

Environmental Health Services

The 2024 Capital Budget had received borrowing authority (MO24-0022) for a site rock truck at Crane Mountain Landfill and in 2025, the remaining debt of \$616,507.38 was paid off with surplus revenue and will be voided in 2026. The 2026 capital borrowing for Crane Mountain Landfill of \$6,641,000 is for a scheduled end dump trailer replacement and the construction of a new leachate surge pond to increase retention volume and expand wastewater treatment capabilities.

If you require any further information or have any questions, please do not hesitate to contact me.

Sincerely,



Phil Ouellette

Chief Executive Officer
Fundy Regional Service Commission

FUNDY REGIONAL SERVICE COMMISSION

GENERAL FUND: DEBT PROFILE & BUDGET PROJECTIONS

Prepared By
Hearing Date: TBD

Variables	Projections
INTEREST RATE	5.00%
TONNAGE	1.00%
EXPENDITURES	2.00%
REVENUES	2.00%

('000)	ACTUAL 2024	BUDGET 2026	**** PROJECTIONS ****			
			2027	2028	2029	2030
REVENUE						
TIPPING FEES (Regular)	\$9,325	\$9,751	\$10,461	\$10,710	\$10,983	\$11,284
GRANTS	\$0	\$0	\$0	\$0	\$0	\$0
RECYCLING REVENUES (including the Blue Boxes)	\$1,169	\$1,517	\$341	\$348	\$355	\$362
SURPLUS 2ND PREV YR	\$6	\$298				
OTHER	\$788	\$855	\$872	\$890	\$908	\$926
TOTAL REVENUE	\$11,288	\$12,421	\$11,675	\$11,948	\$12,246	\$12,572
EXPENDITURE						
DEBT COST	\$1,056	\$1,340	\$620	\$773	\$1,048	\$1,346
LANDFILL EXPENSES	\$2,936	\$4,127	\$4,210	\$4,294	\$4,380	\$4,467
CAPITAL FROM BUDGET	\$1,599	\$765	\$787	\$811	\$835	\$860
TRANSFER TO RESERVE FUND	\$401	\$0	\$500	\$400	\$200	\$0
TRANSFER TO GENERATION FUND	\$194	\$147	\$0	\$0	\$0	\$0
ADMINISTRATION AND SALARIES	\$3,849	\$4,912	\$4,506	\$4,596	\$4,688	\$4,782
COMPOST AND HHW	\$814	\$895	\$910	\$929	\$947	\$966
SMALL MATERIALS RECOVERY FACILITY	\$141	\$236	\$142	\$145	\$148	\$151
DEFICIT 2ND PREVIOUS YEAR	\$0	\$0				
TOTAL EXPENDITURE	\$10,990	\$12,421	\$11,675	\$11,948	\$12,246	\$12,572
SURPLUS (DEFICIT)	\$298	\$0	\$0	\$0	\$0	\$0
TONNES DEPOSITED (Regular)	67,083	68,189	\$72,000	\$72,720	\$73,447	\$74,182
RATE PER TONNE (Regular)	\$139.00	\$143.00	\$145.30	\$147.28	\$149.54	\$152.11
DEBT COST PROJECTION						
	2024	2026	2027	2028	2029	2030
PRESENT DEBT SERVICE COST	\$1,010	\$1,258	\$279	\$0	\$0	\$0
INTERIM FINANCING & OTHER CHARGES	46	82	202	371	98	238

	<u>YEAR</u>	<u>RATE</u>	<u>TERM</u>	<u>AMT</u>				
REFINANCING								
O/S AUTHORITY								
MO24-0022	2024	5.00%	5	\$0				
MO25-0016	2025	5.00%	15	\$1,100	106	106	106	106
PLANNED BORROWING								
Application	2026	5.00%	5	\$141	33	33	33	33
Planned Borrowing	2027	5.00%	5	\$1,143		264	264	264
Application	2028	5.00%	20	\$6,500			522	522
Planned Borrowing	2028	5.00%	5	\$110			25	25
Planned Borrowing	2029	5.00%	5	\$684				158
Planned Borrowing	2030	5.00%	5	\$171				
Planned Borrowing	2030	5.00%	5	\$4,500				

TOTAL DEBT SERVICE COST	\$1,056	\$1,340	\$620	\$773	\$1,048	\$1,346
DEBT COST/GROSS EXP.	9.6%	10.8%	5.3%	6.5%	8.6%	10.7%
OUTSTANDING DEBT	\$2,138	\$1,509	\$2,315	\$8,613	\$8,823	\$12,769
EFFECT DEBT COST ON:						
TIPPING FEES	\$ 15.74	\$ 19.65	\$ 8.60	\$ 10.64	\$ 14.27	\$ 18.14
TIPPING FEES (NEW BORROWING '26)			\$0.48			
TIPPING FEES (NEW BORROWING '27)				\$3.87		
TIPPING FEES (NEW BORROWING '28)					\$7.65	
TIPPING FEES (NEW BORROWING '29)						\$0.00

This analysis represents the Commission's budget projections and the impact of future borrowing from 2027 to 2030. 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

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Solid Waste Services										
Waste Containment Cell #10										
Waste Containment Cell #17				\$ 2,000,000	\$ 2,500,000					
Surge pond	\$ 600,000	\$ 4,000,000	\$ 1,900,000							
Compost										
Wheel Loader (PDO/Compost)			300,000					348,000		
Backhoe loader	165,000							203,000		
End-dump compost trailer	155,000									
Industrial shredder		140,000								
Screener										
Sorting platform and conveyors		380,000								
Compost Building (fabric)	80,000						785,000			
Material recovery facility										
Compact Wheel Loader (MRF)										
Bobcat loader		180,000							221,000	
Forklift	47,500					55,000				
Baler					356,000					
MRF sorting line										
MRF Storage Building (frame & fabric)										
MRF Processing Building (frame & fabric)										
Landfill										
D6 Dozer #1 (2nd rebuild in 2023)				800,000						760,000
D6 Dozer #2 (1st rebuild in 2021)		600,000						900,000		
Landfill compactor #1 (1st rebuild in 2016)										
Landfill compactor #2							1,661,000			
Excavator #1			346,000							
Excavator #2							443,000			
Wheel loader				396,000						
Rock truck										
Used dump Truck		90,000								
Roll-off truck rebuild					150,000					
Site water truck	20,000									
Maintenance shop										
Leachate Truck #1									370,000	
Leachate Truck #2	302,000									
Leachate Truck #3		325,000								
Leachate Truck #4				261,000						
Used Leachate Trailer #1		125,000								

FUNDY REGIONAL SERVICE COMMISSION

10 YEAR CAPITAL INVESTMENT PLAN

BUDGET YEAR

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Used Leachate Trailer #2			133,000							
Used Leachate Trailer #3					141,000					
Used Leachate Trailer #4										
LF 1/2 Tonne Truck #1						47,000				
LF 1/2 Tonne Truck #2	35,000						49,000			
LF 1/2 Tonne Truck #3			50,000							61,000
LF 3/4 Tonne Truck #1						65,000				
LF 3/4 Tonne Truck #2	55,000							68,000		
LF 3/4 Tonne Truck #3		65,000							80,000	
LF 3/4 Tonne Truck #4			75,000							92,000
Public Ed Vehicle				62,000						
RTV vehicle						55,000				
Flare (Refurbishment)										
Security System										
6 Roll off Boxes (PDO) @ 15, 30, 40										
4 Roll off Boxes (PDO) @ 20	30,000									
Backup Generator for Leachate					50,000					
Diesel 6" Pump (Dog Leg)						49,000				
Leachate Pumphouse Pumps	16,000		17,000		18,000		19,000		20,000	
Scales (40 MT Outbound)										
Scales (60 MT Inbound)					316,000					
Swale for sedimentation pond										
Front gate entrance		25,000								
LED light tower										
	\$ 1,505,500	\$ 5,930,000	\$ 2,821,000	\$ 3,519,000	\$ 3,531,000	\$ 271,000	\$ 2,957,000	\$ 1,519,000	\$ 691,000	\$ 913,000

SOURCES OF FUNDING

CAPITAL FROM OPERATIONS	\$ 764,500	\$ 787,000	\$ 811,000	\$ 835,000	\$ 860,000	\$ 271,000	\$ 912,000	\$ 939,000	\$ 691,000	\$ 913,000
CAPITAL RESERVE FUND							615,000			
OPERATING RESERVE FUND										
TRADE-IN										
LONG TERM DEBT	741,000	5,143,000	2,010,000	2,684,000	2,671,000	-	1,430,000	580,000	-	-
	\$ 1,505,500	\$ 5,930,000	\$ 2,821,000	\$ 3,519,000	\$ 3,531,000	\$ 271,000	\$ 2,957,000	\$ 1,519,000	\$ 691,000	\$ 913,000



Title: Associate Membership with Union of Municipalities of New Brunswick

Date: 2026-04-23

Author: Phil Ouellette

Report Number: 2026-027

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 become associate members with the Union of Municipalities of New Brunswick.

Simple Majority of Members Present

BACKGROUND/PAST RESOLUTIONS

Over the past years, some RSCs have engaged directly with UMMB, and have requested clarity from UMMB on whether RSCs could become more involved as members of their organization. The UMMB has recently announced a new form of membership within their organization – Associate Membership, and RSCs are able to seek membership as a “Partner”.

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS

The annual cost for the FRSC to join the UMMB membership as a “Partner” is \$1,500.

REPORT

The FRSC is well served to seek additional membership with the FRSC to establish a new form of engagement with the UMMB, build further on the alignment between the local government landscape in New Brunswick and the FRSC. The FRSC holds a significant advocacy portfolio, and the organization will benefit from greater support and coordination with the UMMB in its efforts



to achieve collective results for the FRSC membership. While there are specific benefits for local governments to become members of the UMNB, the benefits for the FRSC are especially important as it relates to improved pricing at UMNB events, advanced access to UMNN research and policy documents, and opportunities to participate in webinars and learning opportunities. The cost to access associate membership is reasonable, and can be accommodated in the 2026 FRSC budget.

ATTACHMENTS

1. Information on UMNB Associate Membership ([link](#))



Title: FUNDY REGION BENEFITS AND SERVICES ACCESS CLINICS

Date: 2026-04-23

Author: Brenda MacCallum

Report Number: 2026-030

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION

It is recommended that the Board of Directors:

RESOLUTION

Receive and file this report.

VOTING REQUIREMENT

Simple Majority of
Members Present
Other:

BACKGROUND/PAST RESOLUTIONS

The Community Development Needs Assessment and Action Plan identified the following action:

- Work with partners to increase the inclusion and supports for seniors across the region

In turn, the FRSC 2026 work plan identifies the following:

- Explore the opportunity of a shared 'living' volunteer database and support systems for seniors to strengthen communities' efforts of aging-in-place.

A local partner is working on a volunteer database; we are focusing this year's work on "support systems for seniors". Finally, the provincial plan to reduce poverty, OPT4 identified the following action:

- Explore innovative ways to better connect with people who face barriers when accessing government information, programs, and benefits.

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS

Funding through the Economic and Social Inclusion Corporation, ESIC, has been obtained to deliver the clinics.



REPORT

The Fundy Region Benefits and Services Access Clinic is an all-day drop-in clinic where community members will be invited to an event to explore the services and benefits available, and to hear from different service providers who will be present during the day.

FRSC is partnering with the provincial Department of Social Development, local governments, the rural district and community members to co-create opportunities in rural & remote areas for seniors and other vulnerable populations to access a range of federal, provincial and regional services. These clinics offer residents the opportunity of directly accessing services right in their community under one roof, as well as, learning about the numerous support services available.

Typical services:

- Birth Certificate application
- Old Age Security application & information
- Medicare card
- Disability & Medical Credit
- Canada Caregiver Credit
- Tax support
- Public health: Immunization & medical information
- NB 211
- And more.....

The regional group of CAOs/RDM received an updated on this initiative at their recent April meeting, and we mentioned that we would like to begin the discussion with appropriate staff to begin planning these clinics over the coming months.

The plan is to host four clinics in 2026, including:

- Spring: Fundy St. Martins & Hampton
- Fall: Grand Bay-Westfield & Fundy Rural District

ATTACHMENTS

N/A



Title: 2025 Audited Financial Statements and Annual Report Presentation

Date: 2026-04-23

Author: Laura Burnett & Brenda MacCallum

Report Number: 2026-031

Open Session

Closed Session

Closed Reason: Not Applicable

RECOMMENDATION

It is recommended that the Board of Directors:

RESOLUTION	VOTING REQUIREMENT
THAT the Board adopt the 2025 Audited Financial Statements as presented.	Simple Majority of Members Present

BACKGROUND/PAST RESOLUTIONS

In the past, we have typically presented the Audited Financial Statements alongside the Annual Report at our AGM, hosted by the end of May per the FRSC bylaws, however due to the timing of the municipal elections, MCBB application deadlines and ELG reporting requirements these reports have been prepared in advance of the typical timeline. Our AGM will be held in June at the first meeting of the new board following the municipal elections.

At the FRSC AGM May 22, 2025, the Board supported, by motion, the reappointment of Teed Saunders Doyle as the auditor for the FRSC for the 2025 financial audit. As per the FRSC bylaws the appointment of auditor is to be done at the AGM each year.

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS

See the 2025 Audited Financial Statements.



REPORT

Audited Financial Statements

Andrew Logan and Meghan Porter, from Teed Saunders Doyle, will present on the Financial Audit from the 2025 year, speaking to the Auditors Report within the Audited Financial Statements. The FRSC staff were pleased to see the outcome of the audit, which underlines the effectiveness of internal controls and responsible financial management across service areas..

Some highlights from the Financial Statements:

1. The FRSC achieved a public sector accounting surplus of \$2,697,643 in 2025. This is not a cash balance held by the FRSC it was used to purchase capital assets of \$1.3M, repay LTD of \$914k, pay off remaining temporary borrowing of \$616k for the rock truck and transfer \$1.1M to capital and operating reserves.
2. No new long-term debt, or other borrowings issued during the year.
3. All budgeted capital expenditures for 2025 were completed.
4. Construction of the maintenance shop at Crane Mountain Landfill began this year, with \$399k spent by EOY from the operating budget. No temporary borrowing was incurred.

Annual Report Presentation

A presentation of the Annual Report outlining a few highlights of 2025 will be delivered at the April 23rd meeting. This presentation will not be comprehensive, as the 2025 work plan was already reviewed with the Board in January. This advance look into the full version, which will be presented at the AGM, is intended to give a micro focus on a few key areas.

ATTACHMENTS

1. 2025 Draft Audited Financial Statements

Fundy Regional Service Commission
Financial Statements
Year Ended December 31, 2025



Fundy Regional Service Commission

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Year Ended December 31, 2025

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INDEPENDENT AUDITORS' REPORT

To the Members of Fundy Regional Service Commission

Opinion

We have audited the financial statements of Fundy Regional Service Commission (the "Commission"), which comprise the statement of financial position as at December 31, 2025, and the statements of operations, remeasurement gains and losses, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the commission as at December 31, 2025, and the results of its operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards (PSAS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the commission in accordance with ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the commission's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

(continues)

Independent Auditors' Report to the Members of Fundy Regional Service Commission *(continued)*

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Saint John, New Brunswick
April 23, 2026

CHARTERED PROFESSIONAL ACCOUNTANTS

Fundy Regional Service Commission

Consolidated Statement of Operations

Year Ended December 31, 2025

	2025		2024
	(Unaudited)		
	Budget (Note 22)	Actual	Actual
Revenue			
Member charges	\$ 3,633,770	\$ 3,833,648	\$ 3,547,890
Sales of services	9,118,850	9,982,542	8,827,319
Government transfers	9,159,572	9,084,048	8,336,499
Other revenues	63,876	122,184	156,058
Interest	40,000	216,822	191,059
Gain on disposal of tangible capital assets	-	20,808	2,022
Gain on sale of investments	-	17,682	12,307
	<u>22,016,068</u>	<u>23,277,734</u>	<u>21,073,154</u>
Expenditures			
Cooperative and regional planning services	58,061	93,520	21,576
Local planning services	539,640	534,116	669,682
Solid waste services	11,601,230	10,559,627	10,152,751
Generation facility	265,966	168,853	269,437
Regional tourism promotion services	886,094	1,059,824	804,760
Regional economic development services	2,499,322	3,078,467	2,449,194
Community development services	605,210	606,709	417,793
Regional transportation services	368,953	383,957	174,930
Regional public safety committee services	187,859	187,923	142,521
Regional sport, recreation and cultural infrastructure support and development services	5,131,481	3,907,095	3,896,346
	<u>22,143,816</u>	<u>20,580,091</u>	<u>18,998,990</u>
Annual operating surplus (deficit)	<u>\$ (127,748)</u>	2,697,643	2,074,164
Accumulated operating surplus			
Beginning of year		11,803,188	9,729,024
End of year		<u>\$ 14,500,831</u>	<u>\$ 11,803,188</u>

See accompanying notes to the consolidated financial statements

Fundy Regional Service Commission

Consolidated Statement of Remeasurement Gains and Losses

 Year Ended December 31, 2025

	2025	2024
	<hr/>	<hr/>
Unrealized gains attributable to:		
Portfolio investments	\$ 96,922	\$ 29,492
Amounts reclassified to the statement of operations		
Realized gains on portfolio investments	(17,682)	(12,307)
Net remeasurement gains for the year	79,240	17,185
Accumulated remeasurement gains		
Beginning of year	56,967	39,782
End of year	\$ 136,207	\$ 56,967
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See accompanying notes to the consolidated financial statements

Fundy Regional Service Commission

Consolidated Statement of Financial Position

As at December 31, 2025

	2025	2024
Financial assets		
Cash (Note 3)	\$ 2,233,740	\$ 1,180,815
Receivables		
General (Note 4)	1,653,929	1,765,405
Due from federal government and its agencies (Note 5)	18,488	149,948
Due from Province of New Brunswick (Note 6)	135,037	727,216
Portfolio investments (Note 7)	5,219,217	3,401,410
	<u>9,260,411</u>	<u>7,224,794</u>
Liabilities		
Bank indebtedness (Note 8)	-	616,507
Accounts payable and accrued liabilities	1,516,810	1,646,542
Customer security deposits	43,316	70,471
Deferred revenue	483,324	335,841
Long term debt (Note 9)	1,285,000	2,258,000
Asset retirement obligation (Note 10)	14,250,550	13,698,515
	<u>17,579,000</u>	<u>18,625,876</u>
NET DEBT	<u>(8,318,589)</u>	<u>(11,401,082)</u>
Non-Financial Assets		
Tangible capital assets (Note 18)	82,333,101	80,727,718
Accumulated amortization (Note 18)	(59,569,637)	(57,725,944)
	<u>22,763,464</u>	<u>23,001,774</u>
Deferred financing charges	6,227	11,771
Inventory of supplies	21,065	26,065
Prepaid expenses	164,871	221,627
	<u>22,955,627</u>	<u>23,261,237</u>
ACCUMULATED SURPLUS	<u>\$ 14,637,038</u>	<u>\$ 11,860,155</u>
Accumulated surplus is comprised of:		
Accumulated operating surplus (Page 3)	\$ 14,500,831	\$ 11,803,188
Accumulated remeasurement gains (Page 4)	136,207	56,967
	<u>\$ 14,637,038</u>	<u>\$ 11,860,155</u>

Contingent liability (Note 12)
Commitments (Note 24)

On behalf of the Commission

Approved by:

