

Annual Report

2025

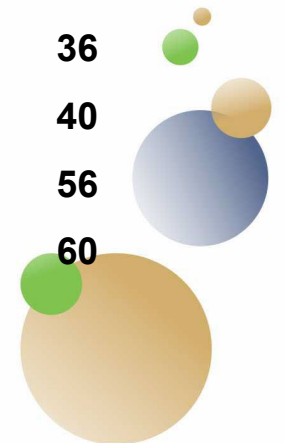


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Forward from our Trustee

As Trustee for the Kings Regional Service Commission, appointed by the Minister of Local Government to act in place of the Board of Directors, I am pleased to contribute to this Annual Report for 2025. This report reflects the Commission's continued commitment to delivering essential regional services and supporting the communities served with diligence, professionalism, and accountability.

The last year has not been the most productive for the Commission. Shortly after taking on the trustee responsibility, I accepted the resignation of Chief Executive Officer Andrea Hourihan Davis. Shortly after that Minister Kennedy announced a detailed study of the Commission citing challenges related to cost-sharing for regional infrastructure, governance inefficiencies, and limited collaboration. This work was to be completed by year end. It was appropriate to delay the hiring of a CEO until this study was completed.

Although without a full time CEO during that time, the Commission was fortunate to have an interim CEO on a part-time basis through the generosity of the Southwest Regional Service Commission. Mr. Hollis Bartlett, the CEO of the SWRSC has provided stability and lent his considerable experience to the operation of the Kings RSC since October. It is a credit to the full-time staff of the Commission that regular solid waste and planning services were maintained during this period and progress made on community development and tourism. Of note was the restoration of community transportation service by the launch of Urban/Rural Rides in November and timely support provided in response to a devastating fire in Norton at Christmas.

Despite some positives it must be said that the Members are not taking full advantage of the collaborative opportunities and financial leverage inherent in the regional service commission model. Considerable resources are being spent in challengingly legislated mandates, withholding or delaying funding and contesting historical agreements. This has resulted in a failure to maximize funding from the other orders of government, increased cost to their taxpayers and a lack of focus on the future of the Kings region.

The 2026 direction of the Commission will be to address issues on regional facilities and solid waste services. The goal is bringing Commission members to the table to resolve differences with a future-focused, collaborative vision. A new strategic plan will be undertaken once a new CEO is in place.

I trust that this Annual Report provides a clear overview of the Commission's work in 2025 and the efforts undertaken to support its mandates during this time.

John Jarvie, RPP, MCIP

Trustee, Kings Regional Service Commission



Forward from our CEO

Although it's been said in previous years, 2025 can truly be marked as the year that truly started transformational change at Kings RSC. As a result of some significant turnover in senior management, I was appointed as interim CEO starting in October with a mission to support the staff and maneuver the organization to a place that could enable success as we search for a new CEO. With a turnover in CEO, senior staff and trustee, we began to tackle the big questions.

Our partners at Environment and Local Government commissioned a study of Kings RSC to determine viability and seek alternatives and answers, the results of which would be published and made public in 2026.

The foundation for change was set in late 2025 to be able to move forward with anticipated renewed mandates that would be given to local governments from upcoming elections. The direction was clear; this was a building exercise.

I would like to acknowledge the financial inputs and efforts from various provincial government departments and crown corporations including Department of Environment and Local Government, Department of Social Development, Department of Justice and Public Safety, Regional Development Corporation, Economic and Social Inclusion Corporation, Department of Tourism, Heritage and Culture, Working NB, ACOA, our partnerships with Horizon Health and the Department of Health, and all our community partners and stakeholders. Without this support, it would be overwhelming for our local governments to deliver these services.

I would also give special thanks to the staff at Kings RSC for continuing to deliver excellence in service to the region, even throughout uncertainty and change, and for the Trustee for guiding the commission with honesty and integrity. We all, as a team remain committed to proving value and service to the Kings region and look forward to continued success in 2026.

Sincerely,

Hollis Bartlett, Interim 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**

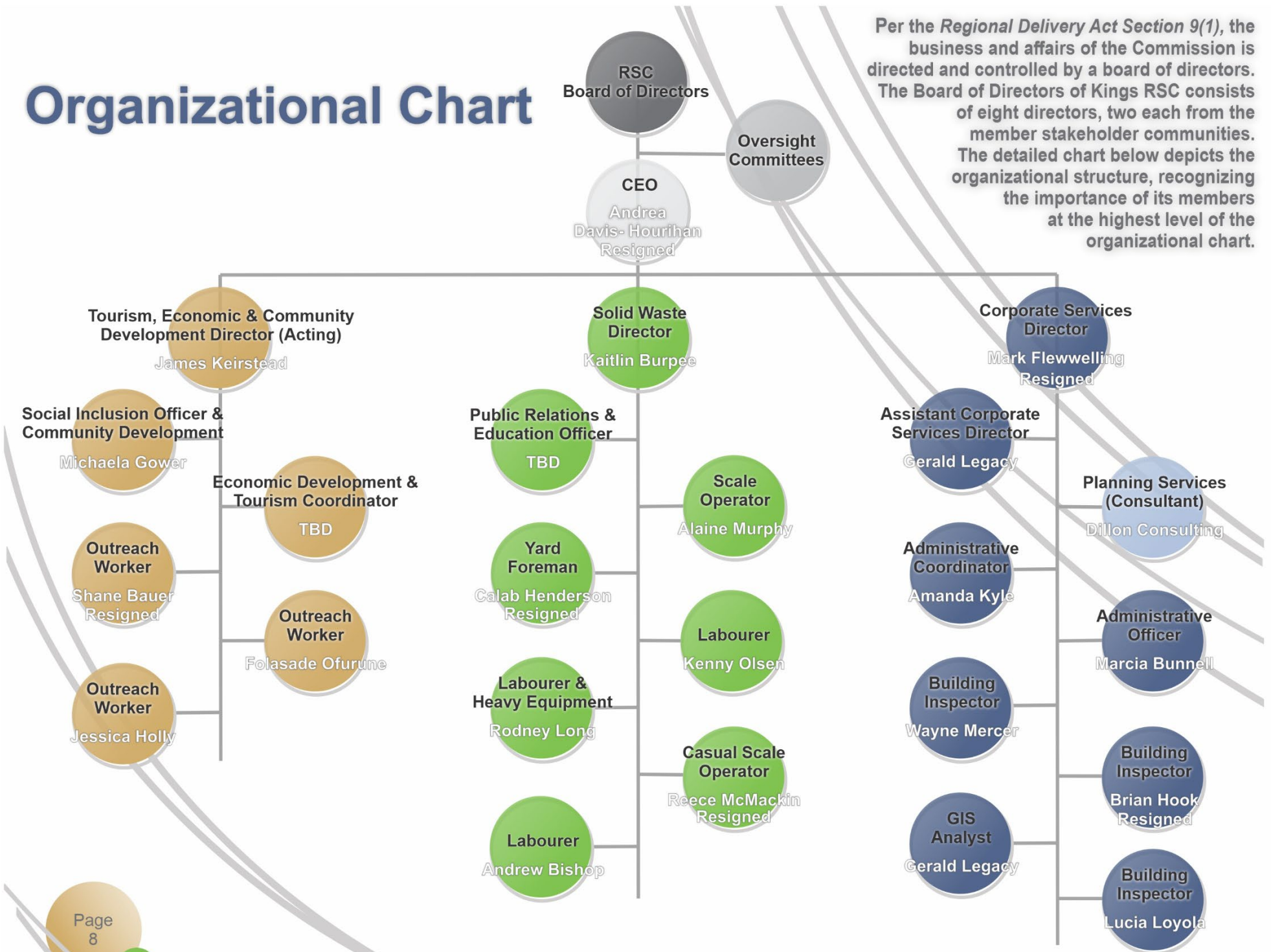
King's RSC Vision Statement

**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.



While 2025 saw the resignation of the CEO, Director of Corporate Services, and a Building Inspector, the organizational chart will be updated in 2026 as new team members join to fill these pivotal roles

