

Fundy Regional Service Commission

Regional Strategy

Fundy Rural District, July 17, 2023



Fundy Regional
Service Commission
Commission de Services
Régionaux de Fundy



DILLON
CONSULTING



Acknowledgements

- Committees
- Partners and Stakeholders
- FRSC Board & Staff



Project Progress & Approach

Engagement by the numbers:



Sought Feedback From:

91 Organizations

185 Individuals

10 Indigenous Communities



Total Engagement Time:

34 Hours



30 Phone calls



9 Strategic Plan Committee Engagement Meetings

3 Strategic Plan Board Engagement Meetings



169 Surveys sent



4 Focus groups

What We Heard



Key Themes:

- Collaboration
- Avoiding duplication
- Extending the reach of services
- Defining FRSC's role

FRSC Regional Strategy Vision

Inspiring Collaborative Excellence, Resilient Communities, and Valuable Outcomes.

- Envisions the region in 5 years
- Commitment to service delivery, forging partnerships, resource sharing, adding value
- Fair and equitable access to programs and services

FRSC Regional Strategy Shared Values

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.

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.

Strategy Snapshot: Mandate Areas

77 Total Actions

Introduce	focus on specific projects, programs, or initiatives to drive change and development	32
Study	involve research and analysis to gather insights	22
Partner	foster cooperation and resource sharing	15
Advocate	aim to influence policy changes and engage stakeholders	8



Mandate Areas



Regional Public Safety

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.



Regional Public Safety

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 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



Regional Transportation

Vision

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

Goals

- Understand the diverse transportation needs and preferences of users across the Fundy Region.
- Improve Transportation Access for all 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.



Regional Transportation

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 Investigate the merits of a regional travel survey that collects travel patterns and behaviour data that informs transportation planning and decision-making processes for local policy, decision-makers, and developers.

T-4 Conduct a survey to identify underserved populations and communities 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 Conduct an in-depth analysis of regional growth projections, population shifts, and transportation demands to inform the development of a future-focused regional transportation master plan that effectively addresses the anticipated growth needs, ensuring the implementation of efficient and sustainable transportation systems that support the region's development.

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 and raise awareness to efforts across the region.

T-10 Work with all levels of government to enhance funding opportunities to facilitate regional transportation initiatives and priorities.

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 of recommendations to improve the impact on local communities in terms of traffic delays and noise from increased rail activity.

T-8 Engage in collaborative partnerships with Local Governments, the Fundy Rural District, and community organizations to advocate for transportation equity, leveraging collective influence to secure funding for infrastructure and service improvements that address the identified transportation needs of underserved populations and communities within the region, including initiatives such as the Great Trail and rural transit.



Land-Use Planning

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.



Land-Use Planning

Actions

Introduce

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.

Study

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

Partner

P-6 Explore opportunities and advocate for Local Governments to play an enhanced approvals role in select provincial approvals that have direct impact on local land development.

Advocate

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.



Community Development

Vision

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

Goals

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



Community Development

Actions

Introduce

CD-1 Develop a regional community development asset map in partnership with key stakeholders that catalogs programs and services related to community development and its mandate.

CD-2 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-3 Facilitate an annual Community Development symposium to facilitate shared learning, avoid duplication of efforts and resources, and create and report on annual work plans and outcomes related to community development and its mandate.

CD-4 Evaluate the Community Development Committee's membership structure and terms of reference to ensure representation and efficiency and propose recommendations for an inclusive and effective committee composition by March 1st, 2024.

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 In partnership with service providers, consult community members within the region to enhance and support evidence-based programs and initiatives that address their specific needs.

CD-10 Establish partnerships with data collection partners to tailor and obtain comprehensive data on housing needs, affordability, and gaps within the region.

CD-11 Collaborate with local governments and partners to share existing best practices and strategies that address housing suitability needs and gaps with the Region.

Advocate

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



Regional Facilities

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 between communities, operators, partners, and residents.

Goals

- Build a shared value proposition for the Regional Facilities.
- Attract impactful events and programming.
- Manage the Regional Facilities as world class assets.
- Develop an approach to future regional facilities and cost-sharing for recreation and arts program delivery.



Regional Facilities

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 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.



Economic Development & Tourism Promotion

Vision

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

Goals

- Maintain a collaborative partnership 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.



Solid Waste

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 Board.



Solid Waste

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 Create an audit process to assess the contamination of diversion materials for purposes of communication, education and proper billing allocation.

SW-3 Explore, develop, and champion “bag limit” initiatives for member communities.

SW-4 Research and develop a plan that tracks landfill odors and effectively communicates updates to stakeholders.

SW-5 Create an audit process to assess the diversion of materials, ensuring compliance with waste management goals and identifying improvement outcome.

