



COUNCIL AGENDA

Wednesday, April 22, 2026, 6:00 p.m.

Moosehead Room at the Garcelon Civic Center

Pages

- A. **CALL TO ORDER**
- B. **FIRST NATION RECOGNITION**
Before we begin, I would like to respectfully acknowledge that we are gathered today on the ancestral, unceded territory of the Peskotomuhkati people.
- C. **APPROVAL OF THE AGENDA**
Proposed Resolution:
That the Agenda for the Regular Council Meeting of APRIL 22, 2026, be approved.
- D. **DISCLOSURE OF CONFLICT OF INTEREST**
- E. **MOTION TO CLOSE THE MEETING TO THE PUBLIC**
Proposed Resolution:
THAT pursuant to section 68(1) of the Local Governance Act, Council move to a closed session for the purpose of discussing:
 - 1. Financial Matter
 - 2. Labour Matter
 - 3. Third Party Confidentiality
- F. **RETURN TO OPEN SESSION**
- G. **ADOPTION OF MINUTES**
 - 1. Regular Council Meeting 5
Proposed Resolution:
That the Minutes of the Regular Council Meeting held on MARCH 25, 2026, be approved as presented.
- H. **PUBLIC DELEGATIONS**
 - 1. Airport Master Plan 13
Presentation by Ben Crooks, Senior Planner, HM Aero Aviation Consulting
- I. **PUBLIC COMMENT PERIOD**
- J. **BYLAWS**

- | | | |
|----|--|----|
| 1. | <u>Bylaw No. D-2 - DEVELOPMENT INCENTIVES BYLAW - Second Reading</u>
<u>Proposed Resolution:</u>
That BYLAW NO. D-2, A Bylaw Respecting Development Incentives for the Municipal District of St. Stephen, be given SECOND reading by title. | 60 |
| 2. | <u>Bylaw No. D-2 - DEVELOPMENT INCENTIVES BYLAW - Third Reading</u>
<u>Proposed Resolution:</u>
That BYLAW NO. D-2, A Bylaw Respecting Development Incentives for the Municipal District of St. Stephen, be given THIRD and FINAL reading by title. | |

K. NEW BUSINESS

- | | | |
|----|--|----|
| 1. | <u>Requests for Decisions</u> | |
| a. | ADDITIONAL FUNDING REQUEST from The Chocolate Museum
<u>Proposed Resolution:</u>
That Council approve the additional funding request for The Chocolate Museum in the amount of \$2,000 as an additional grant under the Council Grant Program. | 69 |
| b. | AIRPORT MAY DAY EVENT REQUESTS | |
| a. | MUNICIPALITY approval to perform low-altitude flyovers
<u>Proposed Resolution:</u>
That Council approve the Mayor signing a letter of support for a flyby by Canadian Armed Forces aircraft as low as 500 feet, for the planned May Day Event being held at Giddens Memorial Airport (CCS3) for transit, practice, and shows on May 30, 2026 (Rain Date: May 31, 2026). | 70 |
| b. | PARTICIPATION of St. Stephen Fire Department in May Day Event | 71 |
| c. | AGE-FRIENDLY COMMUNITY COMMITTEE - TERMS OF REFERENCE
<u>Proposed Resolution:</u>
That Council approve the Age-Friendly Community Committee Terms of Reference as presented. | 73 |
| d. | DOWNTOWN FACADE PROGRAM AMENDMENTS
<u>Proposed Resolution:</u>
That Council approve the amended guidelines for the Downtown Facade Improvement Program as presented. | 80 |

e.	REQUEST FOR RE-CONSIDERATION Downtown Facade Program Application	99
	<u>Proposed Resolution:</u> That Council amends its previous approval of Top Shelf Cabinets Downtown Facade Improvement grant application by amending the eligible funding amount to a maximum of \$7,500.	
f.	STREET IMPROVEMENTS PROGRAM TENDER AWARD	101
	<u>Proposed Resolution:</u> That Council approve the award of contract for the Street Improvement Program 2026 to NRB Construction Company Ltd., the lowest tenderer, in the amount of \$4,579,309.20 HST included.	
g.	TENDER FOR 2 - 2026 3/4 TON 4X4 HD TRUCKS	104
	<u>Proposed Resolution:</u> That Council approves the purchase of Two (2) 2026 1-ton HD 4X4 heavy duty regular cab, long wheel-base, plow compatible trucks from Charlotte County Chevrolet Buick GMC Ltd. for the tendered price of \$191,724.90 plus HST.	
h.	TENDER FOR 1 - 1/4 TON 4WD ACCESS TRUCK	105
i.	AWARD OF CONTRACT - Project Management	
j.	PAYROLL SCHEDULE ADJUSTMENT	
k.	LEASE OPTION RENEWAL - 5 King Street	

L. COUNCIL REPORTS

Proposed Resolution:

That the Council Reports be acknowledged and received.

1.	<u>Mayor MacEachern</u> The Municipal District of St. Stephen proclaims April 24 as Human Values Day and will illuminate the Garcelon Civic Center in red in recognition of this day.	106
a.	Human Values Day - Proclamation	107
2.	<u>Deputy Mayor Wheaton</u>	125
3.	<u>Councillor Wright</u>	126
4.	<u>Councillor Greenlaw</u>	127
5.	<u>Councillor Hyslop</u>	128
6.	<u>Councillor Cornish</u>	129
7.	<u>Councillor Harding</u> Approved Minutes from Community Well-Being Task Force Meeting on March 9, 2026.	132

M. End of Term Presentations

N. ADJOURNMENT

Proposed Resolution:

THAT the meeting be adjourned at ____ p.m.



**MUNICIPAL DISTRICT OF ST. STEPHEN
REGULAR COUNCIL MINUTES**

March 25, 2026, 6:00 p.m.

Moosehead Room at the Garcelon Civic Center

Members Present: Mayor A. MacEachern, Deputy Mayor G. Wheaton, Councillor M. Harding, Councillor D. Hyslop, Councillor B. Cornish, Councillor J. Wright, Councillor W. Greenlaw, Councillor E. Rodas

Staff Present: J. Renaud, CAO/Town Clerk, S. Morton, Deputy CAO, K. Sumner, Director of Parks & Community Services, C. Caswell, Executive Assistant, F. Godsoe, Treasurer

A. CALL TO ORDER

Mayor MacEachern called the meeting to order.

B. FIRST NATION RECOGNITION

C. APPROVAL OF THE AGENDA

RES. NO. 23/26

Moved by Councillor Harding

Seconded by Councillor Wright

THAT the Agenda for the Regular Council Meeting of MARCH 25, 2026, be approved with the addition of the following late agenda items under:

H. BYLAWS, addition of item 6. Bylaw 05-26 - REMUNERATION OF COUNCIL

J. COUNCIL REPORTS, addition of item 7. Councillor Cornish

MOTION CARRIED

D. DISCLOSURE OF CONFLICT OF INTEREST

No conflicts declared.

E. ADOPTION OF MINUTES

1. Regular Council Meeting

RES. NO. 24/26

Moved by Deputy Mayor Wheaton

Seconded by Councillor Hyslop

THAT the Minutes of the Regular Council Meeting held on FEBRUARY 25, 2026, be approved as presented.

MOTION CARRIED

F. PUBLIC DELEGATIONS

1. Water System Strategic Infrastructure Plan (2026 – 2041)

Presentation by Rory Pickard, Dillon Consulting Ltd.

G. PUBLIC COMMENT PERIOD

Celia Morgan, Ward 2

Chandra Best, Ward 3

David Whittingham, Ward 2

H. BYLAWS

1. Bylaw 01-26 - ESTABLISHING A CODE OF CONDUCT FOR MEMBERS OF COUNCIL - THIRD AND FINAL READING

RES. NO. 25/26

Moved by Councillor Greenlaw

Seconded by Councillor Harding

THAT BYLAW 01-26, A Bylaw Establishing A Code of Conduct for Members of Council of the Municipal District of St. Stephen Council, be given THIRD and FINAL reading by title.

MOTION CARRIED

2. Bylaw 02-26 - FOOD TRUCK REGULATION BYLAW

RES. NO. 26/26

Moved by Councillor Harding

Seconded by Councillor Wright

THAT BYLAW 02-26, A Bylaw Regulating Food Trucks in the Municipal District of St. Stephen, be given FIRST reading by title.

MOTION CARRIED

3. Bylaw 03-26 - BUSKING AND STREET PERFORMANCE BYLAW

RES. NO. 27/26

Moved by Councillor Hyslop

Seconded by Deputy Mayor Wheaton

THAT BYLAW 03-26, A Bylaw Regulating Busking and Street Performance in the Municipal District of St. Stephen, be given FIRST reading by title.

MOTION CARRIED

4. Bylaw 04-26 - TRANSIENT TRADER BYLAW

RES. NO. 28/26

Moved by Councillor Harding

Seconded by Councillor Hyslop

THAT BYLAW 04-26, A Bylaw Regulating Transient Traders in the Municipal District of St. Stephen, be given FIRST reading by title.

MOTION CARRIED

5. Bylaw No. D-2 - DEVELOPMENT INCENTIVES BYLAW

RES. NO. 29/26

Moved by Councillor Hyslop

Seconded by Councillor Rodas

THAT BYLAW NO. D-2, A Bylaw Respecting Development Incentives for the Municipal District of St. Stephen, be given FIRST reading by title.

MOTION CARRIED

6. Bylaw 05-26 - REMUNERATION OF COUNCIL

RES. NO. 30/26

Moved by Councillor Harding

Seconded by Councillor Greenlaw

THAT BYLAW 05-26, A Bylaw Respecting the Remuneration of Council for the Municipal District of St. Stephen, be given FIRST reading by title.

MOTION CARRIED

I. NEW BUSINESS

1. Requests for Decisions

- a. REVISED SCHEDULE "A" of BY-LAW NO. W-1, A By-law Respecting Water and Sewer Rates and Charges

RES. NO. 31/26

Moved by Councillor Harding

Seconded by Councillor Greenlaw

THAT the Proposed Revised Schedule "A" To By-law No. W-1, a By-law respecting Water and Sewer Rates and Charges, be approved by Council as presented in Request for Decision Report: CS26-05. For further clarity, the rates and charges herein approved shall be applied for the billing period beginning on January 1st, 2026, and shall remain effective for the duration of the 2026 billing year.

MOTION CARRIED

- b. CLOSING OF EVERGREEN LANE

RES. NO. 32/26

Moved by Councillor Harding

Seconded by Councillor Greenlaw

THAT Council authorizes the closing of Evergreen Lane, which was a private lane put in place for the development of parcels that are no longer being considered for development.

MOTION CARRIED

c. GIFTING AGREEMENT

RES. NO. 33/26

Moved by Councillor Hyslop

Seconded by Deputy Mayor Wheaton

THAT the Mayor and Clerk be authorized to sign the within Gifting Agreement on behalf of the Municipal District of St. Stephen.

MOTION CARRIED

d. MILLTOWN BASEBALL FIELD AGREEMENT

RES. NO. 34/26

Moved by Councillor Greenlaw

Seconded by Councillor Hyslop

THAT the Mayor and Clerk be authorized to sign the within Operations and Maintenance Agreement for the Milltown Baseball Diamond on behalf of the Municipal District of St. Stephen.

MOTION CARRIED

e. PARKS DEPARTMENT - TRUCK REPLACEMENT

RES. NO. 35/26

Moved by Councillor Harding

Seconded by Councillor Greenlaw

THAT Council approves the purchase of a 2026 Toyota Tacoma from Saint John Toyota at the cost of \$52,296.79 plus HST.

MOTION CARRIED

f. SKATE PARK LOCATION

RES. NO. 36/26

Moved by Councillor Harding

Seconded by Councillor Rodas

THAT Council approves the conversion of the portion of the parking lot located off of Burton Avenue into a skatepark. Further, that Council directs administration to undertake such steps as may be necessary for the establishment of a skatepark at the location for the 2026 season.

MOTION CARRIED

g. DOWNTOWN FACADE IMPROVEMENT PROGRAM
APPLICATION

RES. NO. 37/26

Moved by Councillor Hyslop

Seconded by Councillor Cornish

THAT Council of the Municipal District of St. Stephen:

1. Approve an application under the Downtown Façade Improvement Program for Top Shelf Cabinets Inc., 47 Milltown Blvd, in the amount of \$4,750;
2. Confirm that funding is limited to eligible project components;
3. Deny funding for the proposed metal siding component;
4. Require staff review and approval of final design;
5. Require all permits prior to commencement of work.

MOTION CARRIED

h. POLICY GOVERNANCE FRAMEWORK

RES. NO. 38/26

Moved by Deputy Mayor Wheaton

Seconded by Councillor Greenlaw

THAT Council approves the Policy Governance Framework as presented.

MOTION CARRIED

J. COUNCIL REPORTS

RES. NO. 39/26

Moved by Councillor Harding

Seconded by Councillor Greenlaw

THAT the Council Reports be acknowledged and received.

MOTION CARRIED

1. Mayor MacEachern
2. Deputy Mayor Wheaton
3. Councillor Harding
4. Councillor Hyslop
5. Councillor Wright
6. Councillor Greenlaw
7. Councillor Cornish

K. ADJOURNMENT

RES. NO. 40/26

Moved by Councillor Rodas

Seconded by Councillor Hyslop

THAT the meeting be adjourned at 7:15 p.m.

MOTION CARRIED

Mayor

Clerk



St. Stephen (Giddens Memorial) Airport Master Plan
M.D. of St. Stephen Council | April 22, 2026

Overview

- Future direction for the airport required under the 2025 Municipal Plan
- Current position:
 - Limited investment for multiple decades; infrastructure nearing or beyond end of useful service life
 - Positive but modest social and economic value
- Master Plan goals:
 - Evaluate regional value
 - Identify realistic role and opportunities
 - Set out a phased path forward
- Decision point: Commit to the long-term future of the airport, or adopt an alternate model
 - Status quo is not a viable scenario due to safety-related implications of future asset degradation

Current Role & Potential

- Current role:
 - Private aviation, aviation-based tourism, visitor access, and public health and safety
 - Limited activity = modest but positive economic and social value
- Expanding activity, economic impacts, and social value
 - Economic productivity – growth in visitor access
 - Public health and safety – meeting growing rotary-wing requirements for border sovereignty, wildfire response, and search and rescue
- Critical questions:
 - Is the future potential of the airport aligned with regional priorities and values?
 - What are the investments required to attain these opportunities?



Responding to the Region

- 67% of all survey respondents say the airport is important or very important
 - Support strongest from businesses, economic stakeholders, and aviation users
 - Resident perspectives are mixed but generally favourable
- Two-part focus: the airport as an economic enabler, but also an asset for public health and safety
- Main questions:
 - Costs of sustaining the airport and how they will be funded
 - Limited awareness of benefits
 - Need for clearer long-term plan

A vision for the future:

To collaboratively develop and sustain St. Stephen Airport as a regional asset to Southwest New Brunswick that supports public health and safety, welcomes visitors to the area, and contributes to economic vitality.

From Vision to Implementation

- Airport capital infrastructure
 - Short-term (1-5 year) focus on strategic investments to 1) unlock economic and social value; 2) develop alignment with governmental mandates; and 3) generate revenues (\$1.4 million)
 - Medium-term (6-10 year) focus on the recapitalization of the airport's core airfield assets that have reached or exceeded their useful service lives (\$11.1 million) + potential investment in the runway infrastructure if warranted (\$1.5 million)
- Aligning regional participation with value received from the airport and establishing a path forward for ownership, governance, and funding
- Targeting provincial, federal, and private-sector partnerships

Thank You & Questions



Planning | Engineering | Regulatory & Advisory

Ben.Crooks@hmaero.ca | 613-808-2797

A wide-angle photograph of an asphalt runway at an airport. The runway has white dashed center lines and solid edge lines. The sky is blue with scattered white clouds. In the distance, there is a line of trees and a small building on the left. The image is framed by blue diagonal overlays in the top-left and bottom-right corners.

St. Stephen (Giddens Memorial) Airport

Master Plan

Final Report | April 15, 2026

Table of Contents

1	INTRODUCTION	1
1.1	Context	1
1.2	Objectives	1
1.3	Stakeholder and Community Engagement	1
2	AIRPORT OVERVIEW.....	3
2.1	Service Delivery	3
2.2	Infrastructure and Services	4
2.3	Airport Use and Regional Value.....	6
2.3.1	Tenants and Based Users	6
2.3.2	Aircraft Activity Levels.....	6
2.3.3	Primary Forms of Activity and Baseline Value	8
3	STRATEGIC EVALUATION AND PRIORITIES DEFINITION.....	9
3.1	Regional Priorities.....	9
3.2	Aviation System Context.....	11
3.2.1	Grand Manan Airport	11
3.2.2	Brockway Airport.....	12
3.2.3	Saint John Airport and Fredericton International Airport	13
3.2.4	Eastport Airport and Princeton Airport	13
3.3	Aviation Activity Segments Scan	13
3.4	Strategic Assessment	17
3.4.1	Strengths	17
3.4.2	Weaknesses	17
3.4.3	Opportunities	18
3.4.4	Threats	19
3.5	Airport Vision, Mission, and Role	20
4	FACILITY REQUIREMENTS DEFINITION.....	21
4.1	Design Aircraft Identification	21
4.2	Movement Area and Transitional Infrastructure	23
4.2.1	Runway 13-31	23
4.2.2	Taxiway System.....	26
4.2.3	Apron System and Aircraft Parking.....	26
4.2.4	Airfield Lighting System and Visual Navigation Aids.....	28
4.2.5	Instrument Flight Procedures.....	28
4.2.6	Perimeter Fencing and Access Controls.....	29



4.3	Aircraft Support Services	29
4.3.1	Aviation Fuel Services	29
4.3.2	Aircraft Ground Handling	30
4.3.3	Airport of Entry Services	30
4.3.4	Terminal Building	30
4.3.5	Weather Observation and Reporting	31
4.4	Groundside System	31
5	AIRPORT DEVELOPMENT PLAN	32
6	IMPLEMENTATION FRAMEWORK.....	34
6.1	Future Service Delivery Model.....	34
6.2	Building External Financial Support	35
6.3	Leveraging Partnerships	36
6.4	Phased Implementation Strategy	36

List of Figures

Figure 2.1 - Airport Operating Expenses (2022-2026)	3
Figure 2.2 - Airport Site Plan	5
Figure 2.3 - Aircraft Arrivals and Departures (March 2025 to 2026).....	7
Figure 2.4 - Aircraft Origins and Destinations (March 2025 to 2026)	7
Figure 3.1 - Respondent Valuations of the Airport by Category	10
Figure 3.2 - Respondent Valuations of the Airport by Municipality	10
Figure 3.3 - Southwest New Brunswick Public-Use Airports	12
Figure 4.1 - Aircraft Runway Performance Comparison	23
Figure 5.1 - Airport Development Plan	33

List of Tables

Table 1.1 - Master Plan Survey Responses Overview	2
Table 3.1 - Aviation Activity Segments Scan.....	14
Table 4.1 - Design Aircraft Specifications, Fixed-Wing	21
Table 4.2 - Design Aircraft Specifications, Rotary-Wing.....	22
Table 6.1 - Phased Implementation Strategy	36

1 INTRODUCTION

1.1 Context

St. Stephen (Giddens Memorial) Airport (the “Airport”) is owned and operated by the Municipal District of St. Stephen (the “M.D.”). The *St. Stephen’s Municipal Plan*, enacted in October 2025, provides the following direction with respect to the Airport:

Future Management of St. Stephen’s Airport

Council proposes to either sell the Municipal Airport to a private entity that agrees to a restrictive covenant limiting its use to an airport, or to gift the airport to another public entity. Council may also follow the recommendation of an independent expert consultant that demonstrates the cost-benefit analysis of continued municipal ownership of the airport with improvements under the long-term Asset Management Plan.

1.2 Objectives

In response to the direction established through the Municipal Plan, the M.D., alongside the Town of Saint Andrews (the “Town”) and the Southwest New Brunswick Service Commission (the “Service Commission”), have identified the need to comprehensively examine the Airport’s current state and prospects, including the:

1. Development of a clear understanding of what value the Airport provides to the region today;
2. Consideration of whether the Airport represents a viable and regionally valuable facility that justifies the ongoing use of public resources;
3. Establishment of a realistic vision for how the Airport can provide economic and social benefits in the future; and
4. Identification of the steps to attain the future vision for the facility.

HM Aero Aviation Consulting was retained in October 2025 to address the objectives identified above through the preparation of the St. Stephen (Giddens Memorial) Airport Master Plan (the “Master Plan”). Oversight of the project was provided by the Chief Administrative Officers of the M.D. and Town and the Chief Executive Officer of the Service Commission.

1.3 Stakeholder and Community Engagement

A stakeholder and community engagement strategy was jointly developed by HM Aero and the project partners. Project stakeholders encompass parties with a vested interest in, or knowledge of, the Airport, such as tenants and operators; experts on subject matter of relevance to the Master Plan, such as the regional economy; and organizations that directly or indirectly benefit from the Airport. Stakeholders were engaged by in-person interviews and videoconference.

A total of 12 stakeholders were engaged during the development of the Master Plan:

- Bridges Brothers;
- Cooke Inc.;
- Flying 2C Helicopter Tours;
- Forest Protection Limited (FPL);
- Future St. Stephen;
- Kingsbrae Garden;
- Moncton Flight College;
- Royal Canadian Mounted Police (RCMP) Atlantic Region Air Services;
- St. Andrews Chamber of Commerce;
- St. Croix Valley Flying Club;
- St. Stephen Area Chamber of Commerce; and
- Synergi.

Input from residents and business in the region was facilitated through an online survey. A total of 229 responses were received through the Master Plan survey, with the composition by respondent type and municipality summarized in Table 1.1. The majority (61%) of responses were received from individuals residing in the M.D., with a further 31% of respondents residing in Saint Andrews, Fundy Shores, and Eastern Charlotte. When assessing by self-identified respondent type:

- Residents and household representatives comprised 74% of survey responses;
- 10% of responses came from representatives of businesses or organizations;
- Pilots and aircraft operators were responsible for 9% of responses; and
- Local elected officials and other types of respondents jointly provided 7% of responses.

Table 1.1 - Master Plan Survey Responses Overview

Municipality	Residents and Households		Businesses and Organizations		Pilots and Aircraft Operators		Elected Officials		Other / Blank		Total	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
St. Stephen	114	50%	11	5%	7	3%	3	1%	4	2%	139	61%
Saint Andrews	11	5%	8	3%	5	2%	1	< 1%	2	1%	27	12%
Fundy Shores	21	9%	1	< 1%	1	< 1%	2	1%			25	11%
Eastern Charlotte	13	6%	2	1%	1	< 1%	2	1%	1	< 1%	19	8%
Rural District 10	4	2%			1	< 1%					5	2%
Campobello Island					1	< 1%					1	< 1%
Other	7	3%	1	< 1%	4	2%			1	< 1%	13	6%
Total	170	74%	23	10%	20	9%	8	3%	8	3%	229	100%

2 AIRPORT OVERVIEW

2.1 Service Delivery

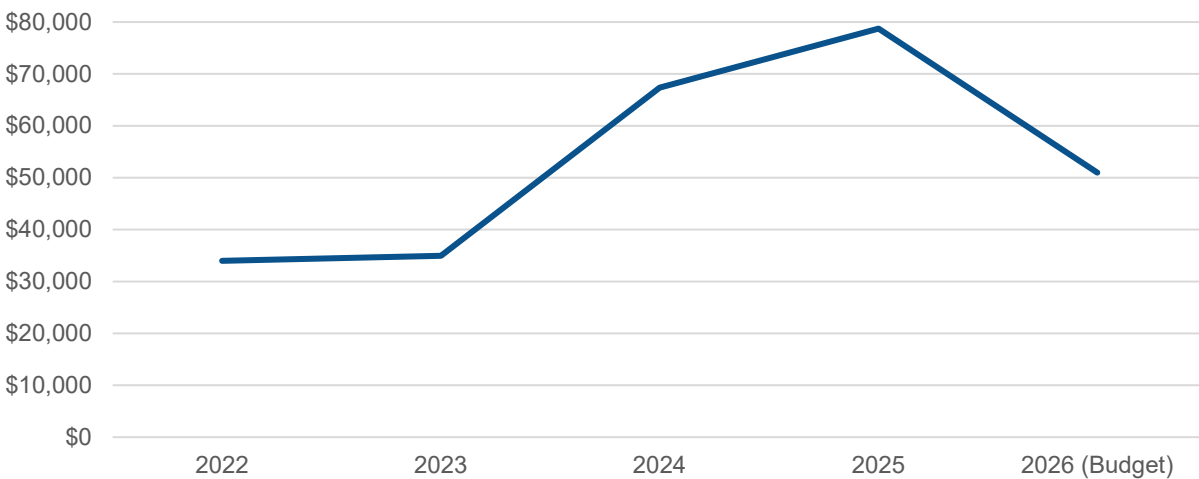
The Airport is owned by the M.D. and is governed by the nine elected officials comprising the Municipal District Council. The facility is operated as a registered aerodrome under the federal oversight of Transport Canada, with generally limited aeronautical regulatory obligations. No permanent staffing is assigned by the M.D. to the administration or operation of the Airport; management oversight is jointly provided on an as-required basis by the Chief Administrative Officer and Director of Infrastructure, with such duties generally being limited.

The Public Works Department completes routine maintenance at the Airport, including snow clearing, grass cutting, maintaining the airfield lighting system, and periodic repair and replacement projects. Three pieces of equipment within the Public Works Department's fleet are assigned to the Airport, including a ¾ ton truck and plow, utility tractor and bush hog, and mower. No permanent Public Works staff are assigned to the Airport and the maintenance service levels provided (e.g., snow clearing) are influenced by available resources, other municipal priorities, and requests from aircraft operators.

Limited revenues are generated through the Airport; accordingly, the facility's operating expenses mean that it is provided as a tax-supported municipal service and is allocated financial resources through the M.D.'s General Operating Fund. The financial performance of the facility over the previous four years and budgeted for 2026 is shown in Figure 2.1. During this period, the financial resources allocated to maintaining the Airport increased from a baseline of approximately \$34,000 in 2022 and 2023 to between \$67,000 and \$79,000 in 2024 and 2025 because of one-time increases in property maintenance and license costs. A review of previous years (2019 and 2020) indicates similar financial performance, with tax-supported operating expenses of between \$31,000 and \$66,000 annually. The budgeted financial performance of the Airport in 2026 anticipates a decrease to a total tax-supported expense of approximately \$51,000, representing 2% of the approximately \$2.5 million budget of Transportation Services.

