

**Commission de services
régionaux Nord-Ouest**



**Northwest Regional
Service Commission**

2020 Annual Report



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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 CSRNO 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 CSRNO 2020 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 CSRNO 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 CSRNO 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 2020.

In 2020 the NWRSC faced major challenges, as did the entire region, Canada and the whole world. Because of the nature of its activities, the NWRSC had to establish a separate operating plan for each of its two essential activity sectors. Managing the pandemic was a challenge in itself. The plan had to be flexible so that it could be updated based on changing circumstances and Public Health directives.

For the governance and urban planning sector, an efficient system for working from home was established to meet the needs of our clientele.

For the solid waste sector, management chose to form two separate work crews to minimize the risks of contaminating the whole team at the landfill. Management also modified how recyclables were transported to Atelier des copains to minimize the risks of contamination at the sorting centre.

Municipal elections were postponed because of the pandemic, so the terms of the members of the Board of Directors were extended to May 2021.

Managing the pandemic caused additional spending not accounted for in the fiscal year 2020. The Executive Director took the initiative of applying for reimbursement of expenses associated with managing the pandemic via the federal Safe Restart Agreement program. The NWRSC was the only RSC in the province that did so. Our application was approved.

The year 2020 marks an important step for our organization. Some regional matters have taken off and others are being finalized. For instance, selective collection of recyclables has begun. Door-to-door collection of recycling was implemented throughout the NWRSC in January 2020, except in the local service districts. Recyclables just began to be collected in the LSDs in October 2020.

The result: we saw an 8% reduction in the tonnage landfilled. After nine months of operation, we had diverted over 953 tonnes of recyclables from the landfill. Recycling was suspended for three months because of the pandemic.

Of course the pandemic forced us to review how we held meetings to continue conducting the business of the NWRSC. Ten executive meetings and five Board of Directors meetings, plus the AGM, were organized virtually. Besides the issues on the agenda, we also addressed planning and optimizing our services during the pandemic.

In order to deliver the services that the various sectors of the NWRSC provide to its members, management defined a working plan and long-term vision for responsible, professional service delivery. This working plan is based on the strategic plan adopted in 2018 by the Board and it defines the major orientations that give rise to specific goals. You can refer to the highlights on pages 44-46 of the report.

Employees participated in different training to keep up their skills, knowledge and certifications, and we implemented the first Human Resources Management Manual for employees since the RSCs were created in 2013.

Finally, the CSRNO had a presence in various provincial, regional and collaborative issues, such as adaptation to climate change, the CSRNO'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
CSRNO 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, the administrative assistant, Sylvie Martin. Mr. Tom Levesque, Regional Emergency Management Coordinator, Region 1, NB Emergency Measures Organization as well as Sgt Jean-Pierre Bouchard, "J" Division RCMP / OPS Saint-Léonard / Acting DANCO

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
Levesque, Josée	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
Castonguay, Marie-Eve	Acting Executive Director
Thibodeau, Johanne	Finance Director
Bellefleur, Lise	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 CSRNO, 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 CSRNO 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.

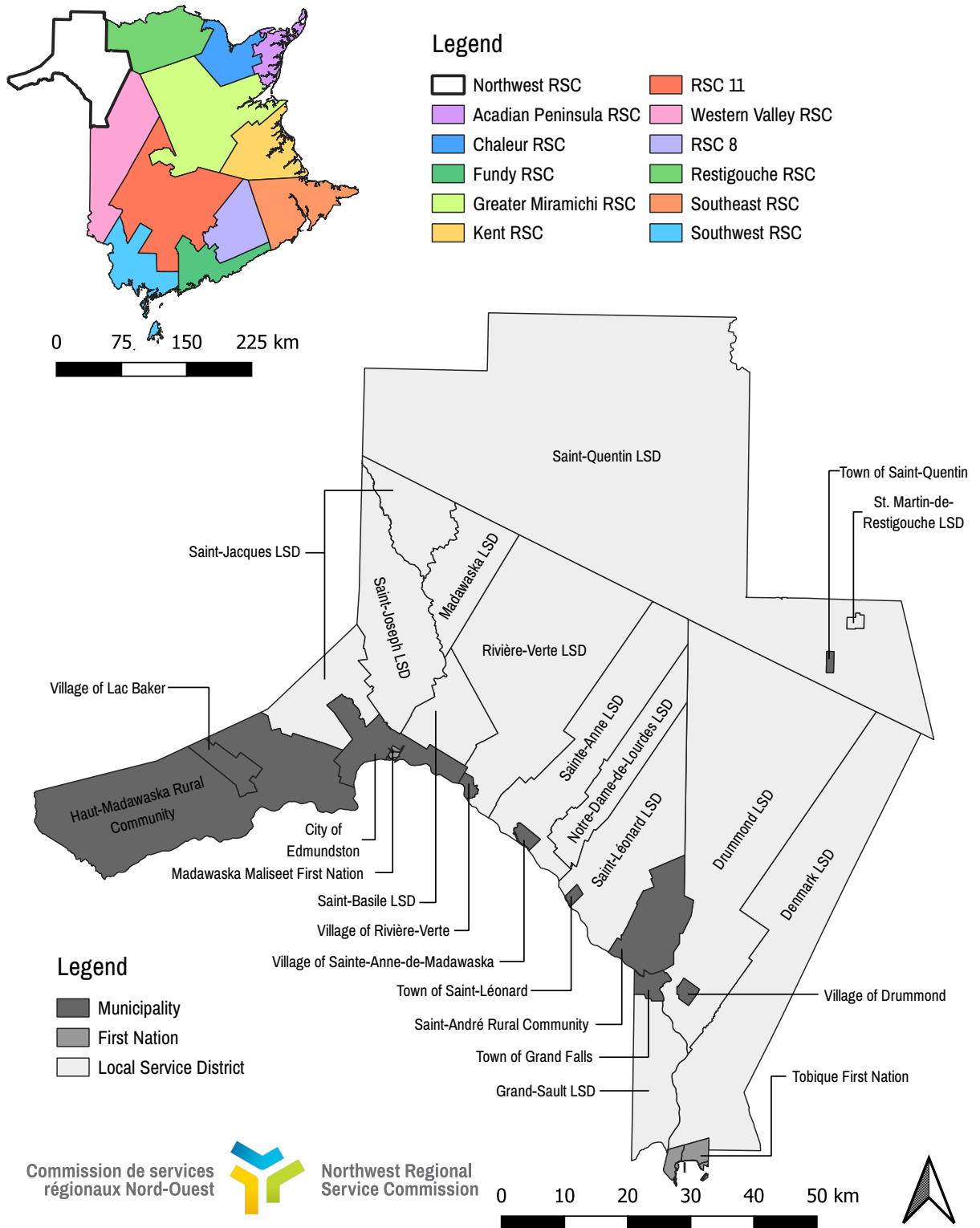
CSRNO provides services to all communities in the region. The following table identifies each community and the services CSRNO provides in the area. The 23 entities include one city, three towns, four villages, two rural communities and 13 local service districts.

Table 6.1

Services Provided by Community

Communities	CSRNO 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 CSRNO 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
Bossé, Steve	Building inspector
Bouchard, Julien	Chief building inspector / Development Officer
Dufour, Catherine	Planning Director
Landriau, Nicolas	Development Officer (since February 2020)
Maaref, Alaa	Coordinator of Geomatics
Ouellette, Marvin	Building inspector
Prado, Adrian (Adje)	Territorial Analyst – Research and Sustainable Development
Roy, Nathalie	Administrative assistant / Planning Services & Inspection Services
Thériault, Guillaume	Development Office

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.

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 was 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.

