

2023 ANNUAL REPORT



COMMISSION DE SERVICES RÉGIONAUX

**SUD-EST
SOUTHEAST**

REGIONAL SERVICE COMMISSION



2023 ANNUAL REPORT

PRESENTED TO

The Honourable Glen Savoie,
Minister of Local Government
and

Mayors and Rural District Representative of the
Southeast Regional Service Commission

The Southeast Regional Service Commission
hereby respectfully submits its
11th Annual Report of activities for the year 2023

Roger Caissie

Mayor Roger Caissie
Chair

Roland LeBlanc

Roland LeBlanc
CEO



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MESSAGE FROM THE CHAIR

Roger Caissie

ROGER CAISSIE
CHAIR, SERSC



As we reflect on the achievements of 2023 and set our sights on the horizon of 2024, I am immensely proud of the Southeast Regional Service Commission's position as a leader in our province.

Through our unwavering dedication to excellence, innovation, and community service, we have continued to set the standard for regional collaboration and effective service delivery.

In 2023, amidst significant changes brought about by the Province's municipal reform, we rose to the occasion with resilience and determination. We navigated the complexities of integrating six new mandated services from the Province into our operations, demonstrating our adaptability and commitment to meeting the evolving needs of our region. With a brand-new Board, including the mayors of existing and newly amalgamated municipalities, we embarked on this journey together, united in our vision for a vibrant and sustainable Southeast.

Founded on a decade-long history of respect between our region's communities no matter the size, our Board, comprised of local leaders, recognizes the interdependency of our communities and seeks to create the principle of a rising tide, as it lifts all our boats. As a result, we welcomed the opportunity of new mandates to shape solutions that will allow our region to continue its growth.

Through strategic planning and collaboration with stakeholders, we crafted a comprehensive three-year strategic plan that charts a course for our continued success and impact. As a leader in the province, we will continue to leverage our expertise, resources, and partnerships to drive positive change and enhance the quality of life for all residents of Southeastern New Brunswick.



MESSAGE FROM THE CEO

Roland LeBlanc

ROLAND LEBLANC, P.ENG.
CEO, SERSC



As we look back on
the transformative year
that was 2023,
**it becomes
abundantly clear
that it was a period
defined by a rapid
pace of change and
an unprecedented
opportunity to
reshape the future
of our region.**

Amidst the backdrop of New Brunswick's local governance reform, the Commission embarked on a journey of evolution, expanding our mandates to include six new mandated services: community and social development, economic development, infrastructure cost-sharing, regional transportation, tourism promotion and a public safety committee. This expansion was not merely a strategic shift; it represented a fundamental reimagining of the SERSC's role in shaping the future of Southeast New Brunswick.

The challenges of integrating these new mandated services into the SERSC's operations were significant, yet they were met head-on with determination

and adaptability. Throughout the year, the Commission maintained a commitment to continuous improvement, ensuring that the services provided continued to meet the needs of its communities while laying the groundwork for a more sustainable and prosperous future. Despite the complexities and uncertainties that accompanied this period of transition, the Commission remained dedicated to serving as a catalyst for positive change that would benefit the entire region.

A key pillar of success throughout this period has been a steadfast commitment to engagement, and collaboration. The SERSC recognizes that the challenges facing the region are interconnected and that solutions require a coordinated, collective effort. By fostering relationships, building partnerships, and engaging stakeholders from across sectors, it has been able to leverage the collective wisdom and expertise of the community to address complex challenges and seize opportunities for growth and development.

Looking ahead to 2024, the Commission is filled with optimism and determination as it continues its journey of transformation and growth. Building on the foundation laid in 2023, it will redouble its efforts to drive innovation, foster collaboration, and deliver impactful services that meet the evolving needs of the region. The SERSC remains committed to upholding its values of inclusivity, transparency, and accountability, ensuring that the voices of all stakeholders are heard and valued as everyone works together to build a brighter future for Southeast New Brunswick.

I extend my deepest gratitude to the dedicated Board, staff, and partners for their hard work and support throughout this journey. Together, we have achieved remarkable progress, and I am confident that together, we will continue to achieve great things for our region in the years to come.



SOUTHEAST REGIONAL PROFILE

The Southeast Regional Service Commission (SERSC) is the largest regional service commission in New Brunswick and a leader among its peers.



Encompassing a population estimated at 192,625* residents and comprising 12 municipalities along with the Southeast Rural District, the region is not only a cultural mosaic but also an economic powerhouse driving the prosperity of the province.

With a tax base exceeding \$25 billion in 2023,** Southeast New Brunswick represents over 25% of all New Brunswickers, emphasizing its significance as a vital contributor to the economic vitality and social fabric of the province. The SERSC plays a pivotal role in enhancing the quality of life and well-being of residents, all while focusing on sustainable practices. From waste management and land planning to public safety and transportation, the SERSC collaborates closely with member municipalities and stakeholders to ensure the availability of high-quality services that meet the evolving needs of residents and support their potential to thrive.

The SERSC includes Westmorland and Albert Counties and provides services to:

- Cap-Acadie
- Dieppe⁺
- Fundy Albert
- Maple Hills
- Memramcook
- Moncton⁺
- Riverview
- Salisbury
- Shediac
- Strait Shores
- Tantramar
- Three Rivers
- Southeast Rural District



*Population from the 2021 Census

**Actual 2023 tax base is \$25,101,018,071, representing 29% of all New Brunswick.

⁺The SERSC does not provide land planning services for the municipalities of Moncton and Dieppe.

Geography and Demographics



Nestled along the picturesque Southeastern coast of New Brunswick, the region boasts a diverse tapestry of landscapes and communities. From the bustling urban centre to the tranquil shores of the Northumberland coast, and the rugged and unique Bay of Fundy area, the region has become home to a vibrant mix of cultures, languages, and traditions, reinforcing a spirit of inclusivity and diversity while adding a unique flavour to each municipality and the region's overall rich cultural heritage.

Economic Landscape



Southeast New Brunswick serves as the economic engine driving the prosperity of the province, with a robust and diversified economy spanning key sectors such as manufacturing, tourism, healthcare, and education. Anchored by vibrant urban centres, the region enjoys a thriving business community, world-class infrastructure, and a highly skilled workforce. Its strategic location, well-developed transportation networks, and access to international markets position it as a prime destination for investment and economic growth, fostering innovation and entrepreneurship across various industries.

Culture and Recreation



Beyond its economic prowess, Southeast New Brunswick possesses a rich tapestry of cultural heritage and recreational opportunities that enhance the lives of residents and visitors alike. From lively festivals to outdoor adventures along scenic coastlines and river valleys, to a vast array of cultural institutions, parks, trails, and recreational facilities in between, the region offers a wealth of experiences for all to explore and enjoy.



CONCLUSION

As a beacon of regional collaboration and innovation, the SERSC continues to play a pivotal role in shaping the future of Southeast New Brunswick. With its robust economy, diverse communities, and commitment to sustainability, the region stands poised for continued growth and prosperity. Through strategic planning, collaboration, and collective action, the SERSC remains steadfast in its drive for continuous improvement, ensuring a bright and prosperous future for generations to come.



GOVERNANCE & ADMINISTRATION

The SERSC is governed by a Board comprising the mayors of the 12 municipalities served and a representative from the Southeast Rural District. The Board and all SERSC services are supported by the Commission's corporate team.

The corporate team of the SERSC embodies organizational integrity and cohesion. Led by dedicated CEO, Roland LeBlanc, and supported by a proficient administrative team, they serve as the backbone of SERSC's operations, providing shared services and ensuring smooth and efficient functioning across the Commission. The finance team, under the guidance of the CFO, Stephanie Thorne, meticulously manages fiscal matters, ensuring responsible allocation of resources to support the region's needs. Furthermore, the Director of Communications, Genevieve Alderson, and the communications team serve as the voice of the SERSC, conveying the mission, initiatives, and achievements to stakeholders and the public. Together, they exemplify professionalism, collaboration, and commitment to serving the community and advancing the Southeast region.



*Roland
LeBlanc*

ROLAND LEBLANC

CEO

2023 at a Glance

As mentioned throughout this report, a major focus for the Commission in 2023 was the development of the 2024-2026 Strategic Plan which was coordinated through the corporate team. Development of this plan was a significant undertaking and involved numerous stakeholder engagement sessions, committee and working group meetings, focused planning sessions, etc.

