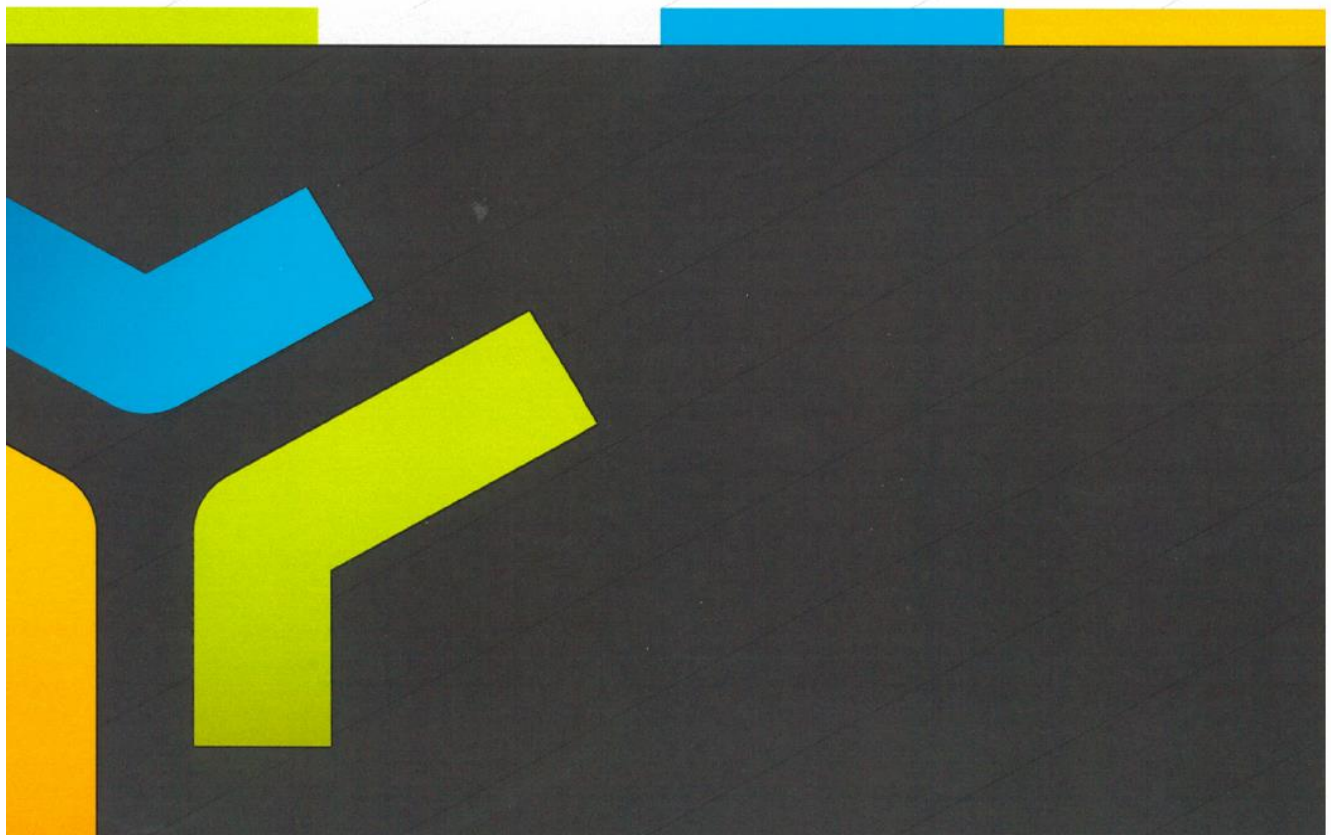


**Commission de services
régionaux Nord-Ouest**



**Northwest Regional
Service Commission**

2018 Annual Report



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2. Message from the Chair

It is my pleasure, as Chair of the Northwest Regional Service Commission, to present an overview of our activities and initiatives in fiscal 2018.

In 2018, our organization marked its sixth year of operation. Certain regional matters have taken off and others are being finalized. We also had our share of challenges, and they will have a major impact on our operations in fiscal 2019.

The Board of Directors held five closed-door meetings. These working meetings were used mostly to discuss the budget impact of implementing the home recycling program, tipping fees and their adjustment, the Local Development Department and several human resources matters.

We will return to some of the points mentioned above.

The Board also held four regular meetings and our annual meeting. Eight executive meetings were held.

In fiscal 2017, the Board prioritized a number of matters for fiscal 2018. We undertook, with the firm Consultation Gagnon Stratégix Consulting Inc., a strategic planning exercise for NWRSC with the members of the

Board of Directors and employees. So, in 2019 members will have to look at the actions to be undertaken, while allowing for the available financial and human resources.

We undertook, with the firm Consultation Gagnon Stratégix Consulting Inc., a strategic planning exercise for NWRSC with the members of the Board of Directors and employees.

The employees of the Solid Waste and Governance Department got the Board's green light in November 2017 for a feasibility study on the possibilities of implementing a door-to-door home recycling system. This project will commence in 2019. An optimized collection system will be put in service thanks to the collaboration among the local service districts, municipalities, rural communities and villages in our territory. This process has required, and will continue to require, a lot of work involving regional planning and collaboration.

We have adjusted tipping fees at the landfill so that we can fund the construction of landfill cells from operational income. Despite being adjusted for fiscal 2019, this rate is still below the provincial average and will have to be reviewed again for fiscal 2020. Increasing tipping fees allows the NWRSC to maintain the financial reliability of its activities.

A communication plan for NWRSC was prepared in 2018 at the Board of Directors' request.

We pursued three local and regional development issues that were priorities for the NWRSC Board:

- i. Emergency Measures Organization
- ii. Climate change adaptation plan for the broader NWRSC region
- iii. Dynamic cartography and data management project.

I want to mention that because of the large number of people, organizations, associations and agencies involved in these issues, certain timeframes and delays are beyond the control of employees.

The employees of the Solid Waste and Governance Services got the Board's green light in November 2017 for a feasibility study on the possibilities of implementing a door-to-door home recycling system. This project will commence in 2019.

This process has required, and will continue to require, a lot of work involving regional planning and collaboration

The employees of the Urban Planning Service are very adaptable because they have undergone restructurings since NWRSC was created in 2013.

However, progress is being made, and the work is greatly appreciated by the communities that don't have the financial means to carry it out.

On another note, I would be remiss if I didn't mention the many meetings about the financial impact of the withdrawal by members of the NWRSC Board from Local Development services. The

uncertainty surrounding these withdrawals has required us to prepare several budgets and strategies to minimize

the impact on our human resources and the NWRSC members. The

employees in this Department are very adaptable because they have undergone restructurings since NWRSC was created in 2013. Unfortunately, several jobs were lost in 2018. We hope that these losses are now over and done with so that we can look toward the future and be proactive instead of reacting to events.

On a positive note, and here I'm speaking to Board members who want to merge into rural communities and proceed with their respective feasibility studies in fiscal 2019, I wish you the best possible success. As you already know, you have NWRSC's full support for these great projects. After the merger, it will obviously be much easier to plan your development and to position yourselves to carry out certain economic and community projects.

I also dare to hope that the current government will institute during its term incentives that facilitate mergers in the province and will strengthen the *Regional Service Delivery Act*, which is the basis for the operation of RSCs in the province.

To those who are leaving us, thank you for your work and collaboration over the years.

To our ED, François Picard, who is currently convalescing from an illness, we hope that he will be better soon and return to his position with us as soon as his health permits.

Respectfully,

I also dare to hope that the current government will institute during its term incentives that facilitate mergers in the province and will strengthen the *Regional Service Delivery Act*, which is the basis for the operation of RSCs in the province.

.....
JEAN-PIERRE OUELLET
NWRSC Chair

Finally, I want to thank the members of the Planning Review Committee for their contribution. To the members of the Board of Directors and members of the Executive, thank you for your contribution to and active participation in meetings and for your decision-making.

To our employees in every department, thank you for your support and professionalism. Rest assured that the members of the Board of Directors value your work highly.

3. Governance and Administration

The Board of the Northwest Regional Service Commission is composed of 14 members distributed as follows: 10 representatives of municipalities; 4 representatives of local service districts and one representative of the Department of Environment and Local Government, Mr. Denis Doiron, who acted as a resource person.

Board members

Bossé, Jules	Representing the Local Service District (LSD)
Chouinard, Louis	Mayor of Lac Baker
Deschênes, Marcel	Mayor of Grand-Falls
LeBlond, Michel, Past-Chair	Mayor of Rivière-Verte
Levesque, Marcel	Mayor of Rural Community of Saint-André
Levesque, Roger	Mayor of Sainte-Anne-de-Madawaska
Martel, Alain	Representing the LSD
Martin, Brigitte, Member of the executive committee	Representing the LSD
Ouellet, Jean-Pierre, Chair	Mayor of Haut-Madawaska Community
Roussel, France, Vice-Chair	Mayor of Drummond
Roy, Paul	Representing the LSD
Simard, Cyrille	Mayor of Edmundston
Somers, Nicole	Mayor of Saint-Quentin
St-Amand, Carmel	Mayor of Saint-Léonard

List of employees at the Head Office

Employees	Duties
Picard, François	Executive Director
Thibodeau, Johanne	Finance Director
Rioux, Nicole	Executive Assistant

4. Role of the Northwest Regional Service Commission

- Promote and facilitate planning and voluntary agreements among communities (infrastructure, facilities, services, etc.
- Define and solve questions of common interest
- Strengthening collaboration
- Define and facilitate possibilities to combine local capacities and share resources and costs
- Improve efficiency by further integrating services on a regional scale
- Serve as a regional forum for collaboration among communities on regional questions.

