

**Commission de services
régionaux Nord-Ouest**



**Northwest Regional
Service Commission**

2019 Annual Report



1. Table of contents

1.	Table of contents	1
2.	Message from the Chair	3
3.	Governance and Administration	5
	Board members	5
	List of employees at the Head Office	5
4.	Role of the Northwest Regional Service Commission	6
5.	Mandatory Services from the Northwest Regional Service Commission	6
6.	Regional Profile	6
7.	Urban Planning Services	9
	Local Planning Service	9
	List of employees at the Urban Planning Services	9
	Inspection Service	10
	Construction	10
	Approval	11
	Zoning and Compliance Letters	11
	Planning Review Committee	11
	Subdivision	12
	Planning and Assessment Appeal Board (PAAB)	13
	Notice of Infraction / Notice to Comply	13
	Municipal Infrastructure Project	13
	Regional Planning Service: Regional and Community Projects	14
	Geoportal	14
	Emergency Measures	14
	Environment	14
	Summary of Building Permits	20
8.	Solid Waste Management Services 2019	32
	Landfill Site	32
	Construction and Demolition Waste	33
	Other materials	33
	Reclaimed Material	34
	Recycling	34
	Hazardous Household Products	35
	Used Batteries and Fluorescent Tubes and Compact & Fluorescent Bulbs	35
	Public Relations and Education	36
	Biogas Management	37
	List of employees at the Solid Waste Services	39
9.	Financial Information	40
	Audited Annual Financial Statements – Appendix A	
10.	Daily Allowances paid and Expenses Reimbursed to Members of the Board of Directors	40
11.	Looking to the Future - Priorities	41
12.	Contact Information	41
13.	2019 Highlights	42

VISION

The Northwest Regional Service Commission acts as an essential partner in regional collaboration in order to advance the optimal development of its territory.

MISSION

The NWRSC is an agent of change that paves the way for regional collaborative projects in an approach focused on education, promotion and awareness of regional capacities by offering common services to its members.

2. Message from the Chair

I'm absolutely delighted to present the NWRSC 2019 Annual Report in my role as Chair of the Northwest Regional Service Commission. It's an honor and a privilege for me to take on this role. I wish to take the opportunity to thank the members of the Board of Directors for their trust in me.

The NWRSC plays an important role in the community and provides solid waste management, community planning and regional cooperation services to all the municipalities and local service districts in the Northwest. The NWRSC proudly represents its members at every level of influence, testifying not only to the dynamic nature of its members and administrators but also to their desire to improve the well-being of their communities as a whole.

I'm pleased, as Chair of the Northwest Regional Service Commission, to give you an overview of our activities and initiatives in fiscal 2019.

In 2019, the NWRSC faced major challenges. The withdrawal of the Rural Community of Saint-André and the Town of Saint-Léonard from community planning services under local development, the retirement of Ms. Nicole Rioux, who served the NWRSC long and well, the illness of our Executive Director, Mr. François Picard, to whom we send our best wishes—all of these meant that the NWRSC had to make changes in its staffing and administrative structure.

The administrative offices were relocated to Edmundston, but we kept satellite offices in the municipalities of Drummond and Saint-Quentin to better serve the population in those regions. With respect to HR management, adjustments had to be made because two employees of the Community Planning Department had to be laid off for budgetary reasons and because Ms. Ariane Fortin, Development Officer, left to take up other challenges in the National Capital region. Ms. Lise Bellefleur was named Administrative Assistant after Ms. Nicole Rioux retired, and Ms. Marie-Eve Castonguay was hired as interim Executive Director to fill Mr. François Picard's position.

The year 2019 has been important for our organization. Certain regional questions have taken off and others are being finalized, such as the selective collection of recyclables scheduled to begin in early 2020. Bids to construct the transfer centre at the waste management site were rejected because they were too high.

Having received the green light in 2017 to proceed with a feasibility study on setting up a door-to-door domestic recycling system, the waste management sector coordinated setting up a program to begin operations in early 2020. An agreement was negotiated with Atelier des copains, located in Saint-François within the Community of Upper-Madawaska, to sort the region's recyclables. We applied for a loan from the Province's Municipal Capital Borrowing Board to construct a transfer centre, buy blue bins for all the municipalities and LSDs participating in the program and buy a loader for the transfer centre. Tenders were called for the blue bins and loader. Everything was to be in operation at the start of 2020.

We also had our share of challenges in offering high-quality service despite a reduced budget for community planning under local development.

The Executive Committee met 13 times and the Board of Directors 8 times. These working meetings were mainly to discuss the budget impact of implementing the domestic recycling program, the situation at Atelier des copains, the costs of landfilling waste and their adjustments, the local development department and some human resources and regional development matters.

In order to be able to deliver the services provided by the various sectors of the NWRSC to its members, management defined a working plan with a long-term vision for responsible, professional service delivery. The working plan is based on the strategic plan adopted in 2018 by the Board and defines the major directions stemming from very precise objectives. You can refer to the highlights on pages 42-43 of the Report.

The NWRSC team prepared a communication plan to improve transparency and management. Board and PRC bylaws were reviewed, corrected and adapted as needed. The Geoportal is available for all communities in the Northwest. A teleconference platform was set up for all Board members to use during Board meetings. Employees participated in various training to keep their skills, knowledge and certifications up to date.

Finally, the NWRSC had a presence in various provincial, regional and collaborative issues, such as adaptation to climate change, the NWRSC's participation in the Showcase Cities project by the Global Covenant of Mayors for Climate and Energy as the only organization representing several municipalities in Canada, reflection and preparation of a model offer of service for the external GIS/Geomatics contract and provincial collaboration on waste reduction, to name only a few.

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

Thank you to our staff for their professionalism in carrying out their duties.

The strength of our team is the value that it gives to its actions.

Respectfully,

.....
JEAN-PIERRE OUELLET
NWRSC Chair

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 (May 2018 to July 2019) to be added then Madame Marie-Claude Keeley (October 2019 to December 2019).

Board members

Bossé, Jules	Representing the Local Service District (LSD)
Chouinard, Louis	Mayor of Lac Baker
Deschênes, Marcel	Mayor of Grand Falls
LeBlond, Michel	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

** Ms. Brigitte Martin is leaving the Board of Directors on December 19, 2019.

List of employees at the Head Office

Employees	Duties
Picard, François	Executive Director
Castonguay, Marie-Eve (since July 2019)	Acting Executive Director
Thibodeau, Johanne	Finance Director
Rioux, Nicole (January to May 2019)	Executive Assistant
Bellefleur, Lise (since June 2019)	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 NRSC

- Regional planning
- Local planning in member municipalities and local service 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 infrastructure 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.