In 2023, the finance team at the SERSC meticulously crafted the 2024 budget, striking a delicate balance between providing sufficient funding to support the integration and implementation of six new mandated services while remaining mindful of the budget constraints faced by municipalities. This balanced approach ensured that the SERSC could effectively address regional needs without imposing undue financial burden on its member municipalities.

The focus for the communications team for 2023 was on building stakeholder and partner relationships through open and regular communication. The team also worked to establish a foundation for the SERSC to provide wider communications and awareness campaigns in the future and provided support to Commission divisions in their education and awareness campaigns.

2023 Highlights

Extensive stakeholder, partner, and expert engagement to ensure the Commission's strategic plan was a true reflection of the region's wants and needs.

Creation, approval, and implementation of the 2024-2026 Strategic Plan setting the course for the region for the next three years.

Modernization and expansion of the SERSC brand to better reflect the Commission and begin to position it more prominently within the Southeast.

Work began on development of a new website for the SERSC to incorporate all the services of the Commission and provide a solid foundation for expansion as the SERSC grows even more into its new mandates.

Development and approval of the 2024 annual budget – the first budget for the Commission to fully integrate activities for the new mandated services.

Focused and intentional team building to foster more cohesion and collaboration among Commission divisions and put the SERSC team on a solid footing to support continued improvement and expansion in all services.

Public Safety Committee

In 2023, the SERSC continued to facilitate and manage a regional public safety committee with representatives from several organizations. The focus was on increasing collaboration and fostering relationships between and among these stakeholders. Although the creation of this committee was one of the new mandates from the Province for 2023, the SERSC has had this committee in place for several years. In 2023, the Committee's terms of reference were formalized, and work began on planning initiatives for the coming years that would benefit all stakeholders and the communities of the region.



*Genevieve
Alderson*

G E N E V I E V E A L D E R S O N

D I R E C T O R
C O M M U N I C A T I O N S

BOARD OF DIRECTORS

Community	Board Member	Meeting Attendance
Cap-Acadie	Mayor Serge Léger	9 of 9
Dieppe	Mayor Yvon Lapierre	7 of 9
Fundy Albert	Mayor Robert Rochon	9 of 9
Maple Hills	Mayor Erica Warren	9 of 9
Memramcook	Mayor Maxime Bourgeois	8 of 9
Moncton	Mayor Dawn Arnold	9 of 9
Riverview	Mayor Andrew LeBlanc	9 of 9
Salisbury	Mayor Robert Campbell	9 of 9
Shediac	Mayor Roger Caissie	9 of 9
Strait Shores	Mayor Jason Stokes	9 of 9
Tantramar	Mayor Andrew Black	8 of 9
Three Rivers	Mayor Peter Saunders	9 of 9
Southeast Rural District	Gaius Ricker, Representative	8 of 9

Community	Alternate Board Member
Cap-Acadie	Marc-André Vienneau
Dieppe	Melyssa Janin
Fundy Albert	John Ereaux
Maple Hills	Chad Martin
Memramcook	Normand Dupuis
Moncton	Shawn Crossman
Riverview	Sarah Murphy
Salisbury	Phyllis Bannister
Shediac	Sylvie Colette-Boudreau
Strait Shores	Stacy Jones
Tantramar	Greg Martin
Three Rivers	Dennis Murphy

Strategic Plan Summary

In 2023, the SERSC was extremely busy paving the way for an ambitious organizational overhaul, one that would see the SERSC expanding its services, re-thinking its strategic approach, and reframing how it would address the needs and expectations of residents within its communities.

With almost 200,000 residents, three founding cultures, two official languages, and multiple mature administrative and community organizations, the SERSC needed to scale up operations exponentially to adhere to the Province's new local governance reform. Instead of two core mandates (solid waste management and land planning), the SERSC would expand to take on a total of eight mandated services, adding economic development, community development, tourism, regional transportation, infrastructure cost-sharing, and a public safety committee into the mix. Additionally, the Southeast region was designated by the Province with a special social focus within the community development mandate.

To guide these newly mandated services forward, the development of a new strategic plan was a necessity, albeit not an easy feat. It involved recruiting and orienting committee members to act as sounding boards and subject matter experts providing advice to the SERSC staff on implementation of the expanded list of mandated services. It also set in motion activities to recruit leaders and professionals to take on new responsibilities and support those with expanded responsibilities.

Despite tight timelines, the 2024-2026 Strategic Plan was completed and presented on time as a statement of intent and an evolving work in progress. The team has transformed input gathered from hundreds of citizens into a new strategic plan – one that demonstrated the organization's core values (commitment to fostering communication, engagement, and transparency) and set a course and framework for growing the SERSC steadily and responsibly into one of the region's most important prosperity-building entities.

Highlights from the 2024-2026 Strategic Plan include:

Shared service teams were identified and organized within the SERSC to expand and fortify the support systems necessary to develop, implement, and maintain services, including digital and data management, administration, finance, communications, etc.

Goals and priority actions were agreed upon to tackle all new mandated services with focus areas selected based on significant stakeholder input:

Economic Development: addressing workforce development with special attention to readiness conditions such as housing and transportation, and sector specifics including underemployment, retention of newcomers, recruiting capacities and collaboration from institutional partners such as WorkingNB, PETL, ACOA, NBIF and more.

Community & Social Development: addressing housing policy better suited to one of Canada's fastest-growing areas, capable of meeting diverse needs and matching supply and demand. The Commission will also support the Economic and Social Inclusion Corporation's Overcoming Poverty Together priority actions and attention will be paid to acute social issues of homelessness, and access to mental health and addictions services.

Tourism Promotion: addressing support for establishing a 365-day regional tourism value proposition and both building and smoothing visitation demand throughout the year and across the whole region.



Regional Transportation: addressing gaps in service linking all parts of the region and providing integrated solutions to increase public transportation options and active transportation alternatives.

Regional Infrastructure Cost-Sharing: addressing future planning for recreational, sports and cultural facilities and creating mechanisms for cross-community or region-wide cost-sharing models to build and maintain facilities.

Scan to explore
the 2024-2026
Strategic Plan
in detail.



The strategic plan also sets a course and holds the SERSC accountable to values, principles, and actions that will deliver better outcomes and services to all residents of Southeast New Brunswick:

- ✓ **The SERSC will act as a catalyst, convenor, and connector**, bringing stakeholders into conversations that can spur action, increase efficiency, foster collective action, and leverage cooperation. These traits are natural strengths of the region, and the SERSC will build on and emulate those values to make a measurable difference in its mandated areas.
- ✓ **The SERSC will be open, accessible, and accountable**, maintaining complete and frequent reporting to the Board of Directors representing every municipal and rural district member of the Southeast region.
- ✓ **Performance measures will be set for each mandate** and progress on priority action will be communicated to stakeholders and the public.
- ✓ **The SERSC staff will uphold a high standard of collaboration, communication, and cooperation** in keeping with the vision of continuous improvement, sustainable development, and vibrant living experience.

The development of the new strategic plan has proven to be one of the most important achievements of the year.



WHO WE ARE & WHAT WE DO

Eco360 is the Solid Waste Division of the Southeast Regional Service Commission.

SOUTHEAST • SUD-EST
eco360



Eco360 provides residential, institutional, commercial, and industrial waste management services to Westmorland, Albert, Kent, and Kings Counties, as well as recycling streams from Miramichi and Chaleur, both at its Solid Waste Facility in Berry Mills and through various services and programs off-site. Led by a committed team of professionals

and Director, Sebastian Hultberg, Eco360 operates with a focus on sustainability and innovation, working tirelessly to minimize the environmental footprint of waste management activities while ensuring the safety and well-being of the communities they serve to promote a cleaner, greener future for the region.

FACILITIES

Material Recovery Facility (MRF)



Composting Facility



Sanitary Landfill



Public Drop-Off



Construction & Demolition (C&D) debris disposal site



Household Hazardous Waste Depot



...and more!

For a full list of Eco360 facilities, services and programs visit eco360.ca

2023

at a Glance



Sebastian Hultberg
Director of Solid Waste

In 2023, Eco360 worked diligently on evaluating options for managing waste collection as well as developing strategies to ensure successful implementation of the new Extended Producer Responsibility-Printed Paper and Packaging (EPR-PPP) Program in the region, all while carefully determining the effects on municipal partners and Eco360's overall operations. The team worked closely with municipalities, the Province, and Industry throughout the year to ensure everyone was well informed and to help to make the transition to this new program (anticipated for Spring 2024) as seamless as possible.

