

Fundy Regional Service Commission

Regional Strategy

2023-2028



Fundy Regional
Service Commission
Commission de Services
Régionaux de Fundy



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1. Land Acknowledgement

The Fundy Regional Service Commission (FRSC) would like to acknowledge, honour and pay respect to the land on which it gathers and operates. The FRSC operates on the traditional unceded territory of the Wolastoqiyik, Mi'kmaw, and Peskotomuhkati. This territory is covered by the "Treaties of Peace and Friendship" which Wəlastəkwiyik (Maliseet), Mi'kmaq and Passamaquoddy Peoples first signed with the British Crown in 1726. The treaties did not deal with surrender of lands and resources but recognized Mi'kmaq and Wəlastəkwiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations. The FRSC is committed to creating a new standard by developing meaningful nation to nation partnerships that strengthen and honour all its relations.



2. Acknowledgements

The Regional Strategy sets a new and exciting direction for the future of the Fundy Region. It was developed through the direction and support from the FRSC Board of Directors, members of the Regional Public Safety, Regional Transportation, Regional Facilities, and Community Development Committees. The Committee members were pivotal in creating a Regional Strategy that is well connected to the community it serves. Made up of strong community and professional leaders, the Committees provided the foundation for a new level of collaboration at a regional scale; setting the stage for catalytic momentum towards partnership and regional innovation.

The FRSC, and the development of the Fundy Regional Strategy, is supported by a passionate and dedicated Board of Directors, committee members, local government/rural district administrative leadership, and community partners. In addition, the delivery of FRSC mandate, which includes the leadership of third party partners (including Fundy Regional Facilities and Envision Saint John: The Regional Growth Agency) is made possible through the financial contributions originating from its seven member communities, including support from the

Department of Environment and Local Government (GNB), the Regional Development Corporation (GNB), Department of Health (GNB), Post-Secondary Education, Training, and Labour (GNB), Economic and Social and the Government of Canada.

FRSC Board of Directors

Chair Libby O'Hara *Mayor of Town of Quispamsis*
Vice Chair Jim Bedford *Mayor of Village of Fundy-St. Martins*

Directors
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Nancy Grant *Mayor of Town of Rothesay*
John MacKenzie *Deputy Mayor of City of Saint John*
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Ray Riddell *Chair of Fundy Rural District*

FRSC Committees

Public Safety

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Vice Chair Brittany Merrifield
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Mary Henderson
Mike Boyle
Dwayne Hussey
Kevin Clifford
Dan Austin
Marc Maillet

Mike Raeburn
Troy Gautreau
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Back L-R: Jim Bedford, Robert Doucet, Ray Riddell
Fron L-R John MacKenzie, Nancy Grant, Libby O'Hara, Brittany Merrifield

3. Executive Summary

The FRSC is a regional service provider, supporting seven local governance entities. The FRSC has a strong reputation for reliable service delivery, particularly in solid waste management, and has recently undergone an expansion of its mandate and geographic scope, following New Brunswick's Local Governance Reform in 2023. To guide its efforts, the FRSC has developed the Region's first Regional Strategy that encompasses various service areas such as solid waste management, land use planning, public safety, transportation, economic development and tourism promotion, community development, and regional facilities, recreation, and infrastructure. The regional will to collaborate was strongly demonstrated with hundreds of stakeholders and individuals participating in the planning process.

The development of the Regional Strategy followed a comprehensive and inclusive approach, engaging stakeholders across multiple mandate areas. Stakeholders in the Fundy Region demonstrated remarkable enthusiasm and commitment to the strategy, highlighting their dedication to a shared vision. The vision of the Fundy Regional Strategy is to foster collaborative relationships, responsible service delivery, and resilient communities. It aims to create a vibrant and prosperous future by forging partnerships, embracing diversity, and balancing growth with sustainability.

Regional Public Safety

We strive to improve collaboration among diverse public safety agencies, promoting interagency collaboration and standardization, ensuring consistent service levels and training opportunities, and navigating regulatory and governance challenges.

Regional Transportation

The strategy addresses the need to integrate diverse transportation infrastructure, plan for infrastructure disparities, and cater to changing demographics and user needs.

Community Planning and Building Inspection Services

Our approach aims to strengthen collaboration amongst all planning jurisdictions in the Region and create modern regulations for the Fundy Rural District and Fundy-St. Martins.

Community Development

Initiatives focus on support and collaborative efforts in the realms of newcomer settlement and diversity promotion, and affordable housing, social inclusion, and healthy communities to improve outcomes for marginalized and vulnerable populations.

Economic Development and Tourism Promotion

Our goal is to deliver regionally focused economic development and tourism promotion services, leveraging positive economic trends, and maximizing the collective impact on the Region's economic growth.

Solid Waste Management

The FRSC is adapting to a shifting operational landscape, actively participating in shaping regulations, and optimizing infrastructure and resilience strategies.

Regional Facilities

Our approach aims to optimize the operations of regional facilities, foster collaboration for cost-sharing and efficiency, and leverage these facilities as

catalysts for economic growth and community engagement, in addition to considering the value proposition and approach to developing new regional facilities.

Corporate, Administration and Governance

Presents a focus on strengthening corporate administration, promote effective governance and collaboration, and continuously improve through stakeholder engagement.

Implementation

An implementation plan highlights the establishment of performance indicators and a scorecard system to measure progress, ensure accountability, and drive

continuous improvement. The Regional Strategy is guided by 23 goals and 84 actions that will be resourced and implemented over the five years. The actions are themed according to their nature of implementation through: operational initiatives, exploratory efforts, advocacy initiatives and collaboration and partnership initiatives.

The Regional Strategy provides a comprehensive roadmap for delivering services and fostering collaboration and resilience in the Fundy Region. With a focus on inclusivity, innovation, and continuous improvement, the strategy positions the Region for a vibrant and prosperous future. Through effective implementation and performance measurement, the FRSC aims to achieve its strategic objectives and address the evolving needs of the communities it serves.



4. Introduction

The Fundy Region is a vibrant community, rich in natural beauty and cultural heritage. The Fundy Region encompasses a geography with unique and diverse communities, who are connected by threads of shared history and culture, including a long history of collaboration and partnership. The FRSC is embarking on a transformative journey to expand its mandate and explore new avenues of service delivery and partner support. The FRSC recognizes the importance of an incremental approach in maximizing our engagement and creating meaningful impact.

The Fundy Regional Strategy embraces regional progress. We have combined thorough analysis, research, and investigation with tangible outcomes. We understand that taking immediate action is crucial in building trust, and demonstrating value in these new service areas and will allow us to continue learning and building connections within our community.

We have a unique opportunity to introduce pilot projects that test new waters for the Commission. These projects will be undertaken with careful consideration of regional agreement, added value, avoidance of duplication, and resource availability. By embracing this approach, we can explore innovative solutions, gather valuable insights, and ensure that our actions align with our mission of responsible and impactful service delivery.

The FRSC with our partners, stakeholders, and the residents we proudly serve, is embarking on this journey of growth and continuous evaluation to achieve progress, inclusivity, and community-driven development. The Fundy Region will remain a beacon of collaborative excellence, where our actions are guided by our commitment to maximize engagement, build trust, and create a lasting positive impact on the communities within our Region.

Over the past decade, the FRSC has established itself as a high performing public sector organization, focused on customer service excellence and financial accountability. The FRSC maintains a commitment to its members to deliver valuable service and impact through their investments into the Commission, which includes a commitment to leverage partnership and resources.

The Regional Strategy aims to embrace possibilities, explore new collaborative territories, and unlock the full potential of the Fundy Region through progressive and responsive service delivery. The FRSC will shape a future that reflects our shared values, strengthens community connections, and brings about sustainable prosperity for all.



4.1. How to Use the Regional Strategy

The Regional Strategy is intended to provide the FRSC with guidance over the next 5 years. The following document is designed to serve the interests of the reader while providing a structured plan of action for the FRSC. It is organized into three main components:

1. **Introduction to the FRSC and the Regional Strategy Process** - The introductory section provides an overview of the FRSC and the process undertaken to arrive at this point. The reader is introduced to the history of the FRSC and the current structure of service delivery.
2. **Actions by Mandate Area** - Organized by mandate area, this section forms the bulk of the Regional Strategy and provides an explanation of each mandate area, an assessment of current conditions in the context of the service area through a regional lens, the goals associated with each mandate, and a thorough inventory of actions.
3. **Implementation** - A framework for implementing each action proposed by the strategy is articulated in the Implementation section. Actions are prioritized, defined by timeframe, and assigned an approximation of resources. A scorecard to measure progress is provided and an approach for future evaluation of progress is offered.

We expect to learn and evolve as we gather information, data and engage in the broader community. We will continue to update the Regional Strategy as we learn and grow.

Organizing Actions for Effective Implementation of the Regional Strategy

To implement the strategy, actions are organized into four themes: introduce, study, advocate and partner.

1. **Introduce** actions focus on specific projects, programs, or initiatives to drive change and development. Examples include creating a public safety asset inventory and implementing a Dial-A-Ride program. Grouping these actions allows for resource allocation and progress tracking.
2. **Study** actions involve research and analysis to gather insights. Actions like regional risk assessments and travel surveys provide critical data and strategies that lead to recommendations for informed decision-making.
3. **Advocate** actions aim to influence policy changes and engage stakeholders. By collaborating with government agencies and advocating for shared interests, the Commission can drive positive change.
4. **Partner** actions foster cooperation and resource sharing. Establishing subcommittees and implementing means for enhanced collaboration and partnership with service providers in the Region.

Organizing actions into these themes ensures a structured and strategic approach to implementation. It enables effective resource allocation, progress tracking, and comprehensive coverage of the strategy. This approach enhances decision-making, stakeholder engagement, and overall coordination, leading to successful achievement of the regional strategic objectives.

4.2. The Fundy Regional Service Commission

The FRSC is comprised of the local governments of Fundy-St. Martins, Grand Bay-Westfield, Hampton, Quispamsis, Rothesay, and Saint John, as well as the Fundy Rural District. It was established in 2013 when it was expanded from the Fundy Region Solid Waste Commission to include land use planning, building inspection, and recreation mandate areas in addition to solid waste management. FRSC has since built a strong reputation for reliable regional service delivery with new and innovative approaches to solid waste implemented in partnership with the Region's communities, as well as dependable planning and building inspection services available to communities not providing their own such services.

In January of 2023, the FRSC's mandate and geography was expanded as part of the Province's local governance reform initiatives. With the FRSC's proven record of high quality service delivery, it was well positioned to introduce a new suite of mandate areas to its roster.

The following Regional Strategy will guide the FRSC in delivering the following services:



Solid Waste Management



Community Planning and Building Inspection



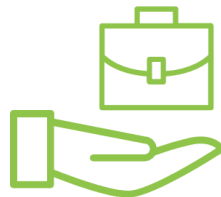
Regional Public Safety



Regional Facilities,



Regional Transportation

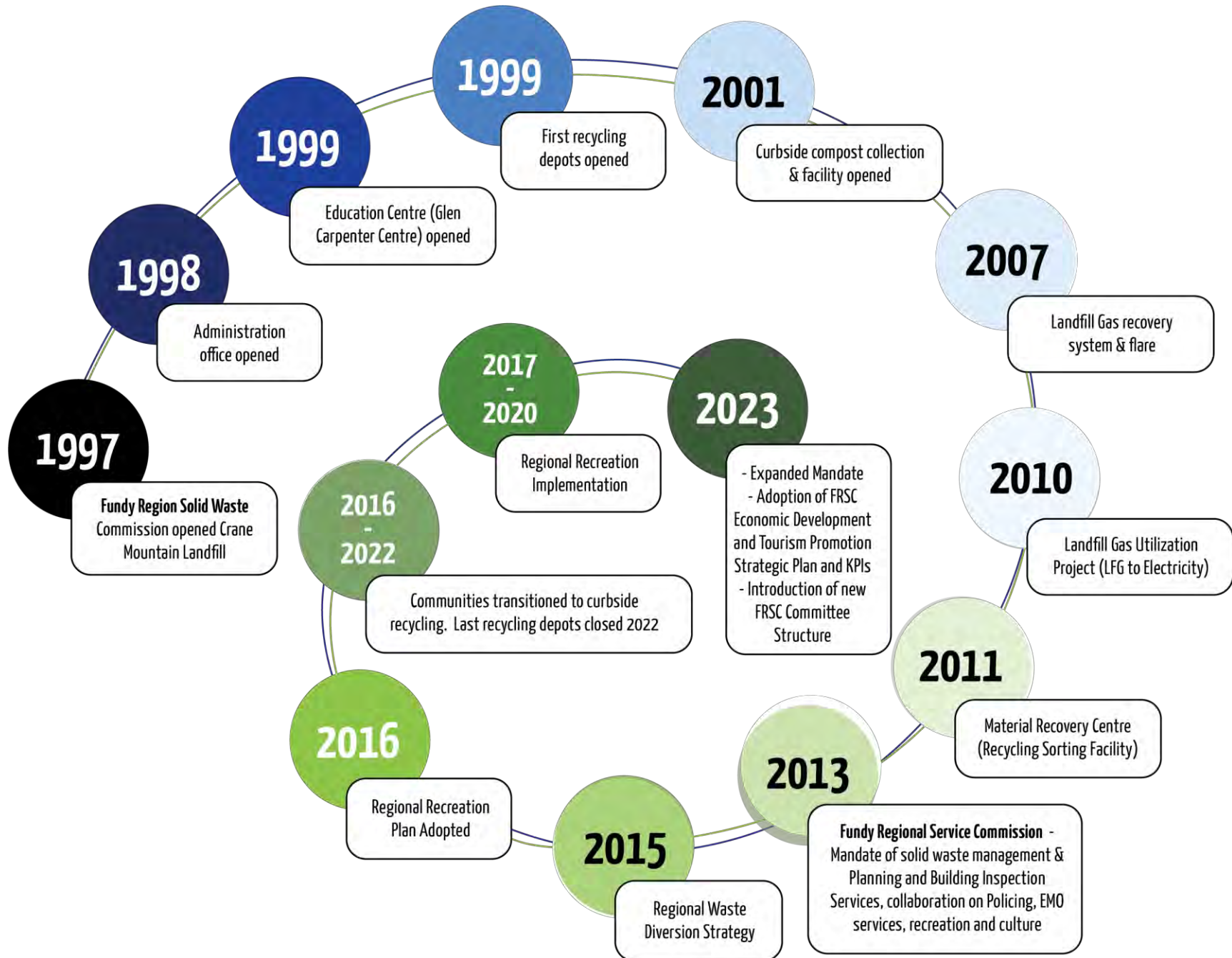


Economic Development & Tourism Promotion



Community Development

Fundy Regional Service Commission Timeline



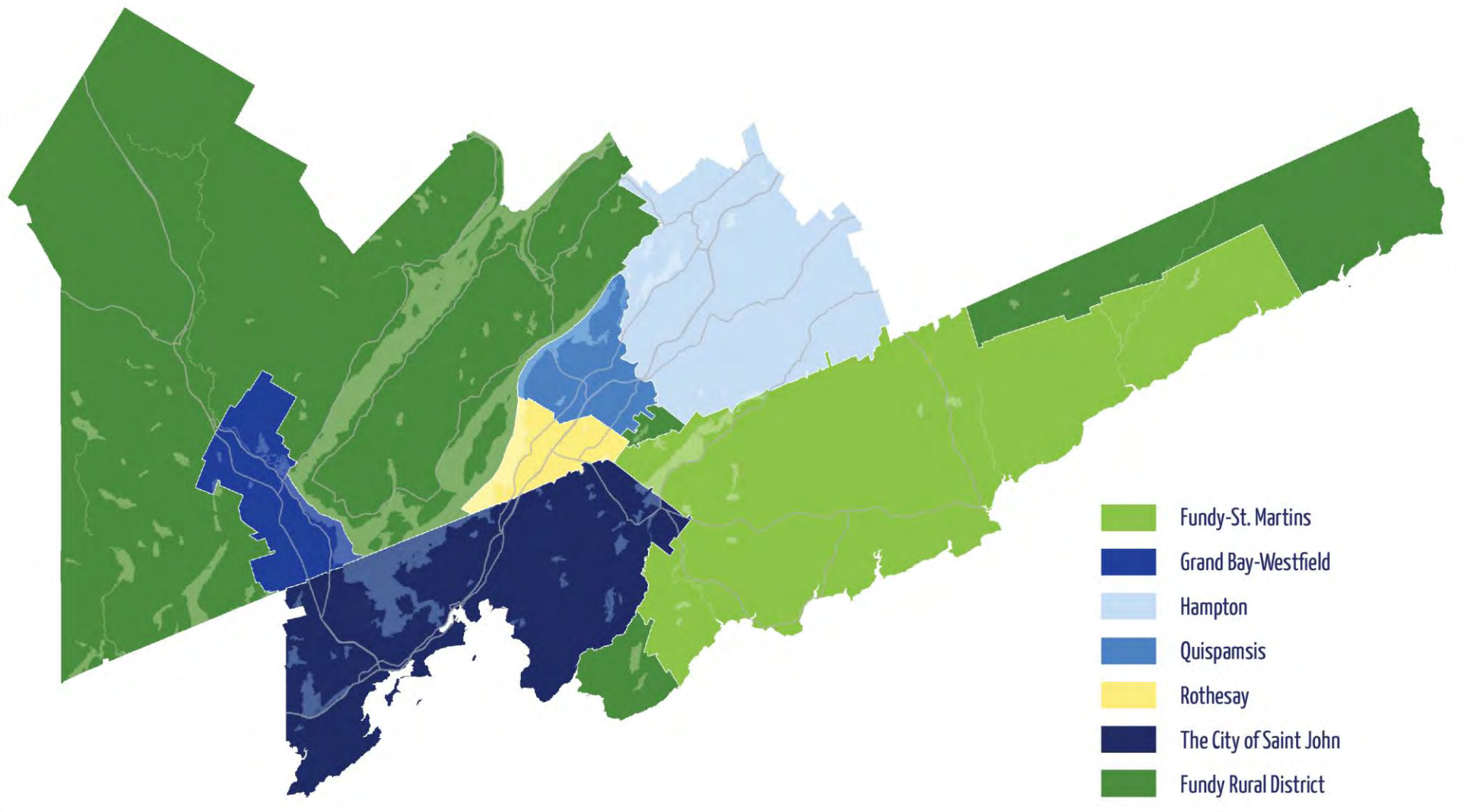
Fundy Regional Service Commission Key Statistics

Comprised of
7
different entities

total area of
3343 km²

Population of
130,180

Population increase of
5.2%
since 2016



Our Approach to Developing the Fundy Regional Strategy

The development of the Regional Strategy followed a far-reaching and inclusive approach to engagement, with a strong focus on collaboration and active stakeholder involvement. A variety of activities including one-on-one interviews, online surveys, and focus groups, were undertaken to gather input and insights from stakeholders across multiple mandate areas, including Community Development, Public Safety, Regional and Local Land Use Planning, Solid Waste, Transportation, and Regional Facilities. Consultation with the FRSC's Committees, partners, and stakeholders generated valuable insights and feedback on the current level of service and the opportunities to enhance the existing and successful on-the-ground programming administered throughout the Fundy Region. The concentration of engagement activities facilitated idea-sharing among staff and operators while fostering a renewed environment of collaboration.