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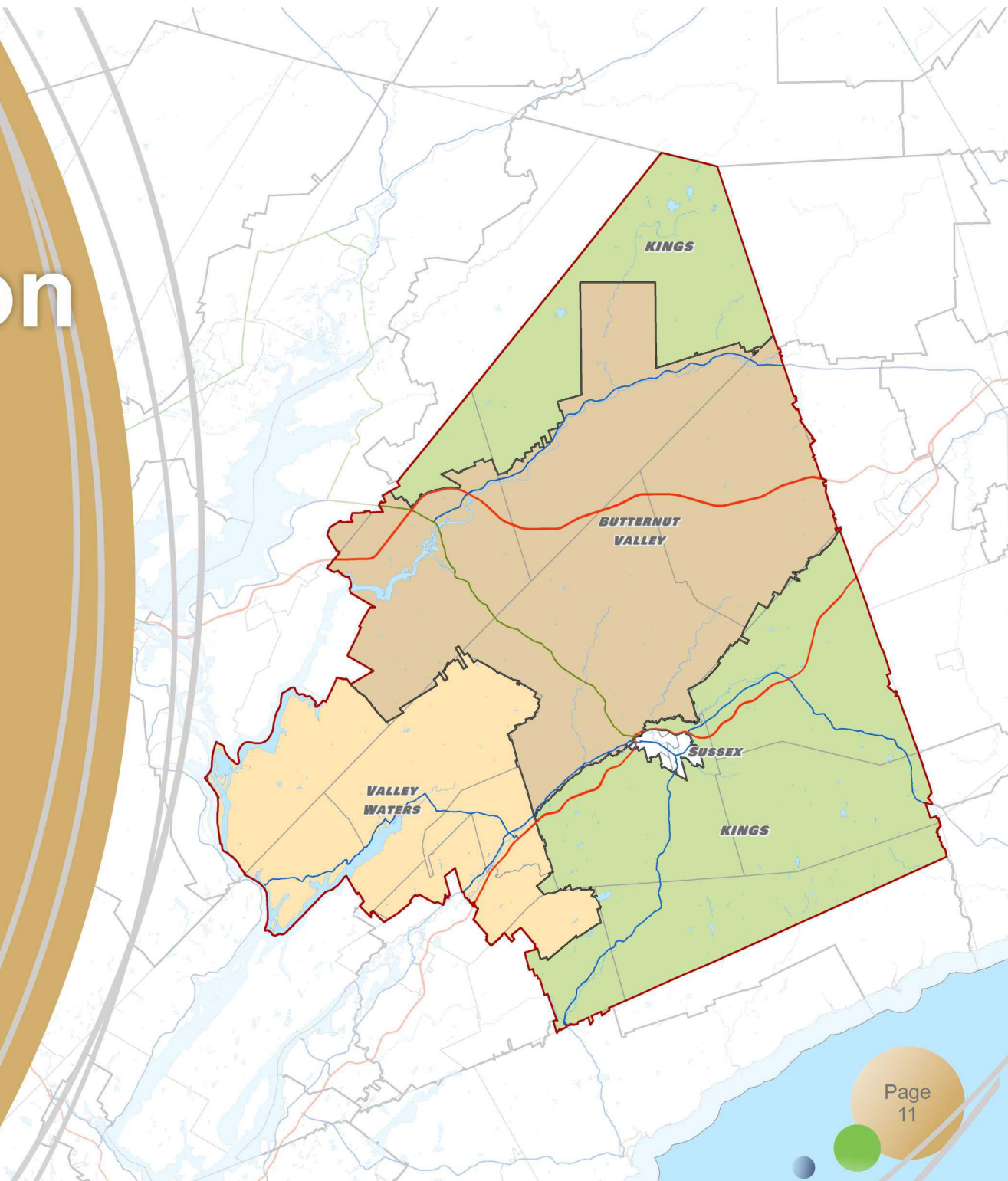
Regional Profile



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Profile of the Region

Located in the south-central region of New Brunswick. It encompasses a diverse range of municipalities, and rural communities, making it a unique and vibrant region within the province.



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%).

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.

Trusteeship

Effective July 1, 2025, Mr. John Jarvie 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. Jarvie 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:

Gordon Kierstead
(Chair)

Charity McDonald
(Vice-Chair)

Tim Wilson

Alan Brown

David Titus
(Alternate)

Vicky Gaunce

Marc Thorne

Cary Gillis
(Alternate)

Kevin Scott
(Alternate)

Paul Maguire
(Alternate)

Peter Price

Randy McKnight

For Board Member
Attendances and Expenses
Please see Appendix C

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.



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.



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.



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.



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



**Community
Development**



**Budget &
Finance**



**Economic
Development**

Standing Committees

Standing Committees of the Board
are as follows:



Tourism



**Public
Safety**



**Solid
Waste**



**Regional
Sports,
Recreational
& Cultural
Infrastructure**

Effective Sept 17, 2024
Trusteeship
Please see Appendix A & B

Planning & Building



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Land Planning Inspection Services



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:





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 2025 activity.)



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 2025 activity.)

Building Activities & Subdivisions Approvals



In 2025, Kings RSC approved a total of 93 subdivisions, involving the creation of 160 lots. This is a significant increase compared to 2024, when 81 subdivisions and 138 lots were approved.

Butternut Valley

Valley Waters

Kings Rural District

32 Number of Subdivisions
49 Number of Lots

25 Number of Subdivisions
43 Number of Lots

36 Number of Subdivisions
68 Number of Lots

Subdivisions (%)

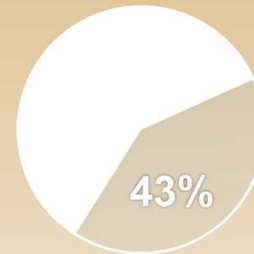
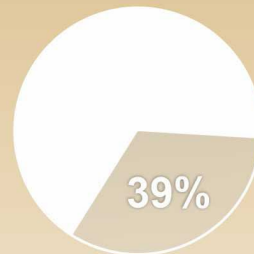
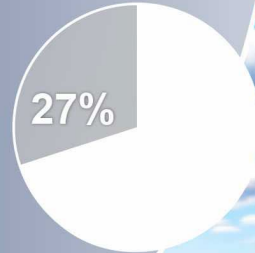
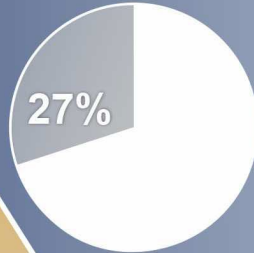
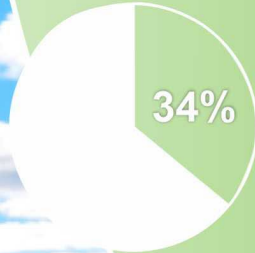
Lots (%)

Subdivisions (%)

Lots (%)

