



# ANNUAL REPORT 2019

## Greater Miramichi Regional Service Commission

The 2019 Annual Report provides residents of the Greater Miramichi Region with an overview of development activity, departmental initiatives, and financial information pertaining to the functioning of the Greater Miramichi Regional Service Commission (GMRSC). Though the Report is a snapshot of activity over the past year, it also highlights Commission trends over the past five years.

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION  
COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI

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# SECTION A – GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

## Message from the Chairperson

*It is with a great deal of pleasure that I have the opportunity to present the Chairperson's message for the Greater Miramichi Regional Service Commission (GMRSC). The Board of the GMRSC is comprised of eight members who represent 19 Local Service Districts (LSDs), two Villages, one Rural Community, and one City. This diverse group of people has come together in the interest of the Greater Miramichi Region and has formed an extremely well-functioning Commission. Mutual respect and working toward a common goal is the hallmark of this Board. I would like to personally thank the members for their dedication to the Commission.*

*The Commission employs 12 qualified professionals in various management, planning, building inspection, and waste management roles. The Commission is indeed fortunate to have such dedicated and qualified employees. Since its formation in 2013, the GMRSC has evolved into an effective forum for discussing issues of importance to the region.*

*Michael Davis, Building Inspector retired in December. Mike served the GMRSC and its predecessor the Miramichi Planning District Commission for 22 years. I would like to thank Mike for his dedication and service.*

*The Commission has two permanent committees: the Planning Review and Adjustment Committee (PRAC) are comprised of eight members from the communities served by the RSC and a four person Finance and Budget Committee comprised of three GMRSC Board members. There were a total of eight regular meetings in 2019 .The regular meetings are open to the public and media.*

*The Commission had a busy year as it undertook many initiatives; these are outlined in Section 2.2 .*

*I look forward to the challenges and opportunities that 2020 will present and I look forward to working with Commission members, provincial government departments and other stakeholders as we work together for the betterment of our region. With a strong and now*



*experienced Board dedicated to improving the Greater Miramichi Region and with the help of professional staff, GMRSC will continue to be a very successful regional body.*

*M. A. Douglas Munn, Chairperson*

## About the Regional Service Commission

### Mandate and History

The GMRSC is an organization that brings together representatives of communities in the Region to:

1. Strengthen cooperation;
2. Deliver cost effective services; and
3. Improve accountability and transparency.

The GMRSC is an agency that works for, and is funded by, its member communities.

### Governance and Administration

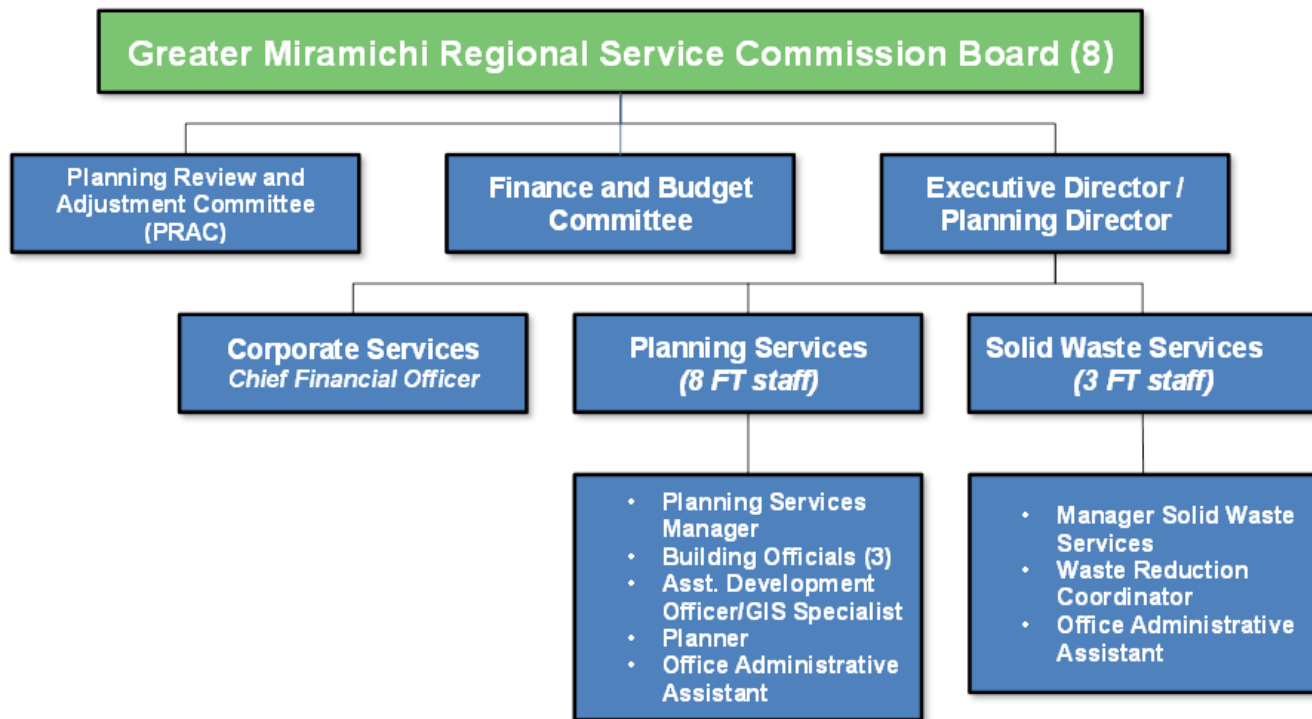
The GMRSC is governed by a board of eight members (see Table 1). Board members are made up of mayors from member municipalities, a Rural Community, and representatives from Local Service Districts (LSDs) within the Region.

Table 1: GMRSC Board Members for 2019

Board Member	Community
M.A. Douglas Munn, Chairperson	Rural Community of Upper Miramichi
Robert Hallihan, Vice Chairperson	LSD Representative
M.A. Adam Lordon	City of Miramichi
M.A. Christopher Hennessy	Village of Blackville
Elizabeth Bowes	LSD Representative
John Goodfellow	LSD Representative
Lynn Gregan	LSD Representative
Carl Price	Village of Doaktown

The Executive Director is the only direct employee of the GMRSC Board. He is responsible for staffing to provide Commission services and overseeing day-to-day activities. Please refer to “Appendix B - GMRSC Operational Workplan 2020-2022” for an overview of ongoing and proposed initiatives for the coming years.

Figure 1: GMRSC Organizational Structure



Numerous initiatives for Corporate Services and day-to-day administration have been completed in 2019:

- The GMRSC Board views were engaged in the proposal to form a Rural Community in the Rogersville area. If approved, the GMRSC would have lost some land area and tax-base. This initiative was ultimately not approved by the residents of the area.
- On behalf of the Board staff prepared a report on the Optimization of waste collection routes in the region. As a result of this, two municipalities combined their collection contracts.
- The Acadie-Chaleur Ground Search and Rescue made a formal request to the Board to provide for funding. The Board eventually agreed to support Miramichi Ground Search and Rescue with a one-time financial contribution.
- The GMRSC received and reviewed various information on Regional Policing. Funding for a Regional Police study was included in the 2020 GMRSC budget, but ultimately the Commission chose not to undertake the study. The Province was to undertake a provincial review of policing services.
- In June the GMRSC approved a revised Procedural By-law for the Commission. The By-law provides direction on the functioning of the Commission, Role and Responsibilities and operational procedures.
- A new GMRSC Salary Scale for employees was approved in June.
- The GMRSC received an un-solicited request to consider selling the building located at 505 Old King George Highway.
- In August, the Commission considered a request from Blackville, Doaktown and Upper Miramichi to financially support an ATV and Snowmobile Tourism Strategy. The Board did not approve this request pending additional information.
- The following members were appointed to Finance Committee: John Goodfellow, Chairperson, Carl Price, Liz Bowes and Lynn Gregan.

- Presentations and discussions related to establishing a Municipal By-law Compliance Officer were held. The position was included in the 2020 GMRSC budget, but was not approved.
- The GMRSC awarded the Silver Shingle and Green Leaf Awards in November.

Appendix A contains the “GMRSC Board / PRAC Member Attendance Record, Meeting Per Diems, and Expenses (Mileage)” for 2019.

Table 2: PRAC Members

Committee Member	Community
William Treadwell, Chairperson	City of Miramichi
Joseph Veriker, Vice Chairperson	City of Miramichi
Robert Hallihan	LSD Representative
Robert McLeod	LSD Representative
Kurt Marks	Village of Blackville
Scott Clowater	Rural Community of Upper Miramichi
Lynn Gregan	LSD Representative
Burton Cain	LSD Representative

The Finance and Budget Committee are made up of members from the GMRSC Board (see Table 3).

Table 3: Finance and Budget Committee Members

Committee Member	Community
John Goodfellow, Chairman	LSD Representative
Elizabeth Bowes	LSD Representative
Robert Hallihan	LSD Representative
Carl Price	Village of Doaktown

## Financial Information

### GMRSC Funding

The GMRSC is funded by the participating municipalities and LSDs that receive various services. The municipalities and LSDs include the cost of services they receive from the RSC in their local property tax rates. The GMRSC has no other source of funding. All planning service and permit fees are returned to the community in which it was generated. The programs and staff of Solid Waste Services are partially funded through a service charge attached to the tipping fee at the landfill site (Chaleur Regional Service Commission establishes the tipping fee for the facility).

## Audited Financial Statement

Table 4 outlines the cost of planning and building inspection services for the 2019 year. In total, \$230,320.70 in fee revenue was collected and returned to the municipalities and LSDs. In the case of the LSDs, the fees are remitted to the Department of the Environment and Local Government.

All funding partners receive the services of the nine full-time employees of the Planning Services division, which includes inspection services as well. All funding partners also receive the services of the eight-member PRAC. Please refer to “Appendix C - GMRSC 2019 Financial Statement” for more details. Table 4, below, presents the cost of Planning Services by community for 2019.

Table 4: Cost of Planning Services by Community for 2019

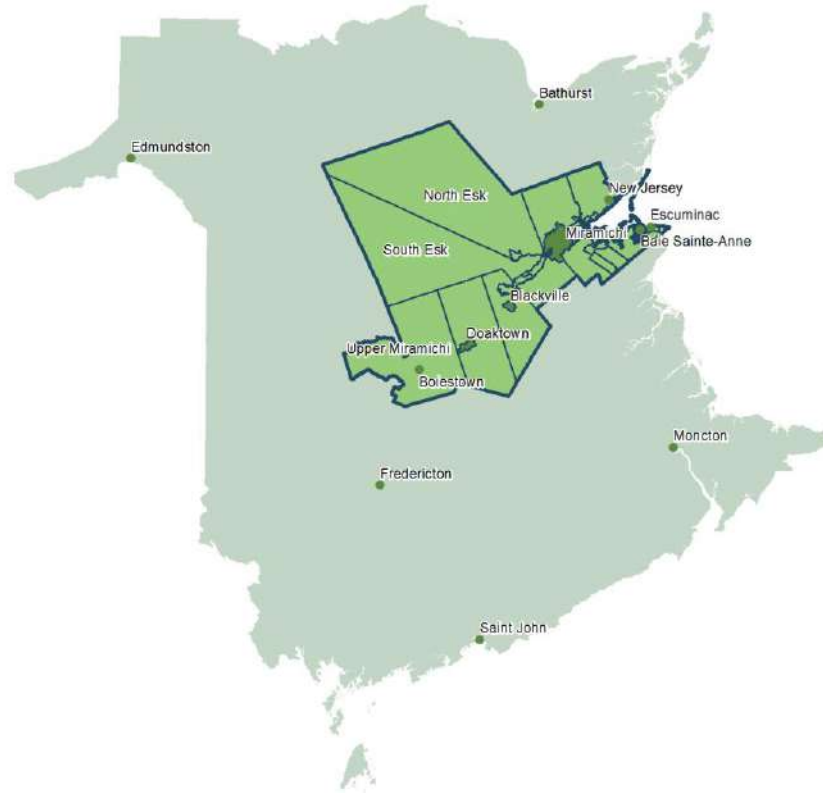
Community	Budget Amount	Revenue from Fees	Net Cost
Miramichi	\$455,724	\$149,490.89	\$306,233.11
Village of Blackville	\$15,015	\$2,571.40	\$12,443.60
Village of Doaktown	\$17,319	\$1,770.00	\$15,549.00
Rural Community of Upper Miramichi	\$34,872	\$10,709.96	\$24,162.04
LSDs	\$285,227	\$65,778.45	\$219,448.55

### About the Region

The Greater Miramichi Region is located in northeastern New Brunswick. The Region is tied together by the Miramichi River and serves communities located within this picturesque river valley. The City of Miramichi is the service centre of this rural Region (see Figure 2).

Figure 2: GMRSC Service Area

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION - SERVICE AREA**  
**COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI - ZONE DE SERVICE**



The economy is in transition from a heavy reliance on natural resources to professional services, retail, education, health care, and value-added manufacturing. Table 5 below gives an overview of the Region.

Table 5: Overview of the Greater Miramichi Region

Population (2016 Census)	<b>39,193</b>
Tax Base (November, 2019)	\$2.66 Billion
Area	12,000 km <sup>2</sup> , 17% of NB
Municipalities / Rural Communities Served	4
Local Service Districts Served (Unincorporated)	19
Local Service District Advisory Committees	11

Table 6 outlines the 19 LSDs served by the Commission.

Table 6: LSDs Within the Greater Miramichi Region

Greater Miramichi Region LSDs	
1. Alnwick	11. Lower Newcastle-Russellville
2. Baie-Sainte-Anne	12. Nelson
3. Black River-Hardwicke	13. Newcastle
4. Blackville	14. North Esk
5. Blissfield	15. Oak Point-Bartibog Bridge
6. Chatham	16. Renous-Quarryville
7. Derby	17. South Esk
8. Escuminac	18. St. Margarets
9. Glenelg	19. Sunny Corner
10. Hardwicke	



# SECTION B – PLANNING SERVICES

## 2019 Highlights

### Overview

2019 was the seventh full year of operation under the RSC structure and was another active year of development for the Greater Miramichi Region. 2019 saw strong staff efforts to advance a number of in-house projects and initiatives, most notably the review and update of the City of Miramichi's Municipal Plan and Zoning By-law.

Guided by the long-serving chair of the former Miramichi Planning District Commission (MPDC), Chairman William Treadwell and the other seven PRAC members held 9 meetings and dealt with 24 applications in total involving subdivisions, variances, conditional uses, similar/compatible use approvals, and by-law amendments. This compares to 11 meetings and 26 applications in 2018.

Enhancing relationships and collaborating with the public, customers, community stakeholders, and external departments and agencies involved in the land development process continues to be an ongoing activity for Planning Services.

### City of Miramichi Municipal Plan Review

The City of Miramichi's Municipal Development Plan (By-law No. 90) came into force and effect on July 16, 2012. The Plan proposes to conduct a thorough review of the Plan and related by-laws at least every seven (7) years. Planning Services' Staff initiated a comprehensive review of the City's Plan and its enabling By-laws in late 2018. An Advisory Committee was also established in 2018 to provide input and recommendations to Planning Services staff throughout the Plan Review. This project continued into 2019 and involved a significant amount of public engagement activities, including:

- Establishing a project website, [mymiramichiplan.com](http://mymiramichiplan.com), which served as the dedicated public portal for the project.
- Conducting an online survey, which received input from almost 150 respondents.
- Holding a public open house in Miramichi East in April 2019 and in Miramichi West in May 2019 which provided opportunities for residents to review information about the City and participate in discussions about its future.
- Running a My Miramichi t-shirt promotion and contest.
- Opening an online interactive web-map for users to identify issues and opportunities in the City.

- Coordinating a project with students at Dr. Losier Middle School and North & South Esk Regional High School.
- Hosting a focus group meeting with community groups and additional meetings with local developers and business owners to discuss future developments in the City.
- Placing public notices in/on local news, radio, and digital display to advertise meetings and invite citizen input.
- Submitting referrals/consulting with City departments and provincial government departments.

The Municipal Plan and Zoning By-law are slated for adoption by the City of Miramichi in 2020.

## Silver Shingle Award for Excellence in Development

GMRSC Planning Services first established the “Silver Shingle Award for Excellence in Development” in 2016. The purpose of the Silver Shingle Award program is to recognize development projects that have made a positive contribution within the region and to promote awareness of the importance of “high quality development” to community image and economic prosperity. In 2019, two winners from a pool of several nominees were selected, each representing a “new development” and “re-development” category. The winner of the new development category was Fletcher’s Farm in the City of Miramichi and for re-development, the award went to the Miramichi Dental Clinic.

Figure 3: Fletcher’s Farm Silver Shingle Award Recipients



Figure 4: Miramichi Dental Clinic Silver Shingle Award Recipients



## Geomatics Services

The geomatics technician assisted Planning Services by providing mapping and geographic information support to the GMRSC staff. Data such as variances, rezonings, and Orders to Comply, were continuously published to the GMRSC geographic information system so that employees were aware of other submissions within the department.

The technician also produced maps for the general public and organisations at different occasions.

## Continuing Education

To keep skills honed and to stay up-to-date with best practices, ongoing professional development is very important. In 2019, staff members of Planning Services continued to improve their skills and abilities to serve our Region by participating in many conferences, workshops, and training sessions including those offered by the Atlantic Planners Institute and New Brunswick Development Officer Association.

## Building and Development Activity

### Project Highlights

The following section highlights prominent developments in the Greater Miramichi Region in 2019. These projects, among others, are particularly significant due to their size and scale,

importance to the community, and/or their contribution to realizing key objectives of the Municipal Development and Rural Plans for their respective areas.

- Construction of the Renous-Quarryville Fire Hall on Memory Lane in Renous (see Figure 5);

Figure 5: Fire Hall Construction, L.S.D. of Renous-Quarryville



- Renovation of an office building to be converted to a special care home on Wellington Street, Miramichi (see Figure 6);

Figure 6: Office Building Conversion to a Special Care Home, City of Miramichi





- Renovation of a glass repair shop to be converted to a brewery on Newcastle Boulevard, Miramichi (see Figure 7);

Figure 7: Glass Repair Shop Conversion to a Brewery, City of Miramichi



- Placement of a modular building for a recreational club on Nelson Street in Miramichi (see Figure 8);

Figure 8: New Recreational Club Building, City of Miramichi



- Renovation of an aerospace and defense manufacturing facility to be converted to a cannabis production facility on King Street, Miramichi (see Figure 9);

Figure 9: Cannabis Production Facility, City of Miramichi



- Renovation to the arena in Renous (see Figure 10);

Figure 10: Tom Donovan Arena, L.S.D. of Renous-Quarryville





- Construction of an addition to an animal shelter on Dan Cripps Street in Miramichi (see Figure 11);

Figure 11: Animal Shelter, City of Miramichi



Other notable development projects in the Greater Miramichi Region in 2019 include:

- Construction of a hospice at the corner of Water Street and Hay Lane in the City of Miramichi;
- Construction of a distillery at the corner of Newcastle Boulevard and Campbell Street in the City of Miramichi;
- Construction of a cannabis production/packaging facility on Walsh Avenue in the Chatham Industrial Park;
- Construction of medical offices on Water Street in the City of Miramichi;
- Renovations to the old court house on King George Highway in the City of Miramichi;
- Addition to a furniture business located on King George Highway in the City of Miramichi.

## Applications for Plan and Zoning Amendments

Planning Services assisted the City of Miramichi in amending bylaws.

- Amendment to its Municipal Development Plan and Zoning By-law to enable the development of a sleep and respiratory clinic on Water Street proposed by Maritime Sleep Clinic and Respiratory Services.
- Rezoning a Williston Drive property from a Single Unit Dwelling zone to a Specific Proposal - Medium Density A residential zone to enable the development of a three (3) unit dwelling and backyard poultry coop.
- Amendment to the Municipal Development Plan and Zoning By-law to create a site-specific zoning for a proposed cannabis micro-cultivation facility on Newcastle Boulevard. A number of reasonable terms and conditions were imposed.
- Amendment to the Municipal Development Plan and Zoning By-law to enable the enlargement of an existing 33 by 50 foot storage building on Water Street.

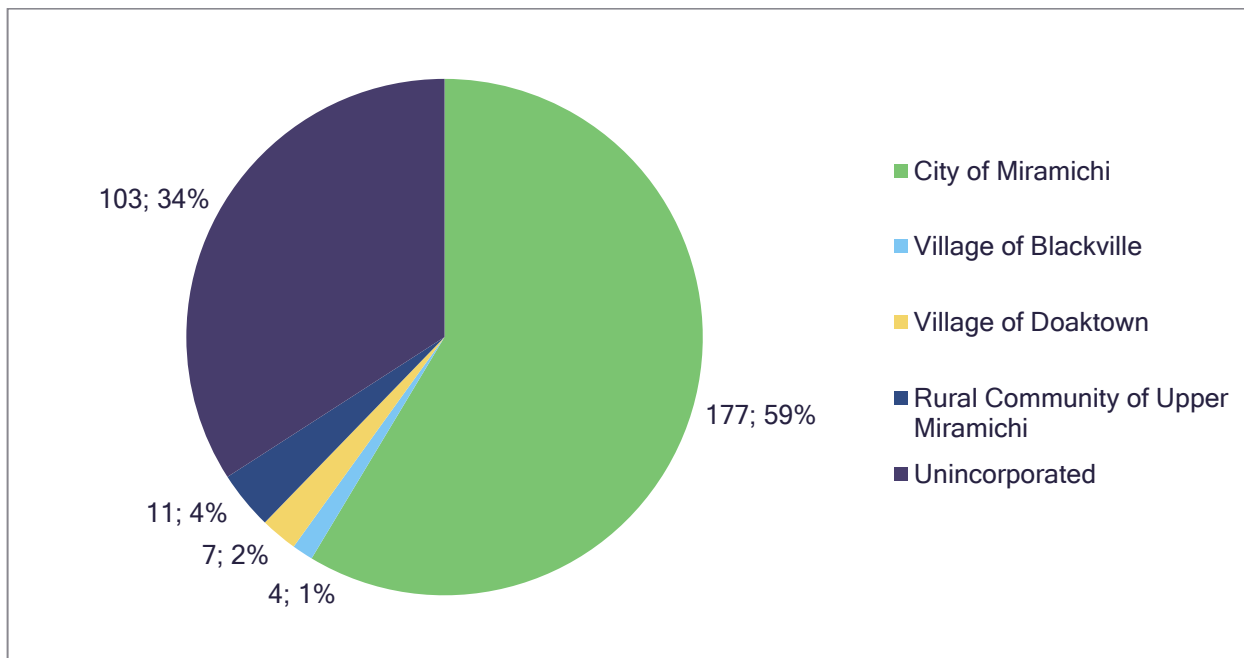
- Rezoning a King George Highway property from a Single or Two Unit Dwelling zone to a Medium Density B residential zone to enable the development of a phased 20-unit townhouse development.
- Amendment to the Municipal Development Plan and Zoning By-law to create a site-specific zoning for another proposed cannabis micro-cultivation facility, this one located on Bridge Road. Again, a number of terms and conditions were imposed.
- Rezoning a King George Highway property to enable the development of an eight-unit row house dwelling, a six-unit row house dwelling, and the conversion of an existing single unit dwelling to a four-unit apartment dwelling.

## Building Permit Activity

Figures 12 to 19 outline building permit activity in the Greater Miramichi Region between 2015 and 2019. Please refer to Tables 20 to 24 in “Appendix D - Building Permits Activity Tables” to view a more detailed breakdown of the Figure(s).

More than half of all building permits issued by the GMRSC (59%) were for projects located within the City of Miramichi while about one third of permits issued (34%) were for projects in the Unincorporated areas. Permits issued for projects in the Villages of Blackville and Doaktown and the Rural Community of Upper Miramichi make up the remaining portion.

Figure 12: GMRSC Region Number and Percent Breakdown of Permits Issued (2019)



The majority of permits (60%) issued in the City of Miramichi were for residential projects, a decrease of 3.6% from permits issued in 2018. The number of permits issued for commercial projects in the City of Miramichi increased by 48% in 2019. Industrial project permits stayed relatively stable with 6 compared to 5 in 2018 while institutional project permits decreased by one third. Permits for signs in the City went from 4 applications in 2018 to 18 in 2019.

Figure 13: City of Miramichi Number and Percent Breakdown of Building Permits Issued (2019)

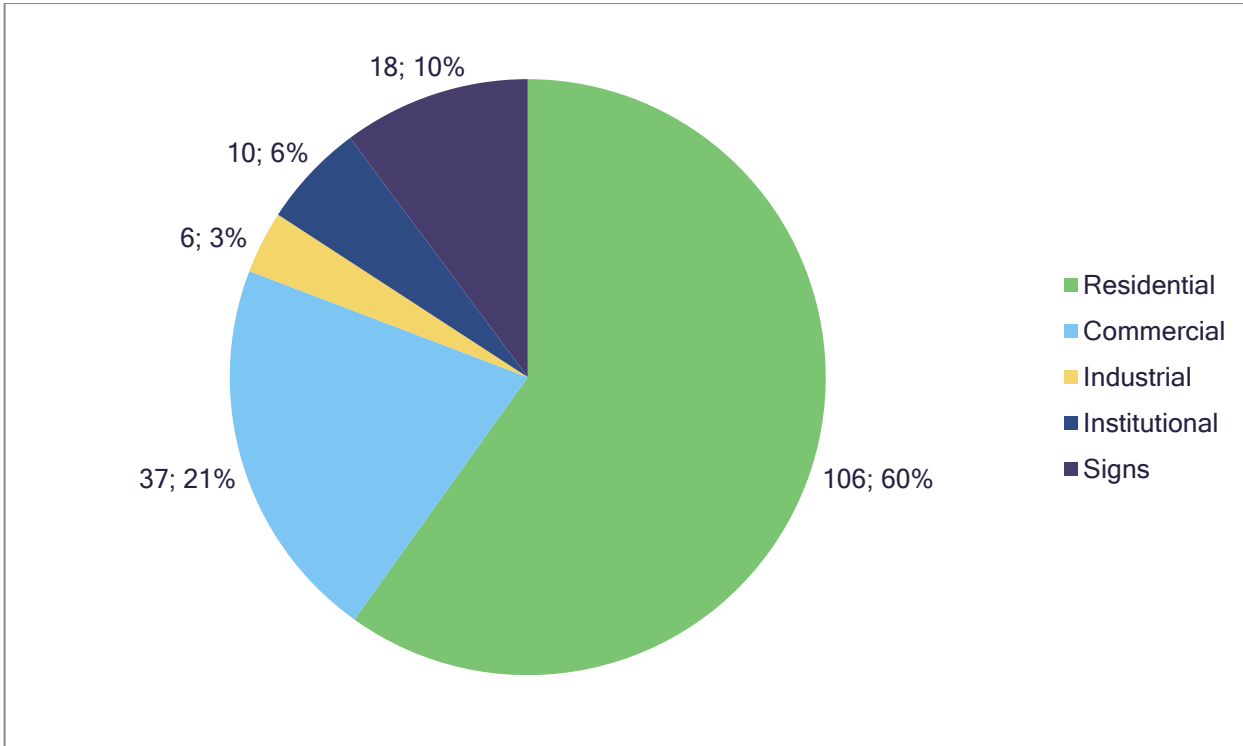
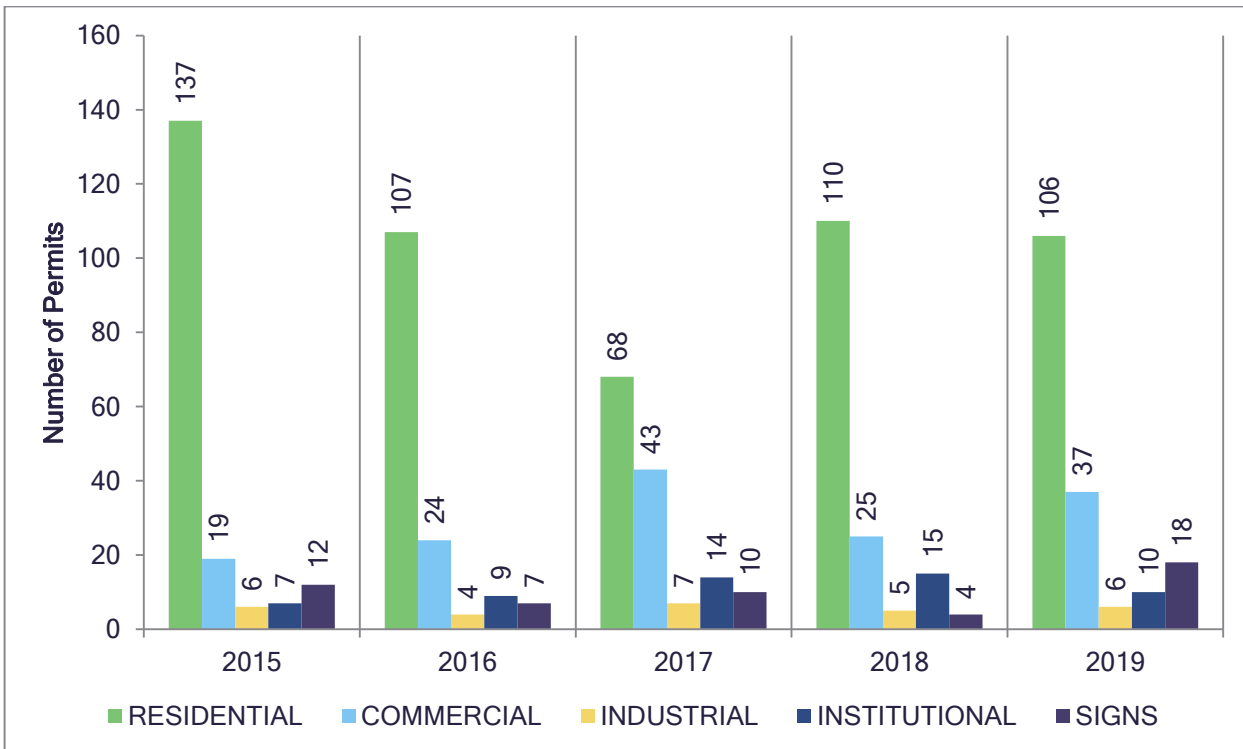


Figure 14: City of Miramichi Building Permits



As for the rural municipalities and communities, building permits issued in 2019 consisted almost entirely of residential activities. Only the Rural Community of Upper Miramichi had diverse building permits issued; one for commercial use, one for industrial use, and the other nine for residential use.

Figure 15: Building Permits Issued for Rural Municipalities / Communities (2019)

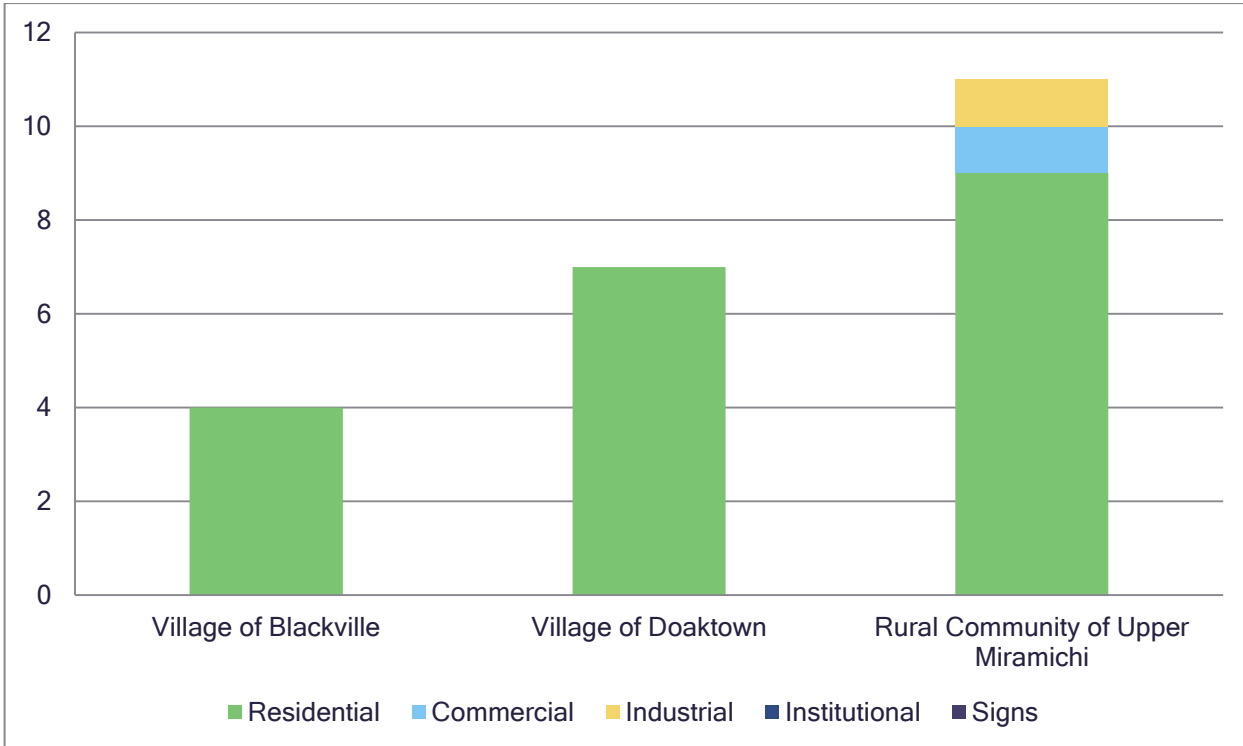


Figure 16: Village of Blackville Building Permits

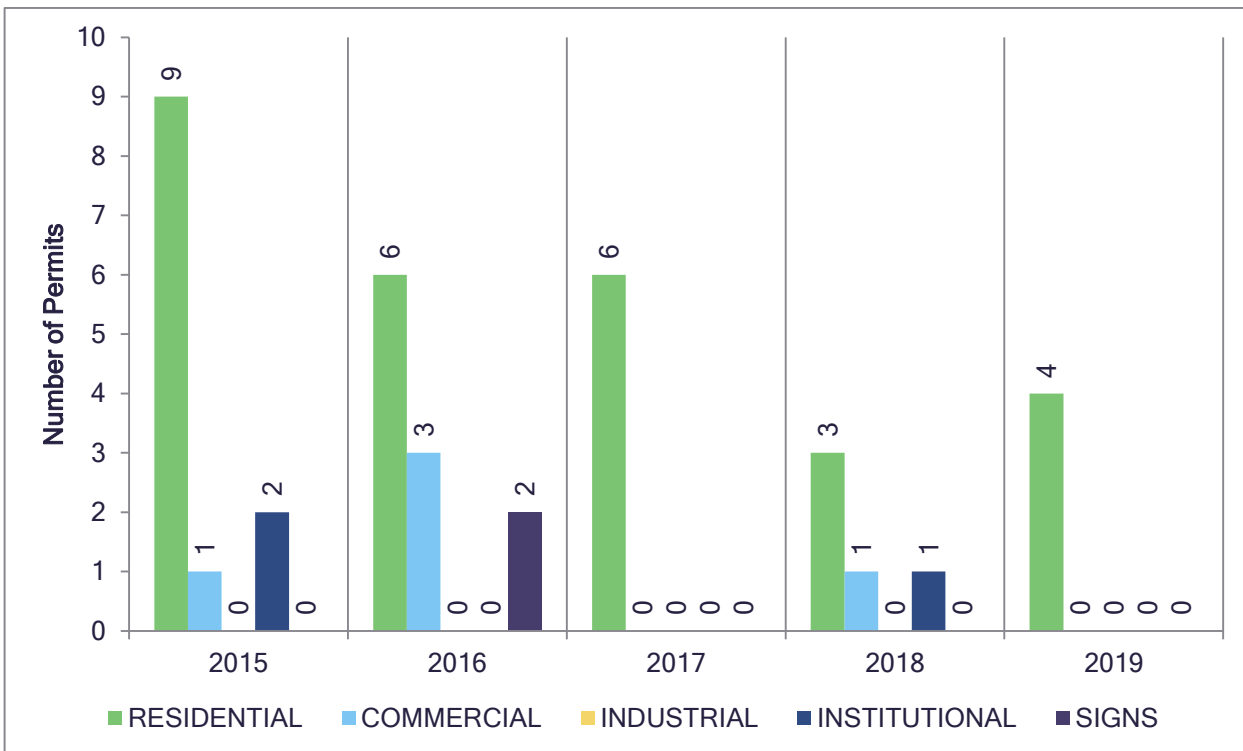


Figure 17: Village of Doaktown Building Permits

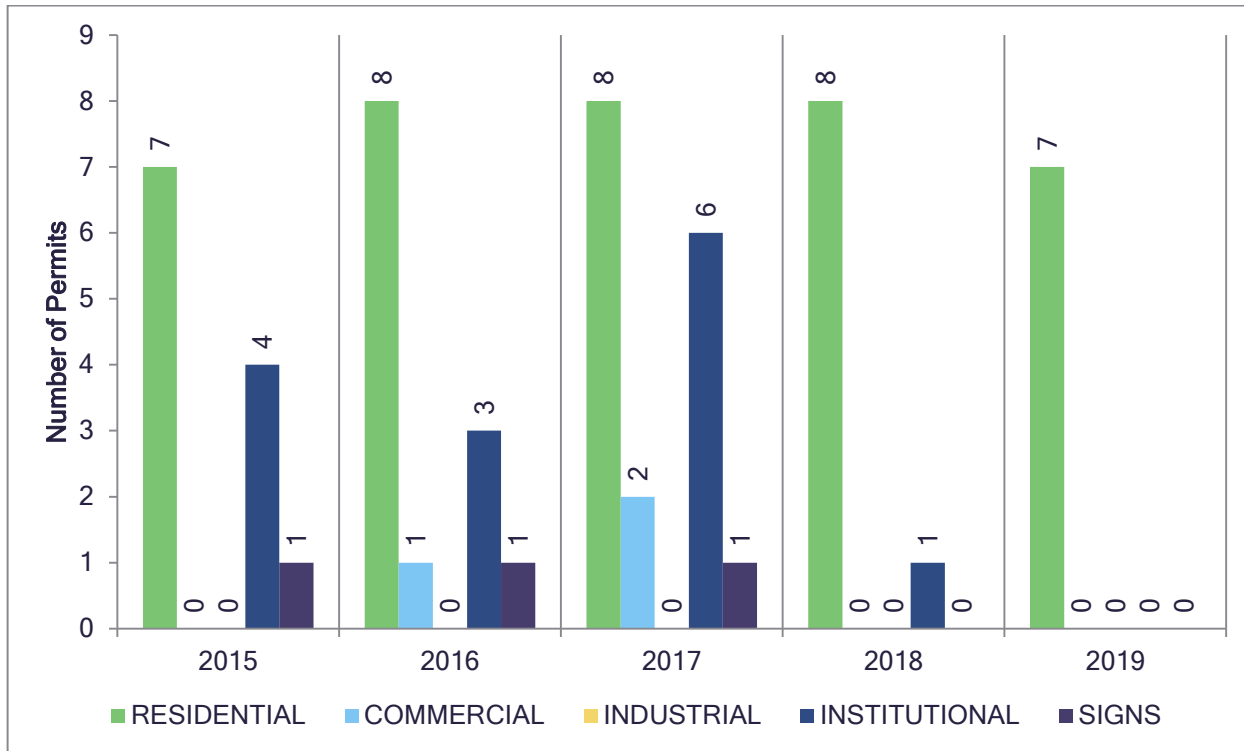
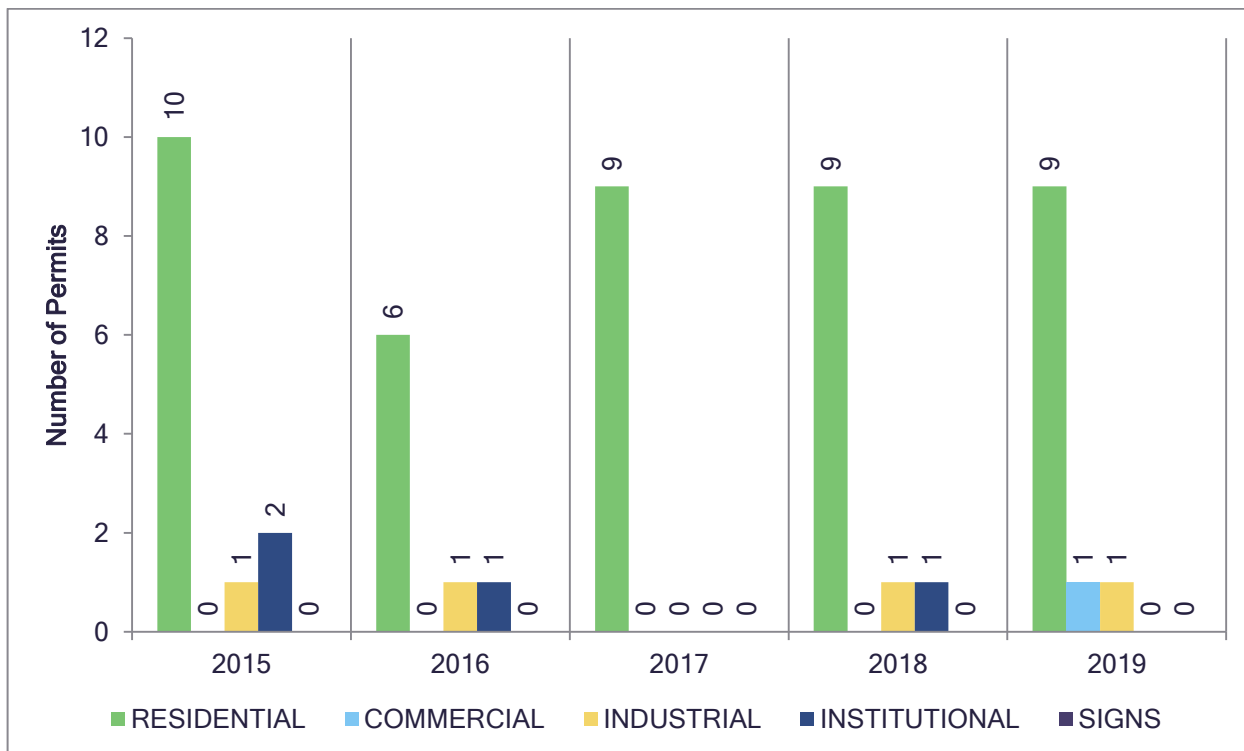


Figure 18: Rural Community of Upper Miramichi Building Permits



In the unincorporated areas, 93% of building permits issued were for residential projects while institutional projects made up 4% of total permits issued. Commercial and industrial projects made up 2% and 1% respectively of the total permits.

