

# Annual Report 2024

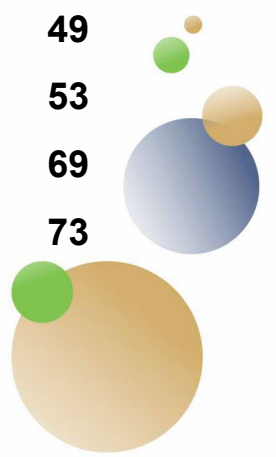


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# Forward from our Trustee

It is a privilege to share this message as Trustee of the Kings Regional Service Commission. The past year has been a pivotal one for the organization, marked by both challenge and opportunity. Stepping into this role, my primary focus has been to ensure continuity, stability, and transparency in governance, while supporting the organization's dedicated staff and leadership in delivering on the region's strategic priorities.

Throughout 2024, Kings RSC has continued to evolve, launching initiatives that reflect the diverse needs and aspirations of our communities. From solidifying our regional identity through a new tourism brand to advancing plans for workforce and community development, the Commission has laid a strong foundation for the future. These accomplishments are a testament to the strength of the organization and the resilience of the region it serves.

As we look ahead, my commitment remains to help guide Kings RSC through this transitional period with integrity, accountability, and a clear focus on long-term success. I want to acknowledge the professionalism of the team, the constructive engagement of stakeholders, and the ongoing support of residents throughout this time of change.

Together, we are building a stronger, more connected, and more prosperous Kings Region.

Sincerely,

**Chad Peters**  
**Trustee, Kings Regional Service Commission**



# Forward from our CEO

This past year has been one of transformation for Kings Regional Service Commission - marked by progress, challenges, and pivotal decisions that will shape our future. As we expanded our regional services, we remained steadfast in executing our strategic plan, ensuring that our initiatives aligned.

While governance challenges emerged, the appointment of a Trustee provided a renewed opportunity for stability, strategic focus, and continued regional enhancement. While such transitions are never easy, they have positioned us for a stronger, more focused future—one that prioritizes the needs of our region above all else.

Despite these challenges, 2024 has been a year of progress. We have finalized a bold new tourism brand, setting the stage for a stronger regional identity, stronger regional promotion, and economic growth. Additionally, we closed the year with the completion of both our Workforce Development Plan and Community Development Action Plan - two key initiatives that will serve as roadmaps for sustainable growth and long-term success in our region.

Looking ahead, 2025 promises to be just as ambitious. A Transportation Study will guide us toward smarter, more efficient mobility solutions, while our Export Readiness Study will help local industries expand their reach beyond our borders. These initiatives, along with many more on the horizon, reflect our unwavering commitment to building a resilient, thriving region.

Our success is only possible because of the dedication of our team, our partners, and the communities we serve. I look forward to another year of collaboration, innovation, and meaningful progress.

Sincerely,

**Andrea Davis-Hourihan, CEO**





# King's RSC Mission Statement

**Kings RSC's Mission is to facilitate the collaborative and unified approach to sustainably grow our regional community.**

**We will do this by:**

- Delivering service excellence for the regional services we provide:**

- Engaging the regional community in sustained communications**

- Providing a focused vision on regional possibilities.**



- Community Development**
- Economic and Workforce Development**
- Land Use Planning**
- Public Safety Tourism Promotion**
- Regional Transportation**
- Solid Waste Management**
- Sport, Recreation and Cultural Infrastructure**
- Tourism Promotion**

# King's RSC Vision Statement

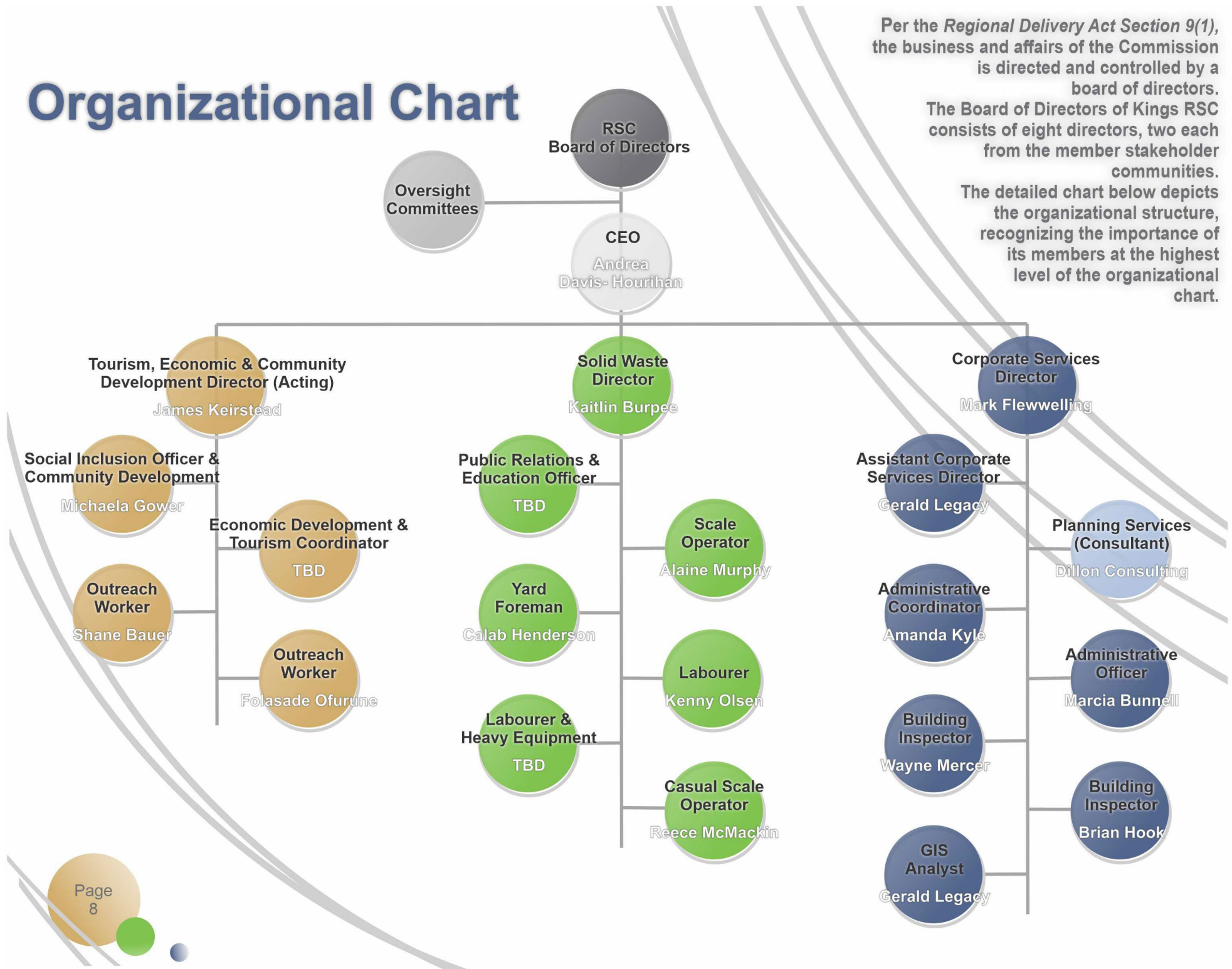
**Kings RSC's vision is to be recognized  
by our regional community as the  
unifying and trusted catalyst for the  
development of regional growth possibilities.**





# Organizational Chart

Per the *Regional Delivery Act Section 9(1)*, the business and affairs of the Commission is directed and controlled by a board of directors. The Board of Directors of Kings RSC consists of eight directors, two each from the member stakeholder communities. The detailed chart below depicts the organizational structure, recognizing the importance of its members at the highest level of the organizational chart.