Commissioner _____

Commissioner _____

See accompanying notes to the consolidated financial statements

Fundy Regional Service Commission

Consolidated Statement of Changes in Net Debt

Year Ended December 31, 2025

	2025		2024
	(Unaudited)		
	Budget (Note 22)	Actual	Actual
Annual operating surplus (deficit)	\$ (127,748)	\$ 2,697,643	\$ 2,074,164
Add (deduct) :			
Acquisition of tangible capital assets	(828,400)	(1,382,573)	(2,153,147)
Asset retirement cost reduction (increase) from change in estimated cash flows	-	(574,715)	1,730,948
Proceeds on disposal of tangible capital assets	-	22,808	6,522
Gain on sale of tangible capital assets	-	(20,808)	(2,022)
Amortization of tangible capital assets	2,013,000	1,921,942	1,769,271
Amortization of asset retirement costs	200,000	271,656	235,972
Amortization of deferred financing charges	3,252	5,544	4,223
Acquisition of deferred financing charges	(11,000)	-	-
Consumption of inventories	-	5,000	3,751
Use (acquisition) of prepaid assets	-	56,756	(199,890)
	1,249,104	3,003,253	3,469,792
Net remeasurement gains	-	79,240	17,185
Decrease in net debt	1,249,104	3,082,493	3,486,977
Net Financial Debt			
Beginning of the year	(11,401,082)	(11,401,082)	(14,888,059)
End of the year	\$ (10,151,978)	\$ (8,318,589)	\$ (11,401,082)

On behalf of the Commission

Approved by:

Commissioner _____

Commissioner _____

See accompanying notes to the consolidated financial statements

Fundy Regional Service Commission

Consolidated Statement of Cash Flows

Year Ended December 31, 2025

	2025	2024
Increase (decrease) in cash and cash equivalents		
Operating transactions		
Annual operating surplus	\$ 2,697,643	\$ 2,074,164
Gain on disposal of tangible capital assets	(20,808)	(2,022)
Gain on sale of investments	(17,682)	(12,307)
Amortization of tangible capital assets	1,921,942	1,769,271
Amortization of asset retirement costs	271,656	235,972
Asset retirement obligation accretion expense	613,660	589,888
Amortization of deferred financing charges	5,544	4,223
Receivable - General	111,476	(760,869)
Receivable - Federal Government and its agencies	131,460	61,035
Receivable - Province of New Brunswick	592,179	(405,542)
Accounts payable and accrued liabilities	(129,732)	(704,968)
Customer security deposits	(27,155)	(32,316)
Deferred revenue	147,483	94,611
Asset retirement obligation settlements	(636,340)	-
Inventory of supplies	5,000	3,751
Prepaid expenses	56,756	(199,890)
	<u>5,723,082</u>	<u>2,715,001</u>
Capital transactions		
Acquisition of tangible capital assets	(1,382,573)	(2,153,147)
Proceeds on sale of tangible capital assets	22,808	6,522
	<u>(1,359,765)</u>	<u>(2,146,625)</u>
Financing transactions		
Issue (repayment) of bank indebtedness	(616,507)	611,765
Repayment of long term debt	(973,000)	(927,000)
	<u>(1,589,507)</u>	<u>(315,235)</u>
Investing transactions		
Proceeds on sale of investments	303,592	1,221,863
Purchase of investments	(2,024,477)	(1,721,435)
	<u>(1,720,885)</u>	<u>(499,572)</u>
Net increase (decrease) in cash and cash equivalents	1,052,925	(246,431)
Cash and cash equivalents		
Beginning of year	1,180,815	1,427,246
End of year	<u>\$ 2,233,740</u>	<u>\$ 1,180,815</u>

See accompanying notes to the consolidated financial statements

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

1. Purpose of the Organization

The Fundy Regional Service Commission was established by the Province of New Brunswick under the Regional Service Delivery Act with additional regulations to this Act including 2012-109 General, 2022-46 Regions and 2023-35 Regional Services Support Fund. Regulation 2022-46 Regions came into force on January 1, 2023 to replace Regulation 2012-91 Regions due to changes in municipal boundaries resulting from local governance reform. The significant changes to the commission's boundaries were the addition of the local government of Hampton and the loss of the local service district of Musquash. The Commission is comprised of the Fundy Rural District and the Local Governments of Fundy-St. Martins, Grand Bay-Westfield, Hampton, Quispamsis, Rothesay and The City of Saint John.

The business and affairs of the Commission is directed and controlled by a board of directors in accordance with the Regional Service Delivery Act. The Board shall consist of:

- (a) the mayors of each local government in a region,
- (b) if the rural district in a region has a rural district advisory committee, the chair of the advisory committee, and
- (c) the Chief Executive Officer of the Commission, who shall be a non-voting member.

Regional Service Delivery Act section 3.1(1) prescribes the Commission mandate as follows:

- (a) To provide or facilitate the provision of common services to its member local governments and rural district as follows: a solid waste disposal service; a regional transportation service; a land use planning service to its members that are local governments that are not providing their own land use planning service and to its rural district member;
- (b) To develop and implement a regional strategy;
- (c) To undertake activities related to regional economic development, regional community development and regional tourism promotion;
- (d) To identify sport, recreational and cultural infrastructure in the region, to apportion the costs attributable to that infrastructure among its members and to ensure the management of any resulting agreements or contracts;
- (e) To establish a public safety committee to exchange information and discuss resource sharing and joint planning by its members in relation to policing services, fire protection services and emergency measures planning services;
- (f) To work with its members to facilitate administrative, financial and other service arrangements;

Regional Service Delivery Act section 3.1(2) states that in addition to the mandate in subsection (1), any Commission prescribed by regulation is mandated to develop a plan for integrating and coordinating services to address homelessness, poverty and mental health and may enter into agreements with the Crown in right of the Province for that purpose. Regulation 2012-109 mandates Fundy Regional Service Commission to provide those services.

2. Summary of significant accounting policies

The consolidated financial statements of the Commission are the representations of management, prepared in accordance with Canadian generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

The focus of Public Sector Accounting (PSA) financial statements is on the financial position of the Commission and the changes thereto. The Consolidated Statement of Financial Position includes all of the assets and liabilities of the Commission.

No other entities have been included in these consolidated financial statements.

Significant aspects of the accounting policies adopted by the Commission are as follows:

Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenues, expenditures and changes in net financial assets and cash flows of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable for the administration of their affairs and resources to the Commission and which are owned or controlled by the Commission.

Interdepartmental and organizational transactions and balances are eliminated.

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

2. Summary of significant accounting policies (continued)**Budget**

The budget figures contained in these financial statements were approved by the Commission on October 24, 2024.

Revenue recognition

- (a) Solid waste tipping fees are recorded when waste is delivered to the landfill facility and collection is reasonably assured.
- (b) Sales of recyclable materials are recorded when bales are ready for shipment from the recycling facility, realizable value is determinable and collection is reasonably assured.
- (c) Member charges are recorded when services are provided and collection is reasonably assured.
- (d) Investment and other income are recorded on the accrual basis.

Expenditure recognition

Expenditures are recorded on the accrual basis. Outstanding commitments for goods and services relating to the current year are accrued at the balance sheet date.

Asset retirement obligations

The Commission follows the provisions of CPA Canada PS 3280 standards to account for and report the liability for asset retirement obligations. Asset retirement obligations are costs associated with the retirement of a tangible capital asset that result from its acquisition, construction, development or normal use.

Activities associated with the retirement of solid waste containment cells include:

- (a) final cover, vegetation and drainage control features;
- (b) facilities for leachate collection, holding and treatment facilities and leachate discharge monitoring;
- (c) landfill gas collection and destruction facilities;
- (d) acquisition of additional land for buffer zones;
- (e) monitoring the quality of ground and surface water.

Activities associated with the retirement of buildings and other structures include:

- (a) demolition and disposal of building materials at an approved facility,
- (b) remediation of land.

Use of estimates

The preparation of the consolidated financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amount of revenues and expenses during the reporting period. Significant estimates include allowance for doubtful accounts, useful life of tangible capital assets, future solid waste tonnage and compaction ratio, future asset retirement costs and the timing of those expenditures, the inflation rate and discount rate used to calculate the asset retirement obligation. These estimates are reviewed periodically, and as adjustments become necessary, they are reported in earnings in the period in which they become known. Actual results may differ from those estimates.

Government transfers

The Commission follows the provisions of CPA Canada PS 3410 standards:

- (a) Transfers without eligibility criteria or stipulations are recognized as revenue when the transfer is authorized.
- (b) Transfers with eligibility criteria but without stipulations are recognized as revenue when the transfer is authorized and all eligibility criteria have been met.
- (c) Transfers with or without eligibility criteria but with stipulations are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability for the recipient government in accordance with CPA Canada PS 3200.

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

2. Summary of significant accounting policies (continued)**Financial instruments**

The Commission follows CPA Canada PS 3450 standards to recognize, measure and report financial instruments.

Measurement of financial instruments

The commission initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions.

The commission subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value of these portfolio investments are recognized in remeasurement gains and losses.

Financial assets measured at amortized cost include cash, fixed income and pooled investment fund portfolio investments, trade receivables, accrued investment income, due from the federal government and its agencies and due from the Province of New Brunswick.

Financial liabilities measured at amortized cost include bank indebtedness, accounts payable and accrued liabilities, security deposits, deferred revenue and long term debt.

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in operations.

Transaction costs

The commission recognizes its transaction costs in operations in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, balances with banks, short term deposits with original maturities of three months or less and bank overdrafts. Bank borrowings are considered to be financing activities.

Inventory of supplies

Inventory is valued at the lower of cost and net replacement cost with cost being determined on the average cost basis.

Post-employment benefits and compensated absences

The Commission follows the provisions of CPA Canada PS 3250 and PS 3255 standards in its financial statement presentation and disclosure.

Tangible capital assets

The Commission follows the provisions of CPA Canada PS 3150 standards: Tangible Capital Assets. Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Asset retirement costs recognized under CPA Canada PS 3280 are capitalized to the cost of the related tangible capital asset. Carrying costs during construction or development are capitalized. Donated or contributed tangible capital assets are recorded at their fair market value at the date of construction or contribution. The capitalization threshold is \$ 10,000. Amortization shall begin in July of the year in which the costs were incurred and no amortization is recorded in the year of disposal with the exception of containment cells which are amortized over the actual usage period. Assets under construction are not amortized until the asset is available for productive use. The cost of the tangible capital assets is amortized on the following basis and over the estimated useful life as follows:

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

2. Summary of significant accounting policies (continued)**Tangible capital assets (continued)**

<u>Asset type</u>	<u>Amortization basis</u>	<u>Estimated useful life</u>
Landfill site and roadways	Volume usage of the landfill	landfill life
Buildings	Volume usage of the landfill	landfill life
Buildings (compost and MRF facilities foundation)	Volume usage of the landfill	landfill life
Buildings (compost and MRF facilities frame and covering)	Straight-line	18 - 20 years
Leasehold improvement	Straight-line	Lease term
Gas generation system	Straight-line	4 years
Containment cells	Straight-line	3 - 5 years
Containment cells - Asset retirement costs	Volume usage of the landfill	landfill life
Vehicles	Straight-line	5 - 10 years
Heavy equipment	Straight-line	4 - 20 years
Equipment	Straight-line	5 - 20 years
Furniture and fixtures	Straight-line	10 years

During the year, equipment with a net book value of \$ nil was sold for \$ 21,720 and vehicles with a net book value of \$ 2,000 was sold for \$ 1,088. These sales were in the normal course of operations.

Contributed goods and services

With the exception of tangible capital assets which are recognized at their fair market value, the value of contributed goods and services are not recognized in the financial statements.

Segmented information

The Commission provides waste disposal, local planning and cooperative and regional planning services for the geographic area of Region 9. For management reporting purposes, the Commission's operations and activities are organized and reported by function. This presentation was created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. Services are provided by departments as follows:

Cooperative and Regional Planning Services

The Commission is responsible for the development of a Regional Plan, the aim of which would be to better coordinate and manage development and land use within the region. More specifically, the Regional Plan will focus on strategies that focus sustainable development practices, that encourage coordinated development between communities, that influence and guide the location of significant infrastructure (e.g., major roadways, facilities, trails), and that enhance coordination of commercial/industrial development. The Regional Plan will also serve as an important tool in better managing, protecting and harmonizing urban and rural landscapes and resources.

Local Planning Services

This department provides land use planning services to the Fundy Rural District and any Local Government that does not currently have the service. This service includes the development of rural plans, the administration and enforcement of the plans, the issuance of building permits, conducting building inspections, and the approval of subdivisions, etc. The Commission encourages local service districts to develop common integrated plans, where possible and appropriate.

Solid Waste Services

This department provides solid waste disposal services to the Southwest Rural District and all Local Governments. This includes the operation of recycling programs, composting, hazardous waste and public education programs.

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

2. Summary of significant accounting policies (continued)**Segmented information (continued)**Generation Facility

This department utilizes landfill gases to generate electricity. Solid Waste Services uses the electricity generated and any excess production is sold to Saint John Energy.

Regional Tourism Promotion

This department establishes a regional tourism promotion organization and develops a regional destination marketing strategy which is integrated with the RSC Economic Development Plan. It participates in and contributes to Department of Tourism, Heritage and Culture cooperative marketing partnership opportunities. It creates and executes marketing initiatives/programs, partnerships and digital channels, contributes to provincially owned digital marketing channels, develops a regional website to promote the region, and actively participates in the provincial Tourism Advisory committee.

Regional Economic Development

This department provides strategic focus for regional economic growth, focuses on supporting investment-ready communities, coordinates investor visits in the region, serves as a liaison for new inward investors, develops a deep understanding of the local economy, and supports workforce development and labour force growth.

Community Development Service

This department is responsible for establishing a committee to develop a coherent regional vision and plan. A community development action plan will be created including areas such as affordable housing, newcomer settlement and diversity promotion, social inclusion and healthy communities. The Commission will provide a strategic regional focus and accountability, ensure more effective delivery of investments in infrastructure and programs, identify partnership opportunities with existing initiatives, bring regional partners and stakeholders together to develop a regional plan and identify specific needs and support major regional initiatives.

Regional Transportation Service

This department is responsible for establishing a committee to gather data for ongoing regional transportation planning and preparing an Integrated Regional Transportation Vision, Strategy and Plan for the region based on the displacement needs of the community. The Commission offers support for volunteer-based transportation initiatives.

Regional Public Safety CommitteeRegional Policing Collaboration

The Commission serves as a forum through which the effectiveness and efficiency of policing services is reviewed and evaluated on a regional basis. In addition, the Commission will identify issues of common concern within the region and provide direction on priorities for policing services. The Commission will identify ways in which police forces within a region can work together to share costs, reduce duplication and generally build stronger linkages with one another.

Regional Emergency Measures Planning

The Commission serves as a forum through which Fundy Rural District and Local Governments will plan, coordinate and pool resources on a regional basis to enable effective responses to emergency situations. This will involve working closely with the New Brunswick Emergency Measures Organization (NB EMO) to develop regional emergency protocols (specifying mutual assistance agreements between communities), providing assistance in developing and maintaining local emergency measures plans, and facilitating training initiatives for regional and inter-regional emergency responses.

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

2. Summary of significant accounting policies (continued)

Segmented information (continued)

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

The Commission is responsible for facilitating the planning and cost-sharing of major sport, recreational and cultural facilities within the region.

The Commission is the entity through which Fundy Rural District and Local Governments come together to identify and reach consensus on the need, scope and financing required for new facilities (could include the expansion/renovation of existing facilities). Such agreements can be developed on a regional or on a sub-regional basis and would cover initial capital and ongoing operating costs. In order to secure provincial funding, the project proponents are required to obtain support from the communities expected to benefit from the facilities.

The commission is required to meet any provincial or other established standards associated with the services.

3. Cash

	2025	2024
Restricted - Reserve Fund	\$ 1,046,525	\$ -
Restricted - Asset retirement obligation	80,627	90,081
Unrestricted	1,106,588	1,090,734
	<u>\$ 2,233,740</u>	<u>\$ 1,180,815</u>

4. Receivables - General

	2025	2024
Trade	\$ 1,625,234	\$ 1,744,770
Accrued investment income - Reserve Fund	2,441	2,100
Accrued investment income - Asset retirement obligation	26,254	18,535
	<u>\$ 1,653,929</u>	<u>\$ 1,765,405</u>

5. Due from federal government and its agencies

	2025	2024
Canada Revenue Agency (HST)	\$ 18,488	\$ 149,948

6. Due from Province of New Brunswick

	2025	2024
Environment & Local Government	\$ 110,441	\$ 583,786
Environmental Trust Fund	3,194	16,187
Post-Secondary Education, Training and Labour	20,957	-
Regional Development Corporation	-	127,077
Other	445	166
	<u>\$ 135,037</u>	<u>\$ 727,216</u>

7. Portfolio investments

	2025	2024
Restricted - Reserve Fund	\$ 1,504,392	\$ 1,033,654
Restricted - Asset retirement obligation	3,714,825	2,367,756
	<u>\$ 5,219,217</u>	<u>\$ 3,401,410</u>

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

7. Portfolio investments (continued)

These investments are comprised as follows:

	2025		2024	
	Book Value	Carrying Value	Book Value	Carrying Value
Reserve Fund				
Pooled investment funds	\$ 1,504,392	\$ 1,504,392	\$ 820,654	\$ 820,654
Canadian fixed income	-	-	\$ 213,000	\$ 213,000
Asset retirement obligation				
Canadian fixed income	3,120,131	3,120,131	1,990,080	1,990,080
Foreign fixed income	108,948	108,948	-	-
Canadian common shares	349,539	485,746	320,708	377,676
	<u>\$ 5,083,010</u>	<u>\$ 5,219,217</u>	<u>\$ 3,344,442</u>	<u>\$ 3,401,410</u>

Canadian common shares are carried at fair market value as determined by quoted market rates provided by the investment management firm.

Canadian and foreign fixed income investments and pooled investment funds are carried at average cost. At December 31, 2025, the fair market value is \$ 48,515 (2024 - \$ 46,368) lower than book value. Management believes that the decrease in market values is a temporary decline.

8. Bank indebtedness

Bank demand loan, prime rate interest, unsecured

	2025	2024
	\$ -	\$ 616,507

The Commission has a \$ 500,000 revolving line of credit facility for operating purposes at prime rate of interest, a \$ 4,464,000 non-revolving demand loan for capital projects at prime rate of interest, a \$ 50,000 Visa facility and a \$ 22,500 standby letter of credit facility. At yearend, the \$ 22,500 standby letter of credit was utilized.

9. Long-term debt
New Brunswick Municipal Finance Corporation Debentures:

Solid Waste Services

CC 29, 3.953% - 4.700%, due December 5, 2027, M.O. #22-0023

\$ 525,000 \$ 772,000

CE 32, 5.245% - 4.616%, due December 4, 2026, M.O. #21-0004

699,000 1,366,000

Generation Facility

CC 30, 3.987% - 4.700%, due December 5, 2026, M.O. #21-0004

61,000 120,000

\$ 1,285,000 \$ 2,258,000

Approval of the Municipal Capital Borrowing Board has been obtained for all long-term debt.

Principal payments required during the next two years are as follows:

2026	\$ 1,017,000
2027	\$ 268,000

10. Asset retirement obligation

The commission has obligations related to tangible capital assets which will require asset retirement activities when those assets are no longer in productive service. Solid waste disposed into the containment cells requires final cell capping, landfill gas collection wells and piping system, landfill gas disposal facilities, ground and surface water quality monitoring and reporting, leachate treatment facilities and operation/maintenance activities while the site operates and for an estimated 40 year care period after the site no longer accepts solid waste.

Fundy Regional Service Commission

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December 31, 2025

10. Asset retirement obligation (continued)

In 2024, the Commission received approval for height augmentation of the landfill. For purposes of asset retirement obligation calculations, Phase 1 capacity was defined to include existing containment cells 1 to 9 plus the surge pond, which is currently located within the landfill footprint, to the augmented landfill height. Based on current waste volumes, Phase 1 has a lifespan until 2048 and future cells 10 to 17 will extend the landfill life to the year 2067. The construction and demolition waste site will require final capping only. Activities associated with the retirement of buildings and other structures include demolition and disposal.

Future cash outflows required to reduce the asset retirement obligation have been estimated using historical and industry data, engineering data and management's best estimates based on information available at the financial statement date. The effect of new legislation is not considered in estimating the liability until such legislation is enacted regardless of the effective date.