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

SW-8 Explore additional revenue-generating opportunities within the operations of Solid Waste management, leveraging innovative approaches to support financial sustainability.

Study

SW-9 Study Landfill Gas (LFG) Utilization alternatives to Electrical Generation and recommend a path forward to the Board by June 30 2024.

SW-10 Investigate and evaluate alternatives to trucking leachate.

SW-11 Explore and propose new opportunities to mitigate the increasing costs of operating Crane Mountain Landfill through the identification of other revenue integration or tactical cost control processes.



Administration, Governance & Collaboration

Goals

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

Actions

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 in the work and outcomes of the FRSC.

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 practice 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. 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 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.

Study

A-10 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.

A-11 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-12 Complete a review of the Regional Strategy prior to 2026 and invite necessary adjustments prior to the completion of the strategy in 2028.

A-13 The FRSC will develop annual work plans that support the delivery of the Regional Strategy, which will align with the FRSC budget development process.



Strategy Snapshot: Reporting

Implementation Plan

- Scorecard

Mandate	Goal	Target/Measure	Score	Initiatives
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.			
	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.			
Regional Transportation	Understand the diverse transportation needs and preferences of users across the Fundy Region.			

Strategy Snapshot: Reporting

Action Strategy

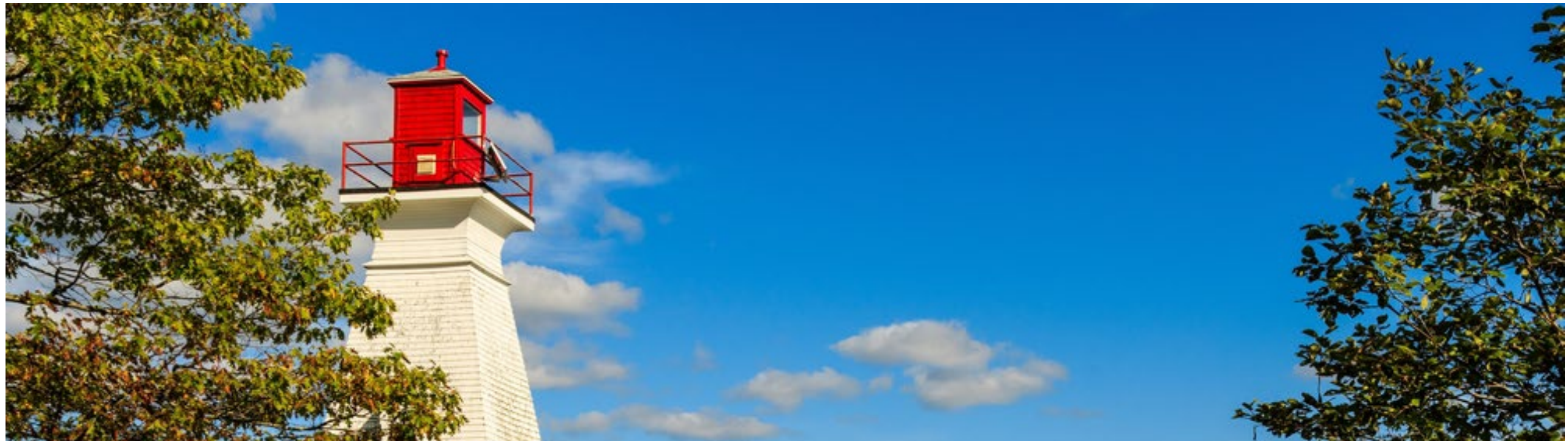
- Table of actions with estimated deadlines

Mandate	Theme	Action	Status	Priority	Complexity	Deadline
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	Study	A-10 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-13 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-14 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	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 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 in partnership with key stakeholders that catalogs programs and services related to community development and its mandate.	Not started	High	Medium	2024
Community Development	Partner	CD-10 Establish partnerships with data collection partners to tailor and obtain comprehensive data on housing needs, affordability, and gaps within the region.	Not started	High	Low	2024
Community Development	Introduce	CD-2 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
Community Development	Introduce	CD-4 Evaluate the Community Development Committee's membership structure and terms of reference to ensure representation and efficiency and propose recommendations for an inclusive and effective committee composition by March 1st, 2024.	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
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-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	2024
Land Use Planning	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
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-9 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	Partner	T-10 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
Regional Transportation	Study	T-4 Conduct a survey to identify underserved populations and communities 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.	Not started	High	Medium	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-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	Introduce	A-8	Not started	Medium	High	2025

The Regional Plan

Reminders of what comes next:

- Share document with Committees, Stakeholders, and Councils
 - One month period for feedback and questions
 - FRSC to consider adjustments to draft
 - Plan will inform 2024 budget development
- Adoption in July
- Feedback can be submitted to: RegionalStrategy@fundyregion.ca



Thank You