# Regional Profile

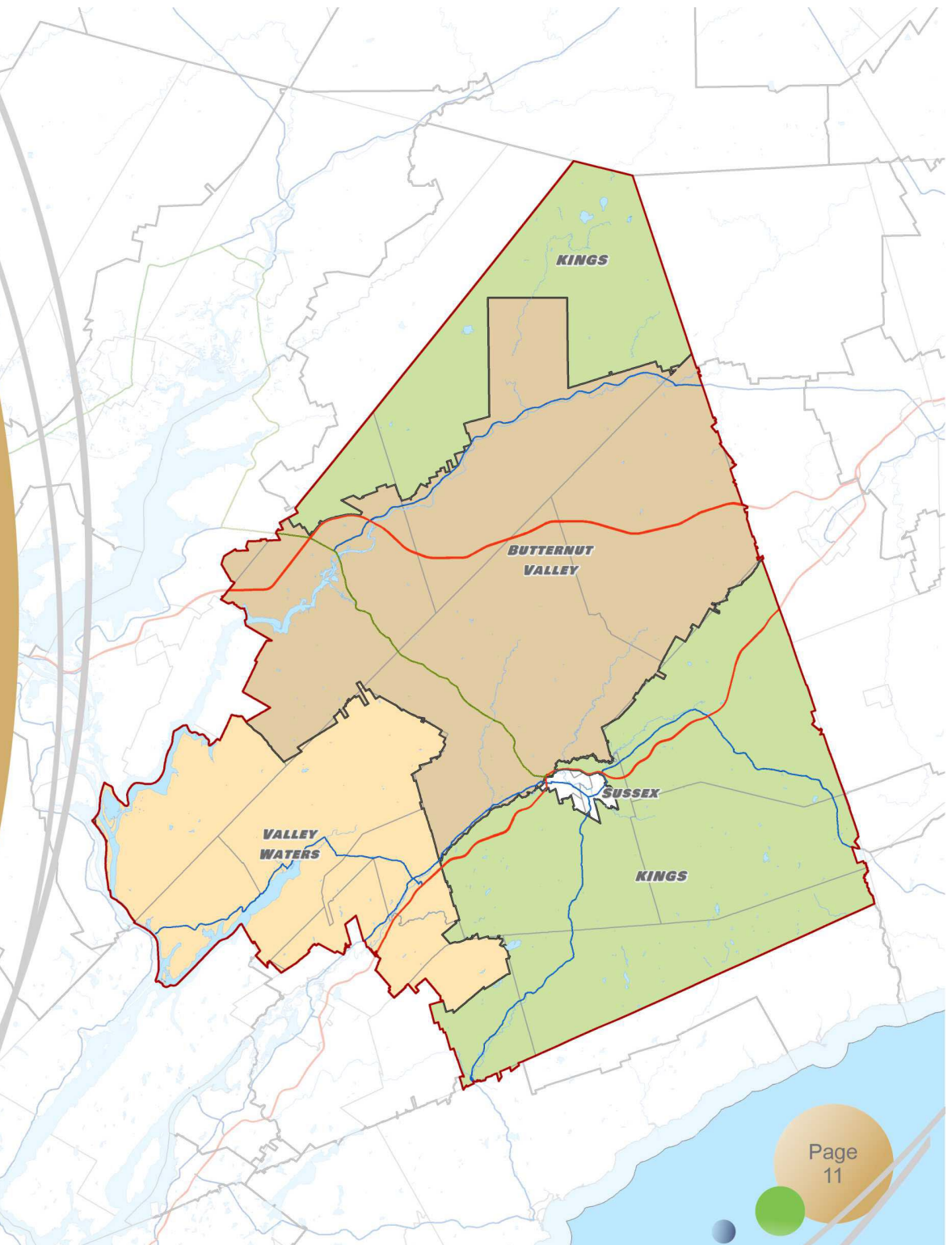


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# Profile of the Region



## Community

The Kings Regional Service Commission serves four stakeholder communities. These comprise of the Rural Community of Butternut Valley, the Village of Valley Waters, The Municipality of Sussex, and Kings Rural District. The region comprises an area of approximately 3,712 square kilometers

## Demographic

In 2023, the region was comprised of a population of 20 785. The population structure was 49.5 % Male and 50.5 Female. The age distribution was as follow: 21% for ages 0-17 , 20.4% for ages 18-64 and 58.6% for 65 and up. The primary language of the area is English at 93.7 % . The remaining stands at 3% for French and 3.3% for other languages.







## Economics

The region boasts a diverse economy, with key sectors including agriculture, manufacturing, tourism and services. Agriculture is a significant contributor with fertile lands supporting a variety of crops and livestock. Additionally the region benefits from a strong manufacturing sector and a growing tourism industry



## Population

The region's combined population served by King's RSC is approximately 21,000 per the 2021 census, with a combined assessed property value of approximately \$2,248 billion. With reform came the reconfiguration of population split. Currently 77% of the population resides in incorporated areas with the remaining 23% residing in unincorporated area versus municipalities (51%).

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# Governance & Administration



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# Administration & Governance

Regional Service Commissions (RSCs) are administrative entities responsible for delivering services on a regional level, with the Local Governance Commission acting as an independent body overseeing matters related to local and regional governance, including the Kings Regional Service Commission (Kings RSC).

Per the *Regional Service Delivery Act Section 9(1)*, the business and affairs of the Commission are directed and controlled by a board of directors.

The Board of Directors of Kings Regional Service Commission consists of the Mayor and Deputy Mayor of Sussex, the Mayor and a Councilor of Valley Waters, the Mayor and Deputy Mayor of Butternut Valley and the Chair and a Representative of Kings Rural District.

**Mark Flewwelling**  
Corporate Service  
Director



**Gerald Legacy**  
Assistant Corporate  
Service Director



# Administration Team

**Amanda Kyle**  
Administrative  
Coordinator



**Marcia Bunnell**  
Administrative  
Officer





## The Rural Community of Butternut Valley

Established on Jan. 1, 2023, Butternut Valley Rural Community was created as part of the province-wide Local Governance Reform, and is one of six new local governments in the province that were born by uniting Local Service Districts (LSD). Butternut Valley has united the four former LSD's of Havelock, Johnston, Brunswick and Studholm.

2024  
Population

5435

Area  
(sqkm)

1447

2024  
Tax Base

\$505,017,716

## The Town of Sussex

The amalgamation of the Town of Sussex with the Village of Sussex Corner and part of the Local Service District of the Parish of Sussex was established on January 1st, 2023. This amalgamation was created as part of the province-wide Local Governance Reform.

2024  
Population

6063

Area  
(sqkm)

20

2024  
Tax Base

\$714,949,331



Member

# Communities



## The Municipality of Valley Waters

Valley Waters was legally incorporated as a Village on January 1st 2023, merging the communities of Norton, Springfield, Kars, Wickham, Norton LSD and part of Upham LSD. This change occurred as a result of the province-wide Local Government Reform process.

2024  
Population

4545

Area  
(sqkm)

726

2024  
Tax Base

\$492,982,100

## The Kings Rural District

The local governance reform resulted with the King Rural District being one in 12 rural districts. The proposed names of the rural districts were announced on May 25, 2022 and became official on July 21, 2022 when the Rural Districts Establishment Regulation was filed.

2024  
Population

4725

Area  
(sqkm)

1518

2024  
Tax Base

\$535,058,576



# Trusteeship

Effective September 17, 2024, Mr. Chad Peters was appointed Trustee for the Kings Regional Service Commission under section 34(1) of the Regional Service Delivery Act. As a Trustee appointed under this section Mr. Peters will have all the responsibilities, duties, and powers of the Board. The Trustee will remain in place until such time as it deemed no longer necessary.

# Board Members

The Regional Service Commission is governed by a Board of Directors consisting of the Mayor and Deputy Mayor of Sussex, the Mayor and a Councilor of Valley Waters, the Mayor and Deputy Mayor of Butternut Valley and the Chair and a Representative of Kings Rural District.