5. Mandatory Services from the Northwest Regional Service Commission

- Regional planning
- Local planning in member municipalities and local services districts
- Solid waste management

Other eligible initiatives under the Regional Services Delivery Act

- Regional collaboration on policing services
- Regional emergency measures planning (facilitator)
- Planning for regional recreational, cultural and sports infrastructures and sharing of costs for these facilities
- Any other services that the Board of Directors deems appropriate (unsightly premises, tourism, community economic development, etc.)

It should be noted that the first three points are mandatory services for the NWRSC, while the other four points are not yet in the system and that they are incentive initiatives.

6. Regional Profile

According to Statistics Canada, 47 053 persons lived in the region served by NWRSC in 2018. This population is dispersed over an area of 7 985 km², of which over 37% (2 986 km²) is Crown land reserved for forestry. The regional economy is still largely based on exploiting natural resources (wood and agriculture) and on manufacturing, but the service economy is growing, mainly centered around healthcare and educational institutions.

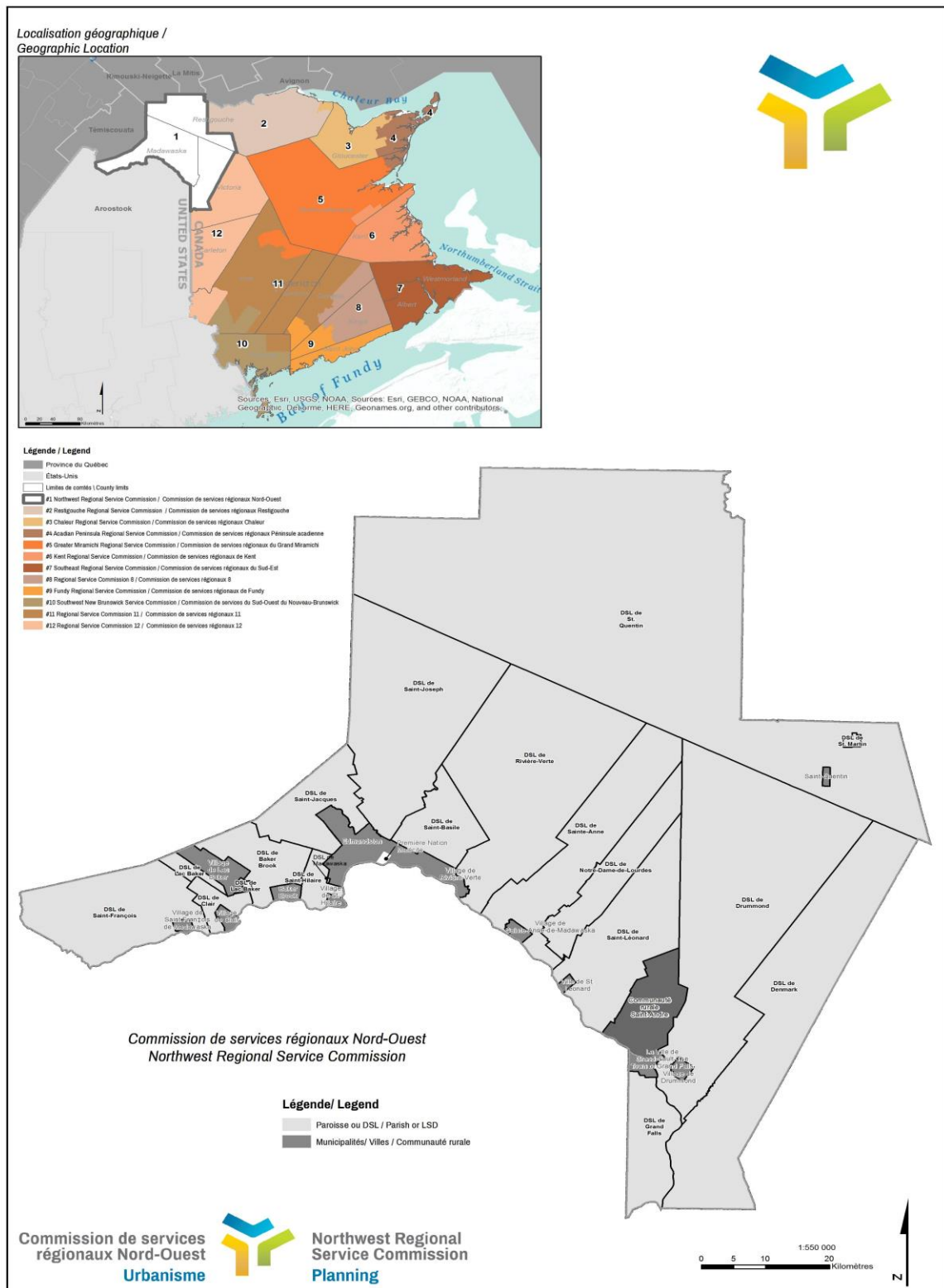
NWRSC provides services to all communities in the region. The following table identifies each community and the services NWRSC provides in the area. The 23 entities include one city, three towns, four villages, two rural communities and 13 local service districts.

Table 6.1

Services Provided by Community

Communities	NWRSC Services				
	Head Office	Solid Waste Management	Urban Planning / Building Inspection	Regional Planning	Urban Planning / Community / Local Planning
Haut-Madawaska Community	•	•	•	•	•
Drummond	•	•		•	
Edmundston	•	•		•	
Grand Falls	•	•		•	
Lac Baker	•	•	•	•	•
Rivière-Verte	•	•	•	•	•
Rural Community of Saint-André	•	•	•	•	•
Saint-Léonard	•	•	•	•	•
Saint-Quentin	•	•	•	•	•
Sainte-Anne-de-Madawaska	•	•	•	•	•
Rivière-Verte LSD	•	•	•	•	•
Saint-Basile LSD	•	•	•	•	•
Saint-Jacques LSD	•	•	•	•	•
Saint-Joseph LSD	•	•	•	•	•
Denmark LSD	•	•	•	•	•
Drummond LSD	•	•	•	•	•
Grand Falls LSD	•	•	•	•	•
Notre-Dame-de-Lourdes LSD	•	•	•	•	•
Madawaska LSD	•	•	•	•	•
Saint-Léonard LSD	•	•	•	•	•
Sainte-Anne LSD	•	•	•	•	•
Saint-Quentin LSD	•	•	•	•	•
St-Martin de Restigouche LSD	•	•	•	•	•

Figure 6.1



7. Urban Planning Services

Planning Service

Our Urban Development Department prioritizes communication and professionalism in everything it undertakes. During the year, we continued these very important aspects by increasing our visibility on various media and web platforms. This communication is crucial for promoting planning in the Northwest and to better define the department's potential assistance to the communities served. The team of experts can look after any question relating to development, to professional assistance, to good urban development choices, in particular as they pertain to applications and applicable legislation, allows for networking among groups and keeps in the forefront of provincial issues. The NWRSC team, which is constantly seeking to strengthen our regional capacity, values and seeks out partnerships and collaborations with government Departments, groups and universities able to enhance our services offered.

In January we witnessed the implementation of the new *Community Planning Act* and *Local Governance Act*. Not that we participate actively in discussions at the provincial level surrounding their implementation, strengths and shortcomings so as to formulate future recommendations within a judicial framework. In 2018 we also were apprehensive about coming fundamental changes and the possibility renewal in 2019 within the team itself. The reality of local service, after the withdrawal of two communities, caused a major challenge in planning human resources capacity for 2019 and led to a major restructuring of the team. We made hard choices to maintain and foster top-quality service for the future. The current urban planners and inspectors still have the qualifications and certifications necessary under the *Act* in order to maintain a high level of competence and integrity in service delivery.

Locally, the completion of the municipal plan and zoning bylaw for the Town of Saint-Quentin came to fruition when they were adopted in December. The project was more than profitable for all stakeholders and we are very proud of it. The projected Sainte-Anne-de-Madawaska rural plan was put on hold, after discussions with the municipality, while the latter decides on its future and its potential plan to join with its neighbours. We began discussions, identified certain preliminary needs and will start the next steps with the new Community of Upper-Madawaska to complete preparation of their rural plan. The Urban Development Department delivered, just in the local service area, about 610 permits worth around \$28 million. This is a drop in the number of permits from last year (683 permits), but an increase of \$7 million in their value.

Regionally, we have made great progress and advancements on the projects chosen in 2017 (see more details in the following sections). A strategic plan was

initiated during the year in order to accurately identify needs, issues and regional capacities in order to direct discussions on the leadership that the region can exercise in regional initiatives.

Regional Planning Service: Regional and Community Projects

- Municipal Infrastructure Project / Asset Management

The municipal infrastructure project is directly linked to the Local Development service NWRSC offers to the municipalities. The project consists of collecting full information on visible and underground municipal infrastructures and integrating it into an interactive management platform used by Public Works employees. The municipalities completed to date are Saint-Quentin, Sainte-Anne-de-Madawaska and Rivière-Verte. The team is now working on finalizing the database for the Community of Upper Madawaska and for Lac Baker. This project will allow us to effectively optimize and plan operations on the different municipal infrastructure systems (water lines, storm drains, sewers and roads).

- Geoportal

NWRSC's new geoportal is a platform that was set up to make it easier to share and consult spatial reference data collected as part of various projects and activities carried out by the Northwest Regional Service Commission and municipalities locally and regionally. The Geoportal is divided into four sections: public, local, regional and employee access only.

The public section contains various freely accessible data and applications. The local section includes various information for those municipalities with access to NWRSC local services. This information is linked to the Development, Public Works, and Safety and Risk Management Departments. The regional section has information on regional planning referring to development, public safety, environment and climate change. The employee access section is where municipal employees can connect to access the various information hosted in each section.

- Emergency Measures Project

The regional emergency measures project is designed to bring together the local and regional efforts and expertise to prepare an emergency management plan for northwestern New Brunswick. Emergency management deals with managing emergency situations and relates to all risks, including all risk management activities and measures for prevention/mitigation, preparation (capacity to intervene), intervention and return to normal activities.