Partner and stakeholder involvement was central throughout the Regional Strategy process. Interactive focus groups involving the FRSC's Committee's provided a platform to establish shared values and vision statements for each mandate area. Additional engagement with the Committees, partners, and stakeholders facilitated discussions on goal and action setting. The remarkable enthusiasm and active participation demonstrated by the Committees, partners, and stakeholders during these sessions underscored their strong commitment to the Regional Strategy. This level of participation indicated the willingness to accomplish regional collaboration and a new era of regional partnership.

Through these extensive consultation efforts, the FRSC is confident that the Regional Strategy is reflective of the community's needs and is in alignment with the aspirations of the community. The collective energy and dedication displayed throughout the consultation process highlighted the potential for transformative change and a promising future for the Fundy Region. The Regional Strategy is the roadmap to collaborative action to drive a more prosperous, sustainable, and inclusive future.



Our Process to Developing the Regional Strategy



Fundy Regional Strategy Engagement – By The Numbers

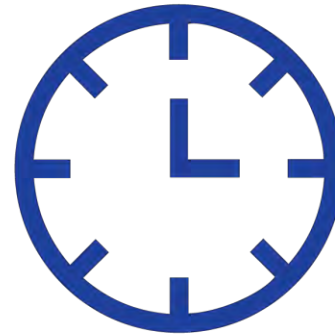


Sought Feedback From:

76 organizations

185 individuals

10 Indigenous Communities



Total Engagement Time:

34 Hours



9 Strategic Plan Committee Engagement Meetings

3 Strategic Plan Board Engagement Meetings



169 Surveys sent



7 Presentations to FRSC Member councils



30 Phone calls



15

4 Focus groups

Fundy Regional Strategy Engagement – What We Heard

The Fundy Regional Strategy was developed with a significant amount of engagement. A broad range of voices contributed to the vision statement, values, and goals and actions presented in the strategy. Key findings are highlighted below:

Collaboration

- There is a willingness and enthusiasm around regional collaboration across all mandate areas. Understanding the opportunities to share resources and the impact on enhancing service delivery throughout the Region is a key theme in discussions with the Committees as well as partners and stakeholders. The implications of collaboration are broad and positive, with benefits ranging from fiscal opportunities to improved quality of life.

Avoiding Duplication

- The Fundy Region is home to a plethora of organizations, groups, and individuals working on positively impacting their communities. Discussions with partners and stakeholders pointed out the opportunity for FRSC to play a role in understanding where efforts are currently being duplicated and identify opportunities for streamlined service delivery in certain instances.

Extending the reach of services

- The vast majority of infrastructure, amenities, and services are located in Saint John. New, collaborative efforts introduces an opportunity to extend the reach of a variety of services into rural areas and underrepresented communities.



Vision

Inspiring Collaborative Excellence, Resilient Communities, and Valuable Outcomes

The Regional Strategy envisions the Fundy Region in 2028. In five years, the Fundy Region is a place where communities, organizations, and residents come together in a spirit of shared purpose, harnessing their collective strength to shape a vibrant and prosperous Region. The FRSC facilitates and embraces collaborative relationships, champions responsible service delivery, and empowers resilient communities.

Through our commitment to customer service excellence, we will continue to forge strong partnerships among stakeholders, including community organizations, government agencies, and private entities. By sharing knowledge, resources, and best practices, we will unlock synergies and create a unified approach to community development. Together, we will build upon our existing reputation as a resilient Region that nurtures creativity, innovation, and inclusivity.

We are committed to responsible service delivery that provides equitable access to programs and services for all residents across the Fundy Region. Recognizing the diverse needs of our communities, we will work diligently to reduce barriers and promote social inclusion. By embracing diversity and fostering an inclusive environment, we will cultivate a welcoming and thriving Fundy Region.

As environmental stewards of the Fundy Region, we understand the importance of balancing growth and sustainability. While environmental sustainability is not a legislated mandate of the FRSC, it is a responsibility that threads all our mandates and has been a common theme since the Commission's existence. We will pursue development strategies that aim to preserve natural landscapes, safeguard the environment, and enhance quality of life for those that call the Region home. By leveraging data-driven decision-making, we will strive to develop comprehensive plans that address housing needs, promote health and well-being, and contribute to the creation of vibrant communities that stand the test of time.

Values

The Regional Strategy is guided by the shared values of the Region. An inventory of values was generated through consultation with the FRSC Board of Directors, the Committees, partners, and stakeholders. These values were distilled into the guiding principles described in this section, they represent the non-negotiable standards established through the Regional Strategy consultation process.

Building Trust

Forging new and expanded relationships with transparency, reliability, respect, and integrity as the foundation.

Collaboration

Foster an environment of open communication and mutual support to achieve shared goals and ensure effective and efficient service delivery.

Accountability

Demonstrate transparency and maintain the trust of the communities we serve through open communication and reporting

Continuous Improvement

Foster a culture of continuous improvement, encouraging the integration of cutting-edge solutions to provide better services to residents.

Innovation

Embrace Innovation and continually seek new and creative approaches to enhance service delivery practices, technologies, and strategies

Inclusiveness

Foster inclusive and accessible communities throughout the Fundy Region..

Region-Minded

Commit to serving and meeting the needs of the Fundy Region, prioritizing citizen engagement to ensure services are scaled appropriately to the Region's needs.

Financial Responsibility

Execute a prudent and responsible approach to financial management in service delivery endeavours and commit to sound financial decisions based on economic principles and long-term sustainability considerations.

Sustainability

Strive to make decisions and achieve outcomes that are financially viable, environmentally responsible, and socially beneficial.

5. Mandate areas

5.1. Regional Public Safety



The Regional Public Safety mandate is to enhance public safety services in the Fundy Region by serving as a forum for information sharing and feedback among Police, Fire, and Emergency Measures Planning services. The Public Safety Committee is tasked with supporting the FRSC Board of Directors in improving collaboration and communication between agencies, identifying opportunities for strengthening services, and formulating recommendations for studies and activities to optimize resource utilization. Additionally, the Committee facilitates collaborative initiatives and conducts regional assessments to address threats, risks, and vulnerabilities. They define annual priorities aligned with available resources, informing the Committee's contributions to the Fundy Region.

Profile

A variety of Public Safety agencies serve Fundy's residents, encompassing both urban and rural areas. Each local government in the Region must have an Emergency Management Organization and maintain an updated Emergency Response Plan as mandated by legislation. The Fundy Region has six local EMOs, with the Fundy Rural District relying on the Provincially-led New Brunswick Emergency Measures Organization (NBEMO).

Local agencies such as Saint John Police, Saint John Fire, and Kennebecasis Valley Fire and Police cover over 80% of the Region's population in Saint John, Rothesay, and Quispamsis, providing policing and fire services. The remaining

20% is served by RCMP contracted services and Volunteer Fire Departments in Hampton, Fundy-St. Martin's, Grand Bay-Westfield, and the Fundy Rural District. Ambulance services for the Region are provided by AmbulanceNB.

The Fundy Region has a distinctive risk profile due to its industrial tax base centered on Canada's largest oil refinery in Saint John. This industrial economy results in the transportation of hazardous goods within the communities. Additionally, the Region's unique geography presents challenges, including storm surges, and spring flooding of the St. John River, and the rugged terrain of the Fundy Highlands and Fundy shores, which can pose hazards despite the Region's natural beauty.



Strategic Assessment

Acknowledging the Strength of Public Safety Support in the Fundy Region

The Fundy Region is privileged to have a dedicated and skilled network of public safety organizations and community leaders who have consistently demonstrated their commitment to the safety and security of residents. This assessment recognizes and celebrates the expertise, sacrifice, and passion that permeate the Region, highlighting the exceptional collaboration and resilience exhibited by these stakeholders during times of crisis and need.

Enhancing Collaboration in a Diverse Agency Landscape

The Fundy Region comprises six local governments and a large rural district, encompassing a diverse range of public safety agencies, including municipal police forces, volunteer fire departments, and contracted services with the RCMP. While this diversity presents coordination and resource allocation challenges, it also provides an opportunity to introduce enhanced approaches that foster collaboration and address gaps in service provision. This assessment recognizes the importance of standardized practices, coordinated resource allocation, and the development of effective collaboration mechanisms.

Promoting Interagency Collaboration and Standardization

Although some member communities in the Fundy Region have established shared services or third-party contracts, there is a need to enhance collaboration among all public safety agencies. By implementing standardized protocols, joint training opportunities, group procurement, and information sharing mechanisms, the region can bolster coordination, response capabilities, and overall operational effectiveness. Seamless interoperability of communication and information sharing systems is essential to ensure swift and efficient incident response, requiring technological advancements and standardized approaches.

Ensuring Consistent Service Levels and Training Opportunities

The distribution of resources across public safety agencies in the Fundy Region varies, with each local government determining its desired level of service. It is crucial to identify federal and provincial standards that all communities must adhere to, ensuring a minimum level of public safety across the Region. Additionally, establishing standardized training programs and promoting joint training opportunities will enhance collaboration, foster consistent practices, improve response capabilities, and achieve cost efficiencies. Considerations should include certification requirements, professional development, and knowledge exchange among agencies.

Navigating Regulatory and Governance Challenges

Public safety agencies in the Fundy Region operate under different regulatory frameworks and governance structures, ranging from municipal departments to provincial and federal jurisdiction. It is vital to understand these dynamics and potential regulatory challenges to develop a collaborative approach that aligns with legal requirements and encourages effective partnerships.



The Region has 6 local EMOs, 3 Police Agencies,
2 staffed Fire Departments and 7 Volunteer or Hybrid
Fire Departments

Vision

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.

Goals

- 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.

Actions

Introduce

PS-1 Establish a regional subcommittee consisting of local Emergency Management Organization (EMO) representatives to strengthen collaboration and information sharing among EMOs, fostering effective coordination and regional preparedness.

PS-2 In collaboration with the Regional Transportation Committee, establish a train traffic and safety committee to provide support and guidance in managing increased rail volume and activity.

Study

PS-3 Complete a regional risk assessment to define common risk areas and local risks with a regional impact to enable targeted preparedness measures to enhance readiness and response.

PS-4 Research opportunities for standardized guidelines and requirements for emergency response planning, ensuring consistency, accessibility and efficiency across the Region, and enabling effective response to emergencies and disasters.

PS-5 Create an inventory of regional public safety assets, identifying gaps and collaborative opportunities, to determine the need for expanded or new assets to enhance regional collaboration.

PS-6 Review existing mutual aid agreements to identify areas for improvement to enhance consistency and maximize response effectiveness.

PS-7 Compile an inventory of existing public safety training programs to amalgamate training implementation between agencies, enhance resource optimization and improve efficiency and effectiveness of the training being provided.

Partner

PS-8 Support agencies in the implementation of a standardized joint incident command structure for major emergencies involving multiple agencies through a Regional Procedural and Policy Manual for all public safety agencies in the Region.

PS-9 Support agencies in implementing an after-incident review process to systematically evaluate and analyze major incidents or emergencies, identify improvement opportunities, and develop targeted training outcomes to enhance ongoing skill development and preparedness.

PS-10 Support agencies in the implementation of a standardized communication system to ensure compatibility, interoperability, and real-time information sharing among agencies to improve collaboration and coordinated response capabilities.

PS-11 Support agencies in regular joint exercises and simulations to test and improve interoperability and develop targeted training outcomes.

Advocate

PS-12 Annually advocate for enhanced funding from the Government of New Brunswick and the Government of Canada for regional public safety infrastructure, equipment, programming and training to enhance the safety and security of the Fundy Region



5.2. Regional Transportation

The FRSC will bring together local governments, the rural district, and stakeholder organizations to establish goals and priorities that address strategic issues around regional transportation, including collaboration on services and needs, with the aim of developing a plan to enable integrated services into the future

Profile

Transportation infrastructure in the Fundy Region consists of one cargo port, one domestic airport, 2,792 kilometers of roads and 195 kilometers of freight rail, 3 river ferries, and many kilometers of recreational trails and bikeways. Travel in the Region is largely vehicle dependent, with close to 90% of commuter travel using a private vehicle. Despite this, more than 80% of the commuting population travels less than 30 minutes for their commute. There is one municipal transit agency in the Region, Saint John Transit, which provides fixed route, and on-demand flex routes. The Comex, currently serves Rothesay and Quispamsis. The Region's urban and suburban areas are also serviced by private taxi companies. Communities in the Region are planning for different transportation modes in order to guide federal and provincial investment efforts. Saint John, Grand Bay-Westfield, Quispamsis, and Rothesay each have an Active Transportation Plan. Saint John, with MoveSJ, has the Region's only Transportation Master Plan, a multi-modal strategy focused on the movement of goods, services and people. Quispamsis will have a Transportation Master Plan in late 2023.



Strategic Assessment

Diverse Transportation Infrastructure and Expertise

The Fundy Region boasts a rich array of transportation infrastructure, including highways, roads, trails, railways, ferries, airports, and transit services. In turn, there is a robust network of administrative professionals across the Region, from various levels of government, private sector and non-profit, who support the transportation network. The Region faces challenges in integrating these diverse assets into a cohesive and efficient transportation network. Coordinating the various modes of transportation and optimizing their utilization is essential to ensure seamless connectivity and address the evolving needs of transportation users and support sustainable growth.

Jurisdictional Complexity

The Fundy Region encounters jurisdictional challenges, particularly in cases where different levels of government are responsible for transportation management and decision-making. These complexities can impact the implementation of cohesive transportation solutions and lead to inconsistencies in standards and planning efforts. Addressing these challenges requires close collaboration, clear communication, and the development of frameworks that streamline decision-making processes and facilitate intergovernmental cooperation. The Fundy Region has an opportunity to enhance and accelerate continued advocacy for essential infrastructure such as the Saint John Airport, short line rail, and provincial highways.

Planning and Infrastructure Disparities

Some municipalities in the Fundy Region have transportation master plans and active transportation plans, while others do not. This creates disparities in planning efforts and infrastructure development, impacting the overall connectivity and accessibility of the Region. It is crucial to address these disparities by promoting

80% of the population commutes less than 30 minutes each day.

comprehensive transportation planning that considers inter-municipal, inter-regional, and inter-provincial transit connections.

Changing Demographics and User Needs

The Fundy Region is experiencing growth and demographic shifts, which necessitates a thorough understanding of the evolving needs of transportation users. Demographic changes may result in increased demand for accessible, affordable, and environmentally sustainable transportation options. Conducting thorough demographic assessments and engaging with community stakeholders will enable the Region to tailor transportation services to meet the specific needs of different user groups.

Resource Allocation and Efficiency

Ensuring equitable resource allocation and optimizing the utilization of existing transportation assets are vital to enhancing the Region's transportation efficiency. The Fundy Region should explore opportunities to leverage existing transit services, support volunteer-based transportation initiatives, and identify gaps and opportunities for regional collaboration. This includes enhancing connectivity between rural areas and urban centers, as well as promoting affordable and accessible transportation options.

Transportation and Community Development:

The Fundy Region's transportation network is increasingly connected to other regional priorities, including development, housing, poverty, recreation, among others. Regional transportation planning and investment must incorporate a broad perspective in order to align cross-community priorities and advance outcomes well beyond the tangible transportation asset.

1 Airport
1 Cargo Port
2,792 km of road
195 km of rail
100's km of trails
3 River Ferries
In the Region

Vision

Foster regional collaboration across all aspects of transportation, guided by the principles of sustainability, enhanced quality of life, accessibility, and economic growth.