Figure 19: Unincorporated Areas Building Permits

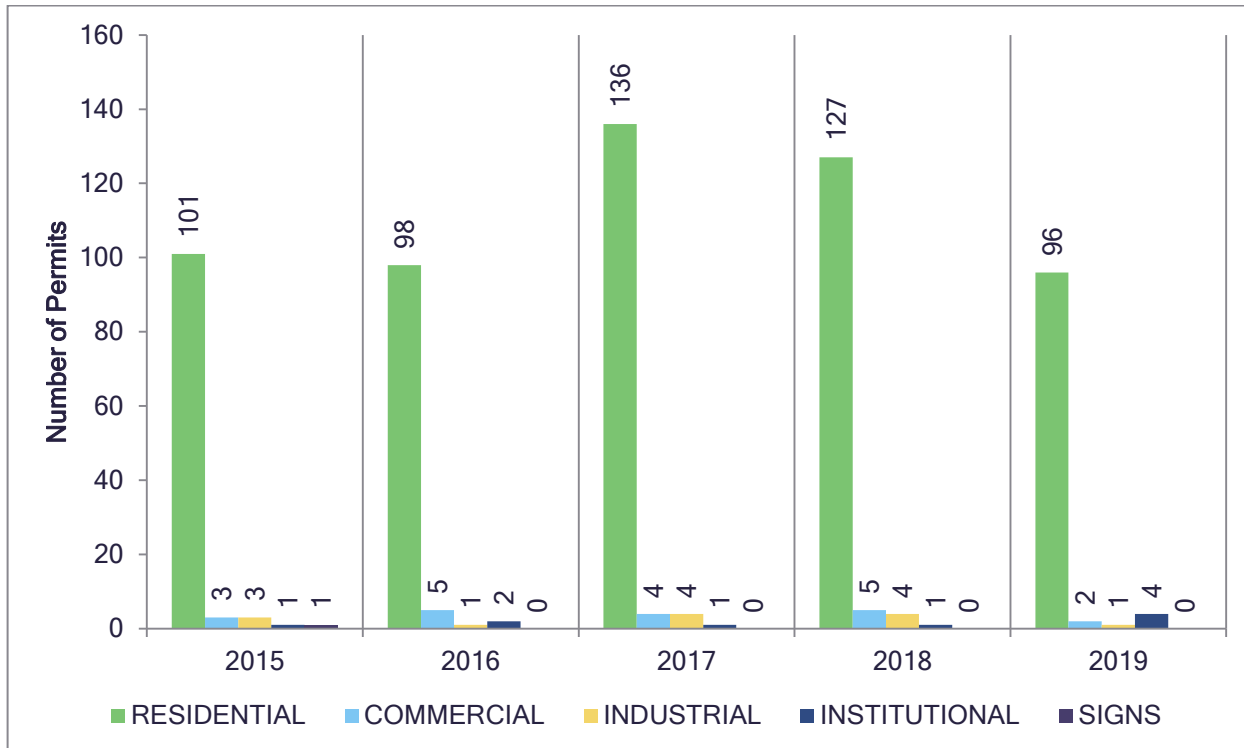


Table 7 outlines the total value of construction by municipality and unincorporated areas for 2019. During that year, the Greater Miramichi Region experienced a decrease in total value of construction compared to 2018 from \$34.86 to \$24.99 million. 65% of the total value of construction for the Region came from the City of Miramichi, 29% from unincorporated areas, 5% from the Rural Community of Upper Miramichi, about 1% from the Village of Blackville, and a fraction of a percentage from the Village of Doaktown.

In 2019, the City of Miramichi experienced a 24% decrease in the total value of construction compared to the previous year. For 2019, the Village of Blackville had a 286% increase in construction value whereas the Village of Doaktown saw an 80% decrease, its lowest construction value year since the GMRSC started serving the village in 2013. The Rural Community of Upper Miramichi construction value remained relatively the same with a 0.4% decrease while the Unincorporated areas saw a 40% decrease from 2018.

Table 7: Total Value of Construction, 2019

Community	Value
City of Miramichi	\$16.3 Million
Village of Blackville	\$229 Thousand
Village of Doaktown	\$53 Thousand
Rural Community of Upper Miramichi	\$1.3 Million
Unincorporated Areas	\$7.1 Million
<b>Total</b>	<b>\$24.99 Million</b>



Figures 20 to 26 outline the value of construction activity in the Greater Miramichi Region between 2015 and 2019 (please refer to Tables 25 to 29 in “Appendix D - Building Permits Activity Tables”).

Figure 20: GMRSC Region Value of Construction (Logarithmic)

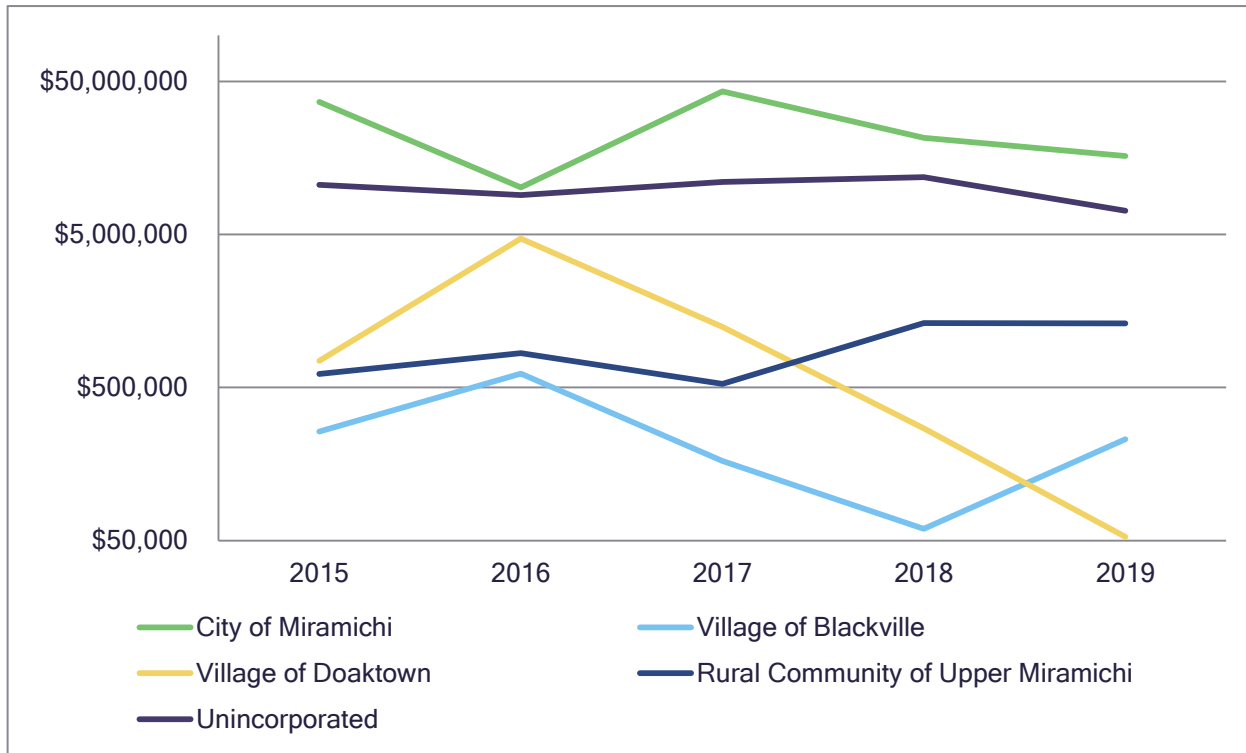
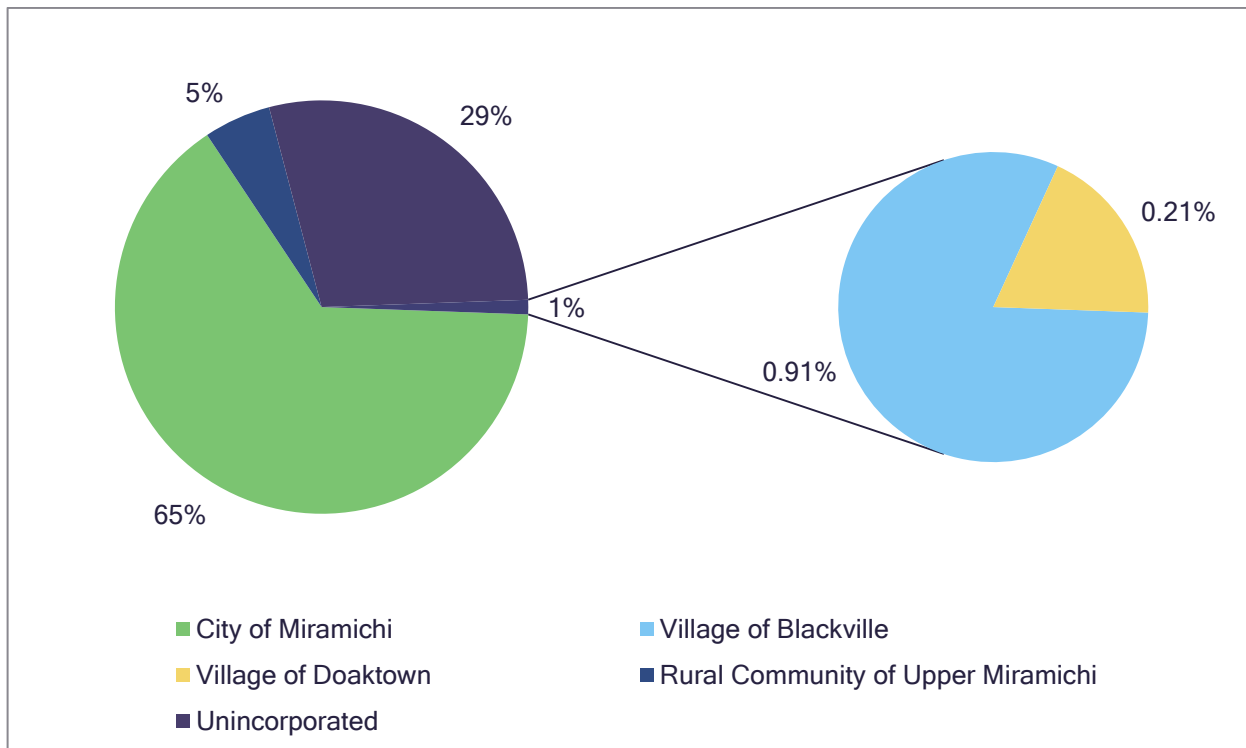
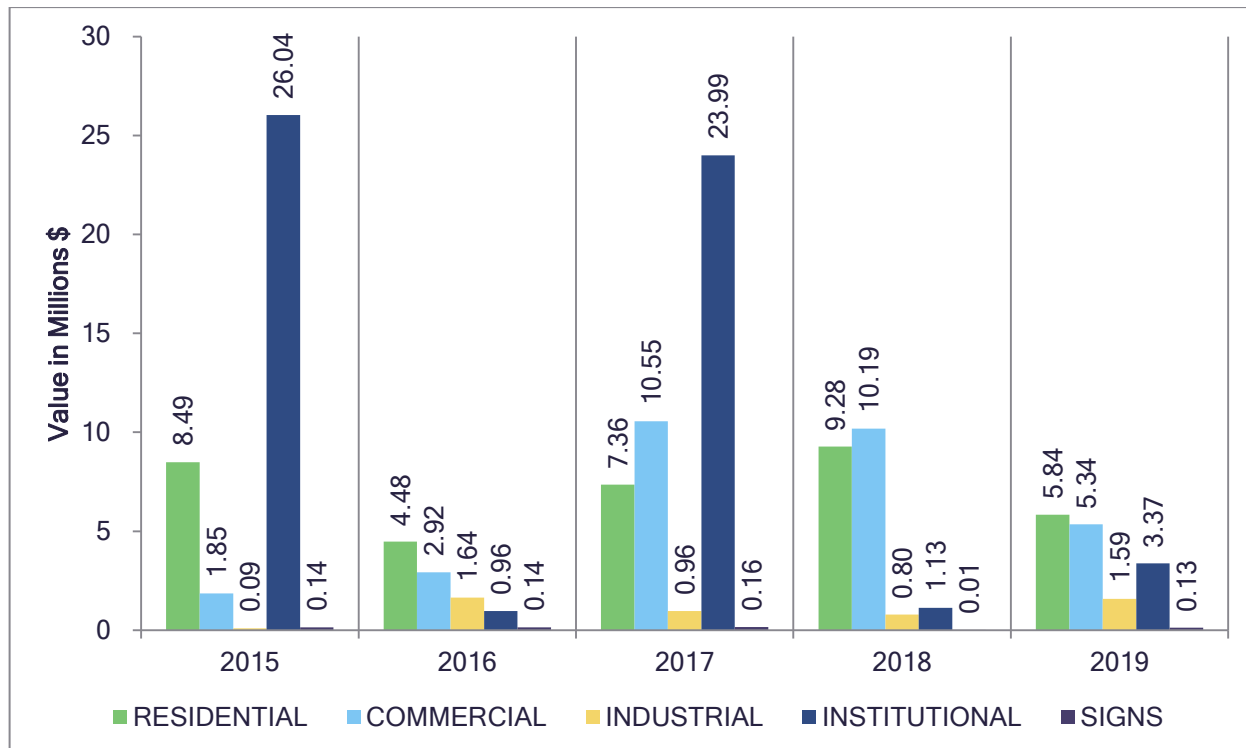


Figure 21: GMRSC Region Value of Construction (2019)



In the City of Miramichi, the value of residential construction decreased by 37% compared to 2018. Multi-unit residential projects in 2019 had a total value of \$262 thousand which is a considerable decrease compared with the total value of \$3.46 million in 2018. The City of Miramichi also experienced a decrease in the matter of 62% in the value of mini home dwelling constructions in 2019. A significant increase (37%) in the value of other residential improvements went from \$1.19 million in 2018 to \$1.64 million. The value of industrial and institutional construction saw increases in value of 100% and 199% from 2018 respectively; the commercial value went down 48%.

Figure 22: City of Miramichi Value of Construction



As for the other communities, the value of construction decreased by 80% for the Village of Doaktown, but the Rural Community of Upper Miramichi remained stable from \$1.32 in 2018 to \$1.31 million. As for the Village of Blackville, the value of construction increased by 286% from \$59 to \$229 thousand. The value decreased 40% for the unincorporated areas.

Figure 23: Village of Blackville Value of Construction

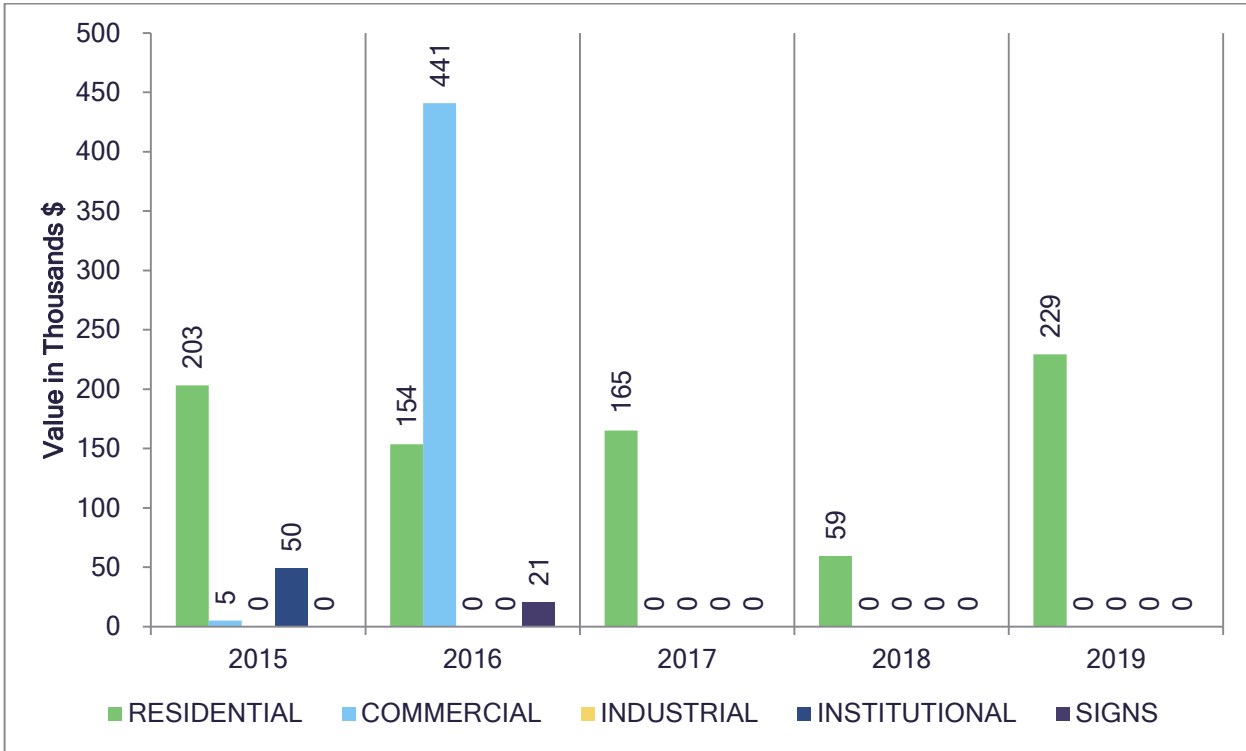


Figure 24: Village of Doaktown Value of Construction

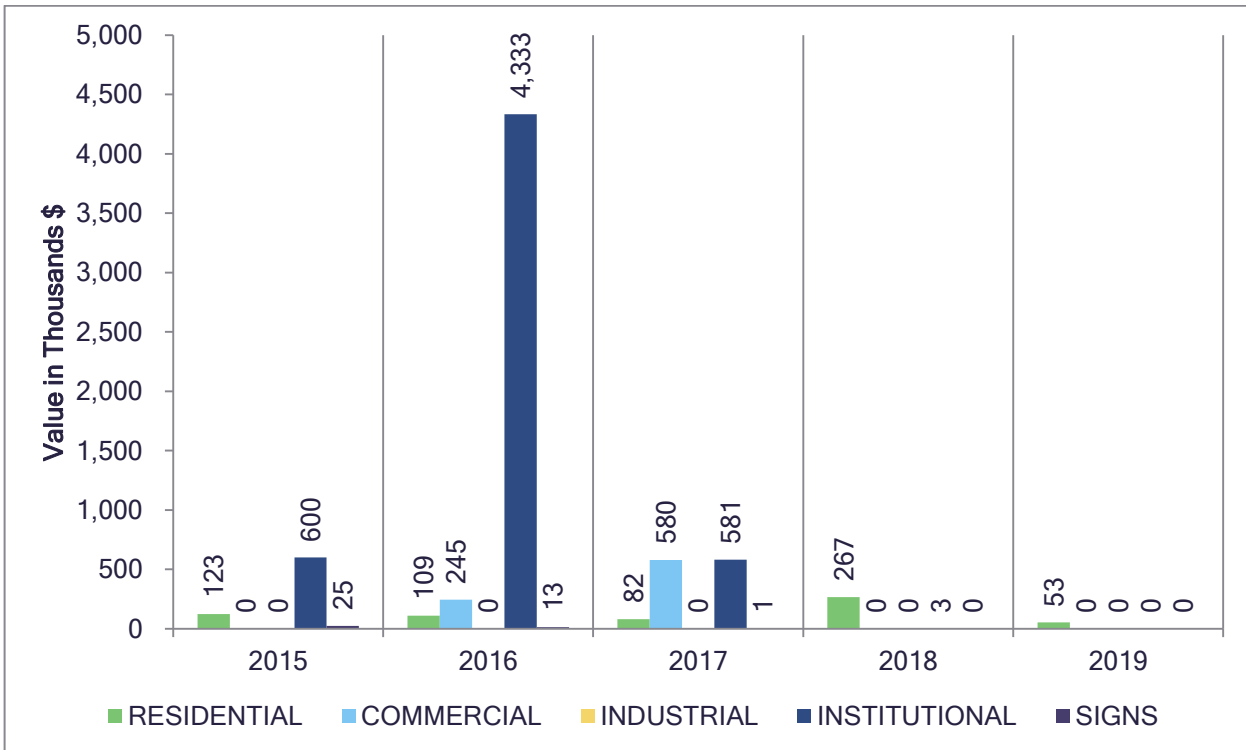


Figure 25: Rural Community of Upper Miramichi Value of Construction

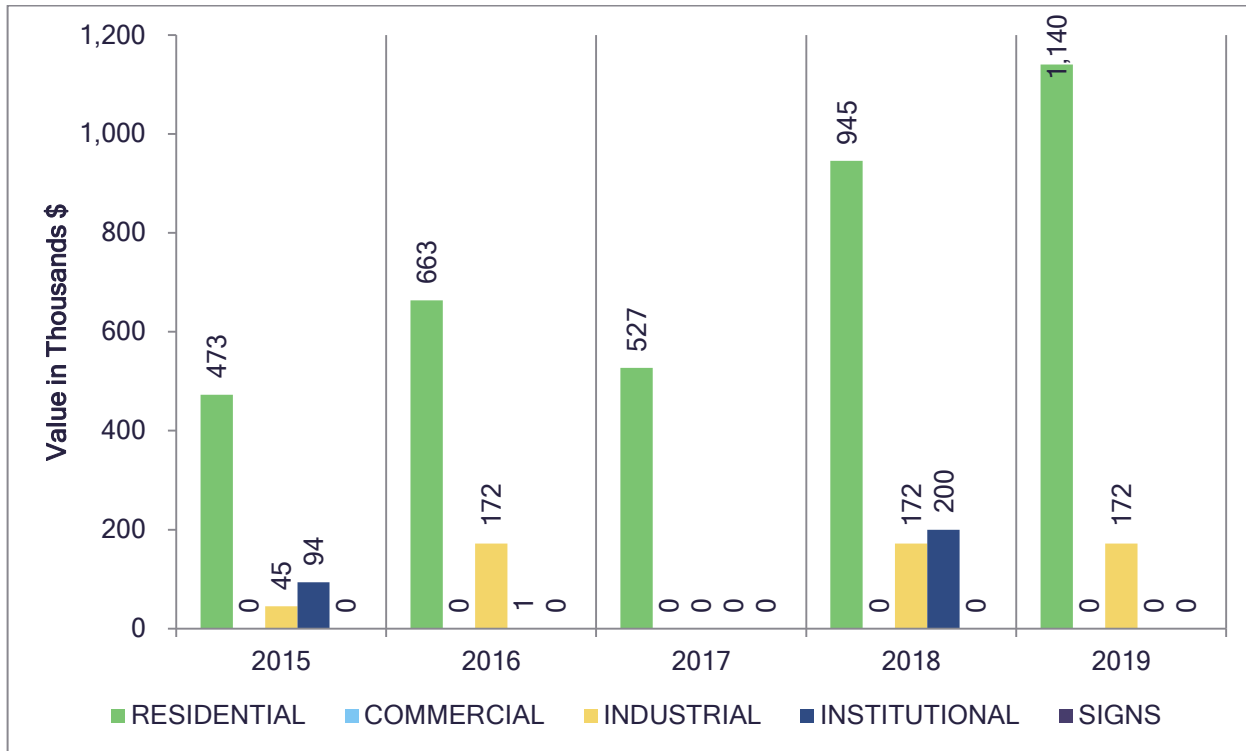
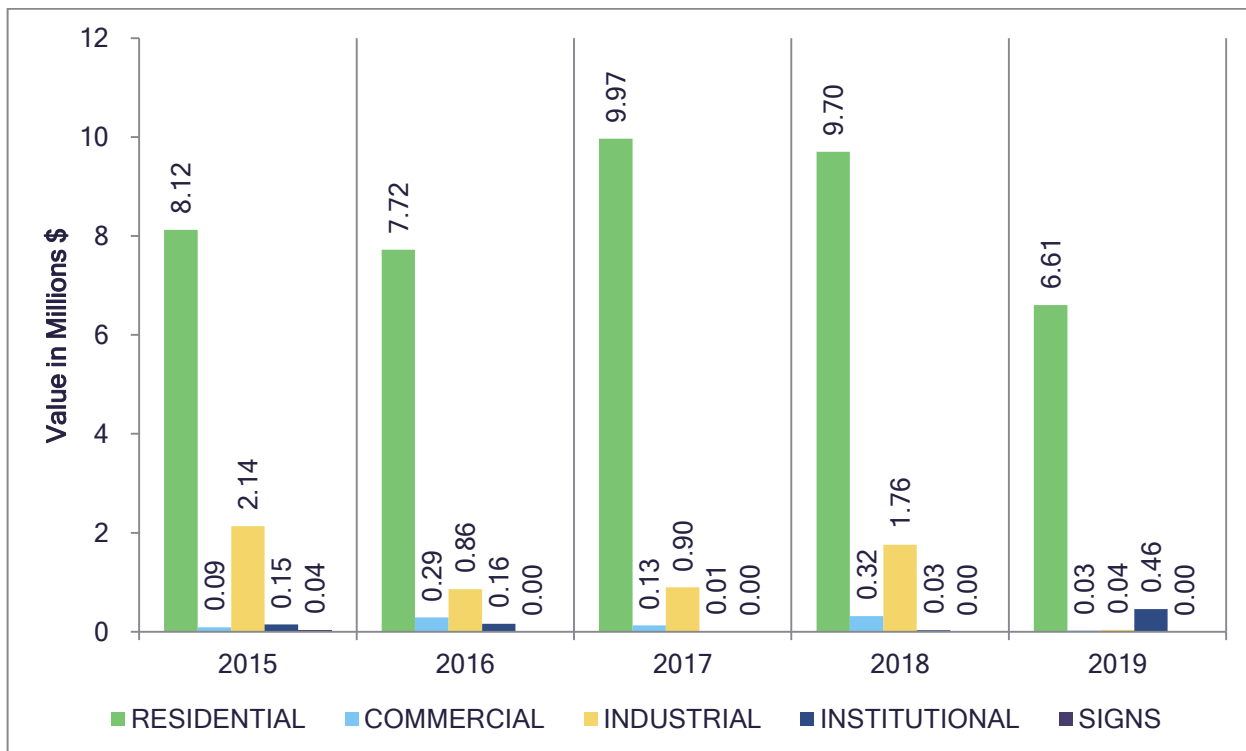


Figure 26: Unincorporated Areas Value of Construction



## Planning Applications Activity

Planning applications include plan amendments (e.g. Municipal Development Plan and Rural Plans), rezonings, and variances (e.g. Development Officer and PRAC). Other planning applications, such as temporary and similar and compatible uses, are included under PRAC

variances. Though technically not variances as stipulated under the New Brunswick *Community Planning Act*, they are handled in a similar fashion and they must go to the PRAC for a decision.

Figures 27 to 32 outline planning applications activity in the Greater Miramichi Region between 2015 and 2019 (please refer to Tables 30 to 34 in “Appendix E - Planning/Subdivision Applications/Files Activity Tables”).

The total number of applications has decreased slightly from 2018 from 57 to 51 in 2019; two thirds of these applications were for projects within the City of Miramichi. Thirty-two of the 40 variance applications were handled internally by Development Officers, the 8 others being processed through the PRAC. The City of Miramichi is the only municipality to have received plan amendment and rezoning applications with 4 and 7 respectively.

Figure 27: GMRSC Region Number of Planning Applications (2019)

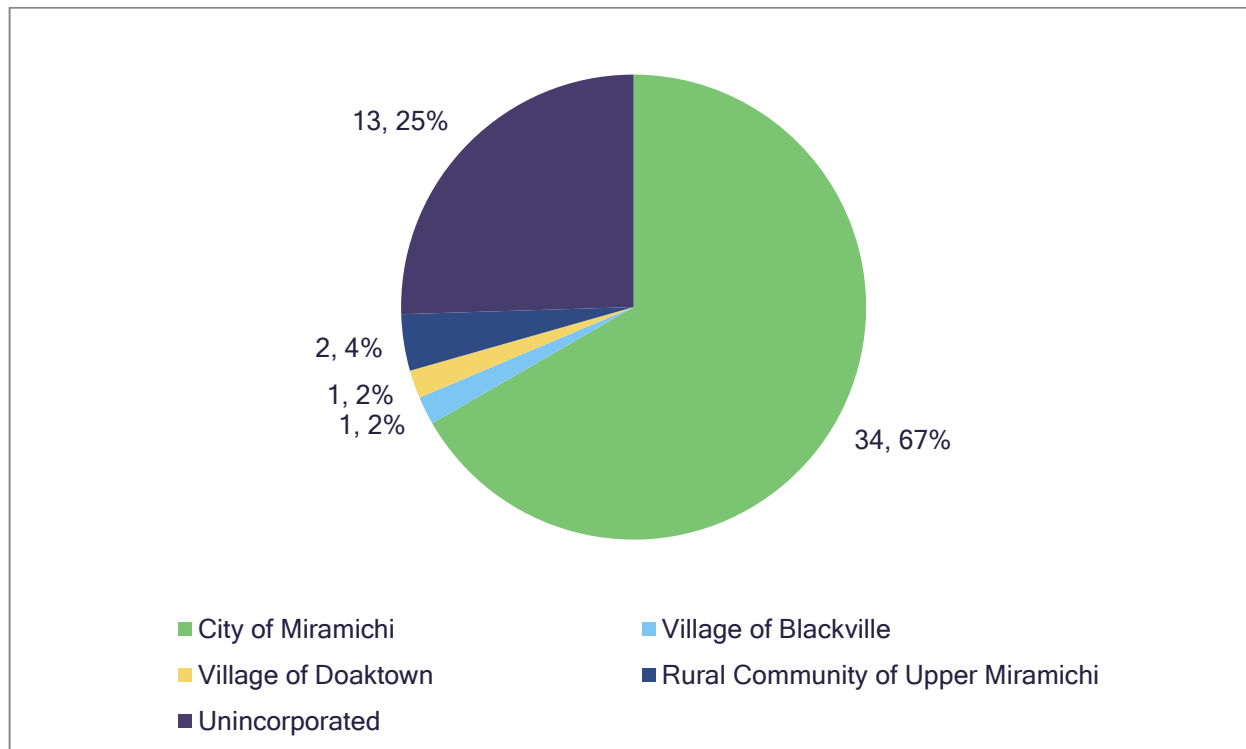


Figure 28: City of Miramichi Planning Applications

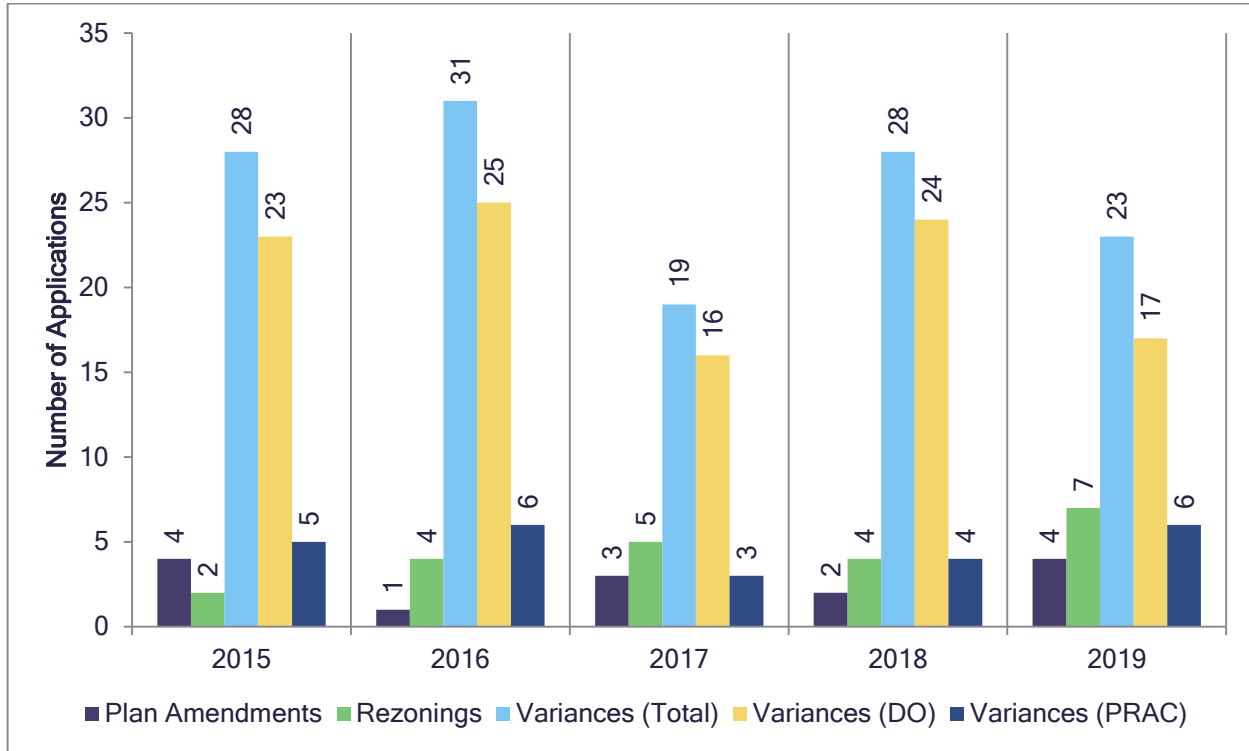


Figure 29: Village of Blackville Planning Applications

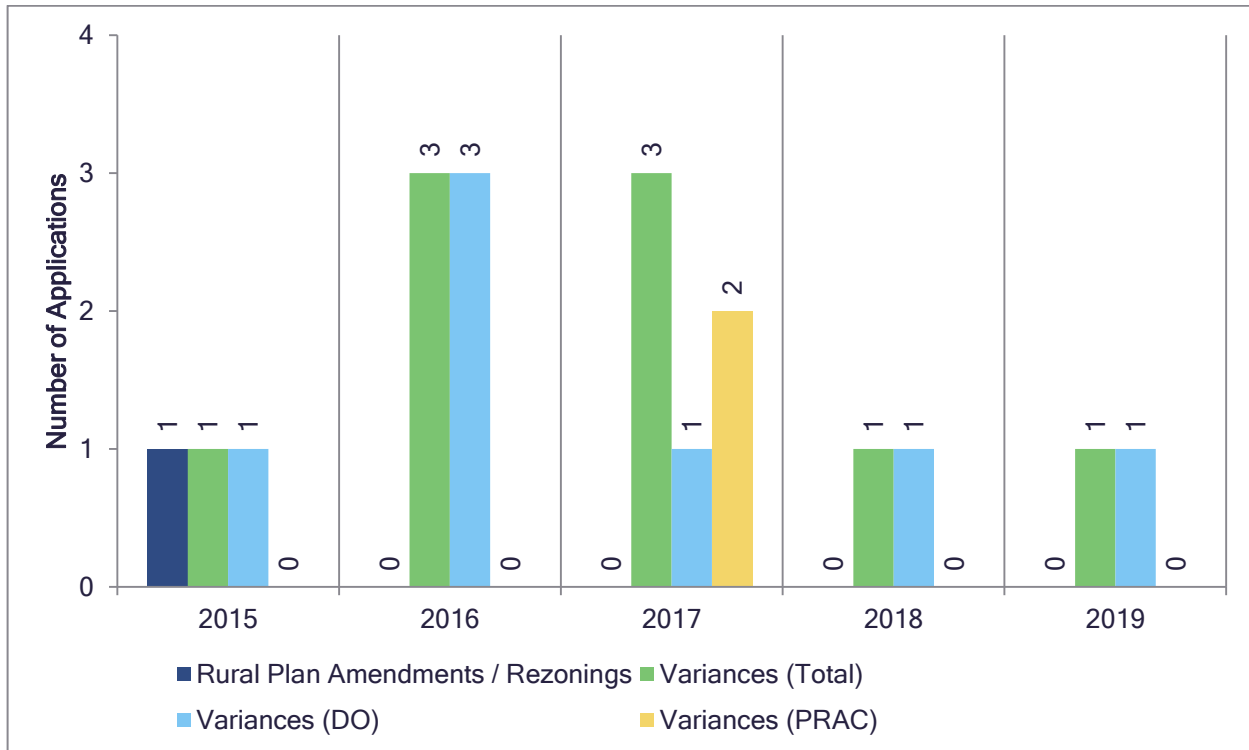




Figure 30: Village of Doaktown Planning Applications

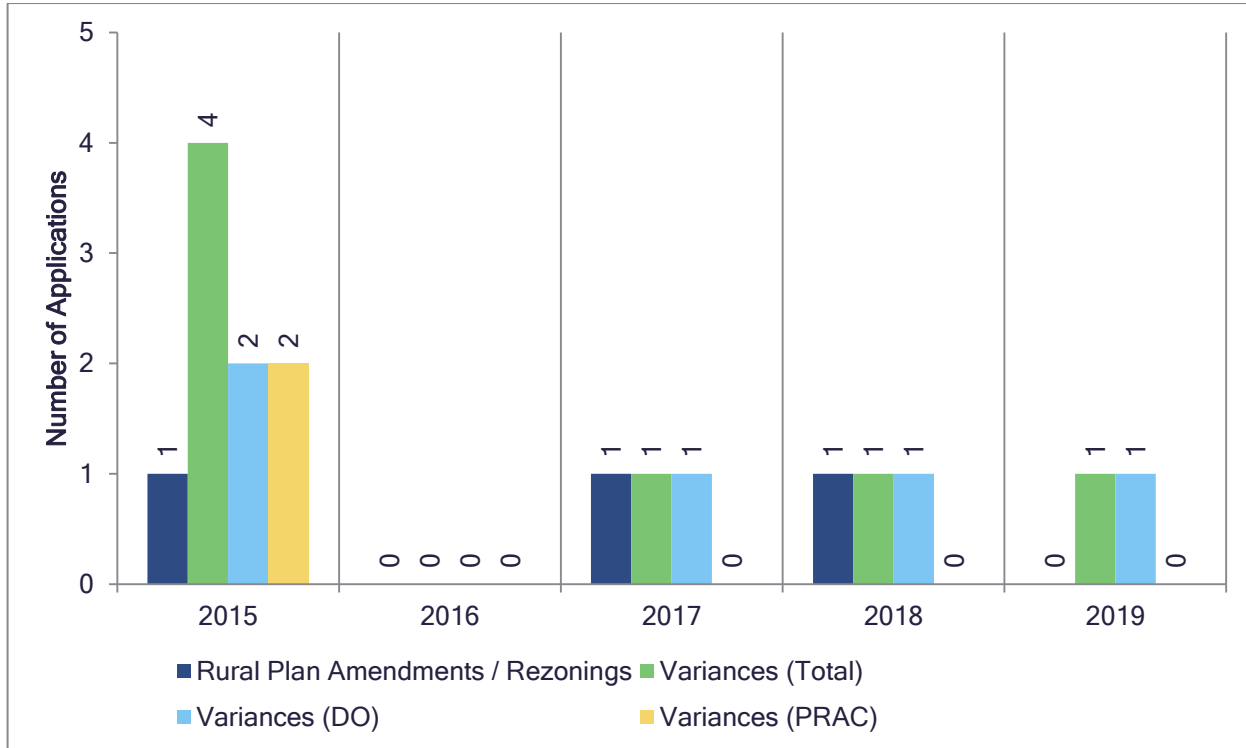


Figure 31: Rural Community of Upper Miramichi Planning Applications

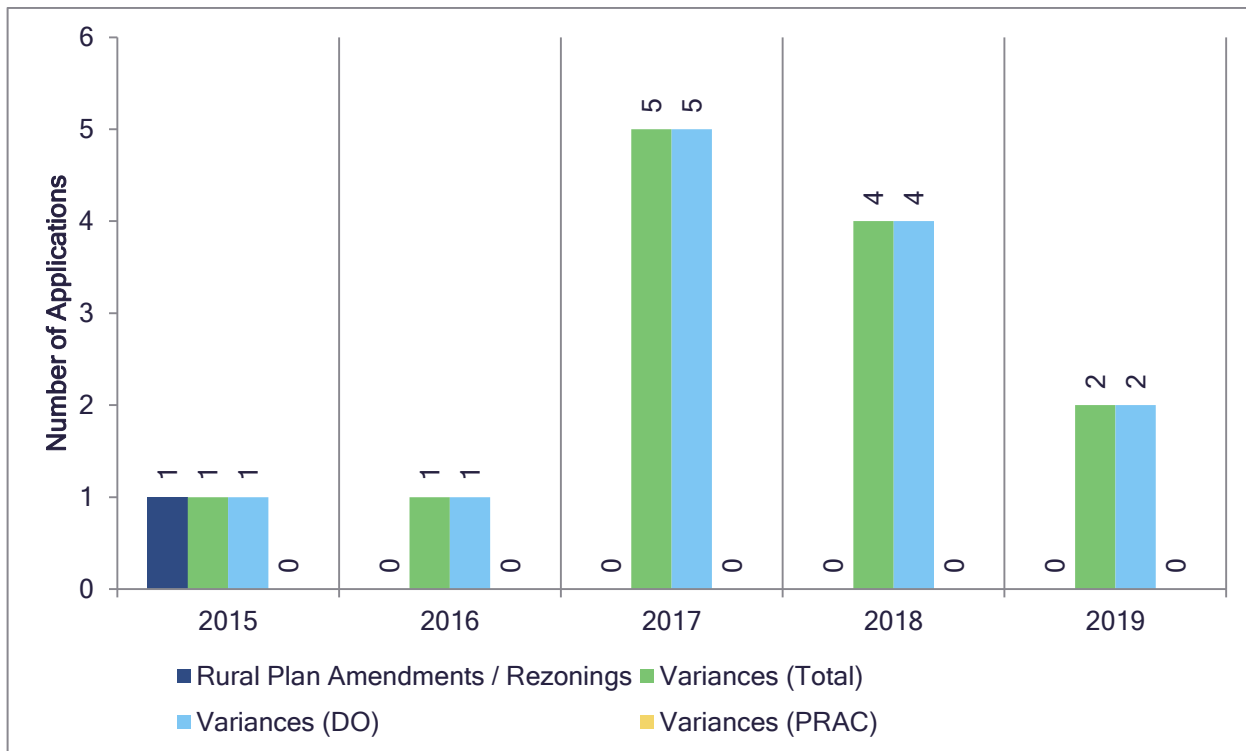
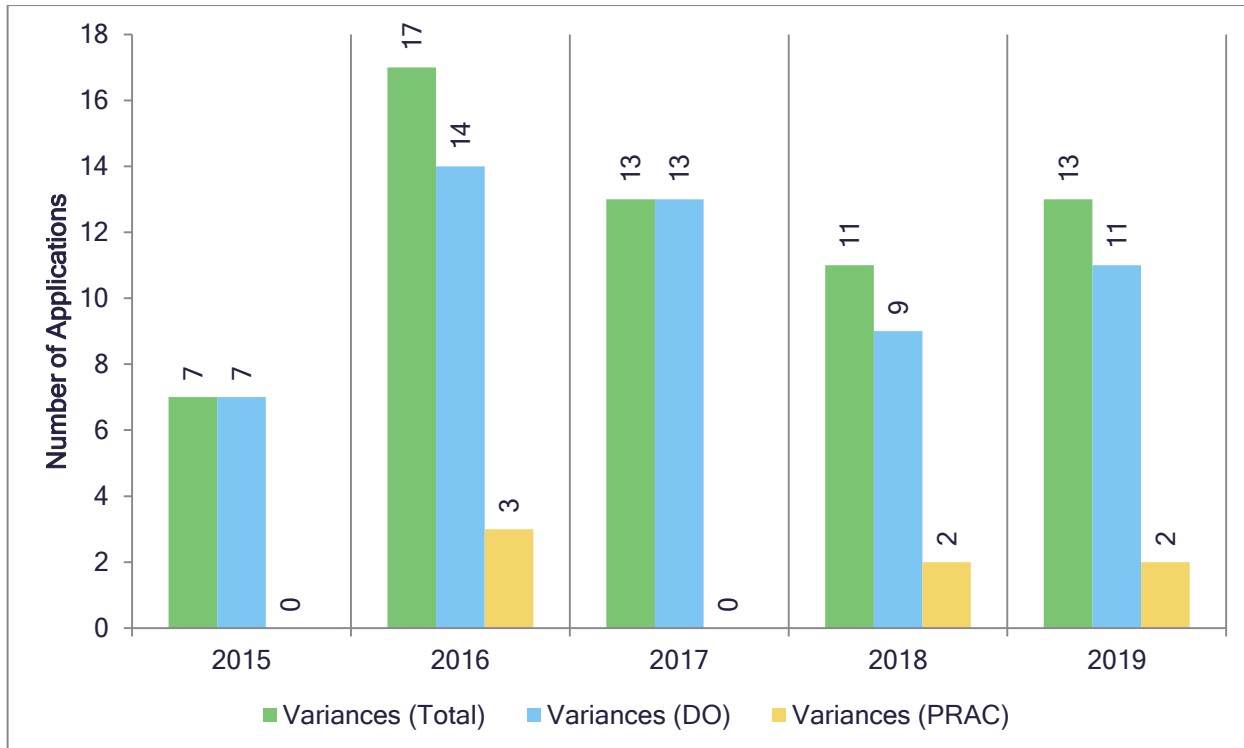


Figure 32: Unincorporated Areas Planning Applications



## Administrative Applications

Administrative applications and files include confirmations of zoning, zoning compliance letters, site plan reviews, enforcement files, access approvals, and other documents (e.g. approving deeds for registration). These services are integral to facilitating the NB *Community Planning Act* and to allow Planning Services to provide consistent and efficient customer service.