After validation by the working committee and classification of emergencies for the entire region, the working group members and the regional Emergency Measures Coordinator moved on to the next step in their plan, which was to create a general emergency management database. At present, this database contains extensive information on floods, fires, ice jams, rail incidents, snowstorms, ice storms and heavy rain in the Northwest. There is also a system to monitor and follow up on complaints received in the whole region. The working group members are working with the Red Cross on the location of three regional housing centres. All of this data is accessible through the new NWRSC geoportal.

The next step will be more work with municipal coordinators to collect specific information on each region and add it to the management application section of the geoportal.

-Environment and Climate Change

Adapt-Action, a project to develop a climate change adaptation strategy for our region, was renewed for a second year through the Environmental Trust Fund (ETF). The ETF awarded it \$55,000 for the 2018-2019 funding year, a 120% increase compared to the 2017-2018 funding year (\$25,000).

During the year, we continued to collect and analyze climate, biophysical and socioeconomic forecast data. The resulting report on vulnerabilities and opportunities for the Northwest is scheduled to come out in the summer of 2019. Around 100 meetings have been held in this project year. Numerous partnerships have also been developed with university and college researchers, non-profit organizations and provincial and federal government stakeholders. NWRSC also participated in and presented at several workshops and conferences during the year. NWRSC also organized a workshop on the importance of natural infrastructures in flood mitigation at Grand Falls, in partnership with the Canadian Parks and Wilderness Society (CPAWS) and with in-kind support from the municipality.

NWRSC also continued to develop its role in facilitating regional collaboration by coordinating the Northwest Environmental Council, which brings together twenty or so groups, including organizations, educational institutions, First Nations and individuals undertaking environmental projects in the region. The goal of these meetings is to coordinate efforts, reduce duplication and facilitate resource sharing. This committee met three times in 2018 and the reports are available on request. This initiative was partly responsible for launching a number of collaborative projects, such as a joint initiative by organizations in New Brunswick and Québec to fight the eutrophication of Lac Unique and Lac Baker.

Funding has been applied for to continue the project in 2019-2020 (\$86,914). This would be used to form working groups to develop a regional adaptation plan.

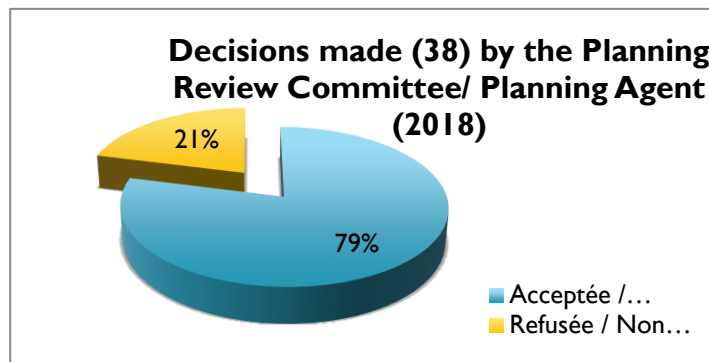
The project has also been able to undertake an external contract with the Northern Hardwoods Research Institute (NHRI) to collaborate on tools and an adaptation guide for the forestry industry through silviculture techniques. Two other project proposals related to processing climate data (\$20,652) and natural infrastructures (\$36,686) were also submitted. The total value of proposed projects for 2019-2020, including support in kind (\$100,748), adds up to \$245,000.

Inspection Service

The Inspection Department currently consists of a Chief Inspector who supervises the department, two construction inspectors and an administrative assistant. They work closely together on the various processes involved in permit applications, researching information for different agencies, document preparation and tracking. This department also puts cases of non-compliance online and tracks them, and produces various monthly reports for the different partners involved. Employees in the Inspection Department take continuing education through the New Brunswick Building Officials Association (NBBOA) to achieve their different levels of certification. In 2018, the inspectors continued their training. One of them attained level 2 qualification (BCQO 2), and NWRSC's Chief Inspector was certified NBCBO 3, the highest level of NBBOA certification.

Two of our inspectors are active on the NBBOA Executive Committee as Vice-President and zone representative. Their participation on this committee gives them an opportunity to bring to the provincial table the realities in our milieu and a new optic on what may be differing challenges. One challenge facing NBBOA is the adoption of the 2015 National Building Code, as New Brunswick is one of the last provinces where the 2010 National Building Code is still in effect. As representative of NBBOA, the Chief Inspector was invited to participate in a working group with several other representatives of provincial Departments, associations or interest groups to work on a recommendation document aimed at setting minimum standards for development in New Brunswick. This document will be presented to the government authorities concerned.

One of the greatest challenges for the Inspection Department is the immense territory in which the inspectors have to carry out their duties. NWRSC's inspectors deliver first-class customer service while ensuring that the buildings constructed are safe. No department would be complete without the support of an Administrative Assistant who keeps everything running smoothly.



Decisions made (30) by the RPC / Planning Agent (2018)

Accepted / Recommended 30 Refused / Not recommended 8

Table 7.1

Administrative tasks and approvals

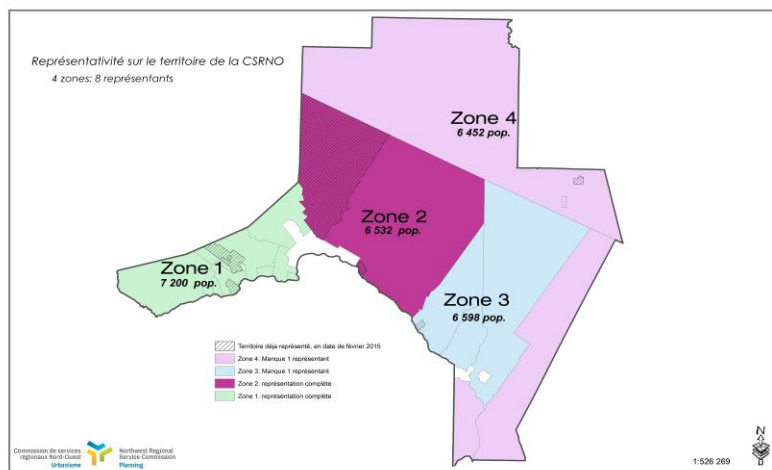
		2018
PRAC	Number of meetings	10
	Number of files	30
	Number of decisions	38
	By-Laws Amendments	12
	Variances and Approvals	14
	Subdivision	4
Planning	Zoning Confirmation	24
	Planning Agent adjustments	4
	Public consultations (neighbourhood) /Neighbourhood letters)	207
	Planning permits	610
	Order to comply	65
Subdivision	Subdivision approvals	67
	Document approvals	64
	Exemptions	29
Construction	Building permits	610
	Waivers	148
	Appeal Board	0
	Provincial Court	0
	Court of the Queen Bench	0

Planning Review Committee

The RSC's legal responsibilities include granting adjustments to various zoning and subdivision bylaws, making recommendations to municipal councils about proposed amendments to their current bylaws and to make recommendations on all questions of urban development. This responsibility rests with a committee made up of eight members from the region. These members meet regularly to rule on the merits of a project up for approval, always, of course, based on the criteria set in the various bylaws voted on by the municipal councils. In 2018, this committee met 10 times, considered 30 dossiers, ruled on 14 zoning adjustments and 12 zoning modifications, and made 38 recommendations.

The following table lists the names of the committee members and their participation in meetings. The following map shows NWRSC's area divided into four (4) zones of representation by population.

ZONE 1		ZONE 3	
Michael E. Bossé 6/10	Clair	Kenneth Akerley 9/10	Saint-Léonard
Charles Bouchard, président 9/10	Lac Baker	Guy Côté 9/10	Saint-André
ZONE 2		ZONE 4	
Cynthia Lajoie, 6/10	Rivière-Verte	Alain Martel 10/10	Saint-Quentin (LSD)
Josée Levesque 8/10	Saint-Joseph (LSD)	Roger Dupéré 10/10	Saint-Quentin



Subdivision

The Development Officer is responsible for processing subdivision applications, as well as documents that cede one or more rights over a property, whether these are real estate transactions, lot exchanges, street transfers or development plans for an entire sector.

To subdivide land in the area served by the Northwest RSC, you need approval from the Commission's Development Officer and, in certain cases, from the Municipal Council or the Department of Transportation. The Development Officer will determine whether the planned subdivision complies with the *Community Planning Act*, rural plan, municipal plan, and zoning and subdivision bylaws. These regulatory documents ensure that the planned subdivision will not hinder any future subdivision of the property or have any negative impact on adjacent properties. The examination also includes aspects such as the slope of the land, soil quality, safe public access, viability and use of neighbouring properties.

Table 7.2 represents the distribution of dossiers by community and by type of application involved for the whole region.