The preceding discussion of the Airport's financial performance is strictly a reflection of its operating expenses. Aside from limited scope maintenance projects, such as line painting and crack sealing, no investments have been made in the facility's capital assets and no transfers to capital reserves are made on an ongoing basis. Accordingly, the Airport is neither financially self-sustaining from an operating nor a capital perspective.

Figure 2.1 - Airport Operating Expenses (2022-2026)



2.2 Infrastructure and Services

The Airport is located on a 32-hectare parcel of land owned by the M.D. The facility's site plan is shown in Figure 2.2. The primary infrastructure assets and supporting services of the Airport include:

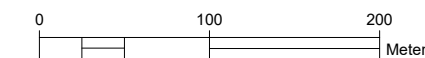
- **Runway 13-31**, an approximately 3,004 ft. (916 m) by 67 ft. (21 m) asphalt surfaced runway.
- The taxiway system, comprising three separate segments:
 - **Taxiway A** is a 43 ft. (13 m) wide asphalt surfaced facility connecting the Runway 13 threshold and Apron I over an approximately 223 ft. (68 m) length;
 - **Taxiway B** extends northwest and southeast of Apron I along the private hangar line and connects with Runway 13-31. Taxiway B is comprised of an asphalt surface for approximately 443 ft. (135 m) of its length, before transitioning to a gravel and grass surface for the remaining 541 ft. (165 m); and
 - **Taxiway C** connects the private Apron II with Runway 13-31.
- The apron system, with two separate assets:
 - **Apron I** is the Airport's public use area for aircraft parking, servicing, and fuelling. Apron I is comprised of an asphalt surface and has a total area of approximately 38,500 ft² (3,580 m²); and
 - **Apron II** serves hangars located on privately owned lands.
- **Visual navigation aids** include low-intensity incandescent airfield lighting on Runway 13-31 and Taxiway A and a wind direction indicator north of Taxiway A.
- RNAV (GNSS) **Instrument Approach Procedures** are published for Runways 13 and 31.
- **100 Low Lead ("avgas") aircraft fuel** is available for purchase from the St. Croix Valley Flying Club from an above-ground tank located on the western side of Apron I.
- A single-storey **terminal building** is located adjacent to Apron I, providing basic rest and washroom facilities for crew and passengers.
- The Canada Border Services Agency (CBSA) designates the facility as an **Airport of Entry / 15**, which permits the clearing of up to 15 persons arriving by private or company general aviation aircraft on an unscheduled basis.

No on-site weather observation and reporting services are available; NAV CANADA maintains a weather camera collocated with the terminal building. Groundside access is provided from Route 170 through Sawmill Lane. Domestic water consumption is supported by a well servicing the terminal building; no sanitary sewer services are available at the Airport. Chain link fencing and gates enclose the Airport's perimeter.



ST. STEPHEN (GIDDENS
MEMORIAL)
AIRPORT MASTER PLAN

FIGURE 2.2
AIRPORT SITE PLAN



2.3 Airport Use and Regional Value

2.3.1 Tenants and Based Users

A total of seven hangars are located at the Airport on lands leased from the M.D. that are used to store privately owned general aviation aircraft. Hangars and non-aviation warehouses are located on privately owned lands contiguous to the Airport with direct airside access to the runway. Based on data available through the Canadian Civil Aircraft Registry, 13 privately owned aircraft have the Airport identified as their base of operations, including single-engine piston aircraft and ultralights.

The St. Croix Valley Flying Club is the nucleus of the general aviation community in the region and in recent years has organized fundraising events, fly-ins, and runway runs. The Flying Club also maintains the 100 Low Lead aviation fuel system.

Flying 2C Helicopter Tours, an air taxi and aerial work provider, uses the Airport as a base for sightseeing tours around the region, including popular attractions such as St. Andrews by-the-Sea, Passamaquoddy Bay, St. Croix Island National Historic Site, Bay of Fundy, and Campobello Island. The company is based off-site at a private hangar and uses the Airport for the passenger-facing elements of its sightseeing business.

Environment and Climate Change Canada leases an area on the groundside portion of the Airport adjacent to Sawmill Lane for a weather observation station.



Private aircraft hangars

2.3.2 Aircraft Activity Levels

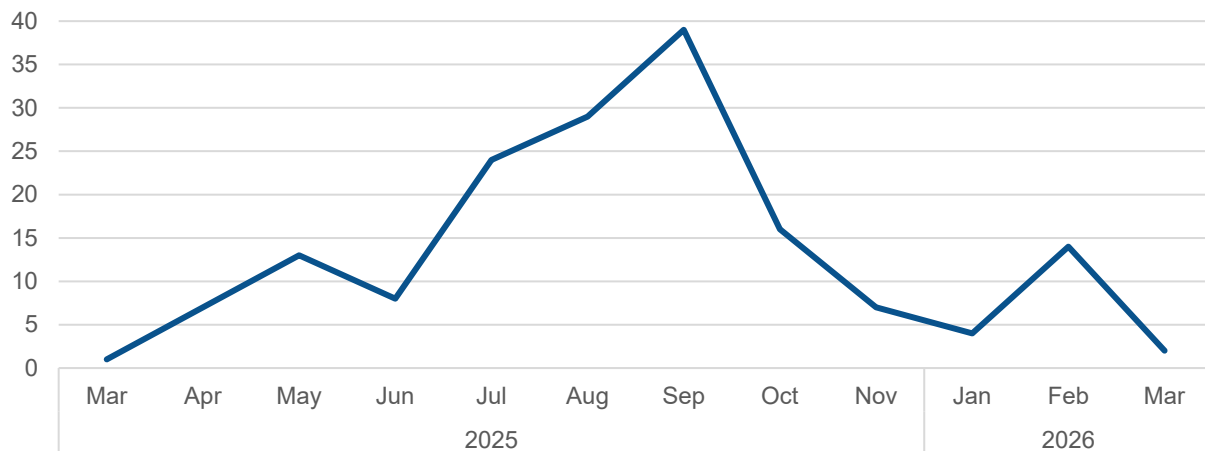
Activity levels, in terms of arriving and departing passengers and aircraft, are not tracked at the Airport. To provide an overview of aircraft activity, data for the 12-month period of mid-March 2025 to 2026 was procured from FlightAware. This dataset is based on inputs from air navigation service providers, ground and space-based ADS-B ground stations, and major provider datalinks. Actual aircraft activity levels exceed those included in the FlightAware data, as not all aircraft operating at the Airport are captured through the above-noted data collection methods. Certain aircraft operators may also be blocked from public viewing on request.

A total of 164 aircraft arrivals and departures were logged in the 12-month FlightAware data period, with activity peaking in the summer months as shown in Figure 2.3. Actual activity at the Airport is higher than the 164 reported movements due to the FlightAware data limitations. Aircraft arrivals and departures were predominantly to communities in Eastern and Atlantic Canada and the Northeastern United States, including New Brunswick, Nova Scotia, Prince Edward Island, Quebec, Ontario, Maine, and New York, as shown in Figure 2.4. 55% of records had an aircraft type reported; based on this subset of the data, the most common aircraft types included:

- Twin-engine piston and turboprop aircraft, which cumulatively comprised 38% of all activity. The Beechcraft King Air 200, Cessna 340, and Cessna 441 led activity in this segment;
- Single-engine turboprop aircraft, representing 36% of movements. Examples include the Pilatus PC-12 and Socata TBM-850; and
- Single-engine piston aircraft such as the Piper PA-24, 28, and 32; Cessna 150, 172, and 182; and Beechcraft Bonanza. This category represented 27% of activity.

Based on the data limitations, this breakdown likely underreports activity by users such as private piston-engine general aviation aircraft and rotary-wing activity not captured in FlightAware’s records.

Figure 2.3 - Aircraft Arrivals and Departures (March 2025 to 2026)



Data sourced through FlightAware and underrepresents overall activity in the reviewed period.

Figure 2.4 - Aircraft Origins and Destinations (March 2025 to 2026)



Graphics prepared through Great Circle Mapper. Data sourced through FlightAware and underrepresents overall activity in the reviewed period.

2.3.3 Primary Forms of Activity and Baseline Value

Based on the review of the data presented in Sections 2.3.1 and 2.3.2, information shared through stakeholder consultations and community engagement, and research by HM Aero, the primary types of aviation activity that routinely occur at the Airport are as follows.

Activity attributed to operators based at the Airport primarily includes:

- The use of privately owned single-engine aircraft for recreational and business purposes;
- The facilitation of community-oriented aviation programming by the St. Croix Valley Flying Club, including events such as fly-ins and runway runs;
- Rotary-wing sightseeing flights by Flying 2C Helicopter Tours; and
- Flight instruction to initial stages of licensing.

The use of the Airport by operators not based in St. Stephen (i.e., itinerant or visiting traffic) includes:

- Private, corporate, and chartered aircraft being used by individuals or groups travelling to the region. This includes parties travelling for private or discretionary purposes, such as tourism and accessing seasonal residences; as well as business reasons. As noted previously, visiting aircraft are primarily from Eastern and Atlantic Canada and the Northeastern United States;
- Aircraft entering Canada from the United States and clearing customs through CBSA before continuing onwards to destinations in Atlantic Canada (e.g., Fredericton, Halifax, Saint John);
- Aircraft from Flight Training Units, such as Moncton Flight College, completing navigation training exercises between airports (“cross country flights”); and
- Aircraft operated by or on behalf of the provincial and federal governments, including fixed-wing patient transfers operated on behalf of Ambulance New Brunswick and rotary-wing assets used by the RCMP for border patrols, search and rescue, law enforcement, and training.

Considering the primary forms of activity that occur at the Airport alongside the frequency of such uses, the Airport’s baseline economic and social impacts are best categorized as positive in value to the region, but modest in scale. For the residents and community members of Southwest New Brunswick, the economic value of the Airport is primarily attributed to its support of the visitor economy through the:

- Helicopter-based tours of the area that are an attraction for tourists; and
- Facilitation of access to major attractions (e.g., Algonquin Resort) as well as seasonal residences. Consulted stakeholders indicate that inbound tourism to the region through the Airport is primarily individuals from Eastern Canada and the Northeastern United States with the financial means to afford travel by private or chartered aircraft.

Consulted stakeholders noted that the Airport also yields economic value by supporting business travel by major employers, such as Cooke and Carver. Consulted stakeholders have noted that the scale of this use has decreased due to factors such as the relocation of the Cooke headquarters to Saint John and concurrent increase in use of Saint John Airport; ongoing use by Carver was identified.

The degree to which the aviation services facilitated at the Airport add to quality of life and resident wellbeing throughout the region is most closely tied to RCMP law enforcement and search and rescue operations, and air ambulance patient transfers at a more limited scale. The support of private general aviation confers social value for individuals with the means to participate, and to the community more broadly through the Flying Club hosting public-facing events.

3 STRATEGIC EVALUATION AND PRIORITIES DEFINITION

3.1 Regional Priorities

In considering the future of the Airport, including the allocation of public financial resources at the local and potentially provincial and / or federal levels, a clear public interest case must be established. As a municipal service, the Airport should be responsive to the priorities of the residents and businesses of the region and should serve as a force for the economic and social betterment of the area.

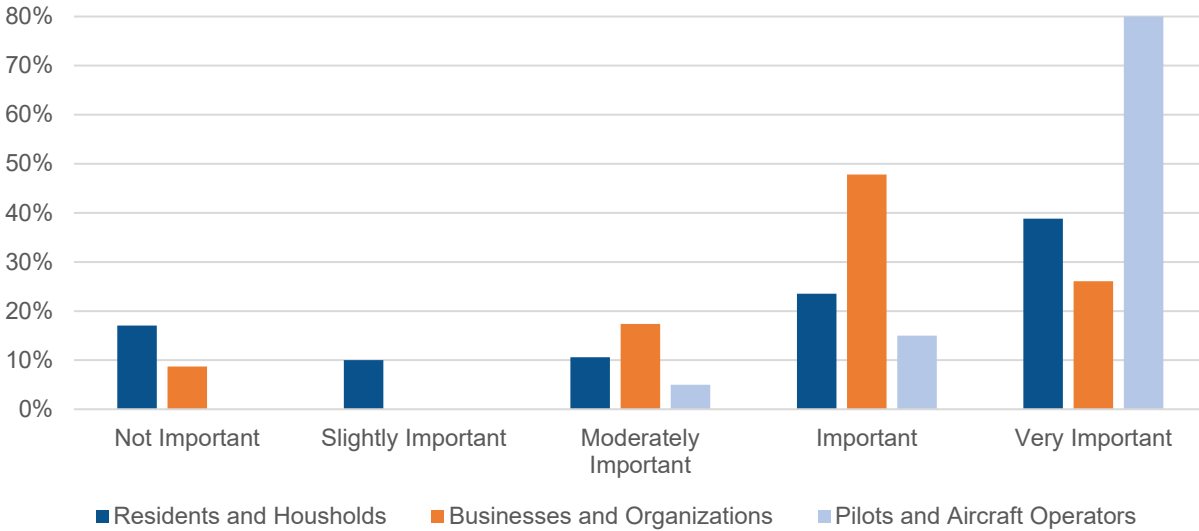
Through the surveying process described in Section 1.3, residents, businesses, and aviation stakeholders in Southwest New Brunswick were engaged to understand the degree to which the Airport addresses their priorities. The findings add value to the baseline understanding of the relationship between the Airport and the region it serves, but are influenced by several factors:

- Participation in the survey was self-initiated, as opposed to targeted outreach. Individuals with strong opinions regarding the Airport, whether positive or negative, are more likely to respond. Findings may therefore overrepresent strong opinions relative to the broader population with more moderate feelings or that are unaware of the Airport altogether;
- Geographic and population-based representation is uneven, affecting the degree to which conclusions by municipality or region can be drawn. Responses are heavily concentrated in St. Stephen, which accounts for more than 60% of all responses. Other communities in Southwest New Brunswick are represented by fewer respondents or are absent altogether;
- Aviation stakeholders (e.g., pilots, aircraft operators) comprise a larger portion of responses compared to their share of the region as a whole; and
- Respondents were presented with limited supporting baseline information on the Airport. Individuals were reliant on their preexisting level of awareness on the Airport.

Respondents were posed a question regarding the importance of having an airport serving St. Stephen and the surrounding region. Responses to this question are summarized in Figure 3.1, broken down by respondent type for the three primary categories, excluding local elected officials and other stakeholders given their limited composition of the responses received. Across the dataset, generally high levels of importance were assigned – 67% of respondents deemed having an airport serving the region as being “important” or “very important”. When considering perspectives by respondent type:

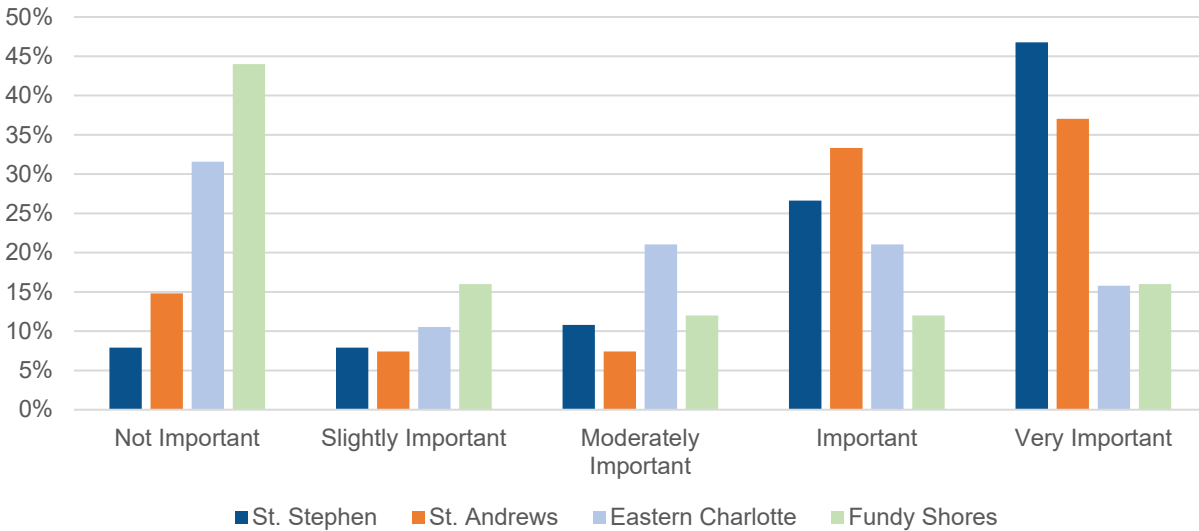
- **Aviation stakeholders** expressed the strongest support for the Airport, with 95% assigning the two highest levels of valuation. These perspectives were grounded in the respondents’ prioritization of emergency response services (e.g., air ambulance, wildfire, search and rescue) and private and business general aviation activity. A prevailing viewpoint among this group was that the Airport is an underutilized access with growth potential, but that this outlook is constrained by the facility’s infrastructure and services, requiring investment;
- **Business respondents** expressed positive sentiments, with 74% deeming the facility as being “important” or “very important” and emphasizing the Airport’s role in economic development, investment attraction, business travel, and support of the visitor economy; and
- Support across **residents and households** was more mixed compared to the preceding respondents but still positive. 62% of individuals assigned the highest levels of support, while 27% deemed the facility to be “not important” or only “slightly important”. Supportive residents emphasized the Airport’s emergency services role, whereas individuals that assigned less value to the facility generally cited its usage by a limited number of individuals (i.e., not representing a broad public benefit) and municipal financial pressures that warrant resources assigned to the Airport being directed in different manners. Noting the foregoing, less supportive individuals still routinely acknowledged the emergency services role of the Airport.

Figure 3.1 - Respondent Valuations of the Airport by Category



Note: 213 of 229 survey responses included, excluding Local Elected Official and Other respondents due to limited sample size.

Figure 3.2 - Respondent Valuations of the Airport by Municipality



Note: 210 of 229 survey responses included, excluding Rural District 10, Campobello Island, and Other respondents due to limited sample size.

Perspectives also varied by municipality of residence, noting the limitations described previously about the geographic representativeness of the dataset. As shown in Figure 3.2, support was strongest among respondents in the immediate area and decreased with distance. A similar proportion of respondents in **St. Stephen** and **St. Andrews** (73% and 70%) assigned the two highest levels of importance; support in St. Andrews was slightly more divided, with a higher proportion of individuals deeming the facility as being “not important” compared to St. Stephen. A minority of respondents in **Eastern Charlotte** and **Fundy Shores** (37% and 28%, respectively) deemed the facility to be “important” or “very important”. Limited data was available with which to assess the views of respondents in other communities.

Based on the surveying process, the following key themes have been identified:

- The airport is widely viewed as essential emergency infrastructure, not primarily as a commercial airport. The most consistent case cited for the Airport across respondent types was its role in supporting air ambulance, emergency response, wildfire suppression, and border patrol operations. The facility's current and potential economic value was cited more commonly by respondents with aviation and business interests;
- Support is strongest among those closest to the facility and those who use it and weakens with distance and lack of direct exposure. Residents of St. Stephen and St. Andrews, aviation stakeholders, and businesses generally assign high levels of value to the Airport, while more distant communities (e.g., Eastern Charlotte, Fundy Shores) or groups with less exposure to the facility (e.g., residents and households) show more skepticism, largely tied to a perceived lack of personal benefit; and
- Respondents that are more hesitant to see investment in the Airport commonly support such views less by opposition to the facility itself, and more by factors such as cost, perceived benefit, and lack of awareness for what would justify such investments. Concerns regarding municipal financial capacity amid competing priorities were also raised.

3.2 Aviation System Context

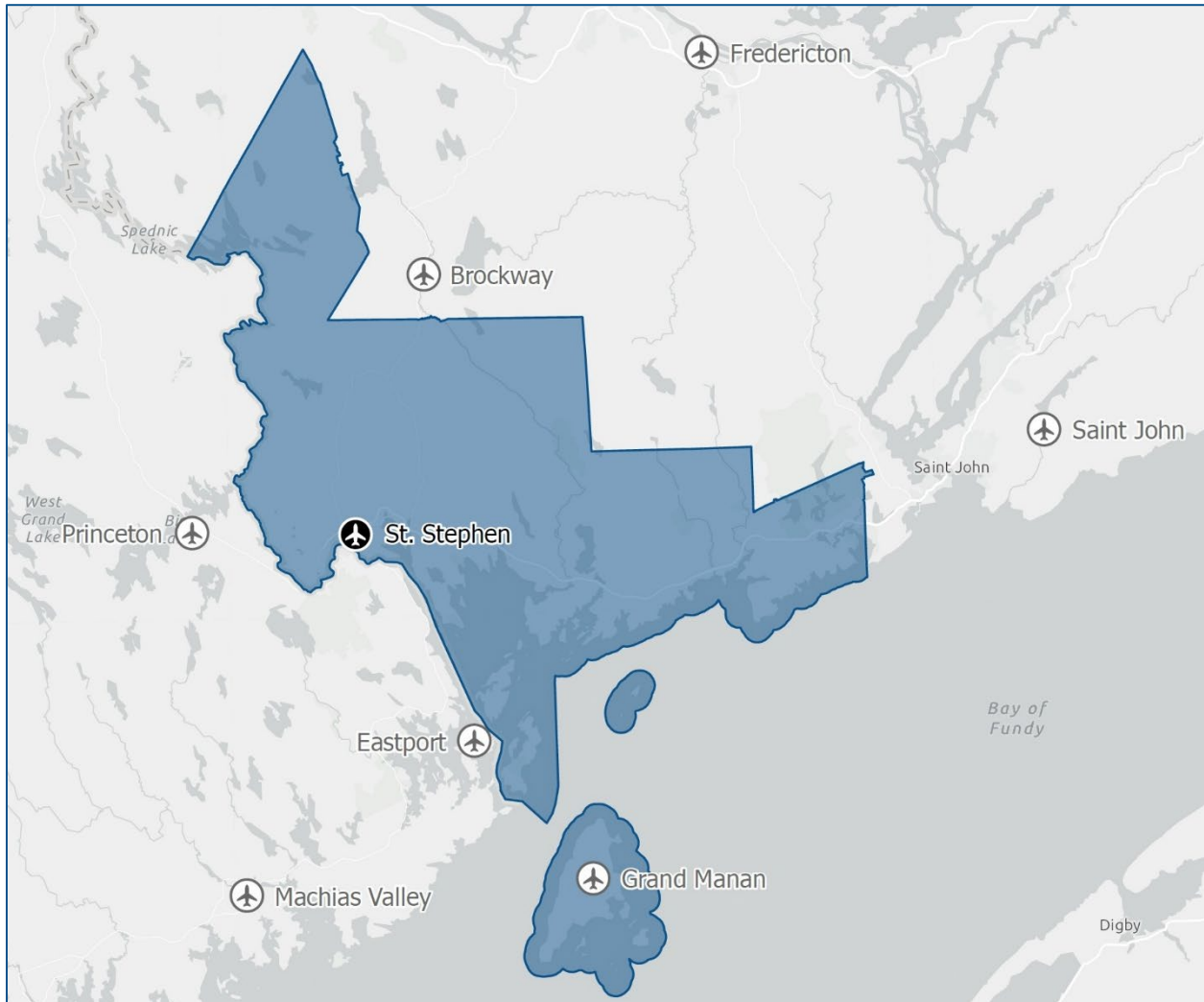
The Airport is one of two publicly owned and operated aerodromes located within the municipalities of the Southwest New Brunswick Service Commission and the only facility located on the mainland. Considering how demand for aviation services in Southwest New Brunswick may be served by the Airport requires an understanding of the roles and influences of other airports, including those shown in Figure 3.3 and discussed in the following subsections.

3.2.1 Grand Manan Airport

Grand Manan Airport is located 65 km to the southeast of St. Stephen and is owned and operated by the Village of Grand Manan. The sustainment of year-round fixed-wing air ambulance operations represents the primary role of the airport, with an agreement established between Ambulance New Brunswick and Voyageur Airways in 2024 for an aircraft to be permanently based on the island. The Village undertook a \$2 million project over 2024-2025 to construct a new hangar to support the air ambulance service. Submissions have also been made for the potential extension of the 3,000 ft. runway by approximately 1,000 ft. to better support air ambulance services. A \$6.3 million runway, taxiway, and apron reconstruction project was completed in 2023 to bring the airfield assets back into a state of good repair.

Given its location on Grand Manan, the airport poses limited competitive pressures on St. Stephen in terms of meeting demand for aviation services on the mainland catchment area.

Figure 3.3 - Southwest New Brunswick Public-Use Airports



Municipalities that are part of the Southwest New Brunswick Service Commission are shown in blue

3.2.2 Brockway Airport

Brockway Airport is located 40 km northeast of St. Stephen. The facility is owned by the Government of New Brunswick, with oversight provided by the Department of Natural Resources. Public use of the airport requires prior notice to the provincial government, with the facility's primary role being to support wildfire suppression and aerial application operations by FPL.

Given its limited infrastructure and restricted provincial use, Brockway Airport does not serve as an influence on meeting demand for public aviation services in Southwest New Brunswick. However, its proximity, provincial ownership, longer runway, and established role of supporting wildfire suppression operations were identified by FPL as factors that cumulatively negate the likelihood of fixed-wing airtankers using St. Stephen in the future.

3.2.3 Saint John Airport and Fredericton International Airport

Saint John Airport and Fredericton International Airport are located 110 km east and 90 km northeast of St. Stephen, respectively; both airports are approximately 1h30m by road from St. Stephen in normal conditions. The Saint John and Fredericton airports are federally owned and are operated by independent airport authorities as part of the National Airports System.

The proximity of both airports to St. Stephen is a significant influence on how demand for aviation services in Southwest New Brunswick is met:

- The two facilities cumulatively served over 500,000 airline passengers in 2024 and are connected to numerous destinations in Canada by Air Canada, Flair Airlines, Pascan Aviation, Porter Airlines, and WestJet. The competitive influence of both airports in this capacity renders scheduled passenger air services as being an unviable opportunity for St. Stephen;
- The airfield infrastructure, supporting services, and standard of year-round maintenance mean that the two airports have disproportionate impacts in attracting certain forms of aviation activity. In particular, demand by individuals travelling to and from Southwest New Brunswick using twin-engine turboprop aircraft (e.g., private, charter, and fractionally owned aircraft used for business and discretionary purposes) is significantly influenced by the longer, wider, and better maintained runways; Fixed Base Operator services; and reliable year-round maintenance of Fredericton and Saint John. Replicating and sustaining the level of infrastructure, services, and maintenance provided at the two airports is not economically viable for St. Stephen, either independently or with other local governments; and
- Fredericton is the primary base of operations for FPL – fixed-wing airtanker operations in Southwest New Brunswick are sustained from Fredericton, decreasing the need for such services to occur from St. Stephen.