Goals

- Understand the diverse transportation needs and preferences of users 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.

Actions

Introduce

T-1 Create Multimodal Level of Service (MMLoS) guidelines for the Fundy Region, establishing performance measures and criteria to evaluate transportation modes, enabling standardized evaluation of transportation and traffic conditions for informed decision-making and efficient, accessible transportation systems.

T-2 Develop and implement a regional "Share the Road" campaign, focusing on raising awareness, promoting safe and respectful interactions between different road users, and educating the community on the importance of sharing the road to improve overall road safety and reduce accidents.

Study

T-3 Conduct a regional "origin to destination" survey that includes mode share and traffic volume at major regional nodes.

T-4 Conduct a survey to identify underserved populations and communities, including persons with disabilities within the Region, collecting data on their transportation needs, challenges, and preferences, and based on the findings, develop actionable recommendations for targeted transportation initiatives to address their specific needs and improve accessibility.

T-5 Develop a regional transportation master plan that effectively addresses the anticipated growth needs and sustainability goals.

Advocate

T-6 Collaborate with government agencies, policymakers, and industry stakeholders to identify and subsequently advocate for legislative changes that remove barriers, streamline processes, and address cross-jurisdiction challenges hindering transportation service enhancements.

T-7 In collaboration with the Public Safety Committee, the Provincial Government, local governments, and rail operators develop a set a recommendations to improve the impact on local communities in terms of traffic delays and noise from increased rail activity.

Partner

T-8 Work with all levels of government to enhance funding opportunities to facilitate regional transportation equity and long-term support for infrastructure and service improvements which target FRSC priorities such as: identified needs, affordability, availability, and accessibility.

T-9 Engage with partners to develop a Sustainability Month to promote and grow sustainable transportation modes such as walking, cycling, rolling, transit, and carpooling, and explore ideas which incentivize sustainable modes and raise awareness to efforts across the Region.

T-10 Collaborate with disability organizations to establish plans to ensure that transportation infrastructure and services are designed to fully include persons with disabilities.

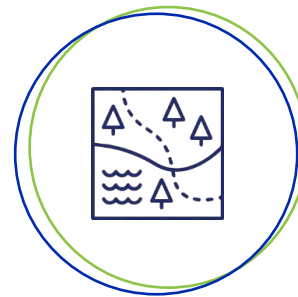
5.3. Community Planning and Building Inspection

Deliver Building and Planning services across the Region to local governments not providing their own planning and building services and to the Rural District.

Profile

The Fundy Region is experiencing significant population growth, increasing by 5% during the 2016 and 2022 census period. While this growth is aligned with the ambitions for the Region, the growth is creating strains on the FRSC's planning systems. Having responsive, modern plans to facilitate future growth will relieve this pressure and guide improved quality of life outcomes, including housing choice and affordability.

Currently, development in the Fundy Region is regulated by a range of planning documents. The City of Saint John, Towns of Grand Bay-Westfield, Rothesay, Quispamsis, and Hampton each administer their own planning services through Municipal Plans and Zoning By-laws and other development-related by-laws like subdivision and building by-laws. Fundy-St. Martin regulates land use through three regulations - the Simonds Rural Plan, The Village of St. Martin's Rural Plan, and the St. Martin's Basic Planning Statement. These documents being administered by one jurisdiction create inconsistencies in the approach to land use planning. Additionally, the Fundy Rural District is mostly unplanned (Kingston Peninsula, Welsford, Greenwich), whereas, the areas surrounding Cape Spencer and the former Local Service District (LSD) of Rothesay are covered by the Simonds and Rothesay Rural Plans, respectively. Only 7% of residents of the Region reside in an unplanned area.



The FRSC provides Community Planning and Building Inspection Services, including the provision of a Building Inspector, Development Officer and a Registered Professional Planner, to Fundy-St. Martin's and the Fundy Rural District. Minimum planning standards introduced by the Province in 2023 require certain planning tasks to be completed or overseen by a Registered Professional Planner, for which there are shortages in the local labour market.

5% population increase between 2016 and 2022.

50% of Fundy's Land Area is covered by a Land Use Plan, but 93% of residents live in a planned area.

Strategic Assessment

Building a Collaborative Planning Landscape

The Fundy Region embraces a strong culture of planning and there is an opportunity to foster even greater collaboration and coordination among communities. By working together, sharing resources, and aligning planning efforts, the Region can unlock synergies and create a unified vision for sustainable development.

Engaging the Public and Enhancing Awareness

By promoting public awareness and building capacity for land use planning, particularly in rural areas, the Fundy Region can cultivate a shared understanding of Planning's role in creating vibrant and sustainable communities. Through education and engagement, residents can actively participate in decision-making processes, embracing the power of planning.

Regional Collaboration and Harmonization

Through collaborative efforts between Planning Directors from local governments and the FRSC, the Region can optimize efficiency, enhance standards, and allocate resources effectively. By leveraging the collective expertise and sharing best practices, the Region will reap the benefits of collaboration. Additionally, the Fundy Region embraces the chance to align planning rules and regulations through new provincial Statements of Interest, streamlining processes and empowering communities to work towards shared objectives with reduced administrative complexities.

Seizing the Potential for Regional Planning

The Fundy Region envisions a comprehensive Regional Land Use Plan that provides a holistic framework for visionary and integrated planning. By adopting this approach, the Region will unlock the potential for systems-level planning, ensuring cohesive and sustainable development that responds to systems and needs that span municipal boundaries, such as climate change impacts, natural resource management, poverty, arts and culture, transportation systems and economic

development. While there are important benefits to pursue regional planning, the Fundy Region must acknowledge that there are already strong and well-established community plans in place at the local level. All regional planning will respect the importance of maintaining local land use planning for local matters, all while inviting the opportunity for new regional lenses.

Overcoming Challenges and Cultivating Support

The Fundy Region recognizes the importance of addressing labour market challenges to attract and retain skilled planning and building officials. By investing in professional development opportunities and promoting the planning profession, the Region will build a robust workforce capable of meeting the demands of sustainable and innovative planning.

While the Region acknowledges the pressures associated with high development demand, it remains steadfast in its commitment to providing efficient and timely planning and building services. By embracing innovative approaches and resource optimization strategies, the Fundy Region will navigate these challenges while maintaining a high standard of service.

The Fundy Region is dedicated to fostering political will and garnering public support for planning initiatives. By showcasing the positive outcomes of effective planning, highlighting success stories, and engaging stakeholders at all levels, the Region will create a shared vision for vibrant and well-planned communities.



Vision

Foster regional collaboration to achieve sustainable communities through collaborative and responsible land use planning that fosters vibrant communities, preserves natural landscapes, and supports equitable and resilient development for present and future generations across the Fundy Region.

Goals

- Deliver modern and responsible Land Use Planning services.
- Enhance regional collaboration for consistent and improved development outcomes.
- Align planning documents with provincial legislation and develop a Regional Land Use Plan to manage sustainable development across the Region.

Actions

Introduce

P-1 Create modern and responsive planning regulations for Fundy-St. Martins, including an updated Rural Plan, Building By-law, and Subdivision By-law.

P-2 Create modern and responsive local planning regulations for the Fundy Rural District, including a local approach to subdivision through a revised private access policy.

P-3 Facilitate the development of regional planning guidelines that outline common standards, principles, planning rules, and opportunities to amend planning regulations to align with forthcoming Statements of Provincial Interest.

P-4 Engage planning professionals, stakeholders, and the public in the development of a Regional Land Use Plan that takes a systems-based approach and considers regional growth patterns, natural resource management, climate change impacts and adaptation, transportation networks, and community development objectives

P-5 Investigate and pilot enhanced and collaborative planning and building inspection services for existing communities, additional communities, and the Region.

Advocate

P-6 Explore opportunities and advocate for local governments and the Fundy Rural District to play an enhanced approvals role in select provincial approvals that have direct impact on local land development.

Partner

P-7 Explore opportunities for resource sharing to improve capacity for planning and development across the Fundy Region.

P-8 Implement a collaborative platform for Planning Directors and staff in the Region to share current efforts, best practices, exchange knowledge, and promote collaboration.

P-9 Facilitate a regional community planning workshop on affordable housing, bringing together local planning services and partners, to compare zoning regulations, highlight best practice and build community-to-community partnership.

Study

P-10 Explore opportunities for resource sharing and collaboration to plan and execute Climate Change Mitigation and Adaptation Planning initiatives across the Region in support of realizing a resilient Fundy Region.



5.4. Community Development

FRSC plays an important role in ensuring a coherent regional vision and plan in areas such as affordable housing, newcomer settlement services and diversity promotion, social inclusion and healthy communities. In 2024, this will expand to include an additional social focus to provide a regional approach to address challenges posed by a growing vulnerable population in the Fundy Region, including homelessness, poverty reduction, and mental health.

Profile

The Fundy Region has a wealth of social agencies, public and private service providers, and advocacy groups focused on supporting the residents of the Region. As well, the FRSC has a strong partnership with the Economic and Social Inclusion Corporation (ESIC) and is working towards the implementation of Overcoming Poverty Together. There has been great strides made in recent years in improving outcomes, but the Region is faced with new and evolving challenges. There is a high rate of child poverty which is directly correlated to a variety of social issues including housing, education, social inclusion, and economic disparity. The Region is experiencing population growth at new levels with the annual rate of immigration being over 1000 people per year in recent years. Retention of these new populations, specifically newcomers, is critical to the health and longevity of the Region. Having access to safe, affordable housing is the basis for socio-economic well-being. With increasing population in the Region comes added pressure on the housing market. Vacancy rates are low with the regional vacancy rate at approximately 1.6% and rental and market housing costs at record highs. The City of Saint John's Affordable Housing Action Plan is the Region's only strategy aiming to incrementally increase housing stock and broaden access to adequate housing. The residents of the Fundy Region do not currently have equitable access to the basic markers of a healthy community. Social cohesion, access to basic needs, safety, economic opportunities,

engagement in one's community, and personal well-being are currently influenced by where you live in the Region

**Saint John CMA
vacancy rate is
approximately
1.6%**

**1000 people per
year immigrating to
the Fundy Region**



Strategic Assessment

Collaborative Community Development

The Fundy Region currently has a strong culture of collaboration and excellence in community development service delivery and recognizes the power of partnerships to address challenges. Due to the broad mandate included in Community Development, the first year will be dedicated to further engagement with community partners to assess the gaps and opportunities and map the future scope, focus and structure of the committee. The Fundy Regional Strategy aims to foster even greater collaboration and focus through sharing resources and aligning efforts to create a unified vision for community development in aims of bringing about transformational change.

Newcomer Settlement and Diversity Promotion

The FRSC recognizes existing newcomer settlement agencies play a crucial role in supporting newcomers and celebrating diversity across the Region. The Fundy Regional Strategy will explore efforts to enhance collaboration among these agencies, facilitate resource-sharing and explore opportunities to expand their reach into rural areas and under-served communities.

Social Inclusion

Promoting social inclusion ensures equal opportunities for all, irrespective of race, gender, age, sexual orientation, ability, or income, fostering participation, and representation. Equitable access to programs and services is vital to help address the root cause of many social issues. The Fundy Regional Strategy seeks to monitor key indicators, collaborate with the many stakeholders and partners to create an umbrella organization to facilitate data-informed consultative processes to understand and improve equity and inclusion outcomes.

Affordable Housing

Across the Fundy Region, there are many agencies, non-profits, local governments, and the provincial government providing services related to the provision of affordable housing. In 2023, the City of Saint John approved an Affordable Housing Action Plan, but there are disparities in how other local governments in the Region are creating plans and strategies to address housing accessibility and affordability. The Fundy Regional Strategy aims to assess the current housing landscape, including data collection and engagement with stakeholders, and address legislative barriers to identify opportunities for improvement with the provision of affordable housing.

Healthy Communities

Promoting holistic well-being encompasses social, environmental, and economic factors. Healthy Communities prioritize access to resources like arts, education, healthcare, recreation, safe environments, food security, employment, transportation, housing, community services, and overall civic engagement. Socio-political and economic forces impact community health. Collaborative efforts by networks, groups, and authorities drive community development, addressing priorities identified through consultations and assessments. Many organizations in the Fundy Region exist in this space and the FRSC will support and facilitate partnership discussions to advance actions that enhance community health and well-being.

Homelessness, Poverty Reduction & Mental Health

As a region with a significant urban center in Saint John, the Fundy Region faces challenges such as elevated rates of homelessness, poverty, including child poverty, and a growing demand for mental health support services. Numerous agencies, non-profits, and government organizations contribute to addressing these issues. In 2024, the FRSC aims to assume a strategic facilitation and coordination role, fostering collaboration among programs and services throughout the Region to achieve enhanced outcomes.

Vision

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

Goals

- Support the equitable access to programs and services, collaborate regionally, and support initiatives that enhance social inclusion for all across the Fundy Region.
- Promote successful newcomer settlement and foster diversity through collaboration, engagement, and expanded access to services.
- Advocate for an inclusive approach to housing and housing inclusivity, reduced legislative barriers, and comprehensive data to understand and meet regional housing needs.
- Enhance community health outcomes by expanding programs and sharing best practices.

Actions

Introduce

- CD-1** Develop a regional community development asset map and needs assessment in partnership with key stakeholders that catalogs programs and services related to community development and its mandate.
- CD-2** Engage with partners to evaluate the Community Development Committee's structure, scope and focus and propose recommendations for the terms of reference by March 1st, 2024.
- CD-3** In collaboration with the Regional Transportation Committee, launch and implement a new Dial-A-Ride program by fall 2023 to provide flexible and accessible transportation to programs and services for underserved populations and communities within the Region.
- CD-4** Facilitate an annual Community Development symposium to share learning and create an umbrella organization to report on annual objectives and outcomes related to community development and its mandate.

Study

- CD-5** Aligning with provincial and national frameworks and with input from data stakeholders, develop a comprehensive, measurable Poverty Reduction Strategy to enhance initiatives that will effectively address poverty in the Fundy Region.

CD-6 Collect and analyze data to understand the needs of communities, their social determinants of health, and identify gaps to support improved healthy community outcomes.

Partner

CD-7 Partner with key stakeholders to promote cultural awareness, diversity and inclusion with educational institutions, professional associations, agencies, and employers in the Region.

CD-8 Explore and create opportunities to expand newcomer settlement agencies' reach into rural areas and underserved communities through outreach programs and tailored services.

CD-9 Establish partnerships with data collection partners to tailor and obtain comprehensive data on housing needs, accessibility, affordability, and gaps within the Region.

CD-10 Collaborate with local governments, the Rural District, and partners to share existing best practices and strategies that address housing suitability needs and gaps with the Region.

CD-11 The FRSC will work with its members, local partners, and the Government of New Brunswick to establish a regional plan to improve the availability and accessibility of early childhood development service and childcare.

Advocate

CD-12 Advocate for the reduction of legislative barriers and increased government support to improve access to safe, secure, inclusive and affordable housing.





5.5. Regional Facilities

The FRSC is to drive continuous improvement in regional facilities, recreation programs, and cost-sharing initiatives, to create an environment where collaboration flourishes, outcomes are enhanced, fairness and equity are upheld and the Region thrives.



Profile

The Fundy Region has a wealth of recreation assets, programming, and amenities including the five facilities that are managed collaboratively. The five regional facilities are TD Station, the Canada Games Aquatic Centre, Imperial Theatre, the Saint John Trade and Convention Centre, and the Arts Centre. The Region is also home to over 400 recreation assets with 100+ sports fields spread throughout the Region.

The Fundy Region currently has:

- 400+ regional recreation assets
- 1 regional recreation master plan
- 5 local recreation master plans
- 5 established Regional Facilities

Strategic Assessment

Embracing a Legacy of Regional Facilities

The Fundy Region takes pride in its rich history of investing in and supporting regional facilities that enhance the quality of life for its residents.

Maximizing the Potential of Regional Operations

The Fundy Region recognizes the regional facilities: TD Station, the Imperial Theatre, Saint John Trade and Convention Centre, Saint John Arts Centre, and the Canada Games Aquatic Centre, are not just physical spaces but catalysts for economic growth and community engagement. By optimizing their operations, exploring innovative revenue streams, and leveraging partnerships, the Region can unlock their full potential as hubs of creativity, entertainment, and economic vitality.

Local Government's Commitment to Community Facilities

Each local government and the Fundy Rural District within the Fundy Region demonstrates a strong commitment to providing diverse and accessible community facilities that cater to the unique needs and interests of their residents. Through ongoing investments and continuous improvement, local governments can foster a sense of community pride and belonging while creating opportunities for active living, cultural enrichment, and social interaction.

Collaboration for Cost-Sharing and Efficiency

The Fundy Region recognizes the power of collaboration and cost-sharing to optimize resources, reduce duplication, and achieve economies of scale in the operation and maintenance of regional facilities. By fostering stronger partnerships among local governments, the Fundy Rural District, community organizations, and private sector stakeholders, the Region can maximize efficiency, increase financial sustainability, and ensure the long-term viability of its facilities.

Building on Success for Future Opportunities

The Fundy Region's track record of success in regional facilities and recreation positions it as a leader and source of inspiration for other regions in the province. By sharing best practices, actively participating in provincial and national networks, and embracing emerging trends and technologies, the Region can further elevate its reputation, attract investment, and seize new opportunities for growth and innovation.