One of the greatest challenges for the Inspection Department is the immense territory in which the inspectors have to carry out their duties. CSRNO'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 2020, 1 048 permits (including 468 permits from the City of Edmundston) were issued in the region, representing a total value of over \$39 million (including \$23,6 million in the City of Edmundston).

In 2020, the CSRNO Local Development Department issued 580 permits for a total value of \$15,6 million.

In 2020, we noticed strong growth in residential construction. The pandemic contributed to this growth because the lockdown pushed people to invest in their property. Residential permits issued in 2020 represent 89.1% of all the permits issued by the NWRSC, compared to 84.2% in 2021.

Since data is not compiled in the same way throughout the region, we could not give detailed data by sectors 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 CSRNO 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 CSRNO under the *Community Planning Act*.

In 2020, the CSRNO approved 63 documents and exempted 21 from registration at the provincial registry office.

Zoning and Compliance Letters

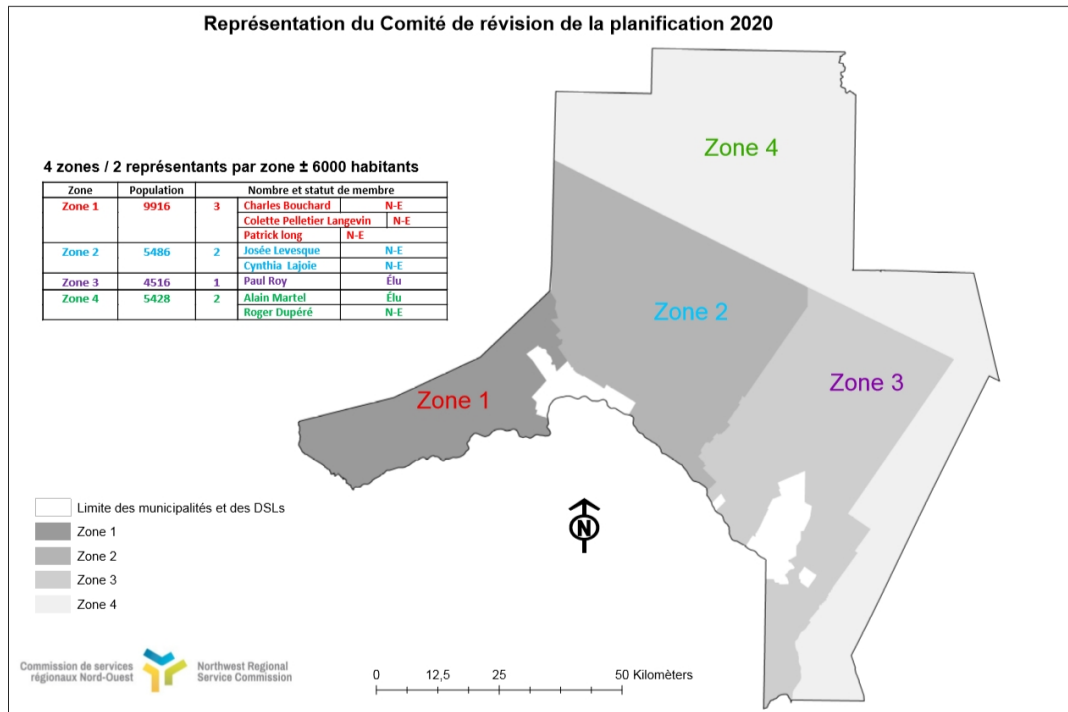
The CSRNO is responsible for issuing official letters concerning property zoning and/or compliance with applicable regulations for the communities and LSDs served. In 2020, 67 letters were issued in response to requests to attest to zoning or compliance.

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 2020, this committee met 8 times, considered 20 dossiers, ruled on 13 zoning adjustments and 7 zoning modifications, and made 30 recommendations.

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

ZONE 1		ZONE 3	
Patrick Long 7/8	Clair		
Colette Pelletier Langevin 7/8	Clair		
Charles Bouchard, président 8/8	Lac Baker	Paul Roy 7/8	Saint-Leonard (LSD)
ZONE 2		ZONE 4	
Cynthia Lajoie, 5/8	Rivière-Verte	Alain Martel 8/8	Saint-Quentin (LSD)
Josée Levesque 4/8	Saint-Joseph (LSD)	Roger Dupéré 8/8	Saint-Quentin



Subdivision

The CSRNO 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 2020, one decision by the CSRNO's Planning Review Committee (PRC) was 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 2020, 86 notices of infractions 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.

Regional Development Department: Regional and community projects

Geoportal

The CSRNO 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.

The highlights in 2020 were continued work on underground infrastructure, developing systems to meet the needs of municipal services, improved access to information and participation in workshops and trainings to create new local and regional collaborations.

Work on underground infrastructure (water lines, storm drains and sewers) continued to allow the municipalities to use the information collected in their asset management plans. As of now all the municipalities using the NWRSC's local services have had their underground systems mapped.

At the same time, several systems were developed to meet specific needs for different municipal services. For example, a system for the Upper Madawaska fire service simplifies managing interventions, human resources and fire trucks.

Access to up-to-date, high-quality information was another of our priorities this year. More specifically, we mean the data used in applications and dashboards related to municipalities (Ortho-photos, vector and basemap data, etc.).

The NWRSC's participation in various workshops and trainings was an opportunity to create new collaborations and dialogs with different partners in the region. These efforts translated into a GIS pilot project with the Association francophone des municipalités du Nouveau-Brunswick (AFMNB) aimed at developing GIS platforms in other RSCs modelled on that of the NWRSC. This collaboration will definitely lead to improvements in our current model that will make it more useful and accessible on the local and regional levels. Other similar collaborations with the CCNB and UMCE are also ongoing.

Emergency Measures

The emergency measures project, initiated by the Northwest Regional Service Commission in collaboration with the New Brunswick Emergency Measures Organization, aims to unite local and regional efforts and expertise to prepare an emergency management plan for the northwest.

The highlights for 2020 were the COVID-19 outbreak in March, the COVID Challenge 2020 exercise and the power outages in December.

The COVID-19 outbreak changed the short-term priorities for the project. The Regional Emergency Management Coordinator organized several meetings to inform local stakeholders and answer their questions about the evolution of the pandemic situation in the region. Changes in the situation and the repeated COVID-19 outbreaks were an opportunity to consolidate and improve access to and circulation of information among the various levels of government in the region.

To improve preparation of officials in the region for new outbreaks, the Department of Public Safety, via the New Brunswick Emergency Measures Organization, in collaboration with the Department of Health, organized a tabletop exercise, COVID Challenge 2020. The target group for this exercise took in the municipalities, First Nations and emergency management partners in the region. The tabletop exercise was aimed at validating emergency measures plans on the municipal, First Nations, regional and provincial levels. The three levels of government were able to update their procedures, review the phases and triggers defined by Public Health and better understand the scope of a mandatory directive. The exercise also allowed us to improve communications and better understand established public health measures.

Along with the pandemic situation, power outages affected the region and required us to find solutions adapted to the pandemic to help citizens during extended delays in restoring power. In closing, the information in the Emergency Measures section of the Geoportal is updated as often as possible.