3.2.4 Eastport Airport and Princeton Airport

The public airports serving Eastport and Princeton are located between 30 minutes and 40 minutes by road from St. Stephen and approximately 60 minutes from St. Andrews. Both airports feature longer (4,000 ft.) paved runways maintained in states of good repair, 100 Low Lead, and jet fuel.

Consulted stakeholders indicate that a proportion of the private, corporate, and charter traffic destined to Southwest New Brunswick for business and discretionary purposes is served through the two airports owing to their superior airfield infrastructure and availability of jet fuel.

3.3 Aviation Activity Segments Scan

A central theme established for the Master Plan is the identification of strategies to expand the Airport's utilization; economic and social value to the region; and operating revenue generation. Table 3.1 profiles a series of 10 current activity segments with the potential to grow, prospective forms of use not currently taking place, and opportunities repeatedly cited through the engagement process that warrant explanation as to their potential or lack thereof. Critical path items in terms of the infrastructure and services available at the Airport are identified, excluding lifecycle asset management obligations to ensure the state of good repair of existing infrastructure (e.g., the maintenance of the airfield pavements and lighting system).

Miscellaneous other forms of aviation activity may also be considered for the Airport that are not profiled below, such as aerial surveying and asset inspection. Emergent opportunities may be identified and pursued on an ongoing basis, and the critical path items of such prospects are anticipated to be encompassed through the recommendations made to serve the noted activity segments.

Table 3.1 - Aviation Activity Segments Scan

Activity Segment	Potential	Value	Critical Path Items
<p>Air Ambulance Operations</p> <p>The use of the Airport by fixed-wing aircraft completing interfacility patient transfers on behalf of Ambulance New Brunswick to higher levels of medical care.</p>	<p>Further Investigation Required</p> <p>Ambulance New Brunswick and Voyageur Airways could not be consulted during the preparation of the Master Plan. Occasional use by fixed-wing air ambulance is identified in past movement records. Further engagement is advised to verify the requirements of Ambulance New Brunswick for the Airport.</p>	<ul style="list-style-type: none"> • Social value through the timely connection of residents and visitors to higher levels of medical care • Increased alignment of the Airport with Government of New Brunswick departmental mandates 	<p>Further investigation with Ambulance New Brunswick required; <i>tentative critical path items may include:</i></p> <ul style="list-style-type: none"> • The extension of the runway (to 3,500 ft. or 4,000 ft.) for reliable year-round access • Improved terminal building facilities for air and ground crews
<p>Wildfire Suppression</p> <p>The use of the Airport as a temporary base of operations (i.e., staging, maintenance, refuelling) as part of the response to nearby wildfires.</p>	<p>Rotary-Wing – Moderate</p> <p>Aviation stakeholders indicate that rotary-wing assets are being integrated in the provincial wildfire response strategy. Rotary-wing assets have more limited operational endurance and slower speeds, making nearby refuelling points advantageous. The closest facilities with jet fuel (Fredericton and Saint John) are each approximately 100 km away.</p>	<ul style="list-style-type: none"> • Revenue generation through fuel sales and facility use fees • Social value through enhanced protection of communities, infrastructure, and natural resources • Increased alignment of the Airport with Government of New Brunswick departmental mandates 	<ul style="list-style-type: none"> • Availability of self-service jet fuel facilities • Suitable parking facilities (grass or paved) for multiple rotary-wing aircraft • Improved terminal building facilities for air and ground crews
	<p>Fixed-Wing – Not Viable</p> <p>Fixed-wing wildfire operations (airtankers and birdogs) are not deemed to be viable. Consultations with FPL note that response operations in Southwest New Brunswick can be effectively sustained from Brockway and Fredericton, and that the province is in the process of consolidating its base infrastructure from 11 to 6 or 7 locations.</p>		
<p>Search and Rescue</p> <p>The support of rotary-wing search and rescue operations by the RCMP, Canadian Coast Guard, Royal Canadian Air Force, and other responding agencies. The support of fixed-wing searches by the Civil Air Search and Rescue Association.</p>	<p>High</p> <p>Consultations with the RCMP indicate that rotary-wing assets routinely train and deploy in a marine search and rescue capacity over Passamaquoddy Bay and the Bay of Fundy and confirmed that the Airport is ideally situated to support training and operations.</p>	<ul style="list-style-type: none"> • Revenue generation through fuel sales • Social value through the enhancement of public safety • Increased alignment of the Airport with provincial and federal departmental mandates 	<ul style="list-style-type: none"> • Availability of self-service jet fuel facilities • Suitable parking facilities (grass or paved) for rotary-wing aircraft • Improved terminal building facilities for air and ground crews • Extension of the runway (e.g., to 4,000 ft.) may permit occasional training by the Royal Canadian Air Force CC-295 Kingfisher from CFB Greenwood; routine operations are not anticipated due to the limited time in transit to Greenwood

Activity Segment	Potential	Value	Critical Path Items
<p>Law Enforcement and Border Sovereignty</p> <p>The support of rotary-wing border patrols and law enforcement operations by the RCMP and other supporting agencies.</p>	<p>High</p> <p>The CBSA actively uses rotary-wing assets for monitoring the international border and has expanded such operations over the past year. The Airport is located at the end of the New Brunswick patrol route when aircraft commonly require refuelling; the availability of fuel would be advantageous by limiting the 90 km transit to Saint John for such services, reducing operating costs and productive downtime.</p>	<ul style="list-style-type: none"> • Revenue generation through fuel sales • Social value through enhanced protection of border sovereignty • Increased alignment of the Airport with Government of Canada departmental mandates 	<ul style="list-style-type: none"> • Availability of self-service jet fuel facilities • Suitable parking facilities for short duration rotary-wing parking • Improved terminal building facilities for RCMP personnel
<p>Visitor Air Access</p> <p>The support of individuals and groups entering the region to engage with the visitor economy, such as staying at local accommodations or attending seasonal residences, and for business purposes. This encompasses use by private, corporate, chartered, and fractionally owned aircraft, up to single and twin-engine turboprop aircraft (e.g., Pilatus PC-12, Beechcraft King Air).</p>	<p>Single / Twin-Engine Turboprop – Moderate</p> <p>The Airport has an established role of serving visiting aircraft from Eastern and Atlantic Canada and the Northeast United States. Consulted stakeholders consistently cited high levels of out-of-region interest in Southwest New Brunswick on account of major attractions such as the Algonquin Resort and second homeowners. Stakeholders also suggested that current demand is being served by other airports, such as Saint John and Princeton.</p> <p>Turbofan / Large Turboprop – Not Viable</p> <p>A significant topic of past consideration for the Airport has been extending the runway beyond the property boundary (e.g., to 5,200 ft.) to support operations by large twin-engine turbofan and turboprop aircraft, such as the Cessna Citation X and the De Havilland Canada Dash 8-300. The Master Plan does not carry forward planning for this bracket of user due to 1) the significant costs associated with land acquisition, road realignment, runway construction, and ongoing maintenance; 2) the proximity of well-established competitor airports (Fredericton and Saint John) that have the potential to continue to attract such target forms of activity; 3) the anticipated limited scale of this activity; and 4) the financial capacity available and inability to generate a positive return on investment through user-based revenues.</p>	<ul style="list-style-type: none"> • Revenue generation through fuel sales and facility use fees • Economic value through increased activity in the visitor economy • Economic value by enabling time-effective access by major employers • Increased alignment with local and regional priorities regarding economic development through the visitor economy and supporting major employers 	<ul style="list-style-type: none"> • Availability of self-service jet fuel facilities • Suitable parking facilities for multiple single and twin-engine turboprop aircraft • Improved terminal building facilities for crew and passengers • Extension of the runway (e.g., to 4,000 ft.) may permit expanded access by larger aircraft and flights operating to further destinations
<p>Aviation Tourism Experiences</p> <p>Aviation businesses that provide tourist-oriented experiences, such as sightseeing.</p>	<p>Limited</p> <p>An incumbent provider has stimulated demand for aerial sightseeing services in the regional market. The scale of future activity in this segment and whether it is served through the Airport or elsewhere (e.g., at a private hangar) remains to be seen over the short to medium term.</p>	<ul style="list-style-type: none"> • Revenue generation through fuel sales and facility use fees • Economic value to the visitor economy through the support of value-added tourism experiences • Increased alignment with local and regional priorities regarding economic development through the visitor economy and supporting major employers 	<ul style="list-style-type: none"> • Availability of self-service jet fuel facilities • Improved terminal building facilities for crew and passengers

Activity Segment	Potential	Value	Critical Path Items
<p>Local General Aviation Use</p> <p>The facilitation of locally based general aviation aircraft operated for private and / or business purposes, including private hangar development.</p>	<p>Limited</p> <p>General aviation activity in the region is modest based on the views shared by stakeholders and available records of aircraft based in New Brunswick. However, consultations suggested that reinvestment in the Airport may stimulate further general aviation interest, supported by the availability of flight training locally and the spillover of demand from the larger Fredericton and Saint John airports.</p>	<ul style="list-style-type: none"> • Revenue generation through fuel sales and land lease fees • Social value through the continued vitality of the general aviation community 	<ul style="list-style-type: none"> • Delineation of new airside lots for hangar development • Further facility development is not a critical path item but certain investments (e.g., the extension of the runway) may stimulate interest by prospective users
<p>Local Aviation Commercial Use</p> <p>The support of locally based aviation businesses, such as flight training, aircraft maintenance, etc.</p>	<p>Limited</p> <p>The scale of demand for general aviation services in Southwest New Brunswick is generally limited. While flight training currently occurs on-site by a private individual, demand is likely insufficient for a dedicated business with multiple employees, and Moncton Flight College absorbing most of the in-province training demand. Interest may be received from small businesses seeking to locate at the Airport may be received and should be facilitated; however, active business development efforts are not likely to generate a significant return.</p>	<ul style="list-style-type: none"> • Revenue generation through fuel sales and land lease fees • Economic value through local aviation-based employment 	<ul style="list-style-type: none"> • Delineation of new airside lots for hangar development • Further facility development is not a critical path item but certain investments (e.g., the extension of the runway) may stimulate interest by prospective users

3.4 Strategic Assessment

To support the establishment of a clear vision and intended role for the Airport and the preparation of a planning framework for its future advancement, an evaluation is provided of the internal and external factors of greatest impact to the facility's prospects. This includes strengths and opportunities that may be seized upon to effect positive change, alongside weaknesses and threats that, if not appropriately addressed, may hinder the future of the Airport.

3.4.1 Strengths

- **Community and Stakeholder Support:** As considered in Section 3.1, surveying completed during the development of the Master Plan suggests that there is a positive level of support in St. Stephen and the surrounding area for the Airport, subject to variation by community and respondent type. Interviewed stakeholders provided feedback that, while pragmatic in acknowledging the headwinds faced by the Airport, was optimistic in terms of attaining prospects with proper steps being taken. Together, this may suggest local and potentially regional support for improvements to the Airport that substantiates a public mandate.
- **Geographic Location:** The Airport's unique geographic location underpins several of its current use cases and prospects, including its proximity to the U.S. – Canada border; major visitor destinations, such as St. Andrews; and the marine areas of the Bay of Fundy and Passamaquoddy Bay. Considering its border location in particular, the Airport is ideally situated to serve aircraft transiting along established corridors through Maine and extending throughout Atlantic Canada.
- **Airport of Entry:** The designation of St. Stephen as a 24-hour Airport of Entry / 15 by the CBSA leverages its geographic location and sustains traffic by itinerant aircraft.
- **Established Visitor Economy:** The established visitor economy of the region, primarily anchored through St. Andrews and reinvestment in attractions such as the Algonquin Resort, represents a source of sustained air access demand from individuals with sufficient financial means. Such parties often generate higher levels of visitor spending based on their financial means. Stakeholders suggest that visitor levels have remained strong in the region despite recent economic and geopolitical uncertainty.
- **Baseline Use:** While limited in scale and economic impact, the Airport benefits from its established base of private general aviation users and itinerant traffic, as discussed in Section 2.3.3. This baseline activity represents a starting point upon which further growth can be built.

3.4.2 Weaknesses

- **Limited Baseline Public Impact:** While the baseline use of the Airport yields varying forms of economic and social value to the region, stakeholders identified a common viewpoint that the small scale of such activities mean that the accompanying magnitude of public benefit is limited. Although the comparatively limited operating expenses incurred by the M.D. in maintaining the Airport may be aligned with this baseline value, major increases in capital costs to rehabilitate existing assets may be disproportionate to the benefit received without a significant increase in economic and social value.
- **Critical Infrastructure Deficit:** As discussed further in Section 4, limited investments have been made in maintaining the infrastructure assets that are essential to sustaining future aviation operations – most notably, Runway 13-31, Taxiway A, Apron I, and the airfield lighting system. These core assets are beyond their standard service lives, are in poor condition, and will require financially intensive measures to ensure their future usability and safety. Airport-specific reserve funds have not been amassed to prepare for such works.

- **Inadequacy of Supporting Services:** A central theme shared during stakeholder consultations and identified by the project team is the absence of supporting services that are critical path items to greater levels of aviation operations with more significant economic and / or social impacts and revenue generating potential. As identified through Section 3.3, factors such as the unavailability of jet fuel and degraded condition of the terminal building are deterrents on forms of aviation services with greater economic impacts, social value, and / or revenue generating potential.
- **Minimal Revenue Generation:** As discussed in Section 2.1, the operating expenses of maintaining the Airport, while limited in scale and comparable to those of similar airports, and covered almost entirely through the M.D.'s General Operating Fund due to the near complete absence of revenue generation. Although the revenue generating potential of existing and potential future users is unlikely to sustain operating expenses and will not fully fund capital projects, incremental progress in revenue generation results in a corresponding benefit through the reduction of tax-supported allocations and represents good stewardship of public resources.
- **Municipal Financial Capacity:** The M.D., as the owner of the Airport, is presently responsible for sustaining the facility's operating and capital costs. Based on the municipality's 2026 budget, \$9.4 million in tax revenues and \$14.9 million in total revenues are expected for the full year. The Airport is one of many services delivered by the M.D. as a municipal government and is generally viewed as a discretionary or lower priority item compared to core functions tied to public safety, mobility, and health, such as the maintenance of roads, utilities, and recreation facilities. The M.D. has a finite and oversubscribed financial capacity that is a function of its limited ability to raise revenues, municipality-wide infrastructure deficit, downloading of responsibilities from upper levels of government, the legacy of increasing obligations stemming from its recent amalgamation, and cost-side pressures of delivering municipal services. The former Town of St. Stephen's 2018 Asset Management Plan identified an infrastructure deficit of approximately \$47 million when considering roads and sidewalks; water, sewer, and storm mains; and transportation assets. The requirements of the Airport will compete with those of the municipality more broadly when contending with finite financial resources and may hinder project deliverability, such as road and sidewalk improvements, downtown revitalization, housing, and new recreational facilities.

While the Master Plan will introduce concepts of intermunicipal collaboration in tackling Airport-related expenses by spreading the financial obligations over a larger assessment base, it must be understood that other municipalities in Southwest New Brunswick share financial capacity constraints like those contended with by the M.D.

3.4.3 Opportunities

- **Pursuing Opportunities of Greatest Potential:** The scan presented in Section 3.3 identifies a series of opportunities for growth and diversification that are anticipated to yield expanded economic impacts, social benefits, and revenue generation that will jointly improve the public value and financial sustainability of the Airport. By proactively investing in resolving critical path items and advancing towards the attainment of these forms of activity, meaningful progress can be made on addressing the underutilization and unclear public benefit of the Airport, while simultaneously substantiating the case for provincial and / or federal investment in major lifecycle capital projects.

- **Airport Development through Asset Optimization:** Past planning completed for the Airport has focused on opportunities that are contingent on projects with significant capital costs and considerable barriers to delivery. Previous planning in 2016, for example, was centred on the extension of the runway to 5,200 ft. and supporting services to permit access by the 50-seat De Havilland Canada Dash 8-300 and the Cessna Citation X turboprop aircraft. Capital costs for the runway were estimated at \$11 million in 2016, or approximately \$14 million when adjusted through the Consumer Price Index. Engaged stakeholders have suggested that the lack of progress made following the completion of the 2016 planning study can be tied to the considerable capital costs and lack of a clear economic justification.

As profiled through the activity scan, attracting new and expanded forms of aviation services will require investments with associated capital costs – however, targeted enabling investments in projects such as jet fuel services and the replacement of the terminal building can be delivered at a considerably lower cost versus major airfield projects while resulting in increased value. The Master Plan prioritizes the efficient use of existing assets to attract high value opportunities in its initial phases, with the deferral of major capital expansion projects to later years once momentum has been established.

- **Adopting a Regionalized Approach:** Despite being owned and operated by the M.D., the baseline and anticipated future benefits of the Airport transcend the boundaries of St. Stephen and extend to other communities in Southwest New Brunswick. Adopting a model of intermunicipal collaboration may reduce the barriers to progress associated with reliance solely on the M.D.’s financial capacity, leverage respective strengths held by each local government that can add value to Airport-related governance, and more appropriately align financial participation with the municipalities receiving value from the facility.

3.4.4 Threats

- **Low Public Awareness:** Despite the positive valuations assigned to the Airport through the surveying process, a recurring theme was that respondents are unclear on the operation, users, and benefits provided through the Airport. Misconceptions may prevail in absence of clarity regarding the Airport’s value and long-term strategy, potentially threatening local support for future investments.
- **Opportunity Cost of Inaction:** The Master Plan is being prepared at a juncture for the Airport, as recognized through the St. Stephen Municipal Plan. The continuation of the status quo approach will result in the Airport remaining underutilized, with an unclear public value proposition, and an increasing infrastructure deficit without a mandate or resourcing for action. If the M.D. chooses to explore the divestment of the Airport, that direction should be established with limited delay to offset the allocation of further public funds that can be directed to other priorities. If meaningful progress in line with the Master Plan is the preferred scenario, the M.D. and its partners will need to transition to proactive management.
- **Long-Term Sustainability of Privatization:** While other comparable airports in New Brunswick and elsewhere in Canada have been divested by municipal owners to the private sector, the long-term sustainability of this model may be challenged by the limited revenue potential of the Airport and its significant infrastructure deficit. The inability of the Airport to be financially self-sustaining does not mean that its operation is unjustified – its current and potential economic and social value represent a public good that may warrant its provision as a tax-supported municipal service, but this is at odds with private ownership where the financial capacity to sustain deficits may be lesser.

3.5 Airport Vision, Mission, and Role

Based on the strategic assessment, the Vision Statement established for the Airport that will guide the Master Plan is:

To collaboratively develop and sustain St. Stephen Airport as a regional asset to Southwest New Brunswick that supports public health and safety, welcomes visitors to the area, and contributes to economic vitality.

The Mission Statement is:

To operate and steward the St. Stephen Airport in a safe, reliable, and financially responsible manner in partnership with regional stakeholders for the betterment of Southwest New Brunswick.

The prioritized role of the Airport in alignment with the Vision and Mission Statements is to support:

1. Governmental and civilian air services that contribute to public health and safety. This includes air ambulance, wildfire response, search and rescue, border sovereignty, and law enforcement operations conducted by or on behalf of parties such as Ambulance New Brunswick, FPL, RCMP, Canadian Coast Guard, Royal Canadian Air Force, and the Civil Air Search and Rescue Association;
2. Aviation services that provide additive value to the regional economy, including private and business visitor access, aviation-based tourism experiences, and general aviation commercial tenancies that yield local employment; and
3. Community-oriented and private forms of aviation activity that are complementary to, and compatible with, the preceding elements of the Airport's role.



Terminal building and aerodrome beacon

4 FACILITY REQUIREMENTS DEFINITION

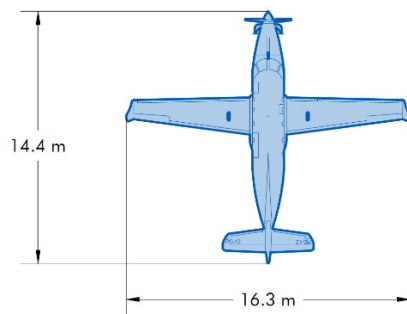
Section 4 provides a systematic evaluation of the infrastructure and services of the Airport to identify requirements for lifecycle asset management and improvement to respond to the strategic role. All cost estimates are developed at the Class D level of detail in 2026 Canadian dollars and are subject to refinement through engineering design and supporting due diligence, including but not limited to topographic surveying and geotechnical investigations.

4.1 Design Aircraft Identification

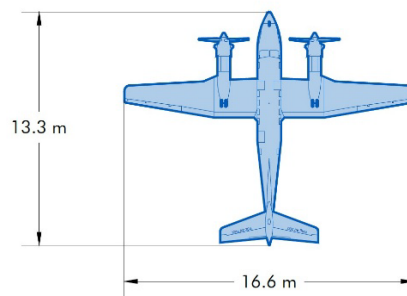
In the context of the Master Plan, the Design Aircraft is the aircraft with the most demanding operational requirements with respect to the determination of runway, taxiway, and apron dimensions, and other physical characteristics of the Airport. The single-engine turboprop Pilatus PC-12 and twin-engine turboprop Beechcraft King Air 200 (Table 4.1) are the two most operationally demanding aircraft types that make routine use of the Airport. Both platforms will serve as the Design Aircraft for planning purposes within the Master Plan, owing to their widespread use for regional private, corporate, and charter services in Canada and the United States; established air ambulance role in New Brunswick (King Air 200); and continued production and future lifespans.

Table 4.1 - Design Aircraft Specifications, Fixed-Wing

Specifications	Pilatus PC-12	Beechcraft King Air 200
Aircraft Group Number (AGN)	II	II
Length	14.4 m	13.3 m
Wingspan	16.3 m	16.6 m
Tail Height	4.3 m	4.6 m
Outer Main Gear Wheel Span	4.6 m	5.2 m
Maximum Take-Off Weight	4,740 kg	5,670 kg
Passenger Capacity	6 to 9 passengers	7 to 9 passengers
Primary Uses	Visitor Access – Private, Corporate, Charter	Air Ambulance Visitor Access – Private, Corporate, Charter



PILATUS PC-12
PASSENGERS: 6 to 9



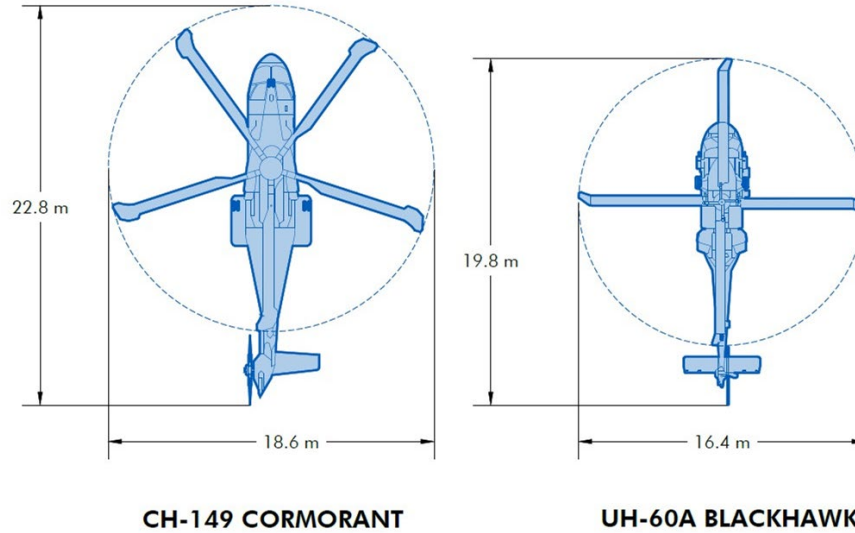
BEECHCRAFT KING AIR 200
PASSENGERS: 7 to 9

As noted previously, past planning for the Airport has considered larger Design Aircraft types, such as the twin-engine turboprop Cessna Citation X and twin-engine turboprop De Havilland Canada Dash 8-300. The Master Plan's Design Aircraft have been selected to reflect the refocused stance on optimizing use of the Airport with more cost-effective improvements versus the high capital costs associated with extending the runway for Cessna Citation and Dash 8 use.

The critical platforms designated as the Design Aircraft from a rotary-wing perspective are the Sikorsky UH-60 Black Hawk, which is operated on behalf of the RCMP for border patrol operations; and the AgustaWestland CH-149 Cormorant, which is operated by the Royal Canadian Air Force's 413 Transport and Rescue Squadron for search and rescue purposes from Canadian Forces Base Greenwood. The specifications of both aircraft are provided in Table 4.2. The rotary-wing Design Aircraft mix also accommodates for operations by smaller types, such as the Bell 206 used for sightseeing in the region and the RCMP Airbus Helicopters AS350 B3.

Table 4.2 - Design Aircraft Specifications, Rotary-Wing

Specifications	AgustaWestland CH-149 Cormorant	Sikorsky UH-60 Black Hawk
Length	22.8 m	19.8 m
Rotor Diameter	18.6 m	16.4 m
Height	6.7 m	5.1 m
Maximum Take-Off Weight	14,600 kg	9,979 kg
Primary Uses	Search and Rescue	Border Patrol Law Enforcement



4.2 Movement Area and Transitional Infrastructure

4.2.1 Runway 13-31

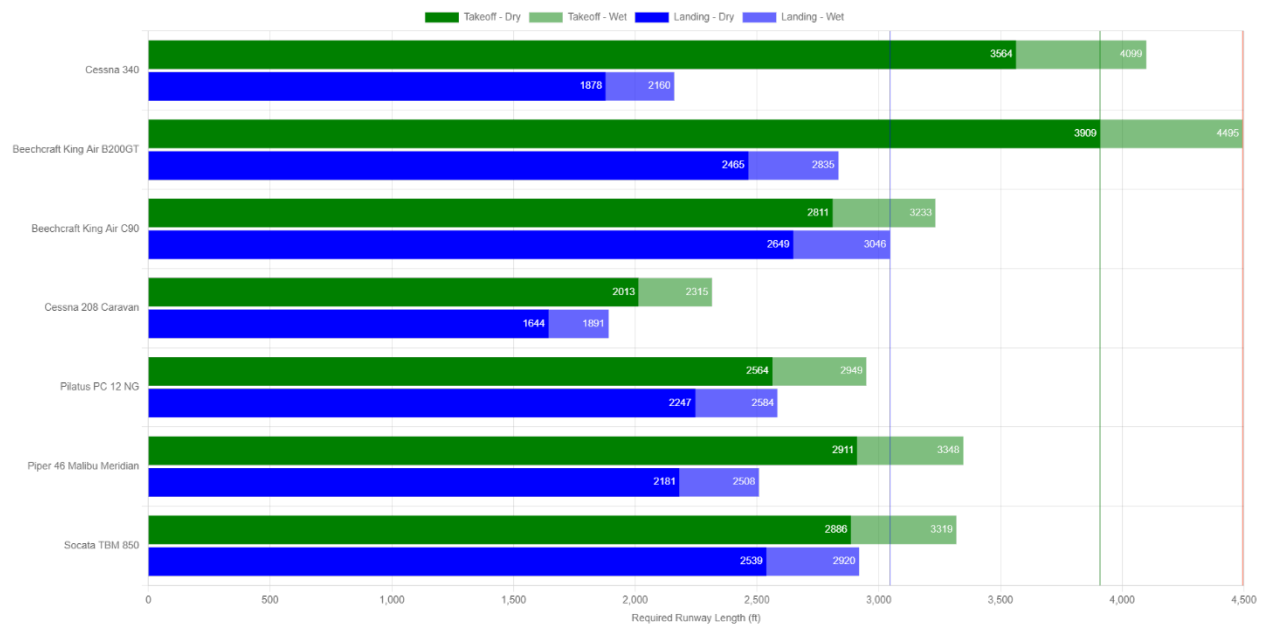
Operating Characteristics

Runway 13-31 is comprised of a 3,004 ft. (916 m) x 67 ft. (21 m) asphalt paved surface and is attested as meeting AGN II requirements¹.