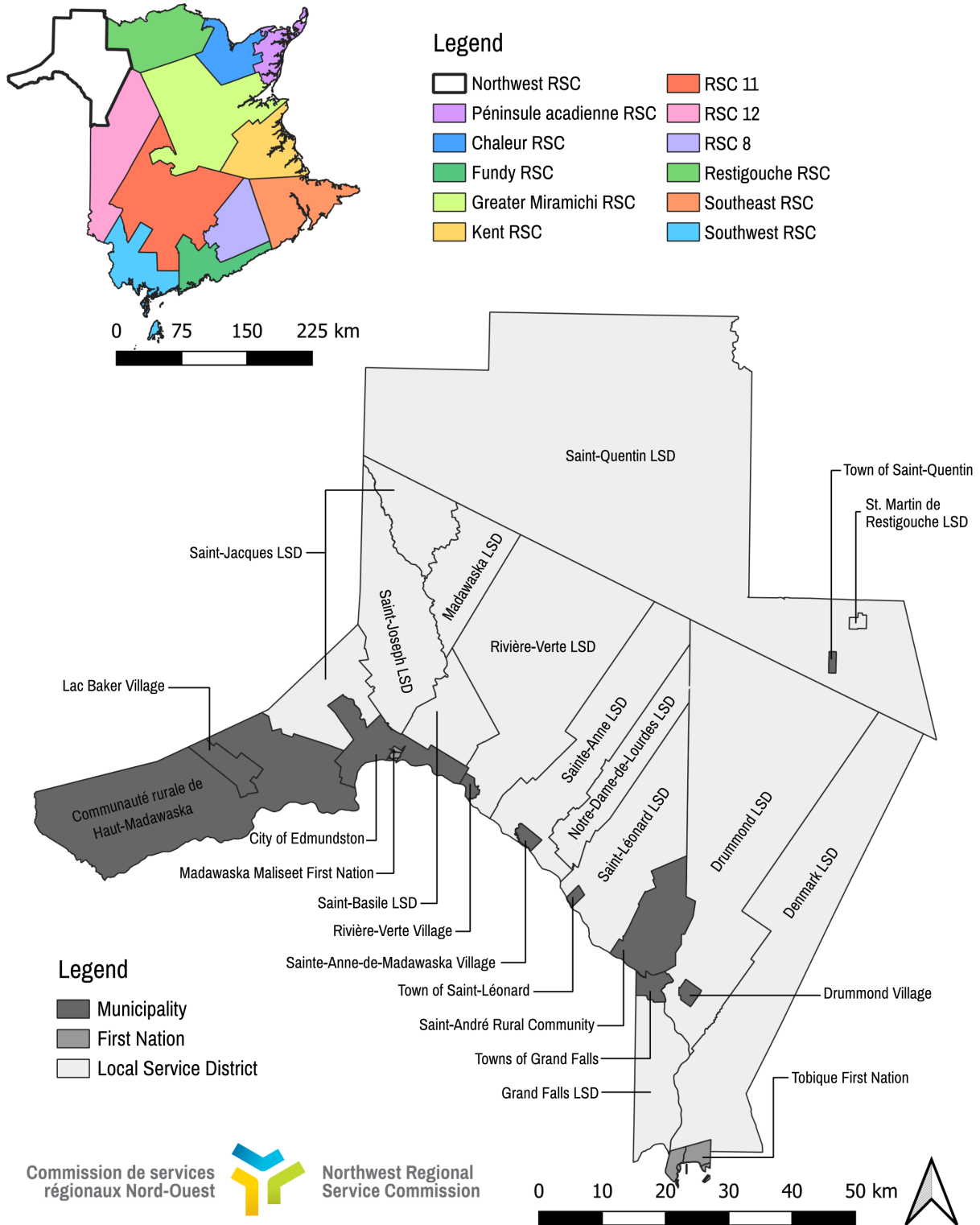
NWRSC provides services to all communities in the region. The following table identifies each community and the services NWRSC provides in the area. The 23 entities include one city, three towns, four villages, two rural communities and 13 local service districts.

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

Local Planning Service

The mandate of the Local Development Department includes many tasks assigned in the *Community Planning Act*. The Northwest Regional Service Commission provides local development services to 5 of the 10 communities in the Northwest and to all 13 local service districts (Table 6.1). The team looks after questions related to development, provides a professional framework, guides users toward the right community planning choices for intended development and applicable legislation, and encourages networking between groups and the public.

The main duties and functions of the Local Development Department may be summarized as follows:

- Develop the planning tools needed for sustainable development in the region. In order to so, the NWRSC prepares, updates and administers the various rural plans and resulting regulations (zoning, construction and subdivision) in collaboration with each community.
- Monitor soil use and control by issuing development or construction permits and doing inspections. The latter insure that the National Building Code of Canada and applicable municipal and provincial regulations are being followed.
- Serve and advise the five communities, the LSDs and the Minister responsible for LSDs on development projects.
- Serve and advise the general public on development projects.

List of employees at the Urban Planning Services

Employees	Duties
Bellefleur, Lise	Administrative assistant / Inspection Services (January to May 2019)
Bossé, Steve	Building inspector
Bouchard, Julien	Chief building inspector / Development Officer
Dufour, Catherine	Planning Director
Fortin-Ouellet, Ariane	Planner (January to June)
Maaref, Alaa	Coordinator of Geomatics
Ouellette, Marven	Building inspector
Prado, Adrian (Adje)	Territorial Analyst – Research and Sustainable Development
Roy, Nathalie	Administrative assistant / Planning Services & Inspection Services (since June 2019)
Thériault, Guillaume	Development Office (since August 2019)

Inspection Service

Under the *Community Planning Act*, development means any of the following: erecting, placing, relocating, removing, demolishing, altering, repairing or replacing of a building or structure.

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 2019, the inspectors continued their training. One attained level 2 qualification (BQCO 2) and another attained level 3 qualification (BQCO 3)

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.

Construction

In 2019, 1,290 permits (including 399 permits from the City of Edmundston, 224 permits from the Town of Grand Falls, 32 permits from the Village of Drummond, 33 permits from the Town of Saint-Léonard and 71 permits in the Rural Community of Saint-André) were issued in the region, representing a total value of over \$65 million (including \$11.5 million in the City of Edmundston, \$8.7 million in the Town of Grand Falls, \$327,000 in the Village of Drummond, \$19.5 million in the Rural Community of Saint-André and \$259,000 in the Town of Saint-Léonard).

In 2019, the NWRSC Local Development Department issued 531 permits for a total value of \$25.2 million.

Among the notable construction projects in 2019, we've identified an ongoing trend for industrial buildings such as a wood-processing plant, an industrial garage and the expansion of a slaughterhouse. Highlights of the institutional sector include a new fire hall and a new ambulance bay. Finally, the agricultural sector is noteworthy for five new chicken barns, three new agricultural warehouses and a repair shop for agricultural machinery.

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, Drummond, Saint-Leonard and Rural Community of St-André

****All the graphics for each municipality and LSD are farther along in this report, accompanied by a summary by category of construction and by value.**

Approvals

The NWRSC is responsible for processing documents that convey rights over a property. These include real estate transactions, parcel swaps, street transfers or plans for an entire sector. Exemptions concerning certain parcels or certain transfers are also the responsibility of the NWRSC under the *Community Planning Act*.

In 2019, the NWRSC approved 55 documents and exempted 6 from registration at the provincial registry office.

Zoning and Compliance Letters

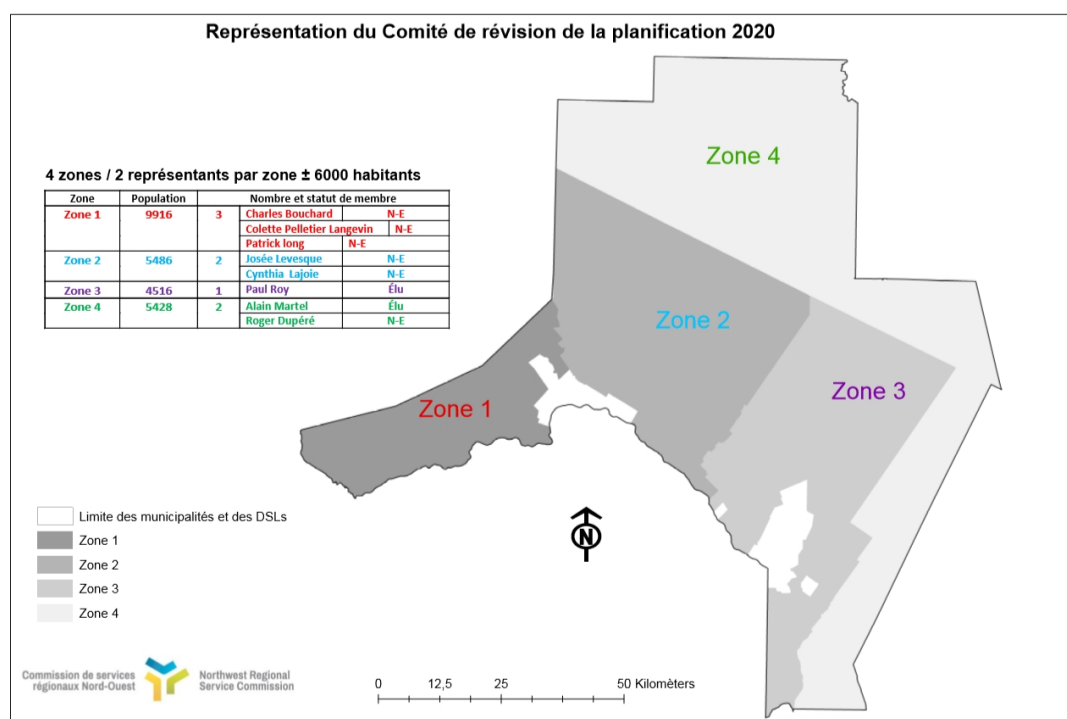
The NWRSC is responsible for issuing official letters concerning property zoning and/or compliance with applicable regulations for the communities and LSDs served. In 2019, 12 letters were issued in response to requests to attest to zoning or compliance.