Guided by the new 2024-2026 Strategic Plan, the Eco360 team has also been intensifying efforts in waste diversion, especially in the Industrial, Commercial, and Institutional (ICI) sector and in multi-residential buildings.

Currently, the focus is on improving the accessibility of services to residents and implementing marketing campaigns to increase public awareness and education.

Additionally, the team implemented new programs, expanded existing ones, and sustained marketing and communication campaigns to increase public awareness and participation in waste reduction initiatives, aligning with Eco360's mandate to manage waste in the most environmentally, economically, and socially responsible ways possible while demonstrating leadership in waste management practices.

With such a devoted effort towards excellence, there's no doubt the team is well on their way toward setting themselves up for success in the years ahead.

NEW INITIATIVES

In 2023, Eco360 initiated **two new pilot waste diversion programs**: a mattress recycling program and a bicycle reuse program, both deemed a success!

Additionally, it was a busy construction year. Completed projects include:

- **New** landfill cell
- **New** fire pond
- **New** public walking trail
- **New** storage building for electronic waste
- **New** repair station added to the already successful Reuse Expo
- **Completed** a major overhaul of the landfill gas generator
- **New** Household Hazardous Waste Depot (to be completed in Spring of 2024)
- **Major retrofit** to MRF and Compost Facility fire suppression system (to be completed in Spring of 2024)

2023

Highlights

34,000+ HOUSEHOLDS

are receiving waste collection reminders through the Eco360 app. That's approximately 45% of all households in the region, **the highest % of households using the app in Canada!**

Download the Eco360 app for easy access to pick-up schedules, collection reminders, sorting tips and more!



GLASS RECYCLING PROGRAM

continues to impress

→ **3 new depots** were added in 2023



→ **Recovered close to 125 metric tonnes of glass** (the equivalent of almost 285,000 mason jars)

Scan to find out more information and a list of glass depots



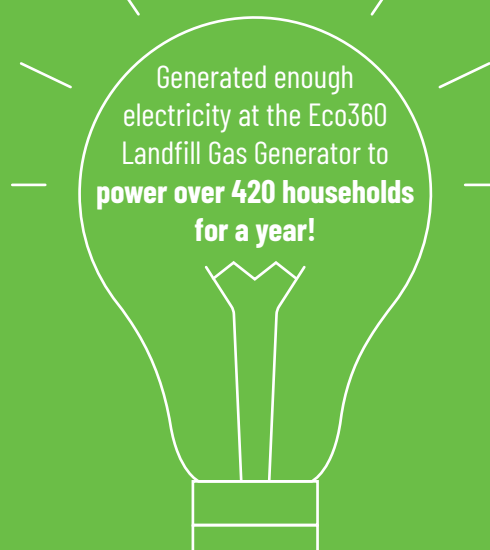
Recovered

MORE THAN 3,500 MATTRESSES

enough to cover an area larger than 6 ice-rinks!



Generated enough electricity at the Eco360 Landfill Gas Generator to **power over 420 households for a year!**

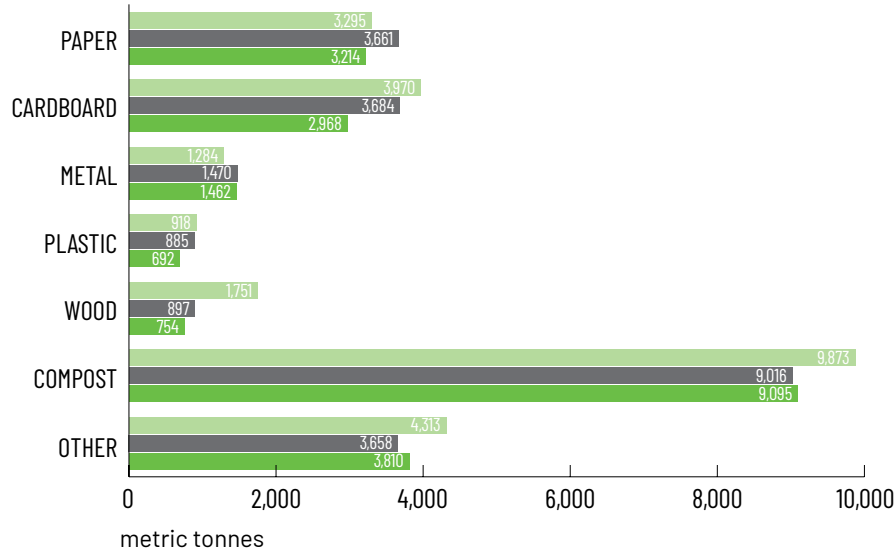


On average, 7 TRACTOR TRAILERS OF RECOVERED RECYCLABLES were shipped to recycling markets per week.

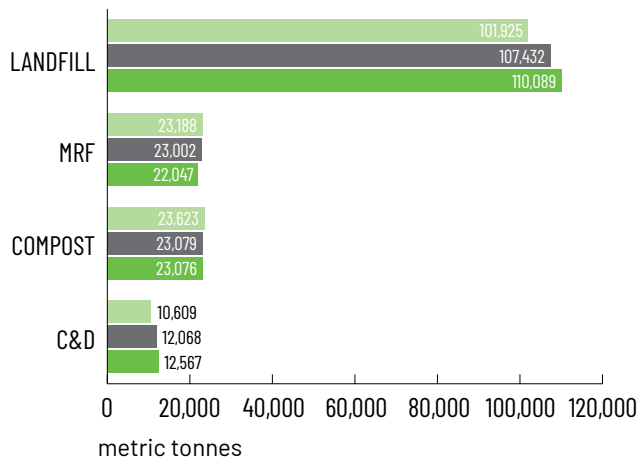
ANNUAL WASTE TONNAGES

2021 2022 2023

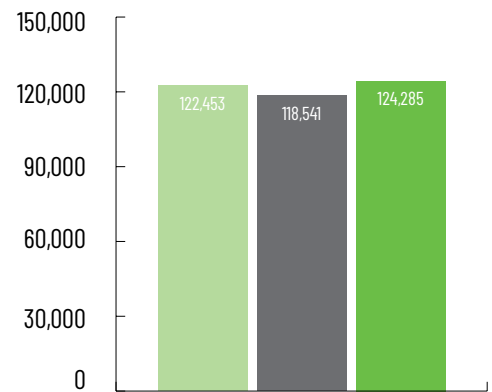
DIVERSION



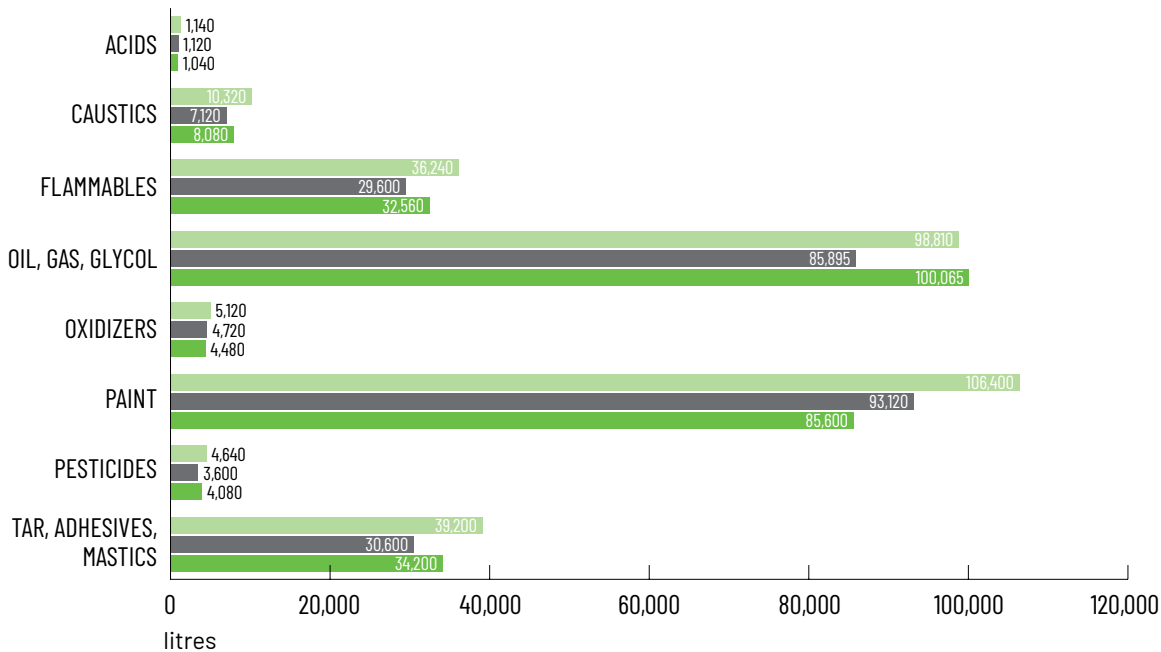
TONNAGE RECEIVED



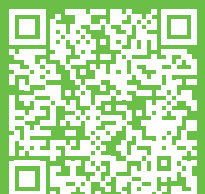
SITE VISITORS



HOUSEHOLD HAZARDOUS WASTE



Scan for more information regarding Eco360's current pricing, hours, and services.