The length of Runway 13-31 is one of the most significant influences on the aircraft types capable of operating at the Airport, based on the minimum takeoff and landing distances required on a given day on account of factors such as aircraft payload, temperature and density altitude, winds, and runway surface conditions. Both the Pilatus PC-12 and Beechcraft King Air 200, as well as other single and twin-engine piston and turboprop aircraft with similar capacities, routinely operate at the Airport in a range of conditions that influence performance.

The Small Aircraft Runway Length Analysis Tool developed by the U.S. Airport Cooperative Research Program has been used to provide a general overview of the runway length requirements of select aircraft types, including the two Design Aircraft, on a representative 25°C summer day with light winds, and using Runway 31 (uphill direction). All aircraft types are modelled as operating at 75% of their maximum useful load, reflecting a general concept of operations to destinations in Eastern and Atlantic Canada and the Northeastern United States. The findings of this exercise are shown in Figure 4.1.

Figure 4.1 - Aircraft Runway Performance Comparison



Notes: Analysis per the U.S. Airport Cooperative Research Program Small Aircraft Runway Length Analysis Tool (Version 1.2.8). Pressure altitude set at 99 ft., temperature at 25°C, runway slope at 0.4% (Runway 31 operations), and winds at 5 knots. Analysis assumes all aircraft are operating at 75% of useful load.

¹ Aeronautical publications that are current at the time of the Master Plan's preparation identify a 2,963 ft. (903 m) length and 75 ft. (23 m) width which were identified as being incorrect. The length and width reported in the Master Plan are based on aerial imagery and have not been surveyed to verify accuracy.

Based on the findings of the runway length analysis:

- Landing distances are less operationally constraining than takeoff distances, with the current runway length suitable for the fleet mix shown in both dry and contaminated surface conditions;
- The 3,000 ft. runway length is generally suitable for the modelled operations of single-engine turboprops in uncontaminated conditions, including the Pilatus PC-12, Cessna 208 Grand Caravan, Piper PA-46 Malibu Meridian, and Socata TBM-850. Operations with wet runway surface conditions for two of these platforms would be constrained, with a target length of between 3,300 ft. and 3,400 ft.; and
- The runway is suitable in dry conditions for the smaller Beechcraft King Air C90, although contamination poses a limitation. Use by the larger twin-engine turboprop Beechcraft King Air 200 and twin-engine piston Cessna 340 becomes more constrained, with a target length of between 3,500 ft. and 3,900 ft. for operations in dry runway conditions or as much as 4,500 ft. for contaminated runway conditions.

When considering the records of aircraft operations at the Airport, repeated use is identified by single and twin-engine turboprop aircraft (e.g., Pilatus PC-12, Beechcraft King Air 200) that have more demanding runway length requirements identified through the analysis process. The extension of Runway 13-31 to a target length of approximately 3,900 ft. would permit unrestricted operations by an extensive range of single and twin-engine turboprop aircraft and significantly reduce the performance limitations experienced by the largest aircraft modelled – the Beechcraft King Air 200. As described in Section 5, the extension of the runway to this length can be accomplished within the current property boundary without the realignment of Old Bay Road or the acquisition of private lands. A 3,900 ft. runway length would align with the length being considered for Grand Manan Airport to support optimized operations by the Beechcraft King Air 200 and is comparable to other community airports in the Maritimes, including Pokemouche (3,400 ft.), Digby (3,900 ft.), Liverpool / South Shore Regional (3,900 ft.), and Brockway (4,000 ft.).

While the extension of Runway 13-31 to a target length of 3,900 ft. will significantly improve the operating capabilities of the Airport, this represents a high capital cost project that will exceed the financial capacity of the M.D. and prospective local government partners, necessitating external contributions from the provincial government, federal government, and / or private sector. As articulated throughout the Master Plan, growth in aircraft activity and associated economic and social value can be supported independent of the extension of the runway through investments in enabling services, most notably jet fuel. Accordingly, the extension of Runway 13-31 is identified as a recommendation for the medium-term planning horizon (6-10 years) – pending the availability of suitable financial resources, completion of the extension concurrent with the reconstruction of the asset is recommended to achieve financial efficiencies in construction.

The width of Runway 13-31 is substandard based on TP312 – Aerodrome Standards and Recommended Practices (5th Edition) for the Outer Main Gear Wheel Spans of the Design Aircraft – for the Beechcraft King Air 200 and Pilatus PC-12, a runway width of 75 ft. (23 m) would be required. The width of Runway 13-31 was also raised as a challenge during winter operations when windrows further constrain the usable surface width. As part of the future reconstruction of Runway 13-31, it is recommended that the asset be expanded to a 75 ft. width – this recommendation is independent of whether the decision is made to extend the runway.

Information on the pavement structure is unavailable with which to assess its suitability for the loading of the Design Aircraft. As both the Beechcraft King Air 200 and Pilatus PC-12 routinely operate from Runway 13-31 without issue, the current pavement structure is assumed to be suitable for continued use, pending geotechnical investigation during engineering design for the future rehabilitation project.

Asset Condition

Runway 13-31 was originally constructed in 1985. Based on available data, there is no record of comprehensive rehabilitation projects having been completed since the original construction of the asset and crack sealing has been completed on an ad hoc basis, with multiple years typically elapsing between sealing projects. Based on a typical estimated service life of 20 years for airfield asphalt pavements, Runway 13-31 is 21 years beyond its useful service life.

Previous assessment by Dillon Consulting in 2016 when the asset was at 31 years in service identified signs of wear, oxidation, serious cracking, and areas of undulation and settlement, with the performance of the asset noted to likely be influenced by the high ground water table, poor surface drainage, and limited depth of the granular subbase. The 2016 assessment concluded that the asphalt condition was beyond rehabilitation through resurfacing and recommended the pulverizing of the surface course, regrading with additional granular, and repaving.

Runway 13-31 was visually inspected by HM Aero in November 2025 during the preparation of the Master Plan and assessed as being in fair to poor condition. Observed distresses included moderate to high severity longitudinal and transverse cracking; moderate severity alligator cracking; moderate severity ravelling; low severity edge cracking; and vegetation growth.



Pavement surface conditions at the Runway 31 threshold (left) and approximate midpoint (right)

Runway 13-31 has exceeded its useful service life by two decades and its assessed condition, based on the findings of Dillon Consulting and HM Aero, confirm that reconstruction will be required to ensure its continued safety and usability. Although Runway 13-31 represents a candidate for reconstruction in the short-term planning horizon, this project is tentatively recommended for completion in the medium-term planning horizon due to the following rationale:

- Recognizing the financial resources of the M.D. and its potential local government partners, this project will be contingent on securing support from upper levels of government and / or the private sector. Support of this magnitude may take several years to arrange, and the M.D. and potential local partners may also need to reserve funds over multiple budget cycles;
- While the condition of the asset is degraded, active hazards to aviation safety were not identified. Continued monitoring and routine inspection of the asset is recommended to ensure that pavement degradation does not result in hazardous conditions, such as Foreign Object Debris. Should such conditions arise in the years prior to reconstruction, localized repairs may represent an appropriate strategy to resolve hazards; and

- As reconstruction is already identified as being the preferred construction strategy owing to the current condition of the asset, pre-emptive rehabilitation to offset degradation that would preclude more cost-effective interventions (e.g., a surface overlay) is not an available option. Accordingly, further degradation is unlikely to influence the preferred rehabilitation strategy.

The cost estimate of the Master Plan assumes that Runway 13-31 is reconstructed as opposed to the completion of a more limited scope pavement overlay or milling and paving project, as reflective cracking is anticipated to result from either method owing to underlying structural deficiencies. The recommended rehabilitation strategy will be determined based on a future geotechnical investigation during the engineering design process. Continued monitoring of the condition of Runway 13-31 is advised to ensure that continued degradation does not result in hazards to aviation safety. Operating expenses may be incurred prior to reconstruction for the completion of localized repairs.

Recommendation	Category	Planning Horizon	Cost Estimate
Runway 13-31 Reconstruction and Widening	Asset Management and Core Service Delivery	Medium-Term	\$7,750,000
Runway 13-31 Extension	Level of Service Improvement	Medium-Term	\$1,490,000

4.2.2 Taxiway System

Three taxiways facilitate aircraft ground maneuvering. The requirement has not been identified through the Master Plan to widen any of the three taxiways or make changes to their operating characteristics. The aggregate and grass portions of Taxiway B are anticipated to require periodic maintenance through rolling and localized repairs, but comprehensive improvements are not expected to be required within the Master Plan period. Taxiway A's asphalt surface exhibited distresses like those identified for Runway 13-31; reconstruction is recommended to be completed concurrent with the runway in the medium-term planning horizon. As Taxiway C exclusively serves the privately owned lands of Apron II, lifecycle asset management requirements are the obligation of the landowner.

Recommendation	Category	Planning Horizon	Cost Estimate
Taxiway A Reconstruction	Asset Management and Core Service Delivery	Medium-Term	\$410,000

4.2.3 Apron System and Aircraft Parking

Apron I is the sole public use aircraft parking area and is comprised of a 3,580 m² asphalt paved surface. Apron I connects to Taxiways A and B at its southern edge end and supports aircraft fuelling at its western edge. Parking positions are not delineated except for general aviation tie-down anchors located in the grass area west of the apron.

During peak summer operations, Apron I routinely handles a range of aircraft types and operations that, in absence of a preestablished apron management strategy, can introduce conflicts owing to the asset's small size and configuration. This can include downwash and propwash from larger aircraft interfering with smaller aircraft (e.g., rotary-wing downwash near light aircraft), aircraft at the fuel facility blocking taxiing routes, and conflicts between parked aircraft that precludes efficient apron usage. The latter consideration is of particular concern when larger single and twin-engine turboprop aircraft, such as the Pilatus PC-12 and Beechcraft King Air 200, are using the apron.

Two initiatives are recommended in the short-term planning horizon to improve the operational capabilities of Apron I and meet known demands:

- The delineation of aircraft parking areas and an apron taxilane through paint markings, with separate areas established for light single-engine aircraft and larger turboprop aircraft. Tie-down anchors may be considered for the light aircraft parking area to encourage extended duration stays and ensure safety; and
- The expansion of the apron in the vicinity of its western intersection with Taxiway B to support the installation of a jet fuel facility, as discussed in Section 4.3.1. This expansion is designed to accommodate the ground maneuvering of the fixed-wing and rotary-wing Design Aircraft and decrease the exposure of parked aircraft to downwash from larger rotary-wing aircraft. The pavement structure of this expansion area should be appropriately designed to accommodate larger rotary-wing aircraft with more demanding pavement loading.

As with previous limitations noted regarding data on the pavement structure of Runway 13-31, the structure of Apron I is unknown. As the asset routinely supports operations by the fixed-wing Design Aircraft, it is anticipated to be sufficiently designed for continued use by such types. During the engineering design for its reconstruction, consideration of the pavement load requirements of other aircraft types, such as the CH-149 Cormorant, may be made.

There are no records of rehabilitation being completed for Apron I since the asset’s construction in 1985, and the facility has exceeded its useful service life. Observed distresses included moderate to high severity longitudinal, transverse, edge, and alligator cracking; high severity raveling; and high severity rutting in several locations. Vegetation growth is observed throughout most cracked areas and previously sealed cracks appear to be reopening. Pavement degradation leading to surface irregularities and Foreign Object Debris was observed in select locations, posing a hazard to the safety of aircraft operations. The reconstruction of Apron I is recommended in the medium-term planning horizon concurrent with Runway 13-31 and Apron I. During the expansion of the apron in the short-term planning horizon, localized repairs should be completed (e.g., through limited area milling and repaving) for areas exhibiting extensive degradation affecting operations.

Recommendation	Category	Planning Horizon	Cost Estimate
Apron Management Paint Markings	Level of Service Improvement	Short-Term	\$10,000
Jet Fuel Facility Apron Expansion	Level of Service Improvement	Short-Term	\$190,000
Apron I Reconstruction	Asset Management and Core Service Delivery	Medium-Term	\$1,320,000



Apron I representative high severity rutting and raveling

4.2.4 Airfield Lighting System and Visual Navigation Aids

Aircraft operations during hours of darkness and inclement weather are supported by the airfield lighting system, comprised of:

- Low intensity incandescent edge, threshold, and end lighting on Runway 13-31;
- Low intensity edge lighting on Taxiway A;
- An illuminated wind direction indicator located north of Taxiway A; and
- An aerodrome beacon collocated with the terminal building, which also houses the constant current regulars and aircraft radio control of aerodrome lighting system.

The airfield lighting system, electrical distribution system, and supporting infrastructure was originally installed between 1985 and 1988 based on available records, reaching up to 41 years in service – well beyond the estimated useful service life of 20 years. Lighting fixtures were observed in numerous locations to be misaligned and damaged, and it is anticipated that the availability of spare parts and the overall maintainability of the system may be negatively impacted by its legacy nature. The degree to which the low intensity fixtures provide adequate visual cues to pilots could not be verified.

The continued provision of an airfield lighting system is essential to sustaining 24-hour operations, which is justified by the Airport’s intended role of supporting emergency aviation services and establishing its position as a reliable facility for visiting aviation traffic. The full replacement of the airfield lighting system and supporting infrastructure is recommended through the Master Plan. The replacement of the airfield lighting system in the medium-term planning horizon is recommended, with this timeline predicated on completing replacement works following or concurrent with the recommended reconstruction and widening, and potential extension, of Runway 13-31 to limit the need to relocate electrical infrastructure following the airfield pavement recapitalization project. Approaching this project in the medium-term planning horizon will also provide the M.D. and its prospective partners with the opportunity to pursue external financial support and budget reserve funds.

Noting the foregoing, the existing system is assessed as being highly vulnerable to failures that may be beyond economical repair. A widespread failure prior to the recommended replacement of the airfield lighting system in the medium-term planning horizon will have a corresponding impact on operations and may warrant an accelerated approach to project implementation.

From a costing perspective, the Master Plan assumes that replacement will be based on a traditional airfield lighting system meeting established specifications, including medium intensity LED runway edge, threshold, and end lights and taxiway edge lights; pullpits and cabling in trenched ducts; and associated works, such as the replacement of electrical control and distribution infrastructure and the wind direction indicator. Depending on available financial resources, consideration may be given to adding additional operational capabilities, such as Precision Approach Path Indicators.

Recommendation	Category	Planning Horizon	Cost Estimate
Airfield Lighting System Replacement	Asset Management and Core Service Delivery	Medium-Term	\$1,590,000

4.2.5 Instrument Flight Procedures

Area Navigation (RNAV) Instrument Approach Procedures are privately sponsored by the M.D. and maintained by an External Design Organization to permit arrivals in reduced visibilities and ceilings. Runways 13 and 31 are supported with satellite-based RNAV (GNSS) Instrument Approach Procedures that provide Lateral Navigation (LNAV) guidance. The RNAV (GNSS) procedures permit arrivals when visibility is at and above 1 ¾ to 2 Statute Miles, with Minimum Descent Altitudes of between 583 ft. and 672 ft. Above Ground Level. The aerodrome environment is currently attested as AGN II Non-Instrument.

The provision of Instrument Approach Procedures with lower Minimum Descent Altitudes stands to increase the Airport’s year-round availability and is recommended in the short-term planning horizon through the development of Instrument Approach Procedures to Localizer Performance with Vertical Guidance (LPV) criteria. LPV procedures can permit operations with a minimum visibility of 1 Statute Mile and Minimum Descent Altitude of 250 ft. Above Ground Level, depending on the application of design criteria to a given airport.

Continued reliance on the Princeton Airport Automated Weather Observation System as a Remote Altimeter Setting Source will result in a modest penalty (estimated at 50 ft. to 100 ft.) being applied to the approaches, but a marked improvement will still be achieved by implementing LPV procedures. These penalties could be addressed through the installation of an Automated Weather Observation System to establish an on-site altimeter setting source – however, the costs associated with installing and maintaining such a system are unlikely to be matched by a corresponding benefit in Minimum Descent Altitude and availability, assuming the continued availability of the Princeton station.

Depending on the surveying of the AGN II Non-Precision Obstacle Limitation Surfaces, tree clearing on a portion of the private lands south of the Airport may be required.

Recommendation	Category	Planning Horizon	Cost Estimate
LPV Instrument Approach Procedures Development	Level of Service Improvement	Short-Term	\$20,000

4.2.6 Perimeter Fencing and Access Controls

The entirety of the Airport’s perimeter is enclosed in chain link fencing, with access controlled through unpowered vehicle and person swing gates. Based on the observed condition of the fencing, replacement is unlikely to be required within the short or medium-term planning horizons aside from localized repairs to failing or damaged sections.

A recurring theme during consultations with aircraft operators was the ease with which unauthorized persons and vehicles can access the airside through the gates located at Apron I near the terminal building. The primary vehicle gate serving Apron I was observed to be securable through a padlock – however, its manual operation and reliance on keyed entry may lead to instances of it being left unsecured, opening unauthorized airside access. The replacement of the vehicle gate with a powered and coded rolling access gate and the person gate with a coded access is recommended in the short-term planning horizon.

Recommendation	Category	Planning Horizon	Cost Estimate
Apron Powered / Coded Vehicle and Person Gates	Asset Management and Core Service Delivery	Short-Term	\$30,000

4.3 Aircraft Support Services

4.3.1 Aviation Fuel Services

100 Low Lead or “avgas” is sold by the St. Croix Valley Flying Club to piston engine general aviation aircraft. Avgas is stored in an above-ground tank located adjacent to Apron I – the history of this tank could not be verified but it appeared visually to be in fair condition with no obvious signs of damage or leaks. A cardlock system is unavailable, with attendance by representatives from the Flying Club required for avgas purchases. The continued availability of avgas services is a strategic priority for the Airport due to the predominance of piston engine general aviation users.

Jet fuel services are unavailable at the Airport. The nearest facilities with jet fuel are Fredericton International Airport, Saint John Airport, Eastport Airport, and Princeton Airport. The availability of self-service jet fuel at the Airport was a significant and recurring area of feedback received from aviation and economic stakeholders – consulted parties repeatedly cited that the availability of jet fuel would increase the Airport’s capability to support rotary-wing law enforcement, search and rescue, and wildfire response operations and visiting private, chartered, and corporate aircraft accessing the region for tourism and business purposes. Exemplifying this requirement, the RCMP maintains a small cache of drummed jet fuel in a storage shed adjacent to Apron I for use on an emergency basis.

One of the most significant recommendations of the Master Plan in the short-term planning horizon is the development of the infrastructure required for self-service jet fuel to support expanded use by economically and social productive aviation service providers and establish an ongoing source of operating revenue generation through fuel sale margins. This includes the installation of a concrete pad and aboveground storage tank, fuel dispensing cabinet, and cardlock / payment system. Pending further assessment of fuel demand volumes, a 15,000 to 20,000 L jet fuel storage tank is assumed to be suitable for the Airport. The expansion of the apron will also be required to accommodate aircraft maneuvering to and from the preferred fuel tank location, as described in Section 4.2.3.

During project planning, it is recommended that the St. Croix Valley Flying Club be engaged to assess their long-term strategy with respect to the avgas tank and fuel services. Transitioning existing avgas infrastructure to the Airport operator and upgrading (e.g., through cardlock services) may represent a mutually beneficial strategy for both parties.

Recommendation	Category	Planning Horizon	Cost Estimate
Jet Fuel Services Development	Level of Service Improvement	Short-Term	\$700,000

4.3.2 Aircraft Ground Handling

No aircraft ground handling services are available at the Airport, such as de-icing / anti-icing, ground power, towing / pushback, water / lavatory servicing, or public hangar storage. These services are provided to aircraft through Fixed-Base Operators, with the nearest such businesses being located at the Fredericton and Saint John airports. Based on the aircraft types that align with the target roles recommended for the Airport, the requirement for the provision of such services is not established through the Master Plan. While an entity providing Fixed-Base Operator services would be of value, the demand for such services is unlikely to render such a business as being commercially viable, and operators of single and twin-engine turboprop aircraft familiar with the limited services of smaller airports are generally accustomed to arriving and departing on a self-sufficient basis.

4.3.3 Airport of Entry Services

The facility’s Airport of Entry / 15 designation is set by the CBSA according to its Air Services Policy Framework. The designation of St. Stephen as a 24-hour Airport of Entry by the CBSA is of considerable value as expressed previously in the Master Plan. No defined recommendations are required with respect to the Airport of Entry services provided by the CBSA, and positive working relationships should be maintained on an ongoing basis to ensure the continuation of such services.

4.3.4 Terminal Building

The approximately 480 ft² (45 m²) single-storey terminal building located adjacent to Apron I provides basic rest and washroom facilities for crew and passengers and houses the airfield electrical control and distribution equipment. The condition and functionality of the terminal building was repeatedly cited during stakeholder consultations as a limitation of the Airport, including its:

- Dated appearance, which stakeholders suggested is misaligned with its role as the gateway to the region for arriving passengers and crew;
- Rudimentary amenities, including the washroom and crew rest facilities; and
- Limited floor area, which hinders the ability to accommodate larger groups and leasable office space for aviation commercial tenancies.

While these limitations were raised, stakeholders also expressed that a simple, functional, and cost-effective replacement solution should be prioritized, considering the Airport's role and scale of use. The replacement of the terminal building is recommended for completion in the short-term planning horizon to improve the Airport's capabilities for crews and passengers, support further aviation-based community programming, and serve as a temporary base of operations for emergency personnel during sustained response operations (e.g., searches for missing persons, wildfire responses).

The Master Plan conceptually recommends the demolition of the existing terminal building and its replacement with a 24 ft. (7 m) x 48 ft. (15 m) prefabricated building solution. Functionalities recommended for the replacement terminal building include barrier free access; washroom and kitchen facilities; crew and passenger rest and waiting areas; facilities for CBSA, if required; and leasable office space.

Recommendation	Category	Planning Horizon	Cost Estimate
Terminal Building Replacement	Level of Service Improvement	Short-Term	\$400,000

4.3.5 Weather Observation and Reporting

Aviation weather observation and reporting services are unavailable at the Airport, except for a weather camera maintained by NAV CANADA. The nearest Automated Weather Observation Systems are located at Princeton Airport, 25 km to the west; and Eastport Airport, 40 km to the southeast. The proximity of both systems to St. Stephen, supplemented by the NAV CANADA weather camera, mean that the installation of an Automated Weather Observation System (costs for which can exceed \$150,000) is not warranted within the Master Plan horizons.

4.4 Groundside System

Facilities dedicated for groundside vehicle access (Sawmill Lane and the public parking lot) were observed to be in fair to good condition; future maintenance and rehabilitation will be considered as part of the M.D.'s broader roads asset management. The capacity of utilities and services was not assessed through the Master Plan but have not been identified as a constraint on future objectives.

5 AIRPORT DEVELOPMENT PLAN

The Airport Development Plan, presented in Figure 5.1, identifies the configuration of recommended airfield infrastructure projects and areas targeted for new airside development over the Master Plan horizons. Considerations identified that influence development include:

- The protection area established around the Environment and Climate Change Canada weather station. A 100 m setback surrounding the station is normally requested to limit interference with the monitoring instruments. Consultations with Environment and Climate Change Canada indicate that redevelopment and infill of a similar scale along the Taxiway B hangar line and near Apron I should be acceptable;
- The runway environment will be safeguarded to AGN II Non-Precision standards (Runway 13-31 is currently attested to Non-Instrument standards) to protect for the attainment of improved Instrument Approach Procedures in the future;
- Conditions approaching the western and eastern property boundaries influence the extension potential of Runway 13-31. Grades decrease to the west approaching Route 170, affecting the distance the runway can be extended in this direction when accounting for the grading requirements of the pre-threshold area without significant earthworks. The topography of the property grades upwards towards Old Bay Road to the east, and the runway extension potential is influenced by the protection of Obstacle Limitation Surfaces that clear the protected roadway corridor; and
- The lands located east of Apron II that may represent a candidate for further airside development are challenging to access owing to the contiguous private land ownership.

The Airport Development Plan depicts the comprehensive implementation of the projects recommended in Section 4, with key features including the:

- Extension of Runway 13-31 to a length of 3,955 ft. (1,206 m) and its widening to 75 ft. (23 m). Turning bays are identified at both ends to facilitate aircraft backtracking. The expanded runway will be designed to AGN II – Non-Precision standards;
- Delineation of assigned parking positions and a taxilane on Apron I and the expansion of the apron surface to serve the new jet fuel facility;
- Replacement of the current terminal building in or near its current location adjacent to Apron I and the vehicle parking lot;
- Facilitation of private and commercial airside hangar development through two new lots located west of Apron I. The costs of the incremental extension of taxiway and apron infrastructure are anticipated to be the requirement of the benefiting tenant(s); and
- Protection of lands located east of Apron II as an Airport Development Reserve. Specific requirements for this area have not been identified through the Master Plan, but its retention is recommended to afford flexibility in the future development of the Airport, including if hangar demand exceeds the capacity of the Taxiway B area.

The configuration of all infrastructure and development projects identified through the Airport Development Plan is subject to further due diligence and change in subsequent engineering design exercises. While the provisions on airfield infrastructure identified in TP312 5th Edition are not binding on the facility given its status as a registered aerodrome, TP312 will be used as the basis of subsequent design efforts in the interest of providing a safe and predictable operating environment.