Tableau / Table 7.2 (2018)

Subdivision Report

Municipalities	Lots					Documents	
	Lots	Parcels	Streets	Servitudes	Plans	Approvals	Exemptions
Baker Brook	0	0	0	0	0	0	0
Clair	0	3	0	0	0	3	0
Rural Community of Saint-André	2	13	0	0	7	9	0
Drummond	0	0	0	0	0	0	0
Edmundston	7	3	1	0	7	0	0
Grand Falls	8	4	1	0	10	10	1
Lac Baker	0	0	0	0	0	0	0
Rivière-Verte	0	1	0	0	0	1	0
Sainte-Anne-de-Madawaska	1	0	0	0	1	1	0
Saint-François	0	1	0	0	0	1	0
Saint-Hilaire	2	0	0	0	0	0	0
Saint-Léonard	4	0	0	1	3	1	2
Saint-Quentin	1	0	0	0	1	0	0
Sub-total municipalities	25	25	2	1	29	26	3

LSD	Lots	Parcels	Streets	Servitudes	Plans	Approvals	Exemptions
Baker Brook	0	0	0	0	0	0	0
Clair	0	3	0	0	1	3	0
Denmark	2	0	0	0	2	2	1
Drummond	4	4	0	0	5	7	0
Grand-Sault	6	0	0	0	4	1	1
Lac Baker	0	0	0	0	0	0	0
Madawaska	0	0	0	0	0	0	0
Notre-Dame-de-Lourdes	0	0	0	0	0	1	0
Rivière-Verte	1	0	0	0	1	0	1
Sainte-Anne	1	2	0	0	2	3	0
Saint-Basile	0	1	0	0	1	2	0
Saint-François	1	2	0	0	3	3	2
Saint-Hilaire	2	2	0	0	2	2	0
Saint-Jacques	1	0	0	0	1	2	2
Saint-Joseph	4	5	0	0	7	4	1
Saint-Léonard	3	2	0	0	3	3	1
Saint-Quentin	3	4	0	0	7	5	1
Saint-Martin de Restigouche	0	0	0	0	0	0	0
Sous-total DSL	28	25	0	0	39	38	10
TOTAL	53	50	2	1	68	64	13

Note: This table represents the number of registered plans and documents

Construction

We compiled data on the construction permits issued that allows us to present a detailed account of construction activity in our region. In 2018, 1278 permits (including 451 permits in the City of Edmundston, 204 permits in the Town of Grand Falls and 13 permits in the Village of Drummond) were issued throughout the region for a total value of nearly \$52 million (including \$16.1 million in the City of Edmundston, \$7.2 million in the Town of Grand Falls and \$257,300 in the Village of Drummond). Based on the average over the past five years, the number of permits issued increased by 4.6% in 2018 and the value of construction increased by 12%.

In 2018, the NWRSC Local Development Department issued 610 permits for a total value of \$28.3 million.

The construction projects of note in 2018 show an upward trend for industrial buildings, including an industrial body shop, a factory that builds roof trusses and a new pellet fabrication plant. In the institutional sector, we note a new fire hall and a new ambulance garage. Finally, in the agricultural sector we have four new poultry buildings and four new agricultural warehouses.

Since data is not compiled in the same way throughout the region, we could not give detailed data by sector of activity for the municipalities of Grand Falls and Drummond.

Table 7.3: 2018 Local planning services

MUNICIPALITIES/ MEMBERS	BUDGET 2018	Refund of building permits to members	Refund of subdivision to members	Total refund	Actual cost to municipalities and LSD
Lac Baker	\$ 30 509	\$ 5 840.50	\$ 825.00	\$ 6 665.50	\$ 23 843.50
Rivière-Verte	\$ 19 912	\$ 3 357.00	\$ 225.00	\$ 3 582.00	\$ 16 330.00
Rural Community of Saint-André	\$ 97 293	\$ 10 982.28	\$ 1 150.00	\$ 12 132.28	\$ 85 160.72
Sainte Anne-de- Madawaska	\$ 21 954	\$ 1 651.15	*see note	\$ 1 651.15	\$ 20 302.85
Haut-Madawaska Community	\$ 134 137	\$ 32 154.75	\$ 3 175.00	\$ 35 329.75	\$ 98 807.25
Saint-Quentin	\$ 67 522	\$ 17 976.50	\$ 1 475.00	\$ 19 451.50	\$ 48 070.50
Saint-Léonard	\$ 39 768	\$ 10 693.50	\$ 925.00	\$ 11 618.50	\$ 28 149.50
LSD Northwest Region	\$ 420 790	\$ 69 680.50	\$ 17 250.00	\$ 86 930.50	\$ 333 859.50
TOTAL	\$ 831 885	\$ 152 336	\$ 25 025	\$ 177 361	\$654 523.82

Note: According to the subdivision by-laws in force, the funds collected are not returned too the municipality. Following an update to these by-laws, subsequent funds may be reimbursed.

Table 7.4

Value of building permits

2018							TOTAL
Municipalities/	Residential	Commercial	Industrial	Institutional	Agriculture	Other	Value
Haut-Madawaska Community	\$ 1 877 050	\$ 99 500	\$ 240 000	\$ 669 000	\$ 2 215 000		\$ 5 100 550
Rural Community of Saint-André	\$ 783 575	\$ 270 000	\$ 1 080 000	\$ 82 500	\$ 151 000	\$ 23 280	\$ 2 390 355
Drummond	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 257 300	\$ 257 000
Edmundston	\$ 7 720 990	\$ 4 951 500	\$ 114 000	\$ 3 075 200	\$ 65 000	\$ 182 496	\$ 16 109 186
Grand Falls	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7 181 610	\$ 7 181 610
Lac Baker	\$ 838 385	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 838 385
Rivière-Verte	\$ 509 700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 509 700
Sainte-Anne-de-Madawaska	\$ 238 000	\$ 16 000	\$ -	\$ 8 000	\$ -	\$ 44 000	\$ 306 000
Saint-Léonard	\$ 393 700	\$ 300 000	\$ 324 000	355 000 \$	\$ -	\$ 100	\$ 1 372 800
Saint-Quentin	\$ 1 270 650	\$ 358 200	\$ 9 500	1 807 000 \$	\$ -	\$ 16 912	\$ 3 462 262
SUB-TOTAL	\$ 13 632 050	\$ 5 995 200	\$ 1 767 500	\$ 5 996 700	\$ 2 431 000	\$ 7 705 698	\$ 37 528 148

LSD	Residential	Commercial	Industrial	Institutional	Agriculture	Other	Value
New Denmark	\$ 144 800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144 800
Drummond	\$ 929 500	\$ 200 000	\$ -	\$ -	\$ 2 155 000	\$ -	\$ 3 284 500
Grand-Sault	\$ 448 600	\$ -	\$ -	\$ 100 000	\$ 493 000	\$ 1 000	\$ 1 042 600
Madawaska	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Notre-Dame-De-Lourdes	\$ 72 000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72 000
Rivière-Verte	\$ 320 000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 320 000
Sainte-Anne	\$ 45 500	\$ -	\$ -	\$ -	\$ 172 000	\$ -	\$ 217 500
Saint-Basile	\$ 92 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92 500
Saint-Jacques	\$ 1 280 700	\$ 115 000	\$ -	\$ -	\$ -	\$ -	\$ 1 395 700
Saint-Joseph	\$ 579 000	\$ 10 000	\$ -	\$ 1 266 000	\$ 4 000	\$ -	\$ 1 859 000
Saint-Léonard	\$ 1 200 500	\$ 400 000	\$ 3 396 000	\$ -	\$ 325 000	\$ -	\$ 5 321 500
Saint-Quentin	\$ 356 000	\$ 100 000	\$ 8 000	\$ -	\$ -	\$ -	\$ 464 000
Saint-Martin de Restigouche	\$ 145 000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145 000
SUB-TOTAL	\$ 5 614 100	\$ 825 000	\$ 3 404 000	\$ 1 366 000	\$ 3 149 000	\$ 1 000	\$ 14 359 100
TOTAL	\$ 19 246 150	\$ 6 820 200	\$ 5 171 500	\$ 7 362 700	\$ 5 580 000	\$ 7 706 698	\$ 51 887 248

Summary of Construction Permits

We created personalized summaries for all the municipalities and LSDs that use the Development Department. You can refer to the individual summaries to see the number and value of permits issued and how construction projects are distributed among the various sectors of activity.

NWRSC's Municipalities

The communities of Edmundston, Grand Falls and Drummond are excluded from this permit summary since they do not receive services at the local level

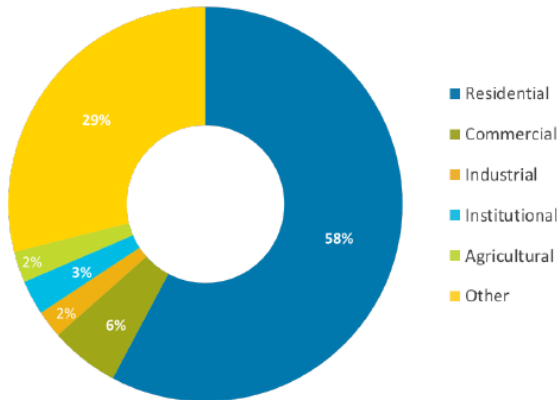
POPULATION
33 575



AREA OF TERRITORY
1 119 km²



Permit issued - by type



353 PERMITS
ISSUED
13 980 052\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	204	5 911 060 \$
Commercial	20	1 043 700 \$
Industrial	8	1 653 500 \$
Institutional	24	2 921 500 \$
Agricultural	9	178 100 \$
Other	102	83 292 \$

15 New residential constructions

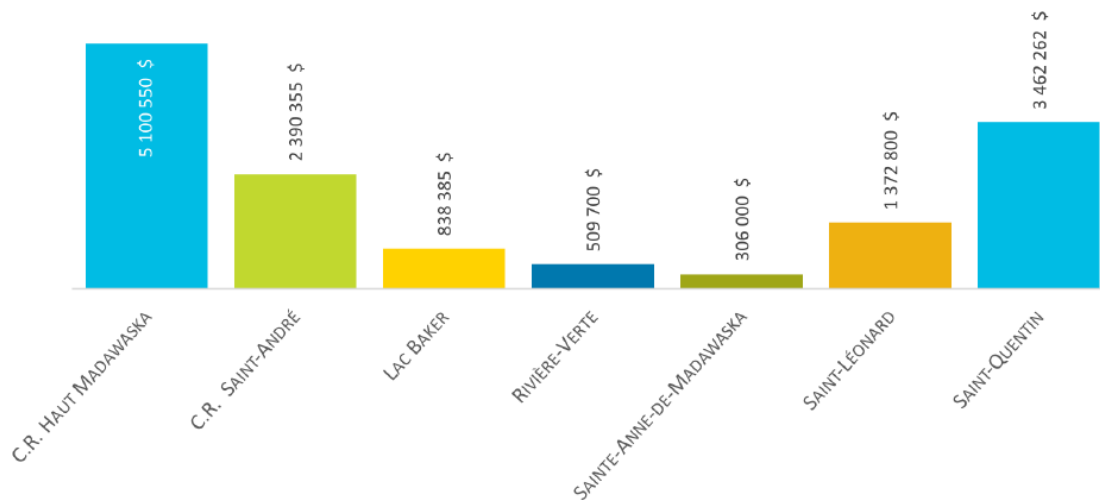
3 New commercial constructions

4 New industrial constructions

1 New institutional constructions

5 New agricultural constructions

Total Value of Issued Permits - By Community



1-Statistics Canada, 2016 Census of Population.