Sébastien Doiron
Director of Planning



Who We Are & What We Do

Plan360 is the division within the SERSC responsible for land planning initiatives. Led by Director, Sébastien Doiron, and comprising a team of skilled planners, development officers, building inspectors, GIS specialists, and other areas of specialty, the division is committed to enhancing community well-being and environmental sustainability while spearheading the development and maintenance of official land use plans for the municipalities within Southeast New Brunswick.

Responsibilities of this division include developing strategies for land use, zoning, and infrastructure that promote thoughtful growth, preserving environmental integrity, and fostering vibrant, liveable communities. Plan360 also facilitates the Southeast Planning Review and Adjustment Committee (PRAC) whose roles and responsibilities have been delegated by the Board and are required under the *Community Planning Act*. Through collaboration with local governments, stakeholders, and the public, Plan360 works hard to ensure that land planning decisions align with regional goals, regulatory frameworks, and community aspirations, ultimately contributing to the long-term prosperity and quality of life in the region.



Scan for more details on
Plan360 and its services.

2023 At a Glance

The 2024-2026 Strategic Plan developed for the SERSC reinforces many of the existing guiding principles for Plan360, such as the division's role in developing and maintaining official land use plans for municipalities and the importance of accountability and transparency when advising local governments and stakeholders. It also featured a few new additions that would prove to impact the division's operational approach moving forward. Namely:

- **Streamlining service delivery.** Recognizing the importance of efficient and accessible planning services, Plan360 has begun implementing measures to streamline processes for issuing permits, processing applications, and providing information on zoning and land use regulations. By enhancing transparency and simplifying procedures, Plan360 can make it easier for residents, businesses, and local governments to navigate the planning process and contribute to the region's overall prosperity.
- **Reviewing and updating** municipal planning and development by-laws to reflect the new municipal entities created through local governance reform.
- **Developing mapping reflective of the new municipal entities** and including the development of basic statistical profiles to gain a better understanding of our communities and region.

New Initiatives



In 2023, Plan360's team took on the following new initiatives and ongoing activities:

- Updating land use documents has become a requirement for new municipal entities. The review process for Cap-Acadie & Strait Shores began in 2023, while staff also developed an action plan to advance the other municipalities serviced by Plan360.
- The Plan360 team dedicated extensive efforts to the development of an Open Data Hub and specialized geoportals tailored to each of our mandated services. This innovative initiative aims to centralize and make critical data and information widely available, fostering transparency, accessibility, and informed decision-making across all levels of our operations and further outside the Commission.
- Continuing efforts to develop an online portal for building permits for municipal partners.
- Reviewing and adapting to new legislation and changes in legislation.
- Improving the Planning Review and Adjustment Committee (PRAC) by-laws to reflect changes made through municipal reform.

Moving forward, Plan360 will continue to play a vital role in facilitating coordinated and sustainable development initiatives across Southeast New Brunswick, ensuring that the region thrives economically, socially, and environmentally.



2023 Highlights

In 2023, the Southeast region included the fastest growing communities per capita in Canada.

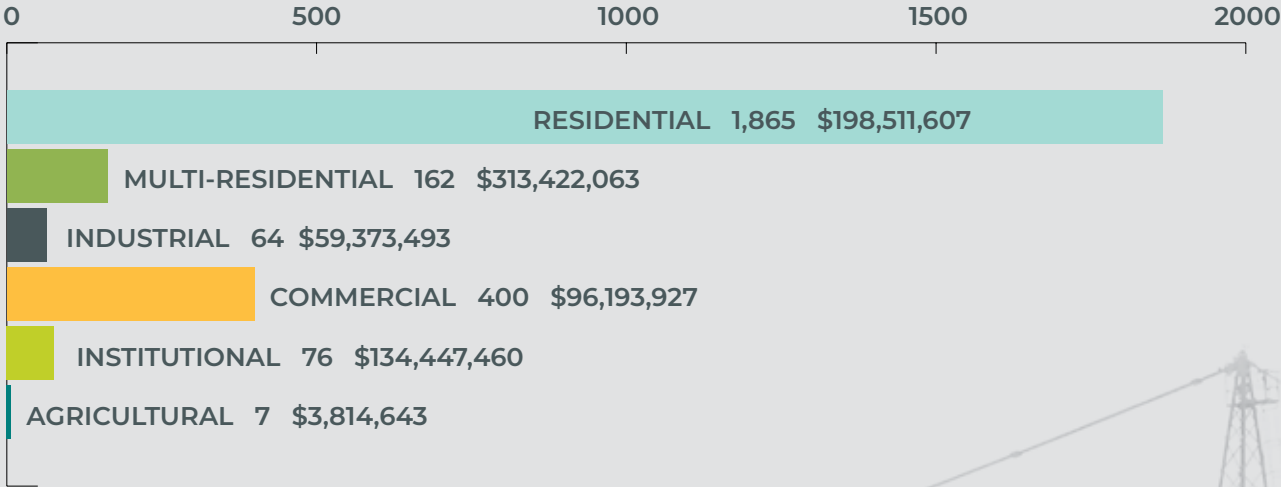
	Southeast Region	Plan360*
Construction value	\$805,753,193	\$281,569,457
Number of permits issued	2,640	989

Total value of new development and construction in the region was a record high of over \$800,000,000 and an increase of more than \$100,000,000 over 2022 (14.6%). With the Southeast continuing to grow at a remarkable pace, we are on track to see another record year in 2024.

**Note that values from Moncton and Dieppe were provided for inclusion in this report as Plan360 does not provide their planning services. For this reason, values for the portion of the region served by Plan360 are presented separately.*

COMMUNITY	DEVELOPMENT REQUESTS											
	POLICY AMENDMENT	REGULATION AMENDMENT	REZONING	SUBDIVISIONS	ZONING CONFIRMATIONS	COMPLAINTS	RESOURCE EXTRACTION	CONDITIONAL USE	NON-CONFORMING USE	RULINGS OF COMPATIBILITY	TEMPORARY USE APPROVAL	VARIANCE REQUEST
Dieppe	1	1	3	81	77	29	-	4	-	-	1	11
Moncton	-	2	7	94	255	163	-	19	-	-	2	82
Cap-Acadie	-	-	3	51	18	6	22	2	-	-	-	9
Riverview	-	-	4	14	32	6	-	3	-	1	-	5
Salisbury	-	-	1	21	15	5	-	2	-	-	-	4
Shediac	-	1	3	41	40	13	-	2	1	1	-	18
Tantramar	-	1	2	18	23	5	-	-	-	-	1	1
Fundy Albert	-	-	-	24	15	4	-	1	-	-	-	1
Memramcook	-	1	2	10	5	1	3	-	-	-	1	1
Three Rivers	-	-	-	13	4	2	-	4	-	-	-	2
Maple Hills	-	-	1	41	27	7	-	-	-	-	-	3
Strait Shores	-	-	-	9	41	1	-	-	-	-	-	-
Southeast Rural District	-	-	-	6	5	-	-	-	-	-	-	1
TOTAL	1	6	26	423	557	242	25	37	1	2	4	138