Environment

Despite a number of obstacles related to the COVID-19 pandemic, we were still able to advance and complete several major dossiers relating to the environment and climate change:

- **Adapt-Action:** The NWRSC received \$45,000 from the New Brunswick Environmental Trust Fund (ETF) to continue the project to develop a regional adaptation plan; 2020 was the second-last year of the process. Due to the serious delays caused by the pandemic, the regional vulnerability study faced several delays but should be finished soon. The city of Edmundston's adaptation plan, prepared by the NWRSC and the Groupe Aster firm of consultants, was also approved by the municipal council in October 2020, meeting the deadline established by the province for the eight cities. The report will be submitted shortly.
- **Integrated water resource planning for the designated Iroquois-Blanchette watershed:** The NWRSC received a reduced grant of \$10,000 for this project, leading to major changes in the deliverables. To better equip environmental bodies and researchers working on the protection of the environment, water quality and natural assets in the designated Iroquois and Blanchette watersheds, the NWRSC opted to gather all the data currently available. We hired a consultant and collaborated with many partners in the milieu, including the CCNB-INNOV, the Comité de l'aménagement rural du Nord-Ouest (CARNO), the Société d'aménagement de la Rivière Madawaska, the Organisme de bassin versant du Fleuve Saint-Jean, the Northern Hardwood Research Institute and the Club conseil en agroenvironnement. A student hired by CCNB-INNOV is working on integrating this data into visualization tools in order to guide players with watershed planning and protection. The report will be submitted shortly.
- **Global Covenant of Mayors for Climate and Energy Canada's (GCom) showcase city project:** Despite our best efforts, it was impossible to pursue all the objectives of the Global Covenant of Mayors for Climate and Energy Canada's showcase city project, which included adopting a regional adaptation plan at the end of the project. We chose, along with our partners in the AFMNB, to focus on mitigating greenhouse gases by adapting and integrating data on existing municipal inventories of GHG in the region into a national database. This allowed five of our municipalities (Edmundston, Upper Madawaska, Rivière-Verte, Saint-Léonard, Saint-Quentin) to reach the first GCoM mitigation level. We will

continue our efforts to conclude our work on adaptation and to reach that level for all communities in our region.

The NWRSC is also represented on several regional and provincial steering committees through our field analyst – research and sustainable development, Adrian Prado, including:

- Food for All NB, a group working in the area of food security;
- the New Brunswick Environmental Network's Climate Change Adaptation Collaborative;
- the Forum de collaboration en environnement, a committee established to foster collaboration among environmental organizations in our area.

The NWRSC also continued its initiatives to engage with climate change through information workshops held at the New Brunswick Botanical Garden during the summer. These presentations consisted of an audience-friendly overview of the impacts of climate change. Unfortunately, the COVID-19 situation severely reduced participation compared to previous years.

The NWRSC helped to plan a virtual conference on climate change organized by the New Brunswick Environmental Network on September 23 and 24, 2020. During this conference, Adrian presented a preliminary inventory of natural assets in the Rural Community of Saint-André prepared in collaboration with the municipality and with the firm Municipal Natural Asset Initiative in 2019.

We also participated in a number of studies, projects and consultations led by our collaborators. These include a project to assess knowledge of natural assets, ecosystem services and green infrastructures led by Brock University and WWF-Canada, a precipitation data collection network as part of the SaJESS project organized by UQAM and the Société d'aménagement de la Rivière Madawaska, preparing a guide on food and climate change led by Food for All NB and many more.

We prepared four project funding applications to be submitted to the NB Environmental Trust Fund in 2021-2022. Three of them were accepted:

- Adapt-Action: We expect to finalize the development of a regional climate change adaptation plan in 2021 because of the delays caused by the pandemic. We received \$28,000 to complete the project.
- Interpretation and popularization of climate data on a provincial scale (phase 2): After our first year of this project to share data using interactive data visualization tools, the NWRSC was asked to modify the system in order to meet another need of users and the provincial government. We received \$13,500 for this phase of the project.
- Preparing a natural asset management plan for the city of Edmundston: In collaboration with CCNB-INNOV, the NWRSC wrote the funding application on behalf of the city of Edmundston to respond to recommendations in the municipal adaptation plan adopted in 2020. The NWRSC will coordinate the project. The municipality of Edmundston received \$40,000.
- Feasibility study to manage run-off in the Rural Community de Saint-André: The NWRSC prepared a funding application to develop a feasibility study on adding green infrastructure to manage run-off in Saint-André. Unfortunately, the application was

refused, but the NWRSC hopes to institute a technical committee to present a revised application in 2022-2023.

Another funding application was prepared in partnership with CCNB-INNOV and submitted to Environment and Climate Change Canada under their Atlantic Ecosystems Initiatives program for a project to evaluate ecosystem services for several subwatersheds in the region.

It is important to mention that all this work requires a lot of networking to maintain our many valued partnership collaborations. We want to thank all the individuals and organizations who worked on these projects, directly or indirectly.

Table 7.1		
Administrative tasks and approvals		
		2020
PRAC	Number of meetings	8
	Number of files	20
	Number of decisions	30
	By-Laws Amendments	7
	Variances and Approvals	13
	Subdivision	9
Planning	Zoning Confirmation	67
	Planning Agent adjustments	0
	Public consultations (neighbourhood)	14
	Neighbourhood letters	236
	Planning permits	580
	Order to comply	86
Subdivision	Subdivision approvals	78
	Document approvals	63
	Exemptions	21
Construction	Building permits	580
	Waivers	213
	Appeal Board	1
	Provincial Court	0
	Court of the Queen Bench	1

Tableau / Table 7.2 (2020)

Subdivision Report

	Lots					Documents	
Municipalities	Lots	Parcels	Streets	Servitudes	Plans	Approvals	Exemptions
Baker Brook	0	1	0	0	0	1	0
Clair	0	0	0	0	0	1	0
Lac Baker	0	0	0	0	0	0	0
Rivière-Verte	0	3	0	0	0	3	0
Sainte-Anne-de-Madawaska	0	1	0	0	0	1	0
Saint-François	1	0	0	0	0	0	1
Saint-Hilaire	0	2	0	0	0	2	1
Saint-Quentin	3	3	0	0	0	4	1
Sub-total municipalities	4	10	0	0	0	12	3
LSD	Lots	Parcels	Streets	Servitudes	Plans	Approvals	Exemptions
Baker Brook	0	0	0	0	0	0	0
Clair	0	1	0	0	0	2	0
Denmark	4	4	0	0	0	6	4
Drummond	8	3	1	0	0	7	0
Grand-Sault	4	2	0	0	0	5	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	0	2	0	0	0	3	1
Sainte-Anne	0	0	0	0	0	1	3
Saint-Basile	3	4	0	0	0	5	2
Saint-François	0	0	0	0	0	2	0
Saint-Hilaire	0	0	0	0	0	0	0
Saint-Jacques	4	3	0	0	0	4	3
Saint-Joseph	1	1	0	0	0	2	1
Saint-Léonard	3	2	0	0	0	5	1
Saint-Quentin	14	0	0	0	0	7	2
Saint-Martin de Restigouche	0	1	0	0	0	1	0
Sous-total DSL	41	23	1	0	0	51	18
TOTAL	45	33	1	0	0	63	21

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

Table 7.3: 2020 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	\$ 39 251	\$ 5 865.55	\$1 075.00	\$ 6 940.55	\$ 32 310.45
Rivière-Verte	\$ 25 362	\$ 2 648.40	\$ 1 300.00	\$ 3 948.40	\$ 21 413.60
Sainte Anne-de- Madawaska	\$ 28 592	\$ 1 139.60	*see note	\$ 1 139.60	\$ 27 452.40
Haut-Madawaska Community	\$ 168 206	\$ 14 784.21	\$ 2 575.00	\$ 17 359.21	\$ 150 846.79
Saint-Quentin	\$ 85 727	\$ 10 365.00	\$ 2 950.00	\$ 13 315.00	\$ 72 412.00
LSD Northwest Region	\$ 537 304	\$ 46 795.50	\$ 37 850.00	\$ 84 645.50	\$ 452 658.50
TOTAL	\$ 884 442.00	\$ 81 598.26	\$ 45 750.00	\$ 127 348.26	\$757 093.74