Figures 33 to 37 outline administrative applications / files activity in the Greater Miramichi Region between 2015 and 2019. Please refer to Tables 35 to 38 in “Appendix E - Planning/Subdivision Applications/Files Activity Tables” to view more detailed data associated with the following graphs.

The number of administrative applications / files processed in 2019 totals 239 different files, a 4% increase from the previous year.

Figure 33: City of Miramichi Administrative Applications / Files

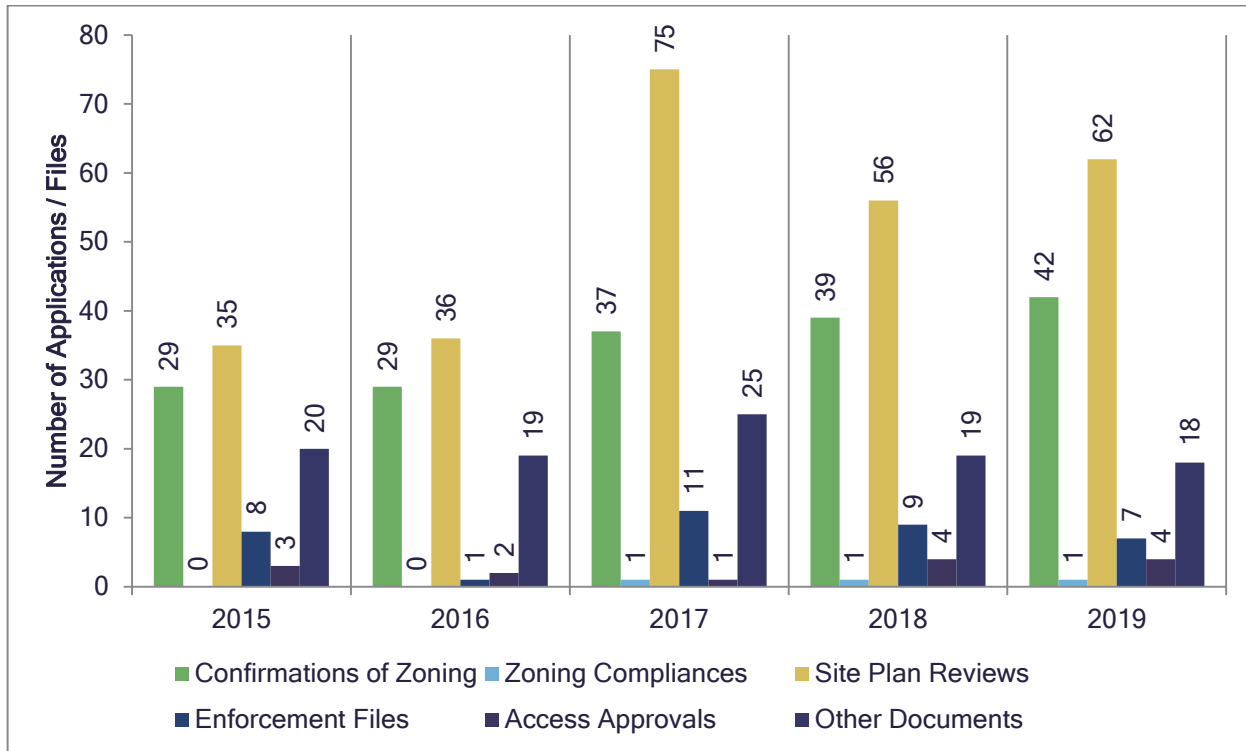


Figure 34: Village of Blackville Administrative Applications / Files

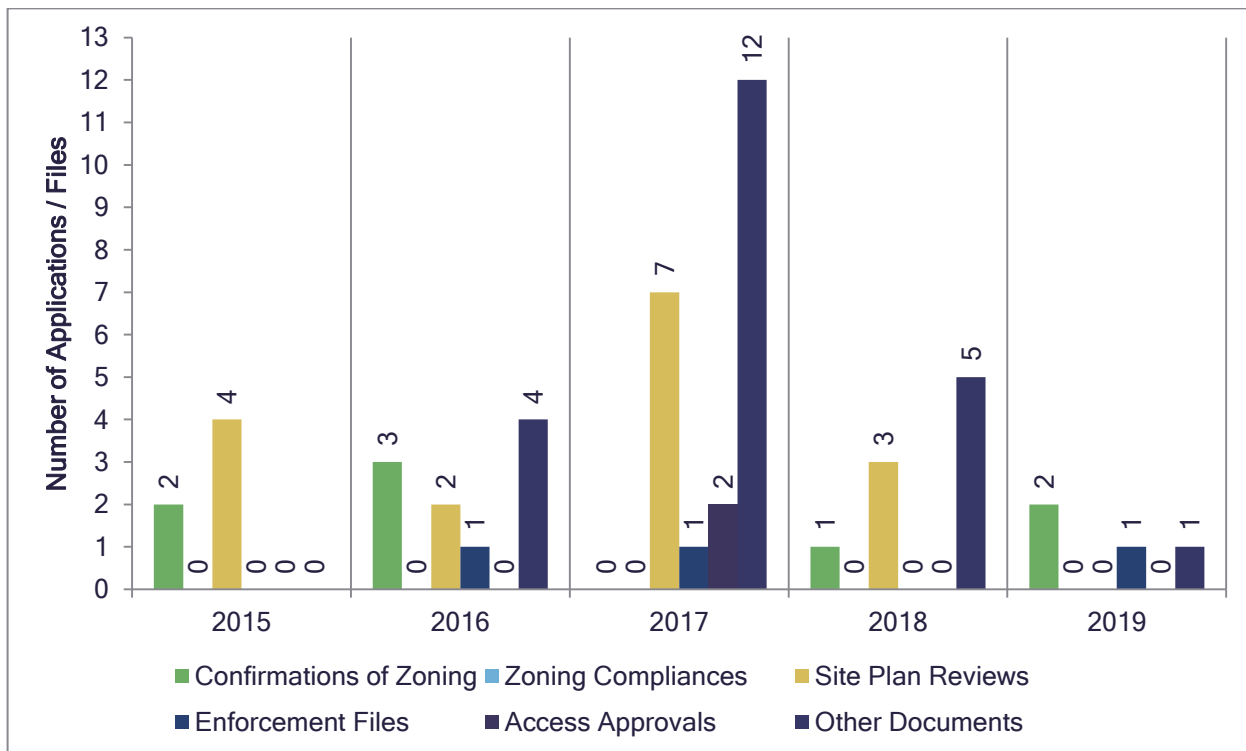


Figure 35: Village of Doaktown Administrative Applications / Files

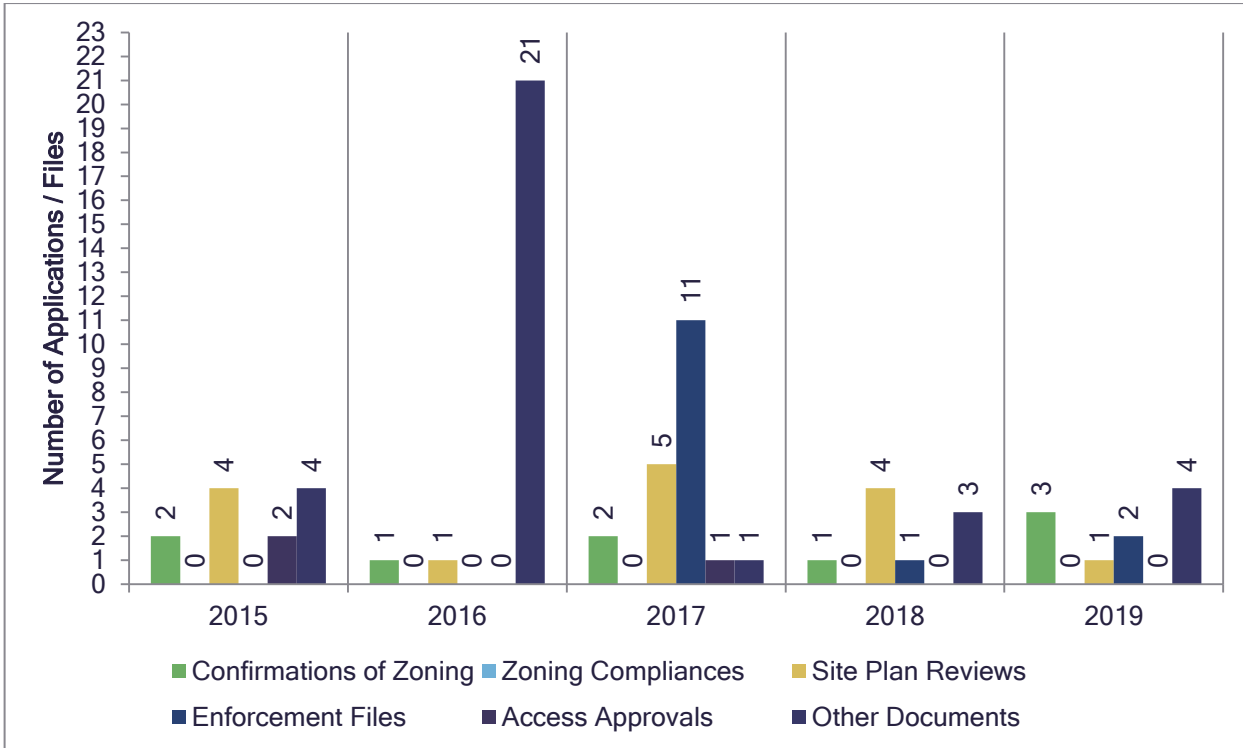


Figure 36: Rural Community of Upper Miramichi Administrative Applications / Files

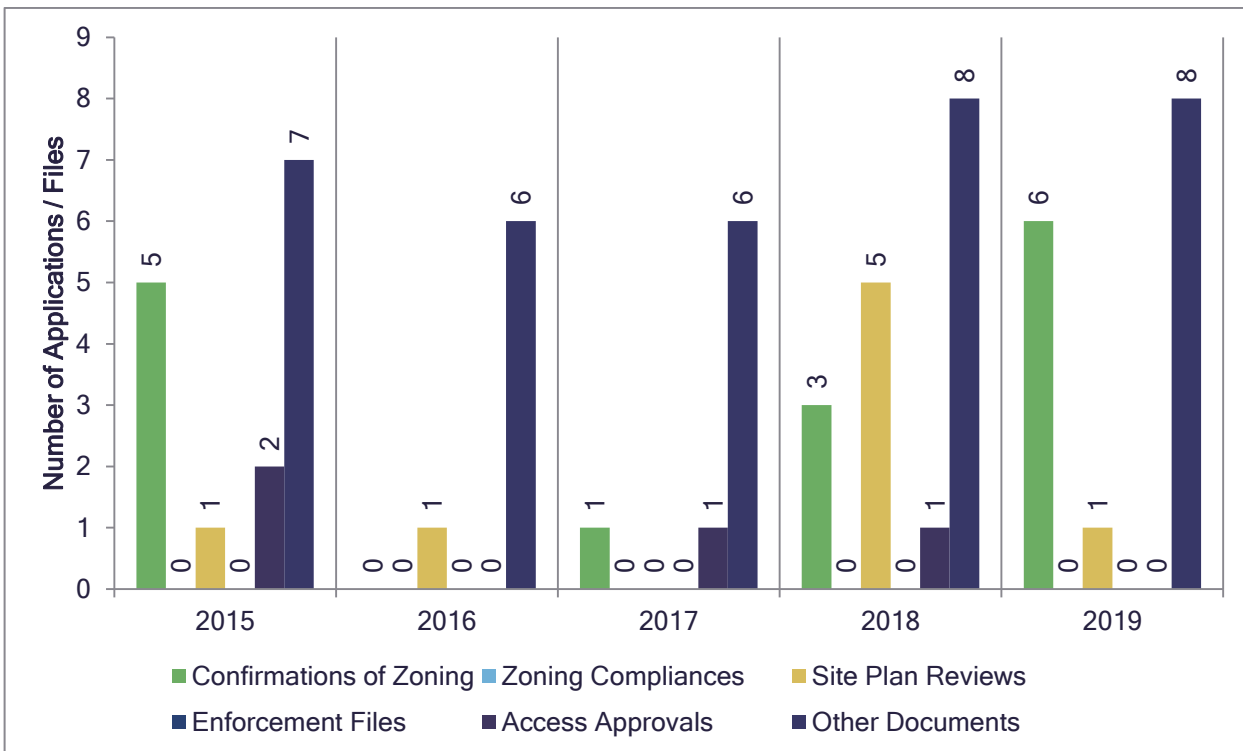
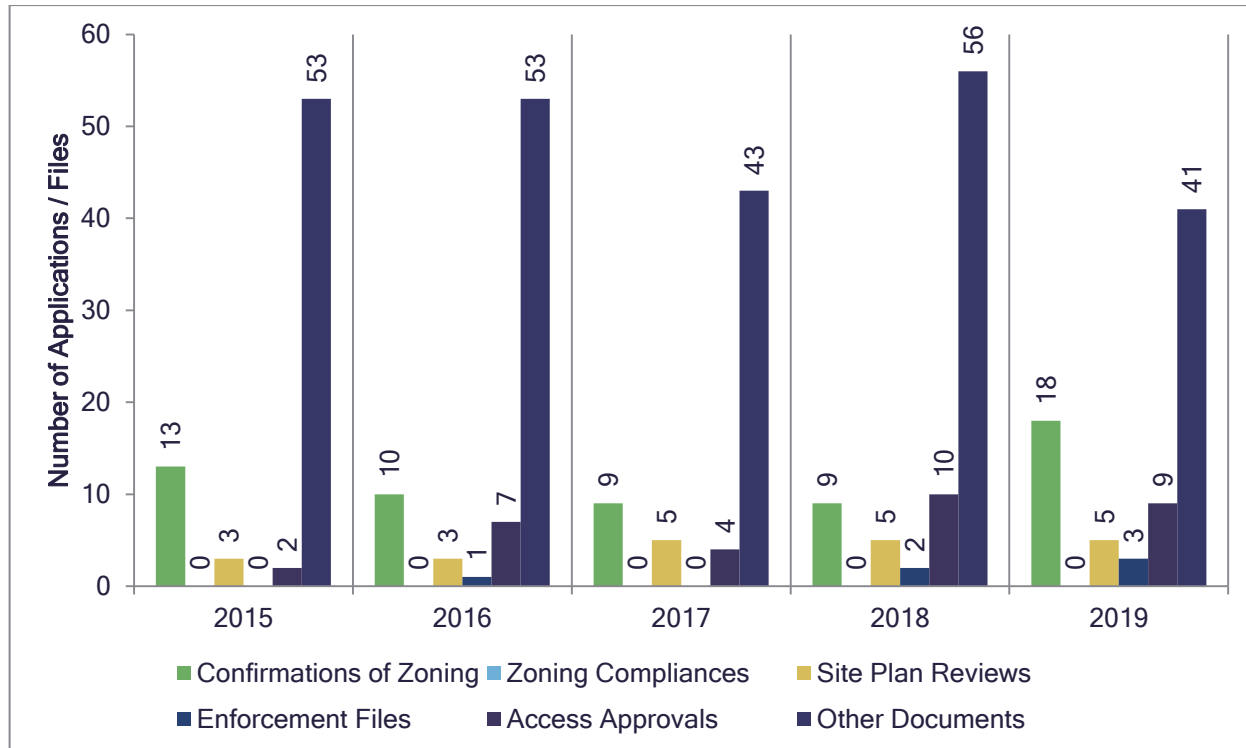


Figure 37: Unincorporated Administrative Applications / Files



## Subdivision Activity

Figures 38 and 39 outline subdivision application activity in the Greater Miramichi Region between 2015 and 2019. Please refer to Tables 40 and 41 in “Appendix E - Planning/Subdivision Applications/Files Activity Tables” to view more detailed data associated with the following Figures.

Combining all municipalities and the unincorporated areas, the volume of subdivision applications decreased in 2019 by 24% compared to the previous year. The creation of new lots also decreased by 21%. The majority (55%) of applications came from the unincorporated areas. As a result, the majority (54%) of new lots were created in these areas. The City of Miramichi counted 55 (37%) new created lots.

Figure 38: Subdivision Applications in Greater Miramichi Region

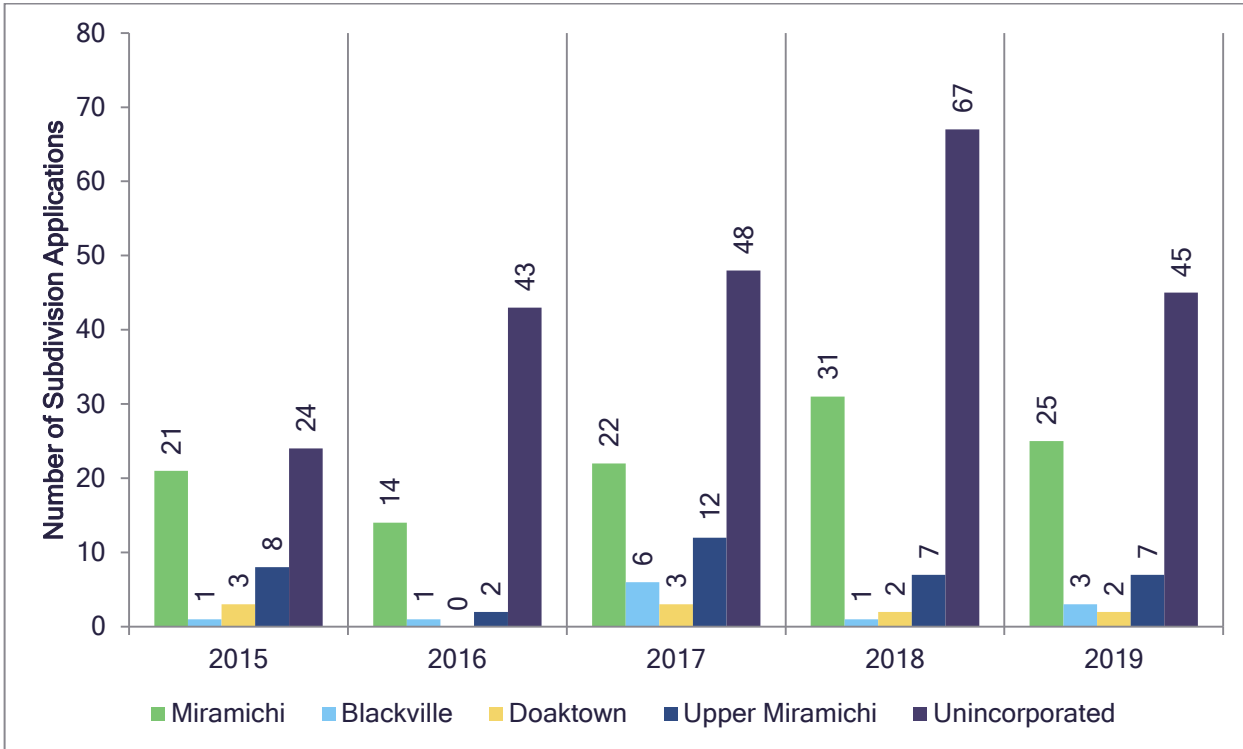
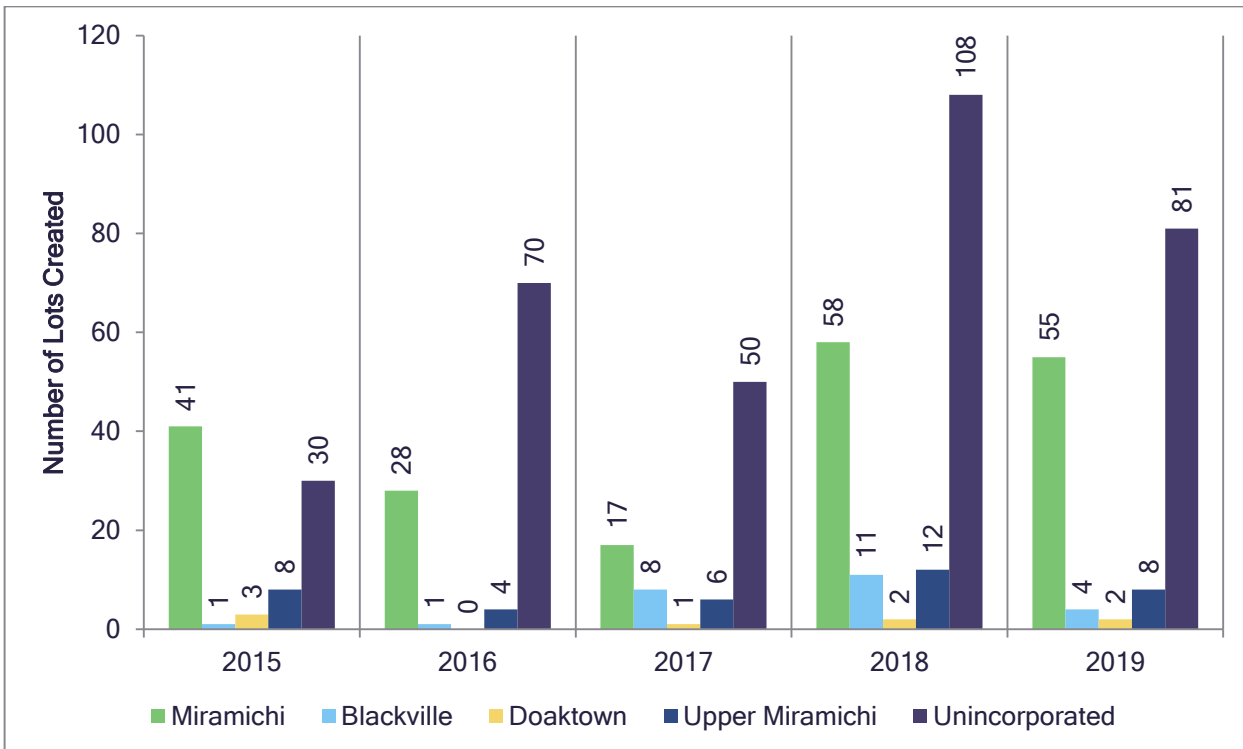


Figure 39: New Lots Created in the Greater Miramichi Region



## SECTION C – SOLID WASTE SERVICES

### Tonnage Report

#### Tipping Fees

As of January 2019, tipping fees at Red Pine Sanitary Landfill Facility (Chaleur RSC3) increased to \$87.40 per Metric Tonne (MT) for regular waste and remained the same at \$35.50 per MT for Construction and Demolition (C&D) waste. Tables 8 and 9 below give breakdowns of tipping fees for 2019 for regular waste and C&D waste.

Table 8: Regular Waste Tipping Fee

Regular Waste (Residential and ICI Sector)	Breakdown of Total Tip Fee (per MT)
Red Pine Sanitary Landfill - Tip Fee	\$62.00
RSC5 Surcharge	\$25.40
<i>Total Tip Fee</i>	<i>\$87.40</i>

Table 9: C&D Debris Tipping Fee

C and D Waste	Breakdown of Fee (per MT)
Red Pine Sanitary Landfill - Tip Fee	\$30.00
RSC5 Surcharge	\$5.50
<i>Total Tip Fee</i>	<i>\$35.50</i>

#### Tonnage Collection

In 2019, the Greater Miramichi Region produced a total of 21,263.14 MT of waste that was direct-hauled to the Red Pine Sanitary Landfill located in Allardville, NB (see Figure 40). The total tonnage decreased from 2018 to 2019 by 4,952.31 MT.

Figure 41 outlines the total waste collection by municipalities, LSDs, and First Nations (FNs). Please refer to Table 42 in “Appendix F - Solid Waste Services Tables” to view more detailed data associated with the following graph.

Figure 40: Tonnage by Sector for 2019

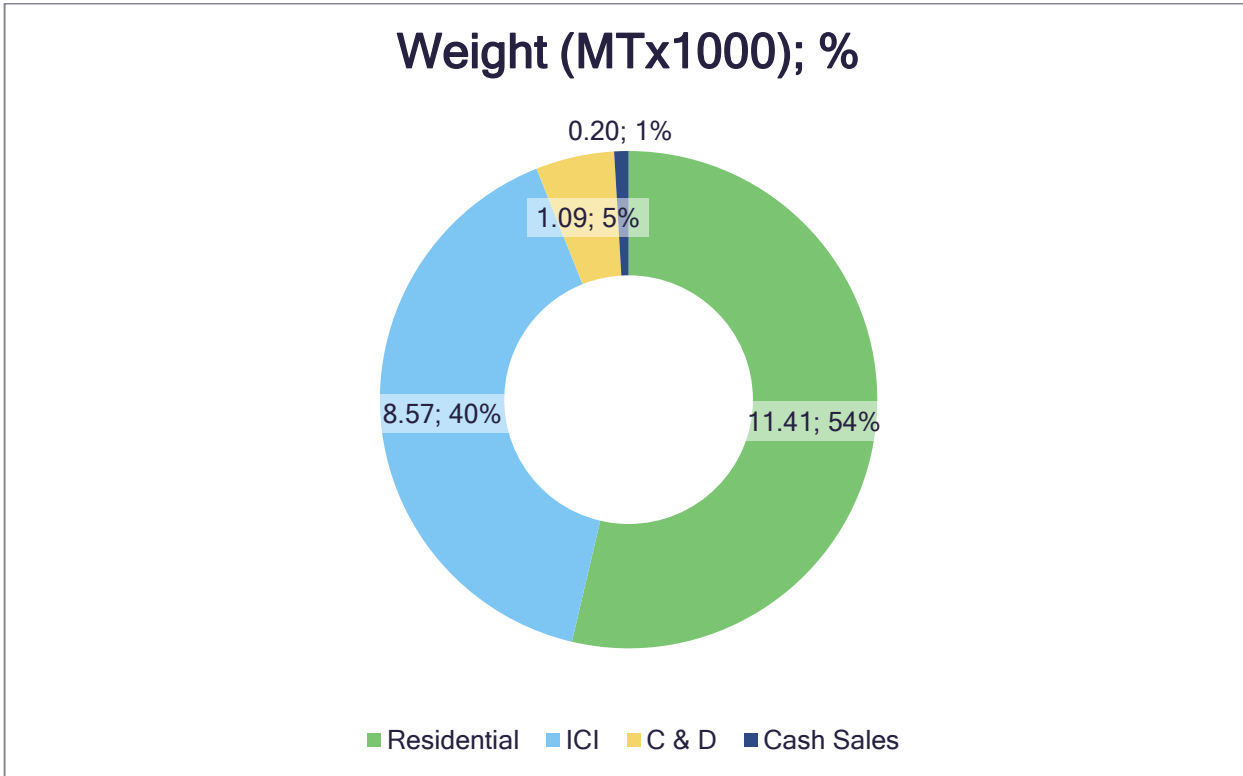
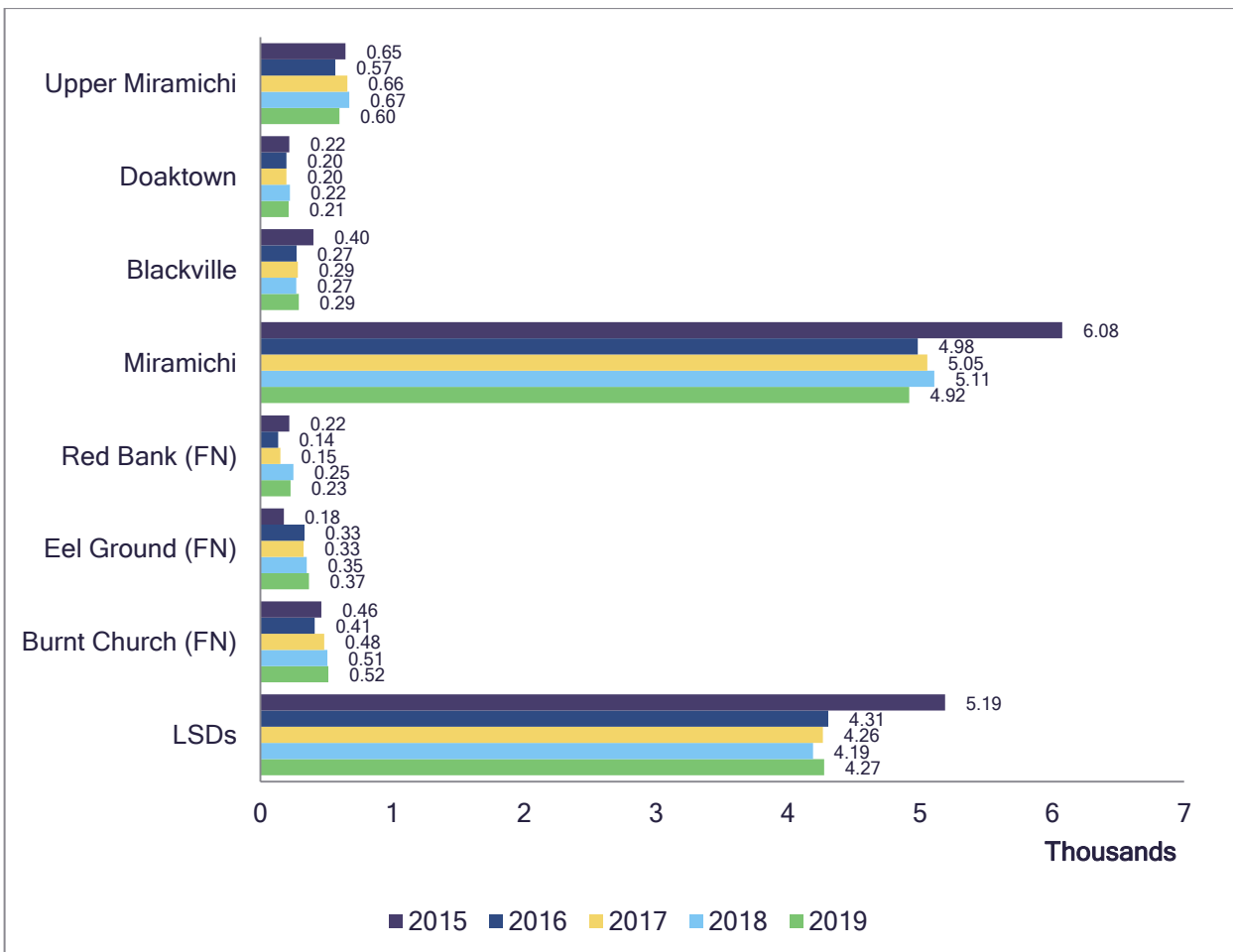


Figure 41: Waste Collection by Municipalities, LSDS, and First Nations (FNS) in MT x 1000





## Solid Waste Services Annual Summary

### Environmental Trust Fund

#### *SORT YOUR TRASH: A SCHOOL EDUCATION CAMPAIGN*

The initial request for funds through the Environmental Trust Fund was \$15,000.00 for the Greater Miramichi Regional Service Commission - Solid Waste Services (GMRSC - SWS) to create a waste sorting game to complement the presentation offered in schools. The sum of \$10,000.00 was awarded.

The ETF funds were used to hire Falstaff Graphic Designs to develop the sorting game unit and create lifelike props.

The GMRSC - SWS attended the Green Fair hosted by the Kent Regional Service Commission (KRSC) on October 22<sup>nd</sup> located in Bouctouche. Over 800 students and educators attended the Green Fair and were able to play the sorting game and win a prize of a Maple Tree seed in a bag. The Green Fair was open to the public during the evening and residents were able to sort trash. The sorting game is easily adaptable to all regions and can be brought to various events throughout the province.



### COMPOSITION OF RECYCLABLES AUDIT (JOINT application)

The Greater Miramichi and Chaleur Solid Waste Services were awarded \$50,000 in ETF monies to conduct a Composition of Recycles Audit on behalf of the two regions.

The GMRSC and CRSC collect the same commodities through the Residential Curbside Recycling Program. All recyclables collected from both regions are sorted at Société Via in Rivière-du-Loup in QC. As there is no sorting done locally, the GMRSC & CRSC cannot determine the quality and compliance of the items collected through the Residential Curbside Recycling Program. Upon issuing an RFP, the GMRSC & CRSC retained Chamard Environmental Strategies to conduct the composition audit.

The final report was received February 22<sup>nd</sup>, 2019 (see Appendix J). The GMRSC and CRSC analyzed the final report to determine problem areas. The remaining funds were used to produce educational material to target common issues.

### GreenLeaf Award(s)

In keeping with its mission of being an active contributor to environmental prosperity, the GMRSC - SWS annual environmental recognition program recognized an organization and an institution for their outstanding contributions and whose initiatives have had positive impact on the environment in the Greater Miramichi Region.

**ORGANIZATION** - One organization, group or club within the Greater Miramichi Region will receive a Green Leaf Award in recognition of their outstanding dedication to environmental initiatives.

**SCHOOL** - One school within the Greater Miramichi Region that has shown outstanding dedication to environmental initiatives will receive a Green Leaf Award.

Members of the public were invited to submit nominees for the Green Leaf Award by September 27<sup>th</sup>, 2019 and the award ceremony was held during the GMRSC board meeting on November 25<sup>th</sup>, 2019.

SWS received two nominations for the Organization category and School category. The two nominees were awarded a Green Leaf Award as they demonstrated exceptional commitment to environmental leadership in the Greater Miramichi Region.

#### **Green Leaf - School Category: *Nelson Rural School, Miramichi***

Nelson Rural School is a leader in environmental advocacy and education in the Anglophone North School District by implementing environmental projects.

### The Texas Tulip Exchange:

The project involves St. John's Episcopal School in Dallas, TX and the Nelson Rural School where both schools follow the same planting rules, procedures and species of crops. The students record data and observations to compare and contrast growing conditions in Northeastern New Brunswick and in Texas.

### School wide recycling program:

- Students raise funds on a monthly basis to pay for the recycling service;
- The recyclables are collected on a weekly basis in the classrooms by the Green Team.

### School/Community Garden:

- The school/community garden is prominently featured in the school playground.
- K-2 plant the crops prior to the year end and in the fall the same students will harvest the crops.
- Students in higher grades are involved in pickling the vegetables and making salsa which is then sold to keep the garden club sustainable.

Figure 42: Nelson Rural School Green Leaf Award Recipients



Left to Right: Angela Woods, Lillian Nowlan, Brooke Fowlie, Emma Comeau, Elizabeth Harris, Cali Crossman, Carla Dickson and Douglas Munn, GMRSC Chairperson.





**Green Leaf - Organization Category: *NBCC Environmental Technology & Linwood Dunham, Instructor***

NBCC Environmental Technology class partnered with elementary and middle school students in the Anglophone North School District.

Over the last 10 years this partnership allowed the NBCC Environmental Technology class and Linwood Dunham the opportunity to educate over 500 students in the community and provide them with invaluable tools and materials to help sustain and improve their school and home environment.

Figure 43: NBCC Environmental Technology Green Leaf Award Recipients



From right to left: Douglas Munn, GMRSC Chairperson, Cha Christine Savoie, Samantha Cunningham, Jasmyn Nicholson and Linwood Dunham.

## Curbside Audit – summer student project

As part of a summer student's project to identify and record non-compliant items found in recycling carts and in an effort to identify recycling contamination, cart audits were conducted from June 4<sup>th</sup> to August 20<sup>th</sup>, 2019. Additionally, garbage audits were conducted to determine if recycling carts are being used for garbage collection. Approximately 1,304 carts were audited and there were 216 instances where Recycling Feedback stickers were issued primarily due to plastic wraps, Styrofoam, plastic bags and carts being used for garbage containers. Recycling Feedback stickers were affixed as a reminder to residents of the correct



use for the recycling carts. Haulers were instructed to not collect materials in carts that were tagged with a Recycling Feedback sticker. The Curbside Audit report can be found in Appendix K.

### **ICI Recycling Survey – summer student project**

Following an email survey resulting in very few responses received, the summer student conducted an extensive telephone survey. During the 4 ½ weeks that the telephone survey was conducted, 693 businesses within the Greater Miramichi region were contacted via telephone. These businesses were asked for their feedback on an 11 question survey regarding the types of recycling that they did and their possible participation in a commercial recycling program. Any comments and/or questions made by the business owners/employees were also recorded. The survey and final results can be found in Appendix L.

### **Solid Waste Services 2020 Calendar**

The 2020 Calendar was delivered, during December 2019, to each household in the Greater Miramichi Region via Canada Post (see Figure 44). The cover highlighted “Put Your Garbage in Its Place” campaign and the Recycle Coach app. To offset the cost of printing and shipping of the calendar, various companies in the recycling and solid waste industry were contacted to sponsor a page (see Table 10).

Figure 44: Solid Waste Services 2019 Calendar Cover



Table 10: Calendar Sponsors

Sponsor	Waste Theme	Number of Pages Advertising
Recycle NB	Used tires, paint, oil and glycol	3
EPRA	Electronic waste (E-waste)	1
Fero	Construction and Demolition	1

## Promotional Items

Solid Waste Services purchased promotional items to distribute during tradeshows and various appearances. These new promo items include:

- Maple Tree seeds starter kit in a bag
- Pens made from recycled plastic bottles
- Lunch bags made from craft paper
- Reusable metal straws
- Reusable cutlery

## Appearances

The Waste Reduction Coordinator provided several workshops and presentations to numerous schools, local community groups and various events. Tables 11 and 12 summarize events and school-based appearances on behalf of Solid Waste Services.

Table 11: Event-based Appearances

Date	Location
March 27 <sup>th</sup> , 2019	3 Rs Brownies & Sparks - Miramichi
April 23 <sup>rd</sup> , 2019	Composting Workshop - St-Wilfred
April 25 <sup>th</sup> , 2019	Composting Workshop - Upper Miramichi
April 29 <sup>th</sup> , 2019	Composting Workshop - Blackville
April 30 <sup>th</sup> , 2019	Composting Workshop - Miramichi
May 3 <sup>rd</sup> , 2019	Climate Change Rally - Miramichi
August 7 <sup>th</sup> , 2019	3 Rs Doaktown Community Library - Doaktown
August 30 <sup>th</sup> , 2019	Newcastle Farmers Market - Miramichi
October 22 <sup>nd</sup> , 2019	Kent Green Fair - Bouctouche

Table 12: School-based Appearances

Date	School	Topic
September 18 <sup>th</sup> , 2019	Blackville School	Composting
October 15 <sup>th</sup> , 2019	Blackville School	Reduce & Reuse Before You Recycle
October 17 <sup>th</sup> , 2019	Nelson Rural School	Composting
October 24 <sup>th</sup> , 2019	James M Hill High School	Composting

## Seminars

Solid Waste Services attended seminars at the WRANS Latest on “Waste” in Halifax, Nova Scotia. Table 13 summarizes the seminars attended.