Vision

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, fairness and equity, between communities, operators, partners, and residents.

Goals

- Build a shared value proposition for the Regional Facilities.
- Attract impactful events and programming.
- Oversee investments into the regional facilities to uphold sustainability, impact and service to the Fundy Region
- Develop an approach to future regional facilities and cost-sharing for recreation and arts program delivery.

Actions

Introduce

F-1 Conduct a Regional Sport, Culture and Recreation Master Plan to understand the diversifying demands and regional priorities, programming and investments to maximize venue utilization, cost-recovery, and regional economic and quality of life impact.

F-2 Investigate best practices for mandate-related board structure, and roles and responsibilities between boards, management, and the FRSC for existing Fundy regional facilities.

F-3 Implement a financial oversight and performance evaluation system for existing regional facilities, including regular audits and analysis, to identify areas for improvement and to optimize revenue generation and cost savings

F-4 Work with local governments, the Rural District, the Province, and arts and culture partners from across the Region in the development of an “arts and culture” policy to support the growth of the arts and culture community across the Region.

Study

F-5 Define clear criteria for distinguishing regional, sub-regional and local facilities, in order to inform planning, funding, and partnership opportunities

F-6 Build on the established criteria found in the Regional Facilities Committee’s terms of reference to identify needs, locations, and criteria when establishing regional and sub-regional facilities.

F-7 Create a sustainability program to support regional facilities in their effort to maximize the impact of their programming and facilities while also respecting the financial investment from the Fundy Region.

Partner

F-8 In collaboration with the Regional Facilities operators, articulate the value proposition of the five facilities and articulate it through effective communication and marketing strategies to the Region and beyond.

Advocate

F-9 The FRSC will seek financial support from federal and provincial sources to assist with members' added costs associated with the existing regional facilities.

F-10 The FRSC will work with local communities and partners to define the highest priority infrastructure and advocate to the provincial and federal governments for appropriate investment and contributions.



5.6. Economic Development and Tourism Promotion

Coordinate, collaborate and deliver successful, regional economic development and tourism promotion services

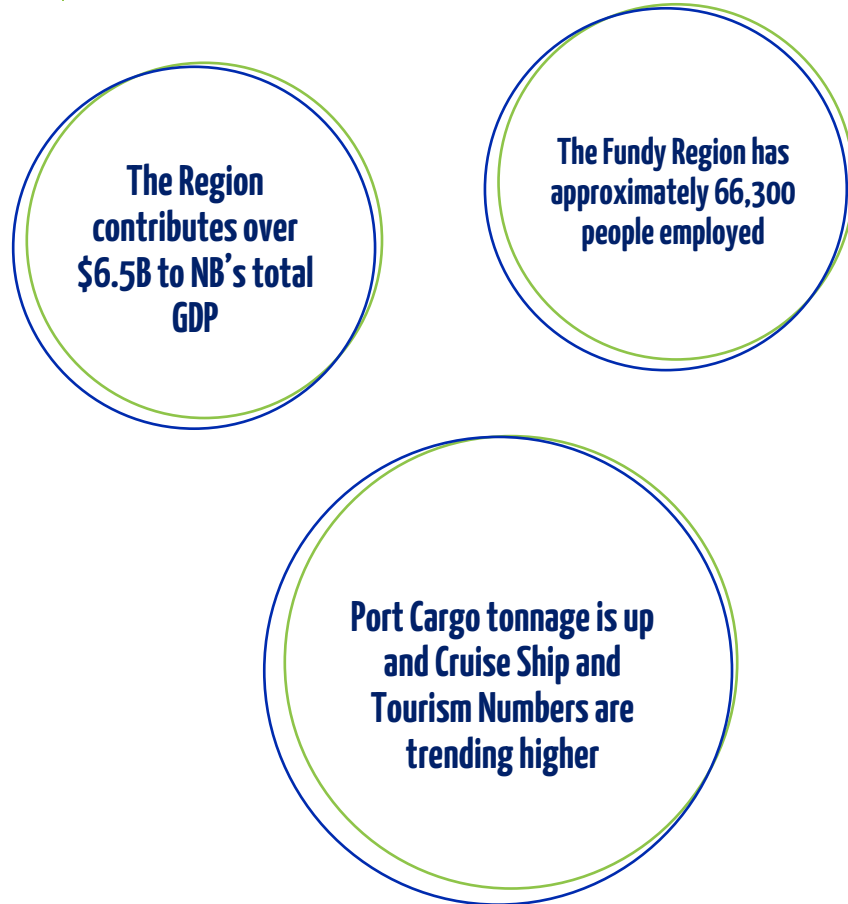


Profile

The Fundy Region, centred on Saint John has historically been the economic hub of the Province. In 2019 the GDP of Saint John Region was \$6.5B according to Statistics Canada. Amid a rapidly evolving global economic context, economic trends across the Region are showing optimistic and favourable trends. Fueled by the terminal upgrades and increased container capacity as part of Port Saint John's Modernization project, port cargo tonnage is reaching new heights in 2022, exceeding 150,000 TEUs. With continued expansion and growing volumes, the Port of Saint John is expected to continue to position the Region for strong economic performance in the coming decades.

With a rebounding tourism sector, visitors to the Region have increased 34% from 2020. Tourism is rebounding as the Region continues to recover from economic challenges related to COVID-19. The overall number of visitors during 2021 was 975,000, a 50% increase from the previous year. Cruise Ship passengers have increased to nearly 195,000 from 2020, and hotel revenues are up by over 30% from the previous year. With some of the Province's richest tourism resources, centred on the Fundy Trail and Fundy-St. Martins, the Region is poised to continue to be a leader in tourism development and promotion into the future.

Total employment in the Region is 66,300 with strong sectors in sales and services occupations, business and administration, trades, transportation and equipment operations, education and government services, and healthcare. As of 2022, the average income in the Fundy Region is \$92,112, up from \$82,844 in 2016.



5.6.1. Strategic Assessment

Envision Saint John: The Regional Growth Agency

With the expanded mandate for the FRSC of Economic Development and Tourism Promotion, the Fundy Region is well positioned and, in many ways, experts in regional collaboration in this field. In 2020, the Region amalgamated tourism, real estate and economic development agencies under one umbrella agency, Envision Saint John.

In 2021, Envision Saint John: The Regional Growth Agency launched the agency's new strategic plan, the Regional Growth Agency Strategic Vision which has three focused long-term outcomes: increased population, increased tax base, and improved brand perception of the Saint John region. In 2023, the FRSC entered into a service agreement with Envision Saint John to deliver Fundy's Economic Development and Tourism Promotion services.

On April 27th, 2023, the FRSC Board of Directors adopted the following resolution: "To adopt the existing Envision Saint John: The Regional Growth Agency Regional Economic Development and Tourism Promotion Strategic Plan and KPIs as the FRSC's Economic Development and Tourism Strategic Plan and KPIs." The document is appended to this Strategy.

Vision

Promote a Region that embraces growth, aligns economic development and tourism services, and delivers meaningful impact.

Goal

- Maintain a collaborative relationship with Envision Saint John to drive the successful implementation of the Regional Growth Agency's Strategic Plan, fostering mutual accountability and maximizing the collective impact on economic development and tourism promotion.

For additional details on Envision Saint John: The Regional Growth Agency's more detailed strategies and actions, please visit the Accountability and Transparency section of their website:

<https://www.envisionsaintjohn.com/transparency/>.





5.7. Solid Waste



To provide progressive disposal and resource recovery systems for solid waste with a focus on public education, continuous improvement, and sustainability for current and future generations of stakeholders in the Fundy Region.

Profile

Solid Waste in the Fundy Region is managed through Crane Mountain Landfill, located on the northwest boundary of Saint John. The modern landfill, which opened in 1997, is a fully integrated operation that also includes construction and demolition, recycling, organics and electrical generation facilities.

In 2022, the Region transitioned to full curbside garbage, recycling, and compost collection, with the exception of Grand Bay-Westfield, whose residents bring waste directly to the Crane Mountain Landfill. The Region sent 66,000 tonnes of garbage to landfill, 17,000 tonnes to C&D, 3,500 tonnes to recycling and 7,200 tonnes to organics for compost. The waste-to-energy facility, that captures methane gas from the landfill to produce electricity for buildings on site, also sold 928 Mwh of electricity to Saint John Energy - the equivalent of powering 109 homes monthly! In addition, the City of Saint John introduced their new "Waste Wise Program" that included new curbside recycling collection, continued green cart compost collection, and limits on garbage through a designated cart and two dollar (\$2) "bag tag" system. In the first two months, there was a 40% reduction in the amount of waste going to landfill, for a diversion rate of 47%.

Crane Mountain Landfill is regulated under the authority of the New Brunswick Department of Environment and Local Government. As such, it is designed with enhanced environmental protection features including landfill liners for the

protection of groundwater from leachate, retention ponds for the collection of surface water, and a landfill gas collection system for greenhouse gas destruction and the production of electricity. Currently, leachate captured by the landfill liner is trucked off-site to the Lancaster Sewage Lagoon in west Saint John. As regulations shift and the impacts of climate change continue to threaten the Region, Crane Mountain Landfill is committed to exceeding requirements and developing opportunities to maximize benefits to stakeholders in the Fundy Region.

Strategic Assessment

Shifting Operational Landscape

Exciting changes are underway in the waste management landscape for the FRSC. Recycle NB's approval of an Extended Producer Responsibility (EPR) plan for Printed Paper and Packaging (PPP) signifies a major shift. Packaging producers, represented by Circular Materials, will assume responsibility for recycling collection and processing from local governments and the FRSC starting in May 2023. This transition promises a more efficient operational landscape and enhanced recycling practices.

Regulatory Framework and Environmental Initiatives

In parallel, the FRSC has actively participated in shaping proposed regulations by the Federal Government for landfill methane emissions. These regulations expand requirements beyond current systems starting in 2024, reflecting a commitment to sustainable waste management practices. Additionally, the Province's new Strategic Action Plan for Solid Waste Management aims to reduce provincial landfill waste. The FRSC's contributions to this reduction will be measured, highlighting their dedication to environmentally conscious waste management.

Infrastructure Optimization and Resilience

To optimize infrastructure, the FRSC plans to conduct an Environmental Impact Assessment (EIA) in June 2023 to extend Crane Mountain Landfill's lifespan until 2070. This aligns with successful EIA examples from other landfills, ensuring a sustainable waste management system. Furthermore, the FRSC acknowledges challenges posed by increasing storm frequency, limited material supply, equipment availability, and cost pressures. They are actively developing resilient strategies to address these issues and ensure sustainable waste management practices.

Through comprehensive and forward-thinking actions, the FRSC aims to transform waste management, promote sustainability, and optimize operations for a more efficient and environmentally conscious future. By shifting the operational landscape, embracing regulatory frameworks and environmental initiatives, and investing in infrastructure optimization and resilience, the FRSC is poised to continue to lead the way in sustainable waste management practices.

Vision

To promote the further reduction of waste by promoting individual and corporate responsibility and developing the waste system as an integrated resource to the community.

Goals

- Achieve sustainable and efficient solid waste management and landfill operations in the Fundy Region.
- Review known long-term opportunities, positive or negative, that have developed from recent external impacts to the solid waste management industry in the Fundy Region and recommend a path forward to the FRSC Board of Directors.



Actions

Introduce

SW-1 Develop a solid waste strategy 2025-2030 consistent with the newly published New Brunswick “Strategic Action Plan for Solid Waste Management 2023-2030” that integrates the results of the new landfill capacity EIA, new collection study and new federal/ provincial regulations.

SW-2 Explore, develop, and potentially champion “bag limit” initiatives for member communities.

SW-3 Research and develop a plan that tracks landfill odours and effectively communicates updates to stakeholders.

SW-4 Create an audit process to assess the diversion of materials, ensuring compliance with waste management goals and identifying improvement outcomes.

SW-5 Identify and monitor the gaps in diversion program access and develop a plan to address these gaps.

Study

SW-6 Develop and implement a forest fire mitigation program to address potential risks and enhance safety measures in Crane Mountain’s operations.

SW-7 Study Landfill Gas (LFG) Utilization alternatives to Electrical Generation and recommend a path forward to the FRSC Board of Directors.

SW-8 Investigate and evaluate alternatives to trucking leachate.

SW-9 Explore and propose new opportunities to mitigate the increasing costs of operating Crane Mountain Landfill through the identification of other revenue integration, sustainable technologies, tactical cost control processes.

5.8. Administration, Governance, and Collaboration

As the Fundy Region Service Commission (FRSC) embarks on its expanded mandate, it recognizes the need to adapt and strengthen its corporate administration to effectively manage the diverse and evolving demands of this new phase. The expansion of responsibilities brings with it increased complexities and challenges, requiring the FRSC to establish new processes, build capacity, and allocate resources strategically. By proactively addressing these requirements, the FRSC will ensure it is well-equipped to fulfill its mandate, foster collaboration, and drive positive outcomes for the communities it serves. Through a focus on innovation, efficiency, and effective governance, the FRSC aims to maintain a balance between efficiency and effectiveness within its administration framework that supports the realization of its vision and goals in the Fundy Region.



Goal

- Strengthen the FRSC's corporate administration to effectively manage expanded responsibilities and foster collaboration for positive outcomes in the Fundy Region.

Actions

Introduce

- A-1** Conduct an audit of existing FRSC standard operating procedures and develop an action plan to enhance and implement them.
- A-2** Incrementally implement the recommendations outlined in the Fundy Regional Strategy that outline minimum human resource needs to achieve the implementation of the Strategy.
- A-3** Build and implement an awareness and education campaign to inform stakeholders about the expanded FRSC mandate and its significance.
- A-4** Introduce integrated communications and processes to more effectively involve local government councils and the rural district in the work and outcomes of the FRSC, including the coordination of periodic regional forums where local government and rural district councils can be invited into supporting the development of regional policy and priorities.
- A-5** Introduce an FRSC scorecard for the implementation of the Fundy Regional Strategy, integrating annual targeting and measurement of the FRSC work plan.

A-6 The FRSC will establish a platform and medium for greater inter-local government/rural district administrative interaction to facilitate the exchange of best practices, innovative ideas, opportunities for regional partnerships, and professional growth. This space will allow for meaningful interactions that contribute to regional opportunities and enhance the delivery of the FRSC mandate, providing value for each local government/rural district

A-7 The FRSC will develop an annual inventory of regional "advocacy" and "partnership" priorities to be presented to the Government of New Brunswick and the Government of Canada, including those under our expanded mandate. This proactive approach aims to advance the highest priorities for the Fundy Region and advocate for necessary support and investment.

A-8 Report back to FRSC Board of Directors by mid-2024 and mid-2026 on needed adjustments on the terms of reference of each committee.

A-9 Introduce updated procedural by-law to integrate facets of new mandate and expectations of strategic plan.

A-10 Explore opportunities, based on best practices, to be accessible when interacting with the public and partners, including the use of accessible communications and documents.

A-11 Pursue cultural competency, education, and awareness to support Indigenous partnership and relationships.

A-12 Create a strategic plan to improve the Fundy Region's ability to build Indigenous partnership and relationships.

A-13 Seek to strengthen and build new relationships between the FRSC and Indigenous communities and partners

Partner

A-14 Partner with local governments, the rural district, and local expertise to develop regional climate mitigation and adaptation strategies.

Study

A-15 Develop terms of reference for the scope and expectations of the FRSC Executive Committee, in order to align with new demands and needed executive level oversights.

A-16 Develop a customer and partner satisfaction survey program, in order to collect feedback on the Commission's commitment to service excellence and to contribute to the Commission's culture of continuous improvement.

A-17 Complete a review of the Regional Strategy prior to 2026 and invite necessary adjustments prior to the completion of the strategy in 2028.

A-18 The FRSC will develop annual work plans that support the delivery of the Regional Strategy, which will align with the FRSC budget development process.

A-19 The FRSC will report on the progress of the Regional Strategy annually through its annual report.

Advocate

A-20 With the changes as a result of the Government of New Brunswick's local governance reform agenda, all communities are facing changes and new pressures, which is especially pronounced in rural communities. The FRSC will continue to advocate on behalf of all members to seek additional support from the Government of New Brunswick to ensure that there is a fair and sustainable standard level of service across all local governments and rural districts.

A-21 In the event the Government of New Brunswick seeks to replace existing provincially funded and operated service or programming to the FRSC, the FRSC will request that the Government of New Brunswick fairly compensate the Fundy Region by transferring the equivalent provincial funding that historically supported such service or programming.

6. Implementation

The Regional Strategy is an ambitious 5 year plan that is responsive to the substantial expansion of the regional mandate and the unique Fundy context. As the FRSC works to achieve the actions set out in the strategy and enhance the value added to the member communities, resourcing considerations will be top of mind. An appropriate level of resourcing will support the FRSC in developing strong expertise across mandates, allowing a nimble, adaptive approach that is responsive to the broad expectations under each area of responsibility.

The FRSC is supported by a relatively small but extremely productive and adaptive team of administrators, who have a long history of delivering service outcomes for customers and regional partners. The implementation of the Regional Strategy will continue to require creativity and partnership to achieve the expected resourcing requirements, including the Commission's ability to leverage third party funding. The Commission's Chief Executive Officer and the Board of Directors will need to create an incremental resourcing plan to support this required workload. To support this exercise, this Strategy does seek to strike a balance of small projects and achievable wins earlier on in the plan's timeframe, and longer and more complex projects towards the horizon of five years.