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

2020							TOTAL
Municipalities/	Residential	Commercial	Industrial	Institutional	Agriculture	Other	Value
Haut-Madawaska Community	\$ 1 720 300	\$ 128 000	\$ 60 000	\$ 368 473	\$ 40 000	\$ -	\$ 2 316 773
Lac Baker	\$ 758 260	\$ 20 260	\$ -	\$ -	\$ -	\$ -	\$ 778 260
Rivière-Verte	\$ 78 900	\$ -	\$ 250 000	\$ -	\$ -	\$ 10 000	\$ 338 900
Sainte-Anne-de-Madawaska	\$ 126 515	\$ 24 000	\$ -	\$ -	\$ -	\$ -	\$ 150 515
Saint-Quentin	\$ 1 562 650	\$ 140 500	\$ 40 000	\$ 160 500	\$ -	\$ 63 638	\$ 1 967 288
SUB-TOTAL	\$ 4 246 625	\$ 312 500	\$ 350 000	\$ 528 973	\$40 000	\$ 73 638	\$ 5 551 736
LSD/	Residential	Commercial	Industrial	Institutional	Agriculture	Other	Value
New Denmark	\$ 162 000	\$ -	\$ -	\$ -	\$ 30 000	\$ -	\$ 192 000
Drummond	\$ 1 136 500	\$ -	\$ -	\$ -	\$ 250 000	\$ -	\$ 1 386 500
Grand Falls	\$ 923 000	\$ -	\$ -	\$ -	\$ 113 000	\$ -	\$ 1 036 000
Madawaska	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Notre-Dame-de-Loudre	\$ 270 000	\$ -	\$ -	\$ -	\$ 70 000	\$ -	\$ 340 000
Rivière-Verte	\$ 90 000	\$ -	\$ 1 381 000	\$ -	\$ -	\$ -	\$ 1 471 000
Sainte-Anne	\$ 333 000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 333 000
Saint-Basile	\$ 1 203 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1 203 500
Saint-Jacques	\$ 817 500	\$ -	\$ 150 000	\$ -	\$ 213 000	\$ -	\$ 1 180 500
Saint-Joseph	\$ 543 000	\$ -	\$ 122 600	\$ -	\$ -	\$ -	\$ 665 600
Saint-Leonard	\$ 682 000	\$ -	\$ 475 000	\$ -	\$ -	\$ 4 000	\$ 1 161 000
Saint-Quentin	\$ 595 500	\$ 225 000	\$ -	\$ 254 200	\$ 35 000	\$ -	\$ 1 109 700
Saint-Martin de Restigouche	\$ 5 000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5 000
SUB-TOTAL	\$ 6 761 000	\$ 225 000	\$ 2 128 600	\$ 254 200	\$ 711 000	\$ 4 000	\$ 10 083 800
TOTAL	\$ 11 007 625	\$ 537 500	\$ 2 478 600	\$ 783 173	\$ 751 000	\$ 77 638	\$ 15 635 536

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.

Municipal Local Service

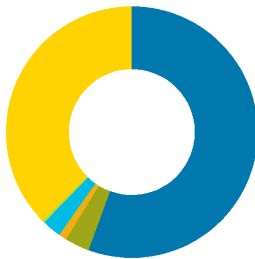
Population 

8279

Area 

672.3 km²

Permits Issued



286 Permits Issued
\$ 5551736 Construction Value

Category	Number	Fraction	Value
Residential	159	55.59%	\$ 3488365
Commercial	9	3.15%	\$ 312500
Industrial	3	1.05%	\$ 350000
Institutionnal	7	2.45%	\$ 528973
Agricultural	1	0.35%	\$ 40000
Other	107	37.41%	\$ 73638

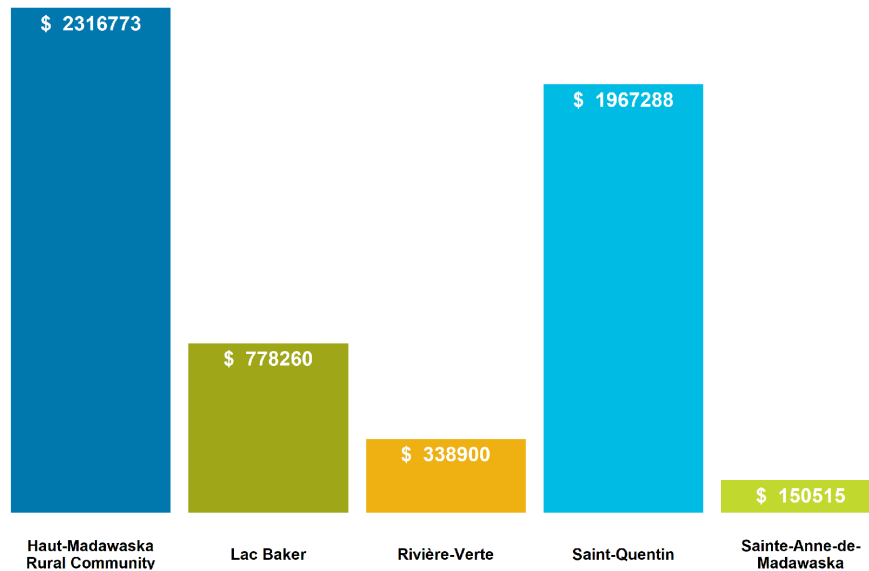
10 
New Residential Projects

2 
New Commercial Projects

1 
New Industrial Projects

0 
New Institutionnal Projects

0 
New Agricultural Projects



Haut-Madawaska Rural Community

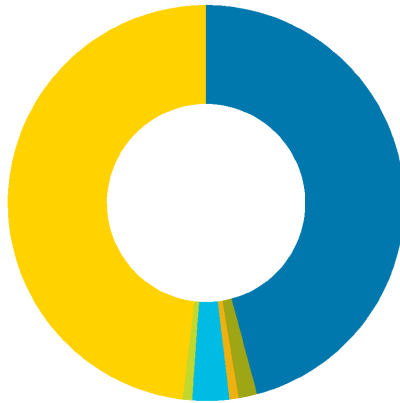
Population 👤

3714

Area 🏠

615 km²

Permits Issued



133 Permits Issued

\$ 2316773 Construction Value

Category	Number	Fraction	Value
Residential	61	45.86%	\$ 1720300
Commercial	2	1.5%	\$ 128000
Industrial	1	0.75%	\$ 60000
Institutional	4	3.01%	\$ 368473
Agricultural	1	0.75%	\$ 40000
Other	64	48.12%	\$ 0

Rivière-Verte

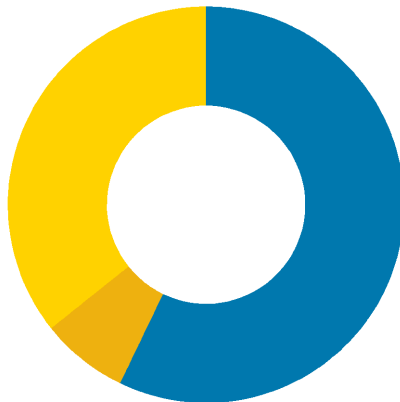
Population 👤

724

Area 🏠

6.7 km²

Permits Issued



14 Permits Issued

\$ 338900 Construction Value

Category	Number	Fraction	Value
Residential	8	57.14%	\$ 78900
Commercial	0	0%	\$ 0
Industrial	1	7.14%	\$ 250000
Institutional	0	0%	\$ 0
Agricultural	0	0%	\$ 0
Other	5	35.71%	\$ 10000