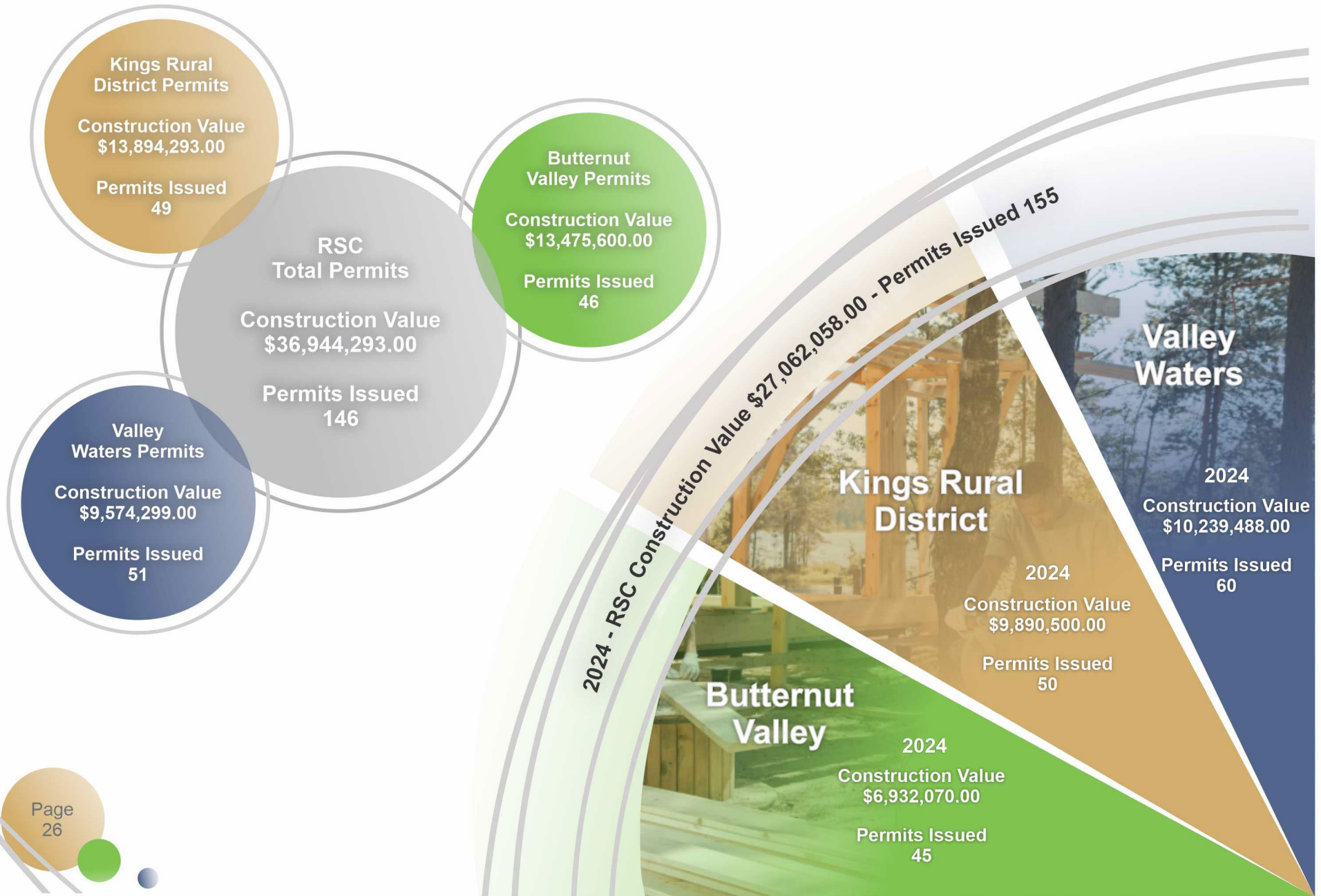
Subdivisions (%)

Lots (%)

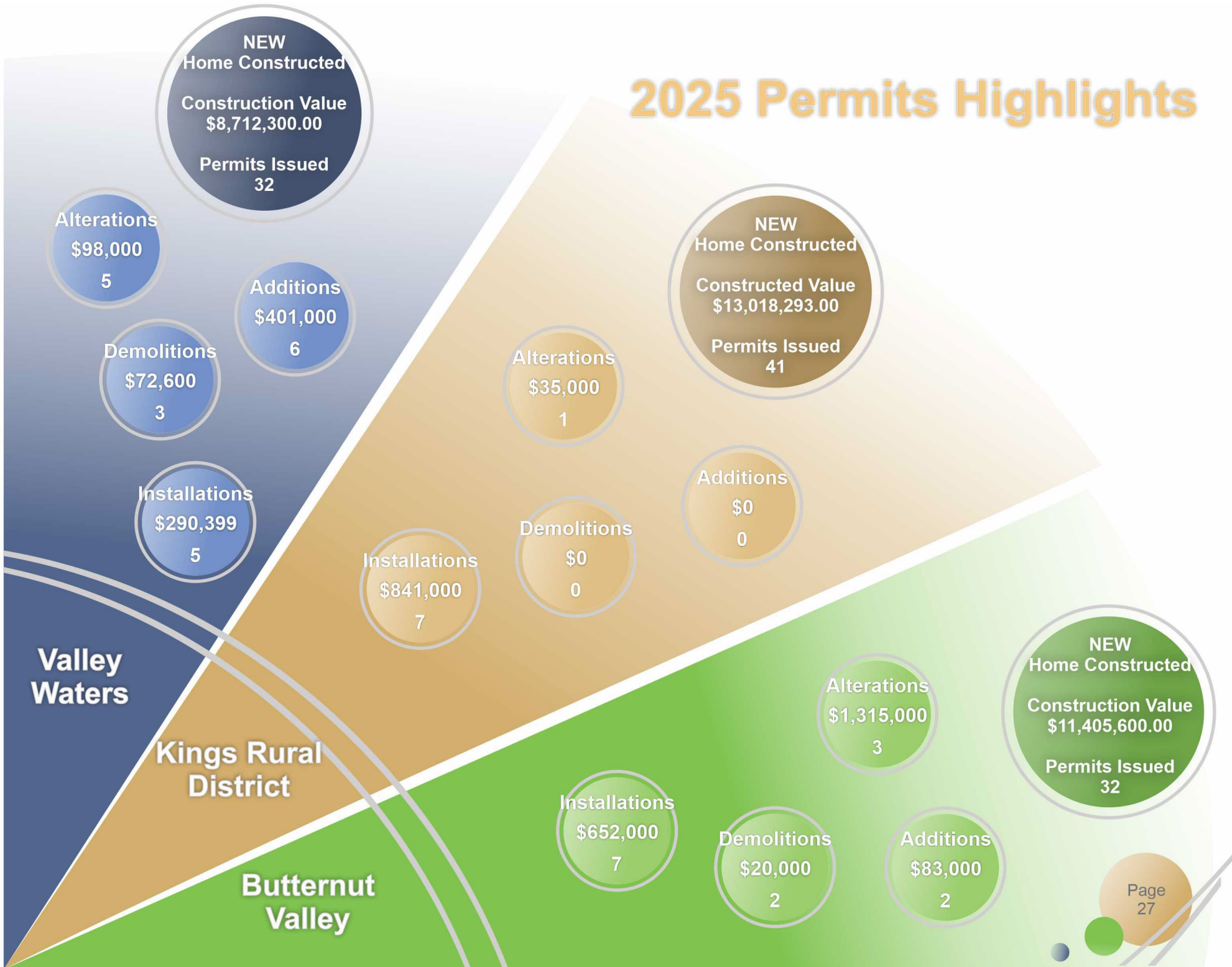


Subdivision Approvals

2025 Highlights



2025 Permits Highlights



Solid Waste



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Solid Waste

Operating from the Regional Waste Management Facility at 54 McLeod Drive, Sussex, Kings RSC Solid Waste in accordance with the Regional Service Delivery Act, provides solid waste disposal service to all its member communities of Butternut Valley, Kings Rural District, Sussex, and Valley Waters.



Waste Collection Sorted vs. Unsorted

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

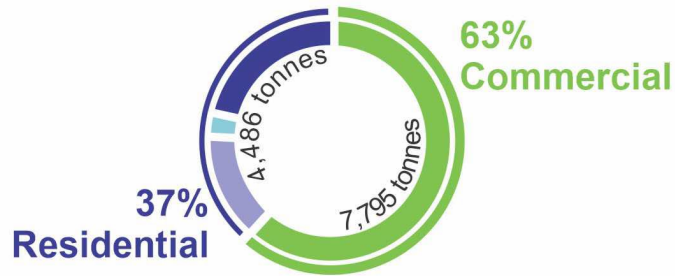
Tipping fees for both sorted and unsorted waste have increased to reflect the rising costs associated with landfill operations. To help our Industrial, Commercial, and Institutional (ICI) customers mitigate these costs and minimize their environmental impact, we encourage them to sort their waste whenever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

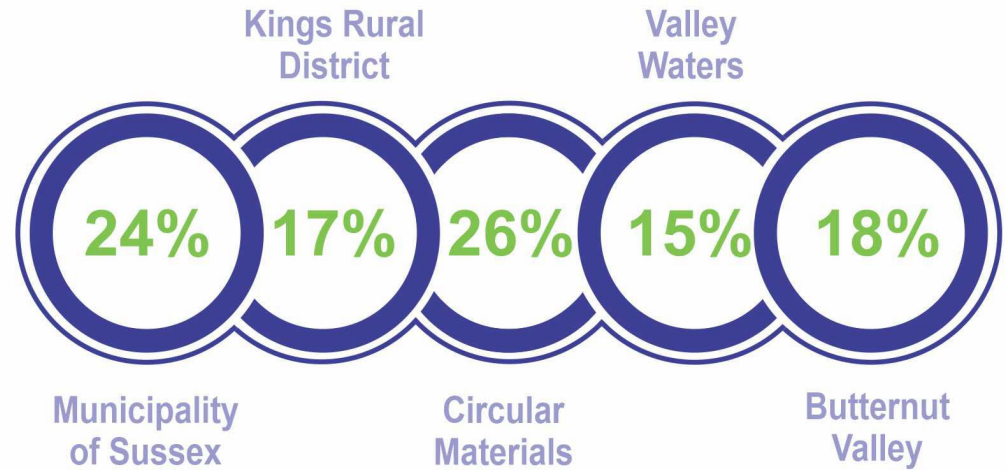
Tipping Fees by year



Tonnage Received



Residential Waste



Annual throughput for the Regional Waste Management Facility totaled 12,281 tonnes for the 2025 calendar year. Commercial waste accounted for the majority of the volume at 7,795 tonnes, while residential collections contributed 4,486 tonnes. Notably, the residential sector was driven by Circular Materials (26%) and the Municipality of Sussex (24%). The service areas of Butternut Valley, Kings Rural District, and Valley Waters accounted for the remaining 50% of residential waste, distributed at 18%, 17%, and 15%, respectively.