Permits Issued by Type



Permit High Points

5 NEW
Institutional
permits issued

89 NEW
Multi-dwelling
Unit permits
issued

19 NEW
Industrial
permits issued

165 NEW
Two Unit /
Semi-detached
and Rowhouses
constructed

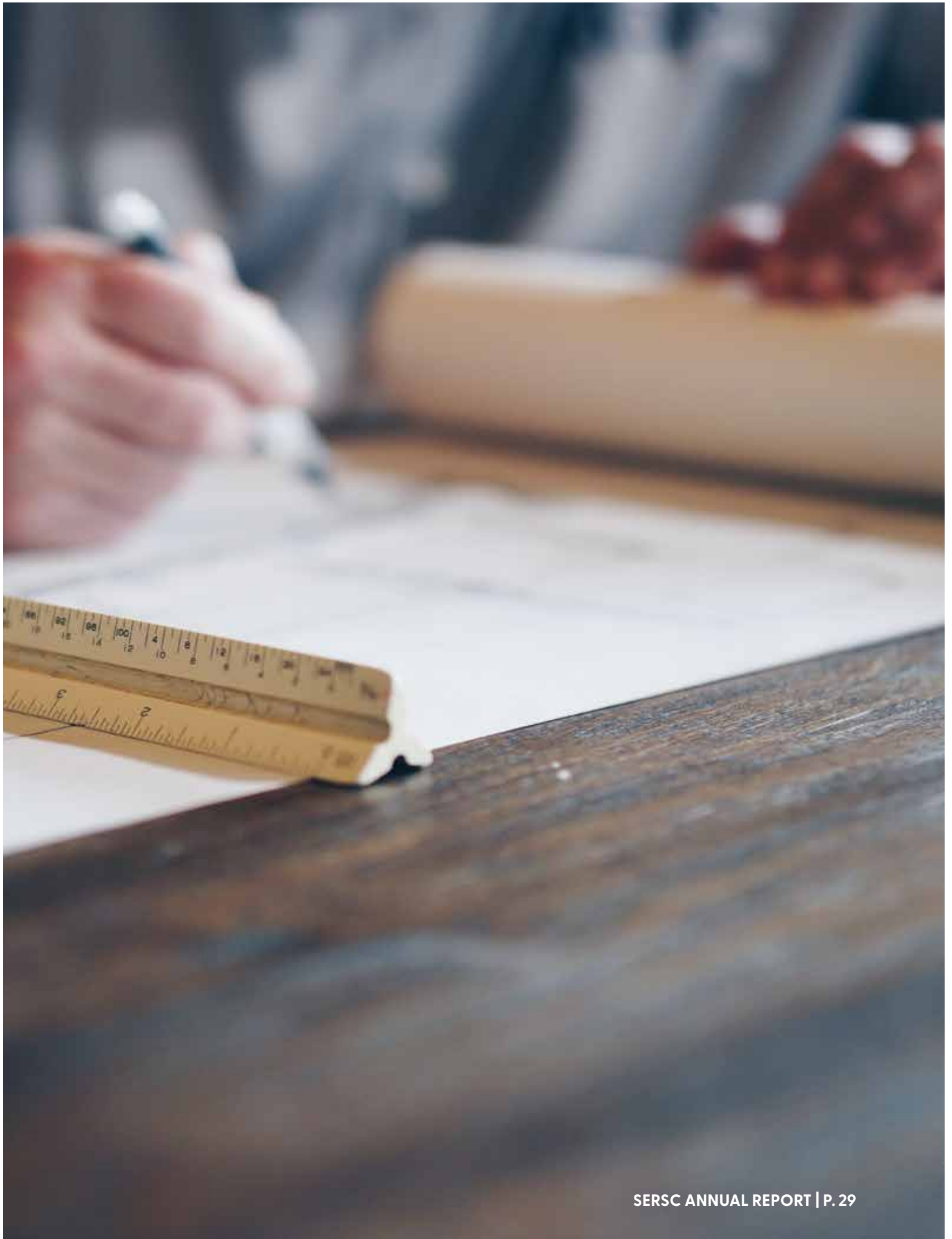
40 NEW
Commercial
permits issued

552 NEW
Garages and
Accessory
Buildings

325 NEW
Homes constructed
\$285,262 average
construction value



Scan for permits and
construction values
per municipality.





ECONOMIC DEVELOPMENT

Who We Are & What We Do

The Economic Development division of the SERSC is a diverse group of professionals with expertise in business development, marketing, finance, and community engagement, headed by General Manager, Francesco Calazzo. With a keen emphasis on fostering regional collaboration and leveraging existing resources, the team works tirelessly to stimulate economic vitality, and support local businesses.

Through strategic initiatives, the team aims to create an environment conducive to innovation and job creation, ensuring the long-term prosperity of our region.

“In 2023, we navigated an extraordinary journey, expanding our horizons from three municipalities to encompass 12 municipalities and one rural district. Our once homogeneously urban territory transformed, embracing a diverse landscape that spans urban to rural, agriculture to marine resources, all while bridging Anglophone and Francophone communities.

This year was a testament to the power of collective effort that enabled us to move the needle, even if slightly.

As we look forward, we’re poised to consolidate and amplify our efforts across the region, with the invaluable support of our municipal, provincial, and federal partners. Together, we’re shaping a future of shared prosperity and growth.”

Francesco Calazzo

FRANCESCO CALAZZO
GENERAL MANAGER

2023 at a Glance

The 2024-2026 Strategic Plan for the SERSC brought about significant implications for the Economic Development division. With a focus on enhancing transparency and accountability, the team is poised to strengthen partnerships with local businesses, government agencies, and community stakeholders. By aligning its initiatives with the overarching goals of the strategic plan, such as promoting sustainability, equity, and innovation, the division aims to maximize its impact on economic development while ensuring efficient resource utilization. Moreover, the strategic plan’s emphasis on regular reporting and evaluation will enable the team to track progress effectively and adapt its strategies to emerging opportunities and challenges, driving long-term economic prosperity for Southeast New Brunswick.



Scan for additional
information about
Economic
Development.





New Initiatives

In 2023, Economic Development set out to adjust and adapt operations to better align with its new mandate and to expand existing programs throughout the entire Southeast region.

The following are some of the new developments and notable results that ensued:

A ground-breaking collaboration with NBCC and CCNB to offer online, fully bilingual, college-accredited courses for budding entrepreneurs, newcomers, and Canadians alike.

An HR Live Tour: a hand-picked selection of HR best practices were presented to smaller enterprises across the region to help them adjust their approaches and discover their unique needs.

The execution of the “Tourist For a Day” marketing campaign to present the SERSC’s new Economic Development team and foster familiarization across the region with its role in business excellence.

The expansion of the IDEA Centre across the Anglophone East School District and the rekindling of an IDEA Centre project within the *District scolaire francophone Sud*.



2023 Highlights

Discovering the needs of municipal partners, their ambitions, and their vision for the next 10 years through the **SENB Vision 2035 project**.

Scan for more information on Vision 2035.



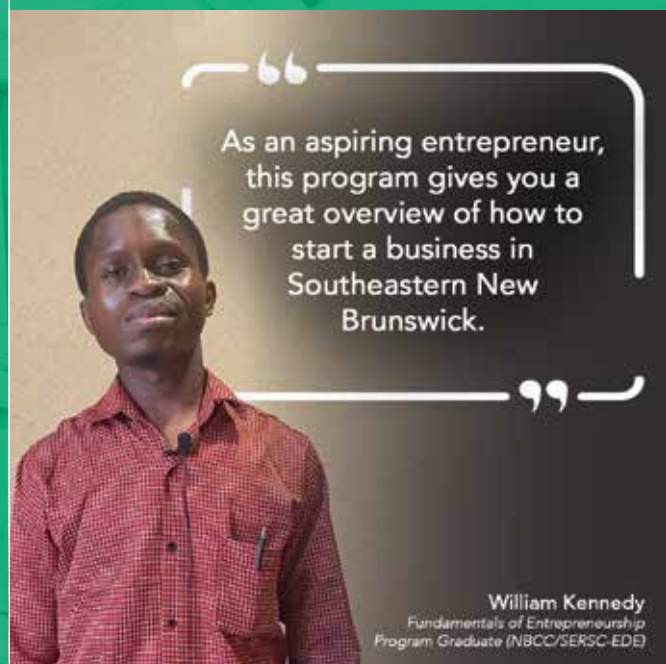
Launching several long-term studies and data-gathering exercises (straddling 2023 and 2024) to help establish business intelligence guidelines. Most notably:

- Regional housing-needs studies
- Cost-benefit analysis (CBA) of retention
- A survey on business needs in partnership with WorkingNB
- AI impact assessment on the Southeast region
- Cross-cultural offerings for small and medium-sized enterprises (SMEs)
- An Agritourism Impact Study
- A compensation benchmarking study across a selection of key sectors

Kicking off the collaboration with NBCC and CCNB, most significantly the “Fundamentals of Entrepreneurship” course which was made available in both official languages. For a benchmark year, the numbers are promising:

- 8 cohorts to the year (4 in English and 4 in French) for a total of 124 enrolled participants
- 15 thematic workshops, 6 Master Classes and 6 webinars for a total of 227 registrations
- 284 bilingual and individual business-counselling sessions
- The opening of 6 new businesses in the region by course graduates

Consolidating, adapting, and expanding the Southeast Labour Market Partnership (SLMP) and new Connector program on a regional scale.