Lac Baker

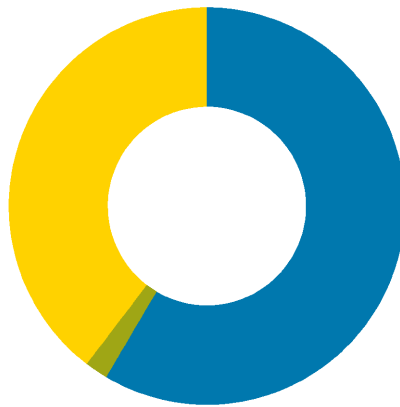
Population 🧑

690

Area 🏠

37.2 km²

Permits Issued



53 Permits Issued

\$ 778260 Construction Value

Category	Number	Fraction	Value
Residential	31	58.49%	\$ 0
Commercial	1	1.89%	\$ 20000
Industrial	0	0%	\$ 0
Institutional	0	0%	\$ 0
Agricultural	0	0%	\$ 0
Other	21	39.62%	\$ 0

Sainte-Anne-de-Madawaska

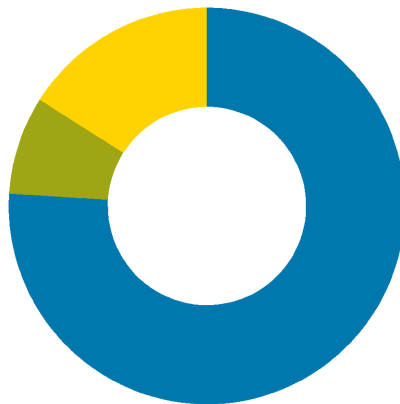
Population 🧑

957

Area 🏠

9.2 km²

Permits Issued



25 Permits Issued

\$ 150515 Construction Value

Category	Number	Fraction	Value
Residential	19	76%	\$ 126515
Commercial	2	8%	\$ 24000
Industrial	0	0%	\$ 0
Institutional	0	0%	\$ 0
Agricultural	0	0%	\$ 0
Other	4	16%	\$ 0

Saint-Quentin

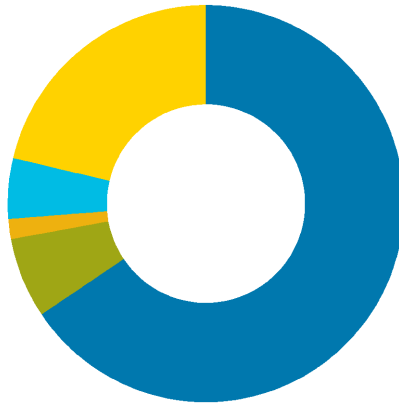
Population 

2194

Area 

4.2 km²

Permits Issued



61 Permits Issued

\$ 1967288 Construction Value

Category	Number	Fraction	Value
Residential	40	65.57%	\$ 1562650
Commercial	4	6.56%	\$ 140500
Industrial	1	1.64%	\$ 40000
Institutionnal	3	4.92%	\$ 160500
Agricultural	0	0%	\$ 0
Other	13	21.31%	\$ 63638

LSD Local Service

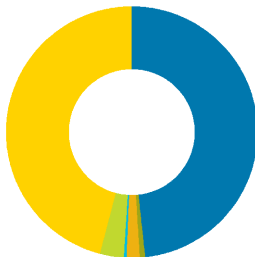
Population 

13022

Area 


7951.1 km²


Permits Issued



294 Permits Issued
\$ 10083800 Construction Value

Category	Number	Fraction	Value
Residential	142	48.3%	\$ 6761000
Commercial	2	0.68%	\$ 225000
Industrial	5	1.7%	\$ 2128600
Institutionnal	1	0.34%	\$ 254200
Agricultural	9	3.06%	\$ 711000
Other	135	45.92%	\$ 4000

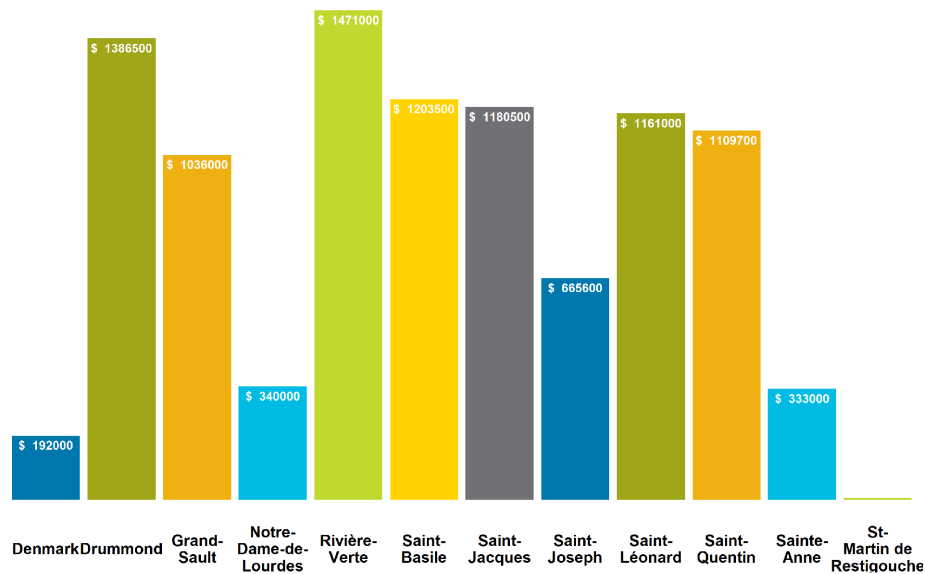
23 
New Residential Projects

2 
New Commercial Projects

4 
New Industrial Projects

0 
New Institutionnal Projects

4 
New Agricultural Projects



Denmark

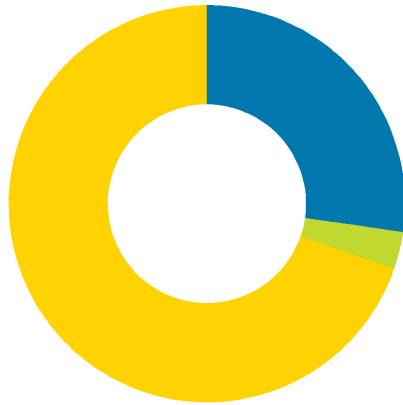
Population 🧑

1471

Area 🏠

751.3 km²

Permits Issued



33 Permits Issued

\$ 192000 Construction Value

Category	Number	Fraction	Value
Residential	9	27.27%	\$ 162000
Commercial	0	0%	\$ 0
Industrial	0	0%	\$ 0
Institutional	0	0%	\$ 0
Agricultural	1	3.03%	\$ 30000
Other	23	69.7%	\$ 0

Drummond

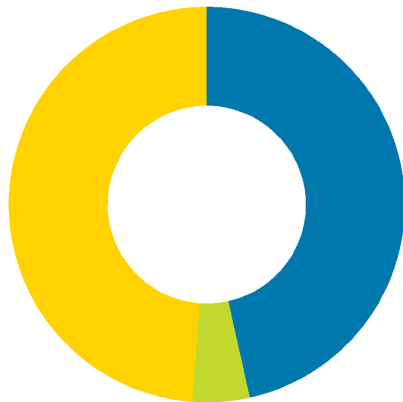
Population 🧑

2157

Area 🏠

1014.9 km²

Permits Issued



43 Permits Issued

\$ 1386500 Construction Value

Category	Number	Fraction	Value
Residential	20	46.51%	\$ 1136500
Commercial	0	0%	\$ 0
Industrial	0	0%	\$ 0
Institutional	0	0%	\$ 0
Agricultural	2	4.65%	\$ 250000
Other	21	48.84%	\$ 0

Grand-Sault

Population 👤

1109

Area 🏠

158 km²

Permits Issued



22 Permits Issued

\$ 1036000

Construction Value

Category	Number	Fraction	Value
Residential	10	45.45%	\$ 923000
Commercial	0	0%	\$ 0
Industrial	0	0%	\$ 0
Institutional	0	0%	\$ 0
Agricultural	2	9.09%	\$ 113000
Other	10	45.45%	\$ 0