Waste Collection Tonnage

Recycling & Waste Diversion



Batteries

CFLs & LED

Electronics

Metal

RPM Program

3.25
tonnes

29.7
tonnes

260
Bulbs

1302
tonnes

8.84
tonnes

0.55
tonnes

145
tonnes

0.42
tonnes

2.29
tonnes

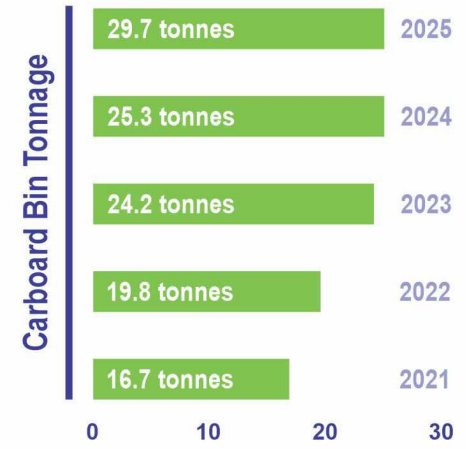
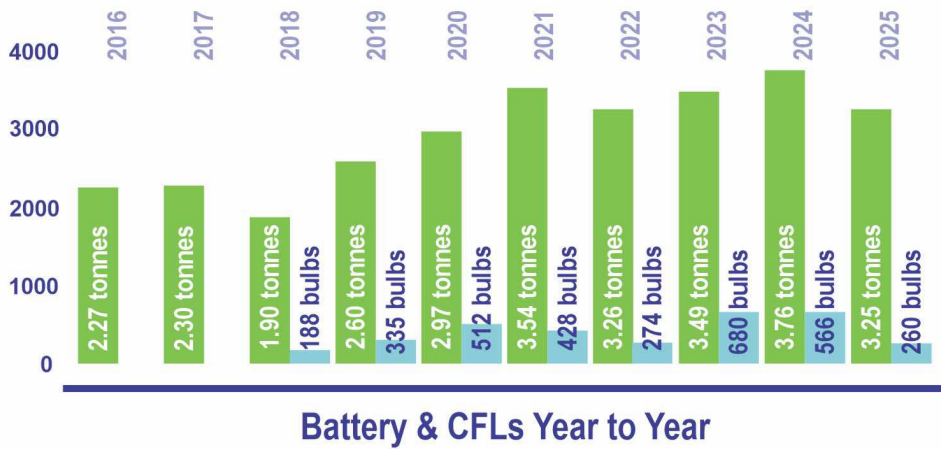
Cardboard

Construction & Demolition

Glass

Paper

Batteries/CFLs & Cardboard



Environmental Trust Funds

In 2025, the Commission was awarded \$22,000 through the Environmental Trust Fund for the 2025-2026 season. This funding supported our initiative, **'Mobile Eco Depots: A Greener Solution,'** which successfully delivered four specialized collection events.

Facilitated by the ECO360 team, these sessions provided residents with a convenient, cost-free way to safely dispose of household hazardous waste and bulky items, directly diverting harmful materials from our local environment.

The four Eco Depot events held for 2025 included:

- February 26 & 27 – Youngs Cove
- July 30 & 31 – Norton
- October 18 – Sussex
- December 10 & 11 – Sussex

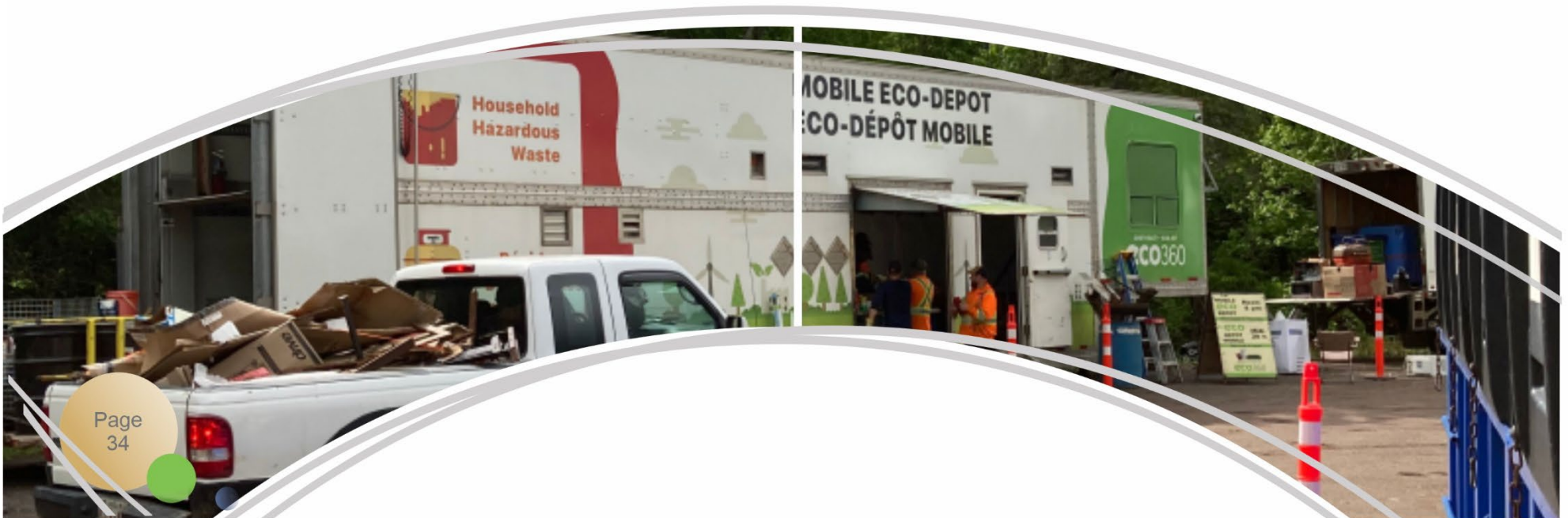
Eco Depot Stats

The 2025 program year concluded with significant success, processing 757 vehicles and diverting a total of 82.35 tonnes of material.

This volume includes 16.56 tonnes of Household Hazardous Waste (HHW) and 37.82 tonnes of bulky waste. Now in its fifth year, the Mobile Eco Depot program continues to demonstrate its value as a vital resource for Kings RSC residents seeking responsible disposal options.

Since the program's inception in 2021, a total of 3,695 residents have participated, resulting in the safe and proper disposal of 315 tonnes of combined bulky and hazardous waste.

Tire recycling remains a high-volume priority for the region; in 2025 alone, 8.54 tonnes of tires were collected for recycling, bringing the program's cumulative total to over 27 tonnes to date.



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Geomatics



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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).