The Implementation section provides insight into the FRSC's work plan for the next 5 years. Actions are consolidated and presented by mandate area with insights into resourcing requirements. The framework for a scorecard is also outlined, setting the stage for measurable and recurring accountability.

Implementation: Performance Indicators and Scorecard

To ensure successful strategy implementation, the FRSC will establish performance indicators and a scorecard system. This framework enables progress tracking,

outcome measurement, and accountability. Key components of the implementation plan include:

1. **Performance Indicators:** Quantifiable metrics aligned with strategic priorities will measure progress. These indicators cover areas like operational efficiency, stakeholder satisfaction, and community engagement.
2. **Scorecard Development:** A structured scorecard presents performance indicators visually. It facilitates transparency, communication, and alignment among stakeholders, providing a shared understanding of strategic priorities.
3. **Continuous Improvement Mechanisms:** Regular reviews, evaluations, and stakeholder feedback drive ongoing improvement. Data analysis identifies trends and informs adjustments to strategies and actions.

Implementing performance indicators and a scorecard system empowers proactive decision-making, fosters accountability, and drives the FRSC toward achieving strategic objectives. The scorecard visualizes performance, highlighting successes and areas for attention. Through continuous monitoring, feedback, and adaptation, the FRSC remains responsive to changing needs and aligned with the Fundy Region's evolving priorities.

The FRSC Fundy Regional Strategy Scorecard will be developed over time, once the Commission receives more granular community feedback, priorities, and targets. The

Scorecard, along with the established targets, will be developed with FRSC's partners and stakeholders, in order to build collective ownership and shared responsibility. The immediate performance evaluation of the Strategy will include the monitoring and tracking of progress through the implementation and completion of the Fundy Regional Strategy's 84 actions. A scorecard framework is attached to this document, as is an Action Strategy to guide the FRSC in the implementation of this strategy. The Action Strategy includes estimated deadlines for each action. Priority and complexity are also evaluated to support planning for appropriate resourcing.



7. Glossary

- 1. Accessible:** Refers to services, facilities, or resources that are easily approachable and available to all individuals, regardless of their abilities, disabilities, or circumstances.
- 2. Advocacy:** The act of actively supporting or promoting a cause, idea, or policy to bring about positive change or address specific needs within a community or organization.
- 3. Cost-sharing:** The practice of distributing the expenses or financial burden associated with a service, project, or initiative among multiple parties or stakeholders.
- 4. Cross-jurisdictional:** Relating to activities, initiatives, or issues that involve multiple jurisdictions, such as different government bodies, regions, or administrative boundaries.
- 5. Equity:** In the context of service delivery, equity refers to the fair and proportional allocation of resources, benefits, and opportunities to different individuals or groups based on their needs, circumstances, or characteristics. It involves scaling services to address disparities and ensure fairness in access, taking into account factors such as socioeconomic status, geographic location, and demographic characteristics.
- 6. Interoperability:** The ability of different systems, organizations, or entities to work together effectively and efficiently by exchanging and using information or resources seamlessly.
- 7. Housing Inclusivity:** means housing that is safe, affordable, physically accessible, close to activities, amenities, and services and welcoming of all people within diverse and dispersed mixed income developments, structures and neighbourhoods.
- 8. Interagency:** Relating to collaboration, coordination, or activities involving multiple agencies or organizations, particularly in areas of shared responsibility or shared objectives.

9. Leachate: The liquid that results from water percolating through waste materials, such as in landfills, which can contain various pollutants.

10. Multi-modal: Pertaining to or involving multiple modes of transportation, such as combining various means of travel like walking, cycling, public transit, or driving to reach a destination.

11. Multi-modal Level of Service: A measurement or assessment of the quality, efficiency, and effectiveness of a transportation system in accommodating different modes of travel and meeting user needs.

12. Region: A defined geographic area or territory that encompasses multiple municipalities, communities, or jurisdictions, the Fundy Region refers to the City of Saint John, Towns of Hampton, Grand Bay-Westfield, Quispamsis, and Rothesay, The Community of Fundy-St. Martin's, and the Fundy Rural District.

13. Regional Service Commission (RSC): An administrative body that provides shared services, coordination, and planning support to multiple municipalities or communities within a specific region, in this context it refers to the Fundy Regional Service Commission.

14. Partnerships: Collaborative relationships formed between individuals, organizations, or entities to achieve shared goals, foster mutual support, and leverage combined resources and expertise.

15. Stakeholders: Individuals, groups, or organizations who have a vested interest or are affected by a particular issue, decision, or project, and therefore have the potential to influence or be influenced by it

Fundy Regional Strategy: Implementation Plan

last updated: July 28, 2023

Mandate	Theme	Action	Status	Priority	Complexity	Deadline
Administration, Governance and Collaboration	Advocate	A-21 In the event the Government of New Brunswick seeks to replace existing provincially funded and operated service or programming to the FRSC, the FRSC will request that the Government of New Brunswick fairly compensate the Fundy Region by transferring the equivalent provincial funding that historically supported such service or programming.	Not started	High	High	2024
Regional Public Safety	Introduce	PS-1 Establish a regional subcommittee consisting of local Emergency Management Organization (EMO) representatives to strengthen collaboration and information sharing among EMOs, fostering effective coordination and regional preparedness.	Not started	Low	Low	2024
Administration, Governance and Collaboration	Partner	A-14 Partner with local governments, the rural district, and local expertise to develop regional climate mitigation and adaptation strategies.	Not started	Medium	High	2024
Administration, Governance and Collaboration	Study	A-15 Develop terms of reference for the scope and expectations of the FRSC Executive, in order to align with new demands and needed executive level oversights.	Not started	Low	Low	2024
Administration, Governance and Collaboration	Study	A-18 The FRSC will develop annual work plans that support the delivery of the Regional Strategy, which will align with the FRSC budget development process.	Not started	High	Medium	2024
Administration, Governance and Collaboration	Study	A-19 The FRSC will report on the progress of the Regional Strategy annually through its annual report.	Not started	High	Low	2024
Administration, Governance and Collaboration	Introduce	A-2 Incrementally implement the recommendations outlined in the Fundy Regional Strategy that outline minimum human resource needs to achieve the implementation of the Strategy.	Not started	High	Low	2024
Administration, Governance and Collaboration	Advocate	A-20 With the changes as a result of the Government of New Brunswick's local governance reform agenda, all communities are facing changes and new pressures, which is especially pronounced in rural communities. The FRSC will continue to advocate on behalf of all members to seek additional support from the Government of New Brunswick to ensure that there is a fair and sustainable standard level of service across all local governments and rural districts.	Not started	High	High	2024
Administration, Governance and Collaboration	Introduce	A-3 Build and implement an awareness and education campaign to inform stakeholders about the expanded FRSC mandate and its significance	Not started	Medium	Low	2024
Administration, Governance and Collaboration	Introduce	A-5 Introduce an FRSC scorecard for the implementation of the Fundy Regional Strategy, integrating annual targeting and measurement of the FRSC work plan	Not started	Medium	Low	2024
Administration, Governance and Collaboration	Introduce	A-8 Report back to FRSC Board of Directors by mid-2024 and mid-2026 on needed adjustments on the terms of reference of each committee.	Not started	Low	Low	2024
Community Development	Introduce	CD-1 Develop a regional community development asset map and needs assessment in partnership with key stakeholders that catalogs programs and services related to community development and its mandate.	Not started	High	Medium	2024
Community Development	Introduce	CD-2 Engage with partners to evaluate the Community Development Committee's structure, scope and focus and propose recommendations for the terms of reference by March 1st, 2024.	Not started	High	Medium	2024
Community Development	Introduce	CD-3 In collaboration with the Regional Transportation Committee, launch and implement a new Dial-A-Ride program by fall 2023 to provide flexible and accessible transportation to programs and services for underserved populations and communities within the Region.	In progress	High	Medium	2024
Community Development	Partner	CD-7 Partner with key stakeholders to promote cultural awareness, diversity and inclusion with educational institutions, professional associations, agencies, and employers in the Region.	In progress	Medium	Medium	2024
Regional Facilities	Study	F-5 Define clear criteria for distinguishing regional, subregional and local facilities, in order to inform planning, funding, and partnership opportunities	Not started	High	Medium	2024
Regional Facilities	Advocate	F-9 The FRSC will seek financial support from federal and provincial sources to assist with members' added costs associated with the existing regional facilities.	Not started	High	Low	2024
Community Planning and Building Inspection	Introduce	P-1 Create modern and responsive planning regulations for Fundy-St. Martins, including an updated Rural Plan, Building By-law, and Subdivision By-law.	In progress	High	High	2024
Community Planning and Building Inspection	Partner	P-9 In collaboration with the Community Development Committee, facilitate a regional community planning workshop on affordable housing, bringing together local planning services and partners, to compare zoning regulations, highlight best practices and build community-to-community partnership.	Not started	High	Medium	2024
Regional Public Safety	Introduce	PS-2 In collaboration with the Regional Transportation Committee, establish a train traffic and safety committee to provide support and guidance in managing increased rail volume and activity.	Not started	Medium	Low	2024
Solid Waste	Study	SW-7 Study Landfill Gas (LFG) Utilization alternatives to Electrical Generation and recommend a path forward to the Board by June 30 2024	In progress	High	High	2024
Regional Transportation	Study	T-4 Conduct a survey to identify underserved populations and communities, including persons with disabilities within the region, collecting data on their transportation needs, challenges, and preferences, and based on the findings, develop actionable recommendations for targeted transportation initiatives to address their specific needs and improve	Not started	High	Medium	2024
Regional Transportation	Partner	T-9 Engage with partners to develop a Sustainability Month to promote and grow sustainable transportation modes such as walking, cycling, rolling, transit, and carpooling, and explore ideas which incentivize sustainable modes, raises awareness and celebrates efforts across the region.	Not started	Medium	Low	2024
Administration, Governance and Collaboration	Introduce	A-1 Conduct an audit of existing FRSC standard operating procedures and develop an action plan to enhance and implement them	Not started	Low	Medium	2025
Administration, Governance and Collaboration	Introduce	A-10 Explore opportunities, based on best practices, to be accessible when interacting with the public and partners, including the use of accessible communications and documents.	Not started	Medium	Medium	2025
Administration, Governance and Collaboration	Introduce	A-11 Pursue cultural competency, education, and awareness to support Indigenous partnership and relationships.	Not started	High	Medium	2025
Administration, Governance and Collaboration	Introduce	A-13 Seek to strengthen and build new relationships between the FRSC and Indigenous communities and partners.	Not started	Medium	High	2025

Administration, Governance and Collaboration	Introduce	A-6	The FRSC will establish a platform and medium for greater inter-local government/rural district administrative interaction to facilitate the exchange of best practices, innovative ideas, opportunities for regional partnerships, and professional growth. This space will allow for meaningful interactions that contribute to regional opportunities and enhance the delivery of the FRSC mandate, providing value for each local government/rural district	Not started	Low	High	2025
Administration, Governance and Collaboration	Introduce	A-9	Introduce updated procedural by-law to integrate facets of new mandate and expectations of strategic plan.	Not started	Medium	High	2025
Community Development	Advocate	CD-12	Advocate for the reduction of legislative barriers and increased government support to improve access to safe, secure, inclusive and affordable housing.	Not started	High	Medium	2025
Community Development	Introduce	CD-4	Facilitate an annual Community Development symposium to share learningcreate an umbrella organization to report on annual objectives and outcomes related to community development and its mandate.	Not started	High	Low	2025
Community Development	Partner	CD-8	Explore and create opportunities to expand newcomer settlement agencies' reach into rural areas and underserved communities through outreach programs and tailored services.	Not started	Medium	Medium	2025
Regional Facilities	Introduce	F-2	Investigate best practices for mandate-related board structure, and roles and responsibilities between boards, management, and the FRSC for existing Fundy regional facilities.	Not started	Medium	Medium	2025
Regional Facilities	Partner	F-8	In collaboration with the Regional Facilities operators, articulate the value proposition of the five facilities and articulate it through effective communication and marketing strategies to the region and beyond.	Not started	High	Medium	2025
Community Planning and Building Inspection	Partner	P-10	Explore opportunities for resource sharing and collaboration to plan and execute Climate Change Mitigation and Adaptation Planning initiatives across the Region in support of realizing a resilient Fundy Region.	Not started	Medium	Medium	2025
Community Planning and Building Inspection	Introduce	P-2	Create modern and responsive local planning regulations for the Fundy Rural District, including a local approach to subdivision through a revised private access policy.	Not started	High	High	2025
Community Planning and Building Inspection	Study	P-5	Investigate and pilot enhanced and collaborative planning and building inspection services for existing communities, additional communities, and the region.	Not started	High	Medium	2025
Community Planning and Building Inspection	Partner	P-7	Explore opportunities for resource sharing to improve capacity for planning and development across the Fundy Region.	Not started	Medium	Medium	2025
Community Planning and Building Inspection	Partner	P-8	Implement a collaborative platform for Planning Directors and staff in the Region to share current efforts, best practices, exchange knowledge, and promote collaboration.	Not started	High	Low	2025
Regional Public Safety	Advocate	PS-12	Annually advocate for enhanced funding from the Government of New Brunswick and the Government of Canada for regional public safety infrastructure, equipment, programming and training to enhance the safety and security of the Fundy Region	Not started	Low	Low	2025
Regional Public Safety	Study	PS-3	Complete a regional risk assessment to define common risk areas and local risks with a regional impact to enable targeted preparedness measures to enhance readiness and response.	Not started	Medium	High	2025
Regional Public Safety	Study	PS-4	Research opportunities for standardized guidelines and requirements for emergency response planning, to encourage consistency and efficiency across the region, and enable effective response to emergencies and disasters.	Not started	Medium	Medium	2025
Regional Public Safety	Study	PS-6	Review existing mutual aid agreements to identify areas for improvement to enhance consistency and maximize response effectiveness.	Not started	Medium	Low	2025
	Introduce	SW-1	Develop a solid waste strategy 2025-2030 consistent with the newly published New Brunswick "Strategic Action Plan for Solid Waste Management 2023-2030" that integrates the results of the new landfill capacity EIA, new collection study and new federal/ provincial regulations.	Not started	High	High	2025
Solid Waste	Study	SW-8	Investigate and evaluate alternatives to trucking leachate	Not started	Medium	Low	2025
Regional Transportation	Partner	T-10	Collaborate with disability organizations to establish plans to ensure that transportation infrastructure and services are designed to fully include persons with disabilities.	Not started	Medium	Low	2025
Regional Transportation	Introduce	T-2	Develop and implement a regional "Share the Road" campaign, focusing on raising awareness, promoting safe and respectful interactions between different road users, and educating the community on the importance of sharing the road to improve overall road safety and reduce accidents.	Not started	High	Low	2025
Regional Transportation	Partner	T-8	Work with all levels of government to enhance funding opportunities to facilitate regional transportation equity and long-term support for infrastructure and service improvements which target FRSC priorities such as: identified needs, affordability, availability, and accessibility.	Not started	Medium	Medium	2025
Administration, Governance and Collaboration	Introduce	A-12	Create a strategic plan to improve the Fundy Region's ability to build Indigenous partnership and relationships.	Not started	Medium	High	2026
Administration, Governance and Collaboration	Study	A-17	Complete a review of the Regional Strategy prior to 2026 and invite necessary adjustments prior to the completion of the strategy in 2028.	Not started	Medium	Medium	2026
Administration, Governance and Collaboration	Introduce	A-4	Introduce integrated communications and processes to more effectively involve local government councils and the rural district in the work and outcomes of the FRSC, including the coordination of periodic regional forums where local government and rural district councils can be invited into supporting the development of regional policy and priorities.	Not started	Low	Low	2026
Community Development	Partner	CD-10	Collaborate with local governments, the Rural District, and partners to share existing best practices and strategies that address housing suitability needs and gaps with the Region.	Not started	High	High	2026
Community Development	Partner	CD-11	The FRSC will work with its members, local partners, and the Government of New Brunswick to establish a regional plan to improve the availability and accessibility of early childhood development service and childcare.	Not started	Medium	Medium	2026
Community Development	Partner	CD-9	Establish partnerships with data collection partners to tailor and obtain comprehensive data on housing needs, accessibility, affordability, and gaps within the region.	Not started	Medium	Medium	2026
Regional Facilities	Introduce	F3	Implement a financial oversight and performance evaluation system for existing regional facilities, including regular audits and analysis, to identify areas for improvement and to optimize revenue generation and cost savings	Not started	Medium	High	2026
Regional Facilities	Study	F-6	Build on the established criteria found in the Regional Facilities Committee's terms of reference to identify needs, locations, and criteria when establishing regional and subregional facilities.	Not started	Medium	Medium	2026
Community Planning and Building Inspection	Introduce	P-3	Facilitate the development of regional planning guidelines that outline common standards, principles, planning rules, and opportunities to amend planning regulations to align with forthcoming Statements of Provincial Interest.	Not started	High	Medium	2026
Regional Public Safety	Study	PS-5	Create an inventory of regional public safety assets, identifying gaps and collaborative opportunities, to determine the need for expanded or new assets to enhance regional collaboration.	Not started	High	Medium	2026

