

Regional Development Corporation

Annual Corporate Plan
2021-2022

RDC
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Province of New Brunswick
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President's Message

On behalf of the management and staff at the Regional Development Corporation (RDC), I am pleased to present our 2021-2022 Annual Corporate Plan. The plan gives an overview of our organization and highlights the goals and objectives for the coming year.

This plan outlines how the Regional Development Corporation will work across government departments to help drive our economic recovery. We will do this by identifying and investing in priority infrastructure projects through the Integrated Bilateral Agreement and other federal-provincial funding agreements. Our focus will continue to be regional, as well as rural, and we will support the identification and planning of local and regional economic development priorities.

We will help build vibrant and sustainable communities by extending the COVID-19 stream of funding available through the Community Investment Fund into 2021-2022. This will ensure that non-profit community organizations that have been impacted by the pandemic and serve vulnerable segments of our population such as seniors and children will endure.

I am proud of what the team and staff of the Regional Development Corporation have been able to accomplish to date and look forward to working with them to deliver on our new mandate.

On behalf of all the dedicated employees, along with our Board of Directors and the many partners and stakeholders who we work with and who support us, please accept this recommendation for the 2021-2022 Annual Corporate Plan.



Cade Libby
President
Regional Development Corporation

Regional Development Corporation Act

Government has provided the following direction to Regional Development Corporation (RDC) under the *Regional Development Corporation Act*:

Mission

Working in partnership to support the development priorities of New Brunswick.

Mandate of the Corporation

Under the RDC Act, the mandate of the Corporation is to:

- administer and manage development agreements between the Province and the Government of Canada as assigned by the Lieutenant-Governor in Council;
- assist in the establishment and development of enterprises and institutions operated by corporations, trusts, partnerships, societies and individuals;
- assist in the establishment and development of facilities relating to tourism and recreation;
- assist municipalities and rural communities in planning and developing works or projects of benefit to the general public;
- prepare plans for regional development;
- coordinate and guide regional development; and
- carry out any duties assigned by the Lieutenant-Governor in Council.

Objectives

The broad range of objectives and powers afforded the Corporation, per its enabling legislation, combined with its involvement in all economic development agreements, save and except highways, provides government with an organization having:

- the ability to react quickly to unforeseen situations as identified by Cabinet;
- the power to finance and implement projects which cut across the mandates/responsibilities of several government departments;
- the financial flexibility to allocate funding between agreements and programs as circumstances warrant;
- a broad knowledge of activities taking place in the regional economic development field;
- expertise and speed in recovering funding due from Canada under cost-sharing agreements; and
- a board of directors which enhances co-operation and coordination among the deputies of economic departments in support of the government's priorities.

Values

These Government of New Brunswick (GNB) values are enduring beliefs that influence RDC staff attitudes and actions. RDC Staff believe that the following fundamental values are central to their

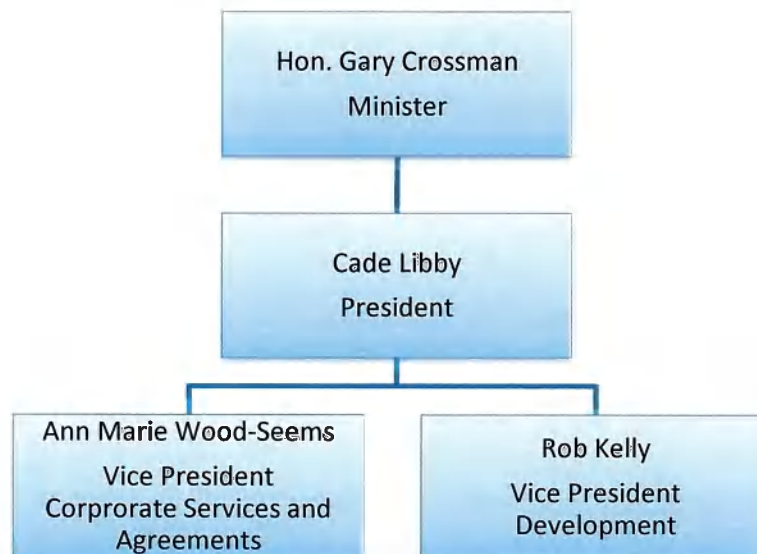
relationships with elected officials, the public and other public servants.

- **INTEGRITY** Public servants act honestly, fairly and openly; they honour their commitments; and they do not use public office for private or personal gain.
- **RESPECT** Public servants treat one another and all citizens with respect by ensuring fairness, upholding the merit principle, supporting diversity, valuing workplace safety and wellness, and ensuring that the workplace is free from discrimination and harassment.
- **IMPARTIALITY** Public servants act objectively, professionally and lawfully, and with respect for the authority of the government of the day.
- **SERVICE** Public servants provide service to the public that is timely, competent, fair, efficient and effective.
- **COMPETENCE** Public servants strengthen their own capabilities and foster the professional development of other public servants to serve well the government of the day and the public.