A photograph of a young child in a hoodie and an adult in jeans and boots, both wearing rain boots, holding hands and standing on a large log. The image is overlaid with a semi-transparent yellow filter and several white geometric shapes (circles and arcs) in the upper and lower portions.

COMMUNITY & SOCIAL DEVELOPMENT

Who We Are & What We Do

Led by Director, Tasha Laroche, the Community and Social Development division of the SERSC is currently a small team of three committed to bringing together community organizations, municipalities, and stakeholders to collaboratively address pressing social issues, tackle poverty and enhance community well-being. Through a partnership with the Economic and Social Inclusion Corporation (ESIC), the division leverages available resources to make a lasting impact on the overall wellness of residents within the region.

2023 at a Glance

As a new addition to the SERSC mandates, 2023 was a foundational year for the Community and Social Development division. They focused on team building, establishing connections, strategic planning and generally setting the stage for future success in the region.

With the Director joining in July and subsequently led by SERSC's new 2024-2026 Strategic Plan, the Community and Social Development team set forth to address pressing social issues such as affordable housing, homelessness, poverty reduction, school food programs, and more. By leveraging insights from the strategic plan and the Community and Social Development Standing Committee, the division has been able to focus its resources more effectively, foster collaboration with stakeholders, and implement targeted initiatives aimed at improving community well-being in alignment with ESIC priority areas.



*Tasha
Laroché*

TASHA LAROCHE

DIRECTOR

New Initiatives

Actions and activities initiated by the Community and Social Development team in 2023 included:

The creation of a Community and Social Development Standing Committee.

Commissioning HelpSeeker, a technological company devoted to assisting organizations address social challenges through data-driven solutions, to complete a social demographic analysis of the region.

Assisting the Economic and Social Inclusion Corporation (ESIC) in the review and award of regional Community Action and Transportation Grants.

Working with partners and a consultant to conduct a supply analysis, social investment modelling, and risk assessment, as well as creating a responsibility matrix to help the SERSC understand where it can best fit in the current ecosystem of the region to provide the most help and make a significant impact in areas of acute social challenges.

Laying the groundwork to play the role of connector and facilitator for the many organizations and stakeholders operating within these spheres throughout the region.



2023 Highlights

On behalf of ESIC, the Community and Social Development division **awarded several Transportation and Community Action Grants to the following successful applicants:**

- Urban Rural Rides (\$50,000)
- Atlantic Wellness “Circle of Care” Program (\$20,000)
- *District scolaire francophone Sud* “Ma santé mentale en action” (\$5,000)
- Corridors Alternative Education food security initiative (\$25,000)

The team worked diligently to bring partners in school food nutrition together, including Food Depot Alimentaire, provincial departments, school districts and other partners, to develop a collaborative approach to enable food security for school-aged children across the Southeast region.

The team brought together community organizations and other stakeholders (often for the first time), building relationships, and laying the foundation for greater collaboration and cooperation in the region, which can lead to greater overall impact and more efficient use of resources.

Community and Social Development also hosted the Regional Resiliency Steering Committee meetings in collaboration with the Department of Justice and Public Safety.





REGIONAL PROJECTS

Who We Are & What We Do

The Regional Projects division of the SERSC oversees a diverse portfolio of services including Tourism, Transportation, and Infrastructure Cost-Sharing. Led by Director, Marc Landry, who possesses a wealth of experience in local government, regional collaboration and partnerships, the division spearheads activities pivotal to promoting regional tourism initiatives, improving transportation networks and access, and facilitating dialogue related to sports, recreation, and cultural infrastructure projects with the ultimate goals of enhancing community connectivity and creating a thriving environment for residents and visitors alike.



“With the support of the entire SERSC Board, administrative team, committees and partners, Regional Projects set the groundwork for a number of priority initiatives in the years ahead. It’s exciting to see the progress already being made on a number of these important regional projects and initiatives.”

Marc Landry

MARC LANDRY

DIRECTOR

2023 at a Glance

Marc Landry joined the SERSC as Director of Regional Projects in May 2023 taking on the newly mandated services for tourism, transportation, and infrastructure cost-sharing. Under the guidance of the 2024-2026 Strategic Plan, Regional Projects set out to establish and reinforce collaborations and partnerships that would enhance tourism promotion, optimize the operation of and accessibility to transportation systems, and facilitate equitable sport, recreation, and cultural infrastructure development.

Marc began streamlining processes, enhancing stakeholder engagement, and working towards achieving a greater impact on regional prosperity and resilience. By the end of the year, the Regional Projects division successfully created standing committees for each mandate and engaged subject matter experts from across the country to help develop priority projects and initiatives as identified in the strategic plan.

New Initiatives

2023 was a foundational year for Regional Projects and concluded with the following initiatives kick-started or firmly established:

A Regional Tourism Value Proposition project was initiated with the goal of developing a unique regional marketing identity and value statement that can be used by all tourism organizations and municipalities.

A regional descriptive inventory of tourism assets was created which will be used in future planning to help Southeast New Brunswick on its path to becoming a 365-day destination.

A Request for Proposal (RFP) for an assessment and a framework for sport, recreation, and cultural infrastructure was created and finalized with involvement from the Infrastructure Committee and all communities in the Southeast Region.

Working with transportation expert, Trevor Hanson, of the University of New Brunswick, the Committee launched a survey to all communities and key partners which identified ‘Opportunities for Regional Transportation Planning Collaboration for the Southeast Region: Priorities and Projects’.

The Regional Transportation strategic plan was reviewed based on best practices which focus on regional transportation and mobility.

2023 Highlights

In 2023, significant progress was made towards fulfilling mandates within the Regional Projects division.

Tourism

Tourism efforts focused on gaps in regional tourism initiatives (i.e. what is not being done currently) which will help identify areas where value can be added to deliver a consistent regional message and promote the great initiatives being done across the region.

Infrastructure Cost-Sharing

The Sport, Recreation and Cultural Infrastructure Assessment and Framework will guide and identify the needs in our region for the next 10 years given the growing and changing demographics of the entire Southeast region, providing a model for evaluating and approving future infrastructure projects and outlining relevant cost-sharing agreements between municipalities.


Regional Transportation

The Regional Transportation Committee (which includes transportation providers and partners from across the region) are currently identifying and prioritizing the transportation and mobility needs from across the region. This will give the Committee and the SERSC a better understanding of regional transportation and mobility opportunities moving forward.



All mandates under this division now boast well-established committees and impressive engagement across all levels, with communities actively participating in priority projects and initiatives.

The groundwork laid in 2023 ensures ongoing progress on the priority actions and initiatives outlined in the 2024-2026 Strategic Plan.



MOSQUITO MANAGEMENT

Who We Are & What We Do

The Mosquito Management team serves the municipalities of Moncton, Riverview, Dieppe, and Fundy Albert, playing a crucial role in safeguarding public health and enhancing the quality of life for residents. With a focus on effective mosquito population reduction, control strategies and innovative solutions, the team works tirelessly to mitigate the nuisance and health risks posed by mosquito populations in these communities.

Additionally, the division plays a secondary role in monitoring marsh ecosystem health through an Integrated Mosquito Management program, contributing to the overall ecological balance and biodiversity of the region. Through surveillance, strategic interventions, and ongoing research, the Mosquito Management team is committed to fostering healthier and more sustainable environments within Southeast New Brunswick.