Board Members are as follows:

Tim  
Wilson

Gordon  
Kierstead  
(Chair)

Charity  
McDonald  
(Vice-Chair)

Alan  
Brown

Vicky  
Gaunce

Cary  
Gillis  
(Alternate)

Paul  
Maguire  
(Alternate)

Randy  
McKnight

Peter  
Price

Kevin  
Scott  
(Alternate)

Mark  
Thorne

David  
Titus  
(Alternate)

For Board Member  
Attendances and Expenses  
Please see Appendix B

# Planning Review & Adjustment

Planning Review and Adjustment Committee (PRAC) is appointed by the Regional Service Commission to carry out advisory and decision-making functions as specified under the provincial *Community Planning Act*.

These responsibilities include, but are not limited to, decisions or recommendations on development applications and land use planning advice to either the Municipal Council or the Minister of Environment and Local Government.

The decisions and recommendations made by this Committee are guided by the provisions of the *Community Planning Act*, and any regulations and by-laws there under.

The deliberations of the Committee are supported by the analysis and advice of professional staff of Kings RSC along with Dillon Consulting Inc. who is acting as Kings Planning Director.

## The Planning Review & Adjustment Committee

Susan  
Northrup  
(Chair)

Nelson  
Ball

Robert  
Bates

Rick  
Horton

Gordon  
Kierstead

Brian  
Hook  
Staff Support



# Standing Committees

Standing Committees of the Board  
are as follows:

Community  
Development

Economic  
Development

Public  
Safety

Regional  
Sports,  
Recreational  
& Cultural  
Infrastructure

Solid  
Waste

Tourism

Budget &  
Finance

Effective Sept 17, 2024  
Trusteeship  
Please see Appendix A

# Budget & Finance Committee

## Members

Paul Macguire (Chair)

Alan Brown

Charity McDonald

Gordon Kierstead

Staff Support  
Mark Flewelling

Staff Support  
Gerry Legacy



# Community Development Committee

## Members



**Alan Price (Chair)**



**Chelsea Nightingale (Vice-Chair)**



**Martha Chown**



**Lori Coleman**



**Pam Kaye**



**Julie Matthews**



**Roxanne McKnight**



**Julie Mitton**



**Thomas Parkhill**



**Angela Parlee**



**Allannah Pearson**



**Bridget Ryan**



**Marc Thorne**



**David Titus**



**Tim Wilson**

**Staff Support**  
**James Keirstead**

# Economic Development Committee

## Members

Sylvia MacVey (Chair)



Peter Price (Vice-Chair)



Vanessa Coggan



Dana Hicks



Charity McDonald



Henry Ofurune



Staff Support  
James Keirstead



# Public Safety Committee

## Members

Alan Brown (Chair)

Gwynn Boye

Lori Coleman

Hanna Duguay

Ron Gaudet / Cindy Rodaway

Vicky Gaunce

Phil Howe

Thomas Jeffery

Gordon Kierstead

Cpl. Zack Kierstead

Sgt. Tyson Nelson

Tim Nickerson

Travis Parker

Chief Anthony Reiker

Bruce Sherwood

Todd Silliphant

James Young

Staff Support  
Mark Flewwelling

Staff Support  
Gerry Legacy



# Regional Sports, Recreational, & Cultural Infrastructure Committee

## Members

**Gordon Kierstead (Chair)**

**Jason Thorne (Expert Advisor)**

**Charity McDonald**

**Mark Rideout**

**Tim Wilson**

**Randy McKnight**

**Staff Support**  
**Mark Flewwelling**

**Staff Support**  
**Gerry Legacy**



# Solid Waste Committee

## Members

- Gordon Kierstead (Chair)
- Anne Marie Snyder (Vice-Chair)
- Ben Whalen
- Mark Thorne
- Vicky Gaunce

Staff Support  
Kaitlin Burpee

# Tourism Promotion Committee

## Members

Sylvia MacVey (Chair)

Peter Price (Vice-Chair)

Vanessa Coggan

Dana Hicks

Charity McDonald

Henry Ofurune

Staff Support  
James Keirstead

# Planning & Building



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Under the Regional Service Delivery Act, Regional Service Commissions (RSCs) are responsible for providing local land use planning services to all members unable to provide their own planning service and can enter into an agreement to provide such a service to its regional stakeholders and participating members.

Kings Regional Service Commission's (Kings RSC) powers and responsibilities with respect to land use planning are outlined in the Community Planning Act. These generally include:

- The development and administration of rural plans, and building and subdivision by-laws,
- Approvals of new subdivision,
- Planning advice to municipalities, rural communities, and the Minister of Local Government and Local Governance Reform,
- The issuance of building permits, and
- Inspection services for new developments and buildings.

Kings RSC, through our own professional staff and our contracted service provider, Dillon Consulting Inc., also provides education to municipal councils, rural community committees and the public with respect to land use and environmental issues, planning, and the National Building Code. We liaise with community representatives and develop partnerships with the communities we serve.

Kings RSC provides local and use planning services to the following communities:

Butternut  
Valley

Kings  
Rural  
Districts

Valley  
Waters

# Land Planning Inspection Services



**Mark Flewwelling**  
Corporate Service  
Director



**Gerald Legacy**  
GIS Analyst



# Planning & Building Team



**Wayne Mercer**  
Building Inspector/  
Development Officer



**Brian Hook**  
Building Inspector/  
Development Officer



**Dillon Consulting**  
Planning



# Building Activities Subdivisions Approvals



## Subdivision Approvals

Subdivision is the process of altering legal property boundaries. It usually involves the dividing of a property into smaller parcels of land. It can also include the realignment of existing property lines or the consolidation of one or more properties into a single parcel.

Kings RSC staff are responsible for overseeing and granting approvals for the subdivision of land. While the staff are ultimately responsible for subdivision approvals, some subdivision plans require additional approval from the Planning Review and Adjustment Committee (PRAC). Examples of the types of subdivision plans that would require the PRAC's approval are lots that require the creation of a public road, a variance to a lot size, and/or the creation of a lot that does not front onto a public road.

(See following charts for 2024 activity.)

## Building Activities

Obtaining a building permit ensures that a development is in conformity with the building regulations and by-laws as well as the National Building Code. Building Permits are issued for the protection of the property owner and for the safety of future property owners and occupants.

Since June of 2002, following the adoption of a supplementary building regulation by the Provincial Government, structural building inspections services have been provided to all rural areas within the province.

(See following charts for 2024 activity.)



In 2024, Kings RSC approved a total of 81 subdivisions, involving the creation of 138 lots. This is a significant increase compared to 2023, when 39 subdivisions and 56 lots were approved.