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 2019, this committee met 9 times, considered 12 dossiers, ruled on 5 zoning adjustments and 3 zoning modifications, and made 13 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	
Patrick Long 9/9	Clair		
Colette Pelletier Langevin 9/9	Clair		
Charles Bouchard, président 9/9	Lac Baker	Paul Roy 8/9	Saint-Leonard (LSD)
ZONE 2		ZONE 4	
Cynthia Lajoie, 5/9	Rivière-Verte	Alain Martel 9/9	Saint-Quentin (LSD)
Josée Levesque 7/9	Saint-Joseph (LSD)	Roger Dupéré 9/9	Saint-Quentin



Subdivision

The NWRSC is responsible for approving any subdivision project consisting of the creation of lots, consolidated lots, parcels, public or future streets, street extensions or private access. The following figures apply only to approve final plans and do not include provisional plans that were analyzed without being approved or those that the applicants did not continue with. Whether registered in the provincial registry office or not, these applications follow a process of requests for information, meetings, analyses and on-site inspections.

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 communities and by the type of application involved for the whole region.

Planning and Assessment Appeal Board (PAAB)

The Planning and Assessment Appeal Board is responsible for hearing any decisions appealed with respect to property assessments, appeals on land use and planning decisions for all of New Brunswick. It also hears appeals from local heritage committees under the *Heritage Conservation Act*.

In 2019, two decisions by the NWRSC's Planning Review Committee (PRC) were submitted to the PAAB for review.

Notice of Infraction / Notice to comply

A document is mailed or delivered in person to owners who undertake unauthorized (without a valid permit) development or construction activities. Generally, following the timeline set out in the *Community Planning Act*, owners follow the regulations and make their development/construction compliant after obtaining the said permit. In 2019, 42 notices of infraction were issued.

However, not all of these notices are settled and conclude with the issue of a permit. In a certain proportion of cases, dossiers that have not been settled are passed on to the municipalities or LSDs concerned. These latter must pass a motion as to whether or not they will take legal steps to have their regulations followed.

Municipal Infrastructure Project

The municipal infrastructure project is the continuation of the study related to the asset management plan carried out by the municipalities. Remember that this project, which is included in the local development services provided by the NWRSC, enabled the municipalities to access all data on their infrastructure and to manage it simply and optimally. The highlights for 2019 were establishing the platform needed to manage the infrastructure, hosted in the local section of the Geoportal. The management approach chosen allows municipalities to easily attain the true goals of an asset management plan. The main components of the system include sections on the water, sanitary sewer and storm sewer systems, the vehicle fleet, building management, etc. A working plan is under way with the municipalities to improve and finalize the various system components in place.

The municipalities already completed are Saint-Quentin, Sainte-Anne-De-Madawaska and Rivière-Verte. The team is working on finalizing the database for the Community of Upper-Madawaska and for Lac Baker. This project will allow for optimization and proper planning of operations on the different municipal infrastructure systems (water, storm sewer, sanitary sewer and road systems).

Regional Development Department: Regional and community projects

Geoportal

The NWRSC is continuing to develop the Geoportal by constantly adding new sections to meet the requests and needs of our municipalities and partners locally and regionally. Highlights from 2019 include reorganizing our municipalities' access to the Geoportal by offering more options and a platform that is simpler and easier to use. On the local service level, municipal employees can consult, edit, analyze and update the various information needed for day-to-day management of their municipality, such as that used for microplanning in the different departments. Regionally, designated municipal employees on regional project committees can access the applications and information generated by said projects.

Emergency Measures

The regional emergency measures project has progressed to a new level of organization and planning focussing on response to emergency situations liable to affect the Northwest. Highlights for 2019 include the hiring of a new resource by the Emergency Measures Organization, the risks of spring flooding (late April 2019), emergency shelters, the mutual assistance agreement and the continuing education program for municipal employees prepared by EMO. The risks of spring flooding revealed a number of organizational gaps in how the emergency operations centre functioned, and work was done to improve and simplify the mode of operation in case of an emergency situation. Discussions were initiated with the Departments and municipalities to inventory the local and regional emergency shelters in the region. Similar discussions were initiated to prepare a draft mutual agreement between the municipalities and the LSDs in case of need. Finally, the Emergency Measures Coordinator initiated a series of trainings for municipal employees to improve the capacity of the municipalities to manage the risks related to local emergency situations and so facilitate communication with the different regional players concerned by the risk in question.

Environment

This year, the NWRSC team was engaged in a number of projects in collaboration with its partners:

- Adapt-Action: The NWRSC received \$72,000 in funding from the New Brunswick Environmental Trust Fund (ETF) to continue the project to develop a regional adaptation plan. The study of regional vulnerabilities is being completed. The City of Edmundston's adaptation plan was prepared thanks to the work of the Aster Group, a consultant hired as

part of the project in order to meet the 2020 deadline for cities (municipalities with over 10,000 citizens) in the province.

- Exploratory project on natural assets in the Northwest: The NWRSC received \$27,000 in funding from the ETF and additional support of \$4,000 from the municipalities of Drummond and Saint-André to prepare a roadmap and a preliminary inventory of the region's natural assets. This initiative was carried out thanks to the Municipal Natural Assets Initiative (MNAI), Green Analytics, Planet A and the David Suzuki Foundation, which were engaged as technical consultants.
- Popularization and sharing of New Brunswick climate forecast data: The NWRSC received \$18,500 in funding from the ETF to develop an easy-to-use platform to share climate data for the province based on data produced by Ouranos in 2016. This tool is now available on the NWRSC site in the environment section. We were invited to present this project at a number of conferences, including one organized by the province but cancelled because of COVID-19. As well, the Canadian Parks and Wilderness Society New Brunswick Chapter hired the NWRSC to prepare infographics to be used for public awareness and educational activities on the potential impacts of climate change. Municipalities can modify these infographics to include specific local data.
- Showcase Cities project by the Global Covenant of Mayors for Climate and Energy: On the recommendation of the City of Edmundston, the NWRSC applied and was chosen to participate in this pilot project as a region (the only association of municipalities out of 25 participants). This project will continue until the fall of 2020. Its objective is to highlight the participants' efforts to mitigate greenhouse gases and to adapt to climate change. The project gives access to training, experts and personalized technical support. Also, the municipalities in the region that signed the convention are now among over 9,000 municipalities around the world working together to fight climate change.
- Development of the documentary "Our Forests at Risk – Un paysage en transition": The NWRSC continued its partnership with the Northern Hardwoods Research Institute (NHRI) again this year. This documentary was produced thanks to this collaboration and was even screened at the Silver Wave Festival in Fredericton. The goal of the documentary is to make forest companies, decision makers and members of the public aware of the impacts of climate change on the forest industry in New Brunswick by highlighting provincial expertise.

The NWRSC was also invited to sit on the New Brunswick Environmental Network's climate change adaptation steering committee. A workshop on adaptation to climate change through natural assets was planned for March 2019, but unfortunately it had to be cancelled because of COVID-19.

The NWRSC is continuing its engagement in a number of other projects, including one in collaboration with the NHRI, the University du New Brunswick (UNB) and the Department of Natural Resources and Energy Development (DNRED) aimed at developing a climate change adaptation plan for foresters. As part of this project, the NWRSC organized interviews with the leaders of the Town of Saint-Quentin and helped to prepare a survey that was distributed to citizens of the municipality and the surrounding Local Service Districts (LSDs).

One expected impact of climate change involves potential fluctuations in food availability. The NWRSC is continuing its efforts to set up a regional food security committee (SANO) in collaboration with the Department of Health, RADO and several partners. As part of these efforts, the NWRSC was invited to participate in a workshop on food security organized by Food For All NB. The NWRSC was also asked to be part of the provincial steering committee and the application is currently being assessed.

Climate change could also affect air and water quality, and thus public health. This is why we've partnered with a research group led by Dr. Céline Surette and Dr. Marc Fraser into the impacts of the environment on human health in Madawaska County. This project received ethics approval in March 2020 and should proceed throughout the year.

We also engaged the public with a few awareness workshops. During the summer of 2019, we gave a simplified overview of the impacts of climate change to visitors to the New Brunswick Botanical Garden. These workshops were very popular, according to the comments received by the Garden. A version of this presentation was adapted for an audience of seniors (an especially vulnerable population) during "Rendez-vous mieux-être 50 ans et plus" in Saint-Basile, organized by the "Association francophone des aîné.e.s du Nouveau-Brunswick" (AFANB). The AFANB had planned a number of other events in 2020, but these are on hold because of COVID-19. We also made more technical presentations at the Canadian Woodlands Forum, the AGM of the New Brunswick Federation of Woodlot Owners and finally at a conference on the health impacts of climate change organized by the Conservation Council of New Brunswick.