Table 13: List of Seminars and Tours

Date	Location
November 7 <sup>th</sup> , 2019	WRANS Latest on “Waste”, Halifax NS



Table 14: List of Speaker Sessions

Sessions	Speaker
The Master Composter Recycling Program: A Successful New Initiative in HRM	Chloe Kennedy & Kelly Gaulton, Halifax Solid Waste
Bridging the Gap between the Compost and Agricultural Industries	Lise LeBlanc, LP Consulting
The Current State of Textiles Diversion in Nova Scotia and Beyond	Catherine Stevens, AFTeR & Julie Buchanan, Salvation Army Thrift Store
A Review of Mattress Management Options for Nova Scotia	Scott Kyle & Stuart King, Dillon Consulting Limited
The Fate of Plastics in the Marine Environment: An Incomplete Lifecycle	Krista Beardy, University of New Brunswick
Ocean Friendly Nova Scotia: Recognizing Single-use Plastic Elimination by Businesses	Ariel Smith, Coastal Action
About UOMA Atlantic - Current and Upcoming Recycling Programs	Albert Girard, UOMA Atlantic

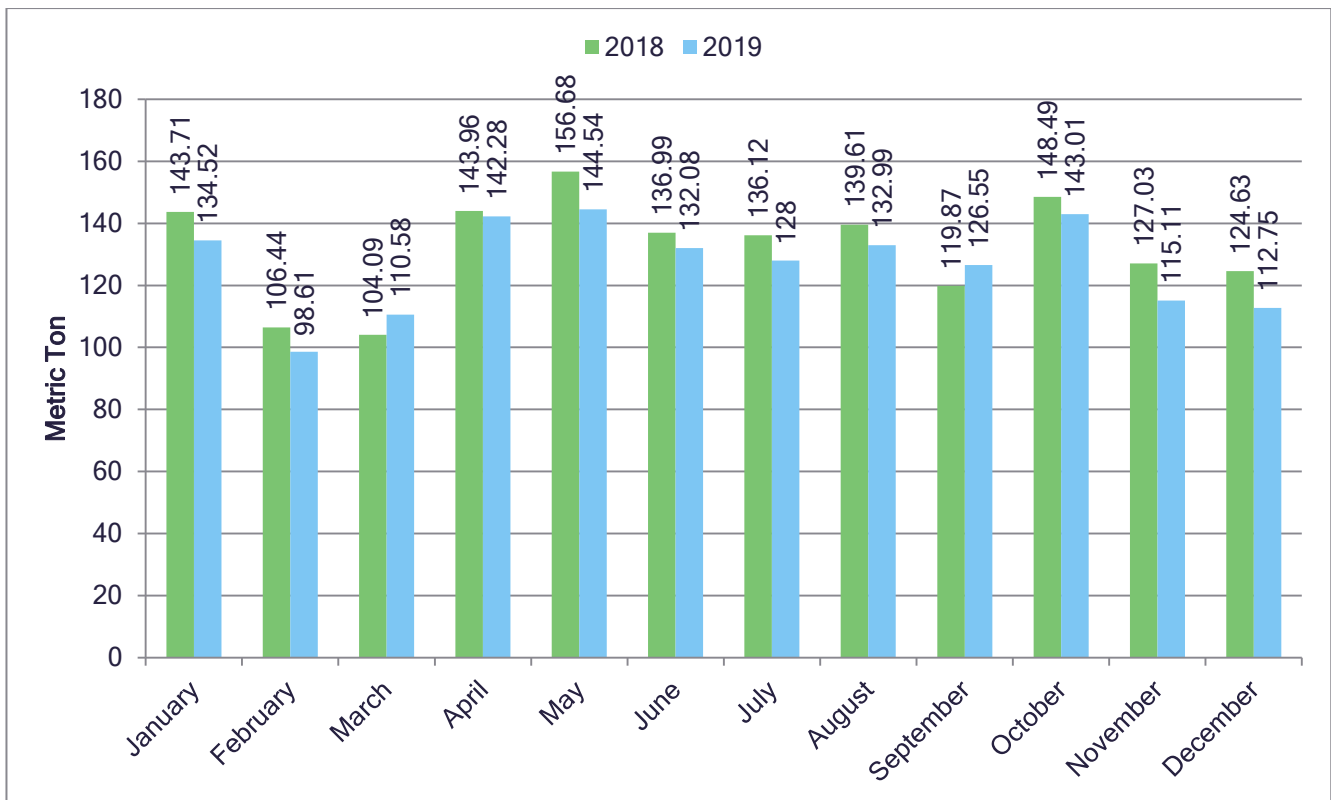
## Waste Reduction and Diversion

### Diversion Report – Recycling Statistics

Waste diversion programs including Household Hazardous Waste (HHW) and Electronic Waste (E-waste) collections were organized. Other waste reduction initiatives included composting workshops, classroom visits, and promotion of various programs.

Figure 45 outlines recycling statistics for 2018 and 2019. A total of 1,518.82 MT was diverted from the landfill through the Residential Curbside Recycling Program in 2019. Waste diverted from the landfill that is recycled results in savings on tip fee charges and will prolong the use of the landfill cell. Please refer to Table 43 in “Appendix F - Solid Waste Services Tables” to view more detailed data associated with the following graph.

Figure 45: Waste Diversion by Curbside Recycling Program



## Battery Depots

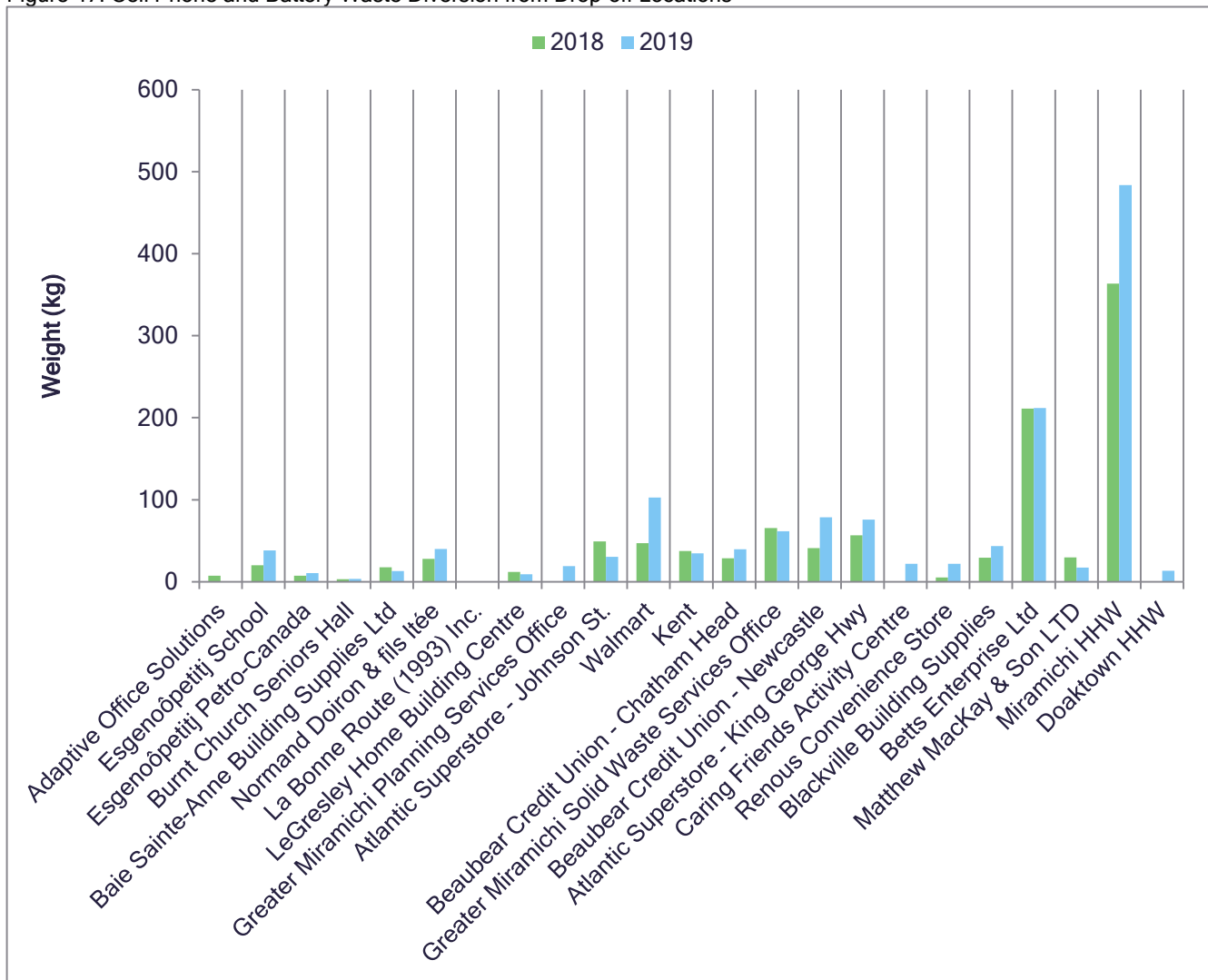
A total of 22 drop-off locations are available to residents to recycle their old cell phones and used batteries.

Figure 46: Example of Batteries and Cell Phones Recycling Box



In 2019, a total of 1369.5 kg of batteries and cell phones was diverted from the landfill through collections from drop-off sites and HHW events (Figure 47 compares diversion amounts from 2018-2019). Batteries collected at HHW and E-Waste events were segregated to be properly sorted and packaged by volunteers resulting in cost savings.

Figure 47: Cell Phone and Battery Waste Diversion from Drop-off Locations



## HHW and Electronic (E-Waste) Collection

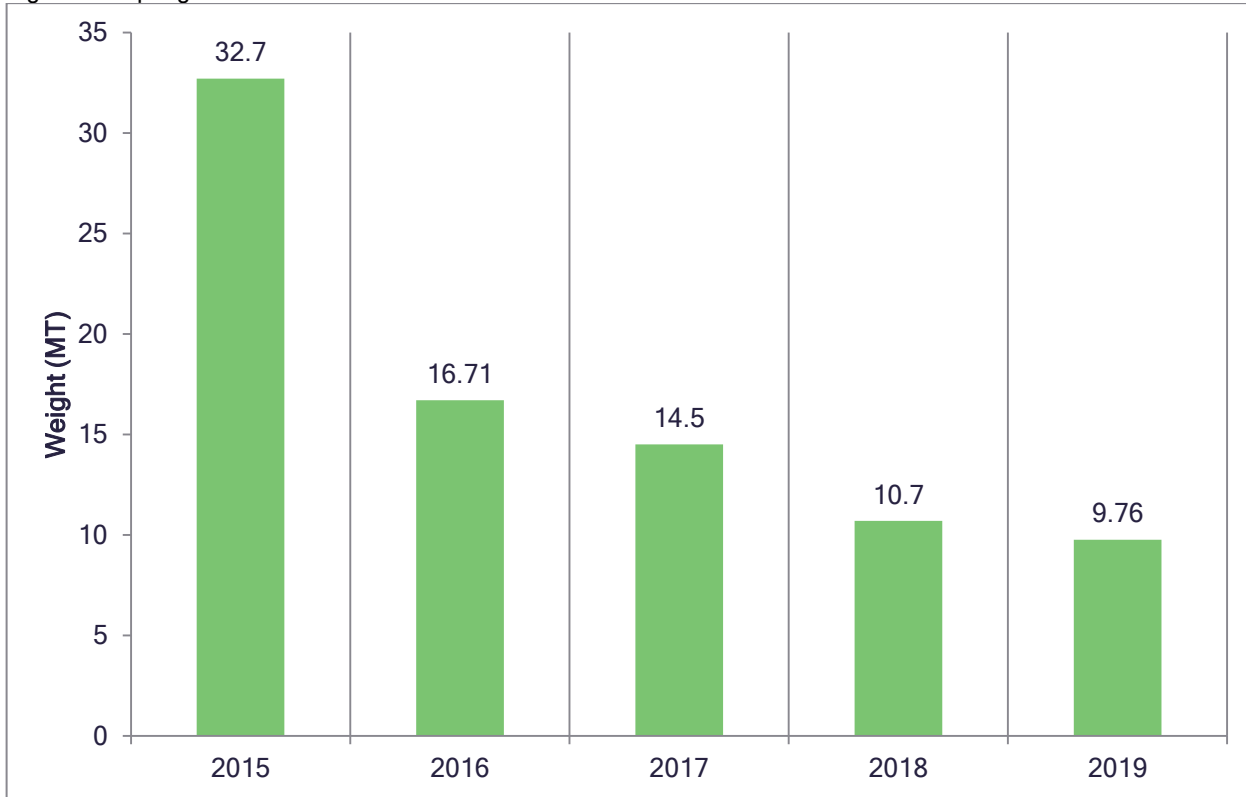
A total of three HHW and E-Waste collections were held in 2019. The working crew included staff from the GMRSC, volunteers from various groups, and residents.

The spring HHW and E-Waste collection was held on May 25<sup>th</sup>, 2019 in the City of Miramichi (Saint Mary's Church). Approximately 390 vehicles were served. A total of 5.37 MT of E-Waste was collected and recycled. The fall HHW and E-Waste collections were held on September 28<sup>th</sup>, 2019 in Miramichi and Doaktown. A total of 456 and 44 vehicles were served respectively. A total of 4.39 MT E-Waste was collected and recycled.

Flammables, household batteries, propane tanks, paint and oil seem to comprise the majority of hazardous materials collected. During these events, reusable bags containing material providing information and locations to dispose of paint, E-waste, oil and batteries year-round, were distributed to participants.

A total of 9.76 MT of E-waste was diverted from the landfill and sent for recycling (see Figure 48).

Figure 48: Spring and Fall HHW and E-Waste Collection Events



## Future Direction of Solid Waste Services

- Decision whether or not to proceed with borrowing funds to establish the Enviro-Centre.
- Pending approval of ETF application - Waste Reduction & Recycling in Schools for the Greater Miramichi Region.
- Evaluate feasibility of implementing ICI participation in recycling program.
- Promotion of Recycle Coach App for notifications, alerts and education pertaining to waste and recycling collection schedules and special events.
- Ongoing promotion and education of recycling and other waste reduction programs.
- Participate in the Provincial Waste Management Strategy.

Other initiatives are articulated in the “GMRSC Operational Workplan (2020-2022)” (see Appendix B).

## SECTION D – APPENDICES

**Appendix A – GMRSC Board / PRAC Member Attendance Record,  
Meeting Per Diems, and Expenses (Mileage)**

### GMRSC Board Member Attendance

Member	Meeting Attendance
Douglas Munn - Chairman	6/8
Robert Hallihan - Vice Chairman	8/8
Christopher Hennessy	1/8
Adam Lordon	6/8
Brian King*	2/8
Carl Price	7/8
Lynn Gregan	4/8
John Goodfellow	6/8
Elizabeth Bowes	7/8
Kevin Hubbard*	2/8
Gerald Ross*	3/8

*\*Alternates*

### PRAC Member Attendance

Member	Meeting Attendance
William Treadwell - Chairman	9/9
Joseph Veriker - Vice Chairman	7/9
Kurt Marks	9/9
Scott Clowater	9/9
Robert Hallihan	8/9
Lynn Gregan	7/9
Robert McLeod	8/9
Burton Cain	7/9

**GMRSC Board Member Per Diem and Expenses**

<b>Member</b>	<b>Per Diem</b>	<b>Mileage</b>	<b>Total</b>
Douglas Munn - Chairman	\$600.00	\$560.88	<b>\$1,160.88</b>
Robert Hallihan - Vice Chairman	\$650.00	\$308.32	<b>\$958.32</b>
Christopher Hennessy	\$75.00	\$41.00	<b>\$116.00</b>
Adam Lordon	\$450.00	\$24.60	<b>\$474.60</b>
Brian King*	\$150.00	\$8.10	<b>\$158.10</b>
Carl Price	\$525.00	\$248.82	<b>\$773.82</b>
Lynn Gregan	\$300.00	\$180.40	<b>\$480.40</b>
John Goodfellow	\$450.00	\$113.16	<b>\$563.16</b>
Elizabeth Bowes	\$525.00	\$152.67	<b>\$677.67</b>
Kevin Hubbard*	\$150.00	\$54.40	<b>\$204.40</b>
Gerald Ross*	\$225.00	\$35.67	<b>\$260.67</b>
<b>TOTALS</b>	<b>\$4,100.00</b>	<b>\$1,728.02</b>	<b>\$5,828.02</b>

*\*Alternates*

**PRAC Member Per Diem and Expenses**

<b>Member</b>	<b>Per Diem</b>	<b>Mileage</b>	<b>Total</b>
William Treadwell - Chairman	\$900.00	\$92.25	<b>\$992.25</b>
Joseph Veriker - Vice Chairman	\$525.00	\$25.93	<b>\$550.93</b>
Kurt Marks	\$675.00	\$369.00	<b>\$1,044.00</b>
Scott Clowater	\$675.00	\$811.80	<b>\$1,486.80</b>
Robert Hallihan	\$700.00	\$354.24	<b>\$1,054.24</b>
Lynn Gregan	\$525.00	\$246.00	<b>\$771.00</b>
Robert McLeod	\$600.00	\$262.40	<b>\$862.40</b>
Burton Cain	\$525.00	\$172.20	<b>\$697.20</b>
<b>TOTALS</b>	<b>\$5,125.00</b>	<b>\$2,333.82</b>	<b>\$7,458.82</b>



## **Appendix B – GMRSC Operational Workplan (2020-2022)**

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION



COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI

# Greater Miramichi Regional Service Commission Operational Workplan (2020-2022)

**January 2020**

Approved by the GMRSC Board: January 22, 2020

### **Greater Miramichi Regional Service Commission Operational Workplan (2020-2022)**

The Greater Miramichi Regional Service Commission) has developed this Operational Workplan to provide direction and clarity of the tasks, initiatives and projects that will be undertaken for the member communities over the next three years (2020-2022). The Commission Visioning Session held on November 5, 2013 served as the starting point and source for much of the Operational Workplan. Over the subsequent years many additional areas of focus have emerged and thus are reflected in the new Operational Workplan.

The specific tasks, projects and initiatives are illustrated in the GMRSC Operational Workplan 2020-2022 (Attached). Within each of the Service Categories, there are subcategories that provide specific details.

Once approved by the Board, the Workplan will provide a checklist to review the activities each year. Although this is an approved Operational Workplan; there can be changes made; however, if changes do occur (as directed by the Board) other initiatives may as a result be delayed or eliminated. Commission Staff, under the direction of the Executive Director, are responsible to undertake the initiatives contained in the Operation Workplan. The Workplan will be referred to during annual budget preparations to determine if additional funding is needed or if funds need to be allocated within the budget to ensure a specific project is initiated in any given year.

The Operational Workplan is divided into the following categories:

1. Corporate Services (CS)
2. Regional Collaboration (RC)
3. Solid Waste Services (SW)
4. Planning Services (PS)

Services or Projects are described and when (year) each will be initiated or completed. It should be noted that there are several tasks that are continuous in nature and have been identified as such. These are key components of overall service delivery of the Regional Service Commission to the member communities.

Staff resources, financial ability and the priorities of the member communities and the Commission form the basis of the timing of the when tasks or projects are scheduled to be completed. If there is a need to significantly alter the Workplan, it will be clearly articulated to the Board members.

The Operational Workplan will be posted on the Commission's website and distributed to the member communities and the Department of the Environment and Local Government.

#### **Corporate Services**

This section deals with administrative, staff and other management functions of the organization. The Executive Director is primarily responsible for these activities. Many of the activities listed will occur on annual basis while others are one-time initiatives that will be addressed in a specific year.

### **Regional Collaboration**

Collaboration at a regional level is one of the advantages of the Regional Service Commission and this section provides a listing of the type of activities that will form this service delivery function. In most instances, the items listed involve meeting, dialoguing and sharing of information with various groups to achieve collaboration on a regional basis. These regional initiatives may include mandated services of regional planning, regional recreation planning and non-mandated services such as tourism promotion and economic development.

### **Solid Waste Services**

The disposal of solid waste and programs aimed at recycling and reducing waste is the primary focus of this service. GMRSC is one of only a few Commissions that provide a direct haul service to a landfill site, this presents challenges and opportunities. The Work Plan includes initiatives to examine ways to increase diversion rates and to make the disposal of waste more efficient for all participating members. The introduction of curbside recycling in 2015 has been well received and has resulted in increase in diversion rates. There are specific tasks related to education, public awareness programs and other directed initiatives to increase diversion rates and promote recycling.

### **Planning Services**

These services include the preparation of municipal by-laws, such as Rural Plans, Municipal Development Plans, and subdivision, zoning and building by-laws/regulations and development approvals and inspections. There are other on-going tasks such development approvals, reporting, applications to the PRAC, consultations with prospective developers which are on-going and occur on a regular basis. Building Inspection services is part of the overall planning services provided to the member communities. This is a highly technical and important service. This service to communities involves plans review, inspections of construction projects, enforcement of the National Building Code of Canada and various by-laws and provincial regulations. Planning Services staff continues to refer to and implement the report: “Working Together: A Plan to Better Assist and Support Our Clients, 2016.”

GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

  
Initiate Task or Project

  
Continuous Activity

  
Initial Assessment

  
Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
<b>CORPORATE SERVICES (CS)</b>	<b>Administration &amp; Management (CS-1)</b>	1	Assess the cost/benefit of moving all operations and staff into one building. Based on result of Enviro-centre feasibility study, determine if SWS can be housed in facility; determine needs and options for Planning Services.		▲	●		NOTE: Lease for 1773 Water Street expires in March 2021. Feasibility study for Enviro-centre was completed in 2018.
		2	To better serve clients related to the potential for closure of the Centennial Bridge in 2020 for a year; examine feasibility of relocation some Planning Services staff to 505 Old King George Highway, staggered work hours, remote connectivity to server.			●		Evaluate the level of service and number of employees; assess office accommodations, meeting space etc. Will require advertising etc.
		3	Undertake review of Salary Scale for all employees.	✓			●	Adopted June 26, 2019. To be reviewed in 2022.
		4	Review Human Resources/Personnel Manual.			●		Review content of original manual.
		5	Review 3-Year Operational Workplan.	✓	▄	▄	●	Review and Update of 2019-2022 Operational Workplan.
		6	Support preparation of annual Financial Statement and Audit.	✓	●	●	●	Annually.
		7	Complete Employee Performance Evaluations.	✓	●	●	●	Annually.
		8	Prepare an annual employee training plan.		●			BI training needs identified, Planning Staff to take SNB property Law Course.
		9	Customer service training for employees.	✓	▄	▄	▄	Training completed in January 2019.
		10	Develop photo ID cards for all RSC employees.	✓	▄	▄	▄	Update with current legislation; on-going updates as necessary.































GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

  
Initiate Task or Project

  
Continuous Activity

  
Initial Assessment

  
Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
		11	Maintain Records Management Strategy as per Department Guidelines.					On-going.
		12	Respond to RTPPA requests for information & complaints.					On-going. RTIPPA Training for staff members.
		13	On-going Accounts Payable, Accounts Receivable, Payroll, Purchasing and other financial administration.					On-going.
		14	On-going client reception & office administration, including inventory, records management, maintenance of buildings and equipment, supplies management & purchasing.					On-going.
		15	Participate in regular RSC Executive Directors meetings.					On-going.
		16	GMRSC Procedure By-law Review.					Adopted by Board on June 28, 2019.
	<b>Member / Board Support (CS - 2)</b>	1	Research and report on various issues initiated by Board.					As directed by Board as per approved motion.
		2	Logistics and administration for regular Board Meetings.					On-going.
		3	Quarterly financial updates to Board.					1/4ly basis.
		4	Info/briefing sessions for Board - selected topics.					On-going and as needed.
		5	Presentations by management staff of services provided, particularly Planning and Building Inspection Services.					April 2020
		6	Orientation/training for new Board members.					After municipal elections and LSD



















GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
								selections.
	<b>Public Relations / Communications (CS - 3)</b>	<b>1</b>	Annual Excellence Recognition Awards for solid waste & planning/development initiative/projects by clients, organizations etc.	✓				"Silver Shingle" Award for development projects; selection committee comprised of reps from community has been established. Awarded on World Town Planning Day in 2019 (November). In 2019, Green Leaf Award was selected in October during Waste Reduction Week and presented during November Board meeting. Similar timeframe for awards will be used in 2020.
		<b>2</b>	Assist with planning and support for outreach activities by Board & members with public, stakeholders & other agencies.	✓				Realtor session held in December 2017.
		<b>3</b>	Website monitoring and updating, translation of content.	✓				Website to be reviewed in 2020. Update content and website functions as needed.
		<b>4</b>	Send member communities a monthly building/development activity report.	✓				On-going/monthly.
		<b>5</b>	Send CMHC, SNB & Statistics Canada monthly building activity report.	✓				On-going/monthly.
		<b>6</b>	Prepare & distribute Annual Report.	✓				Annually.





















GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
		7	Maintain good working relations and make presentations to community & business organizations, other agencies, development/real estate industry groups, member Municipal Councils and LSD Regional Advisory Committee, regarding issues, roles & activities of GMRSC.	✓				On-going, RAC meetings, presentations to Councils, special interest groups, such as relators and inter-agency meetings; twice annual meeting with LSM and municipal administrators.
	<b>Technology / Info Systems (CS - 4)</b>	1	Develop & implement technology/equipment upgrading and replacement plan.	✓				Implemented with assistance of IT consultant.
		2	Establish remote access so all RSC locations are able to connect to one, secure server.	✓				Completed, including Doaktown seasonal office.
		3	Examine feasibility of Building Inspectors utilizing mobile technology for on-site reporting and permitting.	✓				Tablets and ESRI software purchased. Database partially developed.
		4	Server Update & back up procedure.					On-going; twice weekly back-ups. Warranty for server renewed in 2018 (two-year).
		5	Establish emails for members.					Secure email accounts.
		6	Establish an intranet.					Secure intranet for sharing of and hosting documents with members.
		7	Introduce paperless meetings and reporting for Board and PRAC Members.					Examine cost and benefits of supplying Members with tablets.
<b>REGIONAL COLLABORATION</b>	(RC)	1	Examine options for improving Police collaboration (RCMP, Miramichi Police and other enforcement agencies).	✓				Continue Meeting with RCMP as required.












GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
		2	Examine feasibility of By-law Compliance Officer for municipalities within GMRSC.	✓				Board did not approve (November 2019).
		3	Determine what role GMRSC might play in regional tourism promotion.					
		4	GMRSC in conjunction with ONB to be involved in regional economic development.					ONB Community Economic Development Executive was cancelled, effective June 2019.
		5	Determine interest in conducting regional or sub regional recreation planning, including asset inventory. Provincial funding available (75% up to \$75,000).					
		6	Participation in development of Regional Emergency Measures Plan.					Draft of Regional Plan completed by EMO. New coordinator hired; plan will likely be revised in 2020.
		7	Collect background data for Regional Plan.					Prepare Summary document of data and sources.
		8	Gather pertinent data on relative policing cost and other criteria; with objective to determine if a feasibility study should be undertaken to examine establishment of regional policing or other service option.	✓				Funding for proposed study was not approved by the Board (November 2019).
<b>SOLID WASTE SERVICES (SW)</b>	<b>SW Collection &amp; Disposal (SW - 1)</b>	1	Contract with Chaleur RSC for GMRSC use of Red Pine Landfill facility.					20 Year Agreement signed in May 2016. 5-year recycling agreement signed 2017 was revised. Effective February 2020, recyclables will be processed at Southeast RSC Eco360. Monitor and meet with RSCs















GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

  
Initiate Task or Project

  
Continuous Activity

  
Initial Assessment

  
Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
								partners annually.
		2	Annual meeting with Chaleur RSC Staff and RSC Boards regarding long-term planning of Red Pine Facility.	✓				To review service delivery and projection of tipping fees.
		3	Household hazardous waste and e-waste public "drop-off" events.	✓				Hold three events annually (two in Miramichi; one in Doaktown). Prepare a training/orientation best practice guide.
		4	Administer & monitor household battery collection/ Recycling Program.	✓				Add new drop-off sites as they become available.
		5	Further Examine feasibility of hybrid waste diversion facility for Hazardous household waste, e-waste, white goods, construction/demolition waste, tires.					Enviro-centre feasibility study completed in March 2018. Application made to FCM Green Municipal Fund and Build Canada Fund in August 2019. Pending funding approval from Federal programs.
		6	Form a Solid Waste ad-hoc committee from Commission Members and interested members of the public.	✓				Committee to review options and move forward with enviro-centre feasibility study recommendations.
		7	Evaluate feasibility of implementing ICI participation in recycling.	✓				Completed survey in 2019 and telephone interviews for ICI sector. Applied for ETF funding to implement recycling in schools. Reviewed feasibility, consulted other RSCs, and reported recommendations to the Board in June 2019.
		8	Examine "optimized" collections across the whole RSC area (common contracting purposes).	✓				Review was completed in 2019 and determined that it is not feasible on a region-wide basis. However, two

GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
								municipalities have optimized their collection as a result of this work.
		9	Explore funding options for enviro-centre and mobile collection services.	✓				Pending approval of application.
		10	Explore feasibility of conducting a one-year pilot project for curbside organics collection in the City of Miramichi.		▲			Pending direction from the Board. Identify funding options (e.g. FCM, ETF).
		11	Participate in development of Provincial Waste Management Strategy.	✓	〰	〰		On-going. Subcommittee of RSCs submitted application to Environmental Trust Fund to develop framework to undertake a provincial waste audit.
		12	Monitor residential curbside recycling program.	✓	〰	〰	〰	Continue to monitor and examine means to increase diversion rates. Publicize results on a semi-annual basis.
		13	Develop and implement programs for various waste reduction strategies (e.g. composting, recycling-use).	✓	〰	〰	〰	On-going.
		14	Examine feasibility of establishing season drop-off locations for organic waste.	✓				Contact was made with municipalities; not prepared to support at this time.
	<b>Public Relations &amp; Education (SW-2)</b>	1	Monitor with NB Dept of Environment & Local Government, building industry and Planning Services to facilitate proper disposal of construction/demolition waste, reduce use of "land reclamation sites", & discourage illegal dumping.		〰	〰	〰	Program established in 2017 between GMRSC and DELG (regional office) including an information brochure for distribution.
		2	Develop & produce annual programs & events wall calendar.		〰	〰	〰	






















GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
		3	Public education regarding new waste reduction initiatives.	✓				Waste reduction game developed in 2019; Waste reduction awareness campaign will be implemented in March 2020.
		4	Public education - info booths & presentations to trade shows, schools, community organizations, institutional & commercial industries.	✓				Continue with school, clubs, community groups and other events.
		5	Composting workshops & promotions.	✓				Hold workshops annually or as requested.
		6	On-going media advertising of programs.	✓				On-going.
		7	Continue use of social media for public relations & education.	✓				Facebook Account established.
		8	Continue use of re-vamped advertising material (2018), more graphics less words.	✓				
		9	Recycle Coach" app.	✓				Implemented in January 2018. Continue advertising and promotion. Explore other features to be added.
		10	Scheduled tour of solid waste facilities/programs for Board and ad-hoc committee members.	✓				E.g. Red Pine Facility, eco-depot system (Southeast RSC), sorting facilities, and/or other RSC facilities. Attempted to coordinate with Board Members in August 2019 to tour facilities in Moncton and Saint John.
































GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
	<b>Administration / Management / Professional Development (SW-3)</b>	1	Records Management – continue implementation of system & procedures & archiving protocol for hard copy and digital files/records.	✓				On-going.
		2	Assist in drafting & preparation of Annual Report.	✓				On-going.
		3	Monitoring & tracking volumes of waste diverted and landfilled.	✓				On-going. To be posted on the website quarterly in 2019.
		4	Participate in quarterly meetings of Solid Waste Division managers (all RSCs).	✓				On-going.
		5	Participate in Waste Reduction Coordinators quarterly meetings.	✓				On-going.
		6	Participate in annual Inter-Agency meetings.					On-going.
		7	Briefings to Board on selected solid waste and program issues & activities.	✓				On-going as needed and directed.
<b>PLANNING SERVICES (PS)</b>	<b>Building Permit &amp; Inspection (PS - 1)</b>	1	Responding to Inquiries (Info & Advice)- National Building Code & by-laws, building permit application requirements.	✓				On-going.
		2	Intake and review applications for building permit.	✓				On-going.
		3	Perform building-permit-related inspections.	✓				On-going.
		4	Examine feasibility of establishing an intake counter for all development and building permit applications.	✓				Evaluated implication on office layout and staffing requirements in 2019. Office layout is not conducive to support intake counter. If new office space is secured, will

























GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

  
Initiate Task or Project

  
Continuous Activity

  
Initial Assessment

  
Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
								determine feasibility of incorporating intake counter at that time.
		5	Develop Operational Policies, forms, and procedures for tracking inspections.	✓				On-going as necessary.
		6	Update Info sheets/pamphlets regarding building permits & inspections "FAQs".	✓				Completed series of information brochures. Revise and add additional topics as needed. To be revamped in 2020.
		7	NBBOA training	✓				Currently have two Level 3 and a new Building Inspector.
		8	Monitor Building By-laws for municipalities and update as required.	✓				Potential adoption of 2015 National Building Code may occur in 2020. City Building By-law to be amended in 2020 in accordance with Municipal Plan and Zoning By-law.
		9	Develop comprehensive checklist for common projects, such as SUDs, decks, garages, multiple units; that designers and developers can use.	✓				Completed; update as necessary.
		10	Monitor email for requesting inspections.	✓				Inspection booking established on website in 2018.
	<b>Development Support (PS - 2)</b>	1	Responding to public inquiries, providing information and advice on zoning, development, and subdividing land.	✓				On-going
		2	Preparing amendments to municipal planning documents, including intake, review, inter-agency coordination, reports, and presentations to the Planning Review and Adjustment Committee and	✓				On-going In 2019: – Seven City Zoning By-law amendments (75% increase from year prior)







GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

  
Initiate Task or Project

  
Continuous Activity

  
Initial Assessment

  
Completed

<i>Service Category</i>	<i>Workplan Category</i>	<i>#</i>	<i>Services/Project</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>Notes</i>
			Councils.					– Four City Plan amendments (100% increase from year prior)
		3	Intake, review, report, and present on applications to subdivide land.	✓				On-going
		4	Intake, review, and render decisions on Variance Applications including reporting and presenting to the PRAC.	✓				On-going
		5	Undertake site plan reviews (zoning compliance) for all uses other than residential single and two-unit dwellings.	✓				On-going
		6	Prepare Confirmations of Zoning.	✓				On-going
		7	Providing (planner) review and comment on Subdivision Applications.	✓				On-going
		8	Providing review and comment on Canadian Radiocommunications Information and Notification Service (CRINS) applications (i.e. telecommunications towers and related developments).	✓				On-going
		9	Review and comment on Environmental Impact Assessments (EIAs) Reviews.	✓				On-going; as needed (project-specific)
		10	Assist municipalities in preparing Development Agreements.	✓				On-going; as needed (project-specific)
		11	Initiate & coordinate Developer Assistance Committee (DAC) meetings.	✓				On-going
		12	Create maps for individual development applications (e.g. reports, public notification,	✓				On-going



























GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

  
Initiate Task or Project

  
Continuous Activity

  
Initial Assessment

  
Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
			presentations).					
	<b>Member / PRAC Support (PS - 3)</b>	1	Review reporting of development inquiries and development activity to Member Municipalities with aim to bolster communication.					To be carried out in accordance with Right to Information and Protection of Privacy Act (RTIPPA).
		2	Logistics and administrative support for regular PRAC meetings.					On-going
		3	Orientation of new Planning Review & Adjustment Committee (PRAC) members (as appointment terms expire/change).					On-going  4 Members terms expiring in June 2020: 1. William Treadwell (Chair) 2. Joseph Veriker 3. Robert McLeod 4. Kurt Marks New or re-appointments of Members to be made by the Board.
		4	Prepare monthly reports on planning & development activities.					On-going. Also see PS - 3 #1, above.
		5	Send notices of PRAC decisions to municipal clerks, rural community clerks, and Local Service Managers.					On-going.
		6	Prepare, organize, and facilitate information sessions to PRAC on specific topics.					On-going as needed.  Bus tour occurred in October 2017. A tour will be arranged in 2020.
		7	Update and revise PRAC By-law and Operating Procedures.					PRAC By-law to be reviewed in 2020 and updated as required in 2020-2022.




























GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
	<b>Long-range Planning (Policy &amp; Projects) (PS - 4)</b>	1	Miramichi Municipal Plan Review (Municipal Development Plan and Enabling By-laws).	✓				Documents to be adopted by Council in 2020.
		2	Village of Blackville Rural Plan.	✓				Draft of new Rural Plan provided to Council in February 2017, briefed in November 2017 and October 2019. No action in 2019.
		3	Village of Doaktown Rural Plan.	✓				Monitor and make amendments as needed.
		4	Rural Community of Upper Miramichi Rural Plan.	✓				Monitor and make amendments as needed.
		5	Participate in provincial discussion regarding regional planning.	✓				On-going.
		6	Regional Recreation Planning	✓				Continue collection of basic background information and mapping data.
		7	Attend, make presentations to, and co-ordinate Inter-Agency meetings (annually).					On-going.
		8	Blackville Subdivision and Building By-law Review					To coincide with Rural Plan update.
		9	Doaktown Subdivision By-law and Building By-law					Building By-law update coincided with Rural Plan update in 2017. Subdivision By-law to be updated in 2020.
		10	Upper Miramichi Develop Subdivision By-law					Will continue with Provincial Subdivision regulation until amendment is approved regarding the vesting of public streets and their maintenance.
	<b>Administration/</b>	1	Cross-train Development Officers for subdivision	✓				On-going as needed.



















GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
	<b>Management/ Professional Development (PS - 5)</b>		applications and document approvals.					Planners received training on documents needing DO approval (e.g. deeds and exemptions) and subdivision review/approval process in 2019.
		2	Hold monthly Planning Staff meetings.	✓				On-going
		3	Updating databases (subdivision plan approvals, document approvals, variances, changes to zoning & Plan designations, and Orders to Comply).	✓				On-going
		4	Development of application intake and status tracking database.					Internal committee formed in 2017 to assess intake and status tracking needs.  Application development contracted to NBCC student in 2018, continued to 2019. Project completion is expected in 2020. Database to be monitored and updated as required.
		5	Assist in preparation and drafting of Annual Report.	✓				Annually
		6	Records Management (update/re-organize digital archiving system and procedures).	✓				On-going
		7	Records Management (annual archiving and destruction of hard copy and digital "Planning Services" records).	✓				On-going
		8	Planner training.	✓				CIP ethics course completed in 2018.

















GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
								CIP professionalism exam to be completed in 2020. MCIP/RPP designation process expected to be completed end of 2020.  NB Property Law course to be taken if made available in 2020.
		9	GIS Specialist training - ESRI Canada conference (Atlantic Region).	✓				Attending annually.
		10	Planning staff participation in Atlantic Planners Institute (and NB Affiliate) and Canadian Institute of Planners Continuous Professional Learning events, and other professional development courses and conferences.	✓				On-going as made available. Planning Director attended CIP national conference (Ottawa, ON) in 2019. Atlantic conference attended in October 2019 (St. John's, NL) by Planning Services Manager and Planner.
		11	Participate in Planning Directors meetings.	✓				4-5 meetings annually.
		12	Renew annually "Planning & Building Inspection Services Agreements" with 4 member municipalities.					Ensure that each sign agreement annually based on approved budget.
		13	Create checklists for Site Plan Reviews by zone for consistency in development application review.					To be completed by April 2020 and made available to developers.
		14	Establish classification criteria and guidelines for major and minor variances.					To be completed in 2020.
		15	Create review transmittal form for external City Engineering and Public Works.	✓				Completed in 2019.
		16	Create transmittal forms for other external City and Provincial departments.					To be completed in 2020.
	<b>Public Relations &amp;</b>	1	Develop a communication plan/promotion material based on infographics on the mandate					Engage communication consultant to prepare the plan and material.















GMRSC – Operational Workplan 2020-2022 (January 15, 2020)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	Notes
	<b>Education (PS - 6)</b>		and role of Planning Services					
		2	Monitor and update website	✓	●			The website is monitored and updated regularly as required. In 2020, an evaluation of the website's content and hosting services should be completed.
		3	Training sessions for developers, lawyers, real estate agents, surveyors, and others.	✓				Target specific segments of the development industry with specific topics related to development; improve delivery of service by education and sharing information with regular clients.  Sessions held for realtors and developers in September 2019 in association with the Municipal Plan and Zoning By-law review.
		4	Review and update information pamphlets on selected topics.					On-going.
		5	Update content on digital display in lobby/reception area.	✓				The display is regularly updated.
		6	Review and update the "Working Together: A Plan to Better Assist and Support Our Clients (2016-2017)".		●			Staff to provide an update to the Board by June 2020.
		7	Silver Shingle Award.	✓				Awarded annually.
		8	Miramichi City Council development tour.		●			To occur in Fall 2020.

## **Appendix C – GMRSC 2019 Financial Statement**

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
DECEMBER 31, 2019**



***Allen, Paquet & Arseneau LLP***  
CHARTERED PROFESSIONAL ACCOUNTANTS • COMPTABLES PROFESSIONNELS AGRÉÉS

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**

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For the Year Ended December 31, 2019

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Statement of Operations	4.
Statement of Financial Position	5.
Statement of Changes in Net Assets	6.
Statement of Cash Flow	7.
Notes to the Financial Statements	8 - 22.





I.

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION  
Financial Statements  
Year ended December 31, 2019

**Management's Responsibility for the Financial Statements**

The accompanying financial statements of the Greater Miramichi Regional Service Commission (the "Commission") are the responsibility of management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of CPA Canada. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Commission's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The board of directors and management review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by Allen, Paquet & Arseneau LLP, independent external auditors appointed by the Commission. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Commission's financial statements.

Wilson Bell, Executive Director

## INDEPENDENT AUDITORS' REPORT

To the Directors of  
Greater Miramichi Regional Service Commission

### *Opinion*

We have audited the financial statements of Greater Miramichi Regional Service Commission, which comprise the statement of financial position as at December 31, 2019, and the statement of operations, change in net assets and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion the accompanying financial statements present fairly, in all material respects, the financial position of Greater Miramichi Regional Service Commission as at December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles as outlined in the Public Sector Accounting (PSA) Handbook.

### *Basis of Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the commission in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAB, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the commission's financial reporting process.

### *Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

INDEPENDENT AUDITORS' REPORT (continued)

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Miramichi, NB

May 27, 2020

Handwritten signature of Allan B. Bisset, Chartered Professional Accountant.