Regional Public Safety	Study	PS-7	Compile an inventory of existing public safety training programs to amalgamate training implementation between agencies, enhance resource optimization and improve efficiency and effectiveness of the training being provided	Not started	Medium	Low	2026
Regional Public Safety	Partner	PS-8	Support agencies in the implementation of a standardized joint incident command structure for major emergencies involving multiple agencies through a Regional Procedural and Policy Manual for all public safety agencies in the region.	Not started	High	High	2026
Solid Waste	Introduce	SW-3	Research and develop a plan that tracks landfill odours and effectively communicates updates to stakeholders.	Not started	Medium	Medium	2026
Regional Transportation	Study	T-3	Conduct a regional "origin to destination" survey that includes mode share and traffic volume at major regional nodes.	Not started	Low	Low	2026
Regional Transportation	Advocate	T-6	Collaborate with government agencies, policymakers, and industry stakeholders to identify and subsequently advocate for legislative changes that remove barriers, streamline processes, and address cross-jurisdiction challenges hindering transportation service enhancements.	Not started	High	Medium	2026
Administration, Governance and Collaboration	Introduce	A-7	The FRSC will develop an annual inventory of regional "advocacy" and "partnership" priorities to be presented to the Government of New Brunswick and the Government of Canada, including those under our expanded mandate. This proactive approach aims to advance the highest priorities for the Fundy Region and advocate for necessary support and investment.	Not started	Low	Low	2027
Community Development	Study	CD-6	Collect and analyze data to understand the needs of communities, their social determinants of health, and identify gaps to support improved healthy community outcomes.	Not started	Medium	High	2027
Regional Facilities	Introduce	F-1	Conduct a Regional Sport, Culture and Recreation Master Plan to understand the diversifying demands and regional priorities, programming and investments to maximize venue utilization, cost-recovery, and regional economic and quality of life impact.	Not started	Medium	High	2027
Regional Facilities	Advocate	F-10	The FRSC will work with local communities and partners to define the highest priority infrastructure and advocate to the provincial and federal governments for appropriate investment and contributions	Not started	High	Medium	2027
Regional Facilities	Study	F-7	Create a sustainability program to support regional facilities in their effort to maximize the impact of their programming and facilities while also respecting the financial investment from the Fundy region.	Not started	Medium	High	2027
Regional Public Safety	Partner	PS-10	Support agencies in the implementation of a standardized communication system to ensure compatibility, interoperability, and real-time information sharing among agencies to improve collaboration and coordinated response capabilities.	In progress	Medium	High	2027
	Partner	PS-9	Support agencies in implementing an after-incident review process to systematically evaluate and analyze major incidents or emergencies, identify improvement opportunities, and develop targeted training outcomes to enhance ongoing skill development and preparedness.	Not started	Medium	High	2027
Solid Waste	Introduce	SW-2	Potentially champion "bag limit" initiatives for member communities.	Not started	Medium	Medium	2027
Solid Waste	Introduce	SW-4	Create an audit process to assess the diversion of materials, ensuring compliance with waste management goals and identifying improvement outcomes	Not started	Medium	Medium	2027
Regional Transportation	Introduce	T-1	Create Multimodal Level of Service (MMLoS) guidelines for the Fundy Region, establishing performance measures and criteria to evaluate transportation modes, enabling standardized evaluation of transportation and traffic conditions for informed decision-making and efficient, accessible transportation systems.	Not started	Low	High	2027
Regional Transportation	Advocate	T-7	In collaboration with the Public Safety committee, the Provincial Government, local governments, and rail operators develop a set a recommendations to improve the impact on local communities in terms of traffic delays and noise from increased rail activity.	Not started	High	Medium	2027
Administration, Governance and Collaboration	Study	A-16	Develop a customer and partner satisfaction survey program, in order to collect feedback on the Commission's commitment to service excellence and to contribute to the Commission's culture of continuous improvement.	Not started	Low	Low	2028
Regional Facilities	Introduce	F-4	Work with local governments, the Rural District, the Province, and arts and culture partners from across the region in the development of an "arts and culture" policy to support the growth of the arts and culture community across the region	Not started	Medium	Medium	2028
Community Planning and Building Inspection	Advocate	P-6	Explore opportunities and advocate for local governments and the Fundy Rural District to play an enhanced approvals role in select provincial approvals that have direct impact on local land development.	Not started	Low	High	2028
Regional Public Safety	Partner	PS-11	Support agencies in regular joint exercises and simulations to test and improve interoperability and develop targeted training outcomes.	Not started	Low	Low	2028
Solid Waste	Introduce	SW-5	Identify and monitor the gaps in diversion program access and develop a plan to address these gaps.	Not started	Medium	Medium	2028
Solid Waste	Study	SW-9	Explore and propose new opportunities to mitigate the increasing costs of operating Crane Mountain Landfill through the identification of other revenue integration, sustainable technologies, or tactical cost control processes.	Not started	Low	High	2028
Regional Transportation	Study	T-5	Develop a regional transportation master plan that effectively addresses the anticipated growth needs and sustainability goals.	Not started	Medium	High	2028
Community Development	Study	CD-5	Aligning with provincial and national frameworks and with input from data stakeholders, develop a comprehensive, measurable Poverty Reduction Strategy to enhance initiatives that will effectively address poverty in the Fundy Region.	Not started	Low	High	2028+
Community Planning and Building Inspection	Introduce	P-4	Engage planning professionals, stakeholders, and the public in the development of a Regional Land Use Plan that takes a systems-based approach and considers regional growth patterns, natural resource management, Climate Change impacts and adaptation, transportation networks, and community development objectives.	Not started	Low	High	2028+
Solid Waste	Introduce	SW-6	Develop and implement a forest fire mitigation program to address potential risks and enhance safety measures in Crane Mountain's operations.	Not started	High	Medium	2028+

Fundy Regional Strategy Scorecard

Last updated: July 28, 2028

			IN DEVELOPMENT		
Mandate	Goal	Key Performance Indicator	Description	Methodology	SAMPLE TARGETS
Regional Public Safety	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.	<ul style="list-style-type: none"> Number of joint training sessions conducted per year 	Measurement of the frequency of joint training sessions involving multiple agencies	Count the number of joint training sessions conducted within a specified period	Conduct at least # joint training sessions annually (or as determined by the Committee)
		<ul style="list-style-type: none"> Number of interagency collaboration meetings held per year 	Assessment of the frequency of meetings held between various public safety agencies for coordination and planning purposes	Count the number of interagency collaboration meetings held within a specified period	Hold at least # interagency collaboration meetings annually
		<ul style="list-style-type: none"> Level of resource sharing between agencies (quantitative measure based on types of resources shared) 	Evaluation of the degree of resources (equipment, personnel, information, etc.) shared among public safety agencies	Use a scale or point system to measure the extent of resource sharing (quantitatively and qualitatively)	Achieve an increase in resource sharing score by #% annually
	Achieve Interoperability among public safety agencies in the Fundy Region to optimize incident response and information sharing through collaboration on systems and operational improvements.	<ul style="list-style-type: none"> Percentage of agencies adopting the standardized joint incident command structure 	Gauge the level of adoption of a joint incident command structure across various public safety agencies	Determine the number of agencies using the joint command structure, divide by total number of agencies, and multiply by 100	Achieve #% agency adoption within five years
	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.	<ul style="list-style-type: none"> Number of Emergency Response Plans developed and implemented 	Tally of the emergency response plans that have been developed and put into practice	Count the number of emergency response plans developed and implemented within a specified period	As determined by the Committee
		<ul style="list-style-type: none"> Percentage of EMO representatives participating in the regional subcommittee 	Measure of the representation of EMO in the regional subcommittee	Determine the number of EMO representatives in the regional subcommittee, divide by total number of representatives, and multiply by 100	Achieve #% EMO representation within # years.
	Regional Transportation	Understand the diverse transportation needs and	<ul style="list-style-type: none"> Track the response rate and key findings from regional 	Measurement of participation and key insights from travel surveys and	Analyze the response rate and findings from travel surveys and

	preferences of users across the Fundy Region.	travel surveys and studies.	studies	studies conducted within a specific period	year #.
	Improve Transportation access for residents in the Fundy Region	<ul style="list-style-type: none"> Measure the percentage of population within a certain distance (e.g. 500 metres) of public transit stops or stations 	Assessment of accessibility of public transit to residents	Determine the number of residents living within the specified distance from transit stops, divide by total population, and multiply by 100	Achieve at least #% of the population within #m of transit stops
		<ul style="list-style-type: none"> Monitor changes in transit ridership following the implementation of targeted transportation initiatives 	Evaluate the change in the number of transit users after the launch of certain transportation projects	Track the number of transit riders before and after the implementation of specific initiatives	Aim for a #% increase in transit ridership after new initiatives
	Enhance the connectivity of various transportation modes within the Fundy Region	<ul style="list-style-type: none"> Track the number of inter-modal connections (e.g. connections between buses, trains and bike lanes) and any changes in their usage over time. 	Monitor the quantity and utilization of inter-modal transit connections	Count the number of inter-modal connections and track their usage over a specified period	Increase inter-modal connections by #% and their usage by #% within # years
	Promote safe and efficient transportation by addressing conflicts between different modes	<ul style="list-style-type: none"> Monitor the number of traffic-related accidents, injuries and fatalities in the region, especially those related to conflicts between different transportation modes. 	Tracking the number of accidents and casualties arising from conflicts between different transportation modes	Record the number of traffic-related accidents, injuries, and fatalities due to different modes over a specified period	Reduce traffic-related accidents, injuries, and fatalities by #% annually
	Address legislative and governance barriers to enhance transportation services in the Fundy Region	<ul style="list-style-type: none"> Track the number of successful legislative changes that improve transportation services in the Region. 	Monitor successful legislative modifications that positively impact transportation services	Count the number of successful legislative changes/ barriers overcome that have been implemented within a specified period	Achieve at least # successful projects within # years
		<ul style="list-style-type: none"> Measure the level of stakeholder satisfaction with cooperation and communication among different levels of government and with transportation providers. 	Evaluate the satisfaction of stakeholders with the level of cooperation and communication among various authorities and transportation providers	Conduct stakeholder satisfaction surveys and calculate the average satisfaction score	Maintain an average stakeholder satisfaction score of #%
	Community Planning and Building Inspection	Deliver modern and responsible Land Use Planning services	<ul style="list-style-type: none"> Percentage of updated planning regulations updated by FRSC annually 	The quantity of development applications processed every year	Count the number of applications processed within the calendar year
<ul style="list-style-type: none"> Number of development applications processed annually 			Tracking the number of accidents and casualties arising from conflicts between different transportation modes	Record the number of traffic-related accidents, injuries, and fatalities due to different modes over a specified period	Reduce traffic-related accidents, injuries, and fatalities by #% annually

		<ul style="list-style-type: none"> Measure of customer satisfaction with planning and building services 	Level of customer satisfaction in relation to planning and building services	Conduct customer satisfaction surveys and calculate average satisfaction score	Maintain an average satisfaction score #%
	Enhance regional collaboration for consistent and improved development outcomes.	<ul style="list-style-type: none"> Number of collaborative planning initiatives undertaken per year 	The number of cooperative planning efforts initiated annually	Count the number of collaborative initiatives within a calendar year	Initiate at least one new collaborative initiative every # years
		<ul style="list-style-type: none"> Number of local governments participating in resource sharing initiatives 	The number of local governments involved in resource sharing efforts	Count the number of local governments participating in these initiatives within a calendar year	All local governments to participate in at least # resource sharing initiative annually
	Align planning documents with provincial legislation and develop a Regional Land Use Plan to manage sustainable development across the Region.	<ul style="list-style-type: none"> Progress in the development and implementation of a Regional Land Use Plan (measured in stages) 	The level of advancement in the creation and execution of a Regional Land Use Plan	Measure the progress in percentage terms based on predetermined stages of development and implementation	Aim to progress at least #% annually
		<ul style="list-style-type: none"> Number of engagement activities conducted with planning professionals, stakeholders, and the public in the development of the Regional Land Use Plan 	The quantity of engagement activities involving various stakeholders in the planning process	Count the number of engagement activities conducted within a calendar year	Conduct at least # engagement activities annually
		<ul style="list-style-type: none"> Number of planning regulations amended in alignment with forthcoming Statements of Public Interest 	The number of planning regulations modified to align with upcoming Statements of Public Interest	Count the number of regulations amended within a calendar year	#% of plans align with provincial statements of interest by 2028
	Community Development	Promote successful newcomer settlement and foster diversity through collaboration, engagement, and expanded access to services	<ul style="list-style-type: none"> Increase in the number of newcomer settlement programs/ initiatives implemented 	The growth in the quantity of programs/initiatives to assist newcomer settlement	Count the number of programs/initiatives implemented within a calendar year and compare with previous years
<ul style="list-style-type: none"> Increase in the percentage of newcomers who report feeling supported and welcomed. 			The growth in the proportion of newcomers expressing feelings of support and welcome	Conduct surveys among newcomers and calculate the percentage expressing positive sentiments	#% increase annually
<ul style="list-style-type: none"> Number of outreach programs and services implemented in rural and underserved communities 			The number of outreach initiatives and services in rural and underserved areas	Count the number of outreach initiatives/services implemented within a calendar year	Implement at least # new initiatives/services annually
<ul style="list-style-type: none"> Number of partnerships formed with organizations 			The number of partnerships with organizations that promote	Count the number of partnerships formed within a calendar year	Form at least # new partnerships annually

		focused on newcomer settlement and diversity promotion.	newcomer settlement and diversity		
	Support the equitable access to programs and services, collaborate regionally, and support initiatives that enhances social inclusion for all across the Fundy Region	<ul style="list-style-type: none"> Number of collaborative initiatives, including meetings between FRSC and organizations aimed at social inclusion in the Fundy Region. 	The number of joint initiatives, including meetings between FRSC and organizations aimed at social inclusion	Count the number of initiatives/meetings within a calendar year	Conduct at least # collaborative initiatives/meetings annually
	Advocate for an inclusive approach to housing, reduced legislative barriers, and comprehensive data to understand and meet regional housing needs	<ul style="list-style-type: none"> Increase in the number of affordable housing units available in the region (broken down by each local government entity) 	The growth in the number of affordable housing units in the region	Count the number of affordable housing units annually and compare with previous years	#% increase annually
		<ul style="list-style-type: none"> Increase in the quantity and quality of data available regarding housing needs and affordability in the region. 	Increase access and growth in the quantity and quality of data on regional housing needs and affordability	Assess the quantity and quality of housing data annually and compare with previous years	#% improvement annually
		<ul style="list-style-type: none"> Number of advocacy initiatives focused on improving access to affordable housing 	The number of advocacy efforts to improve access to affordable housing	Count the number of advocacy initiatives within a calendar year	#% of plans align with provincial statements of interest by 2028
	Enhance community health outcomes by expanding effective programs and sharing best practices.	<ul style="list-style-type: none"> Increase in the number of programs aimed at enhancing community health. 	The growth in the number of programs aiming to improve community health	Count the number of health programs implemented within a calendar year and compare with previous years	#% increase annually
		<ul style="list-style-type: none"> Number of best practices shared and implemented across the Region. 	The number of planning regulations modified to align with upcoming Statements of Public Interest	Count the number of health programs implemented within a calendar year and compare with previous years	#% increase annually
	Effectively address Poverty in the Fundy Region	<ul style="list-style-type: none"> Decrease in the poverty rate in the region. 	The reduction in the regional poverty rate	Calculate the poverty rate annually and compare with previous years	#% decrease annually
		<ul style="list-style-type: none"> Number of collaborative partnerships formed with organizations focused on poverty reduction 	The number of partnerships formed with organizations that focus on poverty reduction	Count the number of partnerships formed within a calendar year	Form at least # new partnerships annually
	Regional Facilities	Build a shared value proposition for the Regional Facilities	<ul style="list-style-type: none"> Number of collaborative initiatives or programs developed with local government entity partners 	The quantity of collaborative initiatives or programs developed with local government partners	Count the number of initiatives/programs developed within a calendar year

		<ul style="list-style-type: none"> Rate of satisfaction of local government entity partners with the shared value proposition 	The satisfaction level of local government partners with the shared value proposition	Conduct satisfaction surveys among local government partners and calculate the satisfaction rate	Maintain a satisfaction rate of #% or higher
	Attract impactful events and programming	<ul style="list-style-type: none"> Number of impactful events and programming attracted annually. 	The quantity of impactful events and programs attracted each year	Count the number of events/programs attracted within a calendar year	Attract at least # impactful events/programs
		<ul style="list-style-type: none"> Organizer satisfaction rate for the events and programs hosted by a Regional Facility. 	The satisfaction level of organizers with events and programs hosted by a Regional Facility	Conduct satisfaction surveys among event/program organizers and calculate the satisfaction rate	Maintain a satisfaction rate of #% or higher annually
	Oversee investments into the regional facilities to uphold sustainability, impact and service to the Fundy Region	<ul style="list-style-type: none"> Percentage increase in the utilization of facilities 	The percentage growth in facility usage	Calculate the utilization rate of facilities annually and compare with previous years	Achieve a #% increase annually
	Develop an approach to future regional facilities and cost-sharing for recreation and arts program delivery.	<ul style="list-style-type: none"> Number of cost-sharing agreements signed for recreation and arts programs 	The quantity of cost-sharing agreements signed for recreation and arts programs	Count the number of cost-sharing agreements signed within a calendar year	Achieve a collective annual regional contribution to arts and culture as a #% of total municipal/rural district spending.
	Economic Development and Tourism Promotion	Maintain a collaborative relationship with Envision Saint John to drive the successful implementation of the Regional Growth Agency's Strategic Plan, fostering mutual accountability and maximizing the collective impact on economic development and tourism promotion.	Key Performance Indicators for Envision Saint John are defined as part of the Master Service Agreement between the FRSC and Envision Saint John and have been adopted by the FRSC Board of Directors.		
Solid Waste	Achieve sustainable and efficient solid waste	<ul style="list-style-type: none"> Total volume of waste diverted from landfill 	The total volume of waste that was not sent to landfill and was instead recycled, composted, or otherwise	Measure the volume of waste diverted from the landfill through recycling, composting, and other	Increase by #% the total volume of waste diverted from the landfill annually

	management and landfill operations in the Fundy Region		diverted	diversion methods	
		<ul style="list-style-type: none"> Reduction in the volume of waste sent to landfill per capita. 	The volume of waste sent to landfill per person in the region, with the goal to reduce this amount	Calculate the total volume of waste sent to landfill and divide by the population of the region	Achieve a #% reduction in the volume of waste sent to landfill per capita annually
	Review known long-term opportunities, positive or negative, that have developed from recent external impacts to the solid waste management industry in the Fundy Region and recommend a path forward to the Board.	<ul style="list-style-type: none"> Number of strategic reviews and or initiatives conducted. 	The number of strategic reviews or initiatives conducted to identify and assess opportunities and challenges	Count the number of strategic reviews or initiatives conducted in the specified period	Conduct at least ##strategic reviews or initiatives annually
		<ul style="list-style-type: none"> Number of actionable recommendations made to the Board. 	The number of recommendations made to the Board that can be acted upon to improve solid waste management and landfill operations	Count the number of actionable recommendations made in the specified period	Make at least # actionable recommendations to the Board annually



STRATEGIC VISION



ROADMAP FOR GROWTH

Message from the CEO & Board Chair

Since our inception on January 1, 2021, Envision Saint John: The Regional Growth Agency has embarked on an ambitious mission to build a roadmap for growth for the Saint John region. From our Board of Directors to every member of our team, collectively, we have been hard at work in laying the foundation and setting in motion a framework that sets the strategic direction to accelerate a new model for economic growth in New Brunswick that is being recognized as a game-changer.