Total undiscounted expenditures are estimated to be \$ 109,195,331 using a 2.50% rate of inflation. These expenditures are incurred over the years from 2025 to 2107. The timing of settlement for these expenditures is estimated to be \$ 18,458,076 from 2025 to 2067 and \$ 90,737,256 from 2068 to 2107. Using a discount rate of 4.50%, the net present value of the estimated future cash outflows results in a December 31, 2025 liability of \$ 14,250,550.

Reconciliation of Aggregate Carrying Amount

	2025	2024
Asset retirement obligation		
Balance, beginning of year	\$ 13,698,515	\$ 14,839,575
Liability settled during the year	(636,340)	-
Accretion expense from the passage of time	613,660	589,888
Revisions in estimated cash flows	574,715	(1,730,948)
Balance, end of year	<u>\$ 14,250,550</u>	<u>\$ 13,698,515</u>

Statement of Revenue and Expenditure

	2025	2024
Revenue		
Transfer from Solid Waste Operating Fund	\$ 1,168,537	\$ 209,431
Realized gains on disposal of investments	17,682	12,307
Unrealized gains on portfolio investments	79,240	17,185
Investment income	102,064	78,903
	<u>1,367,523</u>	<u>317,826</u>
Expenditures		
Investment management fees	22,670	18,773
	<u>22,670</u>	<u>18,773</u>
Annual surplus	1,344,853	299,053
Special account balance		
Beginning of year	2,474,599	2,175,546
End of year	<u>\$ 3,819,452</u>	<u>\$ 2,474,599</u>

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

10. Asset retirement obligation (continued)

The Commission has designated specific investments accounts to settle asset retirement obligations as follows:

	2025	2024
Cash held in investment accounts	\$ 80,627	\$ 90,081
Portfolio investments		
Canadian fixed income	3,120,131	1,990,080
Foreign fixed income	108,948	-
Canadian common shares	485,746	377,676
Accrued investment income	26,254	18,535
Accrued investment management fees	(2,254)	(1,773)
	<u>\$ 3,819,452</u>	<u>\$ 2,474,599</u>

All investments acquired with money originally contributed to this special account, and all interest and other income earned on that money or those investments are restricted for settlement of the liability. Withdrawals from this special account require a resolution of the Commission.

11. Measurement uncertainty

The Commission estimated the future costs of closing the landfill site and monitoring the site for a period of forty years after closing based on assumptions about future events. The landfill asset retirement obligation recorded in the financial statements will require adjustment if the following significant assumptions change:

- (1) A costing study determines that future annual asset retirement obligation cost estimates differ from current expectations.
- (2) The estimated 2.5% rate of inflation or 4.5% discount rate differs.
- (3) The total capacity and estimated life of the landfill has been determined based on average annual tonnes accepted in the landfill and average waste compaction ratios. Annual volumetric usage is impacted by factors such as regional population change, regional waste diversion strategies, extended producer responsibility initiatives and technological innovation which may significantly impact the life of the landfill.
- (4) Phase 1 has a lifespan until 2048 and future cells 10 to 17 will extend the landfill life to the year 2067. There may be asset retirement cost savings related to Phase 1 while the landfill site accepts waste until the final closure date of the landfill site.

12. Contingent liability

In the normal course of operations, the Commission becomes involved in various claims and legal proceedings. While the final outcome with respect to claims and legal proceedings pending at December 31, 2025 cannot be predicted with certainty, it is the opinion of management that resolution of these matters will not have a material adverse effect as the Commission maintains insurance coverage in amounts considered appropriate.

13. Surplus / deficit reconciliation

	2025	2024
Net debt	\$ (8,318,589)	\$ (11,401,082)
Adjustments:		
Unrealized gain on portfolio investments	(136,207)	(56,967)
Bank loan	-	616,507
Long term debt	1,285,000	2,258,000
Inventory of supplies	21,065	26,065
Prepaid expenses	164,871	221,627
Asset retirement obligation funding shortfall	6,373,021	6,373,021
Unamortized asset retirement costs	4,027,148	3,724,089
	<u>\$ 3,416,309</u>	<u>\$ 1,761,260</u>

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

13. Surplus / deficit reconciliation (continued)

	2025	2024
Composition annual fund surplus (deficit) per PNB requirements is as follows:		
2023 Cooperative & Regional Planning Fund Surplus		1,541
2023 Local Planning Fund Deficit		(92)
2023 Solid Waste Fund Deficit		(96,732)
2023 Generation Facility Fund Deficit		(3,253)
2023 Regional Tourism Promotion Fund Surplus		3,570
2023 Regional Economic Development Fund Deficit		(2,940)
2023 Community Development Fund Surplus		11,415
2023 Regional Transportation Fund Deficit		(1,303)
2023 Regional Public Safety Committee Fund Surplus		7,683
2023 Regional Sport Recreation and Cultural Infrastructure Support and Development Fund Surplus		511
2024 Cooperative & Regional Planning Fund Deficit	(3,558)	(3,558)
2024 Local Planning Fund Surplus	17,841	17,841
2024 Solid Waste Fund Surplus	297,557	297,557
2024 Generation Facility Fund Deficit	(62,822)	(62,822)
2024 Regional Tourism Promotion Fund Surplus	31,368	31,368
2024 Regional Economic Development Fund Surplus	54,170	54,170
2024 Community Development Fund Surplus	933	933
2024 Regional Transportation Fund Deficit	(11,198)	(11,198)
2024 Regional Public Safety Committee Fund Deficit	(695)	(695)
2024 Regional Sport Recreation and Cultural Infrastructure Support and Development Fund Deficit	(7,117)	(7,117)
2025 Cooperative & Regional Planning Fund Surplus	11,316	
2025 Local Planning Fund Surplus	36,972	
2025 Solid Waste Fund Surplus	185,128	
2025 Generation Facility Fund Surplus	70,477	
2025 Regional Tourism Promotion Fund Surplus	20,144	
2025 Regional Economic Development Fund Surplus	15,581	
2025 Community Development Fund Surplus	80,258	
2025 Regional Transportation Fund Deficit	(1,177)	
2025 Regional Public Safety Committee Fund Surplus	23,305	
2025 Regional Sport Recreation and Cultural Infrastructure Support and Development Fund Surplus	104,468	
Reserve Fund balances	2,553,358	1,524,381
	<u>\$ 3,416,309</u>	<u>\$ 1,761,260</u>

14. Short-term borrowings compliance

Interim capital borrowing

At yearend, the Commission has outstanding ministerial authority for interim capital borrowing as follows:

<u>M.O. #</u>	<u>Purpose</u>	<u>Amount</u>	<u>Term</u>
24-0022	Environmental Health Services (General)	\$ 1,114,000	not exceeding 5 years
25-0016	Environmental Health Services (General)	\$ 1,100,000	not exceeding 15 years

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

14. Short-term borrowings compliance (continued)

Operating borrowing

As prescribed in the Regional Service Delivery Act Regulation 2012-109, borrowing for operating expenses is limited to 5% of the Commission's operating budget for that service and borrowing for operating expenses of a solid waste management service is limited to 25% of the operating budget for that service.

In 2025, the Commission has complied with these restrictions.

Inter-fund borrowing

The Municipal Financial Reporting Manual requires that short-term inter-fund borrowings be repaid in the next year unless the borrowing is for a capital project. Interfund borrowing is in compliance with the requirements.

15. Financial instruments

The Commission is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about risk exposure and concentration of risks at December 31, 2025.

Credit risk

Credit risk arises from the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge its obligations. The Commission is exposed to credit risk from customers. In order to reduce its risk, the Commission reviews new customers' credit history before extending credit, collects security deposits or bank letters of credit, conducts regular reviews of its existing customers' credit performance and contacts customers with overdue invoices. The Canadian government sector accounted for 100% of member charge revenue. In addition, 73.6% (2024 - 75.8%) of tipping fees from other sources was generated from four major customers. The remaining sales are represented by a significant number of diverse customers.

Aging of overdue trade receivables (not impaired)	Overdue by <u>1 month</u>	Overdue by <u>2 months</u>	Overdue by <u>Over 2 months</u>
Government	\$ 15,509	\$ 53	\$ -
Non-government	255,325	276,954	13,964
	<u>\$ 270,834</u>	<u>\$ 277,007</u>	<u>\$ 13,964</u>

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. Cash balances earn interest at floating interest rates and fixed income portfolio investments bear interest at fixed interest rates. Due to professional management of the investment portfolio and the expected long term rate of return, the commission believes that interest rate risk is low for investments. Long term debt totalling \$ 1,285,000 (2024 - \$ 2,258,000) bears interest at a fixed rates until paid off in 2027. Bank indebtedness totalling \$ nil (2024 - \$ 616,507) bears interest at a floating rate. The bank indebtedness outstanding at December 31, 2024 was paid off during 2025. Due to the minimal balance of bank indebtedness, the commission believes that interest rate risk is low.

Currency risk

Currency risk arises from the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The Commission does not have any sales or receivables denominated in foreign currencies.

The commission is exposed to currency risk from Canadian supplier purchases of goods sourced directly or indirectly from foreign manufacturers (i.e. heavy equipment purchased for landfill operations originates primarily from the USA).

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

15. Financial instruments (continued)

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty meeting its obligations associated with financial liabilities. The Commission has significant working capital held in accounts receivable from customers but management believes that cash flow will be sufficient to settle financial liabilities as required. If liquidity difficulties arise, the Commission has the ability to borrow for operating and capital purposes.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Commission has portfolio investments, held as equity instruments, debt instruments and pooled investment funds, totalling \$ 5,219,217 (2024 - \$ 3,401,410) representing domestic and foreign sources. These investments are subject to fluctuations in stock market prices whether caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

The Commission does not have a formally documented investment policy. The fund manager must maintain reasonable sector and securities diversification within the investment portfolio.

	2025	2024
Investment allocation by asset class is as follows:		
Canadian pooled investment funds	28.9%	24.3%
Canadian fixed income	59.6%	64.5%
Foreign fixed income	2.1%	0.0%
Canadian equity	9.4%	11.2%
	<u>100.0%</u>	<u>100.0%</u>
Investment allocation by sector is as follows:		
Canadian pooled investment funds		
High interest savings accounts	28.9%	24.4%
Canadian fixed income		
Federal and Provincial	27.9%	30.5%
Municipal	0.7%	0.9%
Corporate	31.0%	33.0%
Foreign fixed income		
Corporate	2.1%	0.0%
Canadian equity		
Energy	1.9%	2.6%
Materials	0.6%	0.5%
Industrials	0.7%	0.3%
Consumer discretionary	0.7%	1.2%
Consumer staples	0.3%	0.7%
Financials	3.5%	4.1%
Information technology	0.5%	0.7%
Communications	0.7%	0.5%
Real estate investment trusts	0.0%	0.0%
Utilities	0.5%	0.6%
	<u>100.0%</u>	<u>100.0%</u>

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

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16. Post-employment benefits and compensated absences

The commission sponsors a defined contribution pension plan for its unionized workforce whereby the employer obligation is limited to a matching contribution of up to 5% of regular and overtime pay. For employees with full-time status of 10 years or more, the employer will contribute up to 6% matching. The expense recognized in the 2025 financial statements totals \$ 106,422 (2024 - \$ 97,599). There were no significant changes to the pension plan during the year.

The Commission contributes to RRSP benefit plans for its full-time management workforce. The Commission matches employee contributions to a specified percentage of earnings. The expense recognized in the 2025 financial statements totals \$ 82,244 (2024 - \$ 70,036).

The Commission provides sick leave for full-time employees. An employee can take a leave with pay for an amount of time equal to the accumulated sick leave. Unused sick leave benefits are paid out to the unionized employees on the last pay period of the year. Unused sick leave benefits for non-unionized employees do not carryover to the next year. Accordingly, there is no liability at yearend.

17. Comparative figures

Certain of the 2024 comparative amounts have been reclassified to conform with the financial statement presentation adopted for the current year.

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Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

19. Schedule of Segment Disclosure

	Cooperative & Regional Planning Services				Regional Tourism Promotion Services		Regional Economic Development Services		Community Development Services		Regional Sport Recreation and Cultural Infrastructure Services		2025 Consolidated	2024 Consolidated
Revenues														
Member charges	\$ 44,020	\$ 476,838	2,645,861	\$ -	\$ 68,105	\$ 59,005	\$ 175,115	\$ 138,246	\$ 86,246	\$ 140,212	\$ 3,833,648	\$ 3,547,890		
Sales of services	-	-	9,981,415	1,127	-	-	-	-	-	-	9,982,542	8,827,319		
Government transfers	56,022	65,856	282,316	-	989,497	2,986,402	456,686	224,087	106,703	3,916,479	9,084,048	8,336,499		
Other revenues	1,136	568	26,799	142	16,537	48,475	20,434	1,562	1,562	4,969	122,184	156,058		
Interest	-	2,498	211,427	2	8	24	-	-	-	2,863	216,822	191,059		
Gain on disposal of tangible capital assets	-	-	20,808	-	-	-	-	-	-	-	20,808	2,022		
Gain on sale of investments	-	-	17,682	-	-	-	-	-	-	-	17,682	12,307		
	101,178	545,760	13,186,308	1,271	1,074,147	3,093,906	652,235	363,895	194,511	4,064,523	23,277,734	21,073,154		
Expenses														
Salaries and benefits	23,537	292,933	4,012,446	63,890	30,381	36,429	351,406	180,387	72,790	146,289	5,210,488	4,543,936		
Goods and services	67,865	202,016	3,928,050	35,461	1,027,184	3,038,932	221,986	183,382	106,098	3,746,690	12,557,664	11,694,288		
Amortization	2,118	39,167	2,005,471	64,821	2,259	3,106	33,317	20,188	9,035	14,116	2,193,598	2,005,243		
Interest and accretion	-	-	613,660	4,681	-	-	-	-	-	-	618,341	755,523		
	93,520	534,116	10,559,627	168,853	1,059,824	3,078,467	606,709	383,957	187,923	3,907,095	20,580,091	18,998,990		
Surplus (deficit) for the year	\$ 7,658	\$ 11,644	\$ 2,626,681	\$ (167,582)	\$ 14,323	\$ 15,439	\$ 45,526	\$ (20,062)	\$ 6,588	\$ 157,428	\$ 2,697,643	\$ 2,074,164		

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

18. Schedule of Tangible Capital Assets

	Land	Buildings	Leasehold Improvement	Vehicles	Heavy Equipment	Equipment	Furniture & Fixtures	Infrastructure		Assets Under Construction	2025 Total	2024 Total
								Landfill Site & Roadways	Containment Cells			
Cost												
Balance, beginning of year	\$ 1,173,460	\$ 7,394,835	\$ 752,936	\$ 463,635	\$ 11,757,722	\$ 1,528,463	\$ 48,438	\$ 11,727,447	\$ 45,818,623	\$ 62,159	\$ 80,727,718	\$ 80,585,716
Plus: Net additions during the year	-	-	-	91,993	492,342	156,144	-	274,538	574,715	367,556	1,957,288	2,153,147
Less: Disposals during the year	-	-	-	52,332	184,479	115,094	-	-	-	-	351,905	2,011,145
Balance, end of year	1,173,460	7,394,835	752,936	503,296	12,065,585	1,569,513	48,438	12,001,985	46,393,338	429,715	82,333,101	80,727,718
Accumulated Amortization												
Balance, beginning of year	-	3,578,521	47,058	219,519	7,808,366	996,698	30,793	6,036,642	39,008,347	-	57,725,944	55,996,398
Plus: Amortization during the year	-	142,785	141,176	48,299	724,442	90,082	2,353	146,613	897,848	-	2,193,598	2,005,243
Less: Accumulated amortization on disposals	-	-	-	50,332	184,479	115,094	-	-	-	-	349,905	275,697
Balance, end of year	-	3,721,306	188,234	217,486	8,348,329	971,686	33,146	6,183,255	39,906,195	-	59,569,637	57,725,944
Net Book Value	\$ 1,173,460	\$ 3,673,529	\$ 564,702	\$ 285,810	\$ 3,717,256	\$ 597,827	\$ 15,292	\$ 5,818,730	\$ 6,487,143	\$ 429,715	\$ 22,763,464	\$ 23,001,774
Consists of:												
Solid Waste assets	\$ 1,173,460	\$ 3,673,529	\$ -	\$ 205,476	\$ 3,702,943	\$ 536,801	\$ 15,292	\$ 5,818,730	\$ 6,487,143	\$ 429,715	\$ 22,043,089	\$ 22,165,938
Electrical Generation assets	-	-	-	28,816	14,313	61,026	-	-	-	-	104,155	129,958
Local Planning assets	-	-	-	51,518	-	-	-	-	-	-	51,518	-
Corporate assets	-	-	564,702	-	-	-	-	-	-	-	564,702	705,878
	\$ 1,173,460	\$ 3,673,529	\$ 564,702	\$ 285,810	\$ 3,717,256	\$ 597,827	\$ 15,292	\$ 5,818,730	\$ 6,487,143	\$ 429,715	\$ 22,763,464	\$ 23,001,774

Fundy Regional Service Commission

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December 31, 2025

20. Reconciliation of Annual Surplus

	Cooperative & Regional Planning Operating Fund	Local Planning Operating Fund	Solid Waste Operating Fund	Generation Facility Operating Fund	Regional Tourism Promotion Operating Fund	Regional Economic Development Operating Fund	Community Development Operating Fund	Regional Transportation Operating Fund	Regional Public Safety Committee Operating Fund	Regional Sport Recreation and Cultural Infrastructure Operating Fund	Solid Waste Capital Fund	Local Planning Capital Fund	Generation Facility Capital Fund	Reserve Funds	Total
2025 annual surplus (deficit)	\$ 9,775	\$ 43,314	\$ 4,318,632	\$ (102,764)	\$ 16,574	\$ 18,521	\$ 78,843	\$ 126	\$ 15,622	\$ 168,682	\$ (1,833,428)	\$ 1,268	\$ (63,974)	\$ 26,452	\$ 2,697,643
Adjustments to annual surplus (deficit) for funding requirements															
Second previous year's surplus (deficit)	1,541	(92)	(96,732)	(3,253)	3,570	(2,940)	11,415	(1,303)	7,683	511	-	-	-	-	(79,600)
Transfers between funds															
Transfer from local planning operating fund to local planning capital fund	-	(6,250)	-	-	-	-	-	-	-	-	-	6,250	-	-	-
Transfer from local planning capital reserve fund to local planning capital fund	-	-	-	-	-	-	-	-	-	-	-	44,000	-	(44,000)	-
Transfer from community development operating fund to community development operating reserve fund	-	-	-	-	-	-	(10,000)	-	-	-	-	-	-	10,000	-
Transfer from regional sport, recreation & cultural infrastructure operating fund to regional sport, recreation & cultural infrastructure operating reserve fund	-	-	-	-	-	-	-	-	-	(90,880)	-	-	-	90,880	-
Transfer from regional sport, recreation & cultural infrastructure operating reserve fund to regional sport, recreation & cultural infrastructure operating fund	-	-	-	-	-	-	-	-	-	26,155	-	-	-	(26,155)	-
Transfer from solid waste operating fund to solid waste capital reserve fund	-	-	(800,000)	-	-	-	-	-	-	-	-	-	-	800,000	-
Transfer from solid waste operating fund to solid waste operating reserve fund	-	-	(171,800)	-	-	-	-	-	-	-	-	-	-	171,800	-
Transfer from solid waste operating fund to generation facility operating fund	-	-	(235,219)	235,219	-	-	-	-	-	-	-	-	-	-	-
Transfer from solid waste operating fund to solid waste capital fund	-	-	(914,000)	-	-	-	-	-	-	-	914,000	-	-	-	-
Transfer from solid waste operating fund to solid waste capital fund	-	-	(1,327,323)	-	-	-	-	-	-	-	1,327,323	-	-	-	-
Transfer from solid waste operating fund to solid waste capital fund	-	-	(616,507)	-	-	-	-	-	-	-	616,507	-	-	-	-
Transfer from generation facility operating fund to generation facility capital fund	-	-	-	(59,000)	-	-	-	-	-	-	-	-	59,000	-	-
Gain on disposal of tangible capital assets	-	-	-	-	-	-	-	-	-	-	(20,808)	-	-	-	(20,808)
Proceeds from disposal of tangible capital assets	-	-	22,808	-	-	-	-	-	-	-	(22,808)	-	-	-	-
Amortization of deferred financing charge	-	-	5,269	275	-	-	-	-	-	-	-	-	-	-	5,544
Amortization of tangible capital assets	-	-	-	-	-	-	-	-	-	-	1,854,236	3,732	63,974	-	1,921,942
Total adjustments to annual surplus (deficit)	1,541	(6,342)	(4,133,504)	173,241	3,570	(2,940)	1,415	(1,303)	7,683	(64,214)	4,668,450	53,982	122,974	1,002,525	1,827,078
2025 annual fund surplus (deficit) per PNB requirements	\$ 11,316	\$ 36,972	\$ 185,128	\$ 70,477	\$ 20,144	\$ 15,581	\$ 80,258	\$ (1,177)	\$ 23,305	\$ 104,468	\$ 2,835,022	\$ 55,250	\$ 59,000	\$ 1,028,977	\$ 4,524,721