Administration of the Corporation

The Corporation consists of a Board of Directors appointed by the Lieutenant-Governor in Council. The membership is generally drawn from Deputy Ministers of provincial departments and Presidents of Crown agencies. The President of the Corporation is also the Chairperson of the Board of Directors.

The Corporation reports to the Legislature through the Minister responsible for RDC. At present time, RDC has 26 employees.



RDC Board of Directors

Board Member	Position
Cheryl Hansen	Member
Tom MacFarlane	Member
Sadie Perron	Member
Cathy LaRoche	Member
Cade Libby	Member - Chair
Rob Kelly	Secretary
Ann Marie Wood-Seems	Treasurer

Provincial Holdings Ltd.

Provincial Holdings Ltd. (PHL) is incorporated under the Canada Business Corporations Act. PHL shares are owned by the Minister responsible for RDC. PHL is governed by a Board of Directors and reports to the Legislature through the Minister responsible for the RDC.

PHL Board of Directors

Board Member	Position
Hon. Gary Crossman	Member - Chair
Hon. Jill Green	Member
Hon. Arlene Dunn	Member
Cade Libby	Member
Rob Kelly	Member
Ann Marie Wood-Seems	Secretary-Treasurer

Special Operating Agency (SOA)

The Special Operating Agency (SOA) allows increased management flexibility to do business in return for increased management accountability based on the achievement of defined performance goals. An SOA provides financial flexibility in managing cash flow and is able to carry-over unexpended appropriations to subsequent years. This element is important, especially for major projects, because project scheduling may well mean that expenditures are incurred in more than one fiscal year since payments are based on when the work is accomplished.

RDC Programs and Services

RDC offers programs and services throughout the province. An RDC Project Executive has been assigned to each of RDC's 5 regions; Northwest, Northeast, Central, Southeast, and Southwest. In addition to Fredericton RDC has offices located in Grand Falls, Tracadie, and Miramichi.

In 2021, RDC will expand to include a Moncton staff location.

Community Development Fund (CDF)

The CDF recognizes the important contribution communities make to New Brunswick's economy and quality of life. As such, the CDF aims to help grow and sustain vibrant communities by partnering with non-profit organizations and other levels of government with their capital projects.

Community Investment Fund (CIF)

The CIF support communities by providing funding for smaller scale projects, events and initiatives that enhance or support communities and help make them vibrant places for everyone to live. The CIF may enhance existing community assets or develops initiatives that strengthen a community.

Rural Economy Fund (REF)

The REF aims to help rural regions and grow and sustain their economies by supporting local and/or regional priority initiatives and/or capital projects. The purpose of the fund is to partner with non-profit organizations and other levels of government strengthen and diversify rural economies by addressing program/funding gaps and complementing, not duplicating, mandates of other government departments. Applicant must be from an Eligible Rural Area (Any incorporated municipality or LSD that has a population of less than 25,000 inhabitants as of the most recent Canadian Census).

Total Development Fund (TDF)

The TDF supports provincial priorities as well as sector/industry-wide initiatives that optimize development, improve productivity, accelerate growth, and/or enhance competitiveness across key sectors/industries. Projects supported with this fund must be linked to a regional or government priority and/or a departmental strategy and be able to demonstrate an economic benefit to the applied sector/industry or to the province. Incorporated organizations, local governance entities and provincial government departments are eligible.

Investment in Innovation

RDC will continue to work closely with industry and research institutions to support the Innovation Agenda which will contribute to New Brunswick's economy. The goal of this program is to leverage existing public infrastructure and investments in research institutions in the province to increase

productivity and capacities to respond to industry and market needs. The program is designed to ensure that research investments by the province are relevant and generate positive returns.

Strategic Infrastructure Fund

The Strategic Infrastructure Fund will be utilized to address the need for infrastructure investments in all regions of New Brunswick that create economic benefits and are sustainable. Communities and business need modern infrastructure to support economic growth and improve economic development prospects.

Federal-Provincial Agreements

The Corporation is the lead agency in the planning and negotiation process for federal and provincial development arrangements and agreements. The Corporation also makes recommendations to Cabinet concerning regional economic development priorities.

In 2021-22 RDC will provide financial and administrative management for all federal-provincial agreements relating to provincial development. The delivery of programs and projects under these agreements is primarily the responsibility of provincial line departments.

The Corporation also works closely with the Atlantic Canada Opportunities Agency on a range of regional economic development projects and issues in New Brunswick.