We submitted two applications for projects to the Environmental Trust Fund for 2020-2021:

- **Adapt-Action:** We expect to finalize developing the climate change adaptation plan in 2020 and have applied for funding of \$52,075 to accomplish this.
- **Integrated planning for water resources in the Iroquois-Blanchette designated watershed:** The issues of water quality and flooding in the Iroquois-Blanchette basin, which feeds the water source for the City of Edmundston, have been clearly documented by several organizations working in the area in recent years. We will play a coordinating role in this project, which will bring together several organizations in the region (Comité de l'aménagement rural du Nord-Ouest, Société d'aménagement de la rivière Madawaska, CCNB-INNOV, Club Conseil en Agroenvironnement) and one from the watershed in Québec to share their knowledge and develop concrete action plans for themselves and the municipality of Edmundston that will guide their efforts in the coming years. This is a three-year project, and we've requested \$50,991 for this first year. We intend to treat the project as a pilot project in order to repeat it in the watersheds supplying other municipalities in the region. We hope that this project will also have the strategic benefit of stabilizing environmental non-profits in the region.

It is important to note that this work was carried out largely through networking and that we need to continue to keep up our many valuable partnerships.

Table 7.1		
Administrative tasks and approvals		
		2019
PRAC	Number of meetings	9
	Number of files	12
	Number of decisions	13
	By-Laws Amendments	3
	Variances and Approvals	5
	Subdivision	4
Planning	Zoning Confirmation	12
	Planning Agent adjustments	1
	Public consultations (neighbourhood)	8
	Neighbourhood letters	149
	Planning permits	531
	Order to comply	42
Subdivision	Subdivision approvals	69
	Document approvals	55
	Exemptions	6
Construction	Building permits	531
	Waivers	133
	Appeal Board	2
	Provincial Court	0
	Court of the Queen Bench	0

Tableau / Table 7.2 (2019)

Subdivision Report

Municipalities	Lots					Documents	
	Lots	Parcels	Streets	Servitudes	Plans	Approvals	Exemptions
Baker Brook	0	0	0	0	0	0	0
Clair	1	1	0	0	0	1	0
Lac Baker	1	0	0	0	0	3	1
Rivière-Verte	0	0	0	0	0	0	0
Sainte-Anne-de-Madawaska	0	0	0	0	0	0	0
Saint-François	0	0	0	0	0	0	0
Saint-Hilaire	1	0	0	0	0	0	0
Saint-Quentin	0	7	0	0	0	7	0
Sub-total municipalities	3	8	0	0	0	11	1
LSD	Lots	Parcels	Streets	Servitudes	Plans	Approvals	Exemptions
Baker Brook	0	0	0	0	0	0	0
Clair	0	0	0	0	0	0	0
Denmark	4	4	0	0	0	4	1
Drummond	2	8	0	0	0	10	1
Grand-Sault	3	5	0	0	0	6	0
Lac Baker	0	0	0	0	0	0	0
Madawaska	0	0	0	0	0	0	0
Notre-Dame-de-Lourdes	1	0	0	0	0	1	1
Rivière-Verte	0	0	0	0	0	2	0
Sainte-Anne	0	0	0	0	0	0	1
Saint-Basile	1	4	0	0	0	4	0
Saint-François	2	0	0	0	0	0	0
Saint-Hilaire	0	0	0	0	0	1	0
Saint-Jacques	0	4	0	0	0	4	0
Saint-Joseph	2	0	0	0	0	0	1
Saint-Léonard	0	3	0	0	0	3	0
Saint-Quentin	8	7	0	0	0	9	0
Saint-Martin de Restigouche	0	0	0	0	0	0	0
Sous-total DSL	23	35	0	0	0	44	5
TOTAL	26	43	0	0	0	55	6

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

Table 7.3: 2019 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	\$ 32 231	\$ 6 763.00	\$ 700.00	\$ 7 463.00	\$ 24 768.00
Rivière-Verte	\$ 20 881	\$ 620.10	\$ 400.00	\$ 1 020.10	\$ 19 860.00
Sainte Anne-de- Madawaska	\$ 23 733	\$ 1 186.00	*see note	\$ 1 186.00	\$ 22 547.00
Haut-Madawaska Community	\$ 141 252	\$ 68 435.40	\$ 1 975.00	\$ 70 410.40	\$ 70 841.60
Saint-Quentin	\$ 70 963	\$ 7 948.80	\$ 1 575.00	\$ 9 523.80	\$ 61 439.20
LSD Northwest Region	\$ 445 943	\$ 58 800.00	\$ 17 325.00	\$ 76 125.00	\$ 369 818.00
TOTAL	\$ 735 003.00	\$ 143 753.30	\$ 21 975.00	\$ 165 728.00	\$569 274.70

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

Table 7.4 / Value of building permits

2019							TOTAL
Municipalities/	Residential	Commercial	Industrial	Institutional	Agriculture	Other	Value
Haut-Madawaska Community	\$ 1 432 666	\$ 213 550	\$ 6 634 000	\$ 88 000	\$ 1 593 000	\$ 28 000	\$ 9 989 216
Lac Baker	\$ 801 500	\$ -	\$ -	\$ 80 000	\$ -	\$ -	\$ 881 500
Rivière-Verte	\$ 50 900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50 900
Sainte-Anne-de-Madawaska	\$ 238 500	\$ 8 000	\$ -	\$ -	\$ -	\$ -	\$ 246 500
Saint-Quentin	\$ 819 200	\$ 383 400	\$ -	\$ 110 000	\$ -	\$ 20 350	\$ 1 332 950
SUB-TOTAL	\$ 3 342 788	\$ 604 950	\$ 6 634 000	\$ 278 000	\$1 593 000	\$ 48 350	\$ 12 501 066
LSD/	Residential	Commercial	Industrial	Institutional	Agriculture	Other	Value
New Denmark	\$ 549 000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 549 000
Drummond	\$ 1 242 900	\$ 45 000	\$ -	\$ -	\$ 1 292 000	\$ -	\$ 2 579 900
Grand Falls	\$ 1 526 000	\$ -	\$ -	\$ -	\$ 215 000	\$ -	\$ 1 741 000
Madawaska	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Notre-Dame-de-Loudre	\$ 198 000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 198 000
Rivière-Verte	\$ 117 500	\$ -	\$ 35 000	\$ -	\$ -	\$ -	\$ 152 500
Sainte-Anne	\$ 117 500	\$ 100 000	\$ -	\$ -	\$ -	\$ -	\$ 217 000
Saint-Basile	\$ 848 000	\$ 25 000	\$ -	\$ -	\$ 12 000	\$ -	\$ 885 000
Saint-Jacques	\$ 692 600	\$ 150 000\$ -	\$ -	\$ -	\$ 5 500	\$ -	\$ 848 100
Saint-Joseph	\$ 1 243 430	\$ -	\$ -	\$ -	\$ 16 000	\$ -	\$ 1 259 430
Saint-Leonard	\$ 499 600	\$ -	\$ 2 135 000	\$ -	\$ 695 000	\$ -	\$ 3 329 600
Saint-Quentin	\$ 798 100	\$ 110 000	\$ -	\$ -	\$ 11 000	\$ -	\$ 919 000
Saint-Martin de Restigouche	\$ 30 000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30 000
SUB-TOTAL	\$ 7 882 130	\$ 430 000	\$ 2 170 000	\$ -	\$ 2 248 500	\$ -	\$ 12 708 630
TOTAL	\$ 11 204 896	\$ 1 034 950	\$ 8 804 000	\$ 278 000	\$ 3 839 500	\$ 48 350	\$ 25 209 696

Summary of Building Permits

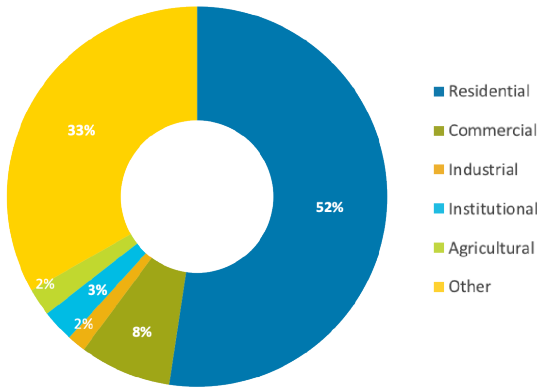
We created personalized summaries for all the municipalities and LSDs that use the Development Department. You can refer to the individual summaries to see the number and value of permits issued and how construction projects are distributed among the various sectors of activity.