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

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21. Statement of Reserves

	Solid Waste Capital Reserve	Local Planning Capital Reserve	Generation Facility Capital Reserve	Solid Waste Operating Reserve	Local Planning Operating Reserve	Regional Tourism Promotion Operating Reserve	Regional Economic Development Operating Reserve	Community Development Operating Reserve	Regional Sport and Cultural Recreation and Cultural Infrastructure Operating Reserve	2025 Total	2024 Total
Assets											
Cash	\$ 800,000	\$ -	\$ -	\$ 171,800	\$ -	\$ -	\$ -	\$ 10,000	\$ 64,725	\$ 1,046,525	\$ -
Receivable from Operating Funds	-	-	-	-	-	-	-	-	-	-	488,627
Investments	534,748	1,928	115	697,799	100,332	476	1,430	-	167,564	1,504,392	1,033,654
Accrued investment income	868	3	-	1,132	163	1	2	-	272	2,441	2,100
	1,335,616	1,931	115	870,731	100,495	477	1,432	10,000	232,561	2,553,358	1,524,381
Accumulated Surplus	\$ 1,335,616	\$ 1,931	\$ 115	\$ 870,731	\$ 100,495	\$ 477	\$ 1,432	\$ 10,000	\$ 232,561	\$ 2,553,358	\$ 1,524,381
Revenue											
Transfer from Operating Funds											
Solid Waste	\$ 800,000	\$ -	\$ -	\$ 171,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 971,800	\$ 401,000
Community Development	-	-	-	-	-	-	-	10,000	-	10,000	-
Regional Sport, Recreation and Cultural Infrastructure Support and Development	-	-	-	-	-	-	-	-	90,880	90,880	111,698
Investment income	9,136	784	2	11,921	1,714	8	24	-	2,863	26,452	33,237
	809,136	784	2	183,721	1,714	8	24	10,000	93,743	1,099,132	545,935
Expenditures											
Transfer to Capital Funds											
Local Planning Capital Fund	-	44,000	-	-	-	-	-	-	-	44,000	-
Transfer to Operating Funds											
Regional Tourism Promotion Operating Fund	-	-	-	-	-	-	-	-	-	-	15,000
Regional Economic Development Operating Fund	-	-	-	-	-	-	-	-	-	-	45,000
Regional Sport, Recreation and Cultural Infrastructure Operating Fund	-	-	-	-	-	-	-	-	26,155	26,155	24,071
	-	44,000	-	-	-	-	-	-	26,155	70,155	84,071
Annual Surplus (deficit)	809,136	(43,216)	2	183,721	1,714	8	24	10,000	67,588	1,028,977	461,864
Accumulated Surplus											
Beginning of year	526,480	45,147	113	687,010	98,781	469	1,408	-	164,973	1,524,381	1,062,517
End of year	\$ 1,335,616	\$ 1,931	\$ 115	\$ 870,731	\$ 100,495	\$ 477	\$ 1,432	\$ 10,000	\$ 232,561	\$ 2,553,358	\$ 1,524,381

Reserve fund investments are held as pooled investment funds

Under Canada-New Brunswick Building Canada Fund - Communities Component Project No.27900, the Commission has a replacement reserve fund balance totalling \$ 256,640 (2024 - \$ 246,365).

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

21. Statement of Reserves (continued)**Commission resolutions regarding transfers to and from reserves:****January 30, 2025****9. Building Inspection and Community Planning Capital Reserve Release****Resolution Number: RM-2025-013****Moved by:** Director O'Hara**Seconded by:** Director MacKenzie

THAT the Board release the total \$ 44,000 from the Building Inspection and Community Planning capital reserve, to finance the purchase of a new vehicle for FRSC's Building Inspection and Community Planning Service.

Against (1): Director Riddell

Absent (1): Director Merrifield

Result: Motion Carried (6 to 1)

Voter Type: Majority (Present), Recorded**December 4, 2025****4.5 Year End Financial Motions****Resolution Number: RM-2025-135****Moved by:** Director MacKenzie**Seconded by:** Director Merrifield

THAT the Board approves the following:

1. Transfer \$ 171,800 from the Solid Waste Operating Fund to the Solid Waste Operating Reserve Fund.
2. Transfer \$ 800,000 from the Solid Waste Operating Fund to the Solid Waste Capital Reserve Fund.
3. Transfer \$ 10,000 from the Community Development Operating fund to the Community Development Operating Reserve Fund.
4. Transfer \$ 90,880 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.
5. Transfer \$ 26,155.11 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.

Result: Motion Carried

 Phillippe Ouellette
 Chief Executive Officer
 Fundy Regional Service Commission

 Date

Fundy Regional Service Commission
 Notes to the Consolidated Financial Statements
 December 31, 2025

22. Operating Budget to PSA Budget

											Regional Sport					
											Public	Recreation				
											Safety	and Cultural				
											Committee	Infrastructure				
	Corporate	Cooperative	Local	Solid	Generation	Tourism	Economic	Community	Regional	Regional	Operating	Operating	Subtotal	Amortization	Transfers	Total
	Services	& Regional	Planning	Waste	Facility	Promotion	Development	Development	Transportation	Operating	Operating	Operating	Operating	Operating	Operating	Operating
	Budget	Planning	Budget	Budget	Budget	Operating	Operating	Operating	Operating	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Revenue																
Member charges	\$ -	\$ 44,020	\$ 476,838	\$ 2,445,983	\$ -	\$ 68,105	\$ 59,005	\$ 175,115	\$ 138,246	\$ 86,246	\$ 140,212	\$ 3,633,770	\$ -	\$ -	\$ 3,633,770	
Sales of services	-	-	-	9,118,850	-	-	-	-	-	-	-	9,118,850	-	-	9,118,850	
Government transfers	-	12,500	62,894	155,000	-	798,450	2,395,350	418,680	232,010	93,930	4,990,758	9,159,572	-	-	9,159,572	
Transfers from own and other funds	1,674,970	-	-	-	235,219	-	-	-	-	-	-	1,910,189	-	(1,910,189)	-	
Other revenues	-	-	-	-	-	15,969	47,907	-	-	-	-	63,876	-	-	63,876	
Interest	-	-	-	40,000	-	-	-	-	-	-	-	40,000	-	-	40,000	
Surplus of second previous year	-	1,541	-	-	-	3,570	-	11,415	-	7,683	511	24,720	-	(24,720)	-	
	1,674,970	58,061	539,732	11,759,833	235,219	886,094	2,502,262	605,210	370,256	187,859	5,131,481	23,950,977	-	(1,934,909)	22,016,068	
Expenditures																
Governance	144,210	-	-	-	-	-	-	-	-	-	-	144,210	-	-	144,210	
Administration	1,530,760	33,061	205,040	1,949,817	28,211	87,644	103,972	306,251	368,953	187,859	281,446	5,083,014	-	(1,674,970)	3,408,044	
Regional Services	-	25,000	-	-	-	798,450	2,395,350	298,959	-	-	4,850,035	8,367,794	-	-	8,367,794	
Operations	-	-	331,600	6,316,829	139,902	-	-	-	-	-	-	6,788,331	2,213,000	-	9,001,331	
Financial Services																
Interest	-	-	-	218,897	4,853	-	-	-	-	-	-	223,750	-	-	223,750	
Other Financing Charges	-	-	3,000	28,000	-	-	-	-	-	-	-	31,000	-	(3,252)	27,748	
Transfer to the Capital Fund - Debt Repayment	-	-	-	1,115,000	59,000	-	-	-	-	-	-	1,174,000	-	(1,174,000)	-	
Transfer to the Capital Fund - Asset Acquisition	-	-	-	828,400	-	-	-	-	-	-	-	828,400	-	(828,400)	-	
Transfer to the Generation Facility Operating Fund	-	-	-	235,219	-	-	-	-	-	-	-	235,219	-	(235,219)	-	
Asset retirement obligation accretion	-	-	-	950,939	-	-	-	-	-	-	-	950,939	-	-	950,939	
Second previous year deficit	-	-	92	96,732	3,253	-	2,940	-	1,303	-	-	104,320	-	(104,320)	-	
Other fiscal services	-	-	-	20,000	-	-	-	-	-	-	-	20,000	-	-	20,000	
	1,674,970	58,061	539,732	11,759,833	235,219	886,094	2,502,262	605,210	370,256	187,859	5,131,481	23,950,977	2,213,000	(4,020,161)	22,143,816	
Surplus (Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,213,000)	\$ 2,085,252	\$ (127,748)	

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

23. Revenue and Expense Support

Revenue	2025		2024
	(Unaudited)		
	Budget	Actual	Actual
Member charges			
Cooperative and regional planning services	\$ 44,020	\$ 44,020	\$ 763
Local planning services	476,838	476,838	448,842
Solid waste tipping fees	2,445,983	2,645,861	2,487,400
Tourism promotion services	68,105	68,105	57,149
Economic development services	59,005	59,005	71,274
Community development services	175,115	175,115	134,688
Regional transportation services	138,246	138,246	60,512
Public safety committee services	86,246	86,246	74,580
Regional sport recreation and cultural infrastructure support and development services	140,212	140,212	212,682
Total member charges	\$ 3,633,770	\$ 3,833,648	\$ 3,547,890
Sales of services			
Solid waste services			
Tipping fees from other sources			
Industrial, commercial, institutional	\$ 7,006,390	\$ 7,553,141	\$ 6,837,104
Construction and demolition	192,500	272,092	248,725
Special waste	70,660	127,898	107,920
Recycling			
Fibre	16,000	26,387	73,989
Refundable products	-	-	42,372
Metals	80,000	70,046	85,649
Paints	5,000	8,874	9,332
Bale and storage fees	100,000	103,862	84,183
Other	57,500	76,964	85,089
Sorting services	1,171,800	1,340,117	787,960
Other operational revenue			
Compost	390,000	362,120	391,644
Organics	7,000	4,778	6,737
Other	22,000	35,136	33,166
Electrical generation	-	1,127	33,449
Total sales of services	\$ 9,118,850	\$ 9,982,542	\$ 8,827,319

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

23. Revenue and Expense Support (continued)

Revenue	2025		2024
	(Unaudited)		
	Budget	Actual	Actual
Government transfers			
Federal			
Canada Summer Jobs	\$ -	\$ -	\$ 2,142
Province of New Brunswick			
Canada Community Building Fund	-	-	2,550
Economic and Social Inclusion Corporation	119,023	206,468	136,204
Environment and Local Government	155,427	135,377	634,110
Environmental Trust Fund	-	147,619	87,101
Health	-	25,000	91,667
Plug-in NB	-	5,000	-
Justice and Public Safety	-	123,701	300
Post-Secondary Education, Training and Labour	-	753,676	83,130
Regional Development Corporation	-	18,251	196,957
Regional Services Support Fund	2,533,995	2,346,880	2,003,373
Tourism, Heritage and Culture	-	29,418	
Local Government Cost Sharing Agreements			
Tourism promotion	355,403	355,403	339,171
Economic development	1,145,689	1,145,689	1,067,598
Regional sport, recreation and cultural infrastructure support and development	4,850,035	3,791,566	3,692,196
Total government transfers	\$ 9,159,572	\$ 9,084,048	\$ 8,336,499
Other revenues			
Contract administration fees	\$ 63,876	\$ 63,876	\$ 60,040
WorkSafe NB rebate	-	35,404	80,989
Contributions	-	18,304	15,029
Insurance proceeds	-	4,600	-
	\$ 63,876	\$ 122,184	\$ 156,058
Corporate Services			
Expenditures			
Governance			
Board Members			
Honorariums	\$ 41,770	\$ 40,800	\$ 39,922
Travel	4,000	2,663	1,240
Training and development	70,000	24,719	39,142
Insurance	28,440	18,885	25,856
Total Governance	144,210	87,067	106,160

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

23. Revenue and Expense Support (continued)

Expenditures	2025		2024
	(Unaudited) Budget	Actual	Actual
Corporate Services			
Administration			
Executive Director's Office			
Salaries and benefits	568,670	572,118	571,854
Travel	5,000	6,848	9,576
Training and development	10,000	2,253	3,944
Human Resources			
Salaries and benefits	89,070	52,209	-
Training and development	3,000	-	-
Other	33,000	79,094	40,676
Financial Management			
Salaries and benefits	202,770	165,854	152,264
Training and development	3,500	1,303	2,390
External audit fees	17,500	15,121	18,380
Other Administrative Services			
Advertising and public relations	40,000	10,346	506
Professional services	125,000	90,595	36,188
Legal services	20,000	114,278	25,654
Office buildings	233,950	200,586	206,043
Office equipment and supplies	124,800	78,513	111,290
Printing and copying	24,500	13,911	21,977
Telecommunications	20,000	14,906	26,792
Other	10,000	3,753	2,369
Amortization	-	141,175	47,059
Total Administration	1,530,760	1,562,863	1,276,962
Total Corporate Services Expenditures	1,674,970	1,649,930	1,383,122
Net budget to be allocated to other funds	\$ 1,674,970	\$ 1,649,930	\$ 1,383,122
Corporate expenditures allocated to:			
Cooperative and Regional Planning Services	\$ 33,061	\$ 36,347	\$ 21,576
Local Planning Services	134,088	151,668	144,742
Solid Waste Services	478,806	444,640	338,816
Electrical Generation	15,110	14,122	12,653
Regional Tourism Promotion Services	87,644	72,101	51,976
Regional Economic Development Services	103,972	93,308	99,176
Community Development Services	296,351	302,195	270,996
Regional Transportation Services	155,033	158,562	114,671
Regional Public Safety Committee Services	128,459	135,609	141,765
Regional Sport, Recreation and Cultural Infrastructure Support and Development Services	242,446	241,378	186,751
	\$ 1,674,970	\$ 1,649,930	\$ 1,383,122

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

23. Revenue and Expense Support (continued)

Expenditures	2025		2024
	(Unaudited) Budget	Actual	Actual
Cooperative and Regional Planning Services			
Allocation from Corporate Services	\$ 33,061	\$ 36,347	\$ 21,576
Regional Planning			
Professional Services	25,000	57,173	-
Total Cooperative and Regional Planning Expenditures	\$ 58,061	\$ 93,520	\$ 21,576
Local Planning Services			
Administration			
Allocation from Corporate Services	\$ 134,088	\$ 151,668	\$ 144,742
Other Administrative Services			
Advertising and public relations	1,500	-	37
Liability insurance	11,020	8,015	10,018
Professional services	27,062	31,573	-
Legal services	15,000	-	27,381
Office equipment and supplies	2,650	29,239	3,249
Printing and copying	800	2,643	-
Telecommunications	9,370	3,356	3,822
Other	3,550	1,979	754
Total Administration	205,040	228,473	190,003
Planning and Building Inspection Services			
Planning Services			
Salaries and benefits	127,610	124,934	118,792
Travel	6,000	7,608	4,453
Training and development	10,000	1,660	2,139
Maps and reference material	1,000	-	-
GIS operating and planet	2,000	823	1,013
Advertising	1,000	-	-
Planning committees	12,000	6,032	6,521
Other	22,800	21,796	206,059
	182,410	162,853	338,977
Inspection Services			
Salaries and benefits	132,090	131,770	128,717
Travel	9,600	1,094	5,376
Training and development	5,000	906	1,274
Maps and reference material	500	125	-
GIS operating and planet	2,000	803	783
Amortization	-	3,732	-
	149,190	138,430	136,150
Total Planning and Building Inspection Services	331,600	301,283	475,127
Fiscal Services			
Other Financing Charges			
Banking service charge	3,000	4,360	4,552
Total Local Planning Expenditures	\$ 539,640	\$ 534,116	\$ 669,682

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

23. Revenue and Expense Support (continued)

Expenditures	2025		2024
	(Unaudited)		
	Budget	Actual	Actual
Solid waste services			
Administration			
Allocation from Corporate Services	\$ 478,806	\$ 444,640	\$ 338,816
Director's Office			
Salaries and benefits	247,710	257,547	255,067
Travel	14,000	15,889	10,586
Training and development	16,500	28,972	13,996
Other Administrative Services			
Advertising	-	-	2,534
Insurance	296,420	224,534	231,314
Professional services	366,000	296,317	165,965
Legal services	10,000	44,627	55,301
Office equipment and supplies	49,350	52,862	33,495
Printing and copying	3,300	3,587	2,814
Telecommunications	13,000	15,337	16,808
Crane Mountain Enhancement Inc (Note 24)	27,126	27,126	26,765
Host Community Enhancement Fund (Note 24)	98,875	98,384	97,558
Host Community Economical Development Fund	67,000	67,000	-
Public education			
Personnel	106,010	110,893	87,734
Advertising, tours and promotional	128,600	119,166	75,681
Other administrative	27,120	7,747	12,379
Amortization	32,000	29,858	28,608
Total Administration	1,981,817	1,844,486	1,455,421
Operations			
Station and buildings			
Repairs and maintenance	8,000	11,556	56,140
Electricity	15,127	10,402	9,295
Property taxes	261,287	271,540	261,286
Environmental health and safety			
Personnel	99,060	90,382	91,298
Other	19,050	12,398	9,128
Amortization	24,000	26,322	24,154
Machinery and equipment			
Small equipment	13,000	9,824	15,345
Fuel	297,400	266,417	248,516
Repairs and maintenance	152,100	139,144	134,677
Amortization	464,000	621,354	529,382

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

23. Revenue and Expense Support (continued)

Expenditures	2025		2024
	(Unaudited)		
	Budget	Actual	Actual
Solid waste services			
Landfill operations			
Personnel	1,159,262	1,322,652	1,146,679
Site and road maintenance	77,200	59,027	31,047
Monitoring	74,820	65,531	65,348
Site security and safety	34,033	19,206	11,354
Special waste handling	25,000	21,251	16,865
Cell cover material	29,200	182,363	603,836
Leachate personnel	638,110	568,716	485,605
Leachate & siltation management	902,567	752,432	656,996
Gas management and safety supplies	63,300	78,811	54,135
Interest	218,897	122,004	158,587
Amortization	1,311,000	1,035,932	1,008,155
Scale house			
Personnel	195,630	239,268	207,698
Supplies and equipment	25,850	31,433	25,192
Building maintenance	3,500	1,943	9,524
Amortization	39,000	24,539	25,772
Waste diversion			
Personnel - Recycling facility	870,511	792,991	696,876
Recycling facility	192,674	155,763	141,357
Amortization - Recycling facility	111,000	118,786	119,067
Composting program			
Personnel	314,000	310,588	279,720
Processing	706,348	482,236	617,334
Cart and bin purchases	76,800	-	128,442
Amortization	139,000	127,926	124,390
Hazardous household waste			
Collection	2,000	1,630	4,137
Disposal	50,000	60,086	62,847
Other	11,000	535	1,082
Total solid waste operations	8,623,726	8,034,988	8,061,266