Notre-Dame-de-Lourdes

Population 👤

275

Area 🏠

187.2 km²

Permits Issued



8 Permits Issued

\$ 340000

Construction Value

Category	Number	Fraction	Value
Residential	5	62.5%	\$ 270000
Commercial	0	0%	\$ 0
Industrial	0	0%	\$ 0
Institutional	0	0%	\$ 0
Agricultural	1	12.5%	\$ 70000
Other	2	25%	\$ 0

Rivière-Verte

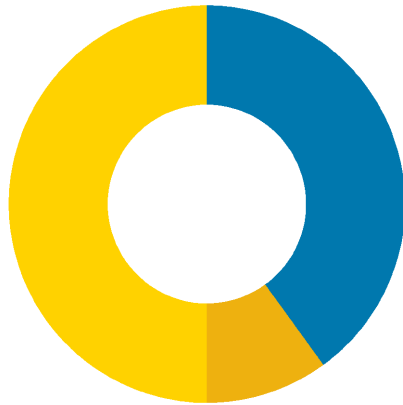
Population 👤

711

Area 🏠

715.9 km²

Permits Issued



10 Permits Issued

\$ 1471000

Construction Value

Category	Number	Fraction	Value
Residential	4	40%	\$ 90000
Commercial	0	0%	\$ 0
Industrial	1	10%	\$ 1381000
Institutional	0	0%	\$ 0
Agricultural	0	0%	\$ 0
Other	5	50%	\$ 0

Sainte-Anne

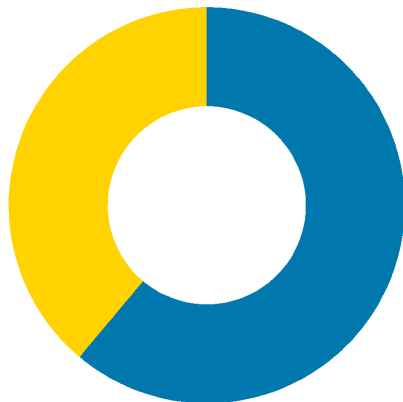
Population 👤

964

Area 🏠

368.9 km²

Permits Issued



18 Permits Issued

\$ 333000

Construction Value

Category	Number	Fraction	Value
Residential	11	61.11%	\$ 333000
Commercial	0	0%	\$ 0
Industrial	0	0%	\$ 0
Institutional	0	0%	\$ 0
Agricultural	0	0%	\$ 0
Other	7	38.89%	\$ 0

Saint-Basile

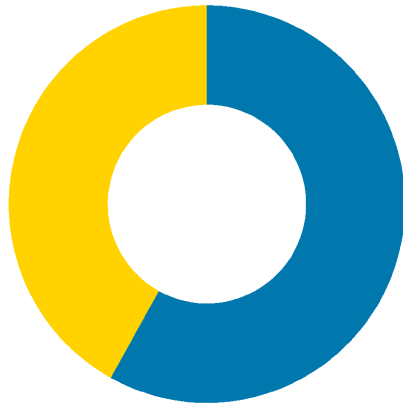
Population 👤

592

Area 🏠

129.6 km²

Permits Issued



31 Permits Issued

\$ 1203500

Construction Value

Category	Number	Fraction	Value
Residential	18	58.06%	\$ 1203500
Commercial	0	0%	\$ 0
Industrial	0	0%	\$ 0
Institutionnal	0	0%	\$ 0
Agricultural	0	0%	\$ 0
Other	13	41.94%	\$ 0

Saint-Jacques

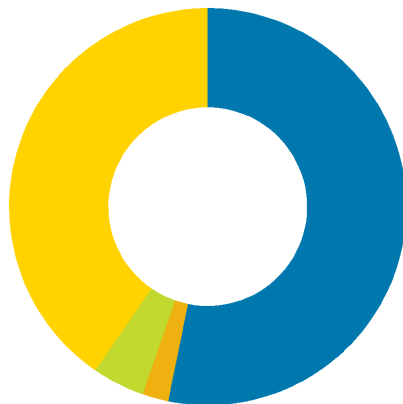
Population 👤

1596

Area 🏠

299.5 km²

Permits Issued



47 Permits Issued

\$ 1180500

Construction Value

Category	Number	Fraction	Value
Residential	25	53.19%	\$ 817500
Commercial	0	0%	\$ 0
Industrial	1	2.13%	\$ 150000
Institutionnal	0	0%	\$ 0
Agricultural	2	4.26%	\$ 213000
Other	19	40.43%	\$ 0

Saint-Joseph

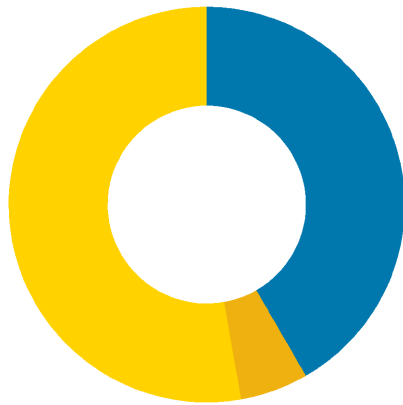
Population 👤

1538

Area 🏡

322.9 km²

Permits Issued



36 Permits Issued

\$ 665600

Construction Value

Category	Number	Fraction	Value
Residential	15	41.67%	\$ 543000
Commercial	0	0%	\$ 0
Industrial	2	5.56%	\$ 122600
Institutionnal	0	0%	\$ 0
Agricultural	0	0%	\$ 0
Other	19	52.78%	\$ 0

Saint-Léonard

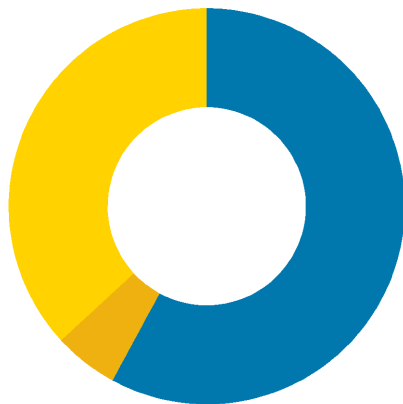
Population 👤

975

Area 🏡

345.4 km²

Permits Issued



19 Permits Issued

\$ 1161000

Construction Value

Category	Number	Fraction	Value
Residential	11	57.89%	\$ 682000
Commercial	0	0%	\$ 0
Industrial	1	5.26%	\$ 475000
Institutionnal	0	0%	\$ 0
Agricultural	0	0%	\$ 0
Other	7	36.84%	\$ 4000

St-Martin de Restigouche

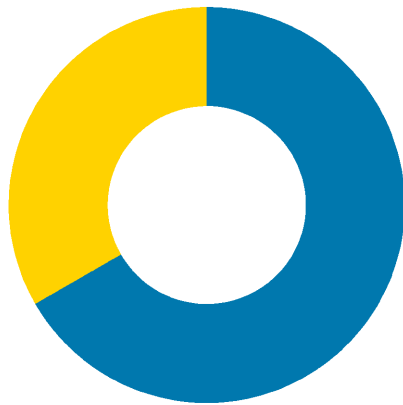
Population 👤

92

Area 🏠

5.8 km²

Permits Issued



3 Permits Issued

\$ 5000 Construction Value

Category	Number	Fraction	Value
Residential	2	66.67%	\$ 5000
Commercial	0	0%	\$ 0
Industrial	0	0%	\$ 0
Institutional	0	0%	\$ 0
Agricultural	0	0%	\$ 0
Other	1	33.33%	\$ 0