6 IMPLEMENTATION FRAMEWORK

6.1 Future Service Delivery Model

The strategic evaluation presented in Section 3 identifies three factors of significant impact from an ownership, governance, and funding perspective:

1. While the M.D. has independently sustained the Airport's operating expenses over the facility's history, the municipality faces fiscal pressures that underscore the need to carefully examine all aspects of its budget. Further, the M.D.'s capacity to finance major capital improvement and rehabilitation projects, as identified in Section 4, is expected to be greatly challenged – this will negatively influence the degree to which the recommendations of the Master Plan and their associated value can be realized;
2. The economic and social benefits currently provided through the Airport and anticipated in the future based on its expanded role extend beyond St. Stephen to other municipalities in Southwest New Brunswick. However, municipalities that receive a benefit from the Airport do not presently have a mandate to participate in its funding and improvement; and
3. The integration of other municipalities in the governance of the Airport can allow for nuanced and varied areas of expertise to assist in steering the facility's future.

A critical path item following the completion of the Master Plan is the holistic evaluation of the preferred long-term model of ownership, governance, and funding by the M.D., Service Commission, and the municipalities of Southwest New Brunswick. While the status quo model with sole responsibility by the M.D. represents the path of least resistance, this approach is expected to be detrimental to the overall ability to effect positive change and generate further economic and social value. A series of high-level alternative models are presented for consideration:

- **Intermunicipal Financial Support:** The M.D. continues to be the sole entity that owns and governs the Airport. Other municipalities that derive value from the Airport are engaged on a project-specific basis to provide financial support or on an ongoing basis through an intermunicipal collaboration agreement. This model presents less challenges from an implementation standpoint but entails considerable uncertainty for the M.D. on the degree to which it may be able to secure partners with each project; ultimately, the M.D. retains all existing obligations associated with the facility and is susceptible to partner municipalities no longer participating.
- **Transition to Service Commission:** The ownership, governance, and financial obligations of maintaining the Airport are transitioned to the Southwest New Brunswick Service Commission, with the facility delivered as a regional service. The Airport is governed by a Board of Directors comprised of representatives of its constituent municipalities, with each local government financially contributing to the shared regional service. The accompanying administrative and maintenance model would require further due diligence and could include in-house staffing by Service Commission employees, third-party contracted operations, the establishment of an independent entity engaged on a long-term basis, or continued maintenance by the M.D. on a cost recovery basis.

One community airport is delivered in New Brunswick by a service commission. Pokemouche Airport has been owned, overseen, and funded by the Acadian Peninsula Regional Service Commission since 2017. Based on perspectives shared by the Commission, the primary justification was to ensure the continuity of public air services of regional social value, including air ambulance transfers and emergency management, alongside economic development.

- **Regional Airport Authority:** An independent non-profit corporation is established with membership from multiple participating municipalities for the purpose of maintaining the airport, including a defined structure for shared ownership, governance, and funding.

This model has been implemented through the non-profit Charlo Regional Airport Authority since the divestiture of the airport from Transport Canada's ownership in the late 1990s. The airport authority is comprised of a 15-member Board of Directors.

A central question that significantly influences the consideration of intermunicipal participation and, especially, financial support is the degree to which a given municipality perceives that they realize sufficient economic and / or social value to justify investment. As demonstrated through the survey data, awareness and support for participation in the Airport appears to decrease with distance. 71% of survey respondents from St. Stephen favoured a regionalized approach whereby all municipalities that benefit from the Airport contribute to its operation – in contrast, this perspective was held by 52% of respondents from Saint Andrews, 24% of surveyed individuals from Fundy Shores, and 22% of Eastern Charlotte participants. Communities further to the east or north may perceive greater value from Saint John Airport or Fredericton International Airport, respectively, as “their” airports. The Village of Grand Manan is responsible for maintaining its own airport with limited intermunicipal support, and residents further to the northwest in communities such as McAdam may contend with limited knowledge of the Airport. Limited empirical data on the distribution of benefits by municipality is available to further support these deliberations.

The determination of a preferred model for the long-term delivery of the Airport among the municipalities of Southwest New Brunswick represents the single greatest priority in the immediate term (2026 / 2027). Whether these deliberations result in the continuation of the status quo or an alternative strategy, a clear decision and certainty is needed to enable decisive action in the future.

6.2 Building External Financial Support

In addition to the consideration of how other local governments in Southwest New Brunswick may become financially involved in maintenance and development of the Airport, it is recognized that major capital initiatives will require financial support from entities other than communities in the region owing to established municipal fiscal pressures. The sources of external funding that can be leveraged to advance the Airport evolve over time and require ongoing monitoring. The provincial Regional Development Corporation and federal Atlantic Canada Opportunities Agency are identified as prospective partners from a financial support perspective, particularly where investments in the facility demonstrate clear and impactful alignment with provincial and federal priorities such as economic development, public health and safety, and border sovereignty.

The viability of securing private sector financial contributions will require further due diligence. Private support has previously been leveraged on a limited basis to advance initiatives such as the original design of the Instrument Approach Procedures. For projects that present significant value to major employers and visitor economy stakeholders, opportunities for collaboration may exist.

6.3 Leveraging Partnerships

In addition to the formation of intermunicipal partnerships from a service delivery and funding perspective, the Airport will benefit from the expertise held in-region on subject matter areas of relevance, including:

- Business and economic development, through organizations such as the Service Commission, Synergi, Future St. Stephen, the respective Chambers of Commerce, and major employers;
- Aircraft operations, including locally based pilots and major itinerant aircraft operators; and
- Intergovernmental advocacy, including current and former elected officials and government relations professionals.

As deliberations are made regarding the future governance model for the Airport, the consideration of opportunities for integrating skills-based participation in a governance and / or advisory role according to the Airport’s varying priorities is recommended.

6.4 Phased Implementation Strategy

Table 6.1 consolidates the facility-related recommendations and major strategic initiatives into a phased approach to implementation over the 10-year period encompassed through the Master Plan. Flexibility is held by the M.D. and its prospective partners in the actual strategy to how the Airport is advanced over time; however, the overarching prioritization of project flow is designed to balance attainability with impact creation and permit major capital initiatives to be prepared for over longer lead times. Accordingly, any adaptations to the implementation strategy should continue to embrace a multiyear view to the future of the Airport.

Table 6.1 - Phased Implementation Strategy

Short-Term Planning Horizon	Year 1 – 2026	Determination and implementation of preferred ownership, governance, and funding strategy Engineering design and establishment of external financial support for Year 2-3 fuel service and terminal upgrade projects Implementation of apron management paint markings
	Year 2 – 2027	Jet fuel services development and apron expansion project LPV Instrument Approach Procedures development
	Year 3 – 2028	Terminal building replacement project Apron powered / coded vehicle and person gates
	Year 4 – 2029	Engineering design and establishment of external financial support for the Year 6-9 airfield recapitalization and upgrading works
	Year 5 – 2030	
Medium-Term Planning Horizon	Year 6 – 2031	Comprehensive airfield infrastructure recapitalization and upgrades – Runway 13-31, Taxiway A, and Apron I reconstruction; Runway 13-31 extension and widening; and airfield lighting system replacement
	Year 7 – 2032	
	Year 8 – 2033	
	Year 9 – 2034	
	Year 10 – 2035	Evaluation of Master Plan implementation and strategy development for the next 10-year period



#209-532 Montreal Road
Ottawa, ON K1K 4R4
hmaero.ca



BY-LAW NO. D-2
A By-Law Respecting Development Incentives for the
Municipal District of St. Stephen

The Council of the Municipal District of St. Stephen, under the authority vested in it by the *Local Governance Act*, and amendments thereto, hereby makes and enacts this By-Law as follows:

1. INTRODUCTION

1.1 This By-Law may be cited as the “Development Incentives By-Law D-2.”

2. CONTENTS

2.1 The requirements of this By-Law apply to economic development incentives provided to developers for developments within the geographical limits of the Municipal District of St. Stephen.

2.2 The purpose of this By-law is to provide a structured and fiscally responsible framework for municipal development incentives that align with Municipal Plan By-law M-4, support priority development outcomes, and ensure that grants are proportionate to verified construction investment and subject to defined eligibility and compliance requirements.

2.3 This By-Law is hereto compromised of the following schedules:

- Schedule “A”: Municipal District of St. Stephen Development Incentive Policy;
- Schedule “B”: Development Incentive Application; and,
- Schedule “C”: Development Incentive Agreement.

2.4 By-law D-1, Development Incentives By-law, enacted on August 25, 2021 and all amendments thereto, are hereby repealed.

2.5 The repeal of By-law D-1, Development Incentives By-law, shall not repeal, defeat, disturb, invalidate, or prejudicially affect any Development Incentive Agreement entered into under By-law D-1.

Read the First Time this ____ day of _____, 2026

Read the Second Time this ____ day of _____, 2026

Read the Third Time this day of ____ day of _____, 2026

Allan MacEachern, Mayor

Jeff Renaud, Clerk

SCHEDULE A – DEVELOPMENT INCENTIVE POLICY

1. POLICY PURPOSE AND ALIGNMENT WITH THE PLAN

1.1 Purpose

The purpose of this Policy is to provide transparent and predictable municipal incentives that accelerate development types prioritized in Municipal Plan By-law M-4, including:

- a) Affordable and multi-unit housing development;
- b) Downtown revitalization and mixed-use development;
- c) Industrial expansion and industrial opportunities; and,
- d) Rural agricultural development.

1.2 Municipal Plan Alignment

In administering this Policy, Council and staff may give special consideration to projects that:

- Promote efficient infill development where water and sewer infrastructure already exists, in order to avoid extending water and sewer services to areas where long-term public costs exceed the revenues generated.
- Develop housing within Housing Priority Areas that encourage a diverse mix of housing types, including affordable rental and ownership options for adults at different ages or stages in life.
- Revitalize downtown through mixed-use development and active ground-floor commercial uses, and quality architectural design that improves the community’s image for residents and visitors.
- Support industrial and manufacturing development that creates employment, or eco-industrial projects that are energy efficient, produce renewable energy, reuse waste, or turn by-products into new goods.
- Support rural farm development and local food production, value-added agricultural product processing, or the retail sale of locally-grown agricultural products.
- Enable adaptive reuse and the preservation of character-defining elements of St. Stephen’s heritage buildings.

2. DEFINITIONS

2.1 “Accessory Dwelling Unit” means a dwelling unit with its own culinary and sanitary facilities and no more than two bedrooms which is incidental to the principal dwelling unit. When contained within the main building, it is synonymous with a secondary suite, and when contained within an accessory structure it is synonymous with a garden suite. For the purposes of this Policy, accessory dwelling units are located on a permanent foundation and do not include mobile homes, recreational vehicles, or other movable structures.

2.1 “Applicant” means the registered owner of the subject property, or an authorized agent of the registered owner.

2.2 “Architect” means a professional New Brunswick architect as that term is defined in *An Act Respecting the Architect’s Association of New Brunswick*.

2.3 “Development” includes new construction, renovation, rehabilitation, adaptive re-use, or re-purposing of an existing building.

2.4 “Dwelling Unit” means a room or suite of two or more rooms for use, or intended for use, by one or more individuals in which culinary and sanitary facilities are provided for the exclusive use of such individual(s), and with a private entrance from outside the building or from a common hallway or stairway inside. This does not include a rooming house, mini-home, residential care facility, emergency shelter, or short-term rental, as those terms are defined in the Zoning By-law.

2.5 “Urban Service Boundary” means the mapped boundary of municipal water and/or sewer services as established under Municipal Plan M-4 and implemented in the Zoning By-law.

2.6 “Housing Priority Areas” means the areas designated by Council in Municipal Plan M-4 (Map 7).

2.7 “Incremental Assessed Value (V)” means the increase in taxable assessed value used for grant calculation, determined as the Year 1 taxable assessment minus the Year 0 taxable assessment (i.e. at date of the application), using Service New Brunswick’s Property Assessment Notice at the time of the application.

2.8 “Infill Location” means a lot within the Urban Service Boundary where streets, water and sewer infrastructure are already available to provide services to a development.

3. INCENTIVE STREAMS

3.1 A project may be approved under only one (1) incentive stream. Streams and intent are listed below. Detailed eligibility and scoring are in Schedule A.

- Stream H1 – Affordable & Mixed-Income Multi-Unit Housing
- Stream H2 – Market Rental / Purpose-Built Multi-Unit Housing
- Stream H3 – Accessory Dwelling Units (ADU)
- Stream C – Downtown Development
- Stream I – Industrial Development
- Stream F – Farm Development

4. GENERAL ELIGIBILITY (ALL STREAMS)

4.1 A project is eligible only if it meets ALL of the following at the time of application:

- The property is appropriately zoned (or is the subject of a compliant rezoning) and can be serviced without significant new municipal infrastructure paid for by the Municipality.
- The proposal supports efficient development patterns: infill/contiguous development within the Urban Service Boundary; or the proposal involves a rural development that does not require any municipal sewer or water services (e.g. farm, accessory dwelling unit on a septic system).
- For projects within the Urban Service Boundary, the development will connect to municipal sanitary sewer where service is available at the lot line (or a municipal servicing plan is provided).
- The proposal avoids or reasonably mitigates impacts to environmentally sensitive and physically unsuitable areas, including watercourses, wetlands, riparian areas, coastlines, and drinking water supply wellfields and watersheds.
- A building or development permit has been issued with a reasonable construction value estimate; there are no outstanding stop-work orders; and the Applicant is not in violation of building or zoning by-laws.
- Where the site is in mapped climate hazard areas (e.g., projected flood/high-tide zones), the Applicant provides a climate adaptation plan consistent with the zoning by-law requirements.
- If the property is listed on the *New Brunswick Register of Historic Places*, any character-defining elements are respected, restored, and preserved through the proposal.

5. APPLICATION, REVIEW AND APPROVAL

5.1 Application Form

Applications must be submitted using the current form in Schedule B and include a concise project description demonstrating compliance with Section 5, the chosen stream, and any bonus points claimed.

5.2 Review Committee

Council establishes a Development Incentive Review Committee (Committee) consisting of the:

- a) CAO;
- b) Director of Planning;
- c) Director of Public Works and/or Protective Services;
- d) Treasurer; and,
- e) The CAO-selected representative for local economic development.

5.3 Recommendation and Council Decision

The Committee evaluates applications and recommends:

- a) Eligibility;
- b) Stream;
- c) Points;
- d) Grant estimate, including any deductions under section 5.5; and
- e) Any terms/conditions.

Council retains final decision-making authority to approve, vary, or refuse any applications that are recommended by the Committee. The Committee may refuse to bring forward any application to Council that they have determined to be incomplete or ineligible under this Policy.

5.4 Agreement Required

No grant is payable unless a Development Incentive Agreement is executed between the Municipality and the Applicant, consistent with Schedule C.

5.5 Other Economic Development Agreements or Incentives

Despite any provision of this Policy, Council may provide other economic development incentives (e.g. below-market land, other grants, or infrastructure improvements) through separate agreements under section 104 of the *Local Governance Act*. For the purposes of evaluating projects under this Policy, the value of any other municipal economic development incentive provided to a project shall be deducted from the total eligible grant under this Policy. This deduction of eligible grant monies does not apply to:

- a) Municipally owned downtown development sites identified in Municipal Plan M-4 (Map 10), where below-market land may be combined with incentives under this Policy; and
- b) Downtown redevelopment projects that receive separate funding through the *Downtown Façade Improvement Program*; and
- c) Any infrastructure improvements that are part of a planned/scheduled capital renewal process and are not related to a particular project.

6. GRANT STRUCTURE

6.1 Standard (Most Streams)

The standard incentive is an annual grant paid over ten (10) years, based on the Incremental Assessed Value (V) after completion, using the formula in Schedule A. For standard grants, payments begin one (1) year after passing the final building inspection (including correcting deficiencies) and after property tax reassessment is finalized, as set out in Schedule C.

6.2 Simplified Grant (ADU Stream H3)

Stream H3 uses a simplified grant model set out in Schedule A, and it is intended to help St. Stephen residents build small secondary rental units or multigenerational in-law suites/garden suites on their properties known as “accessory dwelling units” (ADUs). For simplified grants, a single payment is payable after successfully completing the final building or site inspection (including correcting deficiencies).

7. COMPLIANCE, RECALCULATION AND FORFEITURE

7.1 Reassessment Changes

Grants may be recalculated if assessed values decrease, including following assessment appeals, as set out in Schedule C. Overpayments may be recovered through offsets or repayment.

7.2 Good Standing

No incentive payment shall be made for any year in which the Applicant or Owner is in arrears on municipal accounts or subject to an outstanding lawful order. If the arrears or order are fully remedied within 90 days of written notice, the incentive payment for that year may be issued. If not remedied within that period, the incentive payment for that year is forfeited.

7.3 Insolvency

Payments are forfeited if the Owner is bankrupt/insolvent, winds up, or ceases operations, consistent with Schedule C.

7.4 Affordable Housing Compliance

Where a grant is based on affordability commitments, affordability must be maintained for the required period (minimum 10 years) and is subject to audit per Schedule C.

8. STREAMS & INCENTIVE MODELS

A1. Stream Eligibility (Minimum Thresholds)

STREAM H1 – AFFORDABLE MULTI-UNIT HOUSING DEVELOPMENT

- **Project Minimum:** Four (4) or more rental or for-purchase units in one (1) building with a minimum construction value on the building permit: \$500,000.
- **Conditions:** At least 25% of the dwelling units are offered with annual shelter costs below 30% of 50% area median household income (adjusted for inflation, according to the latest Statistics Canada data).
- **Location:** Housing Priority Areas, infill location, downtown, or as permitted in unserved rural zones.
- **Incentive Model:** Standard – See ‘A2’

STREAM H2 – MARKET RATE MULTI-UNIT HOUSING DEVELOPMENT

- **Project Minimum:** six (6) or more dwelling units for rent or for-purchase units in one (1) building or series (townhouse, rowhouse) with a minimum construction value on building permit: \$750,000.
- **Conditions:** For projects with ten or more dwelling units, at least 10% of the units are constructed to be wheelchair accessible according to the *Barrier-Free Design Building Code Regulation – Building Code Administration Act*.
- **Location:** Housing Priority Areas, infill location, or downtown.
- **Incentive model:** Standard – See ‘A2’

STREAM H3 – ACCESSORY DWELLING UNIT (ADU) DEVELOPMENT

- **Project Minimum:** The minimum construction value of the accessory dwelling unit (ADU) shall be \$50,000 as provided on the associated building or development permit application.
- **Conditions:** The ADU must be used as a dwelling unit and must be non-movable and affixed to a permanent foundation. Only one (1) ADU may be incentivized per lot and, to be eligible, the lot must already have another main dwelling unit.
- **Location:** Anywhere subject to urban or rural zoning and on-site sewage disposal permits (if applicable).
- **Incentive model:** One-time \$750 grant for every \$50,000 of construction value (rounded down) up to a maximum of \$2,250 which may be payable upon successful completion of a final building and site inspection.

STREAM C – DOWNTOWN DEVELOPMENT

- **Project Minimum:** New build or major renovation with a minimum construction value on the building permit: \$300,000.
- **Conditions:** Building façade must be built up to the front lot line with pedestrian-oriented windows/doors, a storefront commercial use, and traditional cladding materials that complement St. Stephen’s built heritage. Rear of ground floor or upper stories may contain residential uses, tourist accommodations, commercial, or any other uses permitted under the Zoning by-law.
- **Location:** within the Downtown Overlay (O-DT) Zone.
- **Incentive model:** Standard – See ‘A2’

STREAM I – INDUSTRIAL DEVELOPMENT

- **Project Minimum:** new build or major renovation with a minimum construction value on the building permit: \$500,000
- **Conditions:** Eligible projects include at least one (1) of the following:
 - a) new or expanded manufacturing or other industrial uses that add employment;
 - b) eco-industrial uses (e.g. reuse of industrial by-products, shared infrastructure with other industrial businesses); or,
 - c) building upgrades to increase energy efficiency or add on-site renewable energy generation.
- **Location:** within the Industrial Zone.
- **Incentive model:** Standard – See ‘A2’

STREAM F – FARM DEVELOPMENT

- **Project Minimum:** new build or major renovation with a minimum construction value on the building permit: \$250,000
- **Conditions:** Eligible projects include at least one (1) of the following:
 - a) abattoir facility;
 - b) livestock barns;

- c) barns or silos for commodity storage (e.g. animal feed);
- d) greenhouses and/or aquaponic facilities for food production; or,
- e) farm-gate retail shop for locally-grown agricultural products.
- **Location:** within the Rural Resource (R-3) Zone or as permitted in other rural or urban zones.
- **Incentive model:** Standard – See ‘A2’

A2. Standard Incentive Model

Annual Grant Payable = $V \times (D + P) \times Y$

Where:

- V = Incremental taxable assessment increase at ‘Year 1’ compared to ‘Year 0’
- D = Base incentive rate (0.015).
- P = Bonus points rate (max. 0.001) for project construction plans stamped by a professional Architect or projects involving properties listed in the *New Brunswick Register of Historic Places*.
- Y = Year-of-grant rate (see ‘Chart 1’).

Chart 1 – Year-of-Grant Rate (Y)

- Year 1: 95% | Year 2: 85% | Year 3: 75% | Year 4: 65% | Year 5: 60%
- Year 6: 55% | Year 7: 50% | Year 8: 40% | Year 9: 40% | Year 10: 40%

SCHEDULE B – DEVELOPMENT INCENTIVE APPLICATION

B1. General Application Deadlines & Process Timeline:

- An application (B2) for a development incentive under this Policy shall be made within 60 calendar days of the issuance of a building or development permit for a project or it becomes ineligible under this Policy.
- Administrative reviews of the development incentive application shall be made within 30 business days of receiving the application and the applicant shall be notified of their eligibility.
- Eligible projects with applications that are completed according to the Review Committee shall be referred to the Council, or the appropriate committee of Council, for a decision (accept/reject).
- If Council accepts an application, it will be referred to the CAO, who will negotiate with the applicant and notify them of the opportunity to enter into a Development Incentive Agreement (Schedule C). The applicant has up to 60 calendar days from the date of notification to enter into the agreement, after which the offer expires.
- For any ADU projects under stream H3, grant payments are calculated and payable within 30 days after successfully passing the final building inspection (or inspection of zoning compliance for Code-exempt structures) and Corporate Services receives a requisition for payment, and all other conditions of the Development Incentive Agreement are met.
- For any projects under the Standard Incentive Model (A2), grant payments are calculated and paid out after the applicant provides the municipality with a copy of their most recent [Property Assessment Notice](#) one (1) year after passing their final building inspection and all other conditions of their Development Incentive Agreement are met.

B2. Required Application Details:

- [Link to Fillable Development Incentive Application Form](#)
- Successful applications must contain the following information at a minimum:
 - Registered owner name, contact details, civic address, and PID(s).
 - Copy of the most recent [Property Assessment Notice](#).
 - Project description, intended use(s), and chosen incentive stream.
 - Construction value from building permit application.
 - General eligibility (Section 5) and stream criteria (Schedule A).
 - Evidence for any bonus point claimed (maximum of 1 point [0.001] for either: 1. project construction plans stamped by a professional Architect, or 2. the project involves property listed in the *New Brunswick Register of Historic Places*).
 - If affordable housing: unit mix, rent/price schedule, and proforma (10 years).

SCHEDULE C – DEVELOPMENT INCENTIVE AGREEMENT

C1. Agreement Required

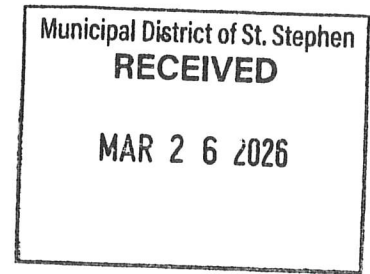
A Development Incentive Agreement must be executed before any grant is payable. Failure to execute an agreement voids the incentive approval. The CAO of the Municipal District of St. Stephen has the discretionary authority to negotiate the terms and conditions of the Development Incentive Agreement.

C2. Minimum Suggested Agreement Terms

- Construction timeline milestones (including start date and substantial completion) with reasonable extensions for force majeure.
- Suggested construction completion timeline of twenty-four (24) months for most projects from the date of building permit issuance.
- 80% completion progress report requirement.
- Final inspection by the Municipality prior to any payment.
- Payments begin one (1) year after 100% completion and after reassessment is finalized (including appeal windows).
- Payments are made to the registered owner at completion; assignment allowed on transfer of ownership if the new owner signs an assumption agreement.
- Recalculation mechanism if assessments decrease (including appeal outcomes), and recovery of overpayments by offset or repayment.
- Good-standing clause: no payment while delinquent on municipal accounts or with unremedied lawful orders; 90-day cure period; otherwise forfeiture for that year.
- Insolvency clause: forfeiture on bankruptcy/insolvency/winding up/ceased operations.

C3. Affordable Housing Audit & Enforcement (if applicable)

- Affordability commitments must be maintained for at least ten (10) years after completion.
- Annual compliance reporting (rent roll summary and unit mix; tenant privacy protected) must be submitted by the applicant to Corporate Services on a yearly basis, to obtain grant payment.
- No conversion of committed affordable units to other unit types during the commitment period.
- Municipal right to audit compliance and to suspend or claw back payments for material non-compliance.



Dear Mr. Renaud, Mayor, and Members of Council,

I hope this message finds you well.

On behalf of the Chocolate Museum, I am writing to formally request additional financial support in the amount of \$2,000 from the MDSS. As a valued partner and part owner of the Chocolate Museum, your continued support plays a critical role in ensuring the sustainability and success of this important cultural and tourism asset.

Over the past year, the Museum has experienced a significant decline in admissions revenue. The most notable contributing factor has been the sharp reduction in cross-border traffic, which has decreased by approximately 48%. This decline has had a direct and substantial impact on visitor numbers and overall operating income.

Looking ahead, we do not anticipate a significant improvement in the upcoming season. Continued challenges, including elevated gas prices and ongoing reductions in cross-border travel, are expected to further impact visitation levels.

Despite these challenges, we remain committed to maintaining the quality of the visitor experience and preserving the Museum as a key attraction for the region. We are fortunate that Ganong, our other ownership partner, has recognized the importance of this institution and has committed an additional \$14,000 to help offset operating expenses, particularly related to rent.

We have also reached out to our federal and provincial Members of Parliament, as well as the Minister of Tourism, Heritage, and Culture, to seek additional support.

While these efforts are ongoing, there remains a shortfall that we are unable to fully absorb without additional assistance. The requested \$2,000 from the Town and MDSS would help bridge this gap and allow us to continue operating effectively while we work toward rebuilding visitation levels.

The Chocolate Museum is not only a celebration of our community's rich heritage, but also an important driver of tourism and economic activity in St. Stephen and Charlotte County area. Your support will help ensure that it continues to serve residents and visitors alike.

Thank you for your consideration of this request. I would be pleased to provide any additional information or discuss this further at your convenience.