Butternut Valley

Valley Waters

Kings Rural District

24 Number of Subdivisions  
45 Number of Lots

34 Number of Subdivisions  
53 Number of Lots

23 Number of Subdivisions  
39 Number of Lots

Subdivisions (%)

Lots (%)

Subdivisions (%)

Lots (%)

Subdivisions (%)

Lots (%)

30%

33%

42%

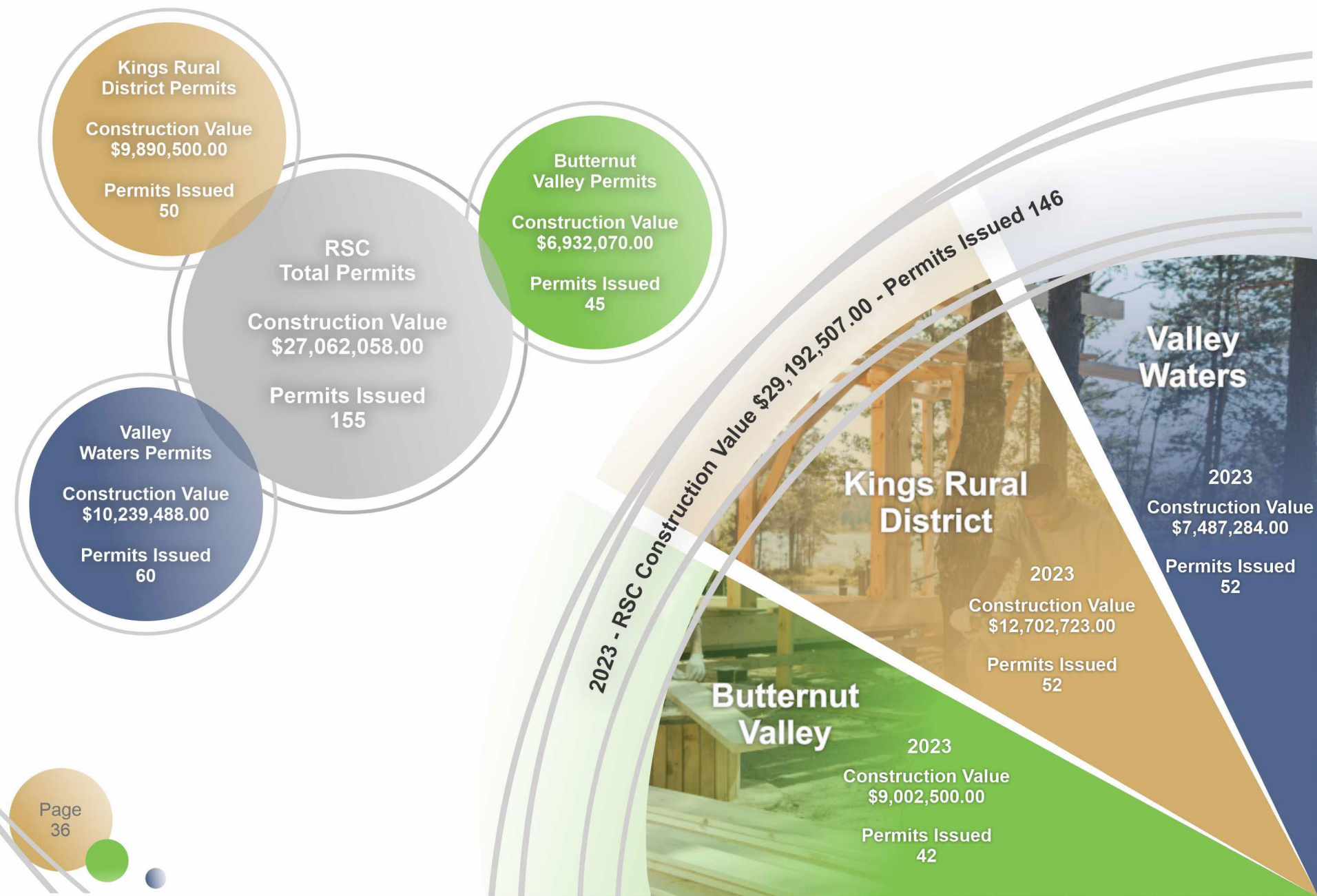
39%

28%

28%

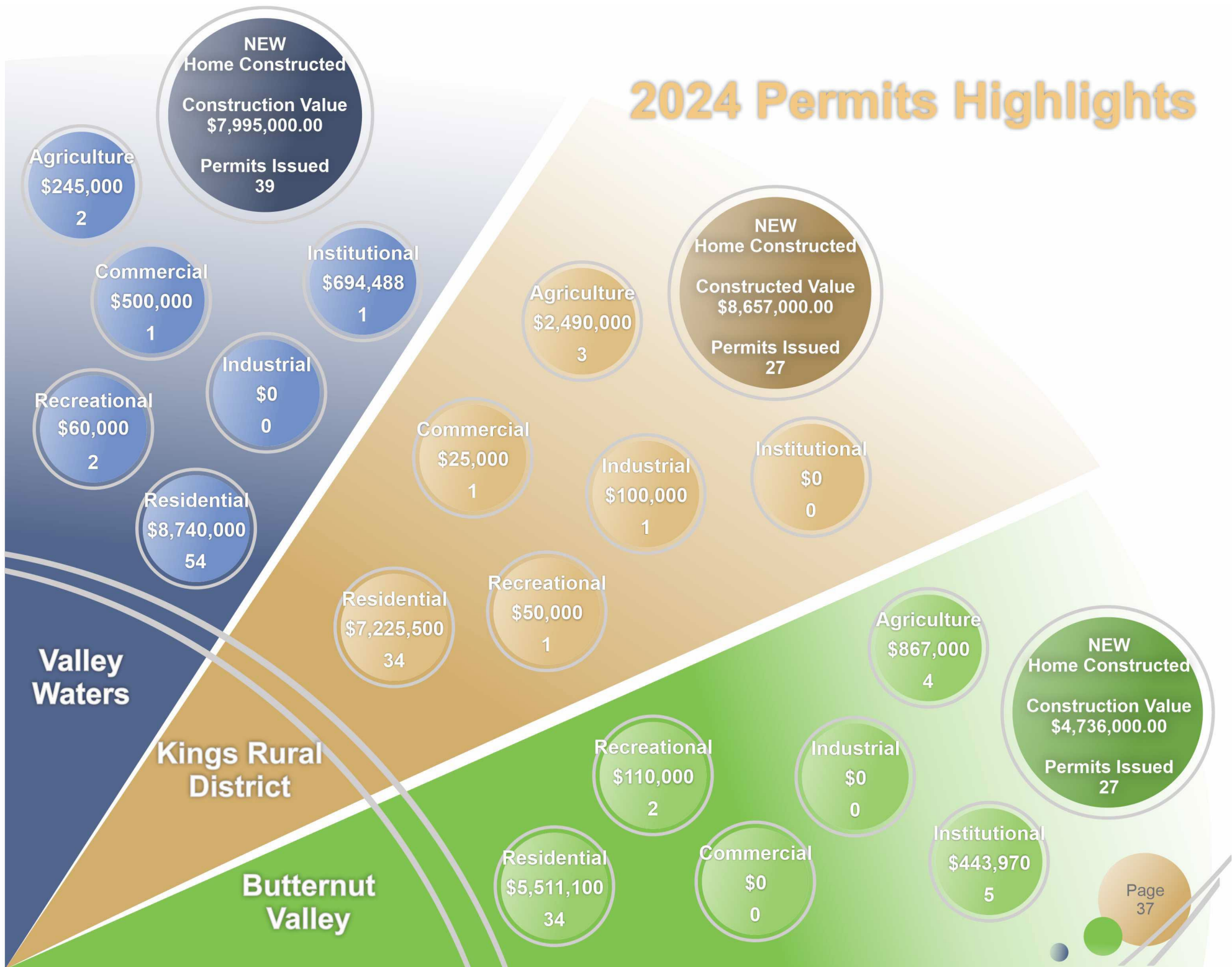
## Subdivision Approvals

# 2024 Highlights





# 2024 Permits Highlights





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# Solid Waste



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# Solid Waste

In accordance with the Regional Service Delivery Act, Kings RSC provides solid waste disposal service to all its member communities. These services are provided to the Rural Community of Butternut Valley, the Village of Valley Waters, the Municipality of Sussex, and Kings Rural District.

Kings RSC provides comprehensive waste management services to residents and businesses within its service area. These services encompass residential, industrial, commercial, and institutional waste streams.

Key components include the 3-Stream Residential Waste Program, the Regional Waste Management Facility, and robust public information and education initiatives. Waste collection is facilitated through contracts with haulers, established with municipalities, rural communities, villages, and the Province for rural districts.