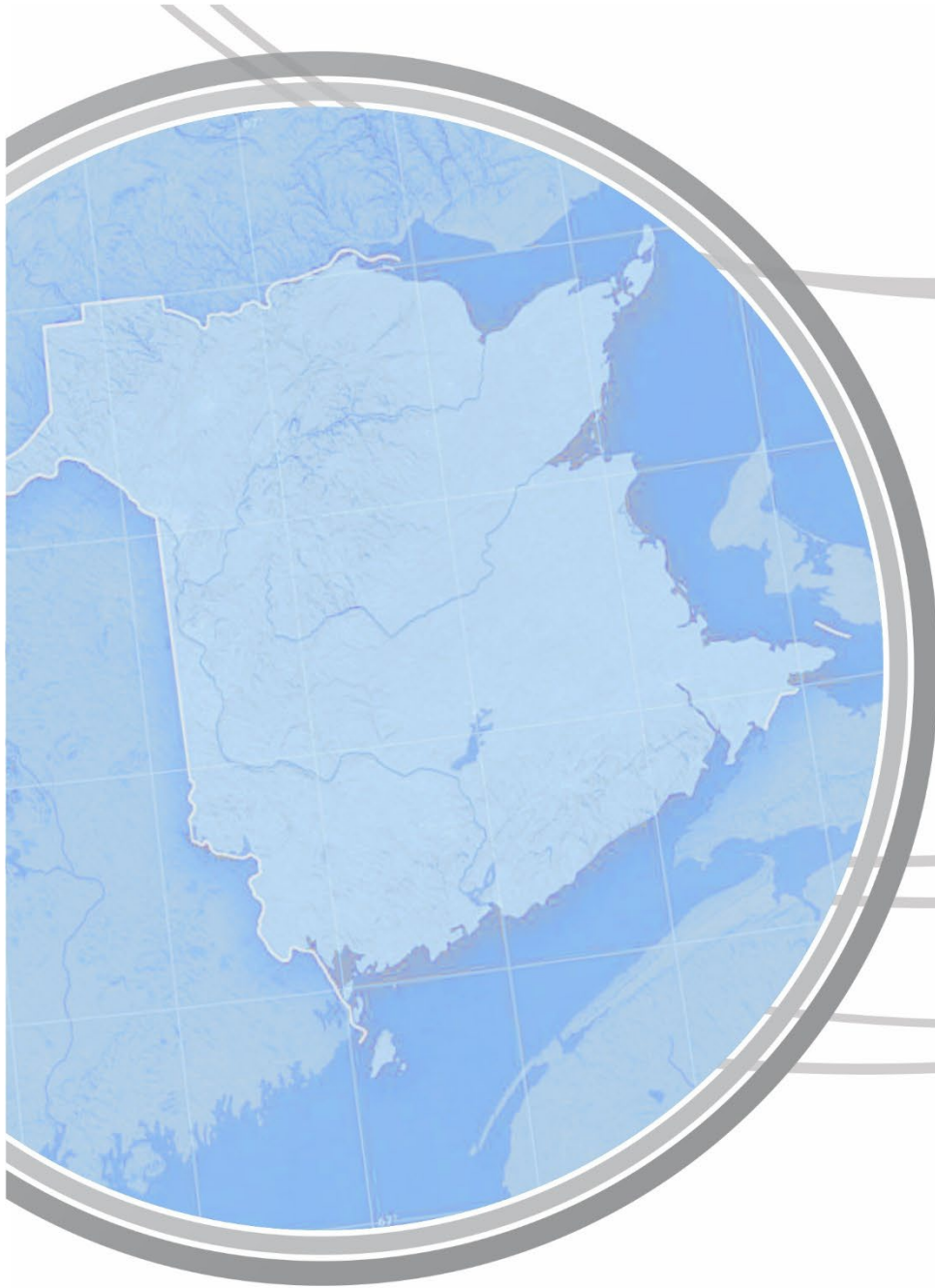
Each year, the GIS Division works to keep the Kings Regional Service Commission area spatial data and GIS Software up to date. This is an important task as available technology consistently advances.

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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Community Development

Strengthening regional connections through coordinated leadership.

Community engagement throughout 2025 confirmed that effective service delivery relies on clear communication among non-profits, residents, and government partners. Kings RSC has assumed a lead role in facilitating this regional collaboration. By identifying service gaps and aligning partner efforts, the commission ensures that resources are maximized for residents in Sussex, Valley Waters, Butternut Valley, and the Kings Rural District.

Key Objectives:

- Refine the regional community asset map to identify and address critical service delivery gaps.
- Establish long-term priorities for food security, housing stability, and social inclusion through the Community Round Table framework.
- Align service planning across regional agencies to eliminate duplication and streamline support for residents. Over the past year, staff focused on building trust based relationships within the service sector to support a more resilient regional framework. These efforts included the successful implementation of the homelessness outreach initiative and the launch of the regional transportation study. Looking forward to 2026, the commission will continue to transition from foundational planning to sustainable service delivery, ensuring that rural support remains a cornerstone of regional health and prosperity.

Key Regional Initiatives

CDAP Pillar: Strengthening People-Focused Service Delivery

Staff transitioned the homelessness outreach initiative from a pilot phase to a core component of regional support. Beyond providing dignified solutions for individuals experiencing precarious housing, the program served as a vital data collection tool. The insights gathered throughout 2025 identified systemic barriers unique to the rural housing market, allowing the commission to advocate for evidence-based provincial support. By connecting residents with healthcare, identification, and stable housing, the outreach team has reinforced the commission's commitment to community safety and individual stability.

CDAP Pillar: Community Connections and Collaboration

The formalization of the Community Development Action Plan (CDAP) marked a shift from foundational research to active execution. This strategic framework now guides regional work plans, ensuring that initiatives are aligned with the identified needs of residents. Central to this approach is the connector model, which emphasizes regional diplomacy over isolated tasks. By leading the Community Round Table, staff have built trust and reduced duplication among dozens of non-profit partners, creating a more efficient ecosystem for service delivery across the municipalities.

CDAP Pillar: Food Security and Healthy Communities

Regional efforts also addressed the immediate social determinants of health through targeted partnerships. The commission supported the expansion of food literacy programs, such as A Soup a Day, which empowers residents to prepare nutritious, low-cost meals using local food bank staples. Furthermore, staff maintained a strategic partnership with the Sussex Primary Care Recruitment Committee. By coordinating flow-through funding and administrative support, the commission helps medical professionals focus on the critical task of attracting and retaining healthcare providers. Looking ahead to 2026, the team will continue to leverage these partnerships to ensure that rural access to essential services remains a regional priority.





Strategic Outlook for 2026

CDAP Pillar: Sustainable Housing and Regional Infrastructure

As the commission moves into 2026, the focus shifts from foundational data collection to the active implementation of the Regional Housing Strategy. Having identified specific barriers to affordable housing in rural areas, staff will now assist municipalities in Sussex, Butternut Valley, and the Kings Rural District with aligning local policies to attract new residential investment. This work includes advocating for supportive housing models that bridge the gap between temporary outreach and long term stability. The goal is to ensure that regional development is supported by infrastructure that meets the needs of all residents.

CDAP Pillar: Community Capacity and Volunteerism

The Community Round Table framework has matured into a reliable forum for regional diplomacy. In 2026, staff will focus on strengthening the conditions for transparent information exchange between service providers. By facilitating these regular conversations, the commission helps partners identify and reduce service duplication across the municipalities. This collaborative model provides a clear line of sight into regional resources, ensuring that efforts in Sussex, Butternut Valley, Valley Waters, and the Kings Rural District are complementary rather than overlapping. Leadership will also prioritize the development of sustainable volunteer pathways. These initiatives are designed to recognize the human capital that sustains the region while building a more resilient volunteer base for the non-profit sector. By acting as a connector, the RSC helps community agencies navigate shared challenges, ensuring that local supports remain grounded in trust, visibility, and mutual accountability.

CDAP Pillar: Equitable Access to Food and Social Supports

Food security remains a primary focus through the expansion of the A Soup a Day initiative and school garden partnerships. By integrating these programs with existing community health networks, the commission ensures that nutrition education reaches the most vulnerable households. Furthermore, the 2026 work plan includes the implementation of the Regional Transportation Action Plan. This initiative will focus on removing mobility barriers for equity deserving populations, ensuring that every resident can access healthcare and employment regardless of their location. Through these coordinated efforts, Kings RSC continues to demonstrate that rural support is the foundation of regional success.



Economic Development

Building regional prosperity through strategic partnerships.

Throughout 2025, economic development efforts focused on transitioning the regional Workforce Development Strategy into actionable programming. Staff have prioritized the creation of a competitive business environment by aligning local opportunities with provincial resources. By serving as a regional convener, the commission ensures that the economic interests of Sussex, Valley Waters, Butternut Valley, and the Kings Rural District are integrated into a single, cohesive narrative for investment.