Sincerely,
Jeff McShane
Director, Chocolate Museum

From: [Tinker, Justin](#)
To: [Celeste Caswell](#)
Subject: RE: Request Confirmation for May Day, St. Stephen, 2026-05-30
Date: April 15, 2026 9:01:00 AM
Attachments: [image001.png](#)

Good Morning Celeste,

We're in the process of finalizing RCAF support for our upcoming May Day event at the airport, and are hoping that a town official could provide a similar letter as was provided [last year](#) (I understand that with the municipal election ongoing that the Mayor may not be able to sign).

For reference, we have formally requested a static display of a CH-149 Cormorant ([CH-149 Cormorant - Aircraft - Royal Canadian Air Force - Canada.ca](#)) as well as a flyover from the CC-130H Hercules ([CC-130H Hercules - Aircraft - Royal Canadian Air Force - Canada.ca](#)). Informally, all branches and groups of first responders have been very supportive of this event and we are cautiously optimistic that the static display and flyover will both be confirmed in the coming weeks. We may even get lucky enough to see an air display or demo (though a 500' buffer is a challenge to provide)!

I have highlighted below the reference to needing mayor/municipality approval to perform low-altitude flyovers, which we would be appreciative to receive town/mayor approval on this front.

As always, if you have any questions please reach out any time!

Best wishes,

Justin Tinker
506-721-1803

Council Report

Subject: Participation of St. Stephen Fire Department in May Day Event

Department: Fire Services

Date: April 22, 2026

Purpose

To seek Council direction regarding an invitation for the St. Stephen Fire Department to participate in the upcoming May Day event.

Background

The Municipality has received an invitation for the St. Stephen Fire Department to participate in the upcoming May Day event at the St. Stephen Airport.

Participation would typically involve deployment of personnel and apparatus for community engagement purposes. While the Fire Department has historically supported community events, participation is not governed by a formal policy and is assessed on a case-by-case basis.

To support this request, Fire Services has provided costing analysis related to the deployment of Tower 1, based on actual operating data collected over approximately 3.5 years.

Discussion / Analysis

1. Operational Considerations

Participation in the event would require:

- Deployment of personnel and at least one apparatus;
- Temporary diversion of resources from core emergency response functions;
- Consideration of maintaining minimum response capacity within the Municipality.

While the duration of the event is expected to be limited, any deployment outside normal operations introduces some degree of operational exposure.

2. Financial Implications

Based on analysis provided by the Fire Chief, the estimated cost of deploying Tower 1 to the airport (approximately 8.2 km round trip) is:

Estimated Event Cost: \$500 – \$550

This estimate is based on a per-kilometre cost model derived from:

- Fuel consumption;
- Historical usage data (hours and kilometres);
- Conservative estimates for maintenance and insurance.

The Fire Chief notes that calculating costs based on kilometres is more appropriate for non-emergency, non-operational use (e.g., parades, events), whereas hourly rates (approximately \$578/hour) are more appropriate for fire response or extended operational deployment.

Importantly, this cost ***does not represent*** a direct cash outlay for the event but rather reflects the incremental consumption of asset life and operating resources.

3. Asset Management Considerations

The Fire Chief has emphasized that the primary factor impacting the lifespan of specialized fire apparatus is kilometres driven, not emergency use.

Apparatus such as Tower 1 have complex systems that are negatively impacted by road conditions and routine travel. Industry experience indicates that similar apparatus in larger jurisdictions is often replaced based on mileage-related wear.

Participation in non-essential events contributes directly to long-term capital replacement pressure and should be viewed as incremental asset depreciation.

4. Community Engagement Value

Participation in the May Day event would:

- Enhance visibility of Fire Services within the community;
- Support public education and engagement;
- Contribute to broader municipal support for community events.

5. Fire Chief Commentary (Summary)

The Fire Chief advises that:

- Estimated cost for participation is \$500–\$550 based on kilometre-based costing;
- Kilometre-based costing is appropriate for non-emergency events;
- Vehicle wear is primarily driven by travel, not fire operations;
- Equipment lifespan is finite and does not distinguish between emergency and non-emergency use.

Options for Council Consideration

Option 1 – Approve Participation (Full Deployment)

Authorize Fire Department participation, including deployment of Tower 1 or similar apparatus.

Option 2 – Approve Participation (Limited / Modified) Authorize participation with restrictions such as use of smaller apparatus or limited duration.

Option 3 – Decline Participation

Decline the invitation based on asset management and operational considerations.



Age-Friendly Committee – Terms of Reference

Municipal District of St. Stephen, New Brunswick

Background

In 2012, the government of New Brunswick launched the Age-Friendly Community (AFC) Recognition Program. This initiative was designed to offer enhanced support and encouragement to communities across the province, to help them achieve official Age-Friendly Community status.

Purpose

The Municipal District of St. Stephen is dedicated to becoming an age-friendly community. By focusing on the health, well-being, and quality of life of older adults, St. Stephen aims to foster a positive environment that benefits all residents and contributes to the overall well-being of the community.

Objectives

The Age-Friendly Committee aims to advance the Municipal District of St. Stephen's commitment to becoming an age-friendly community. To achieve this, the Committee pursues the following objectives:

Leadership and Strategic Direction

The Committee provides leadership and guidance in adopting and implementing age-friendly principles that support older adults and enrich community life for all residents.

Community Engagement

The Committee ensures extensive community involvement by engaging older adults, vulnerable groups, service providers, and other relevant stakeholders, fostering a collaborative and inclusive environment.

Assessment, Action Planning, and Evaluation

The Committee coordinates the necessary assessments, develops action plans, and conducts evaluations required to achieve recognition as an age-friendly community.

Progress Monitoring and Strategy Adjustment

The Committee monitors progress on age-friendly initiatives and adjusts strategies as needed to ensure continuous improvement and alignment with community goals.

Liaison with Provincial Representatives

The Committee maintains communication with provincial representatives and is responsible for submitting required documentation to support the Municipal District's recognition as an age-friendly community.

Scope of Work

Community Age-Friendliness Assessment

The Committee will carry out a comprehensive assessment to determine the community's level of age-friendliness. This process involves gathering data and input from residents, service providers, and relevant stakeholders to identify strengths and areas for improvement.

Development, Evaluation, and Monitoring of the Action Plan

The Committee will develop an Age-Friendly Community Action Plan based on assessment findings. The plan will be regularly evaluated and monitored to ensure its effectiveness and to track progress towards achieving age-friendly objectives.

Community Consultations and Engagement

Supporting community consultations and engagement activities is a key responsibility. The Committee will facilitate opportunities for older adults and other groups to participate, ensuring their voices are included in planning and decision-making.

Evaluation of Implementation Efforts and Outcomes

The Committee will evaluate the implementation of age-friendly initiatives and measure their outcomes. This includes reviewing the effectiveness of strategies and identifying areas that require adjustment or improvement.

Preparation of Final Submission for Recognition

The Committee will compile and prepare the necessary documentation for the final submission to obtain recognition as an age-friendly community. This includes ensuring that all requirements are met and supporting materials are complete.

Promotion of Age-Friendly Practices

Throughout the process, the Committee will actively promote age-friendly practices across the community. This involves raising awareness, encouraging participation, and fostering a culture that supports older adults and enhances community well-being.

Committee Members

To ensure broad and meaningful representation, the Committee is encouraged to seek input from and reserve seats for a diverse range of members. This inclusive approach strengthens the

Committee's ability to address the needs of the entire community, especially older adults and those who may be more vulnerable.

- Citizens with older adults' representation: Including older adults ensures the perspectives and experiences of seniors are directly reflected in the Committee's work.
- Most vulnerable citizens: Engaging those who are most vulnerable helps address barriers and challenges faced by individuals who may be at greater risk of exclusion.
- Municipal representative: A municipal representative provides a direct link to local government, supporting alignment with municipal policies and resources.
- Health and social services: Representation from health and social services ensures that the Committee benefits from expertise in supporting well-being and access to essential services.
- Non-profit and community organizations: Including non-profit and community organizations provides valuable insight into local needs and opportunities for collaboration.
- Indigenous representation: Indigenous members bring unique perspectives and knowledge, ensuring the Committee's work is inclusive and culturally responsive.
- Business community: Involvement from the business community fosters connections to local enterprises and supports age-friendly economic development.

Roles and Responsibilities

Chairperson/s

The Chairperson(s) oversee meetings, ensuring they run smoothly and efficiently. They coordinate tasks among committee members and act as the official representative of the committee in external matters.

Members

Committee members are responsible for attending meetings regularly, actively participating in discussions, and taking the lead on specific tasks or initiatives as required. Additionally, they serve as liaisons between the committee and their respective sectors or communities, helping to ensure effective communication and collaboration.

Secretary

The Secretary is responsible for recording meeting minutes and keeping track of decisions and actions taken by the committee.

Stakeholders

Stakeholders are invited to attend meetings when they are available and to participate in discussions. However, they abstain from voting on committee matters.

Decision-Making Process

Decision-Making

The committee aims to make decisions through consensus whenever possible, ensuring that all members have the opportunity to contribute to discussions and reach agreement collaboratively. In situations where consensus cannot be achieved, decisions will be made by a vote. A simple majority of the members present at the meeting will determine the outcome.

Meetings

Committee meetings will take place on a quarterly basis, or more frequently when the project phase requires additional coordination. This approach ensures the committee can address critical tasks and respond to evolving needs throughout the project.

When specific tasks arise, working groups or sub-committees may be established to focus on those assignments. These smaller groups allow for more detailed attention and efficient completion of targeted objectives.

For meetings to proceed and decisions to be made, a quorum must be present. The quorum is defined as 50% plus one of active committee members, ensuring broad participation and representation in all official proceedings.

Term of Membership

Members of the Age-Friendly Community committee are asked to commit to a term of two years. Following the completion of their term, members may be considered for reappointment. The possibility of serving additional terms is determined at the discretion of the Committee Chair or the governing body overseeing the committee.

Reporting and Accountability

The Committee is responsible for reporting on the progress of its Action Plans to both the municipal council and Age-Friendly Active Communities New Brunswick. These reports provide insight into the activities undertaken by the Committee and demonstrate accountability for advancing age-friendly initiatives within the community.

In addition to formal reporting, the Committee also delivers periodic updates to ensure that the community and stakeholders remain informed about ongoing developments. These updates foster transparency and encourage continued engagement from all parties involved.

Committee Membership

Jesse Dyke – Co-Chair jessiedyke@gmail.com

Theresa Comeau – Co-Chair theresacomeau@hotmail.com

Kev Sumner - Municipality rep kev.sumner@chocolatetown.ca

Sharon Hannan retired@xpor.net

Nola Richardson nolajrich@yahoo.com

Beth Delong herbbeth777@gmail.com

Ghislaine Wheaton ghiswheaton@hotmail.com

Roger Ruddock cbruddock@outlook.com

Gwen Bultena (Horizon Health Advisor)
gwendolen.bultena@horizonnb.ca

DOWNTOWN

Façade Improvement Program



MUNICIPAL DISTRICT OF
ST. STEPHEN

Page 80 of 133

RESTORING THE IMAGE OF THE COMMUNITY ONE BUILDING AT A TIME

Program Purpose

Since incorporation in 1871, downtown St. Stephen has served as the cultural center of the community. But in the last half-century, downtown buildings have been demolished and the architecture degraded. The 2025-2035 Municipal Plan calls for a façade improvement program to preserve character-defining elements of historic buildings and improve the looks of all downtown buildings. The expected public benefits are increased business sales, start-ups, investments, tourism, and civic pride. This grant program incentivizes property owners to invest in their buildings. It does not require them to make all of the changes that are eligible for funding. Incremental changes (e.g. new lighting and signs on vinyl building) are encouraged.

*“A facelift for downtown buildings to attract more people and tourism.”
- a resident articulating what St. Stephen needs in their municipal plan survey response*



Grant Matching Funds

Façade improvement program grants are available up to \$7,500 but they can only be used to cover 50% of the total cost of any project. The other half must be matched by the proponent's own funds, a loan, or another grant.

For example, non-profit organizations with properties in [NB Register of Historic Places](#)

may be eligible for an additional [Built Heritage Program](#) grant.

Another possible way to cover the matching funds is through a micro loan from the [Community Business Development Corporation \(CBDC\)](#). Call (506) 466-5055 to verify CBDC lending terms and to obtain a micro loan application.

Who Administers this Program?

Applicants may be either a property owner or their authorized agent. Applications are emailed to the Municipal District of St. Stephen (MDSS): info@chocolatetown.ca. Building and project questions can be addressed to the Planning Division at (506) 466-7369. Future St. Stephen can offer businesses support with navigating programs and forms (president@futureststephen.ca).

The MDSS will formally recommend applications to Council that meet this program's criteria. Council has the authority to approve or deny any application, or apply conditions. Funding is dependent on available budget. Any funded building alterations must obtain a valid [building or development permit](#). Grant applications are found in 'Appendix A'.

Facade Example



SOURCE: TOWN OF BRIDGEWATER

WHAT FUNDING IS AVAILABLE?

Applicants may budget any amount for their project, however, successful applicants may receive up to 50% of a project value to a **maximum of \$7,500 per applicant**. In general, funding is available for:

- contractors and skilled labour
- building materials (e.g. cladding, windows)
- paint, lighting fixtures, and signs
- professional fees (e.g. architect, engineer, historian, or graphic designer)





Property Eligibility

WHAT CAN I GET FUNDED FOR?

Modern or non-historic properties are eligible for this grant program if they are located within the designated [Downtown Overlay \(O-DT\) Zone](#). Historic properties are eligible(*) if they are listed on the [NB Register of Historic Places](#) and are located anywhere along King Street or Milltown Boulevard, including outside of downtown.

Only changes to the exterior façade, visible from a public street or the St. Croix River, are eligible for funding from this program. If an exterior alteration requires an interior component, only the exterior portion of work may be funded. One application per property may be considered each calendar year.** Projects must address one or more standard elements of a building's façade, such as:

- Cladding, trim, or paint colour*** (page 5-8)
- Windows and doors (page 9-10)
- Signs may be considered when part of a multi-faceted renovation project (page 11-14).
- Lighting (page 15-16)

(*)Projects that destroy or degrade any historic character-defining elements are not eligible for funding.

(**) Council may consider more than one (1) application per year per property if there are multiple storefronts.

(***) Painting-only projects may only be considered by Council where they represent significant transformations.

Cladding & Trim

NEW CLADDING & TRIM MATERIALS

New façade cladding and trim considered for funding includes traditional brick, stone, and real wood. In general, vinyl, metal, or aluminum siding materials will not be considered. However, certain high-quality facsimiles of traditional building materials may be acceptable, including the following:

- Fibre cement siding boards (e.g. lap siding, shingles, or board and batten profiles)
- Thick-gauge steel or aluminum cladding with an embossed wood grain finish, where the thickness is no less than 0.019" (0.48 mm)
- Thick-gauge vinyl siding with an embossed wood grain finish, where the panel is no less than 0.046" (1.17 mm) in thickness

All facsimile materials must closely replicate the profile, shadow line, and texture of traditional wood cladding. Smooth-faced or glossy-finish products will not generally be considered; Council may, upon being provided a sample, approve such products in exceptional circumstances where the applicant demonstrates that the material is otherwise consistent with the character of the building and of exceptional quality.



REPAIRING BRICK & STONE

Existing brick and stone cladding may be refreshed in a few ways:

Repointing - All mortar between bricks or stones decays over time. Repointing means adding new mortar to the external surface to fill in gaps that have formed. It's the way to make a wall look new again.

Paint Stripping - Removing paint and other materials from the outside of walls. Several methods are possible. Sandblasting damages brick and is not eligible.

Resetting - Damaged bricks or stones must be removed, replaced with new material, and the gap must be re-mortared. Repairing stone has different requirements than bricks; if you have a stone wall, contact a professional who specializes in stone.

Painting Brick - If brick is already painted prior to this application, then painting of the brick façade may be considered for funding under this program. Otherwise, any proposals to paint brick that is currently in its original unpainted form will be rejected.

REPLACING WOODEN CLAPBOARD & SHAKES

Wood siding degrades over time and must be replaced or repaired periodically. Applications may include replacing degraded shingles, clapboard or board and batten, and may include a wholesale replacement of cladding. A repair of a certain section is also eligible.

REPLACING TRIM

Adding, repairing, or restoring exterior trim may be eligible for funding, including, but not limited to: cornices, door trim, window trim, corner boards, friezes, baseboards. Original trim can't be replaced unless it is already past the point of repair (e.g. wood members are rotten) or it is not an authentic traditional building material (e.g. brick, stone, or wood). New trim must be consistent in style throughout the façade; it must not employ various shapes, sizes and colours. Also, any new trim must be in keeping with the building's architectural style, if applicable.

Paint Colour

GUIDE TO PAINT COLOURS

There are no local by-laws requiring certain paint colours for building façades within the Municipal District of St. Stephen. That said, selecting the right paint colour can positively impact the look and feel of a building and affect its overall public presence in the downtown streetscape. Below are some recommended guidelines.

Palette - Paint stores are accustomed to helping clients select colours and would generally be able to find an appropriate palette for a building façade. Even when working with professionals, you may wish to have a starting point you're comfortable with. Select a colour you like from things around you (e.g. plants, clothing, wood, metal). Take a photo and bring it to your designer or paint retailer. The colour combinations that are possible are essentially infinite, but there are a few standard methods that yield appealing results.

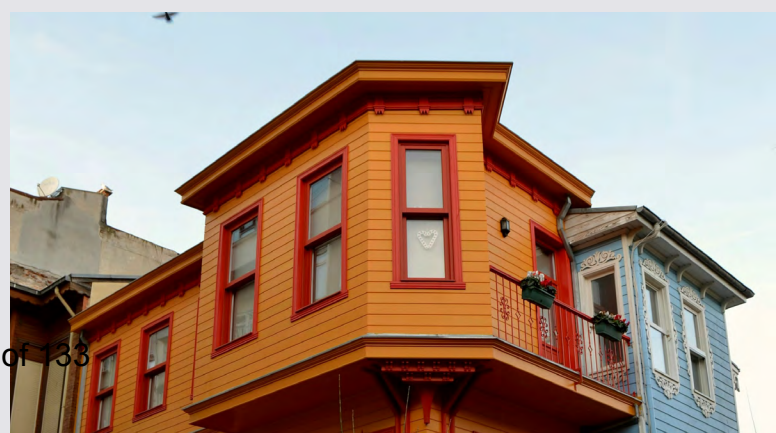
Complementary - Paint colours can be vibrant or jarring depending on the context. Complementary schemes use colours which are the highest possible contrast from each other, such as red/green. Colours on opposite sides of the colour wheel are complementary. See the diagram on the next page for an example.



Analogous - Colours which are next to each other on the colour wheel are analogous, and tend to be serene and comforting, such as blue/green or red/orange. See the diagram above for an example.

Tints, Shades, and Tones - If you are looking for a solid, subtle scheme that is harmonious and simple, select a single colour and then add white (tints), black (shades) or grey (tones). Schemes which use a few variations on a single colour are often called monochromatic. Complementary, analogous and tints, shades and tones are just a few of the options.

Historical Colour - It may be possible to determine historically correct colours which would have been applied in St. Stephen and Milltown during the community's early days. Contact the [Charlotte County Museum](#) or [Charlotte County Archives](#) and ask to speak to researchers of local history for more information.



Windows & Doors

WINDOWS

Façade windows and doors are not secondary concerns to the look and feel of a building. They do a lot to project a welcoming feel to visitors on a street and are of high importance to this program. A long blank wall “deadens” the sidewalk and street, whereas a storefront which balances transparency and colour invites people to come in.

General Guidelines

- Original-styles of historical windows should be included in a replacement to preserve a building’s character-defining elements.
- Vinyl window and door frames are not acceptable on the ground floor as they cannot be painted; matching with paint colours will be impossible.
- Windows must be clear-glazed (e.g. not coloured, boarded up, or covered by decals).
- Windows should be double or single hung; and not sliders or horizontal windows.
- Vinyl frames are only acceptable for upper-level windows.
- Air conditioning units or mechanical units should not block façade windows.
- Upper level windows should be symmetrical in their placement.

Replacing Single Pane Windows

Single pane windows should be replaced with windows that fit the buildings' architectural character. For many of the heritage styles found in St. Stephen, multi-pane mullions provide a way to revive the buildings' architectural style. Replacement windows should fit in the existing opening of the building, and should match the original width-to-height ratio, orientation, alignment, and style of the original building.



DOORS

Doors to first floor businesses should be high quality glass, wood, or aluminum doors. Replacement doors should fit in the existing opening of the building, and should match the original width-to-height ratio, orientation, alignment, and style of the original building.

Signs

SIGNAGE PRINCIPLES

Signs and storefronts tend to change much more frequently as businesses come and go while building façades tend to remain static over time. This program intends that façade signs will emphasize and respect downtown's historic character, while visibly advertising the business to those on the sidewalk and on the street. St. Stephen already has comprehensive rules for signage in its Zoning By-law which make it easy to select appropriate sign types.

General Guidelines

The following sign installations qualify for funding:

- Projecting wall signs
- Wall signs
- Awning signs
- Window signs
- Civic numbers

Not counting civic numbers and window signs, a façade improvement may include displaying up to 3 sign fixtures in total, with maximums for each type:

- 1 projecting wall sign
- 2 awning signs
- 2 flat fixed wall signs

Buildings which are on a corner lot may be incentivized to have one extra sign facing the corner for a maximum of 4 sign fixtures. No fabric or banner signs of any type will be allowed in this program. Requests including LED screens, corrugated plastic, plywood (unless cut, routed and painted), will also be rejected.

PROJECTING WALL SIGNS

- Projecting wall signs should be mounted so that all signs on the street are at approximately the same height as a nearby building.
- Clearance under projecting wall signs must be at least 3 m.
- Signs must be mounted between first and second storeys; they must be centred to the adjacent windows horizontally. Signs must be at least 10 cm from any electrical boxes or conduits.
- Sign faces can't be larger than 0.75 m² in area and must be at 90° from the façade (except for signs on corner-lot buildings).
- Guy wires must be properly installed and may not block views of the sign itself.
- Projecting wall signs can't be free swinging (include a catch)



Signage Examples



Signs (continued)

WALL SIGNS

Fixed flat wall signs can add to the character of a storefront if they are correctly placed and do not detract from a building's architectural details—pin-mounted lettering is ideal, though routed (CNC or laser-cut) wood or painted wooden signs boards are eligible for grants. Wall signs are mounted parallel to a façade.

- Wall signs together may not be larger than 12% of the store front surface area and each wall sign is no more than 60 cm (2') tall.
- Wall signs may not extend beyond the eaves at the top of the building or beyond the sides of the façade's wall.
- Wall signs may be either painted/routed wood or laser cut letters
- Wall signs may not be internally illuminated or utilize LEDs.

AWNING SIGNS

Awnings, also known as canopies, define a welcoming outside space at the sidewalk, and provide a refuge from rain and sun.

- Clearances under awnings must be at least 2.5 m (8.2 ft) from the grade and not project more than 1/3rd into the sidewalk.
- Lettering on awning signs must be more than 30 cm (12") tall.
- Sign lettering may not extend beyond the edges of the awning.

Awning must use high-quality, durable fabrics that degrade slowly and keep their colour for many years. Poor-quality canopies will fail quickly and must not be used. Vinyl-laminated, polyester-reinforced fabric, or woven acrylic canvas, are all eligible materials that can be used for durable, long-lasting awnings.

WINDOW SIGNS

Window signs should be in a uniform place in each business along the street scape. Such signs should match the colour scheme of the building façade, and must be at a uniform height.

- Window signs are only allowed on the ground level.
- Window signs must not cover more than 10% of the glass of the windows or doors on the ground floor of the building's façade.
- Window signs should only display the business name, logo, and/or a description of products sold or services provided inside.

CIVIC NUMBER SIGNS

They may seem inconsequential, but civic numbers can provide a unified look between buildings in a business district. Civic number signs are eligible within this program if they fit the following:

- Numbers must be mounted in the transom (above the front door) if possible. If the numbers can't be mounted in the transom, they must be mounted in a position at least 2–2.5 metres above grade.
- Digits (e.g. 5423) must be at least 100 mm high.
- Digits must be in clearly legible letterforms.



Lighting

LIGHTING PRINCIPLES

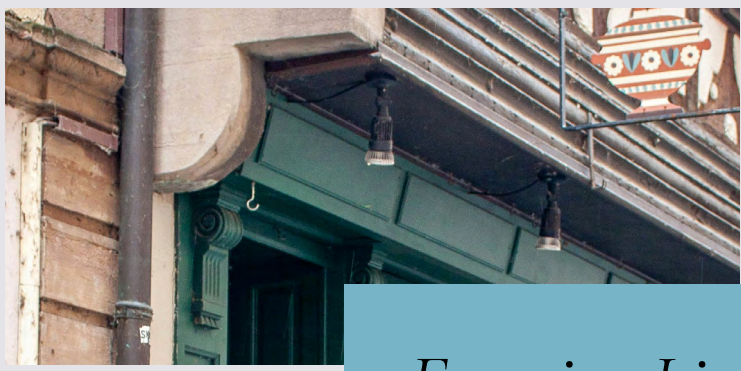
The purpose of façade lighting is to make storefronts as welcoming at night as they are during the daytime. Exterior lights should be arranged to illuminate:

- Signs (especially wall signs)
- Trim and other architectural details
- Entrance(s) to the building

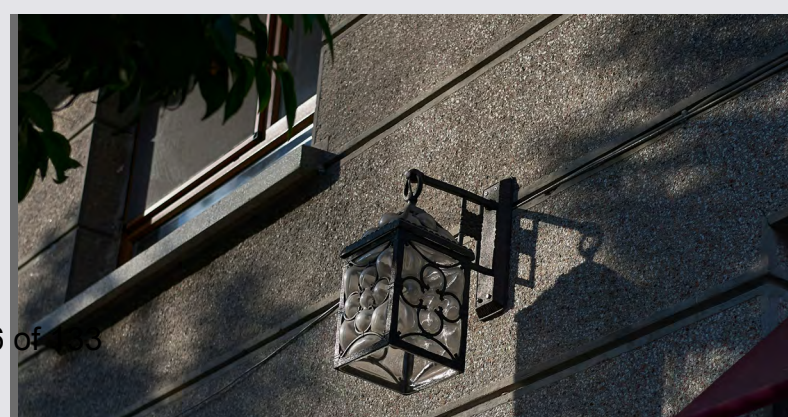
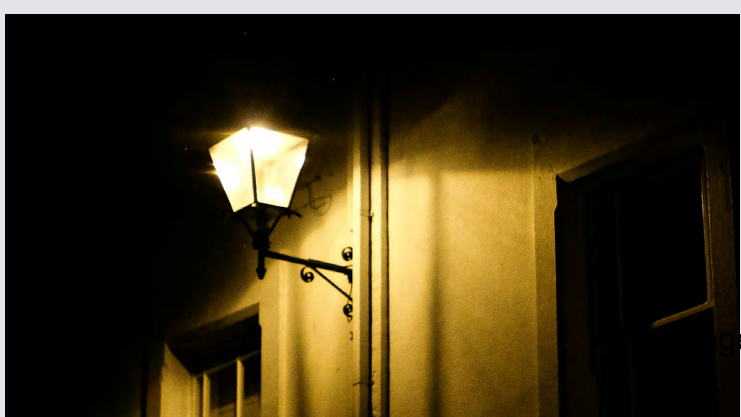
Carefully arranged lighting fixtures can make an entire building façade glow. Lights must not be distracting, intermittent, or be directed to shine glare in the eyes of people on foot or in vehicles.