Chartered Professional Accountants

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**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION****Statement of Operations****For the Year Ended December 31****2019****2019****2018**

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	(Unaudited) Budget Note 13	Actual	Actual
<b>REVENUE</b>			
Member charges	\$ 1,862,703	\$ 1,767,240	\$ 1,606,658
Sales of service	905,766	918,033	1,071,586
Other revenue	-	87,499	92,352
Interest	-	10,077	7,009
	<hr/>	<hr/>	<hr/>
	2,768,469	2,782,849	2,777,605
<b>EXPENDITURES</b>			
Administration	684,259	734,274	736,748
Fiscal services	4,000	16,738	16,921
Governance	22,400	16,360	17,036
Planning and building inspection services	539,622	545,493	530,274
Solid waste services	1,497,221	1,471,481	1,523,722
Regional planning	11,000	1,000	-
	<hr/>	<hr/>	<hr/>
	2,758,502	2,785,346	2,824,701
<b>ANNUAL DEFICIT</b>	\$ 9,967	\$ (2,497)	\$ (47,096)
<b>ACCUMULATED SURPLUS, beginning of year</b>		795,630	842,726
<b>ACCUMULATED SURPLUS, end of year</b>		\$ 793,133	\$ 795,630

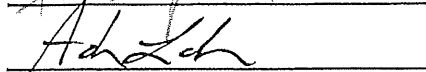
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**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**  
**Statement of Financial Position**

As at December 31	2019	2018
<b>FINANCIAL ASSETS</b>		
Cash and short term investments (Note 3)	\$ 623,094	\$ 659,369
Receivables		
General	199,169	235,448
Due from federal government (Note 4)	45,201	3,760
	<u>\$ 867,464</u>	<u>\$ 898,577</u>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 235,062	\$ 198,780
Due to members	80,058	148,297
Post employment benefits, compensated absences and termination benefits payable (Note 6)	118,200	111,957
Deferred revenue	119,643	-
Long term debt (Note 7)	186,000	369,000
	<u>738,963</u>	<u>828,034</u>
<b>NET ASSETS</b>	<b>128,501</b>	<b>70,543</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (Note 9)	969,869	1,039,765
Accumulated amortization (Note 9)	(340,706)	(329,262)
	<u>629,163</u>	<u>710,503</u>
Inventory of supplies	19,406	11,592
Prepaid expenses	16,063	2,992
	<u>664,632</u>	<u>725,087</u>
<b>ACCUMULATED SURPLUS</b>	<b>\$ 793,133</b>	<b>\$ 795,630</b>

On Behalf of the Directors

 Director

 Director

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**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION****Statement of Changes in Net Assets****For the Year Ended December 31**

	2019	2018
Annual deficit (Page 4)	\$ (2,497)	(47,096)
Acquisition of Tangible Capital Assets	(5,913)	(4,145)
Proceeds on disposal of tangible capital assets	75,809	294,196
Amortization of tangible capital assets	11,444	13,374
	<u>78,843</u>	<u>256,329</u>
Decrease (increase) of inventory of supplies	(7,814)	3,992
Decrease (increase) in prepaid expenses	(13,071)	(1,017)
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<b>57,958</b>	<b>259,304</b>
<b>NET ASSETS, beginning of year</b>	<b>70,543</b>	<b>(188,761)</b>
<b>NET ASSETS, end of year (Page 5)</b>	<b>\$ 128,501</b>	<b>\$ 70,543</b>

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**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION****Statement of Cash Flow****For the Year Ended December 31****2019****2018**

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**OPERATING TRANSACTIONS**

Annual deficit	\$	(2,497)	\$	(47,096)
Amortization of tangible capital assets		11,444		13,374
Receivables				
General		36,279		(51,784)
Due from federal government		(41,441)		130,884
Inventory		(7,814)		3,992
Prepaid expenses		(13,071)		(1,017)
Accounts payable and accrued liabilities		36,282		(113,434)
Deferred revenue		119,643		-
Post employment benefits, compensated absences and termination benefits payable		6,243		-
Due to members		(68,239)		62,199
		<u>76,829</u>		<u>(2,882)</u>

**CAPITAL TRANSACTIONS**

Acquisition of tangible capital assets		(5,913)		(4,145)
Proceeds on disposal of tangible capital assets		75,809		294,196
		<u>69,896</u>		<u>290,051</u>

**FINANCING TRANSACTIONS**

Long term debt		(183,000)		(180,000)
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**NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS** (36,275) 107,169

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**CASH AND CASH EQUIVALENTS, beginning of year** 659,369 552,200

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**CASH AND CASH EQUIVALENTS, end of year (Note 3)** \$ 623,094 \$ 659,369

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**1. PURPOSE OF THE ORGANIZATION**

The Greater Miramichi Regional Service Commission is a restructured entity, created effective January 1, 2013, which is a combination of the Miramichi Planning District Commission and the Northumberland Solid Waste Commission. The Commission was established under a special act of the New Brunswick legislature with a mandate to provide or facilitate the provision of regional planning services and solid waste disposal services to all its members, and to all its members that are local service districts, a land use planning service. The commission operates as a not-for-profit organization and is exempt from taxes under the Income Tax Act.

**2. SIGNIFICANT ACCOUNTING POLICIES**

The financial statements of the Commission have been prepared in accordance with Canadian generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board (PSAB) of CPA Canada.

Significant aspects of the accounting policies adopted by the Commission are as follows:

**(a) Reporting entity**

The financial statements reflect the assets, liabilities, revenues, expenditures and changes in net assets and cash flows of the Commission .

Interdepartmental and organizational transactions and balances are eliminated.

**(b) Budget**

The budget figures contained in these financial statements were approved by the Board on December 3, 2018.

**(c) Revenue recognition**

Unrestricted revenue is recorded on an accrual basis and is recognized when collection is reasonably assured. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Other revenue is recorded when it is earned.

**(d) Use of estimates**

The preparation of the financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary, they are reported in earnings in the period in which they become known. Actual results may differ from those estimates.

**(e) Inventory**

Inventory is valued at the lower of cost and net replacement cost with cost being determined on the first-in, first out basis.



**2. SIGNIFICANT ACCOUNTING POLICIES (continued)****(f) Financial instruments**

The Commission's financial instruments consist of cash, short-term investments, accounts receivables, due from Federal Government and payables and accruals. Unless otherwise noted, it is management's opinion that the Commission is not exposed to significant interest, currency or credit risk arising from these financial instruments. The fair value of these financial instruments approximates their carrying values, unless otherwise noted.

**(g) Cash and cash equivalents**

Cash and cash equivalents include cash on hand, balances with banks and short term deposits.

**(h) Tangible capital assets**

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost of the tangible capital assets are amortized on a straight line basis over the estimated useful life as follows:

	<u>Years</u>
Land:	
All land owned by the Commission, including land under buildings	N/A
Buildings:	
All buildings owned by the Commission, as single assets.	40 years
Equipment:	
Includes recycling bins and other non-office equipment	5 years
Paving:	
Paving of parking lot at the Solid Waste Services office.	20 years
Leasehold improvements	
Costs to renovate, modify or improve leases Local Planning Services' office.	Over lease term
Office equipment:	
Includes desks, chairs, file cabinets, furniture and similar assets.	5 years
Computer hardware and software:	
Includes personal computers, monitors, laptops, printers, servers and similar assets.	5 years

The Commission has a capitalization threshold of \$2,500. Any item purchased under this threshold is recorded as an expense in the year the item is acquired.

All grants and other third party contributions are recorded as income in the year the expenditure for the capital asset is incurred. The full cost of the asset is capitalized during the year the asset is substantially complete and put into use.

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**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION****Notes to the Financial Statements****For the Year Ended December 31, 2019**

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**2. SIGNIFICANT ACCOUNTING POLICIES (continued)****(i) Segmented information**

The Commission is a diversified service unit that provides a wide range of services to its members. For management reporting purposes, the Commission's operations and activities are organized and reported by function. This presentation was created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. Commission services are provided by departments as follows:

Corporate services

This department is responsible for the overall governance and financial administration of the Commission. This includes board functions, general and financial management, legal matters and compliance with legislation as well as member relations.

Co-operative and regional planning services

This department is responsible for providing its members with a forum in order to initiate cooperative action among its members, which includes discussions with respect to regional planning, regional policing collaboration, regional emergency measures planning, regional sport, recreation and culture infrastructure planning and cost sharing, as well as any other regional services agreed upon by the members.

Local planning services

This department is responsible for providing land use planning services to all municipalities and local service districts in its territory. This function includes the development of rural plans, the administration and enforcement of the plans, the issuance of building permits, conducting building inspections and the approval of subdivisions.

Solid waste services

This department is responsible for providing solid waste services to the Municipalities, Rural Communities and Local Service Districts within the region. This includes coordination of various recycling programs, the handling of hazardous waste and the promotion of composting.

**3. CASH AND SHORT TERM INVESTMENTS**

	2019	2018
Term deposits (restricted)	\$ 490,630	\$ 456,243
Term deposits (unrestricted)	36,842	36,152
Cash (unrestricted)	95,622	166,974
	<u>\$ 623,094</u>	<u>\$ 659,369</u>

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**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION****Notes to the Financial Statements****For the Year Ended December 31, 2019**

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**4. DUE FROM FEDERAL GOVERNMENT**

	2019	2018
Canada Revenue Agency (HST refund)	\$ 61,548	\$ 20,102
Canada Revenue Agency (payroll source deductions)	(16,347)	(16,342)
Due from federal government	\$ 45,201	\$ 3,760

**5. COMMITMENTS**Office and equipment leases

The Commission has outstanding lease commitments for the location of its local planning services premises. The lease payments for 2020 will be \$3,645 per month, increasing 3% annually, until March 31, 2021.

**6. POST EMPLOYMENT BENEFITS, COMPENSATED ABSENCES AND TERMINATION BENEFITS**

Employees are eligible for a one-time payment in recognition of years of services to the Commission. A permanent employee that has reached the age of 60 years or a combination of age and years of service equal to 75 or 87 years depending on employment agreement; are entitled at the time of retirement to a payment equal to one weeks wage for every year of service. The payment is calculated based on the salary for the last full year of service. Alternatively, in the event that the employee is terminated, the Commission will provide severance in the amount of two or three weeks per year of service depending on amount of years worked for the Commission up to a maximum of 6 to 18 months. The Commission provides sick leave that accumulates at 1.25 or 1.5 days per month for all employees (varies depending on employment agreement) other than contract employees. Employees can accumulate a maximum of 120 or 260 sick leave days (varies depending on employment agreement). An employee can take a leave with pay for an amount of time equal to the accumulated sick leave. There is no monetary compensation for unused sick leave when an employee ceases to be employed with the Commission.

An actuarial valuation of severance in accordance with PSA 3255 has been completed. An actuarial method was applied to determine the expected usage, and there was an attempt to perform a valuation based on assumptions about future events such as interest rates, wage and salary increases, and employee turnover or retirement. The assumptions used reflect the Commission's best estimates.

The following summarizes the significant assumptions in the valuation:

- annual salary increase is 3%;
- the discount rate used to determine the accrued benefit obligation is 3.50%;
- retirement age is 63;
- annual turnover rate is 0.8%

The estimated liability was \$118,200 on December 31, 2019.

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**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**  
**Notes to the Financial Statements**  
**For the Year Ended December 31, 2019**

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**7. LONG-TERM DEBT**

	2019	2018
New Brunswick Municipal Finance Corporation, debentures, variable interest rate from 1.05% to 2.10%, principal payable annually and interest semi annually, maturing in 2020. O.I.C. #BN-36	\$ 186,000	\$ 369,000

Principal repayment of long term debt over the next year is due as follows:

2020	\$ 186,000
	\$ 186,000

**8. COMPARATIVE FIGURES**

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year deficit.

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**  
**Notes to the Financial Statements**  
**For the Year Ended December 31, 2019**

**9. SCHEDULE OF TANGIBLE CAPITAL ASSETS**

COST	Land	Paving	Buildings	Equipment	Office Equipment	Leasehold Improvements	Computer Equipment	2019 Total	2018 Total
	Balance, beginning of year	\$ 48,568	\$ 21,878	\$ 177,936	\$ 676,723	\$ 18,500	\$ 49,772	\$ 46,388	\$ 1,039,765
Add: additions during the year	-	-	-	-	-	-	5,913	5,913	4,145
Less: disposals during the year	-	-	-	(75,809)	-	-	-	(75,809)	(294,196)
<b>BALANCE, END OF YEAR</b>	48,568	21,878	177,936	600,914	18,500	49,772	52,301	969,869	1,039,765
<b>ACCUMULATED AMORTIZATION</b>									
Balance, beginning of year	-	14,222	77,586	130,000	18,500	48,735	40,219	329,262	315,888
Add: amortization during the year	-	1,094	4,448	-	-	1,037	4,865	11,444	13,374
Less: accumulated amortization on disposals	-	-	-	-	-	-	-	-	-
<b>BALANCE, END OF YEAR</b>	-	15,316	82,034	130,000	18,500	49,772	45,084	340,706	329,262
<b>NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS</b>	\$ 48,568	\$ 6,562	\$ 95,902	\$ 470,914	\$ -	\$ -	\$ 7,217	\$ 629,163	\$ 710,503
Consists of:									
Solid Waste Fund Assets	\$ 48,568	\$ 6,562	\$ 95,902	\$ 470,914	\$ -	\$ -	\$ 2,487	\$ 624,433	\$ 709,466
Local Planning Fund Assets	-	-	-	-	-	-	4,730	4,730	1,037
	\$ 48,568	\$ 6,562	\$ 95,902	\$ 470,914	\$ -	\$ -	\$ 7,217	\$ 629,163	\$ 710,503

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

Notes to the Financial Statements  
For the Year Ended December 31, 2019

10. SCHEDULE OF SEGMENT DISCLOSURE

	Corporate Services	Co-operative and Regional Planning	Local Planning	Solid Waste Services	Total 2019	Total 2018
<b>REVENUES</b>						
Member charges	\$ -	\$ 58,159	\$ 808,157	\$ 900,924	\$ 1,767,240	\$ 1,606,658
Sales of services	-	-	-	918,033	918,033	1,071,586
Other revenue	-	-	-	87,499	87,499	92,352
Interest	-	62	910	9,105	10,077	7,009
	-	58,221	809,067	1,915,561	2,782,849	2,777,605
<b>EXPENDITURES</b>						
Salaries and benefits	227,426	-	560,906	233,366	1,021,698	958,267
Operating expenses	60,258	-	138,840	1,485,368	1,684,466	1,715,072
Amortization	-	-	2,218	9,226	11,444	13,374
Interest	8,459	-	-	8,279	16,738	16,921
Other	9,160	1,000	2,052	38,788	51,000	121,067
	305,303	1,000	704,016	1,775,027	2,785,346	2,824,701
<b>SURPLUS (DEFICIT) FOR THE YEAR</b>	\$ (305,303)	\$ 57,221	\$ 105,051	\$ 140,534	\$ (2,497)	\$ (47,096)

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**  
**Notes to the Financial Statements**  
**For the Year Ended December 31, 2019**

**11. RECONCILIATION OF ANNUAL SURPLUS (DEFICIT)**

The Regional Service Delivery act, items 27(7) and 27(8) stipulate if a Commission has a deficit/surplus with respect to a service at the end of its fiscal year, the Commission shall cause the deficit/surplus to be debited/credited against/to the Commission's budget with respect to that service for the second next ensuing year.

	Regional Emergency Measures Planning Operating Fund	Corporate Services Operating Fund	Co-operative and Regional Planning Operating Fund	Local Planning Operating Fund	Solid Waste Operating Fund	Local Planning Capital Fund	Solid Waste Capital Fund	Amount carried to next page
<b>2019 ANNUAL DEFICIT PER PSAB</b>	\$ -	\$ (305,391)	\$ 57,159	\$ 107,049	\$ 140,743	\$ (2,218)	\$ (9,226)	\$ (11,884)
<b>Adjustments to annual surplus (deficit) for funding Requirements</b>								
Second previous year's surplus (deficit)	(4,240)	(16,406)	12,000	(15,885)	(52,526)	-	-	(77,057)
Allocation to corporate services	-	295,789	(59,159)	(120,176)	(116,454)	-	-	(25,000)
operating reserve fund	-	-	-	-	(25,000)	-	-	-
Long term debt principal repayment	-	-	-	-	(183,000)	-	183,000	-
Proceeds from disposal of capital assets	-	-	-	-	75,809	-	(75,809)	-
Amortization expense	-	-	-	-	-	2,218	9,226	11,444
<b>Total adjustments to 2019 annual surplus (deficit)</b>	<b>(4,240)</b>	<b>279,383</b>	<b>(47,159)</b>	<b>(136,061)</b>	<b>(301,171)</b>	<b>2,218</b>	<b>116,417</b>	<b>(90,613)</b>
<b>2019 ANNUAL FUND SURPLUS (DEFICIT) FOR FUNDING PURPOSES</b>	<b>\$ (4,240)</b>	<b>\$ (26,008)</b>	<b>\$ 10,000</b>	<b>\$ (29,012)</b>	<b>\$ (160,428)</b>	<b>\$ -</b>	<b>\$ 107,191</b>	<b>\$ (102,497)</b>



GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

Notes to the Financial Statements  
For the Year Ended December 31, 2019

11. RECONCILIATION OF ANNUAL SURPLUS (DEFICIT) (continued)

	Amount carried from last page	Corporate Services Operating Reserve Fund	Corporate Services Capital Reserve Fund	Cooperative & Regional Planning Services Operating Reserve Fund	Cooperative & Regional Planning Services Capital Reserve Fund	Local Planning Services Operating Reserve Fund	Local Planning Services Capital Reserve Fund	Solid Waste Operating Reserve Fund	Solid Waste Services Capital Reserve Fund	T total 2019
2019 ANNUAL DEFICIT PER PSAB	\$ (11,884)	\$ 44	\$ 44	\$ 40	\$ 22	\$ 110	\$ 110	\$ 1,530	\$ 7,487	\$ (2,497)
Adjustments to annual surplus (deficit) for funding requirements:										
Second previous year's surplus (deficit)	(77,057)	-	-	-	-	-	-	-	-	(77,057)
Transfer from solid waste operating fund to solid waste operating reserve fund	(25,000)	-	-	-	-	-	-	25,000	-	-
Amortization expense	11,444	-	-	-	-	-	-	-	-	11,444
Total adjustments to 2019 annual surplus (deficit)	(90,613)	-	-	-	-	-	-	25,000	-	(65,613)
2019 ANNUAL FUND SURPLUS (DEFICIT) FOR FUNDING PURPOSES	\$ (102,497)	\$ 44	\$ 44	\$ 40	\$ 22	\$ 110	\$ 110	\$ 26,530	\$ 7,487	\$ (68,110)

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**

Notes to the Financial Statements  
For the Year Ended December 31, 2019

**12. STATEMENT OF RESERVES**

	Corporate Services Operating Reserve Fund	Corporate Services Capital Reserve Fund	Cooperative & Regional Planning Services Operating Reserve Fund	Cooperative & Regional Planning Services Capital Reserve Fund	Local Planning Services Operating Reserve Fund	Local Planning Services Capital Reserve Fund	Solid Waste Operating Services Reserve Fund	Solid Waste Services Capital Reserve Fund	Total 2019	Total 2018
<b>ASSETS</b>										
Cash	\$ 2,106	\$ 2,106	\$ 1,895	\$ 1,053	\$ 5,264	\$ 5,265	\$ 97,928	\$ 375,013	\$ 490,630	\$ 456,243
<b>ACCUMULATED SURPLUS</b>	\$ 2,106	\$ 2,106	\$ 1,895	\$ 1,053	\$ 5,264	\$ 5,265	\$ 97,928	\$ 375,013	\$ 490,630	\$ 456,243
<b>REVENUE</b>										
Interest	\$ 44	\$ 44	\$ 40	\$ 22	\$ 110	\$ 110	\$ 1,530	\$ 7,487	\$ 9,387	\$ 6,171
Transfer from Operating Fund	-	-	-	-	-	-	25,000	-	25,000	-
<b>EXPENDITURES</b>										
<b>ANNUAL SURPLUS (DEFICIT)</b>	\$ 44	\$ 44	\$ 40	\$ 22	\$ 110	\$ 110	\$ 26,530	\$ 7,487	\$ 34,387	\$ 6,171

Name of Investment	Principal Amount	Interest Rate	Date of Maturity
Non-redeemable GIC	\$ 25,000	1.92%	March 5, 2020
Non-redeemable GIC	\$ 61,906	1.93%	March 16, 2020
Non-redeemable GIC	\$ 41,271	1.93%	March 16, 2020
Non-redeemable GIC	\$ 31,566	1.97%	March 18, 2020
Non-redeemable GIC	\$ 8,418	1.97%	March 18, 2020
Non-redeemable GIC	\$ 9,260	1.97%	March 19, 2020
Non-redeemable GIC	\$ 6,573	1.97%	March 19, 2020
Non-redeemable GIC	\$ 123,112	1.94%	April 24, 2020
Non-redeemable GIC	\$ 128,987	1.94%	April 24, 2020
Cashable GIC	\$ 8,339	1.35%	June 3, 2020
Cashable GIC	\$ 44,483	1.67%	October 28, 2020

Board of directors resolution regarding transfers to reserves:

Moved by Lynn Gregan, seconded by Robert Hallihan that the sum of \$25,000 be transferred from the Solid Waste Operating Fund to the Solid Waste Operating Reserve Fund.

I hereby certify that the above is true and an exact copy of the resolution adopted at a meeting of the Board of Directors on November 27, 2019.

Wilson Bell  
Executive Director  
Greater Miramichi Regional Service Commission

Date

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**  
**Notes to the Financial Statements**  
**For the Year Ended December 31, 2019**

**13. OPERATING BUDGET TO PSA BUDGET**

	Corporate Services	Co-operative and Regional Planning	Local Planning Services	Solid Waste Services	Amortization	Transfers	Total
<b>REVENUE</b>							
Member charges	\$ -	\$ 58,159	\$ 808,157	\$ 996,387	\$ -	\$ -	\$ 1,862,703
Sales of services	-	-	-	905,766	-	-	905,766
Transfers from own and other funds	295,789	-	-	-	-	(295,789)	-
Other revenue	-	-	10,000	25,000	-	(35,000)	-
Surplus of second previous year	-	12,000	(15,885)	(52,526)	-	56,411	-
	295,789	70,159	802,272	1,874,627	-	(274,378)	2,768,469
<b>EXPENDITURES</b>							
Administration	269,389	-	144,692	270,178	-	-	684,259
Allocation from corporate services	-	59,159	120,176	116,454	-	(295,789)	-
Other fiscal services	4,000	-	-	-	-	-	4,000
Governance	22,400	-	-	-	-	-	22,400
Planning and building inspection services	-	-	537,404	-	2,588	-	539,992
Regional planning	-	11,000	-	-	-	-	11,000
Solid waste services - operations	-	-	-	1,487,995	8,856	-	1,496,851
	295,789	70,159	802,272	1,874,627	11,444	(295,789)	2,758,502
	\$ -	\$ -	\$ -	\$ -	\$ (11,444)	\$ 21,411	\$ 9,967

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**  
**Notes to the Financial Statements**  
**For the Year Ended December 31, 2019**

**14. REVENUE AND EXPENDITURES SUPPORT**

	(Unaudited)		
	2019 Budget	2019 Actual	2018 Actual
<b>REVENUE</b>			
<u>Co-operative and Regional Planning</u>			
<i>Member charges</i>			
- City of Miramichi	\$ 30,134	\$ 30,134	\$ 33,700
- Village of Blackville	1,291	1,291	1,449
- Village of Doaktown	1,244	1,244	1,391
- Upper Miramichi	2,992	2,992	3,364
- Local Service Districts	22,498	22,498	25,219
Interest	-	62	231
	<b>\$ 58,159</b>	<b>\$ 58,221</b>	<b>\$ 65,354</b>
<u>Local Planning Services</u>			
<i>Member charges</i>			
- City of Miramichi	\$ 455,724	\$ 455,724	\$ 469,067
- Village of Blackville	15,015	15,015	15,598
- Village of Doaktown	17,319	17,319	17,820
- Upper Miramichi	34,872	34,872	36,315
- Local Service Districts	285,227	285,227	294,953
Other Operational Revenue	-	-	60
Interest	-	910	840
	<b>\$ 808,157</b>	<b>\$ 809,067</b>	<b>\$ 834,653</b>
<u>Solid Waste Services</u>			
<i>Member tipping fees</i>			
- City of Miramichi	\$ 481,255	\$ 429,762	\$ 423,736
- Village of Blackville	27,201	25,446	12,391
- Village of Doaktown	18,931	18,482	18,909
- Upper Miramichi	62,872	52,276	56,346
- Local Service Districts	406,128	374,958	196,400
	996,387	900,924	707,782
<i>Revenue from other sources</i>			
Tipping Fees from Other Sources	905,766	888,615	1,053,092
Recycling	-	20,263	8,158
Other operational revenue	-	9,155	10,336
Government transfers	-	87,499	92,292
Interest	-	9,105	5,938
	905,766	1,014,637	1,169,816
	<b>\$ 1,902,153</b>	<b>\$ 1,915,561</b>	<b>\$ 1,877,598</b>
	<b>\$ 2,768,469</b>	<b>\$ 2,782,849</b>	<b>\$ 2,777,605</b>

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**  
**Notes to the Financial Statements**  
**For the Year Ended December 31, 2019**

**14. REVENUE AND EXPENDITURES SUPPORT (continued)**

	(Unaudited) 2019 Budget	2019 Actual	2018 Actual
<b>EXPENDITURES</b>			
<u>Corporate Services</u>			
<i>Governance</i>			
Honorariums	\$ 6,000	\$ 6,109	\$ 6,200
Travel	6,400	2,189	2,945
Training and development	3,000	-	-
Other	7,000	8,062	7,891
	<u>22,400</u>	<u>16,360</u>	<u>17,036</u>
<i>Administration</i>			
Salaries and benefits	208,422	227,426	204,402
Travel	6,000	5,407	5,786
Training and development	3,500	2,268	2,188
External audit fees	9,000	8,338	7,821
Telecommunications	11,000	2,198	2,468
Other financial management	-	2,778	299
Liability insurance	19,467	19,486	18,970
Professional services	1,500	3,367	6,483
Printing and copying	-	2,404	2,283
Legal services	2,000	419	803
Office supplies	6,500	5,295	2,351
Other	2,000	1,098	125
	<u>269,389</u>	<u>280,484</u>	<u>253,979</u>
<i>Fiscal services</i>			
Bank service charge	4,000	8,459	5,852
	<u>\$ 295,789</u>	<u>\$ 305,303</u>	<u>\$ 276,867</u>
<u>Co-operative and Regional Planning</u>			
<i>Regional services</i>			
Regional planning	11,000	1,000	-
	<u>\$ 11,000</u>	<u>\$ 1,000</u>	<u>\$ -</u>

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**  
**Notes to the Financial Statements**  
**For the Year Ended December 31, 2019**

**14. REVENUE AND EXPENDITURES SUPPORT (continued)**

	(Unaudited) 2019 Budget	2019 Actual	2018 Actual
<b>EXPENDITURES (continued)</b>			
<u>Local Planning Services</u>			
<i>Administration</i>			
Advertising	\$ 3,000	\$ 2,624	\$ 1,245
Conference and membership	5,500	2,356	387
Electricity	-	3,797	3,586
Office building	55,156	51,940	50,871
Office supplies	18,000	13,293	14,637
Other	-	-	1,107
Printing and copying	1,200	3,605	3,425
Professional services	-	10,688	-
Salaries and benefits	42,211	51,974	52,823
Telecommunications	13,000	12,456	13,419
Training and development	1,250	970	774
Travel	5,375	4,820	3,152
	144,692	158,523	145,426
<i>Planning and building inspection services</i>			
Amortization	2,218	2,218	4,518
Salaries and benefits	502,179	508,932	483,501
Travel	16,125	15,074	15,483
Training and development	4,750	5,649	4,438
Map and reference material	1,000	-	-
Geographic information system/Database	1,000	2,195	10,458
Planning advisory committee	7,750	9,373	11,876
Translation and other	4,600	2,052	-
	539,622	545,493	530,274
	\$ 684,314	\$ 704,016	\$ 675,700

**GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**  
**Notes to the Financial Statements**  
**For the Year Ended December 31, 2019**

**14. REVENUE AND EXPENDITURES SUPPORT (continued)**

	(Unaudited) 2019 Budget	2019 Actual	2018 Actual
<b>EXPENDITURES (continued)</b>			
<u>Solid Waste Services</u>			
<i>Administration</i>			
Advertising and promotional	\$ 88,000	\$ 76,917	\$ 53,334
Office supplies	7,100	4,079	4,842
ETF	1,000	38,788	111,944
Printing and copying	100	-	-
Professional services	3,000	474	660
Salaries and benefits	153,978	162,481	149,960
Telecommunications	6,000	6,564	7,906
Training and development	4,000	563	1,213
Travel	7,000	5,401	7,484
	<u>270,178</u>	<u>295,267</u>	<u>337,343</u>
<i>Operations</i>			
Amortization	9,226	9,226	8,856
Repairs and maintenance	8,000	8,244	9,403
Janitorial	-	1,720	1,514
Property Tax	13,905	13,777	13,541
Utilities	4,500	6,154	5,586
Compost program	35,000	9,127	8,883
Salaries and benefits	60,255	70,885	67,581
Tipping fees	1,297,835	1,275,159	1,365,864
Recycling	1,500	-	-
Contracted services	-	1,773	3,658
Hazardous household waste	67,000	75,416	38,836
	<u>1,497,221</u>	<u>1,471,481</u>	<u>1,523,722</u>
<i>Fiscal services</i>			
Interest on long term debt	-	8,279	11,069
	<u>\$ 1,767,399</u>	<u>\$ 1,775,027</u>	<u>\$ 1,872,134</u>

## **Appendix D – Building Permits Activity Tables**



**Table 20: Building Permits Issued - City of Miramichi**

Type of Permits	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>RESIDENTIAL</b>										
Single Unit Dwellings	45	30	23	33	47	29	11	12	17	14
Multiple Unit Dwellings	0	0	2	2	5	0	0	1	2	1
Mini/Mobile Homes	9	12	8	5	7	13	2	15	11	4
Other Improvements	127	100	106	101	87	95	94	40	80	87
Total	181	142	139	141	146	137	107	68	110	106
<b>COMMERCIAL</b>										
New Construction	4	7	9	4	10	8	8	15	12	11
Renovations	29	42	17	26	27	11	16	28	13	26
Total	33	49	26	30	37	19	24	43	25	37
<b>INDUSTRIAL</b>										
New Construction	1	3	19	0	3	1	2	3	5	0
Renovations	4	2	0	1	3	5	2	4	0	6
Total	5	5	19	1	6	6	4	7	5	6
<b>INSTITUTIONAL</b>										
New Construction	1	0	5	1	2	3	2	7	8	5
Renovations	4	4	1	6	11	4	7	7	7	5
Total	5	4	6	7	13	7	9	14	15	10
<b>SIGNS</b>	16	9	17	13	18	12	7	10	4	18
<b>TOTALS</b>	<b>240</b>	<b>209</b>	<b>207</b>	<b>192</b>	<b>220</b>	<b>181</b>	<b>151</b>	<b>142</b>	<b>159</b>	<b>177</b>

**Table 21: Building Permits Issued - Village of Blackille**

Type of Permits	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>RESIDENTIAL</b>										
Single Unit Dwellings	6	2	1	2	2	0	1	1	0	1
Multiple Unit Dwellings	0	0	0	0	0	0	0	0	0	0
Mini/Mobile Homes	1	0	0	1	0	1	0	0	1	1
Other Improvements	7	5	2	4	6	8	5	5	2	2
<b>Total</b>	<b>14</b>	<b>7</b>	<b>3</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>6</b>	<b>6</b>	<b>3</b>	<b>4</b>
<b>COMMERCIAL</b>										
New Construction	0	0	0	1	0	0	2	0	0	0
Renovations	1	0	0	0	0	1	1	0	1	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>INDUSTRIAL</b>										
New Construction	0	0	0	1	0	0	0	0	0	0
Renovations	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INSTITUTIONAL</b>										
New Construction	0	0	0	1	0	1	0	0	0	0
Renovations	0	0	0	0	1	1	0	0	1	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>SIGNS</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTALS</b>	<b>15</b>	<b>8</b>	<b>3</b>	<b>10</b>	<b>9</b>	<b>12</b>	<b>11</b>	<b>6</b>	<b>5</b>	<b>4</b>

**Table 22: Building Permits Issued - Village of Doaktown**

Type of Permits	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>RESIDENTIAL</b>										
Single Unit Dwellings				0	2	0	1	0	0	0
Multiple Unit Dwellings				0	0	0	0	0	0	0
Mini/Mobile Homes				0	0	1	0	0	2	0
Other Improvements				3	6	6	7	8	6	7
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>8</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>
<b>COMMERCIAL</b>										
New Construction				3	0	0	0	0	0	0
Renovations				0	2	0	1	2	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>INDUSTRIAL</b>										
New Construction				0	0	0	0	0	0	0
Renovations				0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INSTITUTIONAL</b>										
New Construction				5	0	0	1	3	1	0
Renovations				0	6	4	2	3	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>0</b>
<b>SIGNS</b>				0	1	1	1	1	0	0
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>17</b>	<b>12</b>	<b>13</b>	<b>17</b>	<b>9</b>	<b>7</b>

**Table 23: Building Permits Issued - Rural Community of Upper Miramichi**

Type of Permits	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>RESIDENTIAL</b>										
Single Unit Dwellings				4	2	2	2	5	5	3
Multiple Unit Dwellings				0	0	0	0	0	0	0
Mini/Mobile Homes				1	1	0	0	1	0	2
Other Improvements				10	8	8	4	3	4	4
Total	0	0	0	15	11	10	6	9	9	9
<b>COMMERCIAL</b>										
New Construction				0	2	0	0	0	0	0
Renovations				0	5	0	0	0	0	1
Total	0	0	0	0	7	0	0	0	0	1
<b>INDUSTRIAL</b>										
New Construction				0	0	1	1	0	1	1
Renovations				0	0	0	0	0	0	0
Total	0	0	0	0	0	1	1	0	1	1
<b>INSTITUTIONAL</b>										
New Construction				0	1	2	0	0	1	0
Renovations				1	0	0	1	0	0	0
Total	0	0	0	1	1	2	1	0	1	0
<b>SIGNS</b>										
TOTALS	0	0	0	16	19	13	8	9	11	11

**Table 24: Building Permits Issued - Unincorporated**

Type of Permits	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>RESIDENTIAL</b>										
Single Unit Dwellings	52	44	17	31	38	24	24	34	19	15
Multiple Unit Dwellings	0	0	0	0	0	0	0	0	2	0
Mini/Mobile Homes	25	23	10	19	34	11	14	12	23	12
Cottages	13	5	18	16	11	8	11	14	7	7
Other Improvements	122	101	73	64	92	58	49	76	76	62
Total	212	173	118	130	175	101	98	136	127	96
<b>COMMERCIAL</b>										
Construction	13	11	8	9	6	3	5	4	5	2
<b>INDUSTRIAL</b>										
Construction	0	8	11	0	0	3	1	4	4	1
<b>INSTITUTIONAL</b>										
Construction	2	3	6	1	3	1	2	1	1	4
<b>SIGNS</b>	2	2	8	1	2	1	0	0	0	0
<b>TOTALS</b>	<b>229</b>	<b>197</b>	<b>151</b>	<b>141</b>	<b>186</b>	<b>109</b>	<b>106</b>	<b>145</b>	<b>137</b>	<b>103</b>

**Table 25: Building Permit Values - City of Miramichi**

Type of Permits	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>RESIDENTIAL</b>										
Single Unit Dwellings	7,012,989	4,433,800	3,968,460	4,902,734	5,125,210	6,208,575	2,234,156	2,470,966	3,666,736	3,577,486
Multiple Unit Dwellings	0	0	2,197,014	2,720,000	1,417,028	0	0	3,264,300	3,461,650	261,960
Mini/Mobile Homes	654,357	648,000	449,000	114,500	596,818	827,500	140,920	1,062,640	957,066	360,960
Other Improvements	1,247,634	1,100,309	1,821,040	1,324,454	684,047	1,449,084	2,107,378	560,290	1,192,459	1,638,168
Total	8,914,980	6,182,109	8,435,514	9,061,688	7,823,103	8,485,159	4,482,454	7,358,195	9,277,911	5,838,574
<b>COMMERCIAL</b>										
New Construction	925,000	2,485,400	3,973,590	505,000	6,484,930	409,721	1,869,389	6,787,577	9,158,335	2,301,296
Renovations	1,879,657	2,449,810	2,247,500	11,021,357	4,493,673	1,443,914	1,051,975	3,765,304	1,033,260	3,042,382
Total	2,804,657	4,935,210	6,221,090	11,526,357	10,978,603	1,853,635	2,921,364	10,552,881	10,191,595	5,343,678
<b>INDUSTRIAL</b>										
New Construction	20,000	333,000	113,000	0	98,640	48,620	1,489,764	333,290	795,941	0
Renovations	40,000	288,000	0	179,000	6,300	43,840	152,459	627,127	0	1,590,495
Total	60,000	621,000	113,000	179,000	104,940	92,460	1,642,223	960,417	795,941	1,590,495
<b>INSTITUTIONAL</b>										
New Construction	10,000	0	2,546,003	679,000	276,650	24,050,654	711,565	18,519,000	551,000	3,192,488
Renovations	1,229,000	134,700	1,014,000	4,061,238	5,254,796	1,986,280	249,340	5,474,274	577,630	179,000
Total	1,239,000	134,700	3,560,003	4,740,238	5,531,446	26,036,934	960,905	23,993,274	1,128,630	3,371,488
<b>SIGNS</b>	102,733	69,550	91,850	167,865	399,346	144,933	140,310	158,751	9,400	125,177
<b>TOTALS</b>	<b>\$13,121,370</b>	<b>\$11,942,569</b>	<b>\$18,421,457</b>	<b>\$25,675,148</b>	<b>\$24,837,438</b>	<b>\$36,613,121</b>	<b>\$10,147,256</b>	<b>\$43,023,518</b>	<b>\$21,403,477</b>	<b>\$16,269,411</b>

**Table 26: Building Permit Values - Village of Blackville**

<b>Type of Permits</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>RESIDENTIAL</b>										
Single Unit Dwellings	708,900	346,000	110,000	145,200	287,730	0	145,600	52,067	0	147,200
Multiple Unit Dwellings	0	0	0	0	0	0	0	0	0	0
Mini/Mobile Homes	22,000	0	0	72,122	0	59,202	0	0	52,150	36,800
Other Improvements	212,000	75,300	100,000	108,800	66,000	143,960	7,955	113,240	7,320	45,279
<b>Total</b>	<b>942,900</b>	<b>421,300</b>	<b>210,000</b>	<b>326,122</b>	<b>353,730</b>	<b>203,162</b>	<b>153,555</b>	<b>165,307</b>	<b>59,470</b>	<b>229,279</b>
<b>COMMERCIAL</b>										
New Construction	0	0	0	15,400	0	0	4,400	0	0	0
Renovations	3,400	0	0	0	0	5,056	436,500	0	0	0
<b>Total</b>	<b>3,400</b>	<b>0</b>	<b>0</b>	<b>15,400</b>	<b>0</b>	<b>5,056</b>	<b>440,900</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INDUSTRIAL</b>										
New Construction	0	0	0	187,000	0	0	0	0	0	0
Renovations	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>187,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INSTITUTIONAL</b>										
New Construction	0	0	0	1,100,000	0	48,600	0	0	0	0
Renovations	0	0	0	0	37,850	1,000	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,100,000</b>	<b>37,850</b>	<b>49,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SIGNS</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTALS</b>	<b>\$946,300</b>	<b>\$426,300</b>	<b>\$210,000</b>	<b>\$1,628,522</b>	<b>\$391,580</b>	<b>\$257,818</b>	<b>\$615,455</b>	<b>\$165,307</b>	<b>\$59,470</b>	<b>\$229,279</b>

**Table 27: Building Permit Values - Village of Doaktown**

<b>Type of Permits</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>RESIDENTIAL</b>										
Single Unit Dwellings				0	240,480	0	43,967	0	0	0
Multiple Unit Dwellings				0	0	0	0	0	0	0
Mini/Mobile Homes				0	0	57,600	0	0	217,120	0
Other Improvements				7,500	85,638	65,030	65,170	81,725	49,620	52,820
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,500</b>	<b>326,118</b>	<b>122,630</b>	<b>109,137</b>	<b>81,725</b>	<b>266,740</b>	<b>52,820</b>
<b>COMMERCIAL</b>										
New Construction				39,612	9,104	0	0	0	0	0
Renovations				0	0	0	244,759	579,600	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,612</b>	<b>9,104</b>	<b>0</b>	<b>244,759</b>	<b>579,600</b>	<b>0</b>	<b>0</b>
<b>INDUSTRIAL</b>										
New Construction				0	0	0	0	0	0	0
Renovations				0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INSTITUTIONAL</b>										
New Construction				365,000	0	0	4,309,300	431,964	3,220	0
Renovations				0	246,078	599,665	23,300	148,700	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>365,000</b>	<b>246,078</b>	<b>599,665</b>	<b>4,332,600</b>	<b>580,664</b>	<b>3,220</b>	<b>0</b>
<b>SIGNS</b>				0	1,490	25,000	13,000	700	0	0
<b>TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$412,112</b>	<b>\$582,790</b>	<b>\$747,295</b>	<b>\$4,699,496</b>	<b>\$1,242,689</b>	<b>\$269,960</b>	<b>\$52,820</b>



**Table 28: Building Permit Vaules - Rural Community of Upper Miramichi**

<b>Type of Permits</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>RESIDENTIAL</b>										
Single Unit Dwellings				404,400	358,470	351,540	486,640	389,500	846,130	675,870
Multiple Unit Dwellings				0	0	0	0	0	0	0
Mini/Mobile Homes				85,000	94,720	0	0	26,040	0	51,840
Other Improvements				169,300	84,924	121,415	176,640	111,740	99,150	412,360
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>658,700</b>	<b>538,114</b>	<b>472,955</b>	<b>663,280</b>	<b>527,280</b>	<b>945,280</b>	<b>1,140,070</b>
<b>COMMERCIAL</b>										
New Construction				0	569,400	0	0	0	0	0
Renovations				0	263,686	0	0	0	0	40
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>833,086</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40</b>
<b>INDUSTRIAL</b>										
New Construction				0	0	45,000	172,000	0	172,000	172,000
Renovations				0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,000</b>	<b>172,000</b>	<b>0</b>	<b>172,000</b>	<b>172,000</b>
<b>INSTITUTIONAL</b>										
New Construction				0	6,311,130	93,800	0	0	200,000	0
Renovations				1,000	0	0	1,000	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>6,311,130</b>	<b>93,800</b>	<b>1,000</b>	<b>0</b>	<b>200,000</b>	<b>0</b>
<b>SIGNS</b>										
<b>TOTALS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$659,700</b>	<b>\$7,682,330</b>	<b>\$611,755</b>	<b>\$836,280</b>	<b>\$527,280</b>	<b>\$1,317,280</b>	<b>\$1,312,110</b>

**Table 29: Building Permit Values - Unincorporated**

Type of Permits	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>RESIDENTIAL</b>										
Single Unit Dwellings	7,153,680	6,115,900	5,502,098	5,001,000	3,587,535	4,862,955	4,958,836	7,090,552	4,551,420	3,169,593
Multiple Unit Dwellings	0	0	0	0	0	0	0	0	589,260	0
Mini/Mobile Homes	1,150,500	1,311,040	1,356,200	1,405,302	3,574,113	852,520	810,160	732,480	1,465,151	909,440
Cottages	1,216,500	471,000	1,432,500	1,456,000	1,272,786	1,286,695	1,392,538	959,916	891,237	887,442
Other Improvements	1,856,500	1,388,140	1,812,550	1,193,036	1,281,908	1,122,792	560,877	1,182,324	2,203,787	1,639,976
Total	11,377,180	9,286,080	10,103,348	9,055,338	9,716,341	8,124,962	7,722,410	9,965,273	9,700,855	6,606,450
<b>COMMERCIAL</b>										
Construction	503,390	971,400	575,500	179,800	584,640	92,900	289,632	129,520	315,335	26,510
<b>INDUSTRIAL</b>										
Construction	0	1,771,645	635,000	0	0	2,136,125	862,450	897,900	1,758,654	40,000
<b>INSTITUTIONAL</b>										
Construction	98,095	607,000	20,063,332	240,000	1,319,640	150,000	159,880	11,520	31,200	458,399
<b>SIGNS</b>	1,200	125	18,070	25,000	19,000	40,000	0	0	0	0
<b>TOTALS</b>	<b>\$11,979,865</b>	<b>\$12,636,250</b>	<b>\$31,395,250</b>	<b>\$9,500,138</b>	<b>\$11,639,621</b>	<b>\$10,543,987</b>	<b>\$9,034,372</b>	<b>\$11,004,213</b>	<b>\$11,806,044</b>	<b>\$7,131,359</b>