Since 2016, the Kings Regional Service Commission has operated the Regional Waste Management Facility. All waste generated by our member communities is received at the facility, undergoes diversion processing, and is then transported to Eco360 for further management.



**Kaitlin Burpee**  
Solid Waste Director



**Rodney Long**  
Foreman  
Heavy Equipment Operator



# Solid Waste Team

**Alaine Murphy**  
Scale Operator



**Jamie Lively**  
Labourer  
Heavy Equipment Operator



**Kenny Olson**  
Labourer  
Heavy Equipment Operator



# Waste Collection Sorted vs. Unsorted

The following table outlines the tipping fees at the Regional Waste Management Facility.

Tipping fees for both sorted and unsorted waste have increased to reflect the rising costs associated with landfill operations. To help our Industrial, Commercial, and Institutional (ICI) customers mitigate these costs and minimize their environmental impact, we encourage them to sort their waste whenever possible.

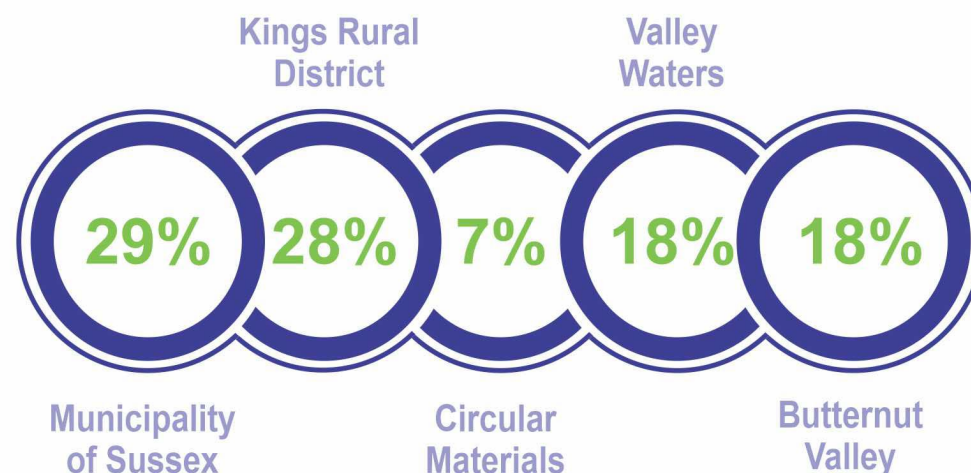
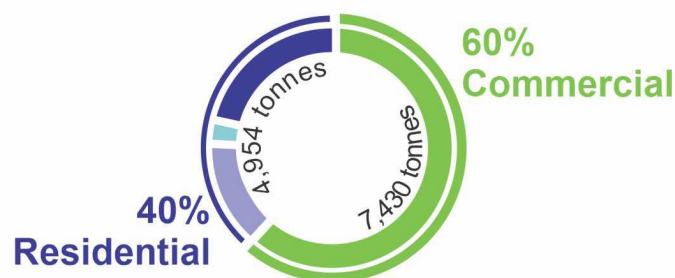
Unsorted waste is landfilled, while sorted waste is processed through Eco360's recycling and composting facilities, significantly reducing the volume of material destined for disposal.

## Tipping Fees by year



# Tonnage Received

# Residential Waste



The Regional Waste Management Facility processed 12,384 tonnes of solid waste in 2024, slightly less than the 12,424 tonnes processed in 2023. This total included 4,954 tonnes of residential waste and 7,430 tonnes of commercial waste.

In 2024, the Municipality of Sussex (formerly Sussex and Sussex Corner) and the Kings Rural District were the primary sources of residential waste at our facility, contributing 29% and 28%, respectively. Butternut Valley and Valley Waters each accounted for 18% of the total residential tonnage, with Circular Materials making up the remaining 7%.



# Waste Collection Tonnage



# Recycling & Waste Diversion

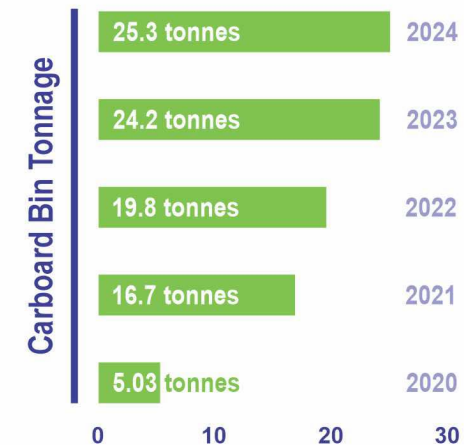
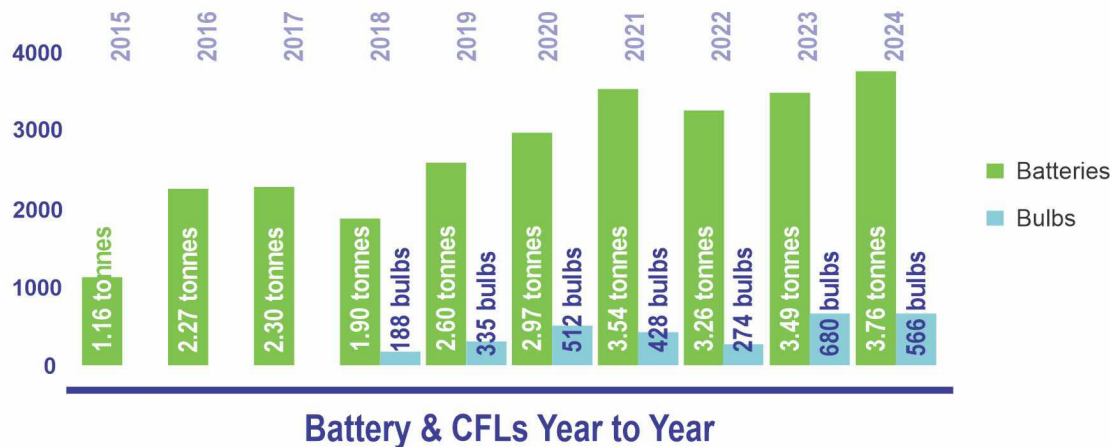
To minimize the cost of solid waste disposal for our member communities, we strive to reduce the amount of waste transported to ECO360. We are committed to providing convenient recycling options for the public. To achieve this, Kings RSC operates several recycling and diversion programs.



# Batteries/CFLs & Cardboard

Kings RSC is proud to continue offering convenient battery and CFL bulb recycling options throughout our service area. We have placed 24 battery recycling bins and 8 CFL bulb collection bins around our region for easy public access.

Since its launch in August 2020, our community has embraced the free cardboard drop-off program at the waste facility. The program's success is evident in the record 25.27 tonnes of cardboard collected in 2024, all of which was recycle and not landfilled.





# Circular Materials & Electronics Recycling



Circular Materials, a national not-for-profit producer responsibility organization, began operations in our region in May 2024. Dedicated to fostering a circular economy, they facilitate the collection, recycling, and reuse of materials. As of November 2024, they manage all residential recycling services in our area.

In April 2024, we established a partnership with the Electronic Products Recycling Association (EPRA) to serve as an electronic recycling drop-off site. This initiative provides the public with a convenient and cost-free means of responsibly disposing of their electronic waste. In 2024, this program successfully diverted 5.66 tonnes of electronics from the landfill.



## Environmental Trust Funds

In 2024, we received two Environmental Trusts Funds (ETF) for the 2024-2025 funding season:

- Mobile Eco-Depots within the boundaries of the Kings RSC - \$22,000
- C&D Diversion and Recycling within Region 8 - \$20,000

Kings RSC, with funding from the Environmental Trust Fund, successfully hosted four Mobile Eco Depot events. Facilitated by Eco 360 staff, these events provided residents with convenient and free disposal options for household hazardous waste and bulky items.