Saint-Quentin

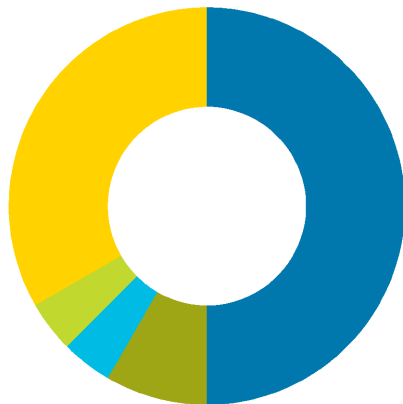
Population 👤

1532

Area 🏠

3478.6 km²

Permits Issued



24 Permits Issued

\$ 1109700 Construction Value

Category	Number	Fraction	Value
Residential	12	50%	\$ 595500
Commercial	2	8.33%	\$ 225000
Industrial	0	0%	\$ 0
Institutional	1	4.17%	\$ 254200
Agricultural	1	4.17%	\$ 35000
Other	8	33.33%	\$ 0

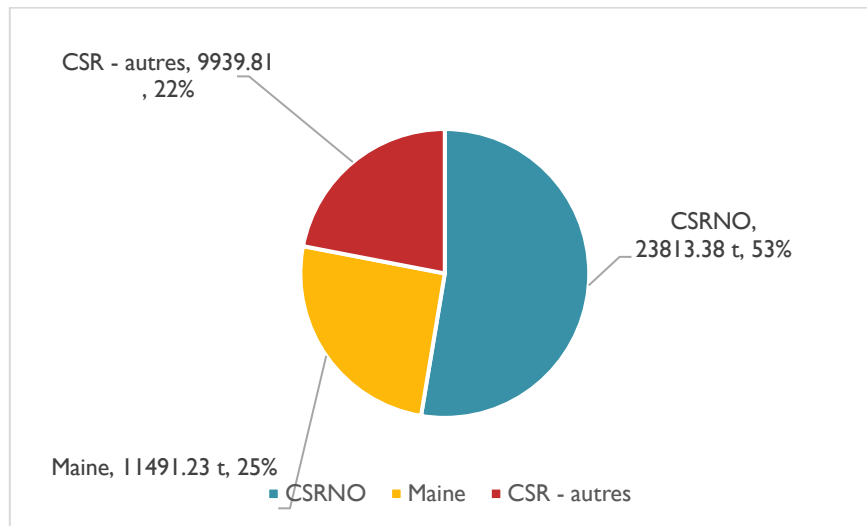
8. Solid Waste Management Services

Here is a summary of the activities of the Northwest Regional Service Commission's Solid Waste Management Department in 2020.

Landfill Site

In 2020, the Montagne de la Croix sanitary landfill received 45,244.42 metric tonnes (t) of household waste: 23,813.38 t from CSRNO, 11,491.23 t from Maine and 9,939.81 t from other Regional Service Commissions (Valley and Restigouche).

Graph 8.1 Volumes of Domestic Waste Received by Area in 2020



This volume represents a decrease of 0.89% compared to 2019.

Table 8.1 Variations in Volumes from 2018 to 2020

Area	2018	2019	2020	Variation
CSRNO	26 484.67 t	25 718.65 t	23 813.38t	-8.00 %
Maine	9 288.14 t	11 908.39 t	11 491.23t	-3.63 %*
RSC - Others	7 951.99 t	8 018.38 t	9 939.81t	-19.33 %**
Total	43 724.80 t	45 645.42 t	45 244.42t	-0.89 %

*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 CSRNO'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 CSRNO 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)
2016	590.02
2017	799.96
2018	933.69
2019	698.43
2020	645.74

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	0.67 m3	500 \$ /m3	Buried
Wood	9.85 t	15 \$ / t	Chipped and used as a ground cover
Metals	1.22 t	No cost	Recycled
Cooling apparatus	1.34 t	No cost	Recycled
Special wastes	0.09 t	\$ 150 / t	Buried

Reclaimed Material

To generate additional revenue and meet the requirements of its certification, CSRNO'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 2020, this represented a volume of 27 599.13 tonnes and generated revenues of \$ 435 843.64.

Recycling

Construction of the transfer centre at the landfill started in June 2020 in collaboration with Transit Construction, which was the lowest bidder and met the standards and requirements for building the transfer centre. Everything was expected to be finalized for December 2020, or January 2021 at the latest.

The material collected in household blue bins on part of the NWRSC's territory is brought to the centre and then sent to the sorting centres, which look after sorting and sales. In 2020, the sorting centres received 405 tonnes of recyclables from the NWRSC.



Hazardous Household Products

CSRNO operates a collection depot for hazardous household waste at the Montagne de la Croix sanitary landfill. In fall 2020, 5 mobile hazardous household waste collections were carried out in our region with financial support from the Environmental Trust Fund, reaching a total of 1 149 persons. For reasons due to the Covid-19 pandemic, the spring 2020 pickings did not take place to prevent high contamination at this time.

Table 8.5: Hazardous Household Products Collected

Description	Units	Total
Automobile batteries	Piece	171
Corrosive inorganic liquid - Acid	L	500
Corrosive inorganic liquid - Base	L	614
Flammable liquid	L	7 643
Glycol used in bulk	L	380
Used oil in bulk	L	5 162
Oxidizing liquid	L	395
Pesticide	L	538
Flammable aerosol	L	2 060
Paint – related material	L	17 481
Propane - cylinder	L	630
Propane (BBQ)	Piece	81

Used Batteries and Fluorescent tubes and Compact Fluorescent Bulbs

CSRNO 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 2020.

Table 8.5: Volume of Batteries and Bulbs Recovered

Batteries	Units	Total
Nickel Cadmium (Ni-Cd)	kg	230
Nickel metal hydride (Ni-MH)	kg	0
Nickel Zinc (Ni-Zn)	kg	0
Alkaline (AA, AAA, 9V, etc...)	kg	3 356
Lithium ion (Li-ion)	kg	111.3
Small sealed lead-acid batteries (PPSPA)	kg	0
Primary lithium batteries	kg	0
Total	kg	3 697.3

Fluorescents	Units	Total
Tube	Piece	586
Compact (FLC)	Piece	527

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, due to the exceptional situation caused by the pandemic, the number of presentations in our area was greatly reduced. We held five recycling and composting community awareness workshops for a total of 88 participants. This being said, when conditions allowed us to access the schools we offered over 22 workshops and visits to the landfill and increased awareness among 410 students and teachers about waste reduction, recycling and composting.



Vermicomposting workshop in a school in the Northwest

As for communications, it is pertinent to note that because social media constitutes a good platform for reaching people, we posted on our Facebook page weekly. These posts included “What Goes Where” messages about recyclables. Our Facebook page now has over 2,200 followers, and this increases how many residents we reach with our posts.

Statistics of quantifiable CSRNO communications

Type of publication	Number of publications			Average number of persons reached per publication		
	2018 / 2019 / 2020			2018 / 2019 / 2020		
Facebook	78	146	135	840	1 087	1 570
Newsletters	2	1	3	394	433	443
CSRNO Application	—	—	—	—	—	2 000

The regional door-to-door recycling program began in January 2020 with 10 municipalities in the NWRSC beginning door-to-door collection of recycling. The Local Service Districts (LSD) in the region had to put off collecting recycling until October. Recycling was suspended for three months because of the pandemic and the temporary closure of Atelier des Copains, and the NWRSC gave each municipality a credit for April, May and June 2020. Unfortunately this material had to be landfilled, and the additional cost paid by the municipalities was not in their budget. The credit was calculated based on the highest month for recycling for each of the municipalities.