## **Appendix E – Planning/Subdivision Applications/Files Activity Tables**

**Table 30: Planning Applications - City of Miramichi**

Applications	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Plan Amendments	1	1	0	1	1	4	1	3	2	4
Rezoning	1	4	2	2	2	2	4	5	4	7
Variations (Total)	15	14	26	16	25	28	31	19	28	23
Variations (DO)	9	12	12	12	20	23	25	16	24	17
Variations (PRAC)	6	2	14	4	5	5	6	3	4	6
<b>TOTALS</b>	<b>17</b>	<b>19</b>	<b>28</b>	<b>19</b>	<b>28</b>	<b>34</b>	<b>36</b>	<b>27</b>	<b>34</b>	<b>34</b>

**Table 31: Planning Applications - Village of Blackville**

Applications	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Rural Plan Amendments / Rezoning	0	0	1	2	0	1	0	0	0	0
Variations (Total)	2	1	2	2	0	1	3	3	1	1
Variations (DO)	1	1	1	0	0	1	3	1	1	1
Variations (PRAC)	1	0	1	2	0	0	0	2	0	0
<b>TOTALS</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>

**Table 32: Planning Applications - Village of Doaktown**

Applications	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Rural Plan Amendments / Rezoning				1	0	1	0	1	1	0
Variations (Total)				3	2	4	0	1	1	1
Variations (DO)				3	2	2	0	1	1	1
Variations (PRAC)				0	0	2	0	0	0	0
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>1</b>

**Table 33: Planning Applications - Rural Community of Upper Miramichi**

Applications	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Rural Plan Amendments / Rezoning						1	0	0	0	0
Variations (Total)				3	1	1	1	5	4	2
Variations (DO)				2	1	1	1	5	4	2
Variations (PRAC)				1	0	0	0	0	0	0
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>5</b>	<b>4</b>	<b>2</b>

**Table 34: Planning Applications - Unincorporated**

Applications	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Variations (Total)	0	2	9	10	6	7	17	13	11	13
Variations (DO)				1	6	7	14	13	9	11
Variations (PRAC)				9	0	0	3	0	2	2
<b>TOTALS</b>	<b>0</b>	<b>2</b>	<b>9</b>	<b>10</b>	<b>6</b>	<b>7</b>	<b>17</b>	<b>13</b>	<b>11</b>	<b>13</b>

**Table 35: Administrative Applications / Files -  
City of Miramichi**

Applications	2015	2016	2017	2018	2019
Confirmations of Zoning	29	29	37	39	42
Zoning Compliances	0	0	1	1	1
Site Plan Reviews	35	36	75	56	62
Enforcement Files	8	1	11	9	7
Access Approvals	3	2	1	4	4
Other Documents	20	19	25	19	18
<b>TOTALS</b>	<b>95</b>	<b>87</b>	<b>150</b>	<b>128</b>	<b>134</b>

**Table 38: Administrative Applications / Files -  
Rural Community of Upper Miramichi**

Applications	2015	2016	2017	2018	2019
Confirmations of Zoning	5	0	1	3	6
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	1	1	0	5	1
Enforcement Files	0	0	0	0	0
Access Approvals	2	0	1	1	0
Other Documents	7	6	6	8	8
<b>TOTALS</b>	<b>15</b>	<b>7</b>	<b>8</b>	<b>17</b>	<b>15</b>

**Table 36: Administrative Applications / Files -  
Village of Blackville**

Applications	2015	2016	2017	2018	2019
Confirmations of Zoning	2	3	0	1	2
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	4	2	7	3	0
Enforcement Files	0	1	1	0	1
Access Approvals	0	0	2	0	0
Other Documents	0	4	12	5	1
<b>TOTALS</b>	<b>6</b>	<b>10</b>	<b>22</b>	<b>9</b>	<b>4</b>

**Table 39: Administrative Applications / Files -  
Unincorporated**

Applications	2015	2016	2017	2018	2019
Confirmations of Zoning	13	10	9	9	18
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	3	3	5	5	5
Enforcement Files	0	1	0	2	3
Access Approvals	2	7	4	10	9
Other Documents	53	53	43	56	41
<b>TOTALS</b>	<b>71</b>	<b>74</b>	<b>61</b>	<b>82</b>	<b>76</b>

**Table 37: Administrative Applications / Files -  
Village of Doaktown**

Applications	2015	2016	2017	2018	2019
Confirmations of Zoning	2	1	2	1	3
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	4	1	5	4	1
Enforcement Files	0	0	11	1	2
Access Approvals	2	0	1	0	0
Other Documents	4	21	1	3	4
<b>TOTALS</b>	<b>12</b>	<b>23</b>	<b>20</b>	<b>9</b>	<b>10</b>

**Table 40: Subdivision Applications - Greater Miramichi Region**

Regions	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Miramichi	45	37	29	26	17	21	14	22	31	25
Blackville	4	2	3	4	6	1	1	6	1	3
Doaktown				2	0	3	0	3	2	2
Upper Miramichi				4	3	8	2	12	7	7
Unincorporated	81	80	69	50	45	24	43	48	67	45
<b>TOTALS</b>	<b>130</b>	<b>119</b>	<b>101</b>	<b>86</b>	<b>71</b>	<b>57</b>	<b>60</b>	<b>91</b>	<b>108</b>	<b>82</b>

**Table 41: New Lots Created - Greater Miramichi Region**

Regions	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Miramichi	77	41	52	41	24	41	28	17	58	55
Blackville	5	4	5	6	6	1	1	8	11	4
Doaktown				2	0	3	0	1	2	2
Upper Miramichi				5	3	8	4	6	12	8
Unincorporated	106	88	105	65	61	30	70	50	108	81
<b>TOTALS</b>	<b>188</b>	<b>133</b>	<b>162</b>	<b>119</b>	<b>94</b>	<b>83</b>	<b>103</b>	<b>82</b>	<b>191</b>	<b>150</b>

## **Appendix F – Solid Waste Services Tables**

**Table 42: Summary of Domestic & Commercial Waste Hauled to Red Pine**

Month	Unincorporated	Burnt Church	Eel Ground	Red Bank	Miramichi	Blackville	Doaktown	Upper Miramichi	Commercial Waste	Other C & D	Cash Sales	Monthly Totals
JAN.	335.40	36.13	30.46	10.53	368.75	37.16	23.39	55.66	656.13	127.55	4.84	1,686.00
FEB.	254.70	31.48	24.07	8.07	294.89	13.09	10.61	40.75	557.99	120.17	13.00	1,368.82
MAR.	284.17	34.35	22.57	25.34	343.44	15.92	14.88	36.35	645.53	197.90	26.01	1,646.46
APR.	342.38	30.56	16.58	17.51	411.01	18.38	13.83	39.21	785.87	183.55	27.19	1,886.07
MAY	421.77	56.71	40.28	34.40	491.71	34.58	16.37	79.60	1,007.81	88.59	14.19	2,286.01
JUNE	350.65	38.76	12.97	26.97	451.54	32.42	30.65	49.98	729.44	58.10	14.27	1,795.75
JULY	437.39	55.34	28.08	20.88	480.68	20.79	21.76	58.21	755.57	40.34	17.70	1,936.74
AUG.	396.46	57.51	32.71	19.08	397.94	31.28	14.40	53.48	696.71	69.34	10.75	1,779.66
SEPT.	356.97	37.15	53.00	17.00	408.94	22.22	26.81	43.89	757.79	48.98	30.34	1,803.09
OCT.	423.07	56.11	30.99	21.68	475.03	28.06	14.57	64.96	776.94	23.64	26.04	1,941.09
NOV.	340.03	43.85	49.92	13.00	419.07	20.15	12.09	39.21	654.47	50.04	11.68	1,653.51
DEC.	330.41	39.10	27.70	14.33	374.19	17.09	15.01	37.82	545.20	77.50	1.59	1,479.94
<b>TOTALS</b>	<b>4,273.40</b>	<b>517.05</b>	<b>369.33</b>	<b>228.79</b>	<b>4,917.19</b>	<b>291.14</b>	<b>214.37</b>	<b>599.12</b>	<b>8,569.45</b>	<b>1,085.70</b>	<b>197.60</b>	<b>21,263.14</b>
monthly avg												<b>1,771.93</b>

LSDs 4,273.40 MT  
MUNICIPAL 6,021.82 MT  
FIRST NATIONS 1,115.17 MT  
SUB-TOTAL 11,410.39 MT

Residential 11,410.39 MT  
ICI (Commercial) 8,569.45 MT  
C & D Debris 1,085.70 MT  
Cash Sales 197.60 MT  
Total GMRSC 21,263.14 MT

Regular Tip Fee: \$87.40  
C & D Tip Fee: \$35.50



**Table 43: Waste Diversion by Recycling Depot and Curbside Programs (tonne)**

	2015		2016	2017	2018	2019
Months	Depot	Curbside	Curbside	Curbside	Curbside	Curbside
January	33.08	-	144.75	125.94	143.71	134.52
February	13.54	-	110.17	106.85	106.44	98.61
March	40.97	-	113.13	113.87	104.09	110.58
April	59.09	-	146.22	128.71	143.96	142.28
May	17.42	-	146.46	160.36	156.68	144.54
June	64.88	-	159.52	154.24	136.99	132.08
July	48.54	-	138.97	122.14	136.12	128
August	35.62	-	140.42	143.18	139.61	132.99
September	25.89	-	131.6	135.09	119.87	126.55
October	46.24	32.27	149.36	142.24	148.49	143.01
November	-	140.95	139.65	151.21	127.03	115.11
December	-	149.39	167.38	137.02	124.63	112.75
<b>TOTALS</b>	<b>385.27</b>	<b>322.61</b>	<b>1687.63</b>	<b>1620.85</b>	<b>1587.62</b>	<b>1521.02</b>

Table 45: E-waste Tonnage				
2015	2016	2017	2018	2019
32.7	16.71	14.5	10.7	9.76

**Table 44: Cell Phone and Battery Waste Diversion from Drop-Off Locations**

Locations	2015 <sup>1</sup>	2016 <sup>2</sup>	2017 <sup>2</sup>	2018 <sup>3</sup>	2019 <sup>4</sup>
Adaptive Office Solutions				7.4	0
Esgenoôpetitj School		11.2	13.86	20	38.25
Esgenoôpetitj Petro-Canada				7.25	10.5
Burnt Church Seniors Hall	0	4.75	4.65	2.9	3.4
Baie Sainte-Anne Building Supplies Ltd	4.45	8.5	0	17.45	12.8
Normand Doiron & fils ltée	10.95	11.9	11.35	27.85	40
La Bonne Route (1993) Inc.	0	0	0	0	0
LeGresley Home Building Centre	0	0	14.2	11.85	9.15
Greater Miramichi Planning Services Office	0	0	0	0	18.85
Atlantic Superstore - Johnson St.	12.5	45	49.97	49.2	30.3
Walmart	17.2	24.6	29.43	47	102.75
Kent	0	16.7	0	37.4	34.6
Beaubear Credit Union - Chatham Head	10.85	12.5	34.15	28.6	39.45
Greater Miramichi Solid Waste Services Office	15.9	19.6	46.35	65.6	61.6
Beaubear Credit Union - Newcastle	6.9	30.45	29.9	40.9	78.6
Atlantic Superstore - King George Hwy	40.4	30.15	57.5	56.5	75.65
Caring Friends Activity Centre	0	0	0	0	21.9
Renous Convenience Store	0	12.7	12.52	5.3	21.9
Blackville Building Supplies	9.4	8.65	38.15	29.2	43.35
Betts Enterprise Ltd	43.45	176.81	138.2	211.1	212
Matthew MacKay & Son LTD	13.8	19.3	16.75	29.8	17.35
Miramichi HHW	322.8	413.98	438.95	363.72	483.6
Doaktown HHW	21.4	6.7	5	0	13.5
<b>TOTAL (Kg)</b>	<b>530</b>	<b>853.49</b>	<b>940.93</b>	<b>1051.62</b>	<b>1369.5</b>
<b>TOTAL (mt)</b>	<b>0.53</b>	<b>0.85349</b>	<b>0.94093</b>	<b>1.05162</b>	<b>1.3695</b>
<b>Average Per Box (Kg)</b>	<b>12.92683</b>	<b>17.06980</b>	<b>18.81860</b>	<b>12.98296</b>	<b>13.83333</b>
<b>TOTAL (lbs)</b>	<b>1168.45</b>	<b>1881.62</b>	<b>2074.40</b>	<b>2318.43</b>	<b>3019.23</b>

1) 41 boxes

2) 50 boxes

3) 81 boxes

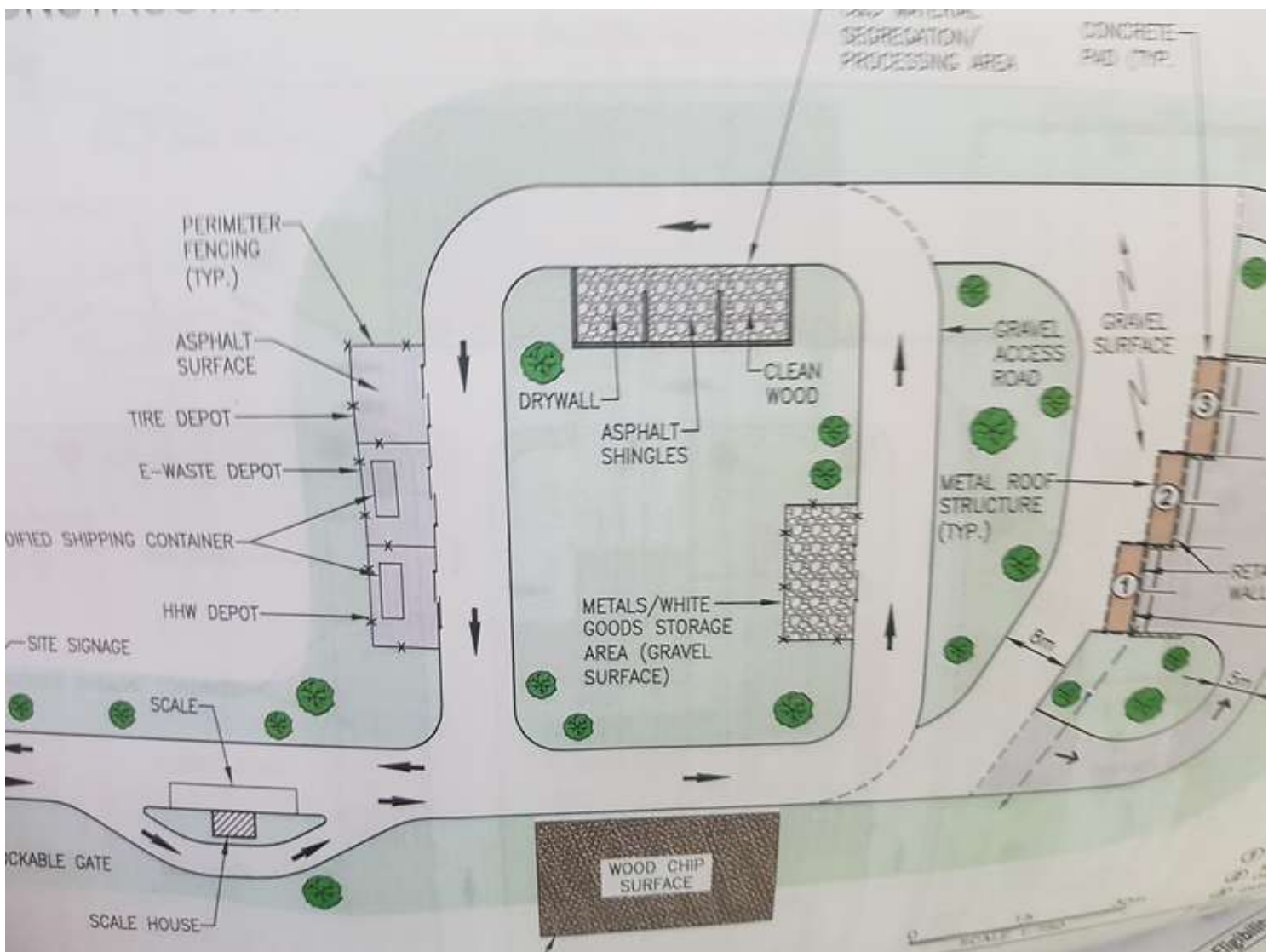
4) 99 boxes

## **Appendix G – Solid Waste Services Media Coverage**



# SEARCH

## news



A look at the conceptual designs of a potential \$1.3 million enviro centre that's being planned by the Greater Miramichi Regional Service Commission.

Photo: Kris McDavid/Miramichi Leader

# 'Enviro Centre' project takes new steps forward



🕒 Mar:7

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**Kris McDavid | Miramichi Leader**

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Officials got their first glimpse at what a new, municipally-funded recycling facility could conceivably look like if the project ultimately gets off the ground.

The first images portraying the conceptual designs and layout of the Greater Miramichi Regional Service Commission's proposed \$1.3 million 'enviro-centre' were presented for the first time during the commission's monthly board meeting last week.

While the process remains in its earliest stages, the vision for the project is beginning to take shape.

Shawn Cripps, the RSC's director of finance, provided an overview of a feasibility study prepared by an outside consultant that took a closer look at some of the financial particulars of the project.

The building, in addition to serving as a centralized location for residents to drop off their used appliances, electronics and household hazardous waste throughout the year, would also house the offices of the service commission's solid waste services division.

Aside from the added layer of convenience it'll provide to customers, Cripps said the project also makes a lot of sense from a financial angle.

Cripps noted that while the RSC's members would incur some additional costs in their budgets once the building is formally green-lit, he stressed the actual capital estimates would likely register well below the overall \$1.3 million price tag.

He pointed out that the organization has potentially marketable asset in the current solid waste offices on the Old King George Highway, currently assessed at roughly \$280,000, as well as around \$360,000 sitting in a capital reserve fund.

"So, really, at the end of the day it could cost us about \$727,000, roughly," Cripps said.

In order to fund the project, the RSC's largest members - in this case the City of Miramichi and residents of the local service districts that make up the vast majority of taxpayers that fall under the commission's purview - will see increases to their budgets.

In addition, the commission will be looking to tap into various federal and provincial funding programs in order to pare down costs even further.

Based on the current financials as presented in the report, prepared by Dillon Consulting, the city would be on the hook for \$635,000 of the capital costs, with the LSDs responsible for \$586,000.

The villages of Doaktown, Blackville and the Rural Community of Upper Miramichi would make up the rest of the estimated \$1.3 million cost, when not factoring in some of the potential avenues for savings.

In terms of the layout, solid waste director Marie LeBlanc explained that the main building on the site would also house an interpretive centre that would see the facility opened up to visits from local schools as well as the general public, featuring hands-

on displays and activities aimed at helping the mission meet its mandate of enhancing environmental awareness over its coverage area.

Customers would access the site through a main gate which leads to a scale where all deliveries would be weighed.

From there, the compound is ringed with smaller sites where the different items will be sorted and stored.

Among the materials the facility will handle, the list includes used paint, oil, tires, tires, leaf and yard waste, construction and demolition materials such as drywall and asphalt shingles, furniture and more.

The project would create one full-time position and one seasonal position at the new building, in addition to the current solid waste commission staff that would relocate there from their current offices in Newcastle.

Where "there" is at this point remains unclear, as the RSC still needs to acquire around seven acres of land in the city in order to house the new facility.

A secondary proposal is also on the table to potentially establish a satellite enviro-centre in Doaktown to service residents in the Upper Miramichi River Valley.

LeBlanc, meanwhile, noted another benefit of having this type of facility in place is that it will allow the RSC to save on the tipping fees it has to pay for deliveries to the Red Pine landfill in Allardville, the cost and labour involved with hosting the two annual special collection events, while reducing the potential for illegal dumping and keeping hazardous waste out of the landfill.

On top of that, she said, it's simply a convenient public service to have in place.

"Based on the opinion of the [consultant], this is a sensible, effective, infrastructure component that will support the commission's overall goals of increased diversion, user convenience, engagement and education," she said.



🕒 Mar:7

Commentaires

Mon profil

Publier un commentaire

2500 caractères restants

Publier

Tous les commentaires 0

Il n'y a aucun commentaire pour le moment. Soyez le premier à commenter !



COLLAPSE

## **Appendix H – Planning Services Media Coverage**





# LEADER

## news



A look at Historic Water Street in downtown Chatham. Planning and city officials are nearly ready to welcome the public into the development of an updated long-term municipal plan with an upcoming event set for April 17 at the Rodd Miramichi River Hotel.

Photo: Kris McDavid/Miramichi Leader

# Building the Miramichi of tomorrow: New plan seeks public input



🕒 Mar:27

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**Kris McDavid | Miramichi Leader**

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Miramichi is a much different place than it was seven years ago. And, as such, officials are working swiftly toward establishing a municipal development plan that reflects some of that change.

For the last few months, representatives of the city, the Greater Miramichi Regional Service Commission planning office, and a handful of community stakeholders have been quietly working behind the scenes laying the groundwork for what will eventually leave the city with completely-overhauled road map spelling out how and where development will be prioritized over the next number of years.

It's a process that's expected to touch nearly every part of the community, and given just how far-reaching this exercise will be, officials say they're urging the public to take the time to become engaged in the process by providing input that can, quite literally, help shape the future of this city.

"We're looking to promote the city in the best interests of the entire community," said Francis Malley, a well-known local architect who is serving as the chair of the planning review advisory committee that will help steer the process.

"We're looking to ensure the best possible use of all lands in the city, with an eye toward progressive development, so all of us here are working and doing our best to move this ahead."

The last time the city carried out an update of its municipal development plan on this scale was all the way back in 2012.

This time around, however, public engagement is going to make up a key part of how the review committee - with the help of planning staff from the Miramichi RSC - ends up deciding what to include in the final version of the new document by the time it's eventually ratified by Miramichi city council in 2020.

Planner Justin Forbes, in presenting an outline of the process at the organization's Water Street offices on Monday, said feedback will be critical in order to shape a vision for future land use that reflects a future the community actually wants, rather than one that simply reacts to events as they unfold.

Entitled *My Miramichi*, the new plan will essentially serve as a massive update of the existing strategy, as well as the existing zoning and construction bylaws that go hand-in-hand with the plan.

Forbes also noted the revamped development plan will align well with some other studies that have either already been carried out or are in the process of being developed by the city, including the one commissioned last year aimed at establishing a long-range strategy for invigorating the city's downtown and waterfront spaces.

"One of the big takeaways we want to get across is that this isn't strictly a land use plan," said Wilson Bell, the RSC's executive director and planning director. "This is more of a community development plan, it's very broad and it covers a lot of different areas."

Among the areas that will fall under the scope of the development plan are things like climate change, housing diversity, recreation and active transportation, municipal servicing, brownfield redevelopment, adaptive re-use of buildings and much more.

The *My Miramichi* team will be ready to welcome the public into the process during an open house at the Rodd Miramichi River Hotel on April 17 from 4 - 6 p.m.

Officials will be on-hand that afternoon to answer any questions and deliver an overview of the process with the goal of sparking wider conversations in the community about how they'd like to see the city developed over the next number of years.

Mayor Adam Lordon is one of four city representatives serving on the advisory committee, along with city manager Mike Noel, Deputy Mayor Brian King and Coun. Chad Duplessie.

The group also includes representatives of the local business community, with Malley and Russell Vye of Vye's Construction coming on board, while Michelle Davidson-Legere, who represents the province's Economic and Social Inclusion Corporation, and Greg Sargent, the director of diagnostic imaging at the Miramichi Regional Hospital, round out the list.

Lordon said it was important to ensure there was a diversity of different perspectives serving on the board, which is something officials feel they've accomplished here.

Forbes, meanwhile, noted that over the next several months *My Miramichi* will also be hosting different events designed to ensure the community is heard in this process one way or another.

These will include holding pop-up events out in the city, organizing focus groups with different community organizations and interest groups, meeting with local developers, business owners and realtors to discuss opportunities and barriers, and also engaging young people in the school system.

Planner Nick O'Dette said the commission is in the process of finalizing a partnership with the Anglophone North School District that would see students in Grades 8 and 9 providing their own feedback into the municipal plan as part of a school project.

O'Dette added contact has also been made with the Francophone South School District with the hope that students at Ecole Carrefour Beausoleil may be able to take part as well.

Anybody looking to get a more detailed sense about how this is all going to come together should also take the time to log onto [mymiramichiplan.com](http://mymiramichiplan.com), which will be populated with updates and many other details.

This is also where people can go to access an interactive aerial map and input their own suggestions by clicking on a specific location.

People are strongly urged to fill out the online survey available on the website where you will be able to share what you value about living in Miramichi and what you'd like to see prioritized in the plan while responding to a handful of questions on different topics.

Forbes said it takes about 10 or 15 minutes to fill out the survey, adding that anybody who fills it out can request to have their name entered into a draw for \$100 downtown dollars and a snazzy *My Miramichi* T-shirt.

There's a lot riding on this project and having a high level of participation from the community will go a long way toward ensuring it presents a modern, accurate reflection of the city's needs, the committee says.

"I think this is a vision document - we're saying this is how we'd like to see the community developed over the next several years," Lordon said.

"So much has changed from 2012 to 2019, and thankfully a lot of that change has been for the better ... our economy has recovered, there's momentum and growth in the community, so now it's no longer just hoping for scraps - we know there's going to be development taking place in the next few years, so let's do everything we can to maximize that momentum and get out of the way."



🕒 Mar:27

Commentaires

Mon profil

Publier un commentaire

2500 caractères restants

Publier

Tous les commentaires 0

Il n'y a aucun commentaire pour le moment. Soyez le premier à commenter !



COLLAPSE

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## news



Verica and Phil LeBlanc discuss their ideas and concerns for the future of Miramichi during a public session Wednesday evening at the Rodd Miramichi River Hotel.  
Photo: Justin Samanski-Langille/Miramichi Leader

# Public shares vision of Miramichi's future at municipal development plan session

🕒 Apr:19



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**Justin Samanski-Langille | Miramichi Leader**

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Residents of the Miramichi received their first opportunity to directly contribute their ideas to the region's new municipal development plan Wednesday evening and already planners are learning things.

“There has been a lot of emphasis on active transportation so far, which is interesting because we live in a relatively large city,” said Planning Services Manager Justin Forbes.

"It seems like there is a lot of latent demand for people to use active transportation so there is some desire to either become more active but there are some limitations, either real or perceived barriers that we need to dive into."

While Forbes said this was not an issue the planning committees at the Greater Miramichi Regional Service Commission had brought up on their own, the fact such an issue was raised at all indicates the new process is working.

"We want to identify early on some of the key issues that people in the community might have so that we can explore them in-depth with the committee and start working toward solutions or potential fixes to them," said Forbes.

Right from the name of the project, My Miramichi, the intention is to involve the public in as many parts of the planning process as possible, with Wednesday evening's event kicking things off.

All members of the public were invited to come down to the Rodd hotel and browse planning material, zoning and demographics data, maps and surveys before sharing their ideas and concerns for the future of Miramichi by placing stickers on charts, filling out an electronic survey or joining several focused discussion groups at the event.

For Verica LeBlanc, a resident of eight years, this process goes a long way in ensuring the Miramichi of the future aligns with the needs and desires of the people living here.

"I think it is wonderful. Just having their own internal meetings and not allow the public to know what is going on is not a good thing," said LeBlanc.

"By allowing the public to have their input, you create a far more compatible environment in the community. People get a sense of ownership and feel that the city does listen to their concerns. You get a totally different outlook on the people running the city."

After taking her time to read through all the information on display Wednesday, LeBlanc said she was impressed that the RSC had already brought up many of the common concerns residents have, but she still felt it was important for her to express her concerns regarding development in the region.

Having lived in large cities such as Toronto previously where very large developments have been constructed near her home, LeBlanc said that while she recognizes the need for more and more diverse housing in the city, she feels it is important to limit the size of these developments when they are near existing properties.

Like others attending Wednesday's session, LeBlanc also expressed interest in the city increasing the amount of publicly accessible riverfront property.

"We have very small pockets of access around the Rodd or Ritchie Wharf," she said.

"I would say we should take an example from Campbellton where they have a very beautiful, long walkway which could be used for runners and charity events, rather than running on the highways."

Other suggestions raised at the session both through open discussion and through comments written on maps and on Post-It notes stuck to posters included the need for a dedicated art gallery in the city, a re-purposing of the Morrissy Bridge, and the introduction of bike lanes.

Residents are encouraged to log on to the My Miramichi project's website (<https://www.mymiramichiplan.com/>) for more information, relevant documents, interactive maps, schedules for upcoming public sessions and to fill out a survey.



# Rotary Club honours community volunteers

JUSTIN SAMANSKI-LANOLLE  
MIRAMICHI LEADER

The Rotary Club of Newcastle bestowed one of its highest awards Thursday night to two members of the community who have dedicated much of their lives to serving the greater good.

The Paul Harris Fellowship, named after Rotary International's founder and awarded to show appreciation to individuals who exemplify the club's motto, "Service above self," was presented during a dinner at the Miramichi Golf and Country Club.

Receiving the fellowships this year were Stacey Sutherland, a longtime member of Rotary who was an active volunteer while her two children were in school and continues to be an active member of Rotary, and Marshall Gaston, a volunteer firefighter of 25 years and an active volunteer with several community organizations since 1985, including Relay for Life, the SPCA and Scouts Canada.

Introducing Sutherland, Paula Drillen highlighted her introduction to volunteerism through her children's school years.

Sutherland served as a basketball coach in elementary school and as the president of the Millerton parent teacher association for several years before joining Rotary to expand her contributions to the community.

"She is an amazing, ideal contributor to any of the events and projects being planned by the club. Her stamina, positivity and enthusiasm are outstanding," said Drillen.

"She has been on the club executive for the past couple years and has accepted the role of public relations chair and has been instrumental in the remarkable updates for our club website, and has been communicating with local media and ensuring members are kept



The night's two Paul Harris Fellowship recipients, Stacey Sutherland and Marshall Gaston, show off their pins and medals Thursday evening at the Miramichi Golf and Country Club. PHOTO: JUSTIN SAMANSKI-LANOLLE/MIRAMICHI LEADER

informed," she said.

"She has been the co-chair for the annual purse auction for several years. She is an admirable, active member of the Rib Fest committee and has spent countless hours toward this activity," said Drillen.

Sutherland said she was unbelievably honoured and humbled to receive the award from her fellow Rotarians.

"Since becoming a Newcastle Rotarian I have come to believe in (the Paul Harris) philosophy more than ever," she said. "I am pleased to have met and

worked alongside such an amazing group of individuals."

Sutherland gave a special thanks to fellow member Geri Mahoney, a retired provincial court judge who she said is responsible for planting the idea of joining Rotary in her mind.

"It is because of your belief in me that I became a member and eventually drug my husband Blake along with me," she said.

Gary Foley introduced the crowd to Gaston, a man he described as a perfect example of the great friends Rotarians

are able to make through membership.

"Marshall immediately began his history in the Miramichi by volunteering as a cub scout leader. He also coached minor hockey for a couple years at the atom level," said Foley.

"One of the first things he did as a firefighter was to save a man's life ... when the man's snowmobile broke through the ice of the river across from Beaubears Island, for which he was awarded the St. John Ambulance Life Saving Award," he said.

"Marshall also spearheaded the

**The Paul Harris Fellowship, named after Rotary International's founder and awarded to show appreciation to individuals who exemplify the club's motto, "Service above self," was presented during a dinner at the Miramichi Golf and Country Club.**

initiative to establish the firefighters' monument that is located in the Newcastle town square and ensured the names of three fallen firefighters from Miramichi are inscribed not only on that monument, but on the firefighters honour role at Parliament Hill," said Foley.

While admitting he usually has plenty to say, Gaston kept his acceptance remarks short as he had spent the past few days unable to prepare a speech.

"I would like to thank everybody in the Rotary Club," he said. "This honour is amazing."

## Police report

The Miramichi Police Force's large number of calls throughout September doesn't appear to have been an anomaly.

The force said Sept. 23 in a statement from Sgt. Bob Bruce that the force received 314 calls for police assistance or services in four days, from Sept. 19 to 22.

A partial incident list compiled by the force is as follows.

### Sept. 22

- At 4:36 a.m., a 46-year-old man was arrested on Wellington Street when he was wanted on a warrant for theft. This man was held in custody for weekend remand court.

### Sept. 21

- At 12:11 a.m., a 33-year-old man was arrested on King George Highway for possession of methamphetamine.  
- At 11:14 a.m., police officers detained a 38-year-old man who was in possession of a stolen generator. This matter remains under investigation.  
- At 12:16 p.m., police and paramedics responded to an all-terrain vehicle accident on a trail behind Allan Street in Douglastown. A 26-year-old man was treated for minor injuries.

### Sept. 20

- At 1:12 a.m., a 41-year-old woman was arrested on Pleasant Street in Newcastle who was found to be breaching court-ordered conditions.  
- At 5:17 p.m., a 31-year-old woman was arrested on King George Highway who was found to be breaching court-ordered conditions.

### Sept. 19

- At 7:17 a.m., a 30-year-old man was detained for impaired driving by drugs after a vehicle stop on King George Highway. Methamphetamine was also seized from this man. A court date is forthcoming.  
- At 3:45 p.m., officers arrested a 42-year-old man after responding to a domestic dispute. The man was intoxicated and later caused damage to his holding cell. Court charges are being prepared.  
- At 3:57 p.m., a 33-year-old man was arrested for possession of stolen bank cards.  
- At 8 p.m., a 29-year-old man was arrested for theft from Kent Building, Supplies in Douglastown. He was held in custody for court.  
- At 10:35 p.m., a 30-year-old intoxicated man was detained after being found standing in the middle of the road on Water Street.  
- At 11:10 p.m., a 78-year-old man was arrested on Pleasant Street for causing an alcohol-related disturbance.

### Sept. 18

- At 1:51 p.m., a vehicle was stopped on

Marcus Drive in Taintville. The 42-year-old male driver was driving with a suspended driver's license. The vehicle was towed, and a court date is pending.

- At 9:23 p.m., a drug-intoxicated woman was arrested on Cole Crescent in Chatham for causing a disturbance.

### Sept. 17

- At 3:02 a.m., court charges were prepared against a 30-year-old man after he failed to answer his door as required by his court-ordered curfew.  
- At 12:12 p.m., police removed a 66-year-old man from Miramichi Regional Hospital in Chatham Head for causing a disturbance.

### Sept. 16

- At 12:09 a.m., a vehicle was stopped on Dolan Avenue in Newcastle. The 32-year-old male driver was found to be wanted on arrest warrants for breaching court orders. He was also found to be a suspended driver.

- At 9:20 a.m., a 39-year-old man who was walking on Curtis Road in Newcastle carrying an axe was detained.

- At 4:16 p.m., a 23-year-old man was taken to the Codiac RCMP in Moncton after being arrested by the Miramichi Police Force on Codiac warrants for theft. The Miramichi officer returned with a 29-year-old woman who had been arrested on a warrant for assaulting a correctional officer.

- At 9:33 p.m., a 24-year-old woman was found after being reported missing by family members.

- At 9:45 p.m., a 73-year-old man was arrested for impaired driving after his vehicle was in a collision with a parked car on Johnson Avenue in Chatham. The man had his vehicle impounded and his license suspended for 90 days. He also has an upcoming court date to face an impaired driving charge.

### Sept. 15

- At 3:52 a.m., a vehicle was stopped on Water Street and a 39-year-old woman was arrested for impaired driving. Her vehicle was towed and her license was suspended.  
- At 7:29 a.m., charges of breaching a court order were prepared against a 30-year-old man who was outside of his residence. The man will appear in court at a later date.  
- At 9:12 a.m., an overnight theft of money from a King George Highway hotel was reported. The Miramichi Police Force is investigating this incident. Anyone with information about this theft is asked to contact the force at 623-2124.

### Sept. 14

- At 2:10 p.m., charges of breaching a court order were prepared against a 64-year-old woman who was found to be violating her undertaking. The woman will appear in court at a later date.

- At 10:08 p.m., an intoxicated 50-year-old man was arrested on Wellington Street for causing a disturbance.

## Council briefs

### Funds transferred for building demolition

Miramichi city council voted unanimously at the Sept. 26 regular meeting to tear down a recently vacated building in the former village of Nelson. Council agreed to transfer \$6,800 from the city's contingency fund to cover any additional costs of removing the Al O'Neill Boy Scout Hall, located on Nelson Street. A tender was also awarded to Yve Construction, a local company, for the low bid amount of \$16,050 plus HST to demolish the building and turn the site into a parking lot.

The city had set aside \$10,000 in its 2019 capital budget to knock down the Boy Scout building after deeding land to the nearby Miramichi Cross Country Ski Club for its new facility. The Boy Scout hall's former tenants have since moved to the ski club building.

### Floor scrubber purchased for gym

Council unanimously agreed to buy an additional floor scrubber for the

Golden Hawk Recreation Centre in Chatham.

The purchase was ratified at the Sept. 26 meeting. The scrubber was bought from Swish Maintenance, an Ontario company, for \$5,117.63 plus HST.

A report from Miramichi's community wellness and recreation department said the scrubber has been put into use at the Golden Hawk and has made the gymnasium cleaner while reducing the amount of staff time needed to maintain the facility.

In this year's capital budget, the city allocated \$15,000 for an industrial scrubber for the Golden Hawk.

### City appoints financial auditor

Miramichi's books will be reviewed annually until 2023 by a Campbellton accounting firm with an office in Miramichi.

Council voted unanimously on Sept. 26 to appoint Allen, Paquet and Arseneau LLP - which has an office on Pleasant Street in Newcastle - as the city's financial auditor.

The contract for Allen, Paquet and Arseneau will cost \$189,750 plus HST

for five years. It stems from a request for proposals issued by the city in August after the previous auditor's term expired. Appointing an auditor is required by the New Brunswick Local Governance Act for municipalities.

### Fuel supply tender issued

Council voted to award a Miramichi company a tender to supply fuel and a fleet billing system for all city-owned vehicles and municipal buildings.

Kingston's Fuels was issued a contract for gasoline and diesel and a fleet system for city vehicles, along with furnace oil for various municipal buildings, at the Sept. 26 council meeting. The low bid from Kingston's includes guaranteed discounts of 4.5 cents per litre off the regulated maximum gas and diesel pump price, as well as 15 cents per litre off the maximum heating oil rate - plus the delivery fee.

The contract runs through Sept. 30, 2024. Delivery charges and discounts will remain fixed for the entire contract term.

Total costs of fuel and furnace oil for each department are budgeted every year.



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For more information or to set up an appointment, please contact Justin Forbes, GMRSC - Planning Services Manager, by phone at 506-778-5330 or e-mail [jforbes@rsc5.ca](mailto:jforbes@rsc5.ca).



**PLANIFIEZ À L'AVANCE!**

Êtes-vous un apprenti développeur ou expérimenté qui souhaitez construire des édifices résidentiels, de bureau, de commerce de détail, commerciaux ou industriels dans la ville de Miramichi? Est-ce que votre propriété a le zonage approprié? Êtes-vous préoccupé par la façon dont les règles existantes ou futures qui régissent le développement peuvent affecter votre projet?

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Les services d'aménagement de la CSRGM travailleront avec vous pour veiller à ce que votre projet et le zonage de votre propriété soit pris en compte dans l'examen et la mise à jour du plan d'aménagement municipal de la ville de Miramichi et ses « règlements » pour le développement. Ces documents viendront à la croissance et au développement de la ville au cours de la planification de la prochaine décennie, soit de 2020 à 2030.

Pour plus d'informations ou pour prendre rendez-vous, veuillez contacter Justin Forbes, Directeur des services d'aménagement du CSRGM, par téléphone au 506-778-5330 ou par courriel à [jforbes@rsc5.ca](mailto:jforbes@rsc5.ca).



Association calls bus ad removal 'censorship' / News A3

Carrefour Beausoleil purchases land for expansion / Business B3

Wolves hope to 'turn the corner' against Wildcats / Sport B1

# MIRAMICHI LEADER

## Officials aim to 're-educate' public on multiplex

**NATHAN DELONG**  
MIRAMICHI LEADER

Many local residents have recently taken to social media expressing concerns about the city's proposed multiplex, but city officials say the project remains the best path forward.

Amid backlash over city council approving a \$1-million land purchase for

the city's planned recreation hub, Mayor Adam Lordon and Jason Walsh, Miramichi community wellness and recreation director, said they're still convinced a new, central facility to replace several aging ones is the best plan.

In a recent interview, Lordon said he and city staff are looking to remind the public of what they call the truth behind the proposed \$60-million multiplex.

"Our two objectives are to re-educate the public on the facts of the project and on the need in our community for a new centralized rec facility," said Lordon.

"That's something that's increasingly becoming an urgent need as our current facilities continue to age and have issues."

The multiplex, if built, would replace the Lord Beaverbrook Arena,

Golden Hawk Recreation Centre, Lindon Recreation Centre and Miramichi Valley High School pool.

The current plan will keep the Miramichi Civic Centre open as a secondary ice surface.

The proposed multiplex will include an NHL-sized arena with 1,800 seats, an aquatic centre, a large gymnasium and other amenities.

The feds are currently being expected to cover \$24 million of the facility's price tag, with the province chipping in \$20 million and the city paying \$16 million.

To date, funding from other levels of government has been a roadblock for the project.

Miramichi-Grand Lake MP Pat

PLEASE SEE → MULTIPLEX, A2

Santa pays an early visit to Miramichi



Angelo Villanera, Kaedell, Khali and Ella Villanera spend time with Santa Claus at the recent Hospice Miramichi Home for the Holidays event at W.S. Loggie Cultural Centre. For more photos from this event, see page B4. PHOTO: GRACE TROWBRIDGE

## City uneasy about bylaw officer proposal

Miramichi could be expected to fund 84 per cent of position's cost

**NATHAN DELONG**  
MIRAMICHI LEADER

The proposed hiring of a municipal bylaw enforcement officer remains on the Greater Miramichi Regional Service Commission's radar, but Miramichi officials say they aren't sold on the idea.

At the Nov. 12 meeting, city council and staff expressed concerns about the concept after it was reiterated by Wilson Bell, the commission's executive director, while presenting the commission's draft budget for 2020.

The prospect has long been considered by the commission, but it resurfaced when Bell addressed council last week.

The position would have an estimated \$75,000 annual salary, which covers wages, benefits and other overhead such as office space, travel and training.