The four Eco Depot events held in 2024 included:

- Jan 31 & Feb 1 – Youngs Cove
- May 29 & 30 – Norton
- Oct 26 – Sussex
- Dec 4 & 5 – Sussex

## Eco Depot Stats

The 2024 Eco Depot events were a resounding success, serving 869 vehicles and collecting a total of 75.94 tonnes of material.

This marks the fourth year of this valuable program, demonstrating its continued success in assisting Kings RSC residents with responsible waste disposal.

To date, an impressive 2938 residents have participated in Eco Depot events, resulting in the proper disposal of 233 tonnes of bulky waste and household hazardous waste.

A noteworthy aspect of these events is the significant volume of tires disposed of. In 2024, 326 tires were recycled, contributing to a total of 18.48 tonnes of tires properly recycled since 2021.

## Solid Waste Education

Kings RSC utilizes a multi-platform approach Facebook, our website, and the Kings RSC Solid Waste Mobile App to keep the public informed about solid waste management.

Facebook proved particularly effective in 2024, reaching over 129,000 viewers and generating over 39,000 engagements, a substantial 48% increase from 2023 with a little over 26,000.

The Kings RSC Solid Waste mobile app remains a valuable resource for residents seeking information on waste sorting and collection.

In 2024, we welcomed over 3,000 first-time users across mobile and web platforms. Among the more than 900 materials searched, styrofoam was the most frequent query.






# Looking Forward

Three applications were submitted for the 2025-2026 Environmental Trust Fund year. The first application is titled “Mobile Eco Depots: A Greener Solution”. If successful with the application, Kings RSC will continue providing Eco Depots to residents of our region. These events offer a convenient and environmentally friendly solution for disposing of household hazardous waste (HHW) and bulky items. Through this initiative, we strive to create a cleaner, healthier, and more sustainable future for our community.

The second application is titled “Enhancing Community Awareness for Sustainable Waste Management”. If successful in securing funding, our office will partner with a social media company to create a series of engaging videos that will be shared on our website, social media platforms and with our municipal partners. These videos will provide clear and concise information on waste disposal guidelines, recycling tips, and the services offered at the Regional Waste Management Facility. By increasing public awareness, we anticipate a significant rise in participation in our Eco-Depot events and diversion programs. Proper waste sorting will lead to a reduction in contaminated materials entering the landfill, ultimately extending the lifespan of our landfill cells and promoting a more sustainable future for our region.

The third application is titled “Optimizing Waste Management for the Kings Regional Service Commission”. The Kings Regional Service Commission wants to look at options for a new and improved direction within solid waste that will create a more cost-effective waste management system while also taking into account the need to be environmental stewards. Understanding that there may be opportunities to further increase our diversion rates by implementing waste management programs, our Commission wants to review the options that may be available to us with respect to our Regional Waste Management Facility and waste hauling and to discover our biggest inefficiencies and where improvements are needed.

This analysis is intended to create an overall strategy by determining the volume of waste requiring management over the next number of years and how that waste is best managed. This includes potential improvements to the existing solid waste operations and opportunities for expanded material diversion at the Regional Waste Management Facility, while considering the Solid Waste Strategic Action Plan set out by the Province of New Brunswick for 2023-2030.





# Geomatics



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GIS Activities 51





# What is Geomatics?

GIS mapping is a system that not only maps data, but collects, stores, displays, and analyzes all types of data as well. The data could come from satellite, a drone, a smartphone, or an underground sensor. A GIS combines where things are (known as location data) and what things are like (known as descriptive attributes).

Each year, the GIS Division works to keep the Kings Regional Service Commission area spatial data and GIS Software up to date. This is an important task as available technology consistently advances.

In 2023, upgrades were completed for ArcGIS Pro, which is a software that is used to complete a variety of types of analysis on maps and other spatial data. Staff also reviewed current GIS software agreements in anticipation



# GIS Activities

The following GIS activities were carried out over the past year.

- District Property Layer Upgrading: District mapping of property required upgrading to maintain an accurate database. This work has been completed for the 2024 property layers (with property ownership and other information). Updated 3 to 4 times yearly.
- Road Network Updates: The road network requires upgrading to maintain an accurate database. This work is completed with road names, road types and other information. Basic updating is required periodically.
- Mapping for Solid Waste Management: The ECO360 tool requires updates to be done throughout the year. Mapping for the haulers' routes was needed for 2024.
- General Planning Support: GIS staff provides ongoing support to the Development Officers in their administration of Rural Plans and Basic Planning Statements. This responsibility ranges from heavy during the peak construction season to light in the off-season.
- Public Map Creation: Creation of maps from public inquiries.
- Other Miscellaneous Duties: Provide website updates and IT solutions for daily computer/printer issues and server upgrade.

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# New Services



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**James Keirstead**

Director Tourism,  
Economic & Community  
Development



**Michaela Gower**

Social Inclusion Officer &  
Community Development



**New Services  
Team**

**Shane Bauer**

Outreach Worker



**Folasade Ofurune**

Outreach Worker





# Community Development

## Enhancing coordination and communication on a regional level.

Community consultations have emphasized the need for better coordination and communication among service providers, non-profits, and government agencies to address key social challenges. Kings RSC has taken a leadership role in facilitating collaboration, ensuring that services are aligned, gaps are identified, and resources are maximized for the benefit of the entire region.

### Key Objectives from the Strategic Plan:

- Update the community development asset map and identify gaps.
- Engage the Community Development Committee in establishing long-term priorities to address the identified needs of communication, coordination, food security, housing, mental health, and social inclusion.
- Facilitate the coordination of service planning and delivery processes to eliminate duplication and streamline efforts on client-facing activities.

Over the past year, Kings RSC has worked to build stronger relationships within the non-profit and service sectors, supporting initiatives that create a more resilient and connected community. These efforts have included direct outreach, strategic planning, and targeted projects aimed at improving quality of life for residents.



A photograph of a man and a woman standing with their backs to the camera, looking at a modern house. The scene is set during sunset or sunrise, with a warm, golden glow in the sky. The man is wearing a light-colored shirt, and the woman is wearing a dark top. The house has a dark roof and light-colored walls.

## Key Projects

A major focus has been the Outreach Program, which has made a profound difference in the lives of vulnerable residents. This initiative provides direct support to individuals experiencing homelessness and precarious housing, helping them navigate services, access essential resources, and take steps toward more stable living conditions.

Through one-on-one interactions, outreach workers have helped individuals secure safe shelter, access healthcare, and connect with employment opportunities. By reducing barriers and ensuring a coordinated response among service providers, the program has not only improved individual outcomes but has also strengthened the region's overall approach to housing stability. The program's impact is seen in real people moving off the streets, finding support networks, and rebuilding their lives.

Beyond immediate assistance, the Outreach Program has also provided valuable insights into the region's housing challenges. These first-hand observations are shaping future strategies, ensuring that regional planning reflects the lived experiences of those most affected by housing insecurity. As Kings RSC continues to expand its efforts, the goal remains clear: helping neighbours find the stability and dignity they deserve.

The Community Development Action Plan (CDAP) represents another milestone in regional planning. Following months of consultation and discussion, the Community Development Committee passed a motion on September 25 to refer the final CDAP document to staff for operational planning and execution. Kings RSC staff are now incorporating these priorities into 2025 work plans, ensuring that community needs are reflected in regional initiatives.

Collaboration with non-profit organizations (NPOs) continues to be a priority, with a focus on building trust and fostering regional conversations rather than siloed projects with limited resources. Staff are actively working with NPOs to improve coordination, strengthen partnerships, and create a more unified approach to community support. While this process is ongoing, it has already led to improved cooperation and alignment among stakeholders.