GOOSENECK LIGHTS

“Gooseneck lights” are an attractive way to light a wall sign or entrance without throwing light where it is not desired. These exterior lights have a downwards swooping “neck” and they evoke a traditional appearance but they are also compatible with more modern downtown buildings as well. Several other methods of exterior lighting are acceptable (see ‘Exterior Lighting Examples’).



Exterior Lighting Examples



APPENDIX A: APPLICATION

SECTION 1: APPLICANT INFORMATION

Business Name: _____

Property Address: _____

Business Owner Name: _____

Property Owner Name (if different): _____

Mailing Address (if different from property): _____

Community: _____ Province: _____ Postal Code: _____

Phone Number: _____

Email Address: _____

SECTION 2: PROPERTY & PROJECT DETAILS

Type of Property:

Retail Restaurant Office Mixed-Use Other: _____

Year Building Was Constructed (if known): _____

Is the building listed on the NB Register of Historic Places? Yes No Unsure

Describe the current condition of the building façade:

Proposed Improvements (check all that apply):

Cladding/Siding Trim/Cornice Masonry/Brickwork Painting

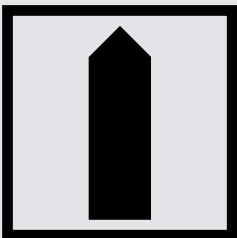
Windows/Doors Masonry/Brickwork Signs

Other: _____

Provide a detailed description of the proposed work:

Estimated Total Project Cost: \$ _____

Grant Amount Requested (max \$ _____ or ____% of project cost): \$ _____



**20
26**

Photo Credits:

Alex Henderson

Town of Bridgewater

Unsplash.com

Email complete form to: info@chocolatetown.ca

SECTION 3: REQUIRED ATTACHMENTS

- Photos of existing façade (minimum 2 photos, different angles)
- Design plans/renderings or detailed hand drawings of proposed improvements
- Written estimates or quotes from contractors or professional services (receipts not required at this stage)
- Proof of property ownership or written consent from property owner

SECTION 4: APPLICANT ACKNOWLEDGEMENT

By signing below, I certify that the information provided in this application is accurate to the best of my knowledge. I understand that:

- Approval of funding must be granted prior to any expenses being eligible for reimbursement.
- Payment of grant money is subject to 100% completion of work and submission of all required documentation (receipts).
- Façade improvements or signage require a building permit or sign permit prior to carrying-out the work.
- I am required to maintain the façade improvements for a minimum of five (5) years after completion.

Signature of Applicant: _____ Date: _____

Signature of Property Owner (if different): _____ Date: _____

SECTION 5: FOR OFFICE USE ONLY

Date Application Received: _____

Application #: _____

Staff recommendation: _____

BIA recommendation (if applicable): _____

Council decision: Approved Denied

Terms & conditions of Council's decision (if any): _____

Amount Approved: \$ _____

Approval Date: _____



From: [Ashley Parker](#)
To: [Jeff Renaud](#); [Mayor Allan MacEachern](#); [Wade Greenlaw](#); [Marg Harding](#); [David Hyslop](#); [Emily Rodas](#); [Ghislaine Wheaton](#); [Brian Cornish](#); [Joyce Wright](#); alex.henderson@sbnbsc.ca
Cc: [Kirk Parker](#); [Celeste Caswell](#)
Subject: Downtown Facade Improvement Program
Date: April 7, 2026 11:24:25 AM

Dear Jeff Renaud, Alex Henderson, Allan McEachern and Members of Council,

We are writing to request clarification and reconsideration of our application to the Façade Improvement Grant in St. Stephen.

The program guidelines indicate that “certain high-quality facsimiles of traditional building materials may be acceptable.” Our proposal included Bellara metal siding with a woodgrain finish, specifically selected to replicate the appearance of traditional wood siding. In addition, this material was to be used only as a complementary accent—not as the primary cladding on the building.

Given this, we are seeking clarification on how acceptable facsimiles are being defined and applied, and how our proposed material does not meet that criterion.

Our decision to use this product was made carefully, with consideration given to both aesthetics and long-term performance. Bellara is a premium architectural cladding system, typically installed at a cost equal to or exceeding many traditional wood siding options. It is engineered to provide a consistent wood-like appearance while offering significantly greater durability, particularly in applications where height and accessibility make ongoing maintenance more difficult. In our case, minimizing the need for frequent repainting or re-staining at height was an important factor in selecting a material that would maintain its appearance over time.

During the council discussion, the material was characterized as “bare minimum.” Based on the above, we believe this characterization does not accurately reflect the quality, cost, or intended application of the product. As business owners who have operated Top Shelf Cabinets in this community for nearly 14 years, we place a strong emphasis on quality in all aspects of our work, including the investments we make in our own building.

We also note that, as the first—and currently only—applicant to this program, we approached this process in good faith with the intent of aligning with the program’s goals. Feedback shared publicly during council discussions plays an important role in shaping how local businesses perceive and engage with initiatives like this. In this case, the outcome and commentary have created uncertainty around how materials are being evaluated.

More broadly, we encourage consideration of how the program can support meaningful improvements while remaining accessible to local businesses. High-quality outcomes can be achieved through a range of materials, including modern products that replicate traditional appearances while offering improved longevity and reduced maintenance requirements.

Our objective remains the same as that of the program: to enhance the appearance of our building and contribute positively to the streetscape in St. Stephen. We believe our proposed design meets

that objective in a thoughtful and durable way.

For these reasons, we respectfully request:

1. A reconsideration of our application based on the material's alignment with the program's stated acceptance of high-quality facsimiles, and its limited use as an accent element; and
2. Clarification on the criteria used to evaluate acceptable materials, to ensure transparency and consistency for future applicants

We appreciate your time and consideration and look forward to your response.

Sincerely,

Kirk and Ashley Parker
Co-Owners

Top Shelf Cabinets Inc.
47 Milltown Blvd.
St. Stephen, NB
T: 506-321-0044



April 14, 2026

Municipal District of St. Stephen
22 Budd Avenue
St. Stephen, N.B.
E3L 1E9

Attention: Jeff Renaud
Chief Administrative Officer

364 Argyle Street
Suite 300
Fredericton
New Brunswick
Canada
E3B 1T9
Telephone
506.444.8820

Tender Results – Street Improvements Program 2026
Project No: 26-3191

Tenders for the above noted project were opened publicly at the Municipal District Office at 11:00 AM, local time, April 14, 2026.

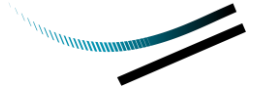
Three (3) tenders were received in response to a Public Tender Call with the results shown below and summarized on the accompanying Bid Summary.

<u>TENDERER</u>	<u>TENDER PRICE</u> <u>(incl. 15% HST)</u>
NRB Construction Company Limited	\$ 4,579,309.20
Galbraith Construction Ltd.	\$ 4,920,407.25
Debly Enterprises Limited	\$ 4,964,002.60
Engineer’s Estimate	\$ 5,687,967.85

All accepted Tenders submitted have been checked by this office and found to conform to the requirements of the Tender Documents.

It would, therefore, be in order to award the construction contract to the low tenderer, NRB Construction Company Ltd. for their Tender Price of **\$ 4,579,309.20** HST included.

Below is a breakdown of the funding for the project. A portion of the project is being funded by the Department of Transportation and Infrastructure for the resurfacing of a portion of King Street.



	Municipal Streets	King Street (PMHP)	Total
Est. Construction (incl. HST)	\$ 4,075,954.20	\$ 503,355.00	\$ 4,579,309.20
Est. Engineering (incl. HST)	\$ 430,100.00	\$ 51,750.00	\$ 481,850.00
Est. Total Project Cost (incl. HST)	\$ 4,506,054.20	\$ 555,105.00	\$ 5,061,159.20
Budget (Incl. HST).	\$ 5,638,179.67	\$ 690,000.00	\$ 6,328,179.67
Surplus / (Overage) (incl. HST)	\$ 1,132,125.47	\$ 134,895.00	\$ 1,267,020.47

Should you have any questions or require additional information, please contact this office at your earliest convenience.

Yours truly,

DILLON CONSULTING LIMITED

Jason Wickner
Project Manager

Attachment: Bid Summary

Our file: 26-3191

Cc: Rory Pickard, Sean Morton, Frank Godsoe

BID SUMMARY 04/14/2026
 .3 SCHEDULE OF PRICES
 Street Improvements Program 2026

Project No. 26-3191 Item	Quantity	Unit	NRB Construction Company Ltd.		Galbraith Construction Ltd.		Debly Enterprises Limited		Engineer's Estimate	
			Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
1 Cold Milling	37223	sq.m.	\$8.00	\$297,784.00	\$13.00	\$483,899.00	\$7.50	\$279,172.50	\$8.00	\$297,784.00
2 250 mm dia. PVC Pipe (DR35)	26	lin. m.	\$640.00	\$16,640.00	\$490.00	\$12,740.00	\$950.00	\$24,700.00	\$875.00	\$22,750.00
3 1050 mm dia. Catch Basin	1	each	\$9,500.00	\$9,500.00	\$7,300.00	\$7,300.00	\$12,500.00	\$12,500.00	\$9,000.00	\$9,000.00
4 750 mm dia. Catch Basin	1	each	\$6,000.00	\$6,000.00	\$4,600.00	\$4,600.00	\$8,500.00	\$8,500.00	\$7,500.00	\$7,500.00
5 Ditch Cleaning / Reshaping	100	lin. m.	\$42.00	\$4,200.00	\$32.00	\$3,200.00	\$130.00	\$13,000.00	\$50.00	\$5,000.00
6 Removal of Ex. Asphalt (Full Depth where base/subbase not required)	8587	sq. m	\$8.00	\$68,696.00	\$15.00	\$128,805.00	\$13.00	\$111,631.00	\$20.00	\$171,740.00
7 Crushed Gravel/Aggregate for Fine Grading	429	tonnes	\$44.00	\$18,876.00	\$40.00	\$17,160.00	\$40.00	\$17,160.00	\$50.00	\$21,450.00
8 Aggregate Base for Roadway Construction (incl. excavation)	690	sq. m.	\$30.00	\$20,700.00	\$40.00	\$27,600.00	\$57.00	\$39,330.00	\$45.00	\$31,050.00
9 Aggregate Base and Subbase for Roadway Construction (incl. excavation)	1274	sq. m.	\$79.00	\$100,646.00	\$68.00	\$86,632.00	\$77.00	\$98,098.00	\$90.00	\$114,660.00
10 Shouldering (500mm width)	2708	lin. m.	\$9.00	\$24,372.00	\$19.00	\$51,452.00	\$22.50	\$60,930.00	\$20.00	\$54,160.00
11 Fine Grading (where base/subbase not required)	8587	sq. m.	\$6.00	\$51,522.00	\$8.00	\$68,696.00	\$9.50	\$81,576.50	\$5.00	\$42,935.00
12 Adjusting Existing Precast Structures	148	each	\$680.00	\$100,640.00	\$520.00	\$76,960.00	\$1,800.00	\$266,400.00	\$1,200.00	\$177,600.00
13 Adjusting Existing Valve Boxes	77	each	\$230.00	\$17,710.00	\$175.00	\$13,475.00	\$1,250.00	\$96,250.00	\$500.00	\$38,500.00
14 Replace Ex. Frame & Cover with New Adjustable Frame & Cover	13	each	\$2,100.00	\$27,300.00	\$1,600.00	\$20,800.00	\$1,900.00	\$24,700.00	\$4,000.00	\$52,000.00
15 Replace Ex. Frame & Cover/Grate with New Std. Frame & Cover/Grate	1	each	\$1,300.00	\$1,300.00	\$1,000.00	\$1,000.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00
16 Concrete Curb and Gutter (c/w Aggregate Base & Subbase)	1689	lin. m.	\$285.00	\$481,365.00	\$335.00	\$565,815.00	\$225.00	\$380,025.00	\$265.00	\$447,585.00
17 Reinforced Concrete Sidewalk (c/w Aggregate Base & Subbase)	1008	sq.m.	\$275.00	\$277,200.00	\$285.00	\$287,280.00	\$235.00	\$236,880.00	\$325.00	\$327,600.00
18 Roadway Asphalt - Machine Placed NBDTI Type 'B' (Base Course)	1937	tonnes	\$245.00	\$474,565.00	\$235.00	\$455,195.00	\$265.00	\$513,305.00	\$350.00	\$677,950.00
19 Roadway Asphalt - Machine Placed NBDTI Type 'D' (Surface Course)	5781	tonnes	\$270.00	\$1,560,870.00	\$265.00	\$1,531,965.00	\$265.00	\$1,531,965.00	\$350.00	\$2,023,350.00
20 Asphalt Reinstatement - Hand Placed NBDTI Type 'B'	204	tonnes	\$470.00	\$95,880.00	\$590.00	\$120,360.00	\$680.00	\$138,720.00	\$600.00	\$122,400.00
21 Asphalt Reinstatement - Hand Placed NBDTI Type 'D'	41	tonnes	\$575.00	\$23,575.00	\$785.00	\$32,185.00	\$680.00	\$27,880.00	\$600.00	\$24,600.00
22 Lawns - Topsoil & Hydroseed Restoration	3738	sq.m.	\$23.00	\$85,974.00	\$17.00	\$63,546.00	\$27.00	\$100,926.00	\$15.00	\$56,070.00
23 Crushed Gravel /Aggregate for Driveway Restoration	63	tonnes	\$191.00	\$12,033.00	\$150.00	\$9,450.00	\$125.00	\$7,875.00	\$125.00	\$7,875.00
24 Pavement Marking Reinstatement		LUMP SUM	\$4,400.00	\$4,400.00	\$6,500.00	\$6,500.00	\$30,000.00	\$30,000.00	\$9,750.00	\$9,750.00
25 Relocate Existing Road Sign	1	each	\$260.00	\$260.00	\$2,000.00	\$2,000.00	\$12,500.00	\$12,500.00	\$250.00	\$250.00
26 Contingency Allowance		PROVISIONAL SUM	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
		Sub-Total		\$ 3,982,008.00		\$ 4,278,615.00		\$ 4,316,524.00		\$ 4,946,059.00
		HST (15%)		\$ 597,301.20		\$ 641,792.25		\$ 647,478.60		\$ 741,908.85
		Total		\$ 4,579,309.20		\$ 4,920,407.25		\$ 4,964,002.60		\$ 5,687,967.85
		% Above Low Bid				7%		8%		24%



Municipal District of St. Stephen
REQUEST FOR DECISION
Report: TR 26-07

To: Jeff Renaud, Chief Administrative Officer
From: Frank Godsoe, Treasurer
Resource Staff:
Date of Meeting: April 16, 2026
Subject: Tender results and recommendation: MDSS26-01B– Two (2) 2026 3/4 ton HD 4X4 heavy duty regular cab, long wheel-base, plow compatible trucks.

Recommendation For Resolution:

BE IT RESOLVED THAT the Council approves the purchase of Two (2) 2026 1-ton HD 4X4 heavy duty regular cab, long wheel-base, plow compatible trucks from Charlotte County Chevrolet Buick GMC Ltd. For the tendered price of \$191,724.90 plus HST

BACKGROUND

Administration posted a tender request on the New Brunswick Opportunities Network (NBON) for -(2) 2026 3/4 Ton HD 4 Heavy Duty Regular Cab, Long-Wheelbase, Plow Compatible Trucks. The specifications did permit the proponent to quote for either 3/4 ton or 1-ton vehicles.

The Tender closed on April 14, 2026, with one compliant bid receipt from Charlotte County Chevrolet Buick GMC Ltd. For \$191,724.90 plus HST for two 1-ton vehicles and one bid received from a local dealer that was rejected as the submission was not compliant with tender submission requirements.

As a compliant bid was received that is within the budget allocated for this purchase, administration requests that the tender proposal received from Charlotte County Chevrolet Buick GMC Ltd. In response to tender # MDSS26-01B for Two (2) 2026 1-ton HD 4X4 heavy duty regular cab, long wheel-base, plow compatible trucks be accepted for the tendered price of \$191,724.90 plus HST. Estimated cost to the Municipality, after HST rebate, is \$199,920.76.

Funding for the purchase would come from the Provincially funded Capital Replacement Fund (CRF) for \$145,000 with the remaining from the approved General Fund Operating Budget for capital expenditures from Operating.

FUNDING OPTIONS

Option 1-Approve the recommendation and direction: Council may determine that the proposed request is appropriate and may approve the recommendation and direction.

Option 2-Approve a different amount: Council may determine that it is appropriate to fund the purchase utilizing other funding sources, such as Operating and Capital Reserves or to request administration to seek alternative vehicle proposals.

Option 3 –Decision not to purchase Council may decide not to proceed with the purchase at this time.



**Municipal District of St. Stephen
Tender Information MDSS26-01A
1/4 Ton 4WD Access Truck
Report: TR 26-06**

To: Jeff Renaud, Chief Administrative Officer
From: Frank Godsoe, Treasurer
Resource Staff:
Date of Meeting: April 22, 2026
Subject: Tender MDSS26-01A – 1/4-ton 4WD Access Truck

Background and Information

Administration posted a tender request on the NBON for a 1/4-ton 4WD Access Cab Truck for use by staff at Parks and Recreation (Community Services).

The Tender closed on Tuesday, April 14, 2026, with one bid received from a local dealer which was rejected as the submission was not compliant with the tender submission requirements.

As no other tenders were received in response to this vehicle tender posting, no recommendation to award based on the tender results is being requested.

After the close of tenders and determination that no compliant tenders were received to the tender request, administration reviewed the vehicle specifications from the dealer proposal to determine if the vehicle met specifications as no other proposals were received in response to the tender submission request.

The vehicle that was presented in response to the tender did not meet the specifications of the tender request and thus no recommendation to purchase for this vehicle is being presented.

Administration also subsequently received a quote from Keary Coyle Motors Ltd. (Saint John Toyota) for \$61,248.38 for a vehicle which does meet specifications and is currently available.

April 2026



Activity Report

Allan MacEachern
Mayor



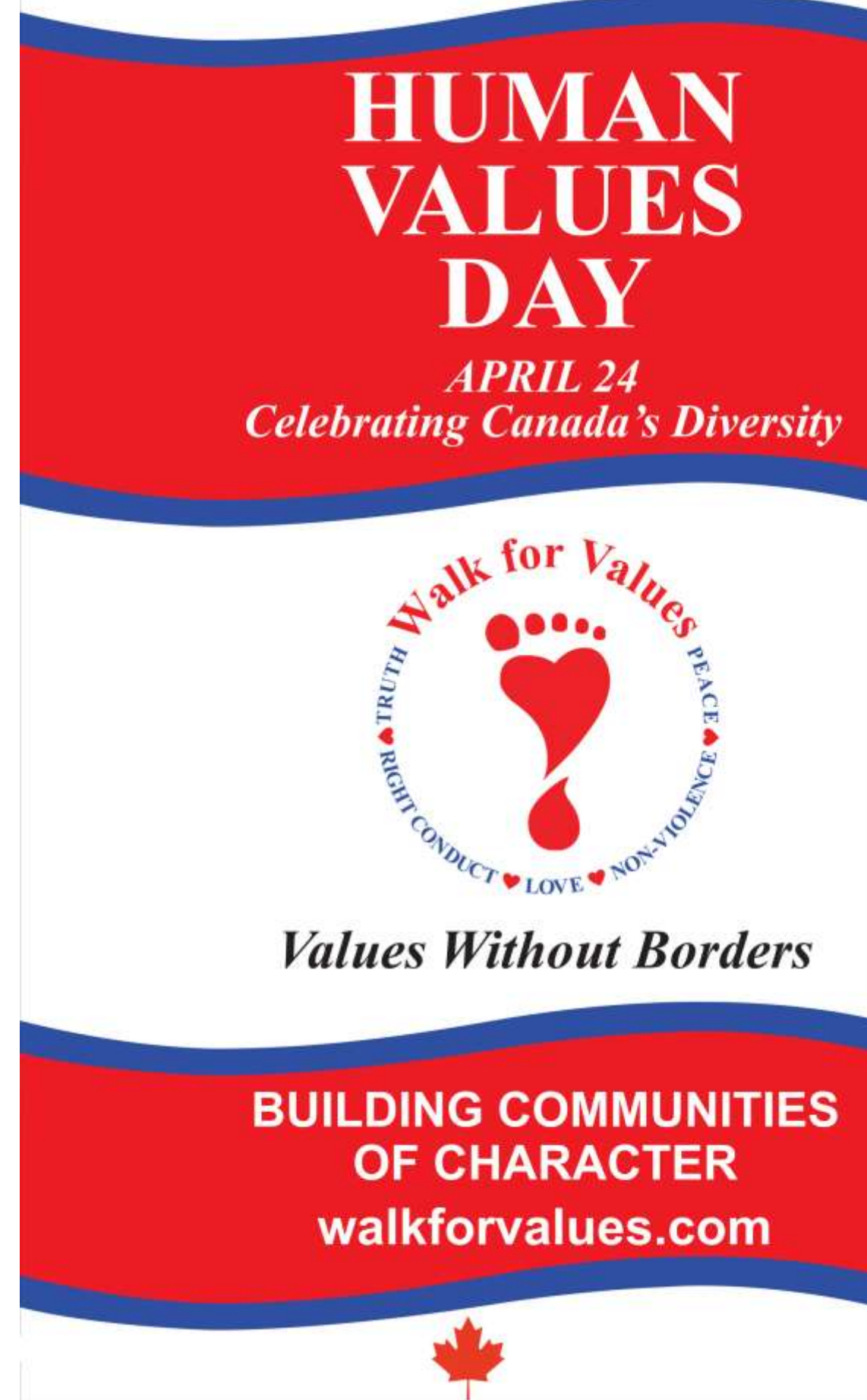
- March 19th Meeting with Lydia on annual spring clean-up.
- March 21st Welcomed all contenders in the Provincial Lifesaving Championship at Garcelon Civic Center.
- March 24th Hosted Community Homelessness Services Event at Garcelon Civic Center with Minister Miles and Minister Hickey.
- March 25th Attended Provincial Seasonal Wildfire and Riverwatch Briefing.
- March 25th Municipal District of St Stephen council meeting.
- March 26th Regional Service Commission board meeting.
- April 3rd Meeting at Home Support Services.
- April 7th Future St Stephen board meeting.
- April 9th Regional Service Commission board meeting.
- April 16th Meeting at Lonicera Hall with Randy Reid regarding closure.



HUMAN VALUES DAY

April 24

Celebrating 10 Years of Human Values Day in Canada



Embracing Human Values for Sustainable Global Peace

Human Values Day is observed on April 24th to honor the importance of universal values like truth, right conduct, peace, love, and nonviolence. These values contribute to a more harmonious and sustainable society.



10 Years ~ Human Values Day



What are the Universal Human Values?



Universal human values are fundamental principles that guide ethical behavior and foster positive relationships. They are based on shared human experiences and aspirations.

These values are universal because they are relevant to all people, regardless of their culture, background, or beliefs. They promote respect, understanding, and cooperation.



The Impact of Human Values Day

Increased Awareness

Human Values Day has raised awareness about the importance of living by these values and their impact on our lives.

Community Engagement

The day has fostered a sense of community by bringing people together in events, workshops, and discussions.

Positive Change

Human Values Day has inspired initiatives that address social inequalities and promote a more compassionate society.

Global Connection

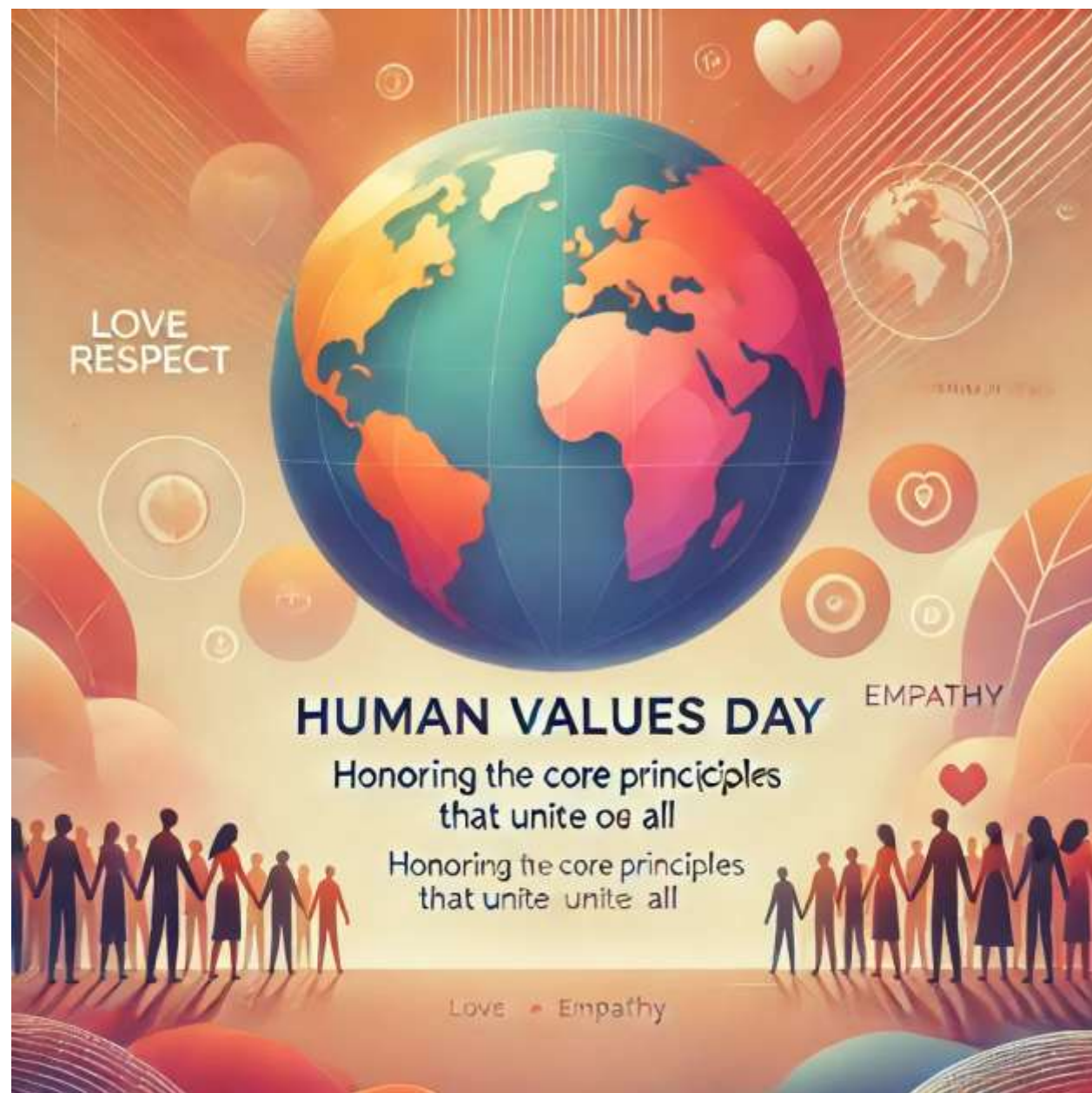
By participating in this global observance, Canada has strengthened its commitment to human values and international cooperation.