Strategic Priorities:

- **Strengthening Regional Workforce Capacity:** Establish sector-specific working groups to identify labour gaps and align training with employer needs.
- **Positioning the Region for Talent Attraction:** Coordinate regional participation in labour attraction events to promote local quality of life and career opportunities.
- **Developing Investment Readiness:** Identify priority sectors for development and refine the regional value proposition to attract private and public capital.
- **Facilitating High-Value Business Supports:** Enhance incremental support services through a collaborative partnership with the Sussex & District Chamber of Commerce. Over the past year, the partnership with the Chamber and WorkingNB has matured, moving beyond individual projects toward a systemic approach to regional growth. This work has included high-impact initiatives such as the Youth Entrepreneurship program and the integration of newcomer employment readiness.

Looking toward 2026, the commission will prioritize the activation of the regional investor prospectus and the implementation of workforce readiness frameworks. These strategic efforts will ensure the region remains a destination of choice for both business and talent, grounded in the values of trust and cooperation.

Key Regional Initiatives

Workforce Strategy Pillar: Strengthening Regional Workforce Capacity

Staff prioritized the strategic partnership with the Sussex & District Chamber of Commerce to deliver a cohesive regional approach to labour market challenges. By pooling resources, the commission and the Chamber provided businesses in Sussex, Valley Waters, and Butternut Valley with direct access to talent through regional job fairs and career expos. These initiatives were integrated with pre-employment workshops to ensure job seekers were equipped with the necessary tools for successful workforce attachment. This collaborative model demonstrates the commission's role as a regional connector, moving away from isolated tasks toward a shared ecosystem of business support.

Workforce Strategy Pillar: Cultivating Youth and Entrepreneurial Pathways

High impact initiatives such as the Youth Vendor Market and the Reality Check career event were instrumental in introducing young residents to local economic opportunities. These programs create dignified entry points for the next generation of the regional workforce, fostering an early sense of belonging and career potential within the Kings Rural District. Furthermore, cross mandate collaboration with Community Development enabled the recruitment of volunteers for economic development events. This internal alignment reinforces the commission's commitment to regional integration and ensures that limited resources are maximized across all municipalities.

Workforce Strategy Pillar: Sector Engagement and Strategic Alignment

The commission maintained a steady pulse on business needs through monthly engagement sessions and sector specific round tables. These forums allowed for the transparent exchange of information, ensuring that provincial resources and supports were communicated effectively to local operators. A primary milestone for 2025 was the formalization of the regional Workforce Development Strategy. This comprehensive framework now guides regional efforts to address labour shortages and talent retention. While the transition to full implementation requires intentional capacity management, the strategy provides a defensible roadmap for regional prosperity as the commission looks toward 2026.





Strategic Outlook for 2026

Pillar: Positioning the Region for Strategic Investment

In 2026, the commission will activate the Regional Investor Prospectus. This strategic tool is designed to provide clear, investment-grade information regarding shovel-ready opportunities and infrastructure needs across Sussex, Valley Waters, Butternut Valley, and the Kings Rural District. By articulating a professional business case for the region, staff will shift the focus from grant-dependent projects toward attracting sustainable private capital. This work ensures that regional growth is supported by a shared economic narrative that protects the unique character of our rural communities while encouraging responsible development.

Pillar: Building a Resilient and Inclusive Workforce

The implementation of the Workforce Development Strategy remains a priority. In Spring 2026, Kings RSC will host a Place-Based Economy Summit. This event will serve as a catalyst for deeper collaboration between regional employers, training providers, and municipal leadership. The summit will move beyond traditional networking to address the specific labour market pressures identified throughout 2025, including talent retention and the integration of newcomer employment readiness. This collaborative forum is essential for ensuring that the regional workforce has the capacity to support both traditional trades and emerging sectors.

Pillar: Supporting a Sustainable and Innovative Business Community

Following a period of intentional capacity management, the commission will restore dedicated staffing to the economic development file in 2026. This stability will allow for the resumption of deferred strategic projects, including the Regional Export Readiness Strategy and the Sustainable Energy Strategy. In partnership with the Solid Waste division, staff will explore green energy initiatives that support both environmental stewardship and regional economic vitality.



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



Tourism Promotion

Elevating regional identity through the Fundy Foothills brand.

Tourism promotion work in 2025 centered on the transition from brand discovery to active market presence. The commission secured formal recognition as a Regional Destination Marketing Organization, ensuring that the local tourism sector is fully integrated into provincial growth frameworks. Data from the Canadian Tourism Data Collective identified the Kings region as the fastest growing area in the province by visitor spend, recording a 56 per cent increase. This momentum confirms that a coordinated regional identity provides a clear competitive advantage for operators in Sussex, Valley Waters, Butternut Valley, and the Kings Rural District.

Key Objectives:

- Operationalize the Fundy Foothills brand to create a unified destination identity that protects and projects the regional value proposition.
- Align regional marketing strategies with the provincial “Invitation” framework to maximize funding and expertise for local operators.
- Leverage digital storytelling to showcase rural assets, from trail networks to agricultural experiences, attracting incremental visitation.
- Strengthen tourism as a primary economic pillar by fostering collaboration between municipal leadership and the private sector. Over the past year, staff worked to build regional ownership of the new brand through grassroots engagement and high profile launches at events like the Atlantic Balloon Fiesta. These efforts have moved tourism from a series of isolated local projects toward a sustainable regional system. As the commission looks toward 2026, the focus will shift to stabilizing these marketing efforts and filling critical staff vacancies to ensure that destination development remains a driver of regional prosperity.

Key Regional Initiatives

Strategic Pillar: Regional Destination Identity and Brand Activation

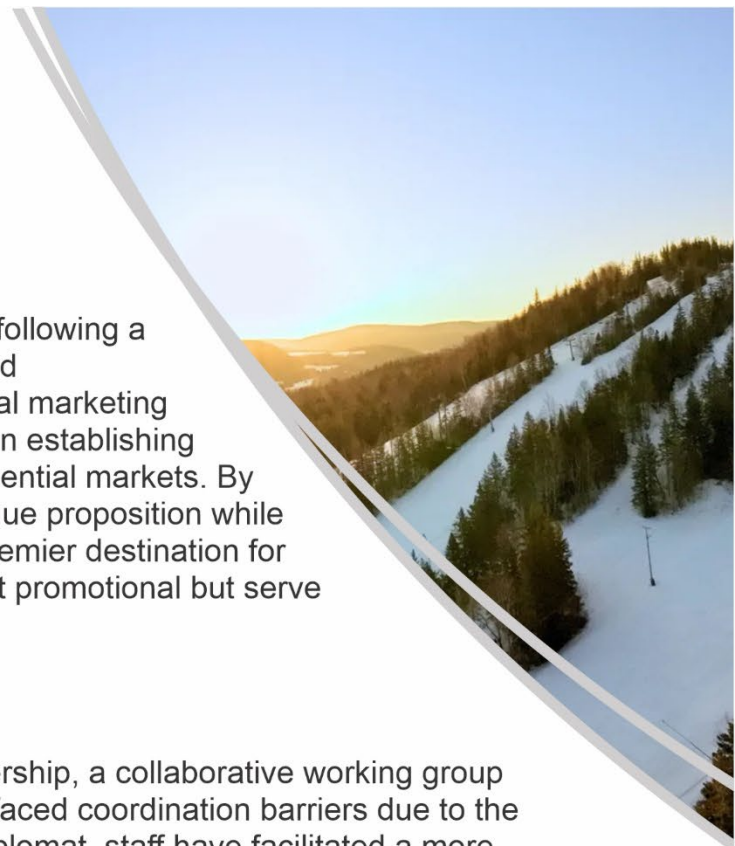
Leadership secured formal approval for the Fundy Foothills destination identity following a robust consultation process involving elected officials, industry stakeholders, and community champions. This brand moves the region away from fragmented local marketing toward a professional, unified presence. Throughout 2025, the rollout focused on establishing the digital infrastructure and social media presence required to engage high-potential markets. By leveraging data-driven storytelling, the commission is protecting the regional value proposition while ensuring that Sussex and the surrounding municipalities are recognized as a premier destination for cultivated refreshment. This transition ensures that marketing efforts are not just promotional but serve as a tool for long-term regional stability.