Several community-driven projects have also been launched or supported, including:

- **A Soup a Day:** This initiative educates residents on preparing affordable, healthy meals using food bank supplies and locally sourced ingredients, promoting both nutrition and food security.
- **Healthcare Recruitment:** Kings RSC continues to partner with the Sussex Primary Recruitment Committee, a group of medical professionals and community representatives, to provide flow-through funding for physician recruitment and retention efforts. This partnership has been instrumental in maintaining access to healthcare services within the region.



## Plans for 2025

Looking ahead, Kings RSC is committed to advancing key community development initiatives and addressing the broad findings of the CDAP through deeper research and targeted action. To advance these initiatives, Kings RSC has been approved for two major projects under RSSF:

- CDAP Follow-Up: The findings of the CDAP were comprehensive and will require further investigation to develop specific, actionable initiatives.
- Housing Strategy: Kings RSC will conduct a study of the current housing situation and develop solid recommendations for future housing development and policy improvements.

## ESIC-Funded Projects

With anticipated funding from the Economic and Social Inclusion Corporation (ESIC), Kings RSC will support several new and expanded initiatives in 2025:

- Volunteer Expos: Two volunteer expos will be hosted to recognize existing volunteers, recruit new participants, and provide networking opportunities for organizations to collaborate and share resources.
- Breakfast Lunch Gardens: In partnership with the regional agricultural community, this initiative will educate students about growing their own food, with windowsill gardens provided to local schools.
- Community Round Tables: Kings RSC is assuming responsibility for organizing and facilitating four Community Round Table events to increase networking and collaboration among NPOs and support agencies. Previously administered by the Chamber and initiated by the Regional Resiliency Committee, these events will now benefit from RSC oversight and stability, allowing for expanded capacity and stronger connections among community organizations.
- Expansion of A Soup a Day: The program will be expanded with targeted support for women's shelters, food banks, and other vulnerable populations, ensuring that more residents benefit from nutrition education and food security initiatives.

By strengthening partnerships, improving service coordination, and advancing targeted initiatives, Kings RSC continues to play a central role in supporting a more resilient and connected regional community.





# Economic Development

**Supporting investment readiness, workforce development, and a healthy business community.**

The economic development efforts of Kings RSC are focused on ensuring that the region is well-positioned for growth, with an emphasis on attracting investment, supporting local businesses, and developing a skilled workforce. These efforts are guided by the objectives outlined in the strategic plan, which focus on creating a robust business environment and supporting the workforce needs of the region.

## **Strategic Objectives:**

As outlined in Kings RSC's strategic plan, the key objectives for economic development include:

- Create a local committee and engage it in the development of a regional labour force growth action plan.
- Actively promote the region's assets in labour attraction events.
- Identify priority sectors for development and create a development action plan with targets to attract development investments.
- Facilitate the development of high-value incremental business support services.

In addition to these overarching objectives, Kings RSC has been actively working to establish a framework for collaboration and support across departments and with external partners. By aligning its efforts with the strategic priorities of workforce development, sector-specific investments, and business services, the region is laying the foundation for sustainable economic growth.



## Key Projects

One of the most significant partnerships has been the strengthened collaboration with the Sussex & District Chamber of Commerce, which has led to several impactful initiatives. Kings RSC and the Chamber have worked together to deliver a wide variety of events aimed at workforce development and business networking. These events include job fairs, resume development workshops, and career expos that have provided local businesses with direct access to potential employees. Additional events like the Youth Vendor Market and Reality Check career event have introduced young people to career opportunities and entrepreneurial endeavors, creating pathways for future workforce participation.

The monthly lunch-and-learn sessions and coffee connection events have been designed to foster continuous dialogue between businesses and the RSC, helping to address any challenges while also offering valuable networking opportunities. Kings RSC has also helped communicate government resources to businesses through the Chamber's established communications network, ensuring that business owners have timely access to support services.

Additionally, collaboration with Community Development has enabled volunteer recruitment for economic development events, strengthening the cross-departmental cooperation within Kings RSC.

In 2023, Kings RSC began the development of the Workforce Development Strategy, which has now entered the final stages of preparation. This comprehensive plan is nearly ready for adoption and outlines key steps to address labour force challenges, attract talent, and ensure the region's workforce is prepared for the needs of a growing economy. The development of an implementation plan will begin soon, with some aspects requiring additional resources to ensure full execution.





## Plans for 2025

Looking ahead, Kings RSC is working on several exciting projects to further enhance its economic development initiatives.

### RSSF Projects:

- **Export Readiness Strategy:** Kings RSC has applied for RSSF funding to create an export readiness strategy, in partnership with CanExport and Opportunities New Brunswick (ONB). This strategy will identify opportunities to leverage the Kings region's strategic geographic location to attract export-ready businesses and support the export capacity of current businesses in the area.
- **Sustainable Energy Strategy:** An application has been submitted for RSSF funding to develop a Sustainable Energy Strategy in partnership with the Solid Waste Division. This project will focus on identifying opportunities for Kings RSC to lead or support the development of green energy projects, contributing to both economic growth and environmental sustainability.
- **Business Summit:** Kings RSC is considering the organization of a Business Summit to offer networking opportunities and learning sessions aimed at strengthening key sectors. This summit will be informed by the findings of the Workforce Development Strategy, ensuring that the event supports the identified needs of local businesses and the region's economic priorities.

Through these efforts, Kings RSC is committed to supporting the growth of the region's business community, enhancing workforce development, and ensuring the economic vitality of the Kings region for years to come.





# Regional Public Safety

## Service Mandate

The Public Safety Committee will facilitate the exchange of information and discussion around resource sharing and joint planning with respect to the services of policing, fire protection and emergency measures management with a primary focus on:

- **Policing** - Enhance communication and build relationships between communities, regions, and policing authorities, and help identify key issues and priorities regarding policing services in the region.
- **Fire Protection** - Exchange information on issues regarding fire prevention and suppression services and explore ways in which sustainability and effectiveness may be improved through enhanced cooperation, sharing of resources, and the strategic purchases of specialized equipment.
- **Emergency Measures Planning** - Exchange information, identify issues and consider potential actions with provincial officials relative to emergency measures planning.

The role of the Regional Public Safety Committee is to:

- Serve as a regional forum through which Police, Fire, Ambulance and receive feedback.
- Provide assessment of potential risks.
- Identify opportunities to strengthen public safety services.
- Provide recommendations for studies and reviews.
- Identify potential collaborative initiatives.
- Provide reports three (3) times a year on committee deliberations.
- Liaise with other KRSC Committees.





# Regional Sports, Recreational & Cultural Infrastructure

## Service Mandate

Infrastructure that provides opportunities for participation in sports, recreation, the artistic and cultural activities, is an essential dimension of building and sustaining vibrant communities and regions. The cost of building, operating and properly maintaining such infrastructure is substantial and is a continuing challenge for all local governments and rural districts.

The Regional Service Commission (RSCs), through the Regional Service Delivery Act and its accompanying regulations, are mandated to facilitate the development and adoption of cost-sharing agreements for key sport, recreational and cultural infrastructure that serves a region or sub-region.

The mandate of the Committee, as documented in the Terms of Reference, is to:

- Review planning documents for the region,
- Prepare lists of infrastructure for the attention of the Board,
- Determine the area served by the infrastructure in the region,
- Ensure the management of the apportionment agreements for regional infrastructure, and,
- Review at least every five years any cost apportionment agreement for regional infrastructure, considering any proposals for the expansion or renovation of the infrastructure, and to make recommendations to the Board with respect to the amendment or renewal of the agreements.

Kings Regional Service Commission has two designated rural facilities:

- Nutrien Civic Centre
- Sussex Regional Library

A photograph of two hikers jumping over a mountain ridge. The hiker in the foreground is wearing a yellow jacket and a backpack, with their arms raised in a celebratory gesture. The second hiker is slightly behind and to the right, also jumping. The background shows a clear blue sky with some clouds and a mountain range in the distance.