10 Years ~ Human Values Day



Celebrating Diversity and Inclusion



Recognizing Differences

Human Values Day celebrates the diversity of perspectives, experiences, and backgrounds that make up Canadian society.

Promoting Equality

It advocates for equal rights and opportunities for all, regardless of race, ethnicity, gender, religion, or sexual orientation.

Embracing Inclusivity

Human Values Day encourages creating a society that values and respects everyone, fostering a sense of belonging for all.

Strength in Unity

By celebrating diversity, we recognize the strength and richness that comes from embracing our differences.



The Importance of Human Values in Daily Life

Harmonious Relationships

Human values promote empathy, compassion, and understanding, fostering strong and healthy relationships.

Ethical Decision Making

By embodying these values, we make decisions that align with our principles, promoting integrity and accountability.

A More Just Society

These values contribute to a more just, equitable, and peaceful society for all.



10 Years ~ Human Values Day

Page 112 of 133



The Importance of Human Values in Daily Life

Foundation for Society

Human values such as compassion, empathy, and respect form the bedrock of a just and equitable society.

Guide for Action

These values guide our interactions with others and provide a moral compass for our decisions.

Essential for Wellbeing

Living by human values promotes personal fulfillment, reduces conflict, and fosters mental and emotional well-being.

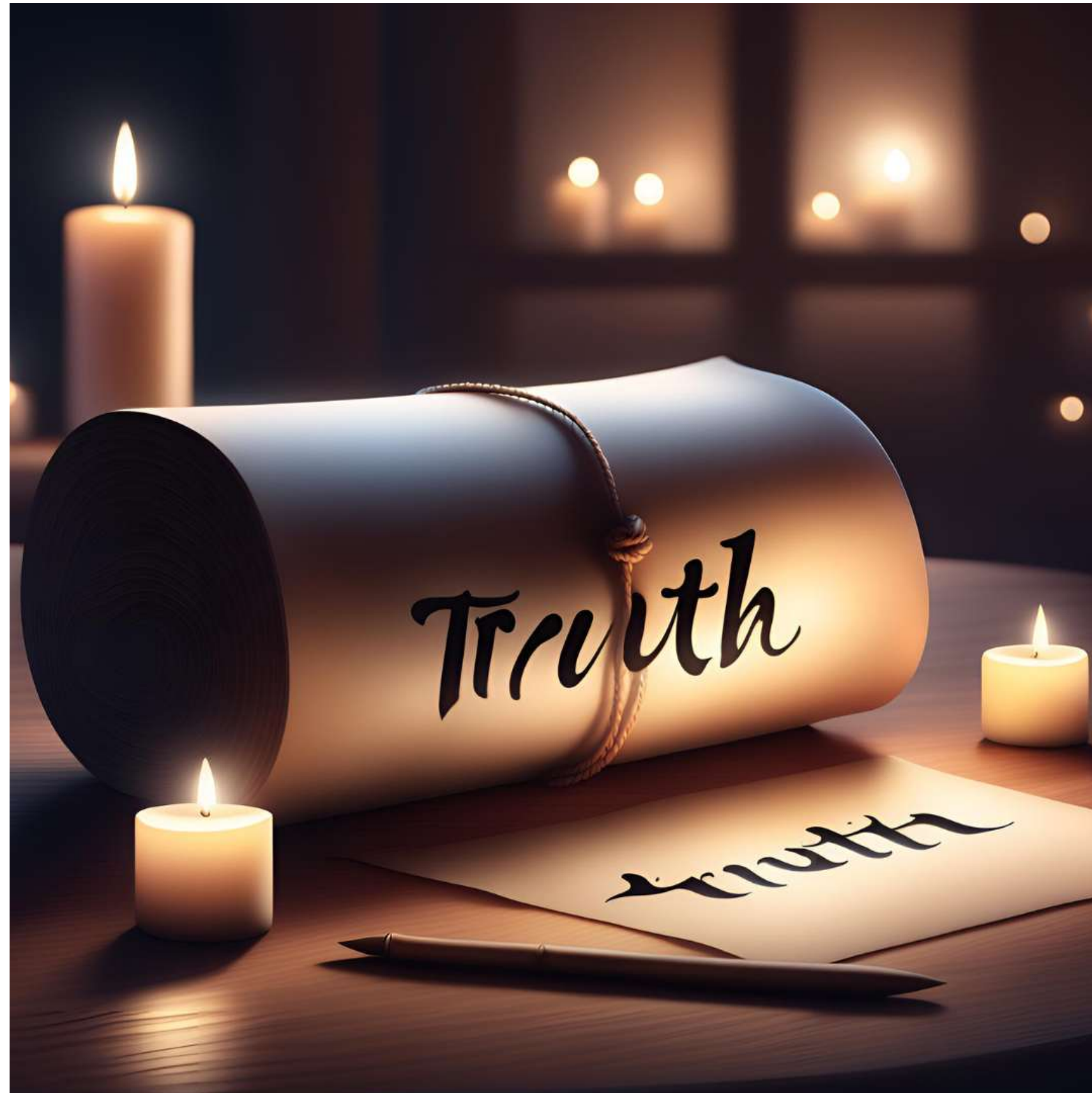
Global Significance

Human values transcend borders and cultures, uniting us as a global community.



10 Years ~ Human Values Day





Truth: Aligning Thoughts, Words, and Deeds

Honesty

Truthfulness in our words and actions builds trust and transparency.

Integrity

Living in accordance with our values ensures our actions align with our beliefs.

Authenticity

Truthfulness allows us to be true to ourselves and embrace our genuine selves.



Right Conduct: Living with Integrity



Respect

Treating others with dignity and consideration builds healthy relationships.



Fairness

Acting justly and equitably ensures everyone has equal opportunities.



Accountability

Taking responsibility for our actions fosters trust and reliability.



Peace: Cultivating Inner and Outer Calm

Inner Peace

Finding harmony within ourselves through mindfulness and meditation

Peaceful Communication

Communicating with respect and understanding resolves conflict.

External Peace

Contributing to a peaceful society by promoting nonviolence and understanding



10 Years ~ Human Values Day

Page 116 of 133





Love: Accepting and Caring for All

Self-Love

Accepting and appreciating our own worth and uniqueness.

Compassion

Showing empathy and kindness towards others, regardless of their differences

Unconditional Love

Extending love and care to everyone without judgment or prejudice.



10 Years ~ Human Values Day

Page 117 of 133



Non-Violence: Compassion in Thought, Word, and Deed

Physical
Nonviolence

Avoiding harm to others
through physical actions.

Verbal
Nonviolence

Communicating with respect
and understanding, avoiding
hurtful words

Mental
Nonviolence

Cultivating peaceful
thoughts and intentions.



10 Years ~ Human Values Day



Human Values Day Proclamations in Canada

2015 ~ 2024



10 Years ~ Human Values Day

Page 119 of 133



2018

HUMAN VALUES DAY
APRIL 24, 2018

PROCLAMATION ACROSS CANADA
4 ~ PROVINCES

PROVINCE OF BRITISH COLUMBIA
 PROVINCE OF MANITOBA
 PROVINCE OF NEWFOUNDLAND LABRADOR
 PROVINCE OF NOVA SCOTIA

46 ~ MUNICIPALITIES

City of Burlington	City of Port Alberni	Municipality of the County of Kings	Town of Oakville
City of Colwood	City of Portage La Prairie	Municipality of the County of Richmond	Town of Richmond Hill
City of Estevan	City of Prince Albert	Regional Municipality of Wood Buffalo	Town of Saint Andrews
City of Greater Sudbury	City of St. Thomas	Resort Municipality of Whistler	Town of Selkirk
City of Kingston	City of Stratford	Rural Municipality of Gamble	Town of Tarrytown
City of Markham	City of Toronto	The Corporation of the Town of Bruce Mines	Town of Wasaga Beach
City of Milton	City of Victoria	Town of Ajax	Town of Whitby
City of Moncton	Corporation of the District of Oak Bay	Town of Amherstburg	Township of Esquimaux
City of Nanaimo	Corporation of the District of Saanich	Town of Collingwood	Township of Hornepayne
City of Orillia	Cape Breton Regional Municipality	Town of Euro	Township of Scugog
City of Ottawa	Municipality of Clarington	Town of Milton	
City of Pickering	Municipality of Port Hope	Town of New Market	

#ValuesWithoutBorders #HumanValuesDay #WalkForValues #WorldHumanValuesDay

www.sathyassaischool.ca

2019

HUMAN VALUES DAY
2019 ~ PROCLAMATIONS

PROVINCES
 PROVINCE OF MANITOBA | PROVINCE OF BRITISH COLUMBIA | PROVINCE OF NEWFOUNDLAND LABRADOR

MUNICIPALITY
 CITY OF BRANTFORD | CITY OF CORNWALL | CITY OF KINGSTON | CITY OF MARKHAM | CITY OF NANAIMO
 CITY OF ORILLIA | CITY OF PICKERING | CITY OF PORT ALBERNI | CITY OF STRATFORD | CITY OF OTTAWA
 CITY OF TORONTO | DISTRICT OF OAK BAY | MUNICIPALITY OF PORT HOPE

RESORT MUNICIPALITY OF WHISTLER | THE CORPORATION OF THE TOWNSHIP OF BROCK | TOWN OF AJAX
 TOWN OF FLATROCK | TOWN OF TORBAY | TOWN OF WASAGA BEACH | TOWN OF WHITBY
 TOWNSHIP OF HORNEPAYNE

LANDMARKS OBSERVE HUMAN VALUES DAY

CN TOWER
 NIAGARA FALLS
 THE PEACE BRIDGE
 HAMILTON SIGNATURE SIGN
 TORONTO CITY HALL TOWERS
 MISSISSAUGA THE CLOCK TOWER

2020

CANADIAN MUNICIPALITIES PROCLAIMS APRIL 24, 2020
~ HUMAN VALUES DAY ~

CITY OF BURNABY
 CITY OF MARKHAM
 CITY OF PICKERING
 CITY OF NANAIMO
 MUNICIPALITY OF PORT HOPE
 CITY OF CORNWALL
 CITY OF GREATER SUDBURY
 CITY OF OTTAWA
 CITY OF ORILLIA
 CITY OF PORT ALBERNI
 CITY OF SASKATOON
 CITY OF VICTORIA
 DISTRICT OF SAANICH
 CITY OF KINGSTON
 TOWN OF AURORA

PEACE NON-VIOLENCE RIGHT CONDUCT TRUTH



10 Years ~ Human Values Day



2024

2025

**HUMAN VALUES DAY
APRIL 24 2024**

PROCLAMATIONS & LANDMARK RECOGNITION

Province of New Brunswick
Province of Nova Scotia
Province of British Columbia

City of Brampton
City of Ottawa
City of Toronto
City of Edmonton
City of Kingston
City of Prince George
Town of Torbay
Town of Ajax
Resort Municipality Of Whistler
City of Prince Albert
City of Quinte West
Town of Flatrock
City of Pickering
City of Saskatoon
Town of New Glasgow
District of Saanich
City of Nanaimo
City of Thunder Bay
City of Markham
City of Stratford
City of Dauphine
City of Cornwall

Special colour illumination on 2024-04-24, to recognize Human Values Day.

Niagara Falls
Veterans Skyway Bridge
CN Tower

**HUMAN VALUES DAY
April 24 2025**

PROCLAMATIONS & LANDMARK RECOGNITION

Province of New Brunswick
Province Nova Scotia
City of Brampton
City of Cornwall
City of Edmonton
City of Toronto
City of Kingston
City of Markham
City of Nanaimo
City of Ottawa
City of Pickering
City of Port Alberni
City of Powell River
City of Prince Albert
City of Quinte West
City of Saskatoon
City of Stratford
City of Surrey
District of Saanich
Municipality of Clarington
Resort Municipality Of Whistler
Town of Ajax
Town of Aurora
Town of Caledon
Town of Goderich
Town of New Glasgow
Town of NewMarket
Town of Orillia
City of Greater Sudbury
CN Tower in Toronto
Bastion Lighting in Nanaimo
Fred A. Lundy Bridge/Riverwalk Commons in Newmarket

Celebrating 10 Years of Human Values Day in Canada



10 Years ~ Human Values Day



Iconic Landmarks in Canada Observed Human Values Day on April 24



CN Tower



Niagara Falls



Hamilton
Signature Sign



Mississauga Clock
Tower



Toronto 3D sign
City Hall in Toronto



The Peace Bridge



BC Place



High-Level Bridge
in Edmonton



City Hall
Vancouver



10 Years ~ Human Values Day



2026



**Councillor
Activity Report**

**Ghislaine Wheaton
Councillor**



April 22, 2026

Council Meetings

- 25 March - Attended Council Meeting
- 8 April - Attended Committee of the Whole Meeting

Committees, Commissions, and Boards

- 23 March – Attended a Zoom Meeting – “Tracking Climate Actions: Lessons from Charlottetown.” This session highlighted how the city of Charlottetown uses its Climate Action Tracker to monitor progress on its climate action plan and keeps both council and residents informed.
- 30 March – Attended the Chamber of Commerce AGM. It was well attended. A lot of great work is being done by businesses in the municipality.
- 7 April - Attended a Zoom meeting with Brenda Lee, the Community Coordinator of AFAC-NB (Age-Friendly Action Committee of New Brunswick)

Community Activities

- 2 April – Had the opportunity to participate in a panel discussion at CHCO TV titled “Local Elections 2026.” (Southwest New Brunswick Service Commission partnering with CHCO TV)
- 8 April - Chaired the NBSRT (New Brunswick Society of Retired Teachers) of Charlotte County Meeting.
- 8 April – Attended Age-Friendly Committee Meeting.
- 9 April – Judge at the Heritage Fair at the St Stephen Elementary School. I enjoyed listening to the students presenting their projects.
- 10 April – Enjoyed Coffee House at the Vineyard.

Since this is my last council meeting, I would like to take this opportunity to thank everyone who made this experience possible. Your support, guidance, and collaboration have been invaluable throughout my time on council, and I am deeply grateful to each person who contributed to this journey.

I was fortunate to experience three different elections, each bringing new challenges and opportunities for growth. Ten years ago, I was elected to Council, marking the beginning of a remarkable chapter in my life. The experiences I have gained and the relationships I have built will remain with me as I move forward.



March/April 2026

Meetings and events:

- March 25, 2026 - Regular Council meeting
- March 30, 2026 - Chamber of Commerce Annual General Meeting
- March 31, 2026 - Meeting with a local business manager
- April 1, 2026 - Meeting with another local business manager
- April 7, 2026 - Regular Committee of the Whole meeting
- April 8, 2026 - Municipal Partners meeting
- April 18, 2026 - Lydia's 4th annual Community Cleanup
- April 22, 2026 - Final Regular Council meeting
- April 23, 2026 - Chamber of Commerce After Hours event
- April 29, 2026 - Chamber of Commerce Coffee Connections

Ongoing:

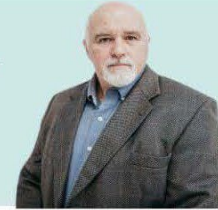
- Phone calls & conversations in community
- Emails with citizens
- Social media engagement
- Emails from FCNB and UMN
- Keeping up with Municipal-related news

April 2026



**Councillor
Activity Report**

**Wade Greenlaw
Councillor**



NOTE: MDSS is the Municipal District of St Stephen, BIA is the Business Improvement Area, and Chamber refers to the local Chamber of Commerce). UMNb refers to the Union of Municipalities NB, AFMNB is the Association of Francophone Municipalities NB, RSC Refers to the Southwest Regional Service Commission, GCC is the Garcelon Civic Center.

Council Meetings

Apr 08 - Committee of the Whole
Apr 22 - Regular Council Meeting

Committee and Board Meetings

Apr 2 - BIA Meeting with municipal candidates
Apr-3, 9, 16 - Rural Ward Committee Meetings (Wards 1&3)
Apr 30 - Rural Ward Committee Meeting and Meet the Candidates Night at Oak Bay Hall

Other

Apr 1 - Participated in a Wildfire Research interview by York University for a project "Governing wildfire risk in Atlantic Canada"
Apr 8 - Attended Commercial Agro Food Opportunities Discussion and Roundtable at Port Saint John
Apr 14 - County Moose Hockey Board of Directors Meeting
Apr 15, 21, 23 - Coffee and Conversation Meeting at various locations to meet the public
Apr 16 - Meet the Chamber of Commerce Event at the GCC
Apr 16 - Milltown Activities Group Meeting
Apr 21 - Meeting with MDSS CAO
Apr 25 - CHCO Meet the Candidates Night at GCC

Misc.

-Continued discussions with a resident on Radon and that we should be looking at ways to use local resources to help people who have high levels be able to install mitigation equipment more economically. Recommended they attend a CARST Forum on Radon at UNB and it is also available on-line April 17.

-Discussions concerning the upcoming process to revise the Short Line Railway Act and proposed changes. This could potentially affect our community as we have a short line rail that passes directly through the heart of our community and services several companies as well as NB Southern Railway services the whole Southwest Region.

-Discussions with several farmers and large animal owners on the changes to the veterinary services proposed by the province and how it is going to affect them.

-Continued discussions with a local businessperson on economic development opportunities.

-Continued discussions with citizens on upcoming municipal elections for May 2026 and how they can participate. The Rural Ward Committee will be hosting a Ward Meeting and an informal meet the candidate's night at the Oak Bay Hall for mayoral candidates and rural councillor candidates on April 30th at 6PM. Be sure to come out and meet them before you vote. It is intentionally scheduled prior to the advanced polls that begin on May 2nd. Election Day is May 11, 2026. Let's see a higher voter turnout.. Exercise your right to vote.

2026



**Councillor
Activity Report**

**David Hyslop
Councillor**



COUNCIL MEETINGS	
March 25	Regular Council Meeting
April 8	Committee of the Whole Meeting
COMMITTEES, COMMISSIONS AND BOARDS	
OTHER MEETINGS	
March 12, 13	Joint Economic Development Initiative – Indigenous Reconciliation Training
March 24	Unhoused/Bridge Housing Panel Discussion
APPEARANCES	
April 2	BIA Session
COMMUNITY ACTIVITIES	
April 11	The Cappy Cup
CONFERENCES	
MISCELLANEOUS	
Calls/messages	i.e., Municipal planning/zoning, progress on hotel and apartments, road conditions, etc. Continue to provide factual information from questions relating to speculative/inaccurate social media posts.
FUTURE AGENDA ITEMS	
Good luck to all candidates in the upcoming Municipal Election on May 11, 2026	
EXPENSE REPORTS	

April 2026



Councillor
Activity Report

Brian Cornish
Councillor



Council Accomplishments & Reflections (2023–2026)

I wanted to take a moment to provide an overview of what I believe are some of the key accomplishments of our Council team over the past three years—rather than a standard monthly report.

Before Council (Pre-2023 Amalgamation)

Before being elected, several of us were appointed by the Province of New Brunswick to participate in a 12-month process to amalgamate urban and rural communities into what is now the **Municipal District of St. Stephen (MDSS)**.

We were told clearly:

“This amalgamation will happen—with or without your participation.”

We chose to participate—to ensure both rural and urban voices were represented.

Our Early Priorities

Upon election, Council inherited several ongoing challenges following COVID and rapid municipal change.

Our first major step:

- Develop a **3-Year Strategic Plan**
 - Establish a clear **vision and mission**
 - Focus on **measurable results for all wards**
-

Key Accomplishments



Amsterdam Inn Hotel

- Attracts visitors and boosts tourism
 - Creates **50–70 local jobs**
 - Generates new tax revenue
 - Supports surrounding businesses
-



The Dock Project (66-Unit Housing Development)

- Addressed critical need for housing
- Repurposed a long-abandoned hockey rink
- Now actively under construction

Additional Housing Support:

- 5-unit NB Housing family project
 - 20-unit not-for-profit housing development
-



Community Health Centre

- Identified as a **top priority** in our strategic plan
- Supported through ongoing advocacy and engagement
- Achieved through collaboration with many dedicated individuals and groups

We are proud to have supported this long-awaited and much-needed facility.

Return of Junior A Hockey – The Moose

- Secured a **3-year franchise agreement**
 - Restored high-level hockey to our town
 - Required nearly **2 years of negotiation and analysis**
-

Challenges We Faced

Post-COVID Impacts

- Financial strain
 - Increased homelessness
 - Rising addiction issues
-

Homelessness & Addiction Concerns

I want to be clear:

I support helping those in need—but I am deeply concerned about systems that lack **accountability and recovery outcomes**.

Key concerns:

- Facilities with **no exit or treatment strategy**
- Increasing **drug-related activity**
- Impacts on:
 - Community safety
 - Property values
 - Quality of life

We saw:

- Multiple relocations of shelters and facilities
- Rising pressure on neighborhoods
- No long-term rehabilitation solutions

A proposed **Bridge Facility** was ultimately rejected due to strong public concern around safety.

Rural Impact Concerns

- Movement of individuals into wooded and rural areas
 - Use of vacant buildings for shelter
 - Risk of expanding the issue into rural communities
-

Provincial Response

At a recent public meeting, residents were told:

“Find a solution and a location.”

This is not a solution—it’s a deflection.

My Perspective

Council Performance

Despite challenges, I believe:

- Council performed **well under pressure**
 - We maintained focus on:
 - Strategic goals
 - Long-term planning
 - Community development
-

A Strong Team

Our Council brought together over **300 years of combined experience**, including:

- Engineering
- Social work
- Business leadership
- Public safety
- Military service
- Energy sector leadership

We worked under core principles:

- Communication
 - Respect
 - Accountability
 - Commitment
 - Delegation
 - Support
-

Final Thought

Were we successful?

That decision belongs to you.

Looking Ahead

I am running again in the upcoming May election.

With your support, I believe the next three years can build on our progress—and deliver even stronger results for our community.



COMMUNITY WELL-BEING TASK FORCE

March 9, 2026, at 2 p.m.

Moosehead Room, Garcelon Civic Center

Chair:

Councillor Marg Harding

Recording Secretary:

Celeste Caswell, Executive Assistant

Voting Members:

- Pete Stubbs, Community Representative
- Jeff Renaud, CAO
- Rob Lambert, Community Representative w/l 300 m of shelter
- Anthony Hall, Community Representative
- Cpl. Peter Lambert, RCMP

Non-Voting Members Present:

Kathy Bockus, MLA

Not Present:

Mayor MacEachern

Guests:

Andrea Duplisea, Clinical Lead, Addictions and Mental Health

AGENDA ITEM	DISCUSSION NOTES
1. Welcome	Attendance taken; Minutes from Feb. 2 nd meeting were approved by all voting members present.
2. Review of Priority Items	Concerns were raised that the shelter does not belong within a residential neighbourhood and that the current location should be phased out in accordance with the Municipal Plan and Zoning Bylaws. Discussion also included interest in provincial standards for shelter operations, noting that these standards are still in draft form. Members expressed a desire for a provincial inspection or oversight process to ensure compliance and accountability.

<p>3. Review of Action Items from last meeting</p>	<p>1. Shelter Rules: The shelter rules were noted as being updated periodically and the current version was reviewed. Clarification was provided that the shelter does not permit alcohol. Members were advised to contact law enforcement for incidents occurring on surrounding public property. The rules apply to the full premises, both inside and outside. Questions were raised regarding the handling of personal belongings, including storage, locker access, and key control. It was noted that lockers are intended for resident use with keys held by staff, and that related policies may require legal review. Clarification was requested regarding items listed as weapons in the rules.</p> <p>2. Provincial Engagement: An update was provided on provincial discussions, including anticipated departmental representation. Members were also advised of an upcoming Social Development event at the Garcelon Civic Center on March 24th, including a panel discussion with Minister Hickey and Minister Miles.</p>
<p>4. Request for Life Preserver at Wharf and/or along waterfront</p>	<p>A report was presented by Kev Sumner, Director of Parks and Community Services. The floating dock is in place seasonally from May to October. Estimated costs for installing life-saving equipment range from approximately \$300 to \$1,000 per station. Existing safety signage and the length of the river trail were noted, along with concerns regarding vandalism. The request originated from family advocacy. Additional signage related to tidal waters and potential support from partner organizations were discussed. A recommendation to purchase initial life-preserver stations at key waterfront and boat launch locations was supported and will plan to forward to Council for consideration after follow up information received on possible station donations (April meeting)</p>
<p>5. Topics for future meetings</p>	<p>Draft material related to shelter best practices and service delivery was referenced but not shared. Members emphasized the importance of advocating for treatment and support services alongside shelter operations. It was noted that detox and rehabilitation services involve wait times ranging from days to months. Discussion included reducing substance use within the shelter, clarifying and consistently applying rules, and addressing flexibility during extreme weather conditions. Members also discussed coordination with partner organizations, reporting back to the community, and ongoing downtown safety concerns, including lighting and awareness of security infrastructure.</p>
<p>6. Next Meeting Date</p>	<p>Confirmed April 13th at 2 p.m.</p>
<p>7. Follow up items for next meeting (Next Steps)</p>	<ol style="list-style-type: none"> 1. Follow up on official appointment of Dept. of Social Development Representative 2. Follow up on possible donation of floatation device(s) and station(s) 3. Follow up on any developments with Provincial standards being drafted and/or implemented 4. Follow up on camera locations around Post Office/Heritage Building 5. Task Force review of shelter rules to create list of questions for clarification by Neighbourhood Works.