RDC is involved in the implementation of the following federal-provincial cost-shared agreements:

- Administrative Agreement on the Federal Gas Tax Fund;
- Canada – New Brunswick New Building Canada Small Communities Fund;
- Public Transit Infrastructure Fund – Clean Water Wastewater Fund Agreement;
- Integrated Bilateral Agreement;
- Low Carbon Economy Leadership Fund; and
- Atlantic Fisheries Fund.

Integrated Bilateral Agreement (IBA)

The Government of Canada and the Government of New Brunswick (GNB) 10-year bilateral agreement to fund infrastructure projects in the province will provide \$673,217,568 in federal funding for New Brunswick infrastructure projects.

Priority Areas

Priority Areas	Expected Result / Outcome	Actions
Vibrant and sustainable communities	Assist line departments and communities in identifying and advancing priorities to create vibrant communities.	<ul style="list-style-type: none"> • Co-chair the GNB Infrastructure Working Group • Assign an RDC Project Executive to each of five regions. • Meet with Municipal Associations a minimum of two (2) times per year • Participate at Provincial-Municipal Council meetings
Support identification and planning of local and regional development priorities	<p>Increased number of feasibility studies and strong business cases attached to funding requests.</p> <p>Consistently seek “sector advice” from respective line departments to ensure initiative is aligned to GNB’s priorities.</p>	<ul style="list-style-type: none"> • Fund strategic feasibility studies / development plans • Request provincial reviews of large projects through Finance and Treasury Board staff • Hold joint team meetings with all relevant Departments to understand strategic sector priorities • Request advice from appropriate Departments on related funding requests
Continuation of a COVID-19 support stream through the Community Investment Fund (CIF)	Extend the financial relief to eligible non-profit organizations from impacts related to COVID-19 to ensure their continued presence in communities.	<ul style="list-style-type: none"> • Provide information on CIF to all members of the legislative assembly and their executive assistants. • Ensure an efficient project approval process to review and approve the projects
Provide funding support for infrastructure projects under the Integrated Bilateral Agreement (IBA)	Maximize federal IBA funds leveraged in support of priority infrastructure projects by committing 90% of RDC capital budget.	<ul style="list-style-type: none"> • Effectively manage currently approved IBA projects • Evaluate proposals received in the open Call for Interest for new projects • Ensure an efficient project approval process to review and approve the projects
Implementation of Investment Criteria Guidelines	Design and implement a structured approach for building, evaluating and monitoring the portfolio of financial assistance in order to achieve the stated objectives and realize positive outcomes.	<ul style="list-style-type: none"> • Actively participate on the Investment Criteria Guidelines design team • Implement approved guidelines into the RDC approvals process

Priority Areas	Expected Result / Outcome	Actions
Climate change Action Plan	Work collaboratively with the Department of Environment and Local Government (ELG) to meet commitments and achieve actions set out in the Climate Change Action Plan.	<ul style="list-style-type: none"> • Work in conjunction with ELG to implement the Action Plan
Duty to consult	It is expected that RDC develop a process for initiatives and applications that may trigger or require the duty to consult.	<ul style="list-style-type: none"> • Complete and implement the Duty To Consult process with the Department of Aboriginal Affairs
2020-2021 Annual Report	Ensure that your 2020-2021 annual report is presented to me no later than 90 days following the receipt of RDC's audited financial statements, for Ministerial approval. You will ensure that it is filed with the Clerk of the Legislature within 30 days of the Minister's signature.	<ul style="list-style-type: none"> • Complete the Annual Report within 90 days of completion of the annual financial audit and achieve Ministerial sign-off • File with the Clerk of the Legislature within the 30-day filing period

Financial Information

2021-2022 Budget Summary

	2020-21	2021-22
Ordinary Expenditure Budget		
Development Initiatives	\$ 39,700,000	\$ 39,500,000
Community Initiatives	22,450,000	22,450,000
Administration	3,315,000	3,203,000
Total Ordinary Expenditure Budget	\$ 65,465,000	\$ 65,153,000
Capital Budget		
New Building Canada Fund - Small Communities Fund	\$ 2,500,000	\$ -
Integrated Bilateral Agreement	10,000,000	15,000,000
Strategic Infrastructure Initiative	27,500,000	26,250,000
Total Capital Budget	\$ 40,000,000	\$ 41,250,000
Special Operating Agency Budget		
Canada-New Brunswick Integrated Bilateral Agreement	\$ 20,000,000	\$ 109,000,000
Building Canada Fund – Gas Tax	54,500,000	51,000,000
Low Carbon Economy Leadership Fund	15,500,000	11,700,000
Other	16,584,000	4,675,000
Total Special Operating Agency	\$ 106,584,000	\$ 176,375,000