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

23. Revenue and Expense Support (continued)

Expenditures	2025		2024
	(Unaudited)		
Solid waste services	Budget	Actual	Actual
Fiscal Services			
Other Financing Charges			
Debenture issue costs	7,748	7,142	4,615
Banking service charge	17,000	26,791	19,170
Other Fiscal Services			
Bad debt	-	9,890	3,617
Asset retirement obligation accretion	950,939	613,660	589,888
Investment management fees	20,000	22,670	18,774
Total fiscal services	995,687	680,153	636,064
Total Solid Waste Expenditures	\$ 11,601,230	\$ 10,559,627	\$ 10,152,751
Generation Facility			
Other Administrative Services			
Allocation from Corporate Services	\$ 15,110	\$ 14,122	\$ 12,653
Professional services	2,000	-	-
Office building	5,851	4,213	2,859
Office equipment and supplies	750	-	-
Telecommunications	2,500	1,935	2,013
Other	2,000	3,767	1,007
Total Administration	28,211	24,037	18,532
Operations			
Personnel			
Salaries and benefits	58,730	54,496	91,153
Training	3,500	455	1,943
Machinery and equipment			
Fuel and lubricants	26,272	539	8,347
Repairs and maintenance	51,400	20,396	43,482
Amortization	93,000	63,974	98,656
Total Operations	232,902	139,860	243,581
Fiscal Services			
Interest	4,853	4,681	7,048
Other Financing Charges			
Debenture issue costs	-	275	276
Total fiscal services	4,853	4,956	7,324
Total Generation Facility Expenditures	\$ 265,966	\$ 168,853	\$ 269,437

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

23. Revenue and Expense Support (continued)

Expenditures	2025		2024
	(Unaudited)		
Regional Tourism Promotion Services	Budget	Actual	Actual
Administration			
Allocation from Corporate Services	\$ 87,644	\$ 72,101	\$ 51,976
Other Administrative Services			
Professional services	798,450	985,950	750,500
Legal services	-	1,773	2,284
Total Regional Tourism Promotion Services Expenditures	<u>\$ 886,094</u>	<u>\$ 1,059,824</u>	<u>\$ 804,760</u>
Regional Economic Development Services			
Administration			
Allocation from Corporate Services	\$ 103,972	\$ 93,308	\$ 99,176
Other Administrative Services			
Professional services	2,395,350	2,982,850	2,343,167
Legal services	-	2,309	6,851
Total Regional Economic Development Services Expenditures	<u>\$ 2,499,322</u>	<u>\$ 3,078,467</u>	<u>\$ 2,449,194</u>
Community Development Services			
Administration			
Allocation from Corporate Services	\$ 296,351	\$ 302,195	\$ 270,996
Personnel			
Salaries and benefits	181,399	188,666	91,389
Travel	2,560	4,489	968
Training and development	12,000	4,167	2,143
Other	-	954	1,352
Other Administrative Services			
Advertising and public relations	70,000	3,527	284
Professional services	25,000	93,574	45,087
Office equipment and supplies	5,000	3,206	-
Printing and copying	1,000	-	-
Telecommunications	2,000	2,306	2,030
Other	9,900	3,625	3,544
Total Community Development Services Expenditures	<u>\$ 605,210</u>	<u>\$ 606,709</u>	<u>\$ 417,793</u>

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

23. Revenue and Expense Support (continued)

Expenditures	2025		2024	
	(Unaudited)			
	Budget	Actual	Actual	
Regional Transportation Services				
Administration				
Allocation from Corporate Services	\$ 155,033	\$ 158,562	\$	114,671
Personnel				
Salaries and benefits	91,670	96,464	-	
Travel	1,000	1,318	-	
Training and development	1,000	495	-	
Other Administrative Services				
Advertising and public relations	1,000	4,019	25	
Professional services	60,000	36,167	7,116	
Office equipment and supplies	500	-	-	
Printing and copying	500	131	329	
Transfers to service providers	50,000	82,052	48,927	
Other	8,250	4,749	3,862	
Total Regional Transportation Services Expenditures	368,953	383,957	174,930	
Regional Public Safety Committee Services				
Administration				
Allocation from Corporate Services	\$ 128,459	\$ 135,609	\$	141,765
Other Administrative Services				
Professional services	55,000	51,377	-	
Office equipment and supplies	1,000	-	-	
Printing and copying	1,000	-	-	
Other	2,400	937	756	
Total Regional Public Safety Committee Services Expenditures	\$ 187,859	\$ 187,923	\$	142,521
Regional Sport, Recreation and Cultural Infrastructure Support and Development Services				
Administration				
Allocation from Corporate Services	\$ 242,446	\$ 241,378	\$	186,751
Personnel				
Travel	-	-	13	
Other Administrative Services				
Professional services	25,000	-	-	
Legal services	-	20,558	-	
Office equipment and supplies	1,000	-	-	
Printing and copying	1,000	-	-	
Other	12,000	5,122	2,364	
Total Administration	281,446	267,058	189,128	

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

23. Revenue and Expense Support (continued)
Regional Sport, Recreation and Cultural Infrastructure
Support and Development Services

Regional Services

Regional Sport, Recreation and Culture Infrastructure

Planning and Cost Sharing

Regional facilities cost sharing - Operating costs

Regional facilities cost sharing - Capital projects

 Total Regional Sport, Recreation and Cultural Infrastructure
 Support and Development Services Expenditures

	2025		2024
	(Unaudited)		
	Budget	Actual	Actual
Regional facilities cost sharing - Operating costs	2,923,035	2,823,035	2,987,106
Regional facilities cost sharing - Capital projects	1,927,000	817,002	720,112
	4,850,035	3,640,037	3,707,218
Total Regional Sport, Recreation and Cultural Infrastructure Support and Development Services Expenditures	\$ 5,131,481	\$ 3,907,095	\$ 3,896,346

24. Commitments
Lease agreement

The Commission leases office space under a six year agreement which expires December 31, 2029. The lease contains an extension option for two additional terms of five years. The lease requires payment of base rent and additional rent for a portion of operating expenses.

Crane Mountain Enhancement Inc

The Commission has committed to provide \$ 20,000 annually (adjusted for one-half of the annual increase for the previous year all goods consumer price index) to Crane Mountain Enhancement Inc (CMEI) to fund monitoring and educational expenditures for the time period that solid waste facilities are operated at the site. The annual payment is reduced accordingly if the cash or near cash assets of CMEI exceed \$ 60,000 (adjusted for one-half of the annual increase for the previous year in the all goods consumer price index).

	2025	2024
Monitoring and education funds transferred	\$ 27,126	\$ 26,765

Fundy Regional Service Commission

Notes to the Consolidated Financial Statements

December 31, 2025

24. Commitments (continued)

Host Community Enhancement Fund

As required by New Brunswick Order in Council 2005-112, the Commission allocates a dedicated portion of tipping fees to the Host Community Enhancement Fund for special projects designed to enhance the facility and/or the host community for the time period that solid waste facilities are operated at the site. For 2000 and subsequent years, the Commission has committed to provide \$ 75,000 annually (adjusted for one-half of the annual increase for the previous year in the "all goods consumer price index). The Fund is administered by Crane Mountain Enhancement Inc (formerly Fundy Future Environment and Benefits Council) and the Commission. The eligible funding recipients with project descriptions and funding amounts

Funding Recipient	Project Description	2025	2024
Ducks Unlimited Canada	Wetland field trip program	\$ 3,400	\$ 3,400
Girl Guides of Canada	Back packs	1,453	
Girl Guides of Canada	Tents		1,000
Grand Bay Baptist Church	Community garden deer fencing	8,500	
Grand Bay Community Centre & Rink	Upgrade to LED lighting	35,934	
Grand Bay Primary	Classroom smartboards		4,000
Grand Bay-Westfield Taikwondo	Interlocking foam floor mats	3,499	
Honour Our Veterans	Peace Park Cenotaph improvements		14,400
Inglewood School	Outdoor playground project		4,000
KBM Outing Association	Upstairs flooring	10,000	
KBM Outing Association	Downstairs LED lighting		9,460
KBM Outing Association	Upstairs bathrooms upgrade		14,835
Martinon Community Centre	Crackfill, paint & wall repairs	957	
Martinon Community Centre	Outdoor picnic table	2,398	
Martinon Community Centre	Exterior door		1,001
Martinon Community Centre	Baby changing stations		1,148
Menahqest Wellness Circle	Food growing & wellness activities	6,285	
Nature Trust of New Brunswick	Blueberry Hill and Noremac signage		5,501
River Valley Community Centre	Water treatment system for ice		10,916
RVMS Home & School Association	Playground equipment	14,991	
RVMS Home & School Association	Outdoor ball hockey court nets		7,500
River Valley Middle School	Outdoor bleachers		14,149
River Valley Softball League	Softball nets for River Valley field	1,106	
St. Augustine Cemetery Company Inc.	Garden	3,500	1,000
Westfield and District Recreation Association	Spikeball sets	400	
Westfield and District Recreation Association	Badminton & pickleball equipment		275
Westfield Elementary School	Concrete seating area	4,100	
Westfield Elementary School	Outdoor learning equipment		2,973
Words Works & Workshops	Research, marketing & promotion	250	
1st Ketepec Beavers, Cubs & Scouts	Camping equipment		1,000
1st Westfield Scouts	Various supplies	1,610	
1st Westfield Scouts	Foam sleeping pads & stove systems		1,000
		<u>\$ 98,384</u>	<u>\$ 97,558</u>

Title: Standing Committee Updated Terms of Reference

Date: 2026-04-23

Author: Phil Ouellette

Report Number: 2026-033

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors:

RESOLUTION	VOTING REQUIREMENT
Adopt the updated Community Development Committee Terms of Reference as outlined in this April 23 rd , 2026, report.	Simple Majority of Members Present
Adopt the updated Regional Transportation Committee Terms of Reference as outlined in this April 23 rd , 2026, report.	Simple Majority of Members Present
Adopt the updated Public Safety Committee Terms of Reference as outlined in this April 23 rd , 2026, report.	Simple Majority of Members Present

BACKGROUND/PAST RESOLUTIONS
<p>The FRSC introduced its new standing committee structure in 2023, as a result of the Government of New Brunswick’s local governance reform agenda. It was the intention to assemble committees to help guide the FRSC navigate and bring value to its new services. The expertise and contributions of FRSC committee members have delivered a profound and lasting contribution to the FRSC, and the organization is grateful for their dedication to regional collaboration.</p> <p>The FRSC intended to complete a review of the terms of reference for each committee in 2026, in order to prepare for the membership renewal of committees, which is slated to occur in August 2026. The Regional Strategy and the 2026 FRSC work plan outline the need to complete such a review, and the scope of that review was presented to the FRSC Board on February 27th, 2026. The steps proposed for the completion of this review were outlined in the February report:</p>



1. One-on-one and group meetings with FRSC management team.
2. Participate in the February FRSC Board meeting - process update, initial observations, and solicit Board / Chair feedback with respect to the Committee review process.
3. Committee update led by Committee Chairs and FRSC staff – solicit focused input with respect to Committee representation (March).
4. Complete final draft of Committee updates and present to the FRSC Board (April) for review and approval.
5. Introduce updated Committee Terms of Reference post-municipal elections (i.e., June – July, part of member community orientation process).
6. Monitor GNB (ELG) Regional Service Commission review for final recommendations that could influence the FRSC governance and Committee structure (late 2026 / early 2027).

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS

N/A

REPORT

As per the Commission’s annual work plan, efforts were launched in early 2026 to review and update Committee By-Laws or Terms of Reference. The timing of the review process was deemed important given the fact that the current Terms of References date back to early 2023 and the roles and responsibilities of the FRSC have evolved over the past three years. FRSC staff has completed it review, engagement and development of the updated terms of references for three committees – Public Safety, Community Development and Regional Transportation.

Staff are not yet prepared to recommend updates to the Regional Facilities Committee and the Planning Review and Assessment Committee (“PRAC”) as they would benefit from additional engagement and review. It was deemed prudent to delay the finalization of the Regional Facilities Committee terms of reference given the possibility of pending changes by the Government of New Brunswick to the Fundy Region regional facility capital funding allocation process, as most proposed updates are linked to captial costs. The proposed changes to the PRAC terms of reference will be specific to recent GNB changes in enabling land use planning legislation and regulations. It is expected that these two updated terms of references will be presented to the Board for consideration in June 2026.

Upon review and discussion of the three terms of references recommended in this report, most of the functions of each committee are performing very well and achieving the objectives set



out in the terms. There was not a need to consider dramatic changes to the terms of references because of this reality, which has allowed this exercised to be focused on clarifications and small adjustments.

As part of the review process, it was deemed important to:

- Remove dated Terms of Reference content from 2023 (initial establishment of Committees).
- Simplify and add consistency to the Terms of Reference (including table of contents, language, committee size, and overall governance and reporting principles).
- Integrate language from the Government of New Brunswick (GNB)'s *Regional Service Delivery Act*, add specific language from the FRSC's most recent strategic plan update (including Committee goals), and include a reference to the Commission's annual work plan and *Procedural By-Law* in each Terms of Reference.
- Reinforce the authority of the Commission's Board of Directors and role of FRSC staff.
- Introduce the opportunity to appoint additional elected representatives from Member Communities to serve as Vice Chairs of the FRSC Committees.
- Reference the importance of Committee priorities and skill requirements as key criteria in appointing or reappointing Committee Members.
- Where applicable, assign responsibilities to Member Communities for the appointment of Committee Members. Examples of delegated appointment and reappointment responsibilities include Member Community Administrative Officers (Regional Facilities Committee) and Police and Fire Chiefs, or Alternatives (Public Safety Committee).

During the February Board meeting the FRSC CEO provided an update of the review process, shared initial observations, and solicited Board feedback with respect to the role, mandate and governance of the Commission's committees. In March the committee staff leads, in cooperation with the committee chairs, provided updates to their respective committees and solicited feedback with respect to the existing terms of references with a particular focus on committee membership.

It should be recognized that while the review process was designed to add consistency to the FRSC's Committee Terms of References, there are unique aspects or considerations associated with each separate Committee. These unique aspects or considerations are reflected in the recommended by-laws or terms of references as referenced in this report.

Next Steps



The updated Committee Terms of References will be introduced as part of the post-municipal election FRSC Board and Member Community orientation process (June – July timeframe). Committee membership renewal, and corresponding nominations, will occur over the summer months, with recommendations expected no later than July 2026.

FRSC Staff will continue to monitor the GNB Regional Service Commission review process, outcomes, and associated recommendations that could influence the FRSC's mandate and Committee structure.

It should be noted that the inclusion of the "By-Law" term is in accordance with Section 12(1)(b) within the **Regional Service Delivery Act**: *A Board may make by-laws not inconsistent with this Act or the regulations governing the establishment, operation or dissolution of committees of the Commission.*

The updated versions of the terms of references are attached to this report, and the existing terms can be found at the below links:

- Regional Public Safety Committee – [link](#)
- Community Development Committee – [link](#)
- Regional Transportation Committee – [link](#)

ATTACHMENTS

1. Updated Regional Public Safety Terms of Reference
2. Updated Community Development Terms of Reference
3. Updated Regional Transportation Terms of Reference



**Fundy Regional
Service Commission**

**Commission de Services
Régionaux de Fundy**

Regional Transportation Committee By-Law (Terms of Reference)

Approved: Date **TBC, 2026**

Chairperson: _____

Chief Executive Officer: _____

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DRAFT

1. Definitions

Unless otherwise stated, the following terms refer to:

- 1.1. **FRSC:** Fundy Regional Service Commission.
- 1.2. **Board:** The Board of Directors of the FRSC.
- 1.3. **Committee:** The Regional Transportation Committee.
- 1.4. **Committee Member:** Member of the Regional Transportation Committee.
- 1.5. **Local Government:** A local government which is a Member of the FRSC.
- 1.6. **Member Communities:** The FRSC is comprised of the local governments of Fundy-St. Martins, Grand Bay-Westfield, Hampton, Quispamsis, Rothesay, and Saint John, and the Fundy Rural District.
- 1.7. **Regional Strategy:** The FRSC's [2023-2028 Strategic Plan](#).
- 1.8. **Regional Strategy Update:** The FRSC's [2025 Strategy Update](#).
- 1.9. **Procedural By-Law:** The FRSC's [Procedural By-Law](#).
- 1.10. **RSDA:** The Government of New Brunswick's [Regional Service Delivery Act](#).

2. Background

- 2.1. **Legislative Context:** Through the RSDA, the Fundy Regional Service Commission has a legislative mandate from the Government of New Brunswick to provide or facilitate the provision of common services for its member communities and develop and implement a regional strategy, including priority services and actions with respect to regional transportation.
- 2.2. **Regional Context:** The Fundy Region includes a wide variety of public and private transportation services and infrastructure including Saint John Transit, Comex, Fundy Urban/Rural Rides, Maritime Bus, charter bus operators, taxis, ride share services, NB Southern Railway, CN Rail, Saint John Airport, Port Saint John, an inter-provincial (NB-NS) ferry service operated by Bay Ferries, eight provincially designated highways, provincially operated river ferries, a large network of municipal roads and streets, the Trans-Canada Trail network, and active transportation assets, among others.
- 2.3. **Committee Vision:** Foster regional collaboration across all aspects of transportation, guided by the principles of sustainability, enhanced quality of life, accessibility, and economic growth.

3. Mandate & Responsibilities

Considering the **RSDA**, the **FRSC's current strategic plan**, and the **Commission's annual work plan**, the Committee brings together communities and stakeholders to set goals and priorities that address regional transportation challenges, enabling integrated solutions that enhance connectivity, safety, and economic growth for all residents.

Specific goals include:

- Understand how and why residents travel, their diverse transportation needs and preferences across the Fundy Region.
- Improve transportation access for residents in the Fundy Region.
- Enhance the connectivity of transportation modes within the Region.
- Promote safe and efficient transportation by addressing conflicts between different modes
- Address legislative and governance barriers to enhance transportation services in the Region.

The Committee will accomplish these goals through the following actions:

- 3.1. Engage local and provincial government representatives, citizens' groups, associations, committees, service providers and other community stakeholders to better understand regional transportation needs.
- 3.2. Maintain an inventory of regional transportation services, infrastructure and assets.
- 3.3. Assess regional transportation assets, gaps, and opportunities.
- 3.4. Guide the development of a dynamic Fundy region transportation plan.
- 3.5. Develop advocacy recommendations for the Board regarding regional transportation barriers and opportunities which require local, provincial and federal government attention.
- 3.6. Contribute guidance and feedback into the FRSC's annual work plan and budget development process and participate in updates of existing and development of new Fundy Regional Strategies.

4. Membership

- 4.1. A minimum of eight (8) and maximum of ten (10) Members of the Committee shall be appointed by the Board as per the following:
 - 4.1.1. The FRSC Board will appoint a Member of the Board as Committee Chair aligned with their respective FRSC Board Term.
 - 4.1.2. One (1) or two (2) elected representatives from Member Communities to serve as Committee Vice Chair or Vice Chairs.
 - 4.1.3. A minimum of five (5) and maximum of eight (8) representatives from Fundy

Regional Transportation Committee Terms of Reference

Region transportation service providers, user groups, regional stakeholders and/or members at-large.

4.1.4. Ad-hoc Government of New Brunswick representation based on annual FRSC work plans and Committee priorities

- 4.2. Committee Members can be appointed and reappointed for two-year terms by the FRSC Board based on current Committee priorities and skill requirements.
- 4.3. The FRSC shall provide a staff person to support committee meetings and associated administrative needs.
- 4.4. FRSC staff will participate on the Committee as ex-officio members.
- 4.5. With the support of FRSC staff, the Chair (or assigned alternative if unavailable) is responsible for developing meeting agendas and chairing meetings. The Chair will represent the Committee on the Board.

5. Working Groups

- 5.1. In support of its mandate and the FRSC's annual work plan, the Committee may create Working Groups to address specific issues, as required.
- 5.2. Working Groups shall include a minimum of (2) two Committee Members and may include other Fundy Region experts or stakeholders who are not Committee Members. Working Groups shall have a duration of no more than 1 (one) year, with an optional one-year extension (if required).
- 5.3. The Committee will appoint a Committee Member to serve as Chair of the Working Group, who will regularly report back to the full Committee,
- 5.4. The FRSC shall provide a staff person to support Working Group Meetings and associated administrative needs.