We have been moving swiftly and deliberately, setting a pace for the work ahead. With clarity and focus we will drive outcomes that are meaningful by growing the population, increasing the municipal property tax base, and enhancing our regional brand perception. Additionally, we will focus on the intangible outcomes too, like the vitality of our community. Not only will we see the results, but we will feel them.

How we grow matters – environmental and social issues will be part of the conversation. When we talk about growth – it’s growth where no one is left behind. We are also not so naive to believe that we have all the answers and are singularly tasked for growing the region. Make no mistake – this will take a collective effort – as we build on the momentum of current successes. Everyone has a role to play and alignment with our partners is critical. This strategic vision outlines how Envision Saint John will play that coordinating role for our region; how we serve our community holistically and authentically. We will be quarterbacking this work while our value proposition and guiding principles will keep us focused. Our strategic vision is a living document that we will evaluate and evolve to meet the needs of the ecosystem. This is not

a traditional economic growth strategy but a strategic visioning tool that will guide our team and Board as we embark on what could be the most important 10 years in our region’s history - always asking “who will we be in one generation?”

Our strategic vision will be supported with annual business plans and detailed workplans that outline specific activities that will lead to growth. We will also be linking meaningful Key Performance Indicators (KPIs) to validate and inform the growth opportunities, activities, and outcomes.

Amid a global pandemic, New Brunswick has become highly desirable overnight. This global disruption has created a new context for who we are. And this global reset means we are all at the same starting line.

Our future is ours for the making – ours for the taking.

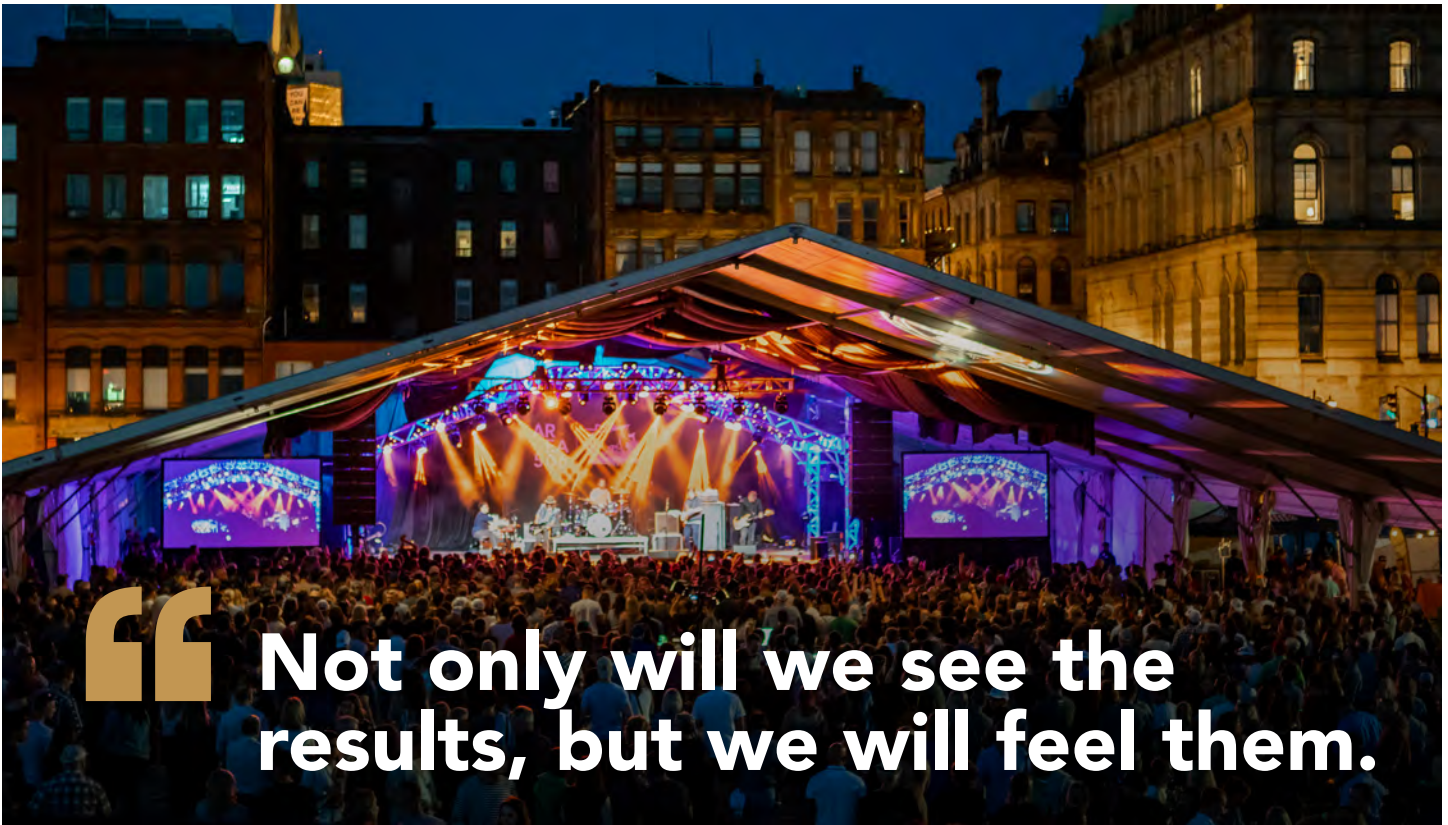
Let’s continue to build on a better future, together.



Paulette Hicks
CEO



Al Walker
Board Chair



“ Not only will we see the results, but we will feel them.”

Picture this

A generation from now, the Saint John region's population has soared. People are drawn to the community for the great career opportunities and desired quality of life. We are known as global leaders in key business sectors. The Saint John region is recognized on the global stage – our place brand is strong, and our residents are proud ambassadors. The growth has dramatically boosted municipal property tax revenues, enabling more investment in programs and infrastructure. This creates a virtuous cycle of growth as more and more people want to get in on the good thing we have going here. And ultimately, all of our children and grandchildren, if they so wish, will have the opportunity to choose New Brunswick to live and work.

Envision our potential.

- 1,000,000 people now call New Brunswick home.
- Our region has increased its population by 25,000.
- The City of Saint John is the thriving core with a strong cluster of employment and culture in the heart of our region.
- The skills of our workforce are harmonized with employment opportunities.
- Robust provincial and national talent pipelines align with employment opportunities and the quality of our talent pool is the envy of our neighbours.
- The growing working population is drawn to the abundance of career opportunities and quality of life.
- We are recognized as global leaders in key business sectors - in mature sectors like Energy and Logistics, as well as emerging sectors such as Digital Health.
- Our place brand is strong and distinct, and our residents are demonstrating pride of place.
- New tourism product populates our coastline, from the Fundy Trail to the Kennebecasis River, and attracts visitors from around the world.
- New Brunswick and the Saint John region are recognized on the global stage for our innovation, leadership, and generosity.

Why the Saint John region

The Saint John region is a place for people who want more flexibility to focus on what matters to them – leading to a more authentic and fulsome life where they feel they belong.

The region, with a vibrant city at its core, is a place where you can discover your personal balance with both urban experiences and natural wonders – allowing you to live a life that inspires.

As Canada's first incorporated city, Saint John has the history to understand the importance of acceptance and diversity to the fabric of life - a place where anyone can establish real roots and grow.

Saint John is more than a city. It's truly a unique region. Its bond, steeped in history, bolstered by pride of place, and strengthened in a shared vision for future growth. We know if Saint John succeeds the region succeeds. When the region succeeds, New Brunswick succeeds.



WHO WE ARE

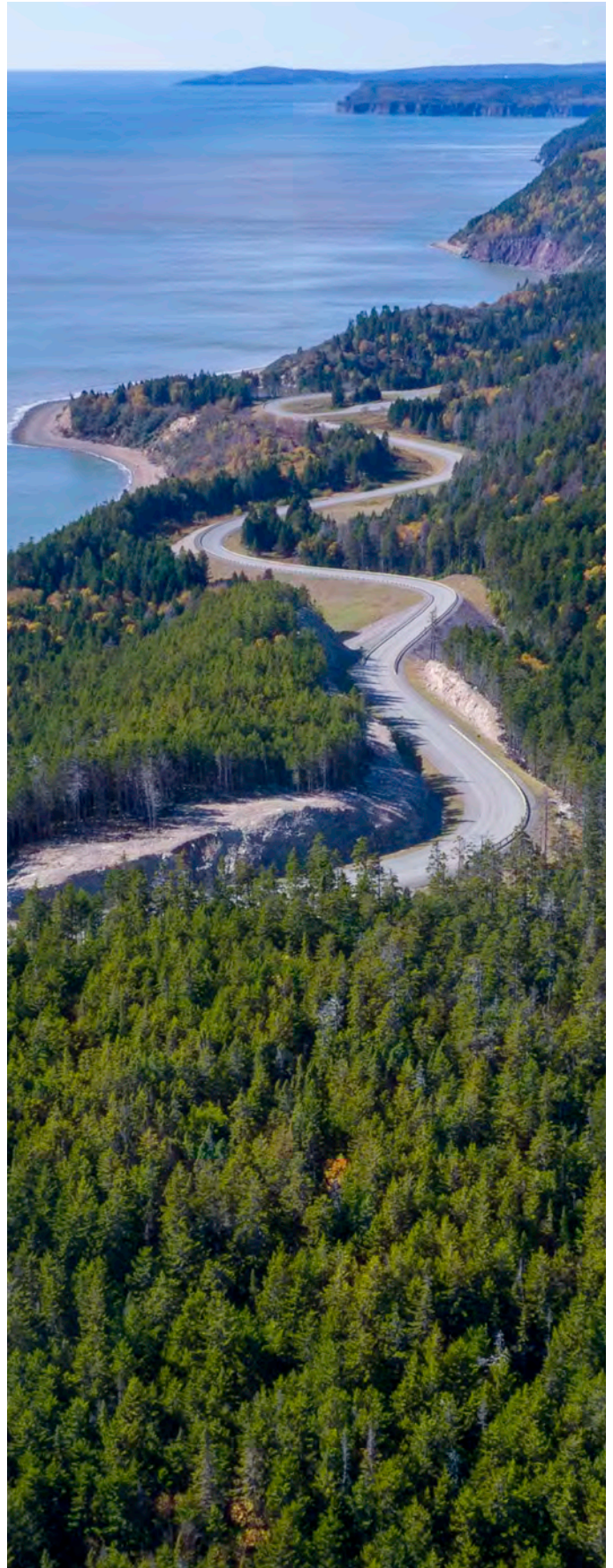
The Regional Growth Agency

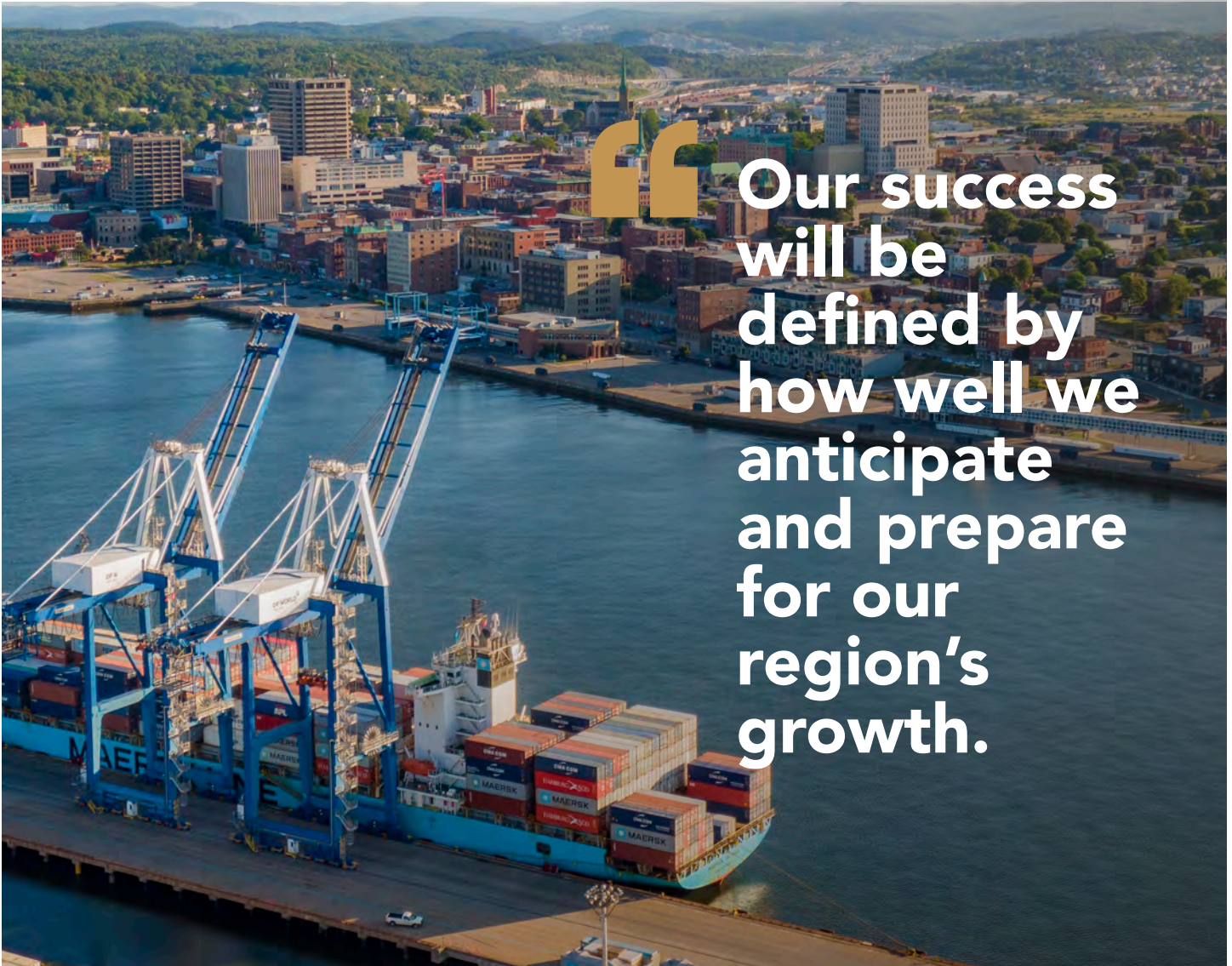
Envision Saint John was born from a desire to have a single entity charged with fostering growth in our community and realizing that vision.

Made up of the urban hub of the City of Saint John and the towns of Grand Bay-Westfield, Hampton, Quispamsis, Rothesay, and St. Martins – each with their own identity yet sharing a common desire for sustainable growth. Now, we are working together collectively to attract growth with a singular purpose.

Envision Saint John is strategically led by an independent Board of Directors made up of business and academic leaders along with municipal and provincial investor representatives.

**“ Put simply,
we attract
growth, we
don’t create it.”**





Our success will be defined by how well we anticipate and prepare for our region's growth.

A new type of growth agency

Envision Saint John is an agency of today and tomorrow. We have a unique role to play. Envision Saint John will not directly create the jobs that will fuel the Saint John region's economic rebirth. Alignment with our partners is our path forward. We will work collaboratively with a range of local, national, and international partners to create platforms for growth that will build an ecosystem that attracts and sustains the investment our community desires.