Rural Community of Haut-Madawaska

POPULATION

3714

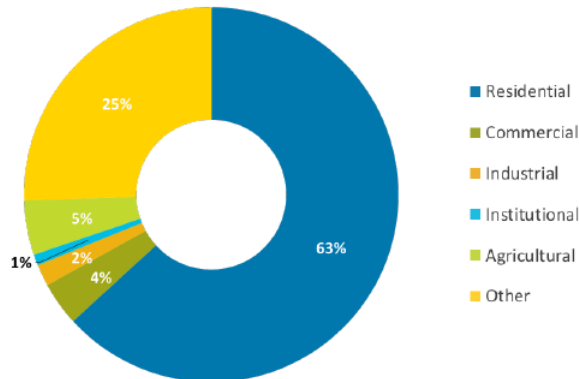


AREA OF TERRITORY

615 km²



Permit issued -by type



106 PERMITS ISSUED

5 100 550\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	67	1 877 050 \$
Commercial	4	99 500 \$
Industrial	2	240 000 \$
Institutional	1	669 000 \$
Agricultural	5	2 215 000 \$
Other	27	

Rural Community of Saint-Andre

POPULATION

1901

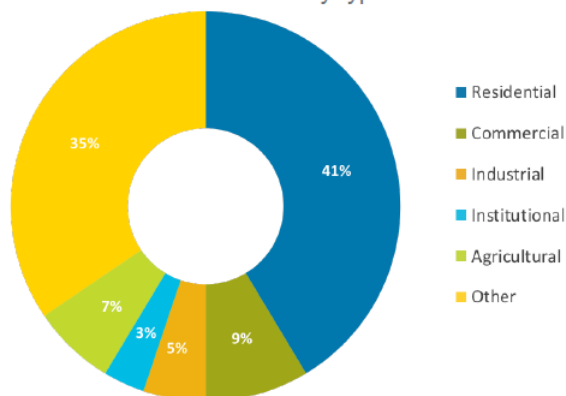


AREA OF TERRITORY

136,2 km²



Permit issued -by type



58 PERMITS ISSUED

2 390 355\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	24	738 575 \$
Commercial	5	270 000 \$
Industrial	3	1 080 000 \$
Institutional	2	82 500 \$
Agricultural	4	151 000 \$
Other	20	23 280 \$

1-Statistics Canada, 2016 Census of Population.

Village of Lac Baker

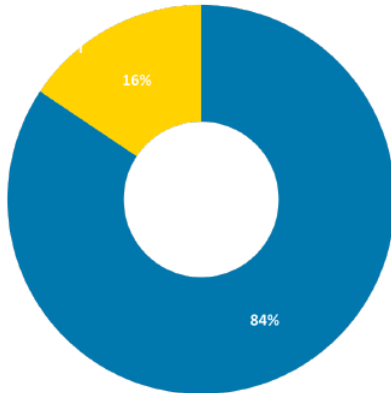
POPULATION
690



AREA OF TERRITORY
37,2 km²



Permit issued - by type



- Residential
- Commercial
- Industrial
- Institutional
- Agricultural
- Other

32 PERMITS
ISSUED

838 385 \$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	27	838 385 \$
Other	10	

Village of Rivière-Verte

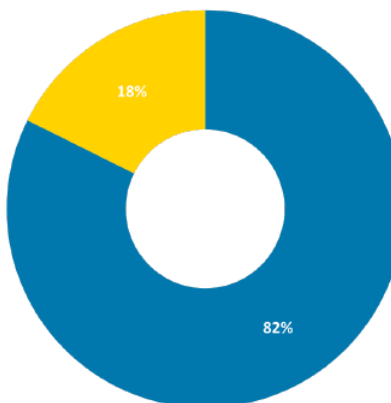
POPULATION
724



AREA OF TERRITORY
6,7 km²



Permit issued - by type



- Residential
- Commercial
- Industrial
- Institutional
- Agricultural
- Other

17 PERMITS
ISSUED

509 700 \$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	14	509 700 \$
Other	3	

1-Statistics Canada, 2016 Census of Population.

Village of Sainte-Anne-de-Madawaska

POPULATION
957

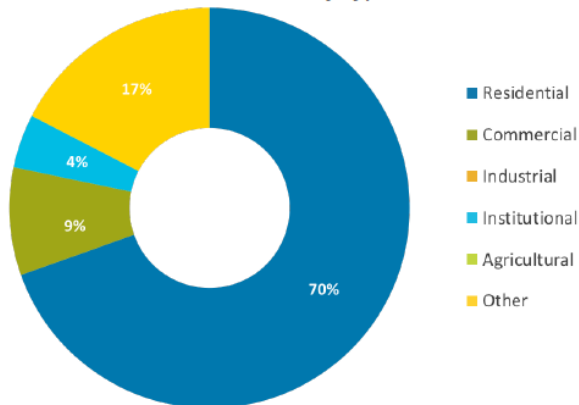


AREA OF TERRITORY
9,2 km²



¹

Permit issued - by type



23 PERMITS
ISSUED

306 000\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	16	238 000 \$
Commercial	2	16 000 \$
Institutional	1	8 000 \$
Other	4	44 000 \$

Town of Saint-Leonard

POPULATION
1300

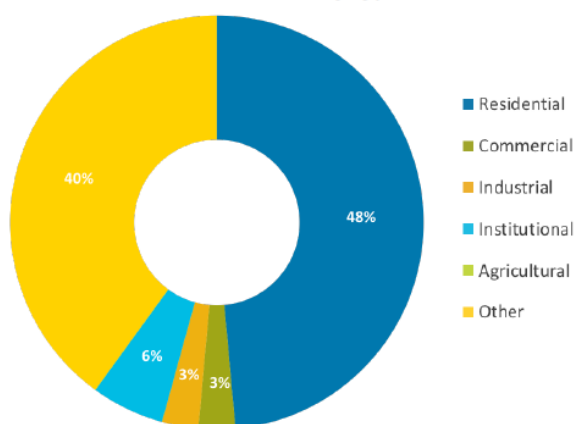


AREA OF TERRITORY
5,2 km²



¹

Permit issued - by type



35 PERMITS
ISSUED

1 372 800\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	17	393 700 \$
Commercial	1	300 000 \$
Industrial	1	324 000 \$
Institutional	2	355 000 \$
Other	14	100 \$

¹-Statistics Canada, 2016 Census of Population.

Town of Saint-Quentin

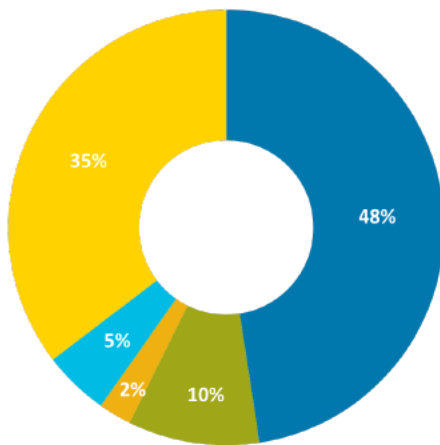
POPULATION
2194



AREA OF TERRITORY
4,2 km²



Permit issued -by type



- Residential
- Commercial
- Industriel
- Institutional
- Agricultural
- Other

82 PERMITS
ISSUED

3 462 262\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	39	1 270 650 \$
Commercial	8	358 200 \$
Industriel	2	9 500 \$
Institutional	4	1 807 000 \$
Other	29	16 912 \$

NWRSC's LSD

POPULATION
13 570

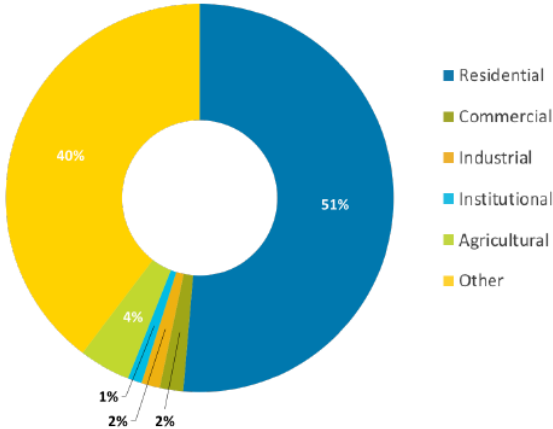


AREA OF TERRITORY
6 778 km²



1

Permit issued - by type



257 PERMITS
ISSUED
14 359 100\$
VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	132	5 614 100 \$
Commercial	5	825 000 \$
Industrial	4	3 404 000 \$
Institutional	3	1 366 000 \$
Agricultural	11	3 149 000 \$
Other	102	1 000 \$

28 New residential constructions

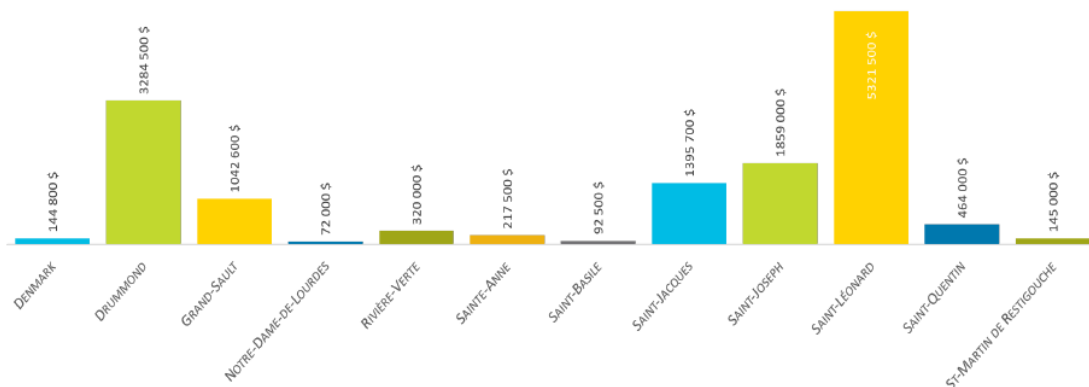
2 New commercial constructions

1 New industrial constructions

1 New institutional constructions

7 New agricultural constructions

Total Value of Issued Permits - By LSD



1-Statistics Canada, 2016 Census of Population.