6. Meetings

- 6.1. The Committee will meet in person at the FRSC offices or, when required, virtually. Committee Members may host off-site meetings when and where appropriate.
- 6.2. If for any reason a Member cannot participate in a Committee meeting, the alternate Member shall act in the place of the designated Member.
- 6.3. The Committee may invite other agencies or subject matter experts, as needed, to provide information related to the Committee's mandate.
- 6.4. Recommendations by the Committee to the Board require a resolution. Resolutions shall be approved by quorum, consisting of a simple majority of

Regional Transportation Committee Terms of Reference

Committee Members, not including ex-officio members.

- 6.5. The Committee is advisory in nature. Budget and work plan decisions are the authority and responsibly of the FRSC Board of Directors. The assignment of resources, as approved through annual budgets, including staff time, fall under the authority and responsibly of the FRSC CEO.
- 6.6. The rules of procedure for the Committee shall be governed by FRSC's Procedural By-Law, where applicable.
- 6.7. The FRSC shall provide a staff person to record minutes of Committee Meetings and provide additional administrative support, as required.

7. Member Attendance and Conduct

- 7.1. If Members of the Committee are unable to attend a meeting, they are required to notify the Chair and FRSC staff.
- 7.2. If the Member violates the FRSC's Code of Conduct or misses three consecutive meetings without prior notification, the Committee Chair shall advise the FRSC's Board. The Board shall assess the situation and determine the appropriate steps to be taken with respect to this Member's continued involvement and membership with the Committee.

8. Expenses and Per Diems

- 8.1. Members will be compensated and reimbursed for travel expenses in accordance with the FRSC's procedural by-law and associated operational policies.

9. Reporting and Governance

- 9.1. The Committee, through its Chair and with support from FRSC staff, will report to the FRSC Board on a regular basis regarding its deliberations and activities. Committee resolutions will be brought forward to the Board as required.
- 9.2. The Committee, through its Chair and with support from FRSC staff, shall prepare a summary of its activities on a yearly basis that will be summarized and incorporated in FRSC's annual report.
- 9.3. The Committee, through its Chair and with support from FRSC staff, will review the Regional Transportation Committee Terms of Reference on an annual basis, and if changes are deemed necessary, recommended changes or enhancements will be presented to the Board.



**Fundy Regional
Service Commission**

**Commission de Services
Régionaux de Fundy**

Community Development Committee By-Law (Terms of Reference)

Approved: Date **TBC, 2026**

Chairperson: _____

Chief Executive Officer: _____

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DRAFT

1. Definitions

Unless otherwise stated, the following terms refer to:

- 1.1. **FRSC:** Fundy Regional Service Commission.
- 1.2. **Board:** The Board of Directors of the FRSC.
- 1.3. **Committee:** The Community Development Committee.
- 1.4. **Committee Member:** Member of the Community Development Committee.
- 1.5. **Local Government:** A local government which is a Member of the FRSC.
- 1.6. **Member Communities:** The FRSC is comprised of the local governments of Fundy-St. Martins, Grand Bay-Westfield, Hampton, Quispamsis, Rothesay, and Saint John, and the Fundy Rural District.
- 1.7. **Regional Strategy:** The FRSC's [2023-2028 Strategic Plan](#).
- 1.8. **Regional Strategy Update:** The FRSC's [2025 Strategy Update](#).
- 1.9. **Procedural By-Law:** The FRSC's [Procedural By-Law](#).
- 1.10. **RSDA:** The Government of New Brunswick's [Regional Service Delivery Act](#).

2. Background

- 2.1. **Legislative Context:** Through the RSDA, the Fundy Regional Service Commission has a legislative mandate from the Government of New Brunswick to provide or facilitate the provision of common services for its member communities and develop and implement a regional strategy related to regional community development including social inclusion, affordable housing, healthy communities newcomer services and diversity promotion as well as integrating services to address homelessness, poverty and mental health.
- 2.2. **Regional Context:** The Fundy Region contains a wide variety of organizations and groups providing services in the areas of social inclusion, affordable housing, newcomer services and diversity promotion, homelessness, poverty reduction, mental health and healthy communities.
- 2.3. **Committee Vision:** Empowering communities, fostering inclusivity, and improving health and well-being outcomes through collaborative community development initiatives.

3. Mandate

Considering the **RSDA**, the **FRSC's current strategic plan**, and the **Commission's annual work plan**, the Committee brings together Fundy region member communities and key stakeholders to

Community Development Committee Terms of Reference

more effectively integrate and coordinate services to address affordable housing, homelessness, social inclusion and healthy communities.

Specific goals include:

- Advocate for an inclusive approach to housing, reduced legislative barriers, and comprehensive data to understand and meet regional housing needs and build a region where homelessness is rare, brief and non-recurring.
- Support the equitable access to programs and services, collaborate regionally, and support initiatives that enhance social inclusion throughout the Fundy Region.
- Create a region where community members have access to the programs and services, they need to support their health, wellbeing, and overall quality of life.

The Committee will accomplish these goals through the following actions:

- 3.1. Assess regional community development assets, gaps, and opportunities.
- 3.2. Gather and monitor statistical data regarding key public health and socio-economic indicators for the citizens of the Fundy region.
- 3.3. Formulate recommendations for consideration by the FRSC Board regarding the conduct of studies, reviews or other activities that could be undertaken to support regional community development efforts.
- 3.4. Identify and support potential collaborative strategies, initiatives, and actions to strengthen the effectiveness and sustainability of regional community development services.
- 3.5. Provide recommendations to the Board with respect to the regional community development priorities, strategies and goals, including federal and provincial funding priorities.
- 3.6. Contribute guidance and feedback into the FRSC's annual work plan and budget development process and participate in updates of existing and development of new Fundy Regional Strategies.

4. Membership

- 4.1. A minimum of eight (8) and maximum of ten (10) Members of the Committee shall be appointed by the Board as per the following:

- 4.1.1. The FRSC Board will appoint a Member of the Board as Committee Chair aligned with their respective FRSC Board Term.

Community Development Committee Terms of Reference

- 4.1.2. One (1) or two (2) elected representatives from Member Communities to serve as Committee Vice Chair or Vice Chairs.
- 4.1.3. A minimum of five (5) and maximum of eight (8) at-large representatives from the Fundy Region representing but not limited to not-for-profit agencies, regional stakeholders, partners and or experts in community development.
- 4.1.4. Ad-hoc Government of New Brunswick representation based on annual FRSC work plans and Committee priorities.
- 4.2. Committee Members can be appointed and reappointed for two-year terms by the FRSC Board based on current Committee priorities and skill requirements.
- 4.3. The FRSC shall provide a staff person to support Committee meetings and associated administrative needs.
- 4.4. FRSC staff will participate on the Committee as ex-officio members.
- 4.5. With the support of FRSC staff, the Chair (or assigned alternative if unavailable) is responsible for developing meeting agendas and chairing meetings. The Chair will represent the Committee on the Board.

5. Working Groups

- 5.1. In support of its mandate and the FRSC's annual work plan, the Committee may create Working Groups to address specific issues, as required.
- 5.2. Working Groups shall include a minimum of (2) two Committee Members and may include other Fundy Region experts or stakeholders who are not Committee Members. Working Groups shall have a duration of no more than 1 (one) year, with an optional one-year extension (if required).
- 5.3. The Committee will appoint a Committee Member to serve as Chair of the Working Group, who will regularly report back to the full Committee,
- 5.4. The FRSC shall provide a staff person to support Working Group Meetings and associated administrative needs.

6. Meetings

- 6.1. The Committee will meet in person at the FRSC offices or, when required, virtually. Committee Members may host off-site meetings when and where appropriate.
- 6.2. If for any reason a Member cannot participate in a Committee meeting, the alternate

Community Development Committee Terms of Reference

Member shall act in the place of the designated Member.

- 6.3. The Committee may invite other agencies or subject matter experts, as needed, to provide information related to the Committee's mandate.
- 6.4. Recommendations by the Committee to the Board require a resolution. Resolutions shall be approved by quorum, consisting of a simple majority of Committee Members, not including ex-officio members.
- 6.5. The Committee is advisory in nature. Budget and work plan decisions are the authority and responsibly of the FRSC Board of Directors. The assignment of resources, as approved through annual budgets, including staff time, fall under the authority and responsibly of the FRSC CEO.
- 6.6. The rules of procedure for the Committee shall be governed by FRSC's Procedural By-Law, where applicable.
- 6.7. The FRSC shall provide a staff person to record minutes of Committee Meetings and provide additional administrative support, as required.

7. Member Attendance and Conduct

- 7.1. If Members of the Committee are unable to attend a meeting, they are required to notify the Chair and FRSC staff.
- 7.2. If the Member violates the FRSC's Code of Conduct or misses three consecutive meetings without prior notification, the Committee Chair shall advise the FRSC's Board. The Board shall assess the situation and determine the appropriate steps to be taken with respect to this Member's continued involvement and membership with the Committee.

8. Expenses and Per Diems

- 8.1. Members will be compensated and reimbursed for travel expenses in accordance with the FRSC's procedural by-law and associated operational policies.

9. Reporting and Governance

- 9.1. The Committee, through its Chair and with support from FRSC staff, will report to the FRSC Board on a regular basis regarding its deliberations and activities.

Community Development Committee Terms of Reference

Committee resolutions will be brought forward to the Board as required.

- 9.2. The Committee, through its Chair and with support from FRSC staff, shall prepare a summary of its activities on a yearly basis that will be summarized and incorporated in the FRSC's annual report.
- 9.3. The Committee, through its Chair and with support from FRSC staff, will review the Community Development Committee Terms of Reference on an annual basis, and if changes are deemed necessary, recommended changes or enhancements will be presented to the Board.

DRAFT



**Fundy Regional
Service Commission**

**Commission de Services
Régionaux de Fundy**

Regional Public Safety Committee By-Law (Terms of Reference)

Approved: Date **TBC, 2026**

Chairperson: _____

Chief Executive Officer: _____

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DRAFT

1. Definitions

Unless otherwise stated, the following terms refer to:

- 1.1. **FRSC:** Fundy Regional Service Commission.
- 1.2. **Board:** The Board of Directors of the FRSC.
- 1.3. **Committee:** The Public Safety Committee.
- 1.4. **Committee Member:** Member of the Public Safety Committee.
- 1.5. **Local Government:** A local government which is a Member of the FRSC.
- 1.6. **Member Communities:** The FRSC is comprised of the local governments of Fundy-St. Martins, Grand Bay-Westfield, Hampton, Quispamsis, Rothesay, and Saint John, and the Fundy Rural District.
- 1.7. **Regional Strategy:** The FRSC's [2023-2028 Strategic Plan](#).
- 1.8. **Regional Strategy Update:** The FRSC's [2025 Strategy Update](#).
- 1.9. **Procedural By-Law:** The FRSC's [Procedural By-Law](#).
- 1.10. **RSDA:** The Government of New Brunswick's [Regional Service Delivery Act](#).

2. Background

- 2.1. **Legislative Context:** Through the RSDA, the Fundy Regional Service Commission has a legislative mandate from the Government of New Brunswick to provide or facilitate the provision of common services for its member communities and develop and implement a regional strategy, including the establishment of "*a public safety committee to exchange information and discuss resource sharing and joint planning by its members in relation to policing services, fire protection services and emergency measures planning services*".
- 2.2. **Regional Context:** The Fundy Region contains a wide variety of public safety services, including Ambulance NB, municipal police services in Saint John and the Kennebecasis Valley, the RCMP, municipal EMO services, provincial EMO services, and full time, volunteer, and specialized (private sector) fire protection and emergency response services.
- 2.3. **Committee Vision:** A unified and resilient Public Safety response in the Fundy Region, where interagency collaboration and interoperability empowers our communities to thrive and deliver enhanced and effective public safety service for all.

3. Mandate

Considering the **RSDA**, the **FRSC's current strategic plan**, and the **Commission's annual work plan**, the Committee's mandate is to enhance public safety across the Fundy Region by serving as a forum for information sharing, feedback and collaborative action among Police, Fire, and Emergency Measures Planning services.

Specific goals include:

- To foster interagency collaboration in the Fundy Region through cooperation, resource sharing, and joint training among public safety agencies to enhance overall emergency response capabilities.
- Achieve Interoperability among public safety agencies in the Fundy Region to optimize incident response and information sharing through collaboration on systems and operational improvements.
- Establish a unified and coordinated regional approach to Emergency Measures Organization (EMO) in the Fundy Region by fostering collaboration, sharing resources, and aligning emergency response plans to enhance preparedness, response, and recovery capabilities.

The Committee will accomplish these goals through the following actions:

- 3.1. Serve as a regional forum through which Police, Fire, and Emergency Measures Planning service representatives can both share information and receive feedback.
- 3.2. Support the identification of collaborative initiatives and actions at the regional or sub-regional level to strengthen the effectiveness, interoperability and long-term sustainability of public safety services for the Fundy Region and member communities.
- 3.3. Conduct and maintain a dynamic regional assessment that includes threats, risks and vulnerabilities that impact the Fundy Region's overall public safety. Provide annual risk mitigation recommendations to the Board and member communities.
- 3.4. Formulate recommendations for consideration by the Board regarding the conduct of studies, reviews or other activities that could be undertaken to support the improved effectiveness and use of regional public safety resources and services.
- 3.5. Contribute guidance and feedback into the FRSC's annual work plan and budget development process and participate in updates of existing and development of new Fundy Regional Strategies.

4. Membership

- 4.1. Committee Membership shall consist of:
 - 4.1.1. One (1) representative from the Board to serve as Committee Chair.
 - 4.1.2. One (1) or two (2) elected representatives from Member Communities to serve as Committee Vice Chair or Vice Chairs.
 - 4.1.3. One (1) Kennebecasis Regional Police Force Chief or designate.
 - 4.1.4. One (1) Kennebecasis Fire Department Chief or designate.
 - 4.1.5. One (1) Saint John Police Force Chief or designate.

Regional Public Safety Committee Terms of Reference

- 4.1.6. One (1) Saint John Fire Department Chief or designate.
 - 4.1.7. One (1) New Brunswick RCMP representative (Grand-Bay Westfield Detachment).
 - 4.1.8. One (1) New Brunswick RCMP representative (Hampton Detachment).
 - 4.1.9. One (1) Hampton Fire Department Chief or designate.
 - 4.1.10. One (1) Grand-Bay-Westfield Fire Department Chief or designate.
 - 4.1.11. One (1) Fundy-St. Martins Fire Chief or designate.
 - 4.1.12. One (1) Fundy Rural District Fire Chief or designate.
 - 4.1.13. One (1) Ambulance New Brunswick representative.
 - 4.1.14. One (1) New Brunswick Emergency Measures Organization representative.
- 4.2. Consistent with 4.1, Committee Members will be appointed as follows:
- 4.2.1. The FRSC Board will appoint the Committee Chair aligned with their respective FRSC Board Term.
 - 4.2.2. Member Communities will be invited to identify and nominate elected representatives with appropriate skills to serve on the Committee. The FRSC Board will review and approve nominations as required. Appointments will be consistent with their respective terms as elected municipal or rural district representatives.
 - 4.2.3. Member Communities shall appoint their designated Police and Fire representatives.
 - 4.2.4. Additional Public Safety Organizations, including RCMP and Ambulance New Brunswick, will be invited to appoint their designated representatives.
- 4.3. The FRSC shall provide a staff person to support committee meetings and associated administrative needs.
- 4.4. FRSC staff will participate on the Committee as ex-officio members.
- 4.5. With the support of FRSC staff, the Chair (or designated alternative if unavailable) is responsible for developing meeting agendas and chairing meetings. The Chair will represent the Committee on the Board.

5. Working Groups

- 5.1. The Committee shall be supported by two standing Working Groups: The **Regional Policing Working Group** and The **Regional Fire Working Group**. Standing Working Groups shall regularly report back to the Committee with respect to their deliberations and recommendations.
- 5.2. The focus of each standing Working Group shall not duplicate or replace the work of the Committee but instead inform specific regional policing, fire and EMO matters that

Regional Public Safety Committee Terms of Reference

should be brought forward to the full Committee and Board for consideration.

- 5.3. Standing Working Group members will be appointed for terms consistent with their committee appointments.
- 5.4. The **Regional Policing Working Group** will be comprised of the following Committee representatives:
 - 5.4.1. One (1) Working Group Chair as appointed by the Committee.
 - 5.4.2. One (1) Kennebecasis Regional Police Force Chief or designate.
 - 5.4.3. One (1) Saint John Police Force Chief or designate.
 - 5.4.4. Two (2) New Brunswick RCMP representatives.
- 5.5. The **Regional Fire Working Group** will be comprised of at least the following Committee representatives:
 - 5.5.1. One (1) Working Group Chair as appointed by the Committee.
 - 5.5.2. One (1) Kennebecasis Fire Chief or designate.
 - 5.5.3. One (1) Saint John Fire Chief or designate.
 - 5.5.4. One (1) Hampton Fire Chief or designate.
 - 5.5.5. One (1) Grand-Bay-Westfield Fire Chief or designate.
 - 5.5.6. One (1) Fundy-St. Martins Fire Chief or designate.
 - 5.5.7. One (1) Fundy Rural District Fire Chief or designate.
 - 5.5.8. One (1) New Brunswick Emergency Measures Organization (EMO) representative.
 - 5.5.9. One (1) Ambulance New Brunswick representative.
- 5.6. With the support of FRSC staff, each standing Working Group Chair (or designated alternative if not available) is responsible for development of meeting agendas, chairing meetings, and representing the Working Group to the Committee.
- 5.7. The **Regional Policing Working Group** and the **Regional Fire Working Group** may assign members of their protective service teams to short-term Task Forces to complete regional risk assessments, research collaborative service delivery opportunities or explore enhanced interoperability public safety models.

6. Meetings and Decision-Making

- 6.1. The Committee will meet in person at the FRSC offices or, when required, virtually. Committee Members may host off-site meetings when and where appropriate.

Regional Public Safety Committee Terms of Reference

- 6.2. If for any reason a Member cannot participate in a Committee or standing Working Group meeting, the alternate Member shall act in the place of the designated Member.
- 6.3. The Committee or Standing Working Groups may invite other agencies or subject matter experts, as needed, to provide information related to the Committee's mandate.
- 6.4. Recommendations by the Committee to the Board require a resolution. Resolutions shall be approved by quorum, consisting of a simple majority of Committee Members, not including ex-officio members.
- 6.5. The Committee is advisory in nature. Budget and work plan decisions are the authority and responsibly of the FRSC Board of Directors. The assignment of resources, as approved through annual budgets, including staff time, fall under the authority and responsibly of the FRSC CEO.
- 6.6. The rules of procedure for the Committee and Standing Working Groups shall be governed by FRSC's Procedural By-Law, where applicable.
- 6.7. The FRSC shall provide a staff person to record minutes of Committee Meetings and provide additional administrative support, as required.

7. Member Attendance and Conduct

- 7.1. If Members of the Committee or a standing Working Group are unable to attend a meeting, they are required to notify the meeting Chair and FRSC staff.
- 7.2. If the Member violates the FRSC's Code of Conduct or misses three consecutive meetings without prior notification, the Committee Chair shall advise the FRSC's Board. The Board shall assess the situation and determine the appropriate steps to be taken with respect to this Member's continued involvement and membership with the Committee and standing Working Groups.

8. Expenses and Per Diems

- 8.1. Committee and Working Group Members will be compensated and reimbursed for travel expenses in accordance with the FRSC's procedural by-law and associated operational policies.

9. Reporting and Governance

- 9.1. The Committee, through its Chair and with support from FRSC staff, will report to the FRSC Board on a regular basis regarding its deliberations and activities. Committee resolutions will be brought forward to the Board as required.