NWRSC's Municipalities

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



Permit issued -by type



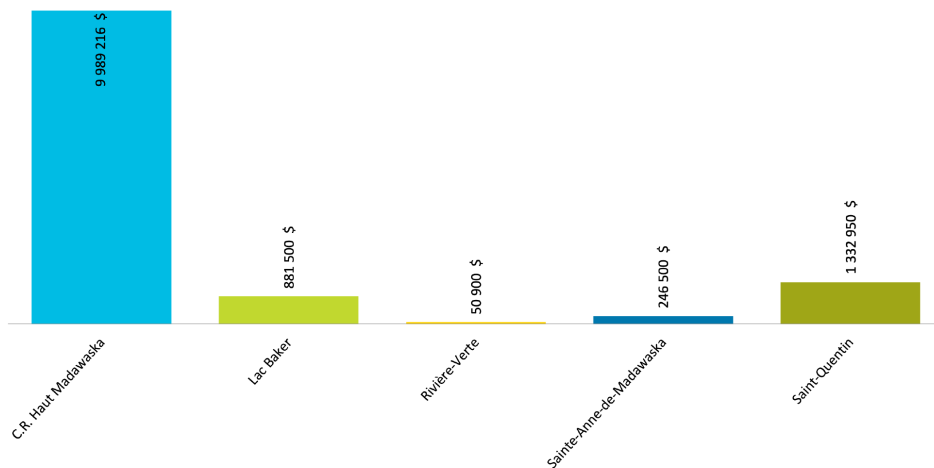
256 PERMITS ISSUED
12 501 066\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	134	3 342 766 \$
Commercial	20	604 950 \$
Industrial	4	6 634 000 \$
Institutional	7	278 000 \$
Agricultural	6	1 593 000 \$
Other	85	48 350 \$

9 New residential constructions **1** New commercial constructions **2** New industrial constructions **0** New institutional constructions **4** New agricultural constructions

Total Value of Issued Permits - By Community



1-Statistics Canada, 2016 Census of Population.

Rural Community of Haut-Madawaska

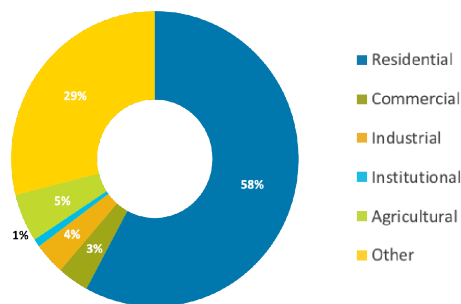
POPULATION
3714



AREA OF TERRITORY
615 km²



Permit issued - by type



114 PERMITS
ISSUED

9 989 216 \$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Résidentiel	66	1 432 666 \$
Commercial	4	213 550 \$
Industrial	4	6 634 000 \$
Institutionnel	1	88 000 \$
Agricultural	6	1 593 000 \$
Other	33	28 000 \$

Village of Rivière-Verte

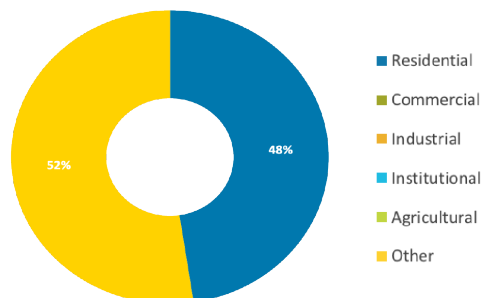
POPULATION
724



AREA OF TERRITORY
6,7 km²



Permit issued -
by type



21 PERMITS
ISSUED

50 900 \$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	10	50 900\$
Other	11	0 \$

1-Statistics Canada, 2016 Census of Population.

Village of Sainte-Anne-de-Madawaska

POPULATION
957

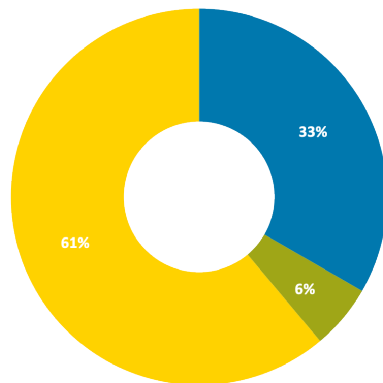


AREA OF TERRITORY
9,2 km²



1

Permit issued -by type



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

18 PERMITS
ISSUED

246 500\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	6	238 500 \$
Commercial	1	8 000 \$
Institutional	0	0 \$
Other	11	0 \$

Village of Lac Baker

POPULATION
690

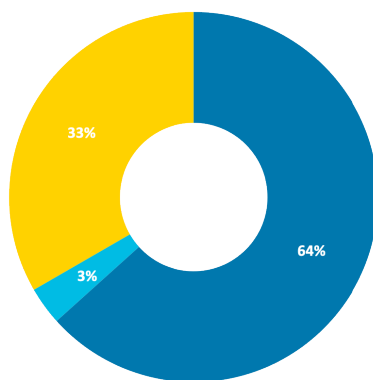


AREA OF TERRITORY
37,2 km²



1

Permit issued -by type



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

30 PERMITS
ISSUED

881 500\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	19	801 500 \$
Commercial	0	0 \$
Industrial	0	0 \$
Institutional	1	80 000 \$
Other	10	0 \$

1-Statistics Canada, 2016 Census of Population.

Town of Saint-Quentin

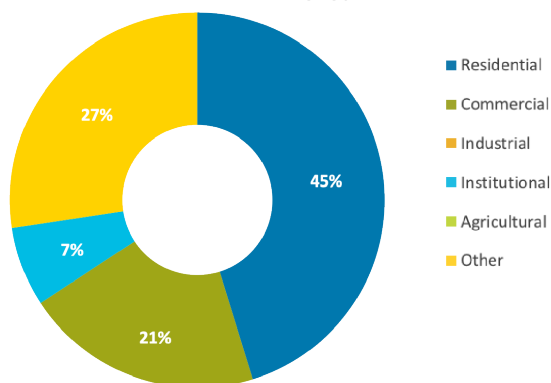
POPULATION
2194



AREA OF TERRITORY
4,2 km²



Permit issued - by type



73 PERMITS
ISSUED

1 332 950\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	33	819 200 \$
Commercial	15	383 400 \$
Industriel	0	0 \$
Institutional	5	110 000 \$
Other	20	20 350\$

1-Statistics Canada, 2016 Census of Population.

NWRSC's LSD

POPULATION
13 012

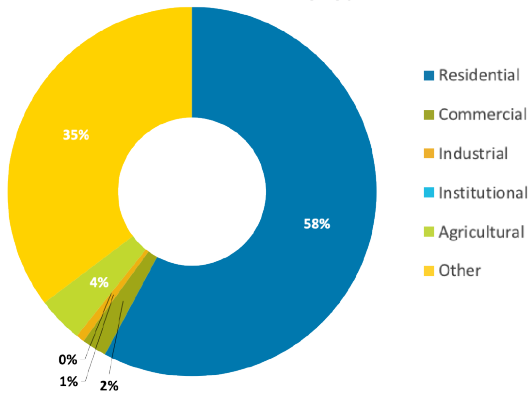


AREA OF TERRITORY
6 778 km²



1

Permit issued - by type



275 PERMITS
ISSUED
12 708 630\$
VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	159	7 862 130 \$
Commercial	6	430 000 \$
Industrial	2	2 170 000 \$
Institutional	0	
Agricultural	11	2 246 500 \$
Other	97	