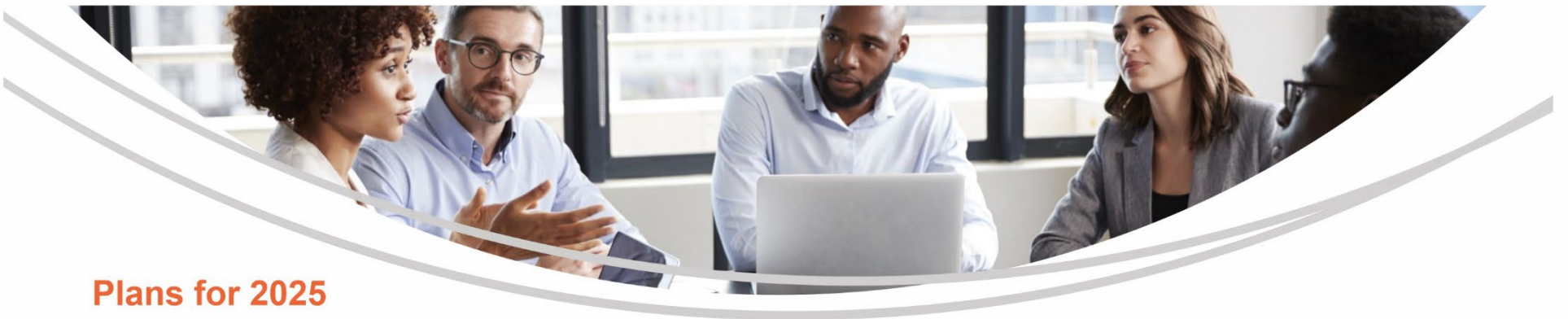
Strategic Pillar: Inter-Regional Diplomacy and Coastal Stewardship

Kings RSC has assumed a lead role as the primary liaison for the Fundy Partnership, a collaborative working group representing multiple jurisdictions along the coast. Historically, this partnership faced coordination barriers due to the overlapping interests of three separate commissions. By acting as a regional diplomat, staff have facilitated a more unified approach to leveraging the Bay of Fundy, which remains the most significant tourism asset in Atlantic Canada. This collaborative model ensures that tourism growth is balanced with environmental stewardship, protecting the natural assets of Valley Waters and the Kings Rural District. This work reinforces the connector model by aligning regional operators with provincial sustainability frameworks.

Strategic Pillar: Integrated Economic Growth and Mandate Alignment

The commission has intentionally aligned tourism promotion with regional economic development through a single leadership structure. This model ensures that destination marketing is treated as a core economic driver rather than a secondary service. Having one director oversee both mandates allows for seamless coordination between business support services and tourism initiatives. For example, large-scale events like the Atlantic Balloon Fiesta are now leveraged to support local business retention and regional investment readiness. This integrated approach reduces administrative duplication and ensures that every tourism dollar spent contributes to the broader economic health of Sussex, Butternut Valley, and the entire region.





Plans for 2025

Pillar: Sustainable Marketing and Digital Integration

Leadership will oversee the implementation of the regional marketing plan throughout 2026, prioritizing digital tools to reduce print reliance and improve year-round accessibility. A data-driven approach ensures the Fundy Foothills brand remains visible in high-potential markets while providing regional operators with a professional promotional platform. This shift allows the Commission to adapt messaging in real time to reflect visitor trends and seasonal capacity.

Pillar: Destination Development and System Readiness

Following the deferral of the Destination Development Strategy to manage capacity, this work returns as a priority for 2026. Restored internal capacity will enable a comprehensive study of regional assets to identify long-term growth opportunities. This initiative moves the tourism sector toward a sustainable regional system, providing operators with the technical support and alignment needed to meet increasing visitor demand.

Pillar: Policy Alignment and Regional Equity

The exploration of a regional marketing levy is currently on hold as staff monitor provincial policy and taxation authority within Rural Districts. The Commission remains committed to an equitable funding model that spans the entire region to avoid competitive imbalances. By addressing these legislative friction points plainly, we ensure regional interests are protected as sustainable funding models are explored.

Pillar: Multi-Regional Partnerships and the Connector Model

In 2026, staff will begin discussions regarding a unified destination experience platform in collaboration with the Southeast and Fundy regions. By acting as a regional connector, Kings RSC can bundle demand and position the Fundy Foothills within a world-class tourism corridor. This model supports rural operators through shared itineraries and thematic trails, reinforcing that regional cooperation is the most effective driver of local prosperity.

Regional Transportation

Ensuring sustainable mobility through strategic coordination.

The Kings region presents distinct geographical challenges that require flexible, community-driven transit solutions. In 2025, regional transportation efforts shifted from managing fragmented local services toward a unified strategic framework. Leadership recognizes that equitable mobility is a prerequisite for workforce participation, healthcare access, and social inclusion in Sussex, Valley Waters, Butternut Valley, and the Kings Rural District.

Key Objectives:

- Finalize a comprehensive regional scan and infrastructure assessment to guide future capital and operational investments.
- Develop a Regional Transportation Strategy centred on accessibility, affordability, and availability for all residents.
- Facilitate the transition to sustainable delivery models that eliminate service gaps for vulnerable and equity deserving populations.
- Identify opportunities for a coordinated information gateway to streamline how residents navigate available regional transit options. Over the past year, staff focused on maintaining service continuity during the transition of local providers while launching a deep-dive regional transportation study. These efforts were supported by an emphasis on regional diplomacy, ensuring that the unique needs of rural residents are reflected in provincial transit planning. Looking toward 2026, the commission will move into the implementation phase of the Transportation Action Plan, ensuring that reliable mobility remains a cornerstone of regional health and economic stability.





Key Regional Initiatives

CDAP Pillar: Sustainable Mobility and Regional Connectivity

Staff prioritized regional transportation stabilization through a strategic partnership with Kings Regional Dial-a-Ride. In 2025, the commission served as a regional integrator by securing flow-through funding and providing administrative guidance to maintain essential services for seniors and residents with limited income. This collaboration ensured consistent mobility for vulnerable populations across Sussex, Butternut Valley, Valley Waters, and the Kings Rural District.

When Dial-a-Ride concluded operations in late 2025, the team coordinated a transition to the Urban Rural Rides framework to protect service continuity. This shift reflects the commission's connector model, moving from managing a single provider toward establishing a sustainable regional system. By facilitating the exchange of information and aligning provincial resources, the RSC ensured that rural residents maintained reliable access to healthcare.

Looking toward 2026, leadership will focus on expanding this regional network to remove systemic barriers and strengthen connectivity between rural and urban neighbourhoods.



Strategic Outlook for 2026

CDAP Pillar: Evidence-Based Mobility Planning

In 2026, staff will oversee the transition from the Regional Transportation Study to the active implementation of the Transportation Action Plan. This strategy moves beyond a simple assessment of assets to provide a defensible roadmap for regional transit investment. Leadership will prioritize addressing the service gaps identified in the 2025 scan, with a specific focus on connecting residents in more isolated areas with the central service hub of Sussex. By using regional data to drive decision making, the commission ensures that transportation resources are allocated where they can have the most significant impact on social inclusion and labour force participation.

CDAP Pillar: Sustainable Systems and Service Integration

The stabilization of the regional rideshare framework in partnership with Urban Rural Rides remains a priority for the coming year. Staff will focus on building long-term operational sustainability by exploring diverse funding models and aligning regional transit with the provincial health and social inclusion frameworks. This work includes evaluating the feasibility of a coordinated regional information gateway to improve how residents in surrounding neighbourhoods navigate available transit options. By acting as a regional connector, Kings RSC is moving away from the management of individual pilots toward a cohesive transit system that recognizes reliable mobility as a prerequisite for regional health and prosperity.

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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 2025 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

Per Diems & Expenses Payout to Board and Committee Members

All meetings expenses submitted and approved are as follows for January 01, 2025 to December 31:

Board Meetings -	\$245.00
PRAC -	\$4777.50
Regional Infrastructure -	\$60.00

Total \$5082.50

All details included in Appendix C & D

Trusteeship Expenses

All Trustee(s) expenses for meetings and performance of their duties are submitted and approved are as follows for January 01, 2025 to December 31:

Total \$122,598.38

All details included in Appendix E

Tipping Fees Received

In 2025 Kings RSC set the tipping fees for sorted Waste at \$157.00 per tonne and non-sorted waste at \$175.00 per tonne and received a total of 12,281.00 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:

	Building Fees	Planning & Development Fees
· Butternut Valley	\$70,978.00	\$11,675.00
· Valley Waters	\$48,121.50	\$10,000.00
· Kings Rural District	\$67,676.47	\$11,700.00

RSSF Funding Received

Regional Service Support Funding are fund to help regional service commissions implement their regional strategies. It can be used to supplement up to 50 per cent of the total funding for eligible initiatives.