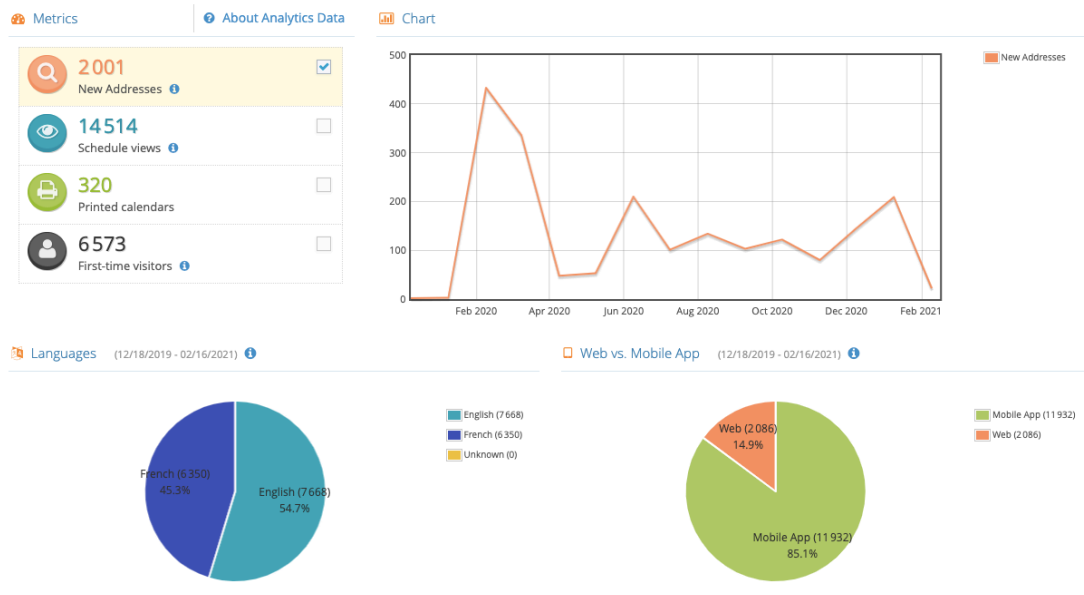
Thanks to the *Environmental Trust Fund* (ETF), we received funding for a second wave of efforts to tell residents about the door-to-door recycling program. With this grant we published information in the newspapers, sent two mailings to every residence in our area (about 21,600 residences) and renewed the contract for the NWRSC’s web and mobile app. Statistics from January 2020 to February 2021 show that over 2,000 residents used the collection schedule function and more than 1,200 collection reminders were created. It is undoubtedly one of the most efficient means of communication to answer residents’ questions about recycling, as well as about any material that they want to dispose of.

We removed the large commercial and in-school bins. Possible alternative solutions for the schools were presented to the Executive Director of the Francophone School District Northwest. Atelier des Copains provides solutions for the removal of the commercial bins.

With the revised in-school collection system, we have optimized the variety of recyclables accepted (added plastics and metals). To make information more accessible, we created recycling posters and distributed them to the 17 Francophone and 2 Anglophone schools in the region.

Right now it's hard to compare the volume of materials recovered because we don't have statistics for the whole year. However, if we look at the nine months during which the program operated, only three of which involved the entire territory, we diverted 953 tonnes of recyclables from the landfill. It is important to continue awareness efforts because we're still finding large quantities of materials that are not accepted or contaminated at our transfer and sorting centres.

A second grant from the ETF enabled us to organize the *Composting Ambassadors* project. We delivered 30 green cones (biodigesters) and 30 composters (Earth Machine) to residents of the NWRSC. Each participant received the item at home, along with a user's guide and personalized advice for installation and use. Participants filled out a survey before and after using the article to upgrade organic materials. The data received shows that using the composter or green cone seems to have had an impact on the Ambassadors' waste management habits. They threw away less garbage, as was observed by the amount of garbage bags thrown out each week. This was three bags a week containing an average of 25% of organic materials, assuming three residents per household, versus four bags a week containing 36% of organic materials in the initial survey.





Green cone installations of two of the project participants

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 captured by 20 extraction wells and is transported to an electricity production plant where it is used as fuel in a combustion engine.

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

A total of 1 869.83 Megawatts was sold to NB Power in 2020.



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 / Interim Director (January to December 2020)
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
Moreau, Bertrand	Security Guard - alternate
Ringuette, Philippe	Energy / Maintenance / Operations (Biogas)
Roy, Guilda	Scale Operator and Administrative Assistant
Thibodeau, Denis	Operations

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	\$ 0.45	/km

Meeting attended outside the region

\$ 200 /day

\$ 0.45 / km

Executive committee

President/Chairman	\$ 125.00	Per meeting
Members	\$ 100.00	Per meeting
Travelling	\$ 0.45	/km

Planning and review committee

Members	\$ 75.00
Travelling	\$ 0.45 /km

11. Looking to the Future - Priorities

- 1) Continually improve services provided by CSRNO;
- 2) Encourage and support regional economic development initiatives;
- 3) Prepare a regional Emergency Measures plan in partnership with the members of the CSRNO and the province;
- 4) Give CSRNO 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

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Highlights from 2020

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 2020 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.

The arrival of the Covid-19 pandemic in March 2020, on the other hand, forced us to adjust certain priorities without, however, affecting the quality of our services.

Communication / Transparency/ Management :

Finalized and implemented the first Human Resources Management Manual for employees since the RSCs were created in 2013

Improved internal working structures, such as online payments instead of cheques, calendar invitations for Board meetings, and more ...

Ongoing virtual training for employees. The interim Executive Director began the "Associate Certificate in Local Government" from Dalhousie University. The program finishes in June 2021 and Labour NB pays 75% of the costs

Pandemic management

The construction and solid waste management sectors are both essential sectors of activity. The operating plan was continually updated based on changing circumstances and Public Health directives; efficient WFH system, governance and urban planning; two work crews for the solid waste sector.

Only RSC in NB that took the initiative to apply for reimbursement of expenses associated with COVID-19 via the federal Safe Restart Agreement program

Municipal elections were cancelled/postponed due to the pandemic. The terms of members of the Board were extended by one year

Implemented door-to-door recycling throughout the NWRSC in January 2020, and in October for the LSDs. Reduction of 8% in the tonnage landfilled. After 9 months of operation, we've diverted over 953 tonnes of recyclables from the landfill

Distribution of information via a newsletter and regular Facebook posts. Increase of over 500 Facebook followers. Implemented a mobile app to help residents follow the garbage and recycling calendars and also an interactive tool, "What goes where", that indicates where each item goes

A record year for the issue of permits in the urban planning sector. Strong growth in residential construction. The pandemic and lockdown were important factors contributing to this increase

EQUITY
ENGAGEMENT
PRIDE
TRANSPARENCY
ACTIVE LISTENING
RESPECT
INTEGRITY
RECOGNITION
CREATIVITY

Provincial / Regional / Planning Collaboration:

Active participation with the regional committee and the Emergency Measures Organization (EMO) to manage the pandemic

Provincial collaborations on waste reduction (provincial committee and REP)

The team/employees were part of various discussion committees on provincial policies and issues related to governance, coming municipal reform and urban planning

The city of Edmundston's adaptation plan, prepared by the NWRSC and the Groupe Aster firm of consultants, was approved by the municipal council in October 2020

Increased collaboration with Atelier des Copains. Hired a consultant to help bring financial and operational stability, keep the Atelier viable, maintain existing services and keep jobs in the Upper Madawaska region

Mr. Julien Bouchard, Chief Building Inspector and Development Officer, named President of the New Brunswick Building Officials Association (NBBOA)

Participation by 5 municipalities in the northwest in the Global Covenant of Mayors for Climate and Energy Canada's showcase city project (GCoM). The 5 municipalities have reached the first level of greenhouse gas mitigation (GHG)

Interpretation and popularization of climate data on a provincial scale (Phase 2)

Mr. Adrian Prado, field analyst – research and sustainable development, named Co-President of "Food for All NB / Aliments pour tous NB"

Improvement and addition of several new services to the geoportal. Participation in workshops and training to create new local and regional collaborations. A pilot project is in development with the AFMNB and should see the light in 2021

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