27 New residential constructions

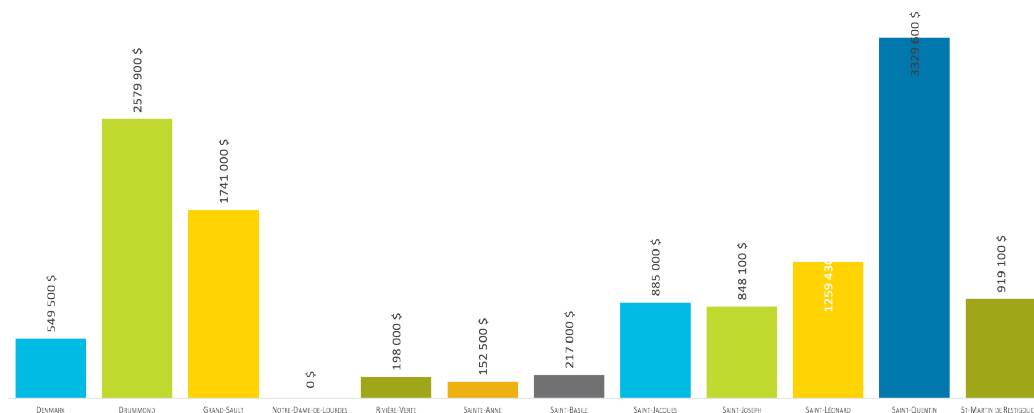
4 New commercial constructions

2 New industrial constructions

0 New institutional constructions

6 New agricultural constructions

Total Value of Issued Permits - By LSD

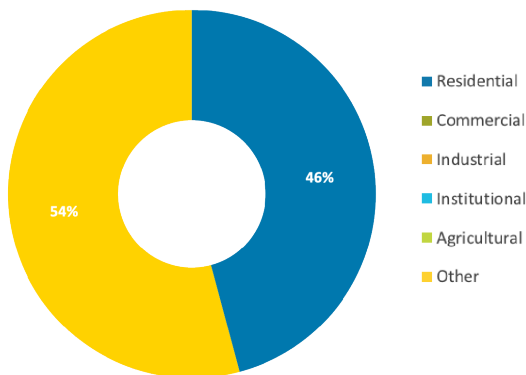


1-Statistics Canada, 2016 Census of Population.

LSD of Denmark



Permit issued - by type



24 PERMITS
ISSUED

549 000\$

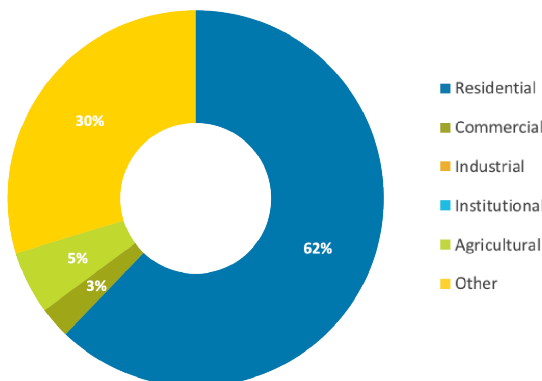
VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	11	549 000 \$
Other	13	0 \$

LSD of Drummond



Permit issued - by type



37 PERMITS
ISSUED

2 579 900\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	23	1242 900 \$
Commercial	1	45 000 \$
Agricultural	2	1 292 000 \$
Other	11	0 \$

1-Statistics Canada, 2016 Census of Population.

LSD of Grand-Sault

POPULATION
1109

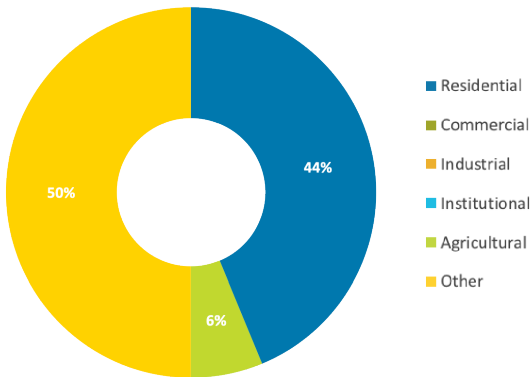


AREA OF TERRITORY
158,0 km²



1

Permit issued - by type



32 PERMITS
ISSUED

1 741 000\$
VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	14	1 526 000 \$
Institutional	0	0 \$
Agricultural	2	215 000 \$
Other	16	0 \$

LSD of Notre-Dame-de-Lourdes

POPULATION
275

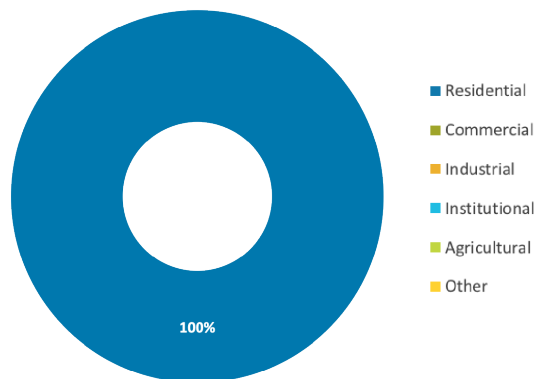


AREA OF TERRITORY
187,2 km²



1

Permit issued - by type



5 PERMITS
ISSUED

198 000\$
VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	5	198 000 \$
Other	0	0 \$

1-Statistics Canada, 2016 Census of Population.

LSD of Rivière-Verte

POPULATION
711

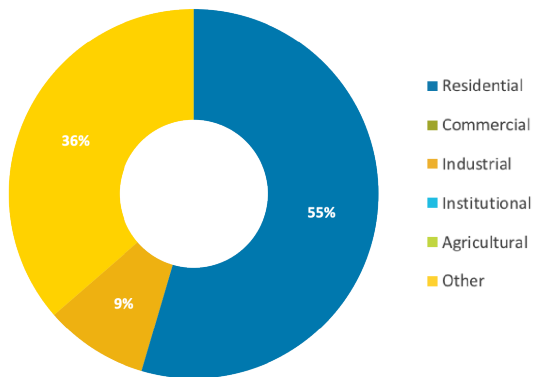


AREA OF TERRITORY
715,9 km²



1

Permit issued -by type



11 PERMITS
ISSUED

152 500\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	6	117 500 \$
Industrial	1	35 000 \$
Other	4	0 \$

LSD of Sainte-Anne

POPULATION
964

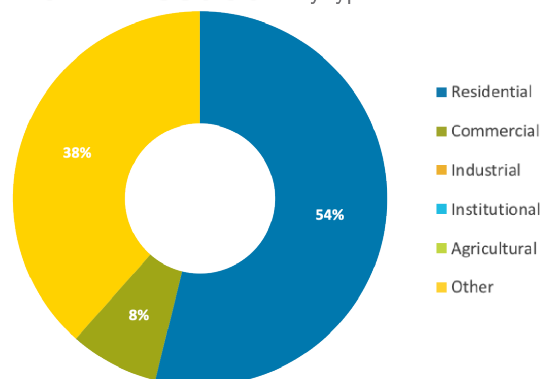


AREA OF TERRITORY
368,9 km²



1

Permit issued -by type



13 PERMITS
ISSUED

217 000\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	7	117 000 \$
Agricultural	1	100 000 \$
Other	5	0 \$

1-Statistics Canada, 2016 Census of Population.

LSD of Saint-Basile

POPULATION
592

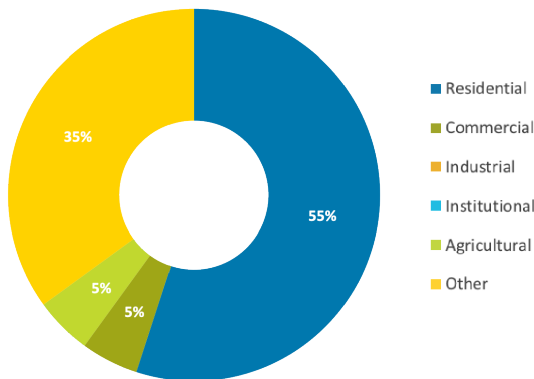


AREA OF TERRITORY
129,6 km²



1

Permit issued - by type



20 PERMITS
ISSUED

885 000\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	11	848 000 \$
Commercial	1	25 000 \$
Agricultural	1	12 000 \$
Other	7	0 \$

LSD of Saint-Jacques

POPULATION
1 596

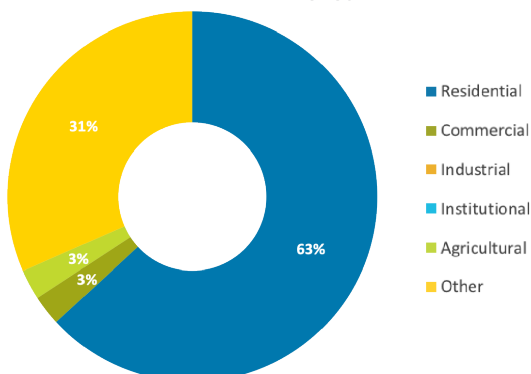


AREA OF TERRITORY
299,5 km²



1

Permit issued - by type



38 PERMITS
ISSUED

848 000\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	24	692 600 \$
Commercial	1	150 000 \$
Agricultural	1	5 500 \$
Other	12	0 \$

1-Statistics Canada, 2016 Census of Population.