# Tourism Promotion

## Building on an Active and Growing Sector

Tourism continues to be a dynamic and evolving sector within the region, benefiting from an established foundation of work that is already in motion. Kings RSC remains committed to maintaining this momentum and expanding efforts to position the region as a premier destination.

### Strategic Objectives:

As outlined in Kings RSC's strategic plan, the key objectives for tourism promotion include:

- Sustaining progress on the Tourism Action Plan to ensure continued growth.
- Developing a fully regional tourism strategy that aligns with broader economic goals.
- Enhancing the region's social media presence to showcase tourism assets and attract visitors.
- Strengthening provincial tourism partnerships to leverage funding and expertise.
- Increasing the profile of tourism as a key pillar of economic development in the region.



## Key Projects

### Destination Brand Identity

A significant milestone was achieved in December with the approval of the Fundy Foothills destination brand identity by the Trustee. This decision followed extensive public consultation, as well as individual interviews with elected officials, industry stakeholders, and community champions.

Building on this foundation, work is now underway to develop the visual identity and marketing strategy, with a rollout planned for 2025. A key component of this plan includes establishing a strong social media presence to enhance regional visibility and engagement with potential visitors.

### Aligning Tourism and Economic Development

Recognizing tourism as a key driver of economic growth, Kings RSC has strategically aligned tourism promotion with its broader economic development activities. Having a single director overseeing both mandates ensures seamless coordination, allowing tourism initiatives to integrate with regional business development efforts.





## Plans for 2025

### RSSF-Funded Initiatives

To further support tourism sector growth, Kings RSC will leverage the Regional Services Support Fund (RSSF) to implement two major initiatives:

- Marketing Plan Rollout – A strategic roadmap to guide regional implementation of the Fundy Foothills brand, ensuring coordinated messaging and impactful promotion.
- Destination Development Strategy – A comprehensive study to identify key opportunities for Kings RSC to support industry growth, build capacity among existing operators, and explore future sector development opportunities.
- Exploring a Regional Marketing Levy

Kings RSC is exploring the feasibility of a regional marketing levy to establish sustainable funding for tourism marketing. This initiative began in 2023 but was stalled due to legislative gaps in taxation and levy authority for Rural Districts.

At the time, the Kings RDMO emphasized that any levy should follow an “all or none” approach, ensuring equitable implementation across the region. Moving forward, Kings RSC will assess the potential benefits of the levy and determine the next steps for implementation.



# Regional Transportation

The Kings region faces unique transportation challenges, with many residents relying on flexible, community-based solutions to meet their mobility needs. Efforts in regional transportation have focused on ensuring the long-term sustainability of existing services while expanding access to meet growing demand.

## Key Objectives from the Strategic Plan:

- Conduct a regional scan of available transportation services in the region.
- Identify opportunities to enhance efficiency and sustainability of transportation services.
- Provide information portal services to connect those in need with the services offered.
- Develop a regional transportation strategy aimed at increasing accessibility, affordability, and availability.

## Key Projects

### Strategic Partnership with Kings Regional Dial-a-Ride

Kings Regional Dial-a-Ride, formerly Sussex Dial-a-Ride, is a volunteer-based ride-share service that follows the provincial model for community transportation. This service provides essential transportation for residents who lack reliable access, particularly seniors, low-income individuals, and those with disabilities.

Kings RSC has taken a leadership role in securing flow-through funding from the Economic and Social Inclusion Corporation (ESIC) and offering administrative guidance to strengthen its operations. By building capacity for this service, the RSC is helping to ensure greater mobility, access to essential services, and independence for those in need.

## Plans for 2025

In 2025, Kings RSC will focus on strengthening regional transportation by addressing existing gaps and planning for long-term sustainability. Reliable transportation is essential for ensuring residents can access employment, healthcare, and community services. Building on current partnerships, the RSC will take a proactive approach to assess regional needs, optimize available resources, and develop strategic solutions to improve accessibility.

**Transportation Action Plan:** A comprehensive study to identify current transportation infrastructure, assess regional needs, and develop a strategy to better match available services to community demand.

**Sustainability and Expansion:** Ongoing efforts to build the long-term sustainability of Kings Regional Dial-a-Ride and explore opportunities to broaden transportation options across the region.





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# Financials



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# Financial Information

Under the Regional Service Commission, each community pays for the services they receive through one service provider rather than a range of providers.

Kings Regional Service Commission does not have the authority to tax service users. Stakeholders within our region are invoiced directly on a quarterly basis for the services they receive.

The province is also invoiced quarterly for the solid waste services provided to the former Local Service Districts which still remain under the current hauling contract.

## Annual Audit & Financial Statements

The annual audited financial statements for 2024 will be provided by Teed Saunders Doyle & Co.

Once approved by the Board (Trustee), a copy will be available at the office and on the website at:  
[www.kingsrsc.ca/corporate/reports&financials](http://www.kingsrsc.ca/corporate/reports&financials)

## Per Diems & Expenses Payout to Board Members

Board submitted and approved expenses

January 01, 2024, to December 31, 2024,  
equates to \$9,159.10

## Tipping Fees Received

In 2024 Kings RSC set the tipping fees for sorted Waste at \$127.62 per tonne and non-sorted waste at \$175.00 per tonne and received a total of 12,384.00 tonnes in residential, commercial, and institutional waste combined.



## Other Fees Received

Building permit and planning service fees are collected on behalf of the member Stakeholders within our region.

These fees are returned to the members on a quarterly basis.

The annual amounts returned for 2024 were:

	<b>Building Fees</b>	<b>Planning &amp; Development Fees</b>
· Butternut Valley	\$29,603	\$14,275
· Valley Waters	\$53,422	\$10,850
· Kings Rural District	\$51,603	\$8,275



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# Appendices



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# Appendix A



September 17, 2024

Gordon Kierstead

[gordon.kierstead@rdac-codr.ca](mailto:gordon.kierstead@rdac-codr.ca)

Gordon Kierstead:

As a follow-up to my communication of September 13, 2024, this letter serves to regrettfully inform you that my request to consider mediation did not get the support of the board of directors of the Kings Regional Service Commission (RSC).

As stated in my communication, the adoption of a budget is one of the fundamental duties entrusted to the board of directors of an RSC. With the board of directors defeating the motion to circulate the proposed Kings RSC budget to its members for review and by rejecting my offer for mediation, it has become clear to me that further action is required to resolve the current impasse.

I am hereby, informing you that effective immediately Mr. Chad Peters is appointed as Trustee under section 34(1) of the *Regional Service Delivery Act*. As a trustee appointed under this section, Mr. Peters will have all the responsibilities, duties, and powers of the Board. The costs incurred by this appointment will be paid by the Commission and will include remuneration and expenses.

The trustee will remain in place until such time as it is deemed no longer necessary.

Sincerely,

Glen Savoie  
Minister of Local Government

C. Randy McKnight  
Charity McDonald  
Vicky Gaunce  
Marc Thorne  
Peter Price  
Tim Wilson  
Al Brown  
Andrea Davis-Hourihan

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## APPENDIX B

### Board Members Attendances & Reimbursements

Board Members	Attendances	Total Reimbursements
Gordon Kierstead	5	\$ 1,759.98
Charity MacDonald	5	\$ 1,040.99
Al Brown	2	\$ 756.72
Vicky Gaunce	5	\$ 1,299.48
Randy McKnight	4	\$ 1,195.06
Peter Price	3	\$ -
Mark Thorne	4	\$ 2,085.00
Tim Wilson	4	\$ 980.00
David Titus	1	\$ -
Kevin Scott	2	\$ -
Paul McGuire	1	\$ 6.72
Carey Gillis	1	\$ 35.15

All Board Members, Alternates, and non-elected PRAC members receive remuneration for attendance at Board and committee meetings.

They are also reimbursed for out-of-pocket expenses incurred in respect to the performance of their duties.



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