LSD of Denmark

POPULATION
1471

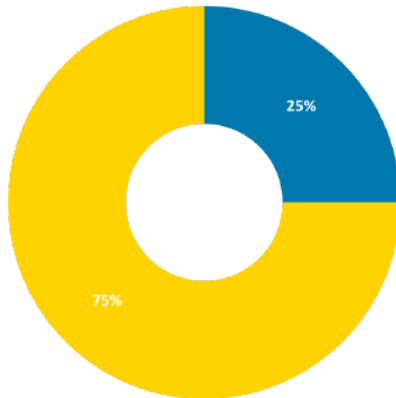


AREA OF TERRITORY
751,3 km²



1

Permit issued - by type



- Residential
- Commercial
- Industrial
- Institutional
- Agricultural
- Other

20 PERMITS
ISSUED

144 800\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	5	144 800 \$
Other	15	

LSD of Drummond

POPULATION
2157

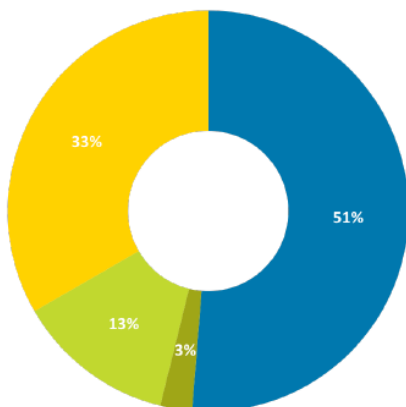


AREA OF TERRITORY
1014,9 km²



1

Permit issued - by type



- Residential
- Commercial
- Industrial
- Institutional
- Agricultural
- Other

39 PERMITS
ISSUED

3 284 262\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	20	929 500 \$
Commercial	1	200 000 \$
Agricultural	5	2 155 000 \$
Other	13	

1-Statistics Canada, 2016 Census of Population.

LSD of Grand-Sault

POPULATION
1109

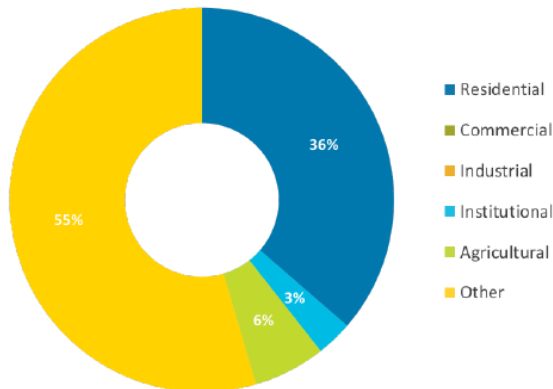


AREA OF TERRITORY
158,0 km²



1

Permit issued - by type



31 PERMITS
ISSUED

1 042 600\$
VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	12	448 600 \$
Institutional	1	100 000 \$
Agricultural	2	493 000\$
Other	16	1 000 \$

LSD of Notre-Dame-de-Lourdes

POPULATION
275

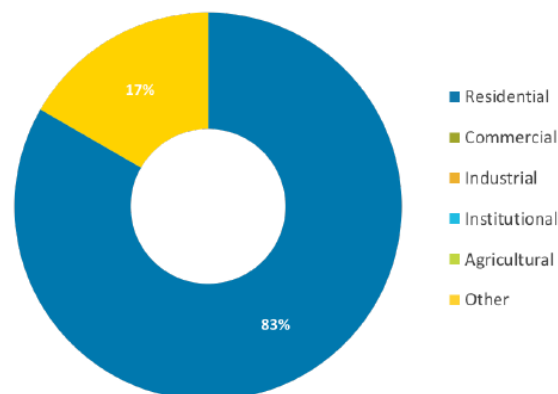


AREA OF TERRITORY
187,2 km²



1

Permit issued -by type



6 PERMITS
ISSUED

72 000\$
VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	5	72 000\$
Other	1	

1-Statistics Canada, 2016 Census of Population.

LSD of Rivière-Verte

POPULATION
711

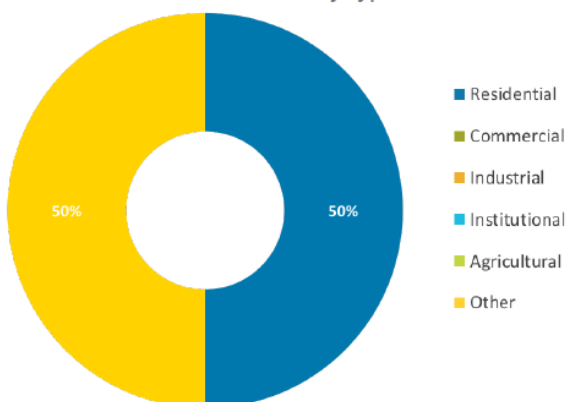


AREA OF TERRITORY
715,9 km²



1

Permit issued - by type



12 PERMITS
ISSUED

320 000\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	6	320 000 \$
Other	6	

LSD of Sainte-Anne

POPULATION
964

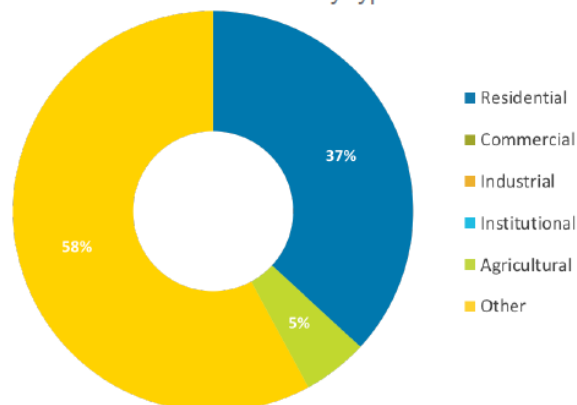


AREA OF TERRITORY
368,9 km²



1

Permit issued - by type



19 PERMITS
ISSUED

217 500\$

VALUE OF CONSTRUCTION

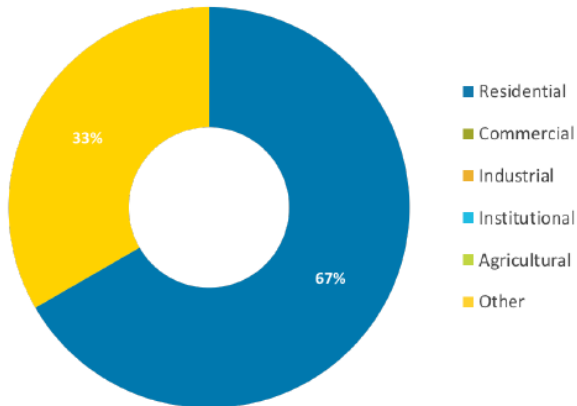
TYPE	NB	VALUE
Residential	7	45 500 \$
Agricultural	1	172 000 \$
Other	11	

1-Statistics Canada, 2016 Census of Population.

LSD of Saint-Basile



Permit issued - by type



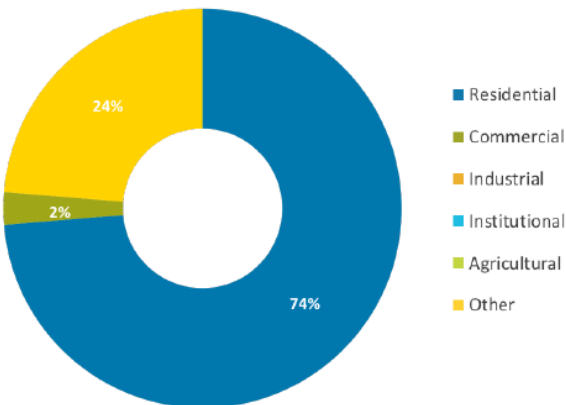
9 PERMITS
ISSUED
92 500\$
VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	6	92 500 \$
Other	3	

LSD of Saint-Jacques



Permit issued - by type



38 PERMITS
ISSUED
1 395 700\$
VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	28	1 280 700 \$
Commercial	1	115 000 \$
Other	9	

1-Statistics Canada, 2016 Census of Population.