LSD of Saint-Joseph

POPULATION
1538

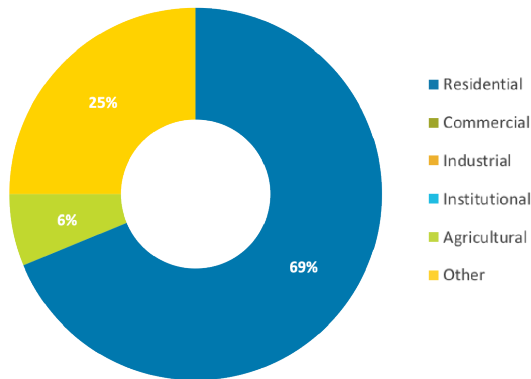


AREA OF TERRITORY
322,9 km²



1

Permit issued - by type



32 PERMITS
ISSUED

1 259 430\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	22	1 243 430 \$
Commercial	2	16 000 \$
Other	8	0 \$

LSD of Saint-Léonard

POPULATION
975

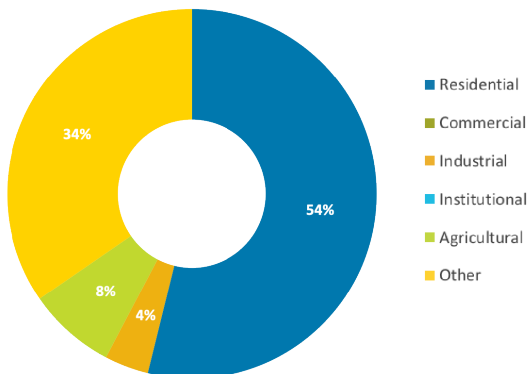


AREA OF TERRITORY
345,4 km²



1

Permit issued - by type



26 PERMITS
ISSUED

3 329 600\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	14	499 600 \$
Commercial	1	2 135 000 \$
Agricultural	2	695 000 \$
Other	9	0 \$

1-Statistics Canada, 2016 Census of Population.

LSD of Saint-Quentin

POPULATION
1532

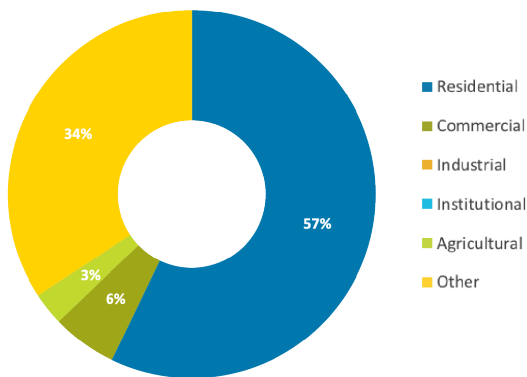


AREA OF TERRITORY
2478,6 km²



1

Permit issued - by type



35 PERMITS
ISSUED

919 100\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	20	798 100 \$
Commercial	2	110 000 \$
Agricultural	1	11 000 \$
Other	12	0 \$

LSD of St. Martin-de-Restigouche

POPULATION
92

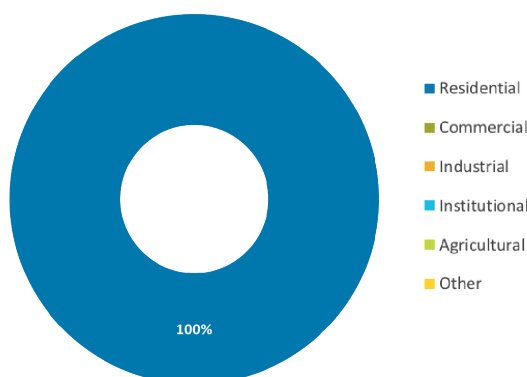


AREA OF TERRITORY
5,8 km²



1

Permit issued - by type



2 PERMITS
ISSUED

30 000\$

VALUE OF CONSTRUCTION

TYPE	NB	VALUE
Residential	2	30 000 \$

1-Statistics Canada, 2016 Census of Population.

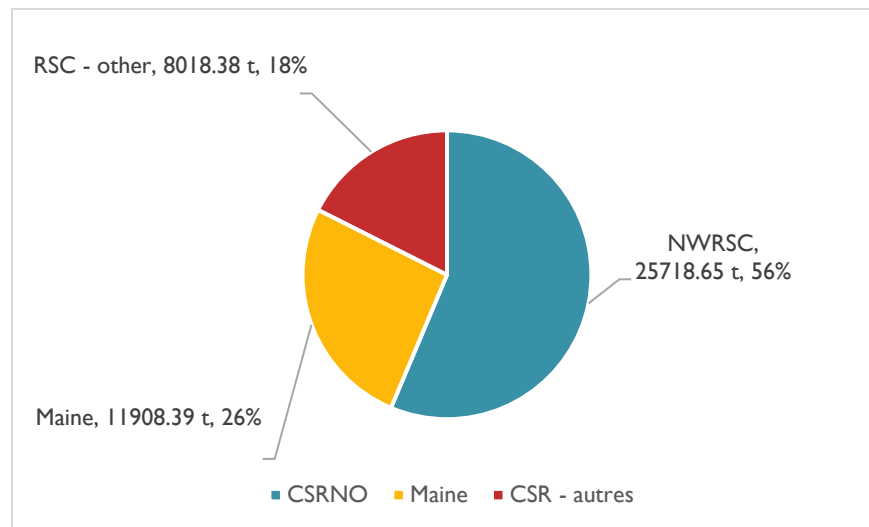
8. Solid Waste Management Services

Here is a summary of the activities of the Northwest Regional Service Commission's Solid Waste Management Department in 2019.

Landfill Site

In 2019, the Montagne de la Croix sanitary landfill received 45,645.42 metric tonnes (t) of household waste: 25,718.65 t from NWRSC, 11,908.39 t from Maine and 8,018.38 t from other Regional Service Commissions (Valley and Restigouche).

Graph 8.1 Volumes of Domestic Waste Received by Area in 2019



This volume represents a decrease of 4.2% compared to 2018.

Table 8.1 Variation in Volumes from 2018 to 2019

Area	2018	2019	Variation
NWRSC	26 484.67 t	25 718.65 t	-2.98 %
Maine	9 288.14 t	11 908.39 t	22.00 %*
RSC - Others	7 951.99 t	8 018.38 t	0.83 %**
Total	43 724.80 t	45 645.42 t	4.21 %

*Addition of a contract with Maine nicknamed NASWA (Northern Aroostook Solid Waste Association).

**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)
2015	706.29
2016	590.02
2017	799.96
2018	933.69
2019	698.43

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	192.35 m3	500 \$ /m3	Buried
Wood	18.83 t	15 \$ / t	Chipped and used as a ground cover
Metals	4.18 t	No cost	Recycled
Cooling apparatus	0.12 t	No cost	Recycled
Special wastes	9.17 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 2019, this represented a volume of 27 061.70 tonnes and generated revenues of \$ 468 006.93.

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 2019, 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, 12 mobile hazardous household waste collections were carried out in our region with financial support from the Environmental Trust Fund, reaching a total of 1 069 persons. An additional collection was added to the schedule this year in Plaster Rock to help out the Western Valley RSC.

Table 8.5: Hazardous Household Products Collected

Description	Units	Total
Automobile batteries	Piece	162
Corrosive inorganic liquid - Acid	L	250
Corrosive inorganic liquid - Base	L	940
Flammable liquid	L	11 610
Glycol used in bulk	L	355
Used oil in bulk	L	5 125
Oxidizing liquid	L	615
Pesticide	L	765
Flammable aerosol	L	2 060
Paint – related material	L	19 080
Propane - cylinder	L	500
Propane (BBQ)	Piece	70

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 2019.