If the commission proceeds with the hire, the region's four municipalities would share the costs, with Miramichi expected to pay more than 84 per cent of the bill.

PLEASE SEE → BYLAW, A2

## Tories, Liberals spar before legislature's return

**ANDREW WAUGH**  
POLITICAL EDITOR

The Liberals have fired a shot across the Tory government's bow on the eve of the Legislative Assembly's resumption, declaring Premier Blaine Higgs' economic record a "disaster."

It's a criticism Higgs is shrugging off, accusing the Liberals of "playing politics."

"As a government, we have set our priorities, and we will continue to work on finding solutions, cleaning up the mess that we inherited and doing what is right to deliver results," Higgs said in an email statement on Monday night.

"We are committed to affordable and responsive government, energizing the private sector, and ensuring we have dependable health care and a world-class education system."

Earlier Monday, Liberal caucus chair Jean-Claude D'Amours launched a broadside at the premier.

"You just have to remember the

closure of the [Arauco mill] in St. Stephen, and recently last week the announcement of the closure of the Glencore [lead smelter] in the Belledune area," D'Amours said at a press conference in Fredericton on Monday afternoon.

"The reality is that we have a premier who said he was a champion, and a good [fiscal] manager who's good with the economy."

"But after only one year, we are living in a disaster. Businesses are closing. People are losing their jobs. Families are questioning their future. So the priority should be specifically on the economy, and making sure we have a plan for northern New Brunswick, rural New Brunswick."

"Also, we need to remember that our health care system needs some help, and it's not by closing services, by centralization."

D'Amours also warned the Tories against trying to ram through legislation in what's usually a relatively



Liberal caucus chair Jean-Claude D'Amours  
PHOTO: ANDREW WAUGH/LEGISLATURE BUREAU

short fall session.

"It's clear that the government ... wants to push dozens of bills [during this session]. This is before Christmas, so imagine ... within a few weeks they expect all those bills to pass? We have a duty as parliamentarians to make sure that any laws that come before

[the legislature are] done properly," D'Amours said.

His comments came a few hours after a call by People's Alliance Leader Kris Austin for the Tory government to make "significant" moves on New Brunswick's most challenging files, including health care and tax reform.

Austin said he's been encouraged by the government's words on the big issues, but wants to see more action.

The Alliance has pledged to keep the minority Tory government afloat until at least next spring. After that, Austin said recently, his support for the Tories will be decided on a case-by-case basis.

"I want to see ... some significant action," Austin said. "We've kicked around different ideas on tax reform, changes to health care, the list goes on and on but ... what are we going to do?"

Austin said his "sense" is that it's been "too much talk, not enough action" from the Tories.

PLEASE SEE → SPAR, A6

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## MIRAMICHI LEADER

A Miramichi Police Force officer's recent attempt to stop a speeding vehicle led to a man being charged with dangerous and impaired driving offences.

A release issued Sunday by Sgt. Bob Bruce said the officer tried to pull the allegedly speeding vehicle over Nov. 10 at 4:02 p.m. on the Route 8/117 bypass.

In the release, Bruce said the vehicle allegedly accelerated and turned off its headlights before the driver pulled over.

"The 22-year-old male driver was arrested for impaired driving," Bruce said.

"His vehicle was impounded, and his driver's licence was suspended for 90 days."

The driver also has an upcoming court date to face charges, Bruce said.

That incident was among many handled by the Miramichi force between Nov. 10 and 17. Bruce said the force responded to 221 calls for police assistance or services in that span.

The following is a partial breakdown of those calls provided by Bruce.

### Sunday, Nov. 17

At 12:04 a.m., a 30-year-old man was arrested after an alleged domestic dispute. This matter remains under investigation.

### Friday, Nov. 15

At 12:15 a.m., a 55-year-old man was arrested for allegedly causing an alcohol-related disturbance at a King George Highway business. The man was held in custody until he was sober.

### Thursday, Nov. 14

At 11:51 p.m., a 47-year-old woman was arrested for allegedly causing an alcohol-related disturbance at a Duke Street business in Chatham. She was held in custody until she was sober.

At 2:03 p.m., a 26-year-old woman was arrested for an alleged theft from Sobeys in Newcastle.

### Wednesday, Nov. 13

At 5:38 a.m., a 58-year-old man was arrested for allegedly making unnecessary 911 calls. The man was held in custody until he was sober.

### Tuesday, Nov. 12

At 11:06 p.m., a 31-year-old woman was arrested after a traffic stop on King George Highway for allegedly breaching a court-ordered curfew. She was held in custody for court.

At 2:45 p.m., a 42-year-old man was arrested following a traffic stop on Old King George Highway for allegedly driving while prohibited. A court date is forthcoming.

At 1:45 p.m., a 45-year-old woman was arrested for an alleged theft from Atlantic Superstore in Newcastle.

Police are investigating the theft of a lawn mower reported at 8:17 a.m. A 27-year-old male suspect has been identified. The machine was also recovered.

### Monday, Nov. 11

At 2:13 a.m., an officer attempted to stop a vehicle on King George Highway that accelerated, then left the roadway and struck a fire hydrant. The alleged driver, a 19-year-old man, was identified. The matter is still under investigation.

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Jason Walsh, left, Miramichi community wellness and recreation director, and Mayor Adam Lordon discuss the city's proposed multiplex Nov. 12 at Miramichi City Hall. PHOTO: NATHAN DELONG/MIRAMICHI LEADER

## Aiming to 're-educate' public on multiplex

### MULTIPLEX →A1

Finnigan said he expects the federal government will provide money once the province makes the project a priority - a requirement under the integrated bilateral agreement between New Brunswick and Ottawa.

The agreement includes \$46 million for community, culture and recreation projects, along with \$165 million for public transit, \$347 million for green infrastructure and \$114 million for rural and northern communities.

All amounts were allocated over a 10-year period.

The city submitted an 800-page funding application to both levels of government last year, but a check-in with the New Brunswick Regional Development Corporation earlier this year found the file had been collecting dust.

RDC spokeswoman Alysha Elliott recently said municipalities with infrastructure requirements meeting certain criteria were invited to provide an expression of interest by June 28.

"(The) RDC is currently reviewing the applications," said Elliott. "Successful applicants will be notified by April 1, 2020, so that projects can begin during next year's building season."

In the coming weeks, Lordon said, the city will ramp up its public awareness efforts about the multiplex.

A graphic has already been posted on Facebook saying the average age of seven Miramichi rec facilities is 52 years, which is among the oldest in the province.

Lordon said the city hopes the public will support its calls for funding from other levels of government.

He also acknowledged the concerns expressed by the public about the project, with the main one being the city can't afford a multiplex.

Lordon said replacing six aging facilities with a new, central complex is the least expensive option.



An artist's conception of Miramichi's proposed multiplex. PHOTO: SUBMITTED

The proposed recreation capital budget presented to council last week includes \$250,000 in 2020 alone for repairs at the civic centre, Golden Hawk, Linton Rec Centre, Lord Beaverbrook Arena and Miramichi Valley pool. City treasurer Darlene O'Shea said more items could be added too.

"We can't afford not to move forward with a centralized facility," said Lordon, noting that the city has considered options for the future of its rec facilities for the past decade.

If maintenance costs keep rising, Walsh said, he's worried the city may have to reduce recreation programs and services in the future to pay for building upkeep.

"I know that's something council is not interested in doing," said Walsh. "It may be an option if it's no longer cost-effective to sink money into these facilities."

Lordon said the city has already set aside \$5 million in its reserves for the multiplex, with a fundraising campaign expected to bring in \$3 to \$4 million in private donations.

That means the city likely wouldn't have to borrow more than \$8 million, with a 20-year repayment term, Lordon said.

"The impact on the tax assessment in the community will be very minimal under our current plan," he said.

"In trying to renew older facilities, the tax impact will be much greater."

If the city's multiplex bid in its current form doesn't work out, Lordon said, officials are exploring alternative funding models and are even open to

reconsidering the project cost.

Walsh said the \$60-million figure is about five years old and includes any hidden costs. He said the price tag has even stayed in that range with cost-of-living increases.

Over the next decade, Lordon said, the biggest challenge for communities across the province will be attracting and retaining newcomers, given some reports that roughly 100,000 people are projected to leave the workforce.

He said people will choose where to live and work based on the amenities and quality of life available in a community.

"We need to have quality, modern and efficient rec facilities to provide a quality of life that ensures people will stay home or move to Miramichi," said Lordon.

Lordon also defended the city's acquisition of a 70-acre property off Douglastown Boulevard for the multiplex. He said the city had always planned to sell part of it for future development and recoup the purchase price, regardless of whether the multiplex is built there.

"We do need to have an identified property where we can viably put a facility," he said.

If it's built, Walsh said, the multiplex wouldn't be the city's first effort to right-size its recreation infrastructure. His staff have recently worked to reduce the number of ballfields in the municipality.

Recent examples include decommissioning Cardinal Field in Newcastle and revamping the nearby Memorial Field.

The former ballfields in Loggieville and Douglastown were also levelled this year.

"Since amalgamation [in 1995], we've had a lot of recreation facilities that we've inherited over the years," said Walsh.

"We want to right-size them so that they're as cost-effective as possible for the taxpayer."

## City uneasy about bylaw officer proposal

### BYLAW →A1

"I don't think it makes sense to pay upwards of 85 per cent for something and get less than that in terms of service," said Mayor Adam Lordon.

"I'm hoping that, whether it's this year or next, we'll bring in a municipal bylaw officer who will work with us 100 per cent of the time."

If hired, Bell said, the person would enforce municipal bylaws in Miramichi, Blackville, Doaktown and the Upper Miramichi rural community.

Bell said the commission is still studying whether the position would be feasible and gauging support from members.

The current breakdown would have Miramichi providing \$63,356 for the position, with Blackville picking up \$2,730, Doaktown paying \$2,604 and Upper Miramichi covering \$6,311.

Bell said additional costs could result from enforcing bylaws through legal action.

The allocations are based on Miramichi having the commission's largest tax base and population. Bell said costs would be split differently among the other municipalities if Miramichi opts out.

Local service districts aren't included in the proposal as they're unincorporated and don't have any bylaws.

Unless a bylaw compliance officer is hired and added to the commission's shared services, Bell said, the proposed budget won't include any staff changes.

"Compliance and enforcement continues to be an area of concern for municipalities," said Bell. "It's really a question of resources and the effort needed to ensure bylaws are enforced."

"It's becoming much more complicated and complex to enforce bylaws. The need for a qualified person to navigate the legal processes is very apparent."

Bell said there's been an increase in complaints from the public about bylaw infractions, and recent changes to the province's Local Governance Act allow municipalities to deal more effectively with issues such as dangerous or unsightly premises.

Development activity has also increased in the region, Bell said, leaving the commission's planning and building inspection staff with less time to address bylaw offences.

Bell said the fees imposed and remitted to municipalities for building and development permits, planning and other initiatives could help communities recoup bylaw enforcement costs.

In Miramichi alone, Bell said, the city clerk and managers' offices, fire department, public works department and service commission's planning agency are all involved in enforcing bylaws.

He said bylaws falling under the proposed officer's purview are zoning bylaws and provisions, civic addresses, dangerous and unsightly premises, mobile home and mini-home park regulations and water and sewer rates.

"There may be specific ones for

municipalities that require enforcement as well," said Bell.

"We estimate that 30 per cent of our building inspection and planning staff's resources are used to deal with enforcing municipal bylaws, particularly on the zoning side."

Coun. Chad Duplessis said even with someone solely responsible for bylaw compliance, that person still would likely be stretched quite thin.

He asked how the position would impact the city and how the commission would manage the person.

Bell said the person would strictly be addressing municipal bylaws, including — but not limited to — zoning issues, signage, parking, noise and fencing.

"The hope is that you would see some impact in terms of following through on enforcement, which isn't done now," said Bell. "Now, when we get a complaint, we're very reactive."

"We want to be much more proactive in terms of doing inspections and site visits, identifying violations and working with owners to get them rectified."

Following a question from Coun. Tara Ross-Robinson, Bell said Miramichi officials may be uneasy about funding close to 85 per cent of the position's salary but not being guaranteed as much service.

He said it's difficult to say right now how much attention Miramichi would receive or exactly how much time would be spent in the office or on field work.

If any fines are levied, Bell said, the provincial government would receive all revenue.

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# Businesses receive development awards

MIRAMICHI LEADER

Two Miramichi businesses have been honoured by the Greater Miramichi Regional Service Commission planning services branch for recent improvements to their buildings and attractions.

Planning services officials have presented the annual Silver Shingle Award for Excellence in Development to Fletcher's Farm in Nelson in the new development category and the Miramichi Dental Clinic in Newcastle in the redevelopment category, planner Nic O'Dette said.

The two firms were chosen from a group of six final nominees, O'Dette said in a release, with each representing a new category.

"The purpose of the Silver Shingle Award program is to recognize development projects that have made a positive contribution within the region and promote awareness of the importance of 'high-quality development' to community image and economic prosperity," O'Dette said in the release.

"GMRSRC Planning Services is proud to continue this award program into its third year."

The Silver Shingle program was established in 2016, with the first awards being handed out in 2017.

Eligible projects must be within the Greater Miramichi service commission's jurisdiction and have been substantially completed between Jan. 1 and Dec. 31, 2018, to qualify for this year's prizes.

Developments must have been finished with all the appropriate approvals and permits, O'Dette said in the release. New and old projects, redevelopments and renovations of existing buildings or properties are all acceptable.

Structures for any use are also eligible, O'Dette said, excluding single-unit homes and their accessory buildings.

Factors considered for new development awards include — but aren't limited to — considering access from streets and sidewalks, parking, driveways, walkways and landscaping, along with promoting active living and barrier-free access for pedestrians and cyclists.

Other criteria include creative or unique land uses, aesthetic enhancements to neighbourhoods, environmental factors, attention to site functionality and compatibility with neighbouring uses, as well as efforts to preserve or promote culture, heritage and community life.

Redevelopments include the same consideration factors, but must put long-term buildings back into productive use or provide enhancements from a past form.

Recipients will receive a commemorative plaque to mount inside or outside a building for display.

Award nominees were from among the permits and approvals issued by the planning branch that were substantially finished in 2018.

O'Dette said the nominee is typically the property owner. A list of nominees was formed and reviewed by planning services staff before final nominees were notified.

The award selection committee consisted of O'Dette and planner Justin Forbes, service commission board member Elizabeth Bowes, planning review and adjustment committee member Joe Veriker, Miramichi Chamber of Commerce past-president Wayne Bushey and Lois Tozer — who was nominated by the Miramichi Valley Business Association.

Other nominees for 2019 were the Cannabis NB store in Douglastown, Kyro Apartments in Baie-Sainte-Anne, the Pierre Martell Holdings apartments on Ironmen Road in Chatham and PetSmart in Douglastown.



Fletcher's Farm in Nelson received the 2019 Silver Shingle Award for Excellence in Development from the Greater Miramichi Regional Service Commission planning services branch in the new development category. From left: award selection committee members Lois Tozer, Elizabeth Bowes and planner Nic O'Dette along with Mary, John, Michael, Natalie, and Khloe Fletcher of Fletcher's Farm.

PHOTO: SUBMITTED



The Miramichi Dental Clinic in Newcastle received the 2019 Silver Shingle Award for Excellence in Development from the Greater Miramichi Regional Service Commission planning services branch in the redevelopment category. From left: Dr. Peter Zhou, Dr. Geraldine Breau, Dr. Francesco Princiotta and Dr. Kenneth Nowlan of Miramichi Dental, planner Nic O'Dette, Miramichi Mayor Adam Lordon and award selection committee member Lois Tozer.

PHOTO: SUBMITTED



A treasured photo of Second World War veteran Herbert Victor Betts was recently sold by mistake at a house sale. Now the family would like to have it back. PHOTO: SUBMITTED

## Treasured family photo sold by mistake

MICHAEL STAPLES  
THE DAILY GLEANER

Hanwell resident Juanita MacLean said a treasured photo of her grandfather from the Second World War — was recently sold by mistake at a house sale.

Now, the family would like to find the unknown buyer and get it back.

The family heirloom shows Herbert Victor Betts, sporting a mustache and cap, and wearing his uniform from the Second World War. The picture was sold in an oval frame, about 11x16 inches.

MacLean has shared the image on Facebook in hopes someone will recognize it.

"I don't have any pictures of my grandfather," MacLean said. "I think that was the only photo our family had. We just thought it would stay in the family."

It originally hung in the Kingston Peninsula home of MacLean's parents but eventually found a new location in her sister's house in Lincoln.

MacLean said after her sister died, her brother-in-law, who had a military background, kept it in a room he had dedicated to memorabilia. He died last fall.

The frame and photo then ended up in a contents sale.

MacLean said her nephews didn't realize who it was in the photo, nor its significance, when they offered it up as part of the sale items.

She said from what she and other members of the family can determine, it looks like the photo may have been purchased by an antique dealer. Efforts in tracking down the buyer, however, have been unsuccessful up to this point.

MacLean said her brother, Terry Campbell, who was in the Royal Canadian Air Force, is hoping to hang the photo in the Royal Canadian Legion branch in the Kingston Peninsula if they can get it back.


"It should be honoured," MacLean said. "It shouldn't be something that's sold at a yard sale."

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## **Appendix I – Regional Collaboration Media Coverage**





The Greater Miramichi Regional Service Commission's proposed 2020 budget includes two scenarios, with the board of directors set to decide Nov. 27 whether to hire a regional bylaw enforcement officer. One scenario includes the \$75,000 position, while the other does not. PHOTO: MIRAMICHI LEADER ARCHIVE

# Service commission proposes two different budget options

One scenario includes bylaw officer position, one doesn't

**NATHAN DELONG**  
MIRAMICHI LEADER

One of two scenarios will play out when the Greater Miramichi Regional Service Commission accepts its proposed 2020 budget, with that choice hinging on whether a new employee is hired.

The commission's overall operating budget for next year will be \$3.14 million if its board of directors votes to appoint a regional bylaw enforcement officer at the Nov. 27 meeting.

The second option, without the bylaw officer position, would see the commission allocate \$3.07 million toward its 2020 operations.

The budget also includes \$50,000 for a regional policing study that may not be needed, pending the outcome of a provincial review of police services being conducted by the New Brunswick government.

While presenting the proposed budget to Miramichi city council Nov. 12, Shawn Cripps, the commission's chief financial officer, said the document is subject to change.

"Nothing is set in stone," Cripps said following a discussion with council about the bylaw officer and police review proposals.

"It will be brought back to our board to vote on and make amendments as necessary."

The commission's 2019 operating budget was \$2.88 million.

Total contributions to next year's budget from member municipalities and local service districts would drop to \$1.92 million from the 2019 figure of \$1.93 million if a bylaw officer is hired.

Cripps said membership dues, which are mandated by provincial legislation, be \$1.84 million without a bylaw officer.

The proposed bylaw officer and police study both raised the ire of Miramichi councillors, with several of them expressing concerns about the city's share of the bylaw officer's cost compared to the level of service the city could receive.

Miramichi could potentially be on the hook for \$63,356 – or 84.47 per cent – of the bylaw officer's \$75,000 annual salary. Blackville, Doaktown and the Upper Miramichi rural community would pick up the remaining 15.53 per cent.

The position's salary includes wages, benefits, office space, supplies, travel, training and other overhead costs.

Council also said the Miramichi Police Force just underwent its own

**Nothing is set in stone. It will be brought back to our board to vote on and make amendments as necessary.**

SHAWN CRIPPS



operational assessment and it doesn't make sense to pursue a regional policing study if the service commission ends up being satisfied with the provincial review's findings.

A report on that process is expected to be released this month.

In addition, Coun. Shelly Williams said, Miramichi would effectively be subsidizing the probe with its \$52,403 share of the co-operative and regional planning services budget – which includes the police review.

Cripps and Wilson Bell, service commission executive director, both said the \$50,000 being set aside for a police study could be reallocated to other items if law enforcement efforts throughout the region aren't reviewed next year.

The bylaw officer, meanwhile, would be managed through the commission's other shared services branch. The budget for that section would be \$143,288 with the position and \$68,288 without it.

Either way, \$2.03 million of the commission's overall budget is projected to be earmarked for solid waste services, with \$853,763 for local planning services and \$115,529 for co-operative

and regional planning services.

## Tipping fees increase

The bulk of the solid waste allocation covers garbage tipping fees at the Red Pine Sanitary Landfill in Alardville, which will increase by \$3 per metric tonne to \$65 per metric tonne for trash.

The service commission also spends \$25.40 per metric tonne on recycling programs, bringing total tonnage costs to \$90.40 next year – or \$1.45 million overall.

As of February 2020, tipping fees for recycling will jump from \$0 to \$40 per metric tonne.

The commission will finish repaying a five-year debt to the province's Municipal Capital Borrowing Board for the residential recycling blue bins next year.

A 2018 solid waste surplus of \$14,711 is also reflected, Cripps said.

## Other budget highlights

The commission is proposing to spend \$297,646 of its 2020 budget on corporate services, a 0.63 per cent increase over 2019.

Money is set aside for eight board meetings next year and three committee meetings or information briefing sessions, along with \$4,000 for training, seminars and conferences.

In addition to the police study, co-operative and regional planning services includes \$5,000 to update an Emergency Measures Organization brochure.

Local planning and building inspection services will receive \$853,763, with the net amount shared by members coming in at \$10,000 less than that.

That branch got a 4.35 per cent raise over last year due to a deficit from 2018 and funds allotted to training a new inspector, building a new intake station and covering increased rent at the commission's office in Chatham.

**PAYGE WOODARD**  
MIRAMICHI LEADER

The Salvation Army is looking for the community's help in supporting around 175 families this Christmas.

The organization kicked off its annual toy drive earlier this month, with drop off locations at Towne Ford, Towne Mazda, Towne Chrysler, Trevors Nissan, Trevors Hyundai, Trevors Mitsubishi, Lunsbury Chevrolet and Miramichi Kia.

Maj. Stan Higdon, director of the Salvation Army's resource centre in Miramichi, said donations for kids of all ages can be dropped off at participating car dealerships until Nov. 30.

Higdon said the campaign has seen phenomenal support from the community over the years, and the organization is expecting a similar response this year.

"I think people are very eager to help families during this time of year," he said.



Josh Somers, general sales manager at Towne Ford, said their drop off centre has begun to receive donations for this year's Salvation Army toy drive.

PHOTO: PAYGE WOODARD/MIRAMICHI LEADER



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NEWS

# RSC approves budget without bylaw officer

**NATHAN DELONG**  
MIRAMICHI LEADER

The Greater Miramichi Regional Service Commission won't be hiring a regional bylaw enforcement officer or pursuing a region-wide policing review for the foreseeable future.

The service commission's board of directors voted to pass its 2020 operating budget at a meeting Wednesday in Miramichi.

The \$3.02-million budget will not include the \$75,000 salary for a bylaw officer, and the \$50,000 proposed for a law enforcement study won't be spent at this time – pending the findings of New Brunswick government's province-wide police assessment.

Upper Miramichi Mayor Douglas Munn, however, said the board isn't ruling out appointing a bylaw officer in the future.

Miramichi officials said they weren't sold on the proposal, as the city would have been expected to pay close to 85 per cent of the position's salary without being guaranteed that much service.

"We can understand why they weren't on board with paying 85 per cent and not necessarily getting that level of service," Munn said after the meeting. "But that's not to say Blackville, Doaktown and my community won't consider having their own bylaw officer down the road. The local service districts don't have bylaws, so they wouldn't be paying for this position."

The budget was supported by commission chair Douglas Munn, mayor of the Upper Miramichi rural community, along with local service district representatives Robert Hallihan



Upper Miramichi Mayor Douglas Munn, chair of the Greater Miramichi Regional Service Commission board of directors, speaks at the board meeting Wednesday in Miramichi. The commission voted 5-1 to pass its 2020 operating and capital budget. PHOTO: NATHAN DELONG/MIRAMICHI LEADER

of Renous-Quarryville, Lynn Gregan of Hardwicke and John Goodfellow of South Esk.

Miramichi deputy mayor Brian King, who attended on behalf of Mayor Adam Lordon, also voted in favour of the budget.

Elizabeth Bowes, service district representative for Derby, cast the nay vote. Blackville Mayor Chris Hennessy was not present.

Shawn Cripps, the commission's chief financial officer, and Wilson Bell, the executive director and planning director, recently presented the proposed budget to municipal councils in the commission's territory – with scenarios for with or without a bylaw officer.

King said he was asked to support the budget option that did not include a bylaw officer or a police review line item.

Miramichi councillors raised concerns

earlier this month about how the city's \$52,403 share of the commission's co-operative and regional services budget would effectively subsidize a policing study.

Council also said the city just did its own operational review of the Miramichi Police Force.

Had the commission proceeded with a bylaw officer and police review in 2020, its operating budget would have been \$3.14 million, up from \$2.88 million in 2019.

More than 46 per cent – or \$1.45 million – of next year's spending will be on solid waste tipping fees at the Red Pine Sanitary Landfill in Allardville.

Garbage fees will increase by \$3 per metric tonne to \$65 per metric tonne. The commission will also spend \$25.40 per metric tonne on recycling programs, bringing total tonnage costs to \$90.40

next year.

As of February 2020, tipping fees for recycling will jump from \$0 to \$40 per metric tonne.

The total solid waste allocation for next year is \$2.03 million, up 5.59 per cent over last year. It includes a carryover 2018 surplus of \$153,417.

That funding covers three employees and the residential curbside recycling program, composting program, household hazardous waste and e-waste collection days, a battery recycling program and public education and awareness initiatives.

The commission will not have a capital budget in 2020, which is also the final year of a five-year debt repayment plan for the curbside recycling bins.

Local planning services will receive \$853,763, with \$68,288 going to other shared services and \$65,529 earmarked for co-operative and regional planning.

Total membership dues have declined by 6.87 per cent to \$1.79 million, with Miramichi paying \$973,271.

Blackville will allocate \$41,497 to the commission, while Doaktown will fund \$41,275, Upper Miramichi will pay \$92,157 and the service districts funding \$650,181.

The co-operative and regional planning side includes \$5,000 to update the commission's emergency measures brochure.

Local planning, meanwhile, provides service to Miramichi, Blackville, Doaktown, Upper Miramichi and 19 service districts.

That budget was increased to offset higher office rent bills, training a new building inspector and a new intake station at the commission's office in Chatham.

# City doing its part: manager

**NATHAN DELONG**  
MIRAMICHI LEADER

The Greater Miramichi Regional Service Commission says it believes bylaw enforcement in greater Miramichi may need some work, but city officials say they're doing their part.

During the commission's latest pitch to Miramichi city council Nov. for a regional bylaw compliance officer, city manager Mike Noel said he disagreed with the perception that the city has gaps in enforcement.

The commission voted Wednesday for a 2020 operating budget without funding for a bylaw officer.

But at the council meeting earlier this month, Noel asked how the commission's staff handle bylaw violations.

"I want to challenge your assertion that we're not enforcing our bylaws," said Noel.

Wilson Bell, the commission's executive director and planning director, said Miramichi's city clerk and managers' offices, fire department, public works department and the service commission's planning agency are all involved in bylaw enforcement in some way or another.

He said bylaws falling under the proposed officer's purview would be zoning bylaws and provisions, civic addresses, dangerous and unsightly premises, mobile home and mini-home park regulations and water and sewer rates.

Bell said many bylaw infraction cases end up on Noel's desk. He told Noel the commission does send compliance orders to individuals accused of breaching those rules.

Bell said notices are also sent to the city, and the municipality chooses which cases to take to the Court of Queen's Bench to get an enforcement order.

He also said the balance of bylaw infractions are registered against land titles.

Noel asked Bell to clarify that the proposed bylaw officer would simply add a stronger enforcement mechanism to municipal bylaws.

Bell said that would be the case, if bylaws allow for fines.

"So that's what you're looking for, right? To be able to fine people on top of the ability we have to take them to court now and get an order that says they have to do these things?" said Noel.

"Yes, that's correct," Bell replied. Noel then said the city is indeed enforcing its bylaws, but he does believe a stronger mechanism would be worthwhile.

Bell said a fine option would likely be easier than seeking a compliance order from the courts.

"The idea that we weren't doing anything is what I took issue with," Noel said before Bell told him he mispoke on that notion.

A regional bylaw officer has long been considered by the service commission, but the idea resurfaced when Bell addressed council on Nov. 12.

The position would have an estimated \$75,000 annual salary, which

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## **Appendix J – Composition of Recyclables Audit**



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# 1. CONTEXT

## 1.1 PRIMARY OBJECTIVES OF THE STUDY

This study, conducted on behalf of the Greater Miramichi Regional Service Commission (GMRSC) and the Chaleur Regional Service Commission (CRSC), has the following objectives:

1. Determine the composition of recyclables entering the Red Pine Recycling Building by material type, based on weight and percentage. A suggested categorization is attached (see Appendix A), but the final list will be developed between GMRSC, CRSC and the consulting firm;
2. Determine the composition of reject recyclables entering the Red Pine Recycling Building by material type, based on weight and percentage;
3. Determine the composition of contaminated recyclables entering the Red Pine Recycling Building by material type, based on weight and percentage;
4. Determine the composition and quantity of Institutional Commercial and Industrial (ICI) waste mixed with the recyclables collected through Curbside Recycling;
5. Audit a sample selection of regular waste and determine by material, based on weight/percentage, recyclables being landfilled;
6. The results of the composition audit will indicate the effectiveness of the current waste diversion program;
7. Complete a detailed characterization of the various loads delivered to Red Pine Recycling Building for recycling specifically by Municipalities, First Nations and Local Service Districts.

It is important to note that characterization data are those that prevailed during the study, for the targeted samples. The composition of the materials is likely to vary over time.

The results of the study are presented in the following sections.

## 1.2 TERRITORY UNDER STUDY

Table 1 shows the municipalities, local service districts and First Nations covered by the study.

**Table 1. Sectors Under Study**

RSC	Region	Type
Miramichi	Doaktown	Municipality
Miramichi	Miramichi: Chatham, Chatham Parish, Loggieville	Municipality
Chaleur	Dunlop-Freegrant	Local Service District
Miramichi	Local Service District Newcastle	Local Service District
Miramichi	Local Service District Nelson	Local Service District
Miramichi	Local Service District Baie Ste-Anne, Escuminac	Local Service District
Miramichi	Local Service District Renous, South Esk, North Esk, Sunny Co	Local Service District
Chaleur	Allardville-Saint-Sauveur	Local Service District
Chaleur	Belledune	Municipality
Chaleur	Rough Waters	Local Service District
Miramichi	Local Service District Barryville/New Jersey, Burnt Church	Local Service District
Miramichi	Local Service District Oak Point - Bartibog	Local Service District
Chaleur	Beresford	Municipality
Miramichi	Blackville	Municipality
Miramichi	Miramichi: Nelson, Chatham Head, Douglasfield	Municipality
Miramichi	Eel Ground	First Nation
Chaleur	Nigadoo	Municipality
Chaleur	Pointe-Verte	Municipality
Chaleur	Salmon-Beach/Pokeshaw	Local Service District
Chaleur	Petit-Rocher	Municipality
Miramichi	Miramichi: Nordin, Douglstown, Ferry Road	Municipality
Miramichi	Local Service District Blackville	Local Service District
Miramichi	Metepenagiag	First Nation
Chaleur	Big River/Pabineau	Local Service District
Chaleur	Madran-Tremblay	Local Service District
Miramichi	Local Service District Blissfield	Local Service District
Miramichi	Local Service District Hardwicke	Local Service District
Chaleur	Dunlop-Freegrant	Local Service District
Miramichi	Local Service District Chatham	Local Service District
Miramichi	Local Service District St. Margarets	Local Service District
Chaleur	Allardville-Saint-Sauveur	Local Service District
Chaleur	Rough Waters	Local Service District
Miramichi	Local Service District Ferry Road - Russellville	Local Service District
Miramichi	Local Service District Black River and Little Branch	Local Service District
Miramichi	Miramichi: Newcastle Area	Municipality
Miramichi	Rural Community of Upper Miramichi	Municipality
Chaleur	Beresford	Municipality
Miramichi	Local Service District Alnwick	Local Service District
Miramichi	Local Service District Glenelg	Local Service District
Chaleur	Salmon-Beach/Pokeshaw	Local Service District
Chaleur	Petit-Rocher	Municipality
Chaleur	Nigadoo	Municipality
Chaleur	Pointe-Verte	Municipality
Miramichi	Local Service District Black River-Hardwicke	Local Service District
Miramichi	Esgenoopetitj	First Nation
Chaleur	Madran-Tremblay	Local Service District

## 2. METHODOLOGY

### 2.1 PLANNING

The planning phase of the project followed these steps:


- Kick-off telephone meeting with the client to validate the methodology;
- Validation of the collection schedule to obtain representative sampling;
- Determination of trucks to be sampled during the two (2) weeks;
- Production of the planning document for the work (detailed planning of presence on the terrain).

### 2.2 PRESENCE ON SITE SAMPLING AND CHARACTERIZATION

Sampling was done continuously over a period of ten (10) working days to cover a complete collection cycle. Four (4) trucks, (one (1) garbage truck and three (3) recycling trucks) were sampled daily from November 19 to 30, 2018.

For sampling, the steps presented in Table 2 were followed:

**Table 2. Sampling Steps**

Step	Details
1- Inquiry and selection	<p>When the trucks arrived at the scales, a short interview was conducted with truck drivers from the targeted municipalities to specify</p> <ul style="list-style-type: none"> <li>- Provenance: municipalities, First Nations, or local service districts</li> <li>- Proportion of residential/ICI</li> <li>- Weighing ticket (for verification/analysis)</li> </ul>
2- Unloading the truck	<p>Drivers had to unload their trucks while advancing to form a strip;</p> <p>The provenance of every truck was verified, and front-loading trucks were discarded to retain only the targeted trucks</p> 

3- Sampling by the 16 parts method

After the dumping of the truck, the sampling was carried out according to the following method:

- 1- Random selection of a number from 1 to 16 (using cellular phone app)
- 2- Manual removal of the target part (about 1 to 1.5 tons) and taking of a 100 kg sample

1	2	3	4	5	6	7	8	
9	10	11	12	13	14	15	16	

- 3- -Return to the landfill of the unused 15 parts by the site operator (radio communication)

For garbage, approximately three (3) 360 L bins were required to hold the 100 kg sample and for recyclable materials, approximately five (5) bins were required.

As a result, approximately 4 tons of material were sampled in 2 weeks (40 samples of 100 kg).





3- Sorting of material

Each sample of 100 kg was weighed before being sorted by category of material into sorting bins (photo)

The planned 12 categories of materials were used and specific other materials (bulky, unusual materials) were noted separately. See **Appendix A** for a description of material categories.

The weight of each category was evaluated using an accurate MGK 100k electronic scale at  $\pm 0.005$  kg and the data was compiled by truck and by sector for analysis.



Once characterized, the materials were set aside for weighing. The following photos show examples of characterized materials:



*Non-accepted fibers*



*Recyclable fibers*



*Non-accepted metal*



*Recyclable metal*

## 2.3 EXTRAPOLATION OF DATA

The final step was to extrapolate the data to estimate the recovered and landfilled proportions of each of the material categories on an annual basis. The extrapolation was done on the following bases:

- 1- Extrapolation of data for each category of material for all trucks:
  - Example: For a truckload weighing, for example, 8000 kg, and for which a 100 kg sample contained 5 kg of recyclable fiber, the result of the extrapolation was that the truck contained a total of 400 kg of recyclable fibers.
- 2- Extrapolation of data to one full year of generation:
  - Generation data for the full year of 2017 were used for extrapolation, (see **Table 3**)

**Table 3. Landfilled and Recovered Quantities in 2017 (tons)**

	GMRSC	CRSC
Total landfilled	11,428 t	9,544.69 t
Recyclables collected	1,621 t	1,892 t

## 3. RESULTS

### 3.1 WASTE COMPOSITION

The data including all the samples are presented in **Table 4** and **Table 5** below<sup>1</sup>. The "Distribution" column shows the relative proportion of each category, and the "Extrapolated 2017" column represents the number of tons landfilled annually, based on 2017 data. The top three (3) categories are highlighted.

**Table 4. Composition of Waste Landfilled in the GMRSC Region**

Composition of Waste Landfilled	Distribution	Extrapolated 2017 (tons)
Recyclable fibers	8.3%	915.46
Recyclable metal	1.9%	212.22
Recyclable plastics	3.6%	392.18
Organics	42.5%	4698.21
Not accepted fibers	8.2%	900.20
Not accepted metal	4.3%	476.90
Not accepted plastics	8.6%	949.72
Glass	2.9%	317.91
HHW	0.9%	94.96
Electronic Waste	1.7%	189.39
Other waste	14.3%	1583.31
Bulky items	2.8%	313.41
<b>TOTAL</b>	<b>100.0%</b>	<b>11043.87</b>

Subtotals by category	%
<b>Recyclables</b>	<b>13.8%</b>
<b>Non-recyclables</b>	<b>86.2%</b>
Organics	42.5%
Other non-recyclables	43.7%
<b>TOTAL</b>	<b>100.0%</b>

**Table 5. Composition of Waste Landfilled in the CRSC Region**

Composition of Waste Landfilled	Distribution	Extrapolated 2017 (tons)
Recyclable fibers	9,0%	835,23
Recyclable metal	1,9%	181,60
Recyclable plastics	3,4%	315,35
Organics	38,1%	3550,05
Not accepted fibers	13,0%	1215,53
Not accepted metal	1,8%	171,67
Not accepted plastics	8,4%	781,86
Glass	3,4%	316,78
HHW	0,8%	72,70
Electronic Waste	0,3%	32,12
Other waste	18,1%	1691,02
Bulky items	1,7%	319,49
<b>TOTAL</b>	<b>100,0%</b>	<b>9321,68</b>

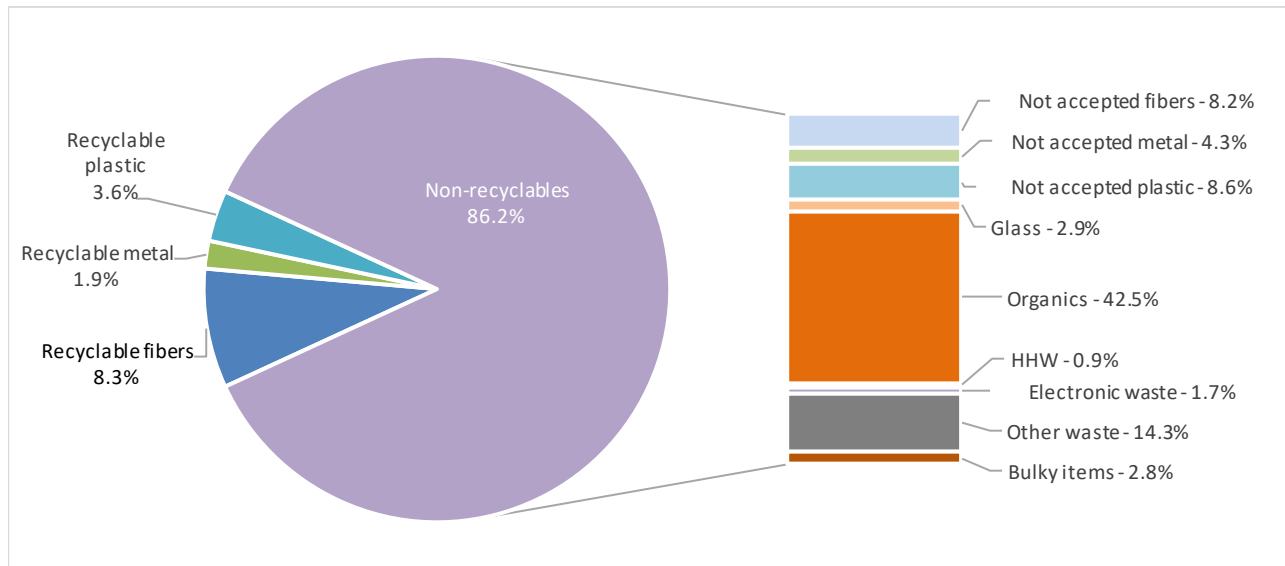
Subtotals by category	%
<b>Recyclables</b>	<b>14,3%</b>
<b>Non recyclables</b>	<b>85,7%</b>
Matières organiques	38,1%
Autres non-recyclables	47,6%
<b>TOTAL</b>	<b>100,0%</b>

<sup>1</sup> In this document, totals may not add to 100 percent due to rounding of cell data.

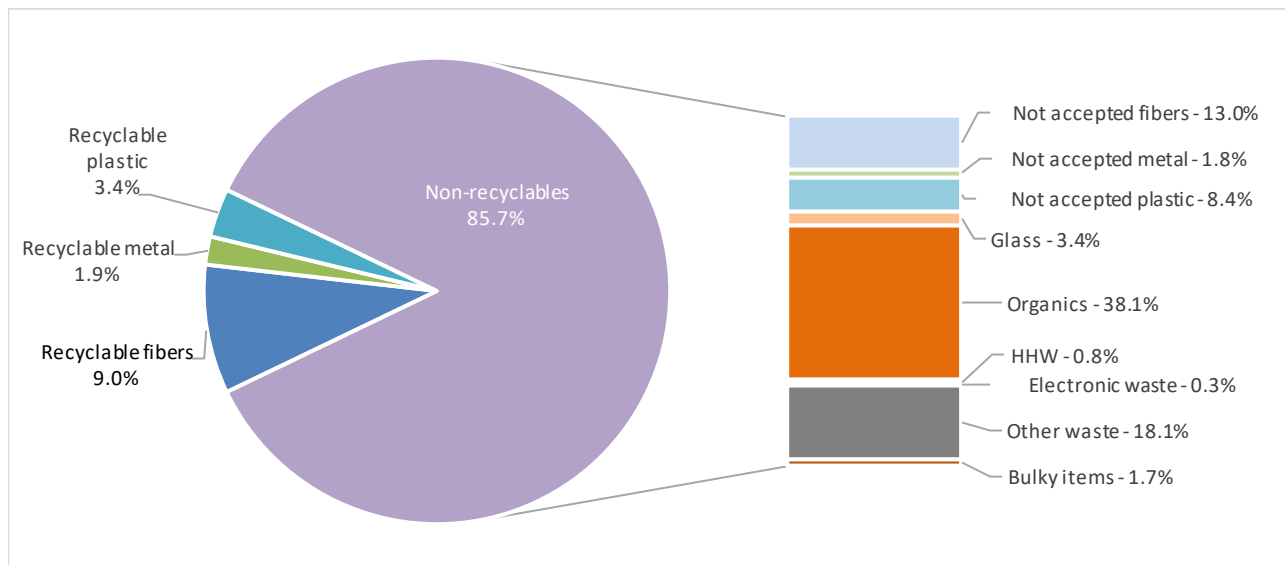
The detailed description of the material categories is presented in **Appendix A** and the raw data for all samples are presented in **Appendix B**.