Put simply, we attract growth, we don't create it. We leverage the power of our own momentum. We will attract growth by delivering an authentic and substantive place brand for those seeking to invest, to live, or to visit.

As an agency, we are united in our principles. These values animate and inspire us every day.

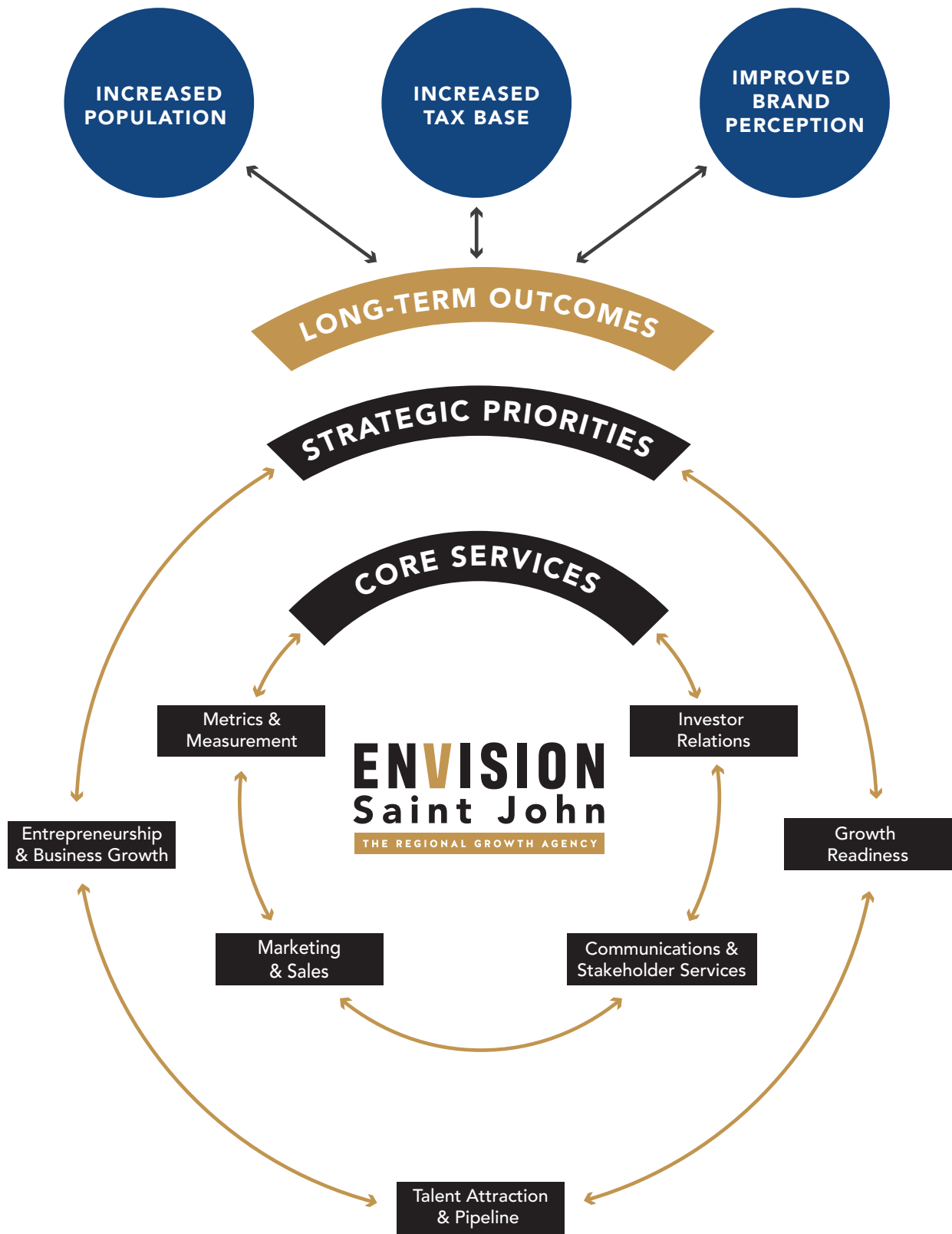
Our value proposition

ENVISION SAINT JOHN: THE REGIONAL GROWTH AGENCY

**is accelerating regional growth by
connecting innovators, entrepreneurs,
and builders to get stuff done now.**

Our guiding principles

In service	Service to others Create the conditions for success Atmosphere of trusted space Attract change rather than force it
Whole-system view	Looks at the larger picture – alignment Identifies platforms and players Diversity of participation
Agile	Shared experimentation Iterative learning and action Monitors and catalyzes execution
Gratitude	Appreciation of all the good in the region Recognition and celebration of reaching goals Highlights other’s contributions
Authenticity	Strength-based approach Lean into natural assets Growth mindset Sense of belonging and community



WHAT WE DO

Strategic priorities

While no single entity can be accountable for all growth outcomes, we have identified three strategic priority platforms that will be the focus of Envision Saint John. These are both overlapping and reinforcing and are foundational for our collective success.

GROWTH READINESS

Our success will be defined by how well we anticipate and prepare for our region's growth. As an agency, while we will not be accountable for delivering on the readiness, we have the benefit of a whole-system view to steward our region to support our growth agenda. We believe growth readiness is a strategic priority and a call to action to all our partners. A strong city core will be critical as most growth will be centre-out.

Growth readiness includes future-back strategies to address labour force, housing, strategic real estate development, access to healthcare, schools, and other community amenities. People and investment select places that tick all those boxes.

TALENT ACQUISITION & PIPELINE

While our work will be within the context of achieving population growth for the entire region, Envision Saint John recognizes that a more complex strategy is required to grow the working population including immigration, repatriation, and retention. Based on feedback from employers, finding talent is a universal challenge for our region. Envision Saint John will be a catalyst in ensuring we are graduating, upskilling, and attracting the skills and expertise to provide the labour force that the global economy demands.

ENTREPRENEURSHIP & BUSINESS GROWTH

The City of Saint John is in the enviable position of being home to global headquarters and the birthplace of transformational companies. Envision Saint John, with a view of the whole ecosystem, can foster connections to ensure companies spanning sectors can start up and scale up, obtain access to capital, and build relationships with established businesses.

Our role at Envision Saint John is to engage the ecosystem, listen to the entrepreneurs and leaders doing and facilitating this work, and lead the process of designing a high-potential innovation play for our region.

By solidifying partnerships with industry, business, government, and academia, Envision Saint John is ensuring that the experts are taking the lead in building and nurturing the entrepreneurial ecosystem.

Core services

Envision Saint John will support these Strategic Priorities by providing four Core Services:

METRICS & MEASUREMENT

The Agency will curate data and metrics to support growth activities to:

- Inform decision making
 - Report regional leading and trailing indicators of growth
 - Assess Agency performance
 - Evaluate individual projects and platforms
 - Populate a regional community dashboard
-

MARKETING & SALES

Envision Saint John will institute a marketing and sales strategy that delivers the right messaging into the right hands to increase recognition of the region and its key assets. The Agency will also integrate with efforts performed by partner agencies such as Opportunities New Brunswick, Invest in Canada, Tourism New Brunswick, and Destination Canada.

Envision Saint John will be an ambassador to raise awareness of the region on a global stage by:

- Articulating a clear and positive place brand to differentiate and promote our region
 - Amplifying regional success stories and opportunities
 - Developing a set of turn-key materials that will advance the measures-that-matter for each of the key pillars of attraction - people, visitor, business, and investment
-

INVESTOR RELATIONS

The full capabilities of the Saint John region can best be realized when the municipal investors and provincial and federal partners are appropriately informed and engaged on opportunities, activities, developments, risks, and results. All need to be bought into the mutual benefit that comes from the success of the region. Likewise, clear, and transparent communications will build a working level of trust among all partners.

COMMUNICATIONS & STAKEHOLDER RELATIONS

Envision Saint John will have a lead role in keeping stakeholders, partners, and the public at large aware of the opportunities and activities affecting the economic health and sustainability of the region. Envision Saint John will coordinate knowledge sharing and discussions on important topics of the day, the results of which will help form the foundations of future collaborative action.

Potential areas of opportunity

We will collaborate with our governmental and industry organizations, academia, and private sector partners to anticipate and leverage potential areas of opportunity while at the same time nurture current success.

The sectors below represent areas of opportunity where the Saint John region has either existing industry strength or significant growth potential:

- Logistics and Trade
- Digital Health
- Energy
- Tourism
- Information and Communications Technology (ICT)
- Cybersecurity
- Oceans
- Forestry
- Advanced Manufacturing

We have clear competitive advantages in these sectors with many established companies, yet there is also an opportunity for significant growth. The global pace of change is accelerating, and Envision Saint John needs to be able to pivot to tackle new opportunities when they arise.



HOW WE DO IT

Platform Methodology

Envision Saint John will map ecosystems and convene strategic platforms for each area of opportunity and help set specific growth goals, projects, and timelines. This platform methodology will provide the framework for everything we do.

This is where the magic happens. By bringing the right people to the table and identifying clear objectives, we act as a catalyst and convenor to accelerate the work needed to achieve growth – right now.

We will work jointly with stakeholders throughout the region and beyond to ensure we have the pieces in place to deliver on our collective growth agenda.

Priority platforms will change and need varying levels of Agency support at any given time. What will be consistent is that each platform will begin with a discovery process within the ecosystem to ensure clarity of purpose and the appropriate engagement from the experts, the experienced, and the engaged.

This model in action will demonstrate the power of a collective approach to solving both complex and acute problems and identifying growth opportunities.

Criteria for agency engagement

When evaluating areas of opportunity to determine allocation of resources and influence, Envision Saint John will be using a combination of the following criteria:

- Aligns with our Value Proposition
- Aligns with our Guiding Principles
- Supports our Strategic Priority platforms
- Leverages our Core Services
- Partners with ecosystem(s)
- Adds value and return on investment (financial, time, resource, etc.)
- Reinforced by meaningful data

Defining success

Meaningful and specific KPIs will be established. As an agile agency, our iterative and refining process of measurement and evaluation will include:

- Assessing the validity of the platform model and understanding better what is effective in refining and advancing this model, creating the conditions for its success, and testing alternatives.
- Increasing the precision of 10-year outcome targets and develop proximate and leading indicators that would signal progress or challenges in moving towards these.
- Developing, implementing, and refining a performance monitoring system that includes stage specific KPIs, including establishing a baseline, for the following:
 - Envision Saint John's performance
 - Platform performance and outcomes
 - Regional outcomes

The collaborative efforts of the Agency and our partners is designed to achieve the following in 10 years:

**Population
Growth**

INCREASE BY

25,000

**Municipal Property
Tax Revenue**

INCREASE BY

30-35%

**Regional Brand
Perception**

**Annual
increase**

ENVISION THE
Saint John REGIONAL
GROWTH
AGENCY

www.envisionsaintjohn.com

DEFINING SUCCESS

ENVISION
Saint John

THE
REGIONAL
GROWTH
AGENCY

Helping To Create The Conditions For Growth

10-YEAR OUTCOMES

MORE PEOPLE

Growing the population by **25,000** from the 2021 census.

MORE TAX REVENUE

Increasing municipal property tax base by **30-35%** from 2022.

STRONGER PLACE BRAND

Our community is highly regarded and our people are proud ambassadors, as measured by a positive change related to pride of place over 2022 baseline.

OUR ROLE - CORE SERVICES & PLATFORM METHODOLOGY

Envision Saint John is the region's sales, marketing, and support engine strategically focused on attracting people, visitors, business, and investment. We are convening platforms, which are forums that engage stakeholders to collaborate on strategic areas of opportunity to drive lasting and sustainable growth outcomes.

Platforms can be multi-year in nature with a combination of short, medium, and long-term outcomes. We will also be identifying and leading sprint platforms, which will be highly focused with accelerated deadlines, and more immediate impact. Specifically, we will:

- Map ecosystems and convene strategic platforms for areas of opportunity, **set specific growth goals**, projects and timelines.
- Bring the right people to the table and identify clear objectives - **act as a catalyst and convenor** to accelerate the work.
- Lead a collective approach to solve both **complex and acute** problems.
- **Inform** investors on platform performance at regular intervals and **celebrate** wins to the broader community.

Criteria for Agency Engagement:

When evaluating potential platform opportunities to determine allocation of resource and influence, the Agency will be using a combination of the following criteria:

- Aligns with at least one of the Agency's 10-year outcomes.
- Aligns with Agency Value Proposition & Guiding Principles.
- Supports Agency Strategic Priorities: Growth Readiness, Talent Attraction & Pipeline, and Entrepreneurship & Business Growth.
- Leverages Agency Core Services.
- Engages the ecosystem partners (relevant to their pressing issues).
- Adds value and return on investment.
- Reinforced by meaningful data.

OUR PERFORMANCE MEASUREMENT & EVALUATION FRAMEWORK

We have designed a performance measurement and evaluation framework appropriately calibrated to the complexity of this challenge and for the innovation the platform model represents. This includes a whole-system approach and the recognition all partners and ecosystems have accountabilities for success. The measurement system itself will be evaluated and upgraded regularly.

Three Distinct Phases of Work

The intent and focus of the measurement framework changes at each phase. The primary intent of Phase One is:

- Build the conditions for success.
- Develop the necessary supports and infrastructure.
- Detail the specific goals and objectives of each platform and how these connect to the larger objectives.
- Test and adapt the overall methodology.

The activities in Phase One will inform future phases, including focus on efficiency and effectiveness and our ability to harvest and scale.

Three Distinct Approaches to Measure Progress

- **Agency Performance:** What are the things we are accountable for, that we can impact, and that we will achieve?
- **Platform Performance:** Platform accountability and effectiveness rests with the platform ecosystem partners. Goals and strategies are defined by the platform and tied to 10-year outcomes.
- **Platform Methodology Evaluation:** This is how we do the work, learn and adjust to do things better, and apply the learning to each platform. System issues will manifest in the platforms.

DEFINING SUCCESS

ENVISION
Saint John

THE
REGIONAL
GROWTH
AGENCY

Helping To Create The Conditions For Growth

AGENCY PERFORMANCE	PLATFORM PERFORMANCE	PLATFORM METHODOLOGY EVALUATION
PHASE 1: 2022 - 2023 Development Indicators: Learn, Adapt, Develop and Test		
Agency KPIs: Fiscal Accountability <ul style="list-style-type: none"> Annual audit. Annual balanced budget. Annual plan. Secured funding. Performance Management <ul style="list-style-type: none"> Annual individual employee work-plans with KPIs. 3 formal employee check-ins per year to focus on objectives and results. Employee Engagement <ul style="list-style-type: none"> 90% participation in employee survey. 90% recommend Envision Saint John as a place to work. 	Year 1 KPIs: <ul style="list-style-type: none"> 6 clearly defined platforms with a minimum of 3 achieving outcomes. 5 sprint platforms completed. Year 2 KPIs: <ul style="list-style-type: none"> 4 additional platforms defined. A minimum of 6 platforms achieving outcomes. 10 additional sprint platforms completed. Platform Activities & Outputs <ul style="list-style-type: none"> Standardized platform evaluation process: <ul style="list-style-type: none"> Criteria review Bi-annual evaluation Post-mortem Quarterly impact reports. Each platform will have outcomes that reflect: <ol style="list-style-type: none"> Agency efforts achieved results. Partners in ecosystem benefited from activity/service. Agency is generating desired effects (indicators that drive 10-year outcomes). 	How is the Agency effectively leveraging the platform methodology: <ul style="list-style-type: none"> How do we effectively help platforms to integrate measurement into their work? How do we enable the following principals in the work: Relevance, Transparency, Whole System View, Honest and Integrity? How can we effectively support the novel composition of platforms? Does the platform draw the partners in an engaging way? What are the most effective convening strategies? Idea development processes? Implementation supports? How do we assess readiness and then stimulate the right conditions for success within a platform? What else is needed to effectively resource the platforms?
PHASE 2: 2024 - 2026 Growth Indicators: Effectiveness and Efficiency		
<ul style="list-style-type: none"> Build on Phase 1. Attach metrics to the growth outcomes. Solidify Phase 3 metrics. 	<ul style="list-style-type: none"> A minimum of 10 platforms achieving identified outcomes. Platforms seeing breakthrough results. 	<ul style="list-style-type: none"> Platform methodology is more effective and efficient.
PHASE 3: 2027 - 2031 Growth Indicators: Harvest		
<ul style="list-style-type: none"> Detailed measures to outcomes. 	<ul style="list-style-type: none"> More detailed and specific targets that drive the 10-year outcomes. 	<ul style="list-style-type: none"> Platform methodology is fully operational and transcending the work.

REGIONAL GROWTH DASHBOARD

The Agency will develop a Regional Growth Dashboard with meaningful metrics that will provide insight into the health and growth of our region, including economic and social growth indicators. These metrics will reflect the collaborative efforts of the region.



ACTIVITY

TIMING

Launch Regional Growth Dashboard 1.0.	By end of 2021
Development for 2.0 <ul style="list-style-type: none"> Identify/recruit dedicated internal resource. Develop requirements for Dashboard 2.0. RFP to build site. 	2022
Regional Growth Dashboard 2.0.	By end of 2022
Tie platform activities to Regional Growth Dashboard 3.0.	2023+