Table 8.5: Volume of Batteries and Bulbs Recovered

Batteries	Units	Total
Nickel Cadmium (Ni-Cd)	kg	230
Nickel metal hydride (Ni-MH)	kg	99.1
Nickel Zinc (Ni-Zn)	kg	0
Alkaline (AA, AAA, 9V, etc...)	kg	3 740
Lithium ion (Li-ion)	kg	177.1
Small sealed lead-acid batteries (PPSPA)	kg	122.5
Primary lithium batteries	kg	0
Total	kg	4 369

Fluorescents	Units	Total
Tube	Piece	1 079
Compact (FLC)	Piece	1 319

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

This year we spent more time on education in communities in the Northwest. In the community environment we offered 46 awareness workshops on waste reduction to a total of 1,182 participants. This figure includes 2 new initiatives, the organization of 7 nature workshops during summer camps and reading clubs at the Public Libraries (138 participants) and 12 information sessions on the new recycling program (670 participants). We also had 5 booths at summer markets and the *Green Fair* in Bouctouche.

Over 22 workshops and tours of the landfill were offered in the schools, allowing us to heighten awareness among 527 students and teachers about waste reduction, recycling and composting. We also organized 12 mobile hazardous household waste collections with financial support from the *Environmental Trust Fund*. These brought out 1,069 residents, 30% more than last year.

We have improved communication through increased focus on social media. The number of followers of our Facebook page has more than doubled. We observe that our posts are being shared more and more often. An awareness campaign for the new recycling program was made possible with support from the *Environmental Trust Fund*. It involved various media, including radio spots and newspaper articles. We sent out one newsletter to subscribers in the spring.

Statistics of quantifiable NWRSC communications

Type of publication	Number of publications		Number of persons reached		Average number of persons reached per publication	
	2018	2019	2018	2019	2018	2019
Facebook	78	146	63 000	158 705	840	1 087
Newsletters	2	1	787	433	394	433

We continue to maintain partnerships with the *Forum régional de collaboration en Environnement* (FoRCE), the CCNB, the *New Brunswick Botanical Garden*, the *Public Libraries*, the CBDC, the *Centre de ressources familiales Mad-Vic*, the schools in the DSFNO and the *Anglophone West School District*, *Resnet*, the *Régie Intermunicipale des Déchets de Témiscouata* and the *provincial waste reduction committee*. The coordinator keeps her knowledge current by participating in various continuing education events.



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 2 011.07 Megawatts was sold to NB Power in 2019.



We also invested heavily in expanding the biogas capture network with 13 new wells. These wells, 8 of which are currently functional, improve biogas management, which had been decreasing for a few years.

List of employees at the Solid Waste Services

Employees	Duties
Albert, Paul R.	Interim Director
Blanchette, Luc	Recycling / Operation
Bérubé, Mike	Seasonal employment
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
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 / Scale Operator
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.

12. Contact information

Head Office

36, Court Street, office 102
Edmundston, NB
E3V 1S3
Phone : (506) 735-2564
Fax : (506) 735-2670
Email : info@csrno.ca

Solid Waste

P.O. Box 522
Edmundston, N.-B.
E3V 3L2

Landfill

248, Clément-Roy Road
Montagne-de-la-Croix
Rivière-Verte, N.-B.
E7C 2W7
Phone : (506) 263-3470
Toll free : 1-800-561-0456
Fax : (506) 263-3476
Email : dechets@csrno.ca

Urban Planning

36, Court Street, office 102
Edmundston, NB
E3V 1S3
Phone : (506) 735-2126
Toll Free: 1-844-735-2126
Fax : (506) 735-2670
Email : urbanisme@csrno.ca

Highlights from 2019

The working plan defines a long-term vision of the direction that the various sectors need to follow to ensure that their services are delivered responsibly and professionally.

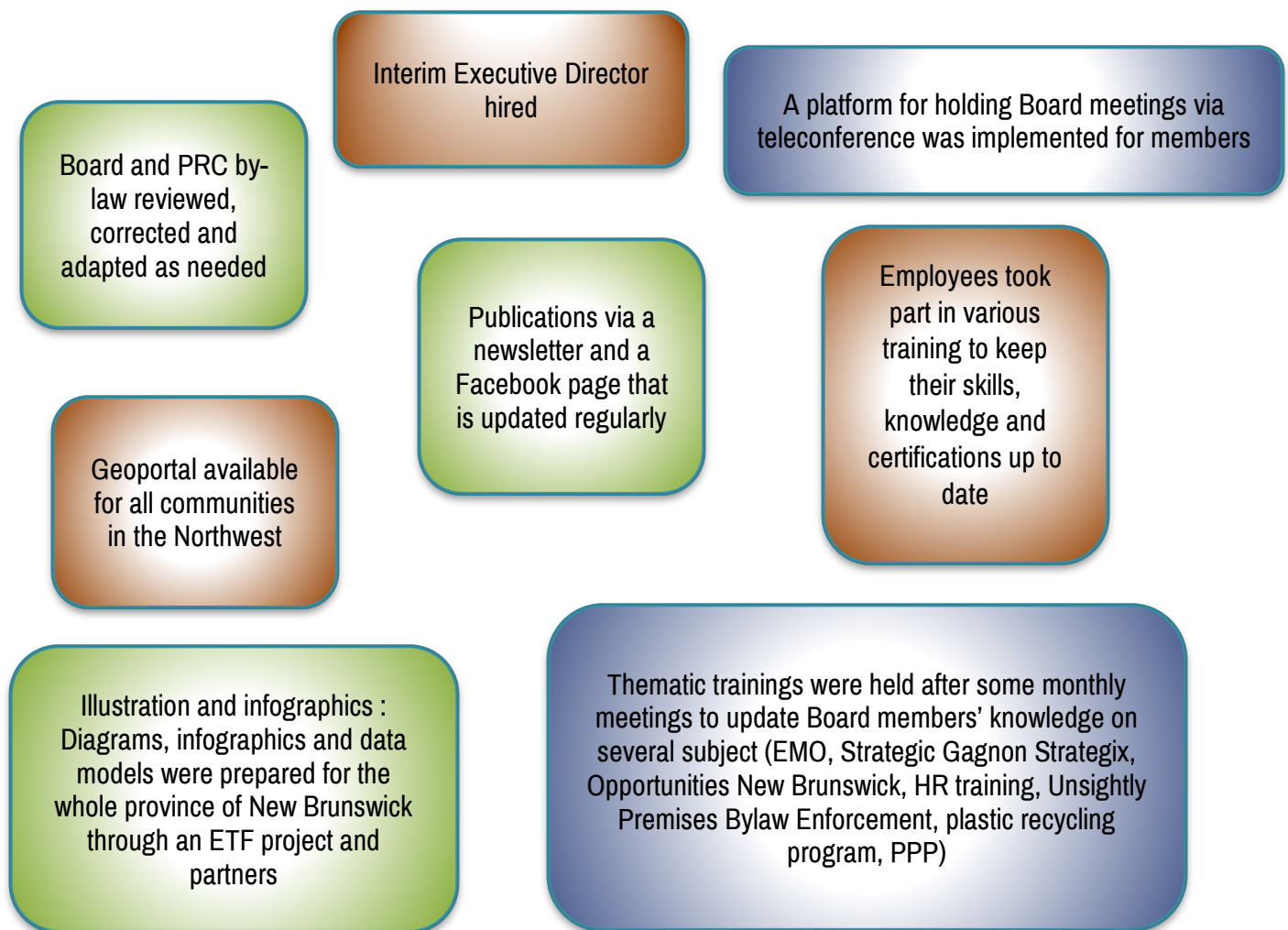
After a first draft was prepared in 2018 by an outside consultant, strategic directions were defined to guide the different departments in their annual progress.

From these directions come specific objectives allowing us to take concrete actions to implement the plan.

Here is a list of some of the actions established in 2019 that match the values and intentions in this first strategic plan.

This initial plan is constantly changing and will be reviewed based on the priorities of the Board of Directors.

Communication / Transparency/ Management :



Provincial / Regional / Planning Collaboration:



DIRECTION GÉNÉRALE
HEAD OFFICE

36 rue Court St., bureau/suite 102
Edmundston (NB) E3V 1S3

T: (506) 735-2564

F: (506) 735-2670

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

F: (506) 263-3476

E: dechets@csrno.ca

URBANISME
URBAN PLANNING

36, rue Court St., bureau/suite 102
Edmundston (NB) E3V 1S3

T: (506) 735-2126

1-844-735-2126

F: (506) 735-2670

E: urbanisme@csrno.ca