2023 at a Glance

In 2023, the Mosquito Management Division was active from May to September, covering approximately 6,000 acres of wetlands, parks, trails, retention ponds, school grounds, and other public spaces identified as ideal for mosquito numbers to grow quickly (176 individual sites in total). Based on a typical mosquito growth cycle, these areas were continuously monitored to help ensure effective treatment.

As a division that prides itself on being a provincial leader, part of the 2023 season was dedicated to exploring and improving larvicide application techniques. Moving into the 2024 season, the team will begin to transition away from ground-based wetland treatment, opting instead to implement aerial drone technologies. These drones will allow for increased precision and efficiency, reduced environmental impact, and increased Field Technician safety.

Scan for the complete Mosquito Management Seasonal Report.



Key Initiatives

With the goal being to provide sustainable, measured reductions in mosquito numbers throughout the Southeast region, the 2023 season rolled out in much the same way it has for several years following a well-established program and procedure. This includes adult trapping, identification, larvicide application, data collection, monitoring, and reporting. All these activities are carried out through the summer with a hardworking team of students and a Field Supervisor.

Adult Trapping & Identification

- Adult mosquitoes are trapped and then identified by species and genus using a microscope. Successful identification practices help the team better understand the breeding behaviours, locations, and potential disease-carrying capabilities of local mosquito populations. It also helps identify areas where management may need to be intensified.
- In 2023 adult trapping expanded to include 12 trapping locations (versus 8 in 2022) and a further 6 traps will be implemented moving into the 2024 season.

Larvicide Application

- The application of granular larvicide (Bti) is the primary method by which the team provides measured reductions in mosquito abundance. Bti reduces mosquito populations by targeting and destroying these nuisance insects in their larval stage before they emerge from standing water. For 2023, Field Technicians applied 27% more larvicide than in 2022 because of a significant increase in precipitation (total volume of 22,697 kg).



Data Collection

- Using an Integrated Mosquito Management (IMM) approach to controlling mosquito populations, the team is monitoring the health of the entire ecosystem where they operate. Data collection allows the team to monitor things like water depth, temperature, conductivity, wind speed, humidity, air temperature, and precipitation. This information can then be used to make short and long-term treatment decisions and ensures efficient and sustainable mosquito control, safeguarding public health and community well-being.

2023 Highlights

The 2023 season was one of the wettest in recent years, with a 125% increase in precipitation when compared to 2022. Because all mosquito larvae are aquatic, the increased stagnant water in the environment resulted in rapidly growing mosquito populations. Fortunately, through the hard work of the Mosquito Management team, average numbers for the 2023 season were on par, and in many cases, below 2022 values:

As year-over-year results, counts at a number of sample locations saw **average weekly reduction in adult mosquito numbers** ranging from

31% to 82%
WHEN COMPARED TO 2022.

Looking at the whole season and all sampling locations, there was a 3% reduction in adult mosquitoes compared to 2022.

Because of an equipment issue, there was a two-week period this season with significantly reduced management activities which provided an interesting look into the effectiveness of the program. **Average adult counts, trapped over 24 hours, went from 1,500 with reduced management to 100 with full management -**

a 93% reduction.

Comparing average measures of mosquito larvae before and after larvicide application, the team estimates about a **90% reduction.**

FINANCE

Led by CFO, Stephanie Thorne, the Finance Department is responsible for the proper management of the financial resources of the SERSC in accordance with the *Regional Service Delivery Act*, the *Procurement Act and Regulation*, the standards of CPA Canada, and other provincial and federal acts and regulations.

The annual budget of the SERSC is financed through contributions from member municipalities and the rural district. The Regional Service Support Fund was introduced by the Province in 2023 to provide assistance to the RSCs with financing mandated services. In 2023, these funds were used to fully finance the new mandated services. Revenues are also generated through the sale of goods and services in Eco360 and Electricity Generation. Finally, grants are sought for special projects as they arise.



Stephanie Thorne

STEPHANIE THORNE
CFO

2023 FINANCIAL RESULTS

CORPORATE SERVICES	Surplus	\$ -
COLLABORATIVE REGIONAL SERVICES	Surplus	\$ 45,088
PLAN360	Surplus	\$ 229,189
ECO360	Surplus	\$ 892,561
ELECTRICITY GENERATION SERVICES	Surplus	\$ 16,798
REGIONAL TRANSPORTATION	Surplus	\$ 28,670
REGIONAL SOCIAL AND COMMUNITY DEVELOPMENT	Surplus	\$ 183,924
REGIONAL SPORT, RECREATIONAL AND CULTURAL INFRASTRUCTURE COST SHARING	Surplus	\$ 37,274
REGIONAL TOURISM PROMOTION	Surplus	\$ 58,903
REGIONAL ECONOMIC DEVELOPMENT	Surplus	\$ 686,272
PUBLIC SAFETY	Surplus	\$ 15,000
MOSQUITO CONTROL PROGRAM (Non-Mandated)	Surplus	\$ 48,708

Eco360 Services

Waste management services are provided by Eco360 to all SERSC members. The cost to members for this service is based on the number of residential households the municipality or rural district collects waste from and brings to Eco360's Solid Waste Facility for disposal. The residential waste fee for 2023 remained at \$56.00/household and an additional \$4.00/unit for education and transportation programs is charged for multi-residential properties.

Members	Households	Rate	Total Revenue
CAP-ACADIE			
Former Beaubassin-Est	3,248	\$ 56.00	\$ 181,888
Transportation Subsidy	3,248	\$ (11.90)	\$ (38,651)
Former Cap-Pelé	1,240	\$ 56.00	\$ 69,440
Transportation Subsidy	1,240	\$ (15.19)	\$ (18,836)
Total			\$ 193,841
DIEPPE	9,464	\$ 56.00	\$ 529,984
Residential Complexes	3,872	\$ 4.00	\$ 15,488
Total			\$ 545,472
FUNDY ALBERT			
Former Alma	192	\$ 56.00	\$ 10,752
Transportation Subsidy	192	\$ (44.57)	\$ (8,557)
Former Hillsborough	659	\$ 56.00	\$ 36,904
Transportation Subsidy	659	\$ (15.19)	\$ (10,010)
Former Riverside Albert	212	\$ 56.00	\$ 11,872
Transportation Subsidy	212	\$ (23.30)	\$ (4,940)
Former Local Service Districts	1,890	\$ 56.00	\$ 105,840
Total			\$ 141,861
MAPLE HILLS	3,537	\$ 56.00	\$ 198,072
MEMRAMCOOK	2,098	\$ 56.00	\$ 117,488
Transportation Subsidy	2,098	\$ (5.06)	\$ (10,616)
Education/Transportation	130	\$ 4.00	\$ 520
Total			\$ 107,392
MONCTON	25,869	\$ 56.00	\$ 1,448,664
Education/Transportation	13,719	\$ 4.00	\$ 54,876
Total			\$ 1,503,540

RIVERVIEW	7,153	\$ 56.00	\$ 400,568
Education/Transportation	2,344	\$ 4.00	\$ 9,376
Total			\$ 409,944
SALISBURY	3,174	\$ 56.00	\$ 177,744
Education/Transportation	98	\$ 4.00	\$ 392
Total			\$ 178,136
SHEDIAC	2,591	\$ 56.00	\$ 145,096
Transportation Subsidy	2,591	\$ (4.05)	\$ (10,494)
Former Local Service Districts	1,664	\$ 56.00	\$ 93,184
Education/Transportation	1,240	\$ 4.00	\$ 4,960
Total			\$ 232,746
SOUTHEAST RURAL DISTRICT	419	\$ 56.00	\$ 23,464
STRAIT SHORES	197	\$ 56.00	\$ 11,032
Transportation Subsidy	197	\$ (23.30)	\$ (4,590)
Former Local Service Districts	944	\$ 56.00	\$ 52,864
Total			\$ 59,306
TANTRAMAR	2,524	\$ 56.00	\$ 141,344
Transportation Subsidy	2,524	\$ (11.14)	\$ (28,117)
Former Local Service Districts	961	\$ 56.00	\$ 53,816
Education/Transportation	866	\$ 4.00	\$ 3,464
Total			\$ 170,507
THREE RIVERS	568	\$ 56.00	\$ 31,808
Transportation Subsidy	568	\$ (5.06)	\$ (2,874)
Former Local Service Districts	1,165	\$ 56.00	\$ 65,240
Education/Transportation	88	\$ 4.00	\$ 352
Total			\$ 94,526
TOTAL			\$ 3,858,807



Plan360 Services

Land planning services are provided to all SERSC members except the municipalities of Moncton and Dieppe. The annual cost for land planning services are allocated based on the previous years' tax base of the municipality or rural district. Land planning revenues (i.e. permit fees) are collected by the SERSC on behalf of participating members and are remitted to members on a quarterly basis.