These funds are received on a quarterly basis.

Please refer to **Appendix F** and **Appendix G** for full details on funding



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Appendices



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Appendix A



September 17, 2024

Gordon Kierstead

gordon.kierstead@rdac-codr.ca

Gordon Kierstead:

As a follow-up to my communication of September 13, 2024, this letter serves to regretfully 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

Appendix B

Message for Kings RSC website

Effective Tuesday, July 1, 2025, and until further notice, Mr. John Jarvie has been appointed as Trustee to act in place of the Kings Regional Service Commission (RSC) Board.

As outlined in subsection 34(1) of the *Regional Service Delivery Act*, the Minister may, appoint a Trustee to act in place of the voting members of a Board if, in the Minister's opinion:

- (a) the Board is not functioning effectively,
- (b) the Board fails to fulfil its responsibilities under the Act and associated regulations, or
- (c) it is in the public interest to do so.

Mr. Jarvie succeeds Mr. Chad Peters in the role of Trustee. He will assume all responsibilities, duties, and powers of the Board. The trustee will remain in place until the Minister determines that a Board can be reinstated and function effectively.

The Department sincerely thanks Mr. Chad Peters for his service and commitment as Trustee. His contribution during his time in the role is truly appreciated.

À compter du mardi 1er juillet 2025, et jusqu'à nouvel ordre, M. John Jarvie a été nommé fiduciaire pour agir au nom du conseil d'administration de la Commission de services régionaux de Kings (CSR).

Tel que prévu au paragraphe 34(1) de la *Loi sur la prestation de services régionaux*, le ministre peut nommer un fiduciaire pour remplacer les membres du conseil avec droit de vote s'il est d'avis :

- a) ou bien que le conseil ne s'acquitte pas efficacement de ses tâches;
- b) ou bien que le conseil ne s'acquitte pas des responsabilités que lui imposent la présente loi et ses règlements;
- c) ou bien que l'intérêt public le commande.

M. Jarvie succède à M. Chad Peters à titre de fiduciaire. Il assumera toutes les responsabilités, fonctions et pouvoirs du conseil. Le fiduciaire demeurera en poste jusqu'à ce que le ministre détermine qu'un conseil peut être rétabli et fonctionner de manière efficace.

Le ministère remercie sincèrement M. Chad Peters pour son service et son engagement à titre de fiduciaire. Sa contribution au cours de son mandat est grandement appréciée.

Appendix C

Board Members Attendances & Reimbursements

Board Members	Attendances	Total Reimbursements
Gordon Kierstead	1	\$ -
Charity MacDonald	1	\$ -
Al Brown	0	\$ -
Vicky Gaunce	1	\$ 245.00
Randy McKnight	1	\$ -
Peter Prince	1	\$ -
Mark Thorne	0	\$ -
Tim Wilson	1	\$ -
David Titus	0	\$ -
Kevin Scott	0	\$ -
Paul McGuire	1	\$ -
Carey Gillis	0	\$ -
Total		\$ 245.00

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.

Appendix D

Committee Members Attendances & Reimbursements

Committee Members	Attendances	Total Reimbursements
Regional Infrastructure Committee		
Gordon Kierstead	2	\$ -
Mark Rideout	1	\$ 60.00
Randy McKnight	1	\$ -
Paul McGuire	2	\$ -
Total		\$ 60.00
PRAC Committee		
Gordon Kierstead	6	\$ 735.00
Nelson Ball	5	\$ 612.50
Robert Bates	6	\$ 735.00
Richard Horton	4	\$ 490.00
Harold Keith	6	\$ 735.00
Susan Northrup	6	\$ 1,470.00
Total		\$ 4,777.50
Grand Total		\$ 4,837.50

No other Committees met during 2025 due to the Trusteeship.

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.

Appendix E

Trustee(s) Attendance(s) & Reimbursement(s)

Trusteeship	Year in Effect	Total Reimbursements
John Jarvie	July 1, 2025 - December 2025	\$ 47,819.08
Total		\$ 47,819.08
Chad Peters	January 1, 2025-April 2025	\$ 46,626.32
	no dates indicated on invoice	\$ 16,531.25
	no dates indicated on invoice	\$ 11,618.73
Total		\$ 74,776.30
Grand total		\$ 122,595.38

The Trustee 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.

When a Trustee is appointed under this section the Trustee 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.

RSC STRATEGY BUDGET SUMMARY 2025

Kings Regional Service Commission - RSC 8

ACTIVITY NAME	KPI	Status	Total RSC	Total RSSF	Total Activity	Total RSSF	Explanation	Spending Details
			Contribution	Request	Cost	Spent		
CDAP Priorities: TBD	Deeper dive into the priorities identified by CDAP.	Deferred due to operational constraints.	\$ 15,000.00	\$ 15,000.00	\$ 30,000.00	\$ -	Project moved forward to 2026 operational plan to be completed when HR vacancy is filled.	
Homelessness & Precarious Housing: Regional Opportunities	A study of the current housing situation with solid future recommendations	Deferred due to funding constraints - anticipated other half did not arrive.	\$ 15,000.00	\$ 15,000.00	\$ 30,000.00	\$ -	Project commencing in early 2026 instead.	
Transportation Strategy / Action Plan	Look at current transportation landscape, including barriers for commuters	Project underway, anticipated completion in early 2026.	\$ 25,000.00	\$ 25,000.00	\$ 50,000.00	\$ 15,000.00	Change in transportation provider in later part of 2026 caused delays in the study process.	\$30,000 - milestone payments to consultant
Investment Readiness Strategy	Collaboration with CanExport to develop pitch to exporters to set up in Kings	Deferred due to operational constraints.	\$ 25,000.00	\$ 25,000.00	\$ 50,000.00	\$ -	Project moved forward to 2026 operational plan to be completed when HR vacancy is filled.	
Sustainable Energy Development Opportunities	Biogas and other opportunities for the region (collaborate with SW)	Deferred due to operational constraints.	\$ 25,000.00	\$ 25,000.00	\$ 50,000.00	\$ -	Project moved forward to 2026 operational plan to be completed when HR vacancy is filled.	
Destination Brand Adoption: Strategy & Implementation	Implementation of new tourism brand	Deferred due to operational constraints.	\$ 20,000.00	\$ 20,000.00	\$ 40,000.00	\$ -	Project moved forward to 2026 operational plan to be completed when HR vacancy is filled.	
Destination Development Strategy	Identify destination development opportunities and support mechanisms	Deferred due to operational constraints.	\$ 20,000.00	\$ 20,000.00	\$ 40,000.00	\$ -	Project moved forward to 2026 operational plan to be completed when HR vacancy is filled.	
			\$ 145,000.00	\$ 145,000.00	\$ 290,000.00	\$ 15,000.00		

RSC STRATEGY BUDGET SUMMARY 2025 (second)

Kings Regional Service Commission - RSC 8

ACTIVITY NAME			Total RSC Contribution	Total RSSF Request	Total Activity Cost	Total RSSF Spent	Explanation	Spending Details
	KPI	Status						
Service Delivery Excellence - Admin Cost	Staff Salaries, Committee expenses & Corporate Allocation	100% completed	\$ 41,115.00	\$ 41,115.00	\$ 82,230.00	\$ 41,115.00		
Service Delivery Excellence - Admin Cost	Expanded premises (extra offices)	100% completed	\$ 9,580.00	\$ 9,580.00	\$ 19,160.00	\$ 9,580.00		
Service Delivery Excellence - Admin Cost	Staff Salaries, Committee expenses & Corporate Allocation	100% completed	\$ 40,616.00	\$ 40,616.00	\$ 81,232.00	\$ 40,616.00		
Service Delivery Excellence - Admin Cost	Land-use Plans	100% completed	\$ 40,785.00	\$ 40,785.00	\$ 81,570.00	\$ 40,785.00		
Service Delivery Excellence - Admin Cost	Committee expenses & Corporate Allocation	100% completed	\$ 7,137.00	\$ 7,137.00	\$ 14,274.00	\$ 7,137.00		
			\$ 139,233.00	\$ 139,233.00	\$ 278,466.00	\$ 139,233.00		



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