Regional Public Safety Committee Terms of Reference

- 9.2. The Committee, through its Chair and with support from FRSC staff, shall prepare a summary of its activities on a yearly basis that will be summarized and incorporated in FRSC's annual report.
- 9.3. The Committee, through its Chair and with support from FRSC staff, will review the Public Safety Committee Terms of Reference on an annual basis, and if changes are deemed necessary, recommended changes or enhancements will be presented to the Board.

DRAFT



Title: 2026 FRSC Work Plan Update

Date: 2026-04-23

Author: Phil Ouellette

Report Number: 2026-028

Open Session

Closed Session

Closed Reason: Choose an item.

RECOMMENDATION
It is recommended that the Board of Directors:

RESOLUTION	VOTING REQUIREMENT
<p>Direct the FRSC to defer the following three previously identified 2026 FRSC work plan initiatives and place them in future annual workplans:</p> <ol style="list-style-type: none"> 1. Develop an emergency preparedness plan for network of partners providing services and supports to individuals living rough across the region. 2. Review and revise response policies and mutual aid agreements, aiming for a long-term transition to automatic aid based on closest-resource response and include any changes in an updated mutual aid agreement. 3. Review and support the implementation of an emergency response standardization system to improve interoperability across public safety entities in Fundy Region. 	Simple Majority of Members Present
Receive and file this report.	Simple Majority of Members Present

BACKGROUND/PAST RESOLUTIONS
During the 2026 FRSC Board planning exercise, there was consensus that the FRSC should take deliberate effort to execute on 2026 work plan while narrowing the attention on the largest impact initiatives. This was later outlined in the February 26 th report to the Board, which outlined



the new 2026 Board priority focus areas, including the steps FRSC staff intended to take to execute on the priority focus areas.

FINANCIAL, ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSIDERATIONS

N/A

REPORT

The FRSC intends to complete regular reporting on the 2026 work plan, but it will do so a little differently than in the past. Here are the key reporting milestones:

- There will be quarterly updates completed on the FRSC’s Workplan Strategic Priorities.
- Presentations to corresponding FRSC standing committee and/or FRSC Board on key deliverables achieved on the execution of the workplan.
- The FRSC will complete a year-end report on the annual work plan, which will cover all projects.
- If there are any new projects to be added or removed from the work plan, these will be recommended through the quarterly updates, unless necessary to do so separately.

In the spirit of “narrowing the attention on the largest impact initiatives” for the FRSC, in 2026, the Work Plan Strategic Priorities have been narrowed to six initiatives, which are included below with a corresponding update:

2026 FRSC WORK PLAN STRATEGIC PRIORITIES	
Priority 1	Deliver recommendation on alternatives to the financing of regional facilities capital.
Q1 Update	The FRSC maintains regular correspondence with the Government of New Brunswick in the effort of delivering a practical and sustainable resolution to regional facilities capital. Direction on this is expected in the coming three months, at which point the FRSC will be in position to determine the level of additional FRSC engagement is needed to deliver resolution on the cost of regional facilities capital. The focus of the Regional Facilities Committee will remain on the CGAC Renewal Project and the annual review of operating and capital proposals, until such time as a need is identified to re-engage on longer-term resolution to the sustainability of regional facilities capital cost.
Priority 2	Deliver final recommendation of transit feasibility study for Fundy Region.



Q1 Update	The FRSC has successfully secured federal and provincial funding towards its regional transportation plan, and the FRSC has concurrently launched a destination origin public survey. This initiative is the primary focus of past monthly regional transportation committee meetings and will continue to benefit from this guidance as the project moves into engagement and analysis. The FRSC is also engaging regularly with the regional group of CAOs/RDM and Saint John Transit in the development of this feasibility study, as it is necessary to ensure strong regional alignment in the lead-up to eventual recommendations. FRSC has engaged a consultant to complete the Regional Public Transportation Plan, with the background and market review currently underway and initial public engagements set to begin in June.
Priority 3	Finalize detailed design for Aquatic Centre Enhancement Project and pursue construction.
Q1 Update	The FRSC has advanced the CGAC Renewal Project through continued collaboration with the City of Saint John and our architecture consultants to refine scope, cost estimates, and phasing for the facility enhancements. Core design components have now been reviewed to ensure alignment with accessibility standards, energy efficiency goals, and user needs identified in the earlier phases. With the selected Construction Management firm on track to begin onboarding by the end of April, preparations are now underway to transition toward tender-ready documentation, pending confirmation of the updated capital framework, and funding from federal and provincial partners. The project team remains focused on a communication strategy and maintaining project momentum for a 2026 construction start and ensuring readiness to advance to construction once all levels of funding are in place.
Priority 4	Work with partners to identify and deliver resources, tools and governance structure required to support FRSC members respond to the needs of unhoused people.
Q1 Update	The FRSC continues to work with community partners in the dissemination of the Homelessness Response Toolkit, all while preparing for the next phase of this initiative. The FRSC intends to develop a more detailed resource for local governments/rural district on the key governance, awareness and supports needed to effectively respond to homelessness. The FRSC has successfully re-hired for the Social Capacity Coordinator, which will act as the primary lead on this initiative, including completing the necessary research, identifying national best practices, and collecting input from local communities. The Community Development Committee has played a critical role in framing this



	initiative and will continue to play a role in the coming months to maximize the initiative's impact in the Fundy Region.
Priority 5	Finalize the regional risk assessment with the intention of using the findings to deliver improved local and regional coordination to mitigate against highest regional risks.
Q1 Update	Substantial progress has been made toward completion of the Fundy Regional Risk Assessment. The project's consultants have delivered the draft risk and criticality analyses and are integrating feedback from committee members and partner agencies. FRSC staff continue to facilitate collaboration with provincial and local emergency management partners to ensure the assessment captures cross-sectoral priorities. The final report is anticipated for review and approval in the second quarter of 2026, with next steps focused on implementing early recommendations to inform preparedness and joint response planning across the region.
Priority 6	Host a regional symposium on the 6 "A"s of food security, sharing key best practices, creating space for collaboration for the region and developing an action plan from key outcomes.
Q1 Update	The food security symposium occurred on February 26 th , 2026, which brought together approximately 70 community partners focused on combating food insecurity. Partners at the symposium delivered priority initiatives that are needed to respond to the needs and challenges more effectively and help to improve food security. The FRSC is in the process of prioritizing the most impactful initiatives identified that would benefit from regional collaboration and be supported by community partners and the Community Development Committee.

This prioritization helps set the strategic course of the FRSC in 2026, including focus areas for standing committees, effort and focus of FRSC resources. In other words, these six projects should be prioritized in our collective efforts, versus trying to accomplish all initiatives with a comparable level of expectations and impact.

There are an additional 34 items identified in the 2026 work plan, however, these items do not require the level of focus and priority of the above-mentioned six. Of these remaining 34 items, they are primarily investigative or major operational initiatives. As the FRSC progresses through the investigation of these projects, it is possible that some are promoted to "strategic priorities", which would be outlined to the FRSC Board in such a circumstance.



There are three projects that FRSC staff are recommending for removal from the 2026 FRSC work plan, as these can be placed as future-focus projects to focus-in on highest priority initiatives for regional public safety planning in 2026:

1. Develop an emergency preparedness plan for network of partners providing services and supports to individuals living rough across the region.
2. Review and revise response policies and mutual aid agreements, aiming for a long-term transition to automatic aid based on closest-resource response and include any changes in an updated mutual aid agreement.
3. Review and support the implementation of an emergency response standardization system to improve interoperability across public safety entities in Fundy Region.

ATTACHMENTS
N/A



**REGIONAL PUBLIC SAFETY COMMITTEE MEETING
Agenda**

March 31, 2026, 9:00 a.m.

Hybrid Meeting

20 Broadview Ave., Saint John

Microsoft Teams

A unified and resilient Public Safety response in the Fundy Region, where seamless interagency collaboration and interoperability empowers our communities to thrive and deliver enhanced and effective public safety service for all.

- 1. Order of Business**
 - 1.1 Call to Order**
 - 1.2 Record of Attendance**
 - 1.3 Approval of Agenda**
 - 1.4 Approval of Minutes**
 - 1.5 Disclosure of Conflict of Interest**
- 2. New Business**

Sonya McIlwraith was introduced to the Committee as the new Recording Secretary.

 - 2.1 Fire Working Group (Apparatus Renumbering) Report**
 - 2.2 Regional Risk Assessment (RRA) Update**
- 3. Standing Items**
 - 3.1 FRSC Updates - Terms of Reference**
 - 3.2 Committee Member Updates**
- 4. Next Meeting**
 - 4.1 Expense Sheets**
- 5. Adjournment**



REGIONAL COMMUNITY DEVELOPMENT COMMITTEE MEETING

Agenda

April 1, 2026, 11:00 a.m.

Hybrid Meeting

20 Broadview Ave., Saint John

Microsoft Teams

Empowering communities, fostering inclusivity, and improving health and well-being outcomes through collaborative community development initiatives.

- 1. Order of Business**
 - 1.1 Call to Order**
 - 1.2 Record of Attendance**
 - 1.3 Approval of Agenda**
 - 1.4 Approval of Minutes**
 - 1.5 Disclosure of Conflict of Interest**
- 2. Business Matters**
 - 2.1 Community Benefit Access Clinics**

Target: Fundy St. Martins May/June 26

Focus on Seniors & Vulnerable Populations
- 3. Standing Items**
 - 3.1 FRSC Updates - Brenda MacCallum, FRSC Director of Community Development & Public Relations**

ESI Funding Update

Community Development Provincial Meeting

Meeting March 27th with Deputy Minister of Social Development
 - 3.2 A Shared Table - Food Security Symposium - Catherine Paulin, FRSC Community Development Coordinator**

Overview - Data, Report, Next Steps & Action Plan
 - 3.3 Committee Terms of Reference Review - Brenda MacCallum, FRSC Director of Community Development & Public Relations**
- 4. Next Meeting**

4.1 Next Meeting: Post Municipal Election

5. Adjournment



REGIONAL TRANSPORTATION COMMITTEE MEETING

Agenda

April 1, 2026, 12:00 p.m.

Hybrid Meeting

20 Broadview Ave., Saint John

Microsoft Teams

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

	Pages
1. Order of Business	
1.1 Call to Order	
1.2 Record of Attendance	
1.3 Approval of Agenda	
1.4 Approval of Minutes	2
1.5 Disclosure of Conflict of Interest	
2. Business Matters	
2.1 MoveSJ Update – Tim O’Reilly	6
3. New Business	
3.1 Regional Public Transportation Plan Kickoff	14
4. Standing Items	
4.1 FRSC Updates	
4.1.a Fundy Travel Activity Survey	
4.1.b Committee Terms of Reference Review	
4.2 Committee Member Updates	
5. Next Meeting	
5.1 Expense Sheets	
6. Adjournment	



REGIONAL FACILITIES COMMITTEE MEETING

Agenda

April 15, 2026, 2:00 p.m.

Microsoft Teams

Expand upon the strong history of collaborative delivery of impactful and responsive programming and events in exceptional facilities through building a framework of trust and accountability between communities, operators, partners, and residents.

1. Order of Business
 - 1.a Call to Order
 - 1.b Record of Attendance
 - 1.c Approval of Agenda
 - 1.d Approval of Minutes
 - 1.e Disclosure of Conflict of Interest
2. Business Matters
 - 2.a Canada Games Aquatic Centre Renewal Project
 - 2.a.1 Member Contribution Payment Period
 - 2.a.2 Communications/Stakeholder Relations
 - 2.a.3 Risk Registry
 - 2.a.4 Federal/Provincial Funding Verbal Update
3. New Business
4. Standing Items
 - 4.a FRSC Updates
 - 4.b Committee Member Updates
5. Next Meeting
 - 5.a Expense Sheets
6. Adjournment



TAKECONSULTING



Fundy Regional
Service Commission
Commission de Services
Régionaux de Fundy

Regional Public Transportation Plan

FRSC Board

April 23, 2026

Project Team



Gal Kramer
Project Manager



Nicky Althoff
Project Analyst



Anaïs Delfau
Project Analyst



Emerson Dieudonné
Project Advisor



Claire Basinski
Engagement Lead



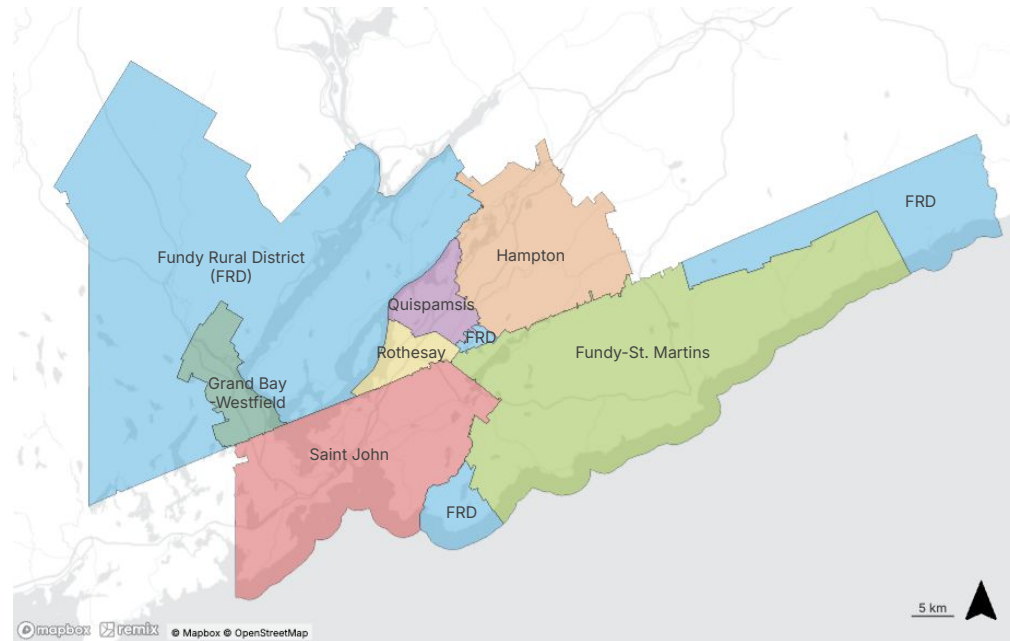
Kate Whitfield
Senior Advisor

Study Goals

To assess **new** and **expanded public transportation opportunities** for FRSC member communities, creating a Plan that informs decision-making and positions the Region to execute demonstration projects and a large-scale transit pilot.

Transit objectives:

- Improve regional connectivity between urban, suburban, and rural communities
- Increase mobility options for residents, including vulnerable populations
- Optimize the use of transportation resources and integrate with existing services
- Support local needs, including economic development and access to services



Project Overview

A

Background & Market Review

- Existing studies
- Demographic analysis
- Transit review & gap analysis

B

Service Design

- Develop service alternatives
- Analysis of alternatives (incl. ridership)

C

Service Delivery Model

- Impact assessment
- Implementation
- Pilot identification

D

Phasing & Financial Plan

- Phasing strategy
- Financial Modeling
- Milestone & success criteria

E

Monitoring & Continuous Improvement Plan

- KPI Development
- Benchmarking
- Data collection methodology

Engagement & Public Relations Strategy

- Four rounds of community engagement:
 1. Introducing & Framing
 2. Informing & Gathering
 3. Assessing & Collaborating
 4. Concluding & Communicating
- PR Strategy for rider education, branding, and marketing future services

Expected completion
September 2026

Thank you!

Questions after today's meeting? Contact the Project Team:

Scott Borden: sborden@fundyregion.ca

Kelly Baker: Kbaker@fundyregion.ca

Gal Kramer: gal.kramer@ridewithvia.com



FundyRegion.ca

ENGAGEMENT AND COMMUNICATION STRATEGY

V1. DRAFT

APRIL 2026

Prepared by.



In partnership with



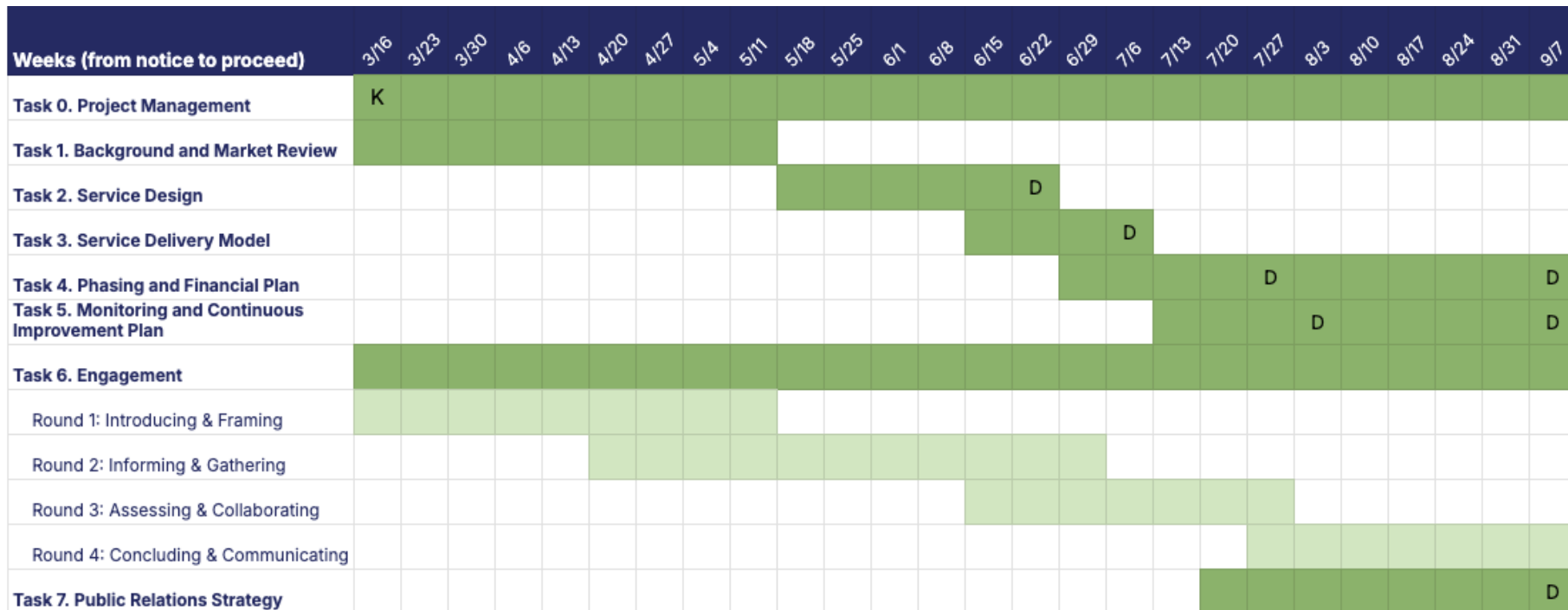
Plan overview

Purpose and process	1
Engagement foundations	2
Engagement approach	3
Audiences / stakeholder overview	4
Audience analysis	5
Engagement goals and objectives	6
Engagement strategy	7
Engagement tactic details	8
Communication tactics	9
Project FAQ	10
Branding and promotion	11
Implementation	12
Roles and responsibilities	13
Evaluation	14

Project purpose and process

The purpose of the project is to deliver a region-wide community and public transportation plan that provides a proposed approach to community public transportation options within the Fundy Regional Service Area that responds to the unique community public transportation needs and opportunities as well as socio-demographic trends and geographic features in a collaborative and coordinated manner. Furthermore, the intent is to establish buy-in to new potential community public transportation approaches and solutions amongst the various levels of government.

The following figure is the current project schedule highlighting specific project tasks and milestones.



Engagement foundations

1 Approach

A strong engagement approach is influenced by a number of factors including readiness, time available, capacity and current state of buy-in. Our approach focuses on identifying those opportunities while also addressing potential challenges and barriers.

This approach is rooted in nurturing relationships and providing open, timely opportunities for participation, which significantly increases the likelihood of public acceptance and adoption upon project completion. Our methods build upon engagement efforts undertaken by the RSC for previous projects while exploring new and innovative opportunities.