Community	Local Planning Costs 2023	Local Planning Revenues (remitted quarterly) 2023	Net cost of Local Planning Service
Cap-Acadie	\$ 403,383	\$ 234,069	\$ 169,314
Fundy Albert	\$ 188,462	\$ 72,328	\$ 116,134
Maple Hills	\$ 326,965	\$ 96,079	\$ 230,886
Memramcook	\$ 150,011	\$ 52,178	\$ 97,832
Riverview	\$ 484,060	\$ 268,542	\$ 215,518
Salisbury	\$ 254,247	\$ 62,980	\$ 191,267
Shediac	\$ 513,984	\$ 517,696	\$ (3,713)
Southeast Rural District	\$ 41,648	\$ 16,711	\$ 24,937
Strait Shores	\$ 95,937	\$ 22,630	\$ 73,307
Tantramar	\$ 374,602	\$ 323,886	\$ 50,715
Three Rivers	\$ 121,810	\$ 31,914	\$ 89,896
TOTAL	\$ 2,955,108	\$ 1,699,015	\$ 1,256,093

Grants Received

Environmental Trust Fund 2023/2024 - Awarded Projects

The Environmental Trust Fund provides assistance for action-oriented projects with tangible, measurable results, aimed at protecting, preserving and enhancing the Province's natural environment (www.gnb.ca). Awarded projects run April 2023 to March 2024. Financial claims are processed in March 2024 for all project expenses. In keeping with Generally Accepted Accounting Principles, deferred revenue is recorded at year-end for any expenses incurred in 2023.

SOLID WASTE SERVICES

Cleaning up Southeastern NB	\$ 30,000
Expanding the Reuse Expo	\$ 20,000
Glass Recycling Awareness	\$ 40,000
Mattress Recycling	\$ 50,000
Southeast NB Waste Education Program	\$ 50,000
TOTAL ENVIRONMENTAL TRUST FUND 2023/2024 - AWARDED PROJECTS	\$ 190,000

OTHER GRANTS/DONATIONS

CORPORATE

Province of New Brunswick - Financing of Local Governance Reform Costs	\$ 493,054
Canada Community Building Fund - Strategic Plan Development	\$ 50,000
Government of New Brunswick - Regional Service Support Fund	\$ 1,339,568

COLLABORATIVE REGIONAL SERVICES - TRAIL COUNCIL

TD Bank - Donation for Shoreline Trail	\$ 25,000
Canada Community Building Fund - Shoreline Trail	\$ 951,182

LOCAL PLANNING

Regional Development Corporation (RDC) - Online permitting system 2023/2024 - Year 3	
<small>*This is the maximum amount available to claim in year 3. Funds were received in 2024.</small>	\$ 14,470

COMMUNITY & SOCIAL DEVELOPMENT

Economic Social Inclusion Corporation - Memorandum of Understanding Administration Support Funding. April 1, 2023 - March 31, 2024.	\$ 67,669
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ECONOMIC DEVELOPMENT

WorkingNB	\$ 1,500,000
Minister of Health - Community Promotional Funding Program	\$ 100,000
PETL - Southeast New Brunswick: Business Services for Newcomers and Entrepreneurs	\$ 120,000
TOTAL OTHER GRANTS/DONATIONS	\$ 4,660,943

Board and Committee Remuneration & Expenses

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.

	Total Per diems Year 2023	Expenses reimbursed Year 2023	Total Per diems and Expenses Year 2023
BOARD MEMBERS			
Arnold, Dawn	\$ 2,750.00	\$ -	\$ 2,750.00
Black, Andrew	\$ 2,600.00	\$ 1,038.34	\$ 3,638.34
Bourgeois, Maxime	\$ 4,825.00	\$ 993.92	\$ 5,818.92
Caissie, Roger	\$ 6,130.75	\$ 1,154.72	\$ 7,285.47
Campbell, Robert	\$ 2,900.00	\$ 218.33	\$ 3,118.33
Lapierre, Yvon	\$ 1,500.00	\$ -	\$ 1,500.00
LeBlanc, Andrew	\$ 2,650.00	\$ 237.18	\$ 2,887.18
Leger, Serge	\$ 2,750.00	\$ 1,087.10	\$ 3,837.10
Ricker, Gaius	\$ 3,100.00	\$ 546.51	\$ 3,646.51
Rochon, Robert	\$ 2,600.00	\$ 695.01	\$ 3,295.01
Saunders, Peter	\$ 2,450.00	\$ -	\$ 2,450.00
Stokes, Jason	\$ 2,950.00	\$ 1,580.29	\$ 4,530.29
Warren, Erica	\$ 3,950.00	\$ 733.54	\$ 4,683.54
TOTAL	\$ 41,155.75	\$ 8,284.94	\$ 49,440.69

	Total Per diems Year 2023	Expenses reimbursed Year 2023	Total Per diems and Expenses Year 2023
ALTERNATES			
Bannister, Phyllis	\$ 400.00	\$ -	\$ 400.00
Bennett, Wayne	\$ 350.00	\$ -	\$ 350.00
Bertin, Jean-Claude	\$ 300.00	\$ -	\$ 300.00
Collette-Boudreau, Sylvie	\$ 300.00	\$ 47.20	\$ 347.20
Crossman, Shawn	\$ 250.00	\$ -	\$ 250.00
Cullen, Mariane	\$ 400.00	\$ 163.42	\$ 563.42
Dupuis, Normand	\$ 500.00	\$ 37.62	\$ 537.62
Janin, Melyssa	\$ 450.00	\$ 22.80	\$ 472.80
Jones, Stacy	\$ 800.00	\$ 95.76	\$ 895.76
Land, Jeff	\$ 400.00	\$ 162.78	\$ 562.78
Martin, Chad	\$ 800.00	\$ 132.70	\$ 932.70
Martin, Greg	\$ 600.00	\$ 444.26	\$ 1,044.26
Murphy, Dennis	\$ 900.00	\$ 85.50	\$ 985.50
Murphy, Sarah	\$ 600.00	\$ 37.95	\$ 637.95
Thibodeau, Ernest	\$ 850.00	\$ 270.03	\$ 1,120.03
Vienneau, Marc-Andre	\$ 500.00	\$ 172.20	\$ 672.20
TOTAL	\$ 8,400.00	\$ 1,672.22	\$ 10,072.22
TOTAL - Members & Alternates	\$ 49,555.75	\$ 9,957.16	\$ 59,512.91
NON-ELECTED MEMBERS - COMMITTEES			
Belliveau, Murielle	\$ 1,100.00	\$ 520.76	\$ 1,620.76
Clermont, Alexandre	\$ 200.00	\$ 132.24	\$ 332.24
Dixon, Stanley	\$ 1,300.00	\$ 1,180.98	\$ 2,480.98
Estabrooks, Linda	\$ 1,425.00	\$ 780.58	\$ 2,205.58
Goguen, Valmont	\$ 1,300.00	\$ 975.54	\$ 2,275.54
Keith, Heather	\$ 300.00	\$ 113.85	\$ 413.85
LeBlanc, Edgar	\$ 1,650.00	\$ 755.70	\$ 2,405.70
McMackin, Teri	\$ 900.00	\$ 329.40	\$ 1,229.40
Murphy, Kim	\$ 375.00	\$ 138.00	\$ 513.00
Poirier, Paul	\$ 375.00	\$ 138.00	\$ 513.00
Taylor, Stuart	\$ 575.00	\$ 220.32	\$ 795.32
Trenholm, Ralph	\$ 1,050.00	\$ 984.70	\$ 2,034.70
TOTAL	\$ 10,550.00	\$ 6,270.07	\$ 15,199.31
TOTAL - Elected & Non-Elected	\$ 60,105.75	\$ 16,227.23	\$ 74,712.22



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