LSD of Saint-Joseph

POPULATION
1538

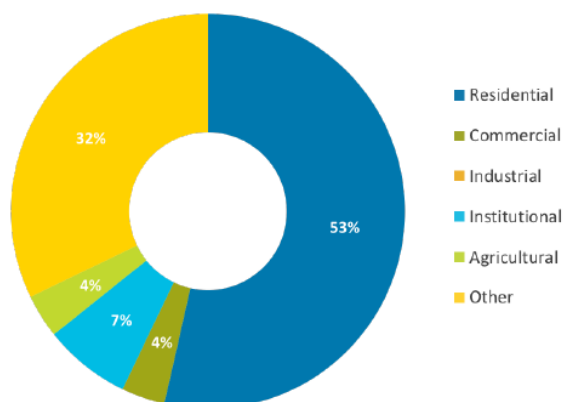


AREA OF TERRITORY
322,9 km²



¹

Permit issued - by type



28 PERMITS
ISSUED

1 859 000\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	15	579 000 \$
Commercial	1	10 000 \$
Institutional	2	1 266 000 \$
Agricultural	1	4 000 \$
Other	9	

LSD of Saint-Léonard

POPULATION
975

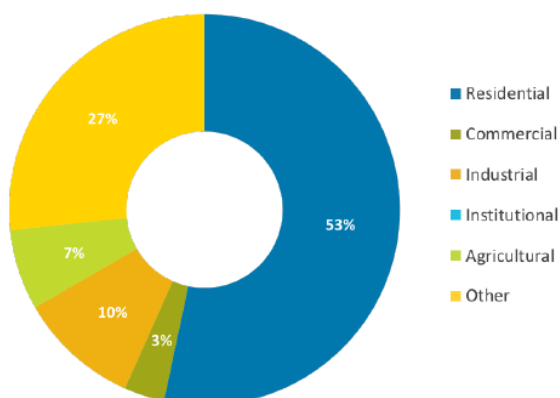


AREA OF TERRITORY
345,4 km²



¹

Permit issued - by type



30 PERMITS
ISSUED

5 321 500\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	16	1 200 500 \$
Commercial	1	400 000 \$
Industrial	3	3 396 000 \$
Agricultural	2	325 000 \$
Other	8	

1-Statistics Canada, 2016 Census of Population.

LSD of Saint-Quentin

POPULATION
1532

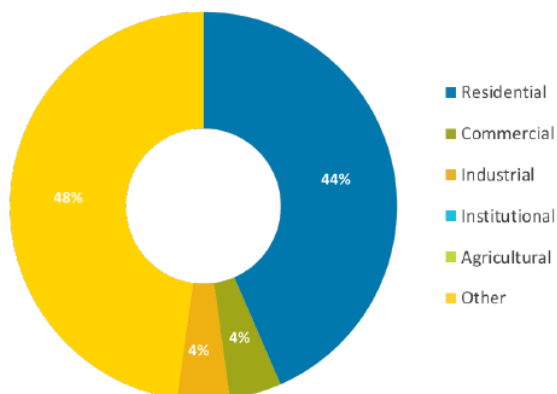


AREA OF TERRITORY
2478,6 km²



¹

Permit issued -by type



23 PERMITS
ISSUED

464 000\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	10	356 000 \$
Commercial	1	100 000 \$
Industrial	1	8 000 \$
Other	11	

LSD of St. Martin-de-Restigouche

POPULATION
92

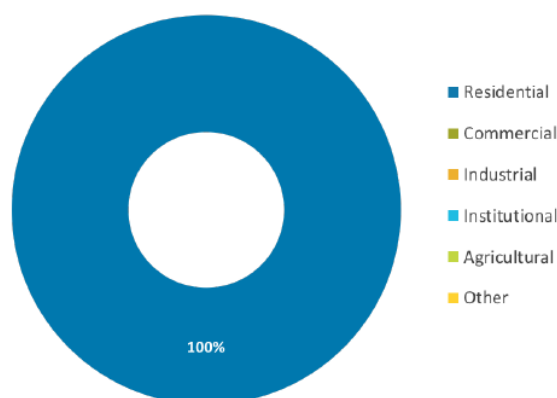


AREA OF TERRITORY
5,8 km²



¹

Permit issued -by type



2 PERMITS
ISSUED

145 000\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	2	145 000 \$

¹-Statistics Canada, 2016 Census of Population.

List of employees at the Urban Planning Services

Employees	Duties
Bellefleur, Lise	Administrative assistant for the inspection service
Bossé, Steve	Building inspector
Bouchard, Julien	Chief building inspector
D'Amours, Maurice	Planning Director (mentoring at 7 hours per week)
Desjardins, Jacques	Planning agent
Dufour, Catherine	Operations Director
Fortin-Ouellet, Ariane	Planner
Maaref, Alaa	Coordinator of Geomatics (part time since July 2017)
Ouellette, Marven	Building inspector
Prado, Adrian (Adje)	Environment and Climate Change Adaptation Specialist (ETF – September 2017)
Rodrigue-Poulin, Michel	Planner
Roy, Nathalie	Administrative assistant for the planning service

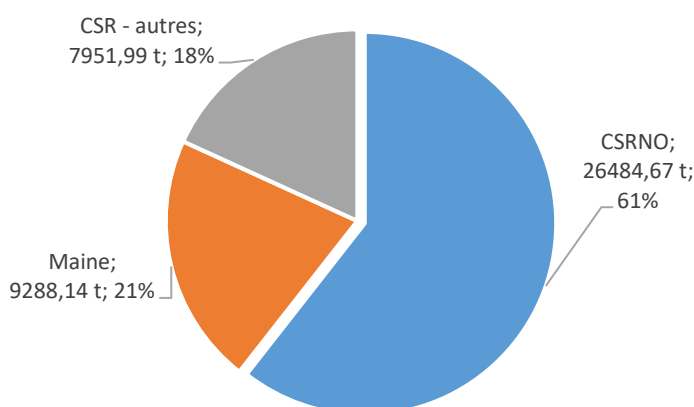
8. Solid Waste Management Services

Here is a summary of the activities of the Northwest Regional Service Commission's Solid Waste Management Department in 2018.

Landfill Site

In 2018, the Montagne de la Croix sanitary landfill received 43,724.80 metric tonnes (t) of household waste: 26,484.67 t from NWRSC, 9,288.14 t from Maine and 7,951.99 t from other Regional Service Commissions (Valley and Restigouche).

Graph 8.1 Volumes of Domestic Waste Received by Area in 2018



This volume represents a decrease of 2% compared to 2017.

Table 8.1 Variation in Volumes from 2017 to 2018

Area	2017	2018	Variation
NWRSC	25 301.78 t	26 484.67t	4.47%
Maine	9 951.77 t	9 288.14 t	-7.14%
RSC - Others	9 345.04 t	7 951.99 t	-17.52 %*
Total	44 598.59 t	43 724.80 t	-2.00%

*Implementation of a door-to-door recycling program in the territory.

Construction and Demolition Waste

Besides NWRSC's site for construction and demolition waste, there are three private sites in the area (Edmundston: Gallant Entreprises; Grand Falls: North West Sanitation and D&N Metals) that accept construction and demolition waste. The volume received at the NWRSC site remains marginal. Volumes received in the past five years are presented in Table 8.2 below.

Table 8.2: Volume of construction and demolition waste

Year	Volume (t)
2014	383,30
2015	706.29
2016	590.02
2017	799.96
2018	933.69

Other Materials

The landfill site receives material requiring special attention because of dangers related to handling, environmental risk, recovery, recycling and client requests. These materials are listed in Table 8.3 below.

Table 8.3: Other Materials

Materials	Volumes	Rate for handling	End of life
Asbestos	222.41 m3	500 \$ /m3	Buried
Wood	9.55 t	15 \$ / t	Chipped and used as a ground cover
Metals	1.01 t	No cost	Recycled
Cooling apparatus	1.26 t	No cost	Recycled
Special wastes	0.60 t	\$ 150 / t	Buried

Reclaimed Material

To generate additional revenue and meet the requirements of its certification, NWRSC's Solid Waste Management receives reclaimed material from the industrial sector, consisting of chipped construction and demolition material, sand, knots of wood, ash and gravel from debarking. In 2018, this represented a volume of 23,877.86 tonnes and generated revenues of \$408,060.77.

Recycling

NWRSC manages a network of voluntary recycling depots in the region. The materials recovered at these depots are sent to the Atelier des Copains in Saint-François, which sorts and sells them. In 2018, Atelier des Copains received 400 tonnes of recyclables from NWRSC.



Hazardous Household Products

NWRSC operates a collection depot for hazardous household waste at the Montagne de la Croix sanitary landfill. In spring and fall, 11 mobile hazardous household waste collections were carried out in our region with financial support from the Environmental Trust Fund, reaching a total of 782 persons.

Table 8.5: Hazardous Household Products Collected

Description	Units	Total
Automobile batteries	Piece	93
Corrosive inorganic liquid - Acid	L	228
Corrosive inorganic liquid - Base	L	747
Flammable liquid	L	7 755
Used oil in bulk	L	4 390
Oxidizing liquid	L	143
Pesticide	L	357
Flammable aerosol	L	1 185
Paint – related material	L	12 665
Propane - cylinder	L	393
Propane (BBQ)	Piece	62

Used Batteries and Fluorescent tubes and Compact Fluorescent Bulbs

NWRSC has depots in the region to collect batteries, fluorescent tubes and compact fluorescent bulbs. Table 8.5 below shows the volumes of batteries, fluorescent tubes and compact fluorescent bulbs recovered in 2018.

Table 8.5: Volume of Batteries and Bulbs Recovered

Batteries	Units	Total
Nickel Cadmium (Ni-Cd)	kg	2.2
Nickel metal hydride (Ni-MH)	kg	83.5
Nickel Zinc (Ni-Zn)	kg	0
Alkaline (AA, AAA, 9V, etc...)	kg	3 056
Lithium ion (Li-ion)	kg	154.4
Small sealed lead-acid batteries (PPSPA)	kg	105.9
Primary lithium batteries	kg	0
Total	kg	3 402

Fluorescents	Units	Total
Tube	Piece	808
Compact (FLC)	Piece	392

All batteries are sent without cost to RBRC in Ontario for recycling. Fluorescent tubes and compact fluorescent bulbs are sent to Terrapure in Sussex, which disposes of them in a way that does not harm the environment.