2 Commitments


- + Audience-Centric: Concentrating on community needs and preferences to ensure relevance.*
- + Data-Informed: Leveraging insights to tailor engagement strategies effectively.*
- + Accessible: providing a range of options that are not only physically accessible but provides options and alternatives to people to support their preferred method of engagement with the goal of providing a comfortable and safe space to participate.*
- + Adaptive: monitoring and managing engagement to understand what works and what does not and if needed adapting the program to address concerns or new opportunities for outreach and involvement.*
- + Clear: provide consistent and effective communication throughout the duration of the project which makes both the process and well as the outcomes clear to those who are trying to participate and shares sufficient information to support involvement.*
- + Equitable: tailoring engagement tools and tactics to those who have historically experiences systemic barriers to participation.*

Engagement approach

The Communication and Engagement Plan also adheres to the International Association of Public Participation (IAP2) process and standards, promoting best practices for effective public interactions and relationship building.

The IAP2 framework, designed to be understandable, creative, collaborative, and accessible, recognizes diverse interest holder engagement levels, delineating five potential levels of involvement: inform, consult, involve, collaborate, and empower. It recognizes that not all audiences will have the same “level” of engagement and that transparency and documentation are key to buy-in

It commits to utilizing an approach that considers the needs, interests, understanding and commitment of various audiences to help determine the most appropriate means of communicating and engaging along with robust evaluation and management.

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Audiences and stakeholder overview

Prior to recommending and confirming engagement tactics it is important to identify the audiences that are intended to be engaged and communicated with. The audiences reflect overarching “groups” as opposed to specific individuals. Each group has their own level of experience, understanding and comfort with the topic that is being addressed which will have considerable impact on the way in which they approach the project.

The audiences are not intended to provide specific details about the representatives from each group. Those details have been identified through the development of the project contact list which will be completed by the consultant team in partnership with RSC staff. Information provided in the contact list will include:

- + Audience contact details: name, email, and phone number.*
- + Individual requirements for each interest holder, such as preferred methods of contact (where appropriate).*
- + Specific interests of interest holders in the project (where gathered).*
- + Contributions from interest holders on a phase-by-phase basis and input provided.*

It is important to recognize that audiences and individuals can change their opinions over the course of a project. Audience monitoring and management will be key to the plan and process.

Based on the information contained within the RFP and the proposed approach identified within the proposal submission, we have prepared the following audience summary and overview which is presented on the following slide.

Audience analysis

Audiences	Needs	Assessment	IAP2 Level
Members of the Public	<ul style="list-style-type: none"> + Champions for the work - desire for more transit + Consideration of rural and suburban variation in resident perspectives and needs + Segment of the population that think transit is a waste of money (not just limited to transit) - need for understanding and behaviour change (demonstrate benefit) + Localized concerns regarding traffic and traffic impacts (e.g. bridge) + Distrust regarding local people versus people from "outside" 	Degree of Understanding Low to moderate Degree of Influence Low	Inform Consult
Transit Providers	<ul style="list-style-type: none"> + SJ transit; Urban-Rural Rides; Maritime Bus (across Atlantic Canada - operator) 	Degree of Understanding Moderate to high Degree of Influence Moderate	Inform Consult Involve
Agencies / Interest Holders	<ul style="list-style-type: none"> + YMCA newcomers centre (limitations around places to work and relative to housing - access to suburban and rural areas) + Students UNB SJ, NBCC + Hospital + Airport + Envision SJ (economic agency) + Other large employers e.g. Irving - major economic expansion + Port SJ (growth - significant) 	Degree of Understanding Low to moderate Degree of Influence Moderate	Inform Consult
Transportation Committee Members	<ul style="list-style-type: none"> + Could be stronger but lacking expertise and understanding around the topic + Need to understand the "why" + Some experts and professionals on the committee with a strong chair (combination of staff and elected officials) + Open to a special workshop style session 	Degree of Understanding Moderate to High Degree of Influence Moderate	Inform Consult Involve
Community Development Committee	<ul style="list-style-type: none"> + Overlap with mandate of the committee and members + Strong advocates for the work - cross section of individuals who work in community development + Not for profit representation + UNB housing capacity 	Degree of Understanding Low to moderate Degree of Influence Moderate	Inform Consult Involve

Audience analysis

Audiences	Needs	Assessment	IAP2 Level
FRSC Core Team Members	<ul style="list-style-type: none"> + <i>Representatives from the FRSC core project team including representatives from a range of departments such as communications</i> 	<p><i>Degree of Understanding</i> Moderate to high <i>Degree of Influence</i> High</p>	<p><i>Inform</i> <i>Consult</i> <i>Collaborate</i></p>
FRSC Board of Directors	<ul style="list-style-type: none"> + <i>Potential concerns regarding expenditures but if the public is seeing the value and public buy-in supports then there could be a shift</i> + <i>Economic development benefits and opportunities as the focus (education)</i> + <i>Regional representation on the board with financial decision making</i> 	<p><i>Degree of Understanding</i> Low to moderate <i>Degree of Influence</i> High</p>	<p><i>Inform</i> <i>Empower</i></p>
Local Government (CAO) & Rural District Staff	<ul style="list-style-type: none"> + <i>Missing expertise and understanding (e.g. transportation planning and traffic engineering)</i> + <i>Similar to the above in terms of educating around the "why"</i> + <i>Can get a bit more technical - not a formal committee but can be leveraged to build capacity and buy-in at the "local" level - providing more access and information</i> + <i>Direct line of communication and advice through the CAOs (mayors)</i> 	<p><i>Degree of Understanding</i> Low to moderate <i>Degree of Influence</i> High</p>	<p><i>Inform</i> <i>Empower</i></p>

Engagement goals and objectives

Objectives

- + *Identify and confirm potential gaps and opportunities for improvement related to existing service across all potential transit providers and those who utilize the system;*
- + *Gather input on and acceptance of potential recommended service concepts for the unique communities to inform service concept finalization and confirmation;*
- + *Provide opportunities for education and awareness about current transit offerings and planning approaches to transit provision to better communicate change to community members; and*
- + *Inform the identification of recommendation priorities as well as opportunities to support implementation including partnership strategies and implementation considerations.*

Round based Engagement Purpose

The engagement objectives have been organized into three “rounds” of outreach which are intended to achieve the following:

1. *Round 1 - Introducing & Framing: to introduce the project to the various audiences and to determine if there are any changes to amendments to the approach based on engagement preferences or protocols.*
2. *Round 2 - Informing & Gathering: to gather information about needs and opportunities to inform potential strategies and solutions.*
3. *Round 3 - Assessing & Collaborating: to help assess the applicability and feasibility of service concepts and delivery options with focus on identifying priorities and implementation considerations.*
4. *Round 4 - Concluding & Communicating: to close the loop on the project informing audiences of how their input was used and how the final product / outcomes were developed. It provides a point of conclusion as well as clarity around next steps.*

Engagement strategy

The goal of the engagement strategy is to weave the engagement rounds (of which there are four) into the various technical stages of the project. The intent is to use the engagement rounds to both inform and confirm outcomes / outputs of the project. The following is an overview each round of engagement, and the tactics identified.

	Round 1 Introducing & Framing	Round 2 Informing & Gathering	Round 3 Assessing & Collaborating	Round 4 Concluding & Communicating
Original Scope of Work	<ul style="list-style-type: none"> + Webpage preparation + Notification and letters of introduction + Social media launch and promotion 	<ul style="list-style-type: none"> + Webpage updates + Online survey launch + Local government staff working session + Board of directors workshop + FRSC transportation committee workshop + Community Pop-ups 	<ul style="list-style-type: none"> + Webpage updates + Interactive online mapping tool + Local government staff working session x2 + FRSC transportation committee workshop + Community engagement session 	<ul style="list-style-type: none"> + Webpage updates + Local government staff working session + FRSC transportation committee workshop + Board of directors presentation
Adapted Scope of Work	<ul style="list-style-type: none"> + FRSC Transportation Committee Presentation + Board of Directors Presentation (led by Via) + Webpage Preparation and Promotion + Notifications & Letters of Introduction + CAO outreach (led by FRSC) 	<ul style="list-style-type: none"> + Webpage updates + Combined Committee Working Session (Transportation & Development) + Board of Directors Workshop (potentially inviting CAOs) + Community Pop-ups + Local Council Presentations (led by FRSC) + CAO outreach (led by FRSC) 	<ul style="list-style-type: none"> + Webpage updates + Interactive online mapping tool/survey + Combined Committee Working Session + CAO Committee Meeting + Community Engagement Session (for members of the public) + Local Council Presentations (led by FRSC) 	<ul style="list-style-type: none"> + Webpage updates + Combined Committee Working Session + CAO Committee Meeting + Board of Directors Presentation + Local Council Presentations (led by FRSC)

Engagement tactic details

The engagement tactics will be planned in more detail leading up to the various activities, with the following assumed.

	Committee Meetings	Webpage & Survey	Community Pop-ups	Workshop / Working Sessions	Presentation
Format	Select number of meetings held in-person and virtually Includes presentation followed by facilitated discussion around key topics	Consistent with the preferred format of the FRSC including key project information, milestones, FAQ, contact information, engagement sources	Informal but engaging sessions as an open house style or point in place measures with display materials and interactive activities to solicit input from members of the public	Facilitated style sessions with either a small group (working session) on a focused topic or broad group (workshop) with rang of topics. Discussions and activities are facilitated following a presentation of information	Isolated presentations with the purpose of sharing information to audiences
Materials	<ul style="list-style-type: none"> + Coordination through necessary staff + Agenda + Presentation + Pre-work materials (as available) + Summary of input 	<ul style="list-style-type: none"> + Relevant background documents + Project maps and resources + Publicly available deliverables + Interactive online engagement tools 	<ul style="list-style-type: none"> + Notice of public session + Display boards + Supporting presentation materials + Promotional materials + Summary of engagement 	<ul style="list-style-type: none"> + Detailed facilitator agenda + Short Agenda + Facilitator activities + Presentation + Summary of input 	<ul style="list-style-type: none"> + Presentation materials and any other supporting materials necessary
Accessibility	<ul style="list-style-type: none"> + Virtual opportunities available + AODA compliant materials + Alternate forms as requested 	<ul style="list-style-type: none"> + AODA compliance for web-based content and materials 	<ul style="list-style-type: none"> + Selection of accessible sites + Dates / times flexible + Online option + AODA compliant materials 	<ul style="list-style-type: none"> + Selection of accessible site + AODA compliant materials 	<ul style="list-style-type: none"> + AODA compliant presentation + Alternate forms as needed
Timelines	Consistent with the timeline of the committee(s), specifically transportation Maximum 2 hours	To be launched at project initiation and maintained over the course of the project updated at major project milestones	Pop-up location details to be confirmed but will include geographic diversity. Sessions are to be held for 2-3 hours on site	Workshops will be 2 hours and will likely be in-person but may also be a virtual or hybrid format for geographic access	Timeline of the presentations will be dictated by the preferred format of the group such as the Board of Directors

Engagement Strategy Adaptations

- + *A strong desire for buy-in has been identified by the FRSC which is being challenged by timeline and the degree of engagement identified within the strategy*
- + *Currently, the audiences that are the most under-served in the strategy include:*
 - + *Transit Providers*
 - + *Interest Holders*
 - + *Broader geography of community member outreach*
 - + *Local councils and decision makers*
- + *Opportunities for outreach integration could include:*
 - + *Targeted outreach and promotion of virtual engagement opportunities*
 - + *Webinar sessions*
 - + *Travelling presentation sessions to local councillors*
 - + *Local community partnerships and promotion with supporting materials*

Communication tactics

In addition to the proposed engagement that are planned to be implemented as part of the project, there will also need to be ongoing communication and outreach. The following is an overview of the proposed methods of communication that will be used to notify, encourage and inform audiences.



Dedicated Project Webpage

- + Development and regular updates on the FRSC's webpage through a dedicated project page.
- + Dynamic updates align with technical and engagement milestones.
- + Incorporate "calls to action" for new and existing participants.



Engagement Documentation

- + Engagement summaries and infographic documentation of input received.
- + Demonstrate how input informs the project process.
- + Include recordings and phase-specific documentation on the project page.



Notifications and Announcements

- + Use traditional publications and the project page for major milestones.
- + Notify about commencement and completion of project tasks and engagement opportunities.



Social Media

- + Utilize existing corporate accounts for messaging.
- + Coordinate with FRSC communication staff for message development and dissemination.



Targeted Invitations

- + Communication with committees through approved channels.
- + Letters of invitation to various audiences including those with more direct impacts on project outcomes.
- + Direct emails from as preliminary outreach, supplemented by phone outreach as needed.



Engagement in Key Locations

- + Utilize QR codes along trail routes to connect users to project-related content and interactive engagement tools.
- + Position probing questions near QR codes to enhance user interaction and collect valuable feedback.

Project FAQ

An FAQ is an effective tool which can be used to dispel some of the unknowns and share some of the key project considerations with audiences. It is recommended that this FAQ be used as part of the dedicated project webpage.

What is a community and public transportation plan?

It is a region-wide strategy designed to map out community-specific needs and design integrated, accessible, and affordable mobility options. The plan will identify gaps in existing services and recommend service delivery models, such as fixed-route buses, intercity shuttles, and demand-response services, to create a phased implementation roadmap.

Why is FRSC creating a community and public transportation plan?

In 2023, the Government of New Brunswick expanded the mandate of Regional Service Commissions (RSCs) to include the responsibility for regional transportation. The FRSC is committed to responsible service delivery and has heard directly from member communities about the need for expanded transportation options. The FRSC is creating this plan to help transition the region away from a siloed municipal approach and toward a coordinated system that improves regional connectivity, supports economic development, and provides equitable access for all residents.

Who is this project for?

The project is for the 130,000 residents of the Fundy Region, spanning approximately 5,000 square kilometers. This includes urban, suburban, and rural communities such as Saint John, Quispamsis, Rothesay, Hampton, Grand Bay-Westfield, Fundy-St. Martins, and the Fundy Rural District. It specifically aims to increase mobility for vulnerable populations, including seniors, youth, and low-income individuals by providing more reliable ways to access healthcare, employment, and essential services. Service recommendations will prioritize areas outside of the Saint John Transit service area.

How can I provide input or get involved in this project?

There will be lots of opportunities for public engagement throughout this process, including visiting us at a pop-up event, providing feedback online, or attending a community engagement session. Please visit our dedicated project webpage [URL to be updated] for the most up to date list of opportunities.

Project FAQ (cont.)

An FAQ is an effective tool which can be used to dispel some of the unknowns and share some of the key project considerations with audiences. It is recommended that this FAQ be used as part of the dedicated project webpage.

When will implementation happen?

The project follows a phased timeline starting in 2026:

- **Planning Phase:** Analysis and service design are scheduled to take place between March and August 2026, with consideration for FY 27 budgeting taking place starting in August 2026.
- **Demonstration Projects:** Short-term projects to test concepts may be identified during this process to gather data for future service. These may launch as soon as Summer 2026.
- **Large-Scale Pilot:** A multi-year regional transit pilot is targeted to begin following completion of the plan and approval of the 2027 budget.

How is the project being funded?

This project is funded through a combination of federal and provincial funding. The Department of Housing, Infrastructure, and Communities Canada approved in principle up to \$50,000 (50% of the project) through the Rural Transit Solutions Fund (RTSF). This agreement required a minimum 40% contribution from the provincial government.

Where can I find more information about the Regional Public Transportation Plan?

Residents can find regular updates, project milestones, and FAQ details on the dedicated project webpage hosted on the Fundy Regional Service Commission website at www.FundyRegion.ca. Information will also be shared through traditional publications, social media updates, and at local government council meetings.

Implementation

Implementation refers to the engagement tactics which will be undertaken. A detailed schedule has been prepared along with the plan.

Round	Tactic	Timeline (subject to change)
1	FRSC Transportation Committee Presentation	April 1, 2026
	Board of Directors Presentation (led by Via)	April 23, 2026
	Webpage Preparation and Promotion	April 2026
	Notifications & Letters of Introduction	Late April / Early May 2026
	CAO outreach (led by FRSC)	Late April / Early May 2026
2	Community Pop-ups	Week of June 8, 2026
	CAO outreach (led by FRSC)	Week of June 8, 2026
	Board of Directors Workshop (potentially inviting CAOs)	Week of June 25, 2026
	Combined Committee Working Session (Transportation & Development)	Late June 2026
	Local Council Presentations (led by FRSC)	Late June 2026
3	Interactive online mapping tool/survey general public engagement	July 2026
	Combined Committee Working Session	July 2026
	CAO Committee Meeting	July 2026
	Community Engagement Session (for members of the public)	July 2026
	Local Council Presentations (led by FRSC)	July 2026
4	Combined Committee Working Session	August 2026
	CAO Committee Meeting	August 2026
	Board of Directors Presentation	August 2026
	Local Council Presentations (led by FRSC)	August 2026

Roles and responsibilities

The following has been assumed regarding the roles and responsibilities to support the execution of the engagement plan.

Promotion / outreach

- + *The project manager from FRSC and Via + Take Consulting will be the spokes people for the project along with the engagement lead.*
- + *FRSC will be responsible for setting up the project page and maintaining the content with input provided by the consultant team.*
- + *The existing social media accounts will be used to promote the project with the consultant team providing content to the FRSC staff for update.*
- + *FRSC staff will help to promote the study over the course of the assignment using promotional materials.*
- + *Transportation committee, local government representatives and local interest groups will be encouraged to share information and activities.*

Communication

- + *All communication with members of the public and stakeholders should be forwarded to Gal Kramer and Kate Whitfield.*
- + *Via and Take will be responsible for communicating with the study contact list when planning consultation / engagement sessions – primary method of communication will be via email followed by phone calls.*
- + *Gal Kramer will be responsible for forwarding technical information and comments to the FRSC's project manager who will be responsible for distributing the information to the appropriate staff member.*

Coordination

- + *FRSC and consultant team will work together to determine the preferred date and time for all in-person engagement sessions.*
- + *FRSC staff will be responsible for identifying potential additional events where the community and public transportation plan could be promoted.*
- + *The consultant team will lead the development of engagement materials with FRSC confirming final content.*
- + *The consultant team will be responsible for the documentation of engagement milestones and input received over the course of the project.*
- + *Summaries of input will be coordinated and provided at major project milestones.*

Evaluation

Evaluation is used to assess the effectiveness of the various engagement and communication activities and efforts that are undertaken as part of the project. Where needed, efforts will be taken to adapt the engagement efforts to respond to input or feedback received on the effectiveness of the tactic.

Objective	Methodology	Evaluation
Collect Input on Priorities and Expectations	<ul style="list-style-type: none"> + Survey + Public Consultation Sessions + Presentation 	<ul style="list-style-type: none"> + <i>Engagement Metrics: Tracking participation rates, demographic data of participants, and qualitative feedback to assess the breadth and depth of engagement.</i> + <i>Measuring the diversity of the interest holder groups reached compared to the community demographic profile.</i> + <i>Analyzing the feedback to identify common themes and priorities.</i> + <i>Evaluate the extent to which the input reflects a comprehensive cross-section of community perspectives.</i>
Inform Baseline Technical Requirements	<ul style="list-style-type: none"> + Workshops + Interviews + Documentation Review + Feedback Log 	<ul style="list-style-type: none"> + <i>Maintain detailed log of feedback received and how they inform parts of the technical work.</i> + <i>Use the feedback loop identified in the work plan (recurring meetings and Draft to Final review periods) where initial findings/developments are presented back to interest holders for further refinement.</i> + <i>Document changes in the project specifications based on interest holder input to trace how community feedback shapes the project.</i>
Track and Confirm Project Progress and Milestones	<ul style="list-style-type: none"> + Regular Update Meetings + Feedback Implementation Review (decision log) 	<ul style="list-style-type: none"> + <i>Maintain detailed logs of decisions made throughout the project, including how and why interest holder feedback influenced these decisions.</i> + <i>Conducting periodic reviews with Project Team at key milestones to make sure deliverables align with the feedbacks gathered in round 1.</i>