Public Relations and Education

The activity report covers the period of April to December 2018, following the hiring of the new Education and Communication Coordinator. This year we modified the educational component to offer four different school workshops. Over 34 workshops took place, making 1,138 students and teachers more aware of waste reduction, recycling and composting. Three composting workshops were offered in the community and drew a total of 26 participants. We also had a booth at the *Edmundston Wellness Expo* and the *Miramichi Green Fair*. We also organized 11 mobile hazardous household waste collections with financial support from the Environmental Trust Fund, reaching a total of 782 persons.

The Solid Waste Management Department participated in forming a communications subcommittee jointly with the Urban Development Department to promote NWRSC as a unified entity that provides various services. The main

focus of the committee's work was to increase NWRSC's visibility through a social media presence and by improving the website, sending out newsletters and advertising in other media. Over 80 residents participated in a regional survey of their consumption habits to help us determine which sectors should have priority in our communications.

Statistics of quantifiable NWRSC communications

Type of publication	Number of publications	Number of persons reached	Average number of persons reached per publication
Facebook	78	63,000	840
Newsletters	2	787	394

Several new partnerships were created, including with *CBDC Madawaska*, the *Madawaska/Victoria Family Resource Center Inc.*, the *Wolastoqiyik Environmental Pedagogy Training Center* and the *Comité environnemental du Nord-Ouest*. We are maintaining our partnerships with *Project Gala*, the *Société d'aménagement de la rivière Madawaska*, schools in the *FNWSB* and the *Anglophone West School District*, *Resnet*, the *Régie intermunicipale des Déchets de Témiscouata* and the *Comité provincial de réduction des déchets*. The Coordinator keeps up to date by participating in continuing education events such as webinars, training on composting, etc.



Biogas Management

Biogas management activities consist of capturing the biogas produced by the decomposition of organic material in the landfill. The biogas produced is made up of 55-60% methane, which is +/- 25 times worse for the environment than carbon dioxide CO₂.

The biogas is transported to an electrical generation station, where it fuels a combustion turbine.

The station destroys the methane present in the biogas and generates electricity, which is sold to NB Power.

A total of 2,030.04 Megawatts was sold to NB Power in 2018.



List of employees at the Solid Waste Services

Employees	Duties
Albert, Paul R.	Interim Director
Blanchette, Luc	Recycling / Operation
Bourque, Jean	Director
Clavet, Raoul	Pointer / Inspector - alternate
Clavette, Jacqueline	Security Guard
Clavette, Maurice	Maintenance / Operations
Couturier, Scott	Technical Supervisor
Deschênes, Roger	Supervisor of operations
Devost, Jacques Solyme	Heavy Equipment Operator
Dionne, Gary	Security Guard
Dionne, Géralda	Seasonal employment
Fournier, Jean-Louis	Heavy Equipment Operator / mechanical shovel
Godin, Carole	Seasonal employment
Godin, Lise	Seasonal employment
Lagacé, Jovanie	Education and Communication Coordinator
Lebel, Daniel	Security Guard
Lebel, Sylvie	Part time / Scale Operator
Lefebvre, Bruce	Seasonal Employment
Martin, Donald-Arthur	Security Guard / Operation - alternate
Martin, Karen	Administrative Assistant
Martin, Terry	Pointer / inspector / operation
Montreuil, Michel	Operation / seasonal
Moreau, Bertrand	Security Guard - alternate
Ringuette, Philippe	Energy / Maintenance / Operations (Biogas)
Roy, Guilda	Scale Operator and Administrative Assistant
Thibodeau, Denis	Operations / seasonal

9. Financial Information

Financial Statements: Appendix A

Mr. Éric Long of Raymond Chabot Grant Thornton will present the financial statements and a Board motion for acceptance will be needed so that a final copy can be sent to the province.

10. Daily Allowances Paid and Expenses Reimbursed to Members of the Board of Directors

Daily allowances for the board members

President/Chairman	\$ 125.00	Per meeting
Members	\$ 100.00	Per meeting
Travelling	\$ 0.42	/km

Meeting attended outside the region

\$ 200 /day
\$ 0.42 / km

Executive committee

President/Chairman	\$ 125.00	Per meeting
Members	\$ 100.00	Per meeting
Travelling	\$ 0.42	/km

Planning and review committee

Members	\$ 75.00
Travelling	\$ 0.42 /km

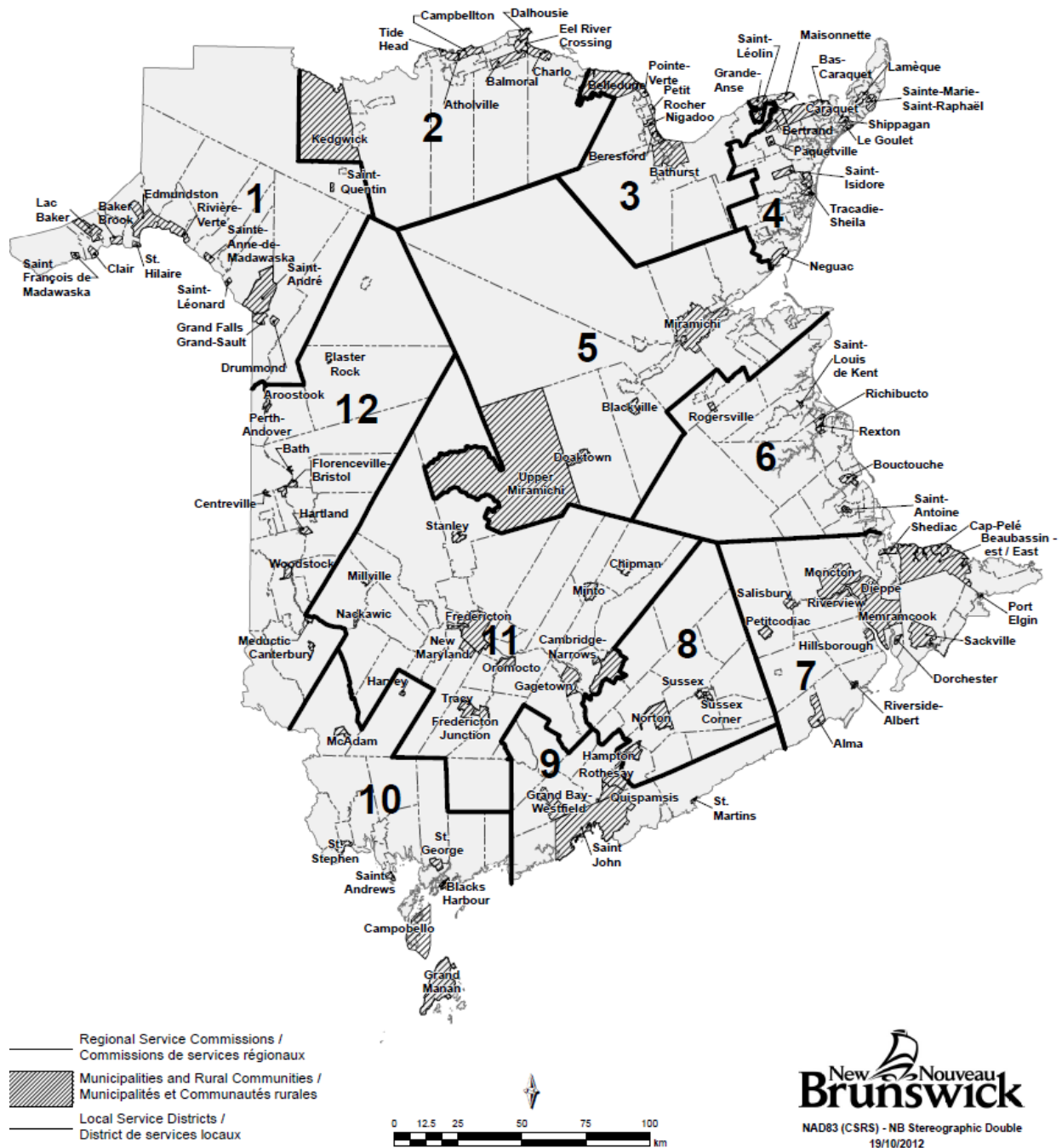
11. Looking to the Future - Priorities

- 1) Continually improve services provided by NWRSC;
- 2) Encourage and support regional economic development initiatives;
- 3) Prepare a regional Emergency Measures plan in partnership with the members of the NWRSC and the province;
- 4) Give NWRSC financial stability;
- 5) Facilitate interregional cooperation;
- 6) Make the province aware of the need to amend the regulations or the Regional Service Delivery Act (adopt and communicate the needed amendments);
- 7) Update municipal plans;
- 8) Build a relationship characterized by cooperation, reciprocity and partnership.

13. Contact information

Until May 31, 2019	Starting June 1st, 2019
<p>NORTHWEST REGIONAL SERVICE COMMISSION</p> <p>551, Main Street, Suite 200</p> <p>PO. 7304</p> <p>GRAND FALLS, N.B. E3Z 2W4</p> <p>TEL: (506) 473-8017</p> <p>FAX: (506) 475-4336</p> <p>EMAIL: info@csrno.ca</p> <p>INTERNET SITE : www.csrno.ca</p>	<p>NORTHWEST REGIONAL SERVICE COMMISSION</p> <p>36, Court Street, Suite 102</p> <p>EDMUNDSTON, N.B.</p> <p>E3V 1S3</p> <p>TEL.: (506) 735-2126</p> <p>TOLL FREE: 1-844-735-2126</p> <p>EMAIL: info@csrno.ca</p> <p>INTERNET SITE: www.csrno.ca</p>

Regional Service Commissions Commissions de services régionaux



DIRECTION GÉNÉRALE
HEAD OFFICE

551, rue Main St., Pièce/suite 200
Grand-Sault/Grand Falls (NB)
E3Z 2W4

T: (506) 473-8017
F: (506) 475-4336
E: info@csrno.ca

DÉCHETS SOLIDES
SOLID WASTE

C.P./P.O. Box 522
Edmundston (NB) E3V 3L2

T: (506) 263-3470
1-800-561-0456
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