To simplify the analysis, the material categories have been grouped together and are presented in **Figure 1** and **Figure 2** below. The "HHW" and "Electronic waste" categories of materials are compiled in the "non-recyclable" category since they are not accepted in the curbside recycling collection.

**Figure 1. Composition of Waste Landfilled in the GMRSC Region**



**Figure 2. Composition of Waste Landfilled in the CRSC Region**



The following observations can be made from the tables and figures above:

- A large amount of non-recyclable materials is present in the waste collected. In both territories, the proportions are similar: 86.2% in the GMRSC territory and 85.7% in the CRSC territory;
- The most common materials are "Organics" in the two regions, i.e. 42.5% for the GMRSC and 38.1% for the CRSC;
- The second most common material is, in both territories, "Other Waste", with 14.3% and 18.1% respectively for the GMRSC and the CRSC;
- There is a relatively large proportion of recyclable materials in the waste:
  - GMRSC: 13.8 %
  - CRSC: 14.3 %

Data from both territories are very similar. In both cases, "Organics" would be a priority in order to reduce the amount of waste landfilled. The complete removal of these materials from the GMRSC and CRSC waste stream would reduce the amount of material landfilled annually at the Red Pine site by 8,000 t.

The complete removal of **organics** from the GMRSC and CRSC waste streams would **reduce the amount of material landfilled at the Red Pine site by 8,000 t per year.**

## 3.2 COMPOSITION OF RECYCLABLES

The data for all the samples is presented in **Table 6** and **Table 7** below. The "Distribution" column shows the relative proportion of each category, and the "Extrapolated 2017" column represents the number of tonnes recovered annually, based on 2017 data. The top three (3) categories are highlighted. A detailed description of the material categories is presented in **Appendix A** and the raw data for all samples are presented in **Appendix B**.

**Table 6. Composition of recyclables collected in the GMRSC Region**

Composition of recyclables	Distribution	Extrapolated 2017 (tons)
Recyclable fibers	79.6%	1425.28
Recyclable metal	3.6%	64.00
Recyclable plastics	7.4%	131.72
Organics	0.9%	16.29
Not accepted fibers	1.0%	17.99
Not accepted metal	0.4%	7.13
Not accepted plastics	2.9%	51.71
Glass	1.4%	25.31
HHW	0.1%	1.14
Electronic Waste	0.1%	2.61
Other waste	2.5%	45.56
Bulky items	0.1%	2.37
<b>TOTAL</b>	<b>100.0%</b>	<b>1791.13</b>

Subtotals by category	%
<b>Recyclables</b>	<b>90.5%</b>
<b>Non-recyclables</b>	<b>9.5%</b>
Organics	0.9%
Other non-recyclables	8.6%
<b>TOTAL</b>	<b>100.0%</b>

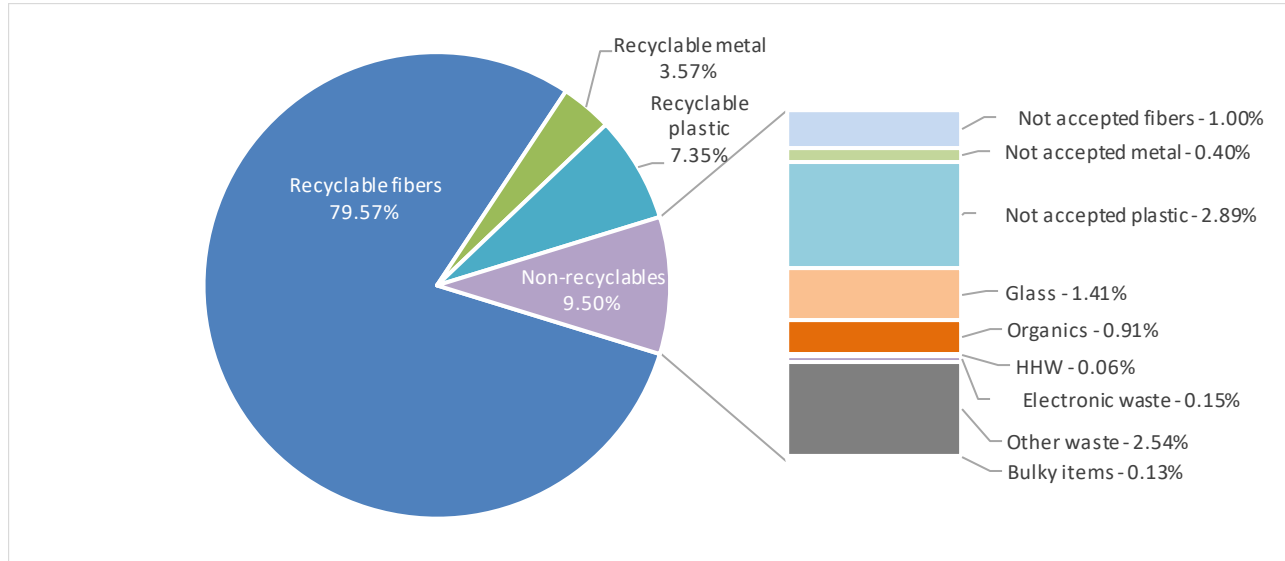
**Table 7. Composition of recyclables collected in the CRSC Region**

Composition of recyclables	Distribution	Extrapolated 2017 (tons)
Recyclable fibers	72.3%	1529.94
Recyclable metal	3.8%	81.19
Recyclable plastics	10.3%	217.87
Organics	1.9%	40.57
Not accepted fibers	2.4%	50.69
Not accepted metal	0.7%	14.05
Not accepted plastics	3.6%	76.62
Glass	1.8%	37.54
HHW	0.2%	3.23
Electronic Waste	0.1%	2.44
Other waste	2.8%	58.68
Bulky items	0.1%	2.20
<b>TOTAL</b>	<b>100.0%</b>	<b>2115.01</b>

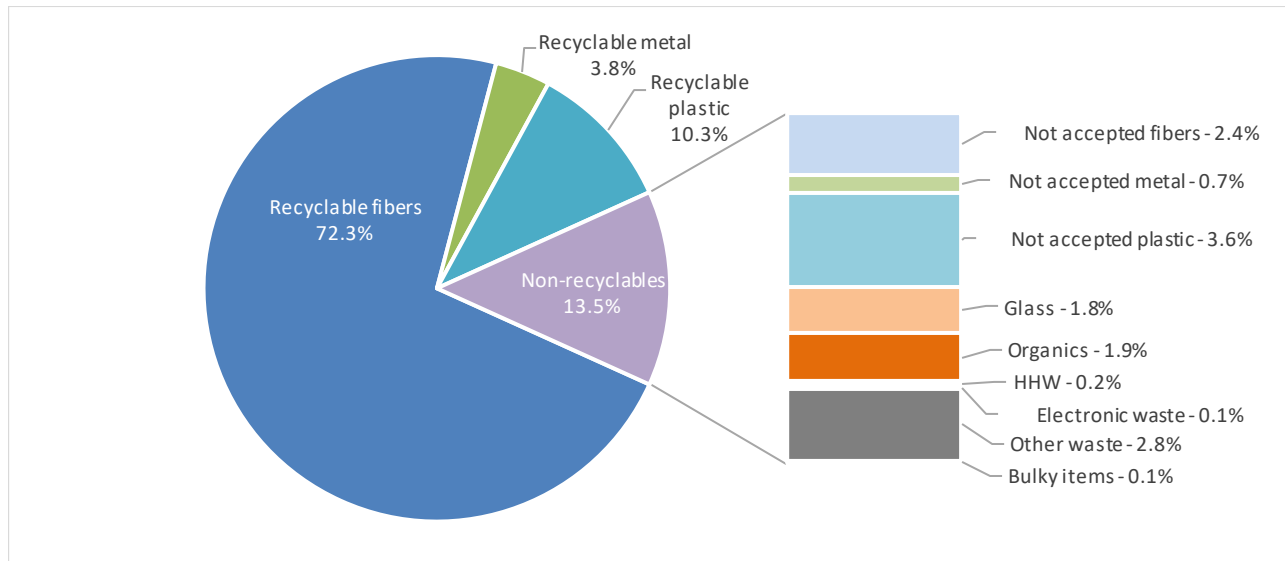
Subtotals by category	%
<b>Recyclables</b>	<b>86.5%</b>
<b>Non-recyclables</b>	<b>13.5%</b>
Organics	1.9%
Other non-recyclables	11.6%
<b>TOTAL</b>	<b>100.0%</b>

To simplify the analysis, the material categories have been grouped together and are presented in **Figure 3** and **Figure 4**. As with waste, the categories of "HHW" and "Electronic waste " are compiled in the "non-recyclable" category since they are not accepted in the curbside recycling collection.

**Figure 3. Composition of recyclables collected in the GMRSC Region**



**Figure 4. Composition of recyclables collected in the CRSC Region**



The following observations can be made from the tables and figures above:

- A contamination rate of **9.5%** is observed in the recyclables collected in the GMRSC Region, compared with **13.52%** in the CRSC Region;
- **“Non-Accepted plastics”**, such as plastic # 6, unnumbered plastic packaging, and plastic film, are the main contaminants at **2.89%** (GMRSC) and **3.62%** (CRSC);
- The main materials recovered are "Recyclable Fibers" for the GMRSC and for the CRSC, at respectively **79.6%** and **72.3%**.

As with the waste analyzed in the previous section, the data for the two regions are very similar. The contamination rate for recyclables ranging from 9.5% (GMRSC) to 13.5% (CRSC) is similar to that observed for similar studies where the average sorting facilities rejection rate is 9%<sup>2</sup>.

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<sup>2</sup> RECYC-QUÉBEC, <http://recreer.recyq-quebec.gouv.qc.ca/questions-reponses/>, 2010 data.



### 3.3 DIVERSION RATES

Table 8 shows the diversion rates for the two (2) regions. The diversion rate is calculated using the following formula:

$$\text{Total diverted} / (\text{Total disposed} + \text{Total diverted}) = \text{Diversion rate}$$

**Table 8. Diversion Rates**

	GMRSC	CRSC
Total landfilled	11428 t	9544 t
Recyclables collected	1621 t	1892 t
<b>Diversion rate</b>	<b>12,4%</b>	<b>16,5%</b>

Since the generation of recyclable fibers such as newsprint and office paper is generally declining, there may possibly be a decline in the diversion rate in the future, depending on the amount of waste generated. If the generation of waste and all other materials remains stable but the quantities of recovered fiber decrease, the diversion rate will be lower.

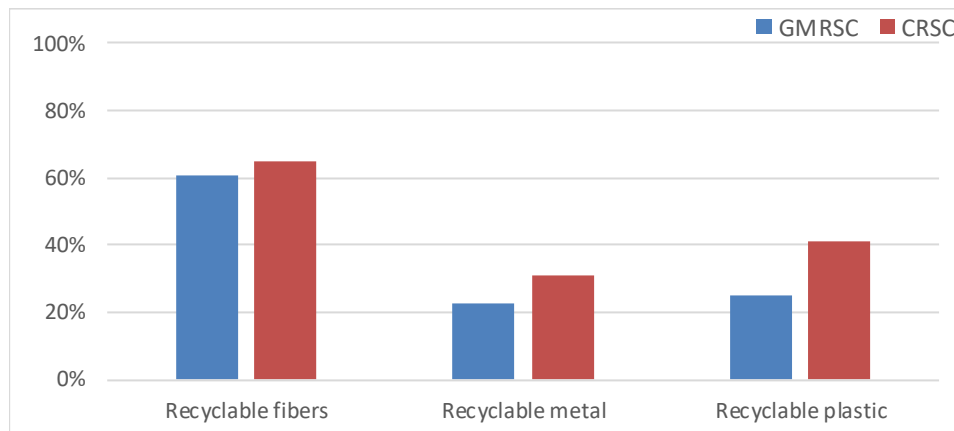
The capture rate of characterized recyclables is presented in **Table 9**.

**Table 9. Recycling Material Categories Capture Rate**

Capture Rate	GMRSC	CRSC
Recyclable fibers	60,4%	64,7%
Recyclable metal	22,8%	30,9%
Recyclable plastic	24,8%	40,9%

Capture rates for the two (2) regions are shown in **Figure 7**.

**Figure 5. Recycling Material Categories Capture Rates for the GMRSC and the CRSC Regions**



## 4. CONCLUSION

The study revealed several interesting observations, and the methodology was shown to be appropriate to meet the objectives.

For a future study the following points should be considered:

- Final disposal of unsampled material requires the cooperation of the site's machinery operator;
- Random data verification performed by the coordinator is an effective method for controlling the quality of the results;
- Detailed training must be given to all technicians at the beginning, and it is recommended that the Project Manager make constant checks to this end to ensure standard sorting procedures;
- The sorting location used was functional, safe and suitable for the work;
- An effective characterization team must consist of at least 2 people handling the materials, and a person responsible for receiving the trucks and interviewing the drivers;
- The addition of a second annual characterization in the spring or summer would be very interesting to consider in order to evaluate the seasonal variation of the material transported to the Red Pine site.

To significantly reduce the amount of recyclable materials in the garbage stream, the following recommendations should be considered:

- Priority should be maintained on sensitization to source separation of organic matter, which accounts for approximately 40% of the material buried at Red Pine for the two (2) studied regions;
- In order to reduce the presence of organic matter, especially food residues, it will be important to analyze which target audiences have not yet integrated organic collection.

The recovery rate of recyclable materials has great potential for improvement. As recyclable fibers account for 8.3% to 9.0% of landfilled materials, better recovery would have a significant impact on both the recovery rate and the decrease in landfilled material.

## APPENDIX A — CATEGORIES

## APPENDIX A — CATEGORIES

Material categories	Examples
Recyclable fibers	Newspaper, advertisement flyers, magazines, books and phone directories, writing paper, office paper and printer paper, brown paper bags, envelopes (with or without windows), calendars and posters, wrapping paper, flat cardboard (cereal boxes, etc.), egg cartons, corrugated cardboard, milk cartons, paper cups, juice cartons (Tetra pak)
Not accepted fibers	Metallized paper, packaging tape, laminated or wax paper, carbon and blotting paper, facial tissues, fabric softener sheet, paper towel, disposable diapers and soiled paper, soiled cardboard
Recyclable metal	Tin cans (with or without labels), aluminum cans, aluminum articles (plates, lids, etc.), tin foil (rolled into good-sized ball)
Not accepted metal	Materials contaminated by food, household appliances, pressurized containers
Recyclable plastics	Beverage containers (juice, milk, water, soft drink, etc.), food containers (margarine, yogurt, ice cream, etc.), household cleaning product containers (bleach, dish detergent, laundry detergent, etc.), personal hygiene product containers (shampoo, conditioner, and body lotion, etc.)
Not accepted plastics	Disposable plastic plates, utensils, etc. toys made of several plastic materials, plumbing pipes, agricultural plastics, products made of plastic #3 & #6, plastic wrap, plastic bags, vinyl siding, styrofoam
Glass	Glass, dishes, Pyrex, ceramic, porcelain, bottles and jars, windows, mirrors, light bulbs, fiberglass

Organics	Vegetable and fruit peelings, meat, fish, fats, oils, bones, baked goods, dried food, etc. Animal feces, animal bedding, kitty litter, indoor plants, BPI certified compostable bags/liners.
Hazardous Household Waste	Paint, stain, oil, oil filters, solvents, antifreeze, acids, pool chemicals, weed killer, gasoline, brake fluid, glues, adhesives, cleaners
Electronic Waste	Electronics: anything with a plug or battery. Cell phones, radio, television, electric wires.
Other Waste	Any waste items that do not fit the above categories. Multi-material objects: toothbrush, pen. Cigarettes, fines (Smaller bits of materials <10mm across), textiles, toys, decorations.
Bulky items	Furniture (i.e.: tables, chairs, couches), mattresses, toilets.

## APPENDIX B — RAW DATA

Sorted weight (kg)		Waste								
DATE	2018-11-19	2018-11-20	2018-11-22	2018-11-22	2018-11-23	2018-11-23	2018-11-24	2018-11-24	2018-11-26	2018-11-28
Origin	Miramichi Chatham	Rough Water/Big river	local service district baie Sainte-Anne	Pointe-Verte	Nigadoo	Miramichi zone D chatam head	madran tremblay	Pabineau	Robertville/dunlop-freegran	miramichi Local district New castle
ICI proportion	3.0%	<1%	<1%	<5%	<5%	<5%	<5%	<5%	<5%	<5%
Truck net weight (kg)	8 730	8 230	11 120	8 100	8 890	2 180	7 820	1 180	8 890	8 940

Recyclable fibers	7.33	7.475	9.636	7.068	7.411	6.218	12.922	7.95	11.003	8.817
Not accepted fibers	15.483	13.841	3.364	11.756	13.451	8.093	11.369	9.261	16.218	7.747
Recyclable metal	2.914	1.008	2.157	1.812	1.908	1.583	2.966	0.997	2.378	0.908
Not accepted metal	4.995	2.007	7.661	1.074	0.377	2.066	5.265	0.659	1.111	0.366
Recyclable plastic	2.52	4.299	4.717	3.291	2.971	2.962	3.558	2.831	3.237	3.58
Not accepted plastic	9.534	9.294	5.731	9.68	6.853	12.655	6.82	7.054	10.134	11.211
Glass	2.472	4.734	3.255	3.227	2.431	2.333	3.852	1.803	3.37	3.21
Organics	40.942	47.986	50.912	44.16	38.909	30.969	28.325	35.546	34.809	40.337
HHW		1.132	0.836	0.659	0.953	0.937	0.891	0.788	0.369	1.806
Electronic waste	0.013		0.035	1.098	0.367	0.106		0.688	0.23	6.047
Other waste	8.348	5.907	13.461	15.783	29.306	30.372	20.013	33.648	18.683	19.122
Bulky items	7.354	4.206				12.669	5.038			
<b>TOTAL</b>	<b>101.905</b>	<b>101.889</b>	<b>101.765</b>	<b>99.608</b>	<b>104.937</b>	<b>110.963</b>	<b>101.019</b>	<b>101.225</b>	<b>101.542</b>	<b>103.151</b>

Sorted weight Recyclables										
DATE	19/11/2018	19/11/2018	19/11/2018	20/11/2018	2018-11-20	2018-11-21	2018-11-21	2018-11-22	2018-11-26	2018-11-23
Origin	miramichi chatham	Dunlop- Freegrant	Belledune	Allardville	miramichi new castle	south/dow ntown p/riverview Bathurst	Beresford echantillon 1 (camion 1)	Beresford echantillon 2 (camion 2)	salmon beach	barryville
ICI proportion	<5%	0.0%	0.0%	0.0%	<1%	0.0%	0.0%	0.0%	<5%	<5%
Truck net weight (kg)	830	2 780	200	2 970	3 880	3 770	2 460	2 630	non disponi	840
Fibres recyclables	81.592	71.971	64.667	74.589	72.705	73.481	77.799	70.574	74.29	72.147
Fibres non-recyclables	0.904	1.32	0.43	1.573	1.08	5.321	1.748	1.866	2.478	2.586
Métal recyclable	4.573	3.852	3.819	5.016	7.618	1.924	3.952	2.646	4.268	4.467
Métal non-recyclable	0.005	1.929	1.089	0.306	1.194	0.878	0.104	1.077	1.646	1.587
Plastique recyclable	11.363	15.558	5.673	12.329	8.757	8.745	10.332	8.695	7.18	9.54
Plastique non-recyclable	1.664	4.258	14.544	4.371	4.058	6.534	2.632	3.305	5.59	2.602
Verre - tous	0.79	1.763	1.425	0.897	3.636	0.734	0.911	5.244	0.453	5.778
Organiques	0.021	0.136	1.079	0.595	0.561	3.296	1.335	5.656	4.527	1.387
RDD			1.591			0.415	0.262	0.281	0.184	0.319
Autres récupérables	0.071			0.034	0.59	0.009	0.248			0.008
Résidus ultimes	0.045	0.975	3.082	1.072	0.73	4.851	2.695	2.887	3.284	5.094
Encombrants			4.434		1.475					
<b>TOTAL</b>	<b>101.028</b>	<b>101.762</b>	<b>101.833</b>	<b>100.782</b>	<b>102.404</b>	<b>106.188</b>	<b>102.018</b>	<b>102.231</b>	<b>103.9</b>	<b>105.515</b>



### Sorted weight

DATE	2018-11-23	2018-11-27	2018-11-26		2018-11-27	2018-11-27	2018-11-28	2018-11-28	2018-11-28	2018-11-29
<b>Origin</b>	petit-rocher	Eel ground (et DSL sunny corner) echantillon 1	LSD sunny corner (et redbank/ Eel ground) echantillon 2	City of Miramichi zone B	north tetagouche - bathurst	baie st- anne , st margerite	LSD Renous (et blissfield)	lsd blissfield (et renous)	miramichi : Loggieville	west bathurst
<b>ICI proportion</b>	moins de 5%	0.0%	LSD sunny cc	20.0%	0.0%	0.0%	0.0%	0.0%	<5%	<5%
<b>Truck net weight (kg)</b>	3 910	1 250	1 250	2 180	1 760	1 440	1 880	1 880	3 780	5 170

Fibres recyclables	73.343	95.961	71.036	84.422	76.71	79.466	70.658	79.805	89.292	77.746
Fibres non-recyclables	2.284	2.446	0.906	0.179	2.751	0.655	1.326	0.851	1.202	1.02
Métal recyclable	4.813	1.335	2.943	2.552	4.661	4.994	5.513	4.6	2.267	2.977
Métal non-recyclable	0.237	1.735	0.485	0.167	0.61	0.944	0.082		0.08	0.933
Plastique recyclable	7.697	3.442	13.588	10.175	11.274	9.305	10.288	7.969	6.175	10.508
Plastique non-recyclable	3.499	0.004	5.026	3.689	4.942	3.756	2.993	2.171	2.778	2.133
Verre - tous	2.216	0.602	7.713	0.831	0.779	1.954	0.863		3.004	1.897
Organiques	3.12	1.682	0.524	0.435	2.052	0.342	6.098	0.039	1.998	1.223
RDD	0.187		0.223		0.174		0.063	0.127	0.003	
Autres récupérables		0.288				0.057	0.288		0.136	0.523
Résidus ultimes	5.539	0.238	3.535	2.176	0.609	2.595	5.762	4.786	0.253	1.603
Encombrants										
<b>TOTAL</b>	<b>102.935</b>	<b>107.733</b>	<b>105.979</b>	<b>104.626</b>	<b>104.562</b>	<b>104.068</b>	<b>103.934</b>	<b>100.348</b>	<b>107.188</b>	<b>100.563</b>

Sorted weight											
DATE	2018-11-29	2018-11-29	2018-11-29	2018-11-30	3dec	7dec	x	2018-11-30	7 dec *trié à	4dec *trié à	7dec *trié à
Origin	pointe verte	local service district Glenelg	doaktown, LDS Renous, LDS Nelson	upper miramishi echantillon 1: ludlow	upper miramishi echantillon 2: boiestown	Chatam head (et douglasfield, nelson) ech 1 (camion 1)	douglasfield, nelson, chatam head camion 1 ech 2	chatam head (camion 2) echantillon 3	DSL Laplante	DSL Madran-tremblay 1	dsl madran-tremblay(et petit rocher nord )echantillon 2
ICI proportion	<5%	<5%	<5%	<5%	<5%	<5%	0.0%	<5%	<5%	<5%	<5%
Truck net weight (kg)	2 010	1 880	5 480	6 000	6 000	2 050	0	1 610	2 180	1 330	1 190
Fibres recyclables	73.644	84.75	78.608	91.802	83.15	85.816		83.729	78.365	75.019	67.269
Fibres non-recyclables	0.75	0.382	1.838	0.271	1.073	0.832		1.408	1.451	1.058	14.512
Métal recyclable	6.069	2.272	3.302	1.772	4.284	4.096		3.809	5.502	4.997	3.76
Métal non-recyclable	0.191		0.178	0.806	0.067			0.218	0.162	0.891	0.282
Plastique recyclable	13.092	9.515	6.201	4.386	8.595	7.423		6.874	12.699	9.852	8.367
Plastique non-recyclable	2.87	4.117	3.849	2.461	2.484	1.637		3.269	3.677	1.642	3.406
Verre - tous	2.465		1.679	0.003		1.677		1.348	1.564	2.761	0.569
Organiques	1.135	0.392	0.45	0.035	0.427	3.749		0.032	1.802	0.692	1.451
RDD	0.304	0.054	0.213			0.307				0.144	0.023
Autres récupérables			0.081	0.101	0.245					0.205	0.059
Résidus ultimes	3.503	2.085	7.136	1.781	2.22	1.096		0.46	1.809	7.541	1.632
Encombrants	1.31										
<b>TOTAL</b>	<b>105.333</b>	<b>103.567</b>	<b>103.535</b>	<b>103.418</b>	<b>102.545</b>	<b>106.633</b>	<b>0</b>	<b>101.147</b>	<b>107.031</b>	<b>104.802</b>	<b>101.33</b>



**Chamard**

stratégies environnementales



## **Appendix K – Cart Audit**

Cart Audit - Final Report

Jo-Ann Kenny

GMRSC - Solid Waste Services

August 30, 2019



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### Report Summary

In Part I of my final report you will find a comprehensive and complete collection of data from the cart audits that were completed this summer, from June 4<sup>th</sup> to August 20<sup>th</sup>. This data consists of: the number of carts audited, number of non-compliant carts, types of violations, number of carts with numerous violations, photo evidence of various carts from each area and a chart that documents the number of violations in each area (pg. 5). At the end of Part I of this report (pg. 26) you will find a summary of the data for the entire area that was audited. This should be considered the final data for the audit project. Raw data can be found on the excel spreadsheet document titled Cart Audit Data Summer 2019.



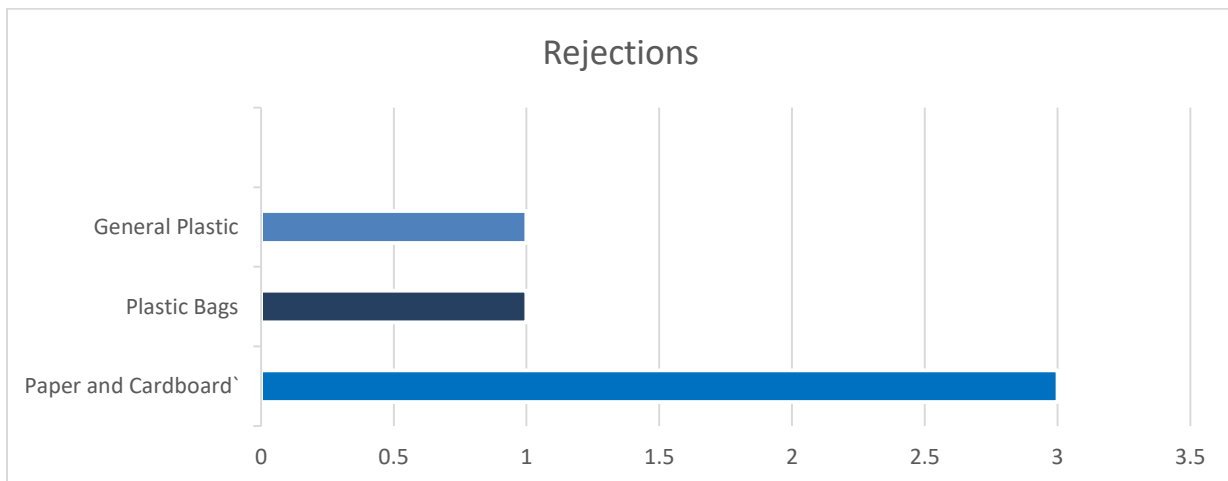
PART I  
Cart Audit Data





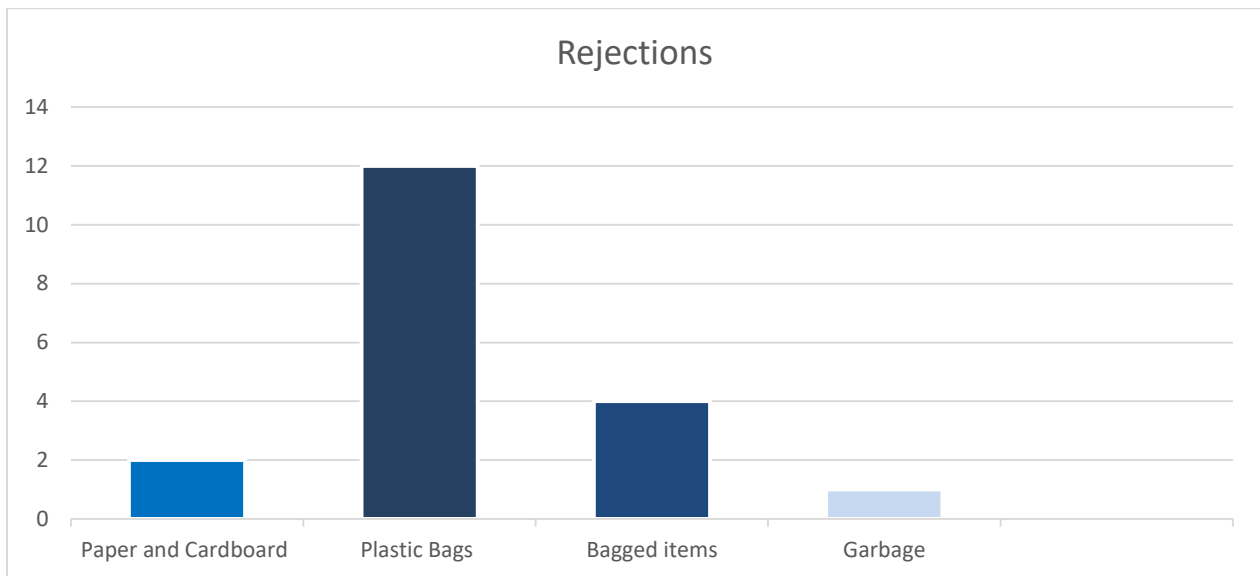
### Newcastle

Audits were completed cart audits in the Newcastle area on Tuesday, June 4<sup>th</sup>. Approximately 50 carts were audited and there were four (4) carts tagged with an education sticker, totaling 8% of all carts audited. Of the four (4) non-compliant carts, there were three (3) paper and cardboard violations, one (1) a plastic bag violation and one (1) general plastic violation. The cart you see below had two violations: loose shredded paper and a plastic bag. This was the only cart with numerous violations.



### LSD Ferry Road-Russellville, Oak Point-Bartibog, Barryville, New Jersey and Burnt Church

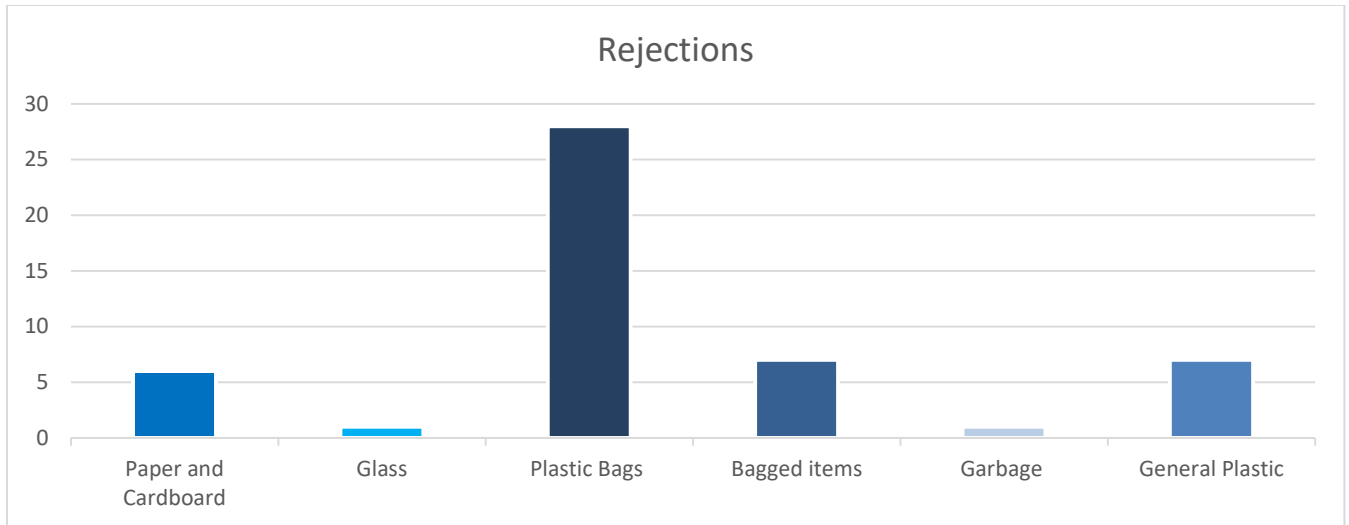
Cart audits in the LSD Ferry Road, Russellville, Oak Point-Bartibog, Barryville, New Jersey and Burnt Church were completed on Wednesday, June 5 2019. Approximately 100 carts were audited and there were 17 carts tagged with an education sticker, totaling 17% of all carts audited. Of these 17 non-compliant carts there were 12 plastic bag violations, two (2) paper and cardboard violations, four (4) bagged item violations and one (1) violation for garbage in the recycling cart. In this area, there were three (3) carts with violations from various categories.



### LSD Alnwick

Cart audits of LSD Alnwick were completed on Thursday, June 6 2019. Approximately 115 carts were audited and there were 31 carts tagged with an education sticker, totaling 27% of all carts audited. Of the 31 non-compliant carts there were six (6) paper and cardboard violations, seven (7) general plastic, 28 plastic bag violations, one (1) glass violation, seven (7) bagged items and one (1) garbage in recycling cart violation. This region, which includes Lavilette, Allainville, Fairisle, Drisdelle Settlement, St. Wilfred & Lagaceville, had the most violations in total with 31, as well as the most violations from various categories with 12. As the graph below shows, the category with the most violations was plastic bags with 28, totaling 24% of all rejections in the area. This area had the most plastic bag violations of all areas audited.





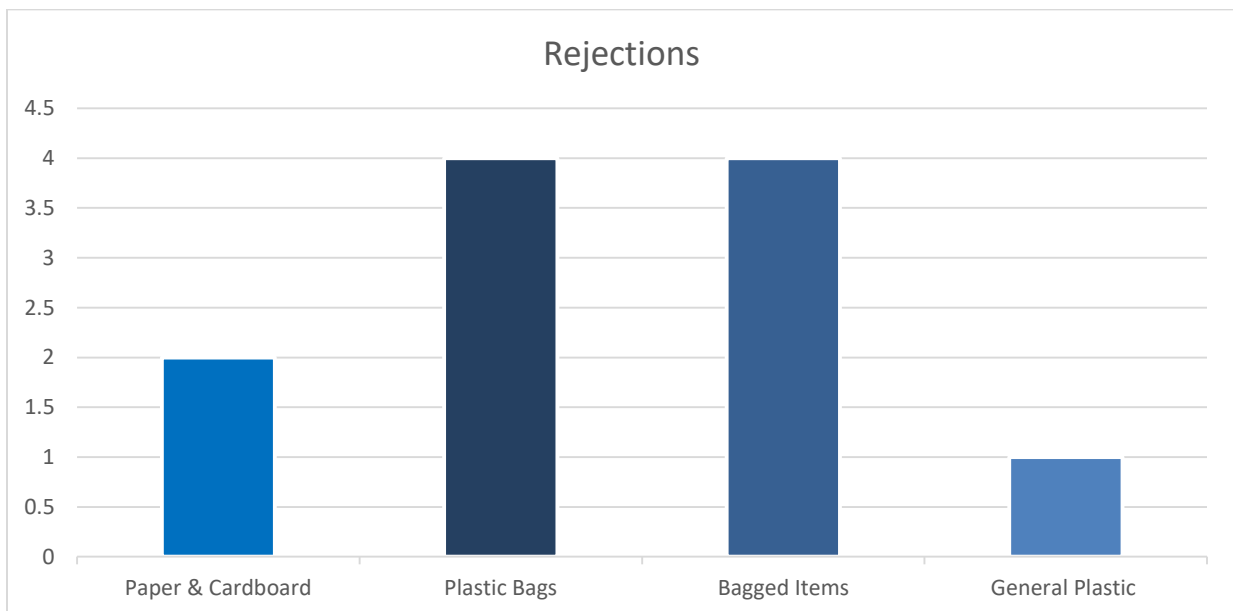
### Esgenoopetitj First Nation

Cart audits of Esgenoopetitj First Nation were completed on Friday, June 7 2019. Approximately 15 carts were audited and there were two (2) carts tagged with an education sticker, totaling 13% of all carts audited. Of the two (2) non-compliant carts, there was one (1) bagged item violation and one (1) plastic bag violation. There were no carts in this area with violations from various categories.



### LSD Blissfield

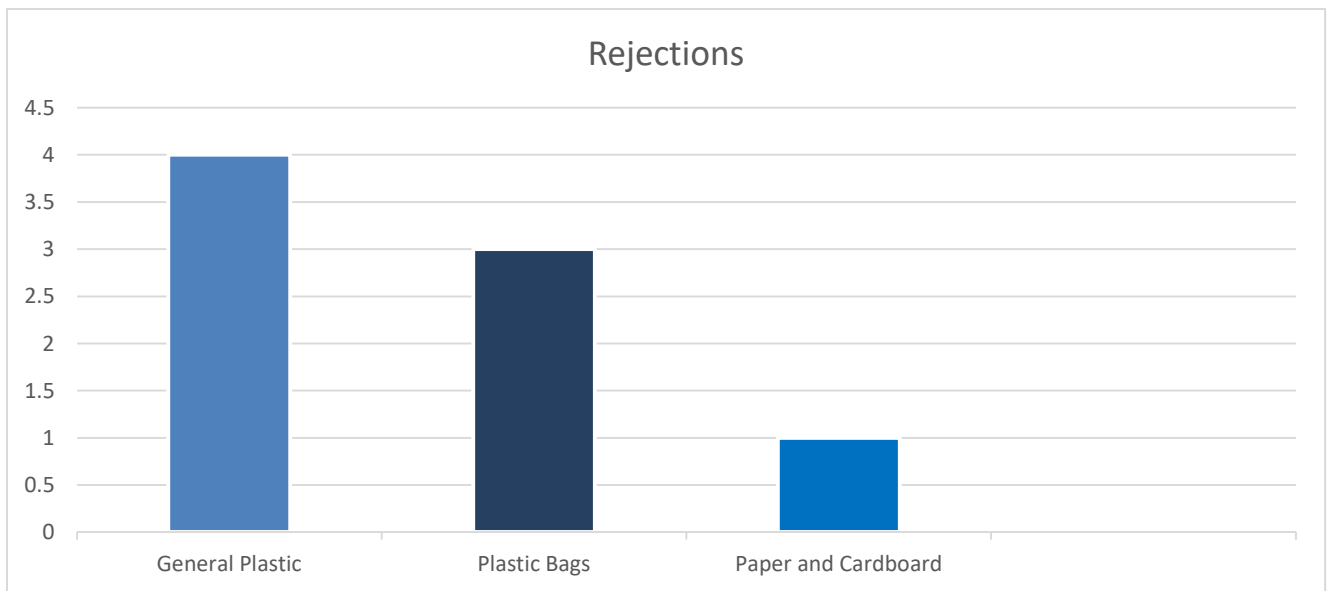
Cart audits for LSD Blissfield were completed on Monday, June 10 2019. Approximately 70 carts were audited and there were nine (9) carts tagged with an education sticker, totaling 12% of all carts audited. Of the nine (9) non-compliant carts, there were two (2) paper and cardboard violations, four (4) plastic bag violations, one (1) general plastic violation and four (4) bagged item violations. In this area, there were three (3) carts with violations from various categories.





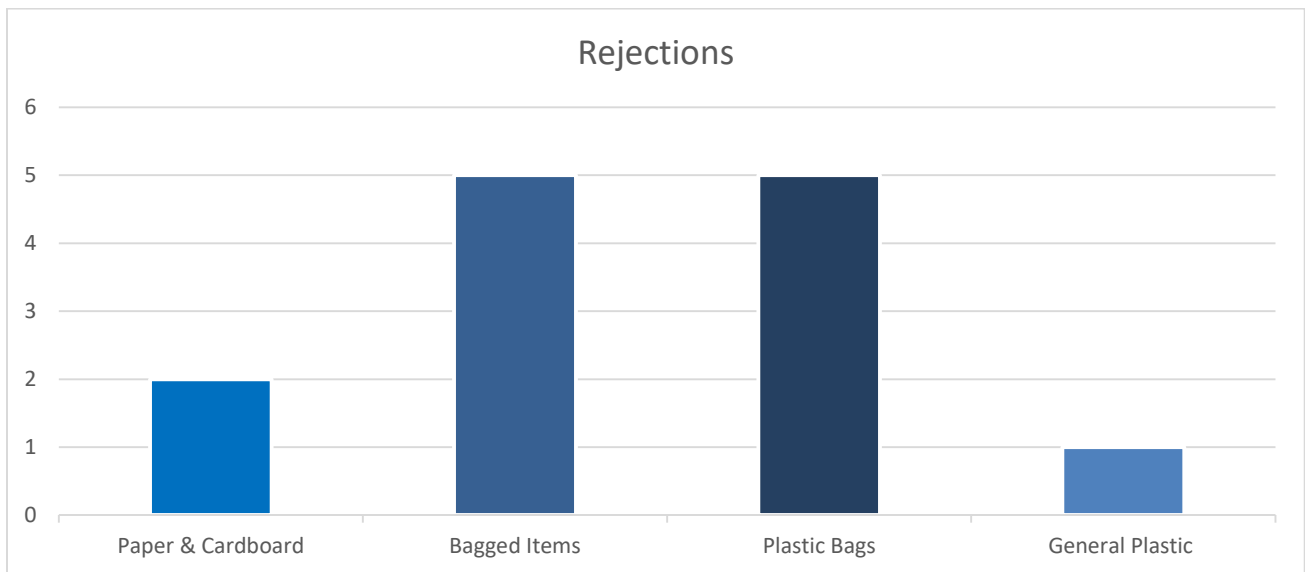
**Maple Glen, Wayerton, CI Road, Sevogle, Halcomb, Sillikers, Lyttleton & Back Road**

Cart audits for Maple Glen, Wayerton, CI Road, Sevogle, Hilltop, Halcomb, Sillikers, Lyttleton and Back Road were completed on Tuesday, August 6 2019. Approximately 40 carts were audited and there were seven (7) carts tagged with an education sticker, totaling 17.5% of all carts audited. Of the seven (7) non-compliant carts, there were four (4) general plastic violations, three (3) plastic bag violations and one (1) paper and cardboard violation. There was one (1) cart in this area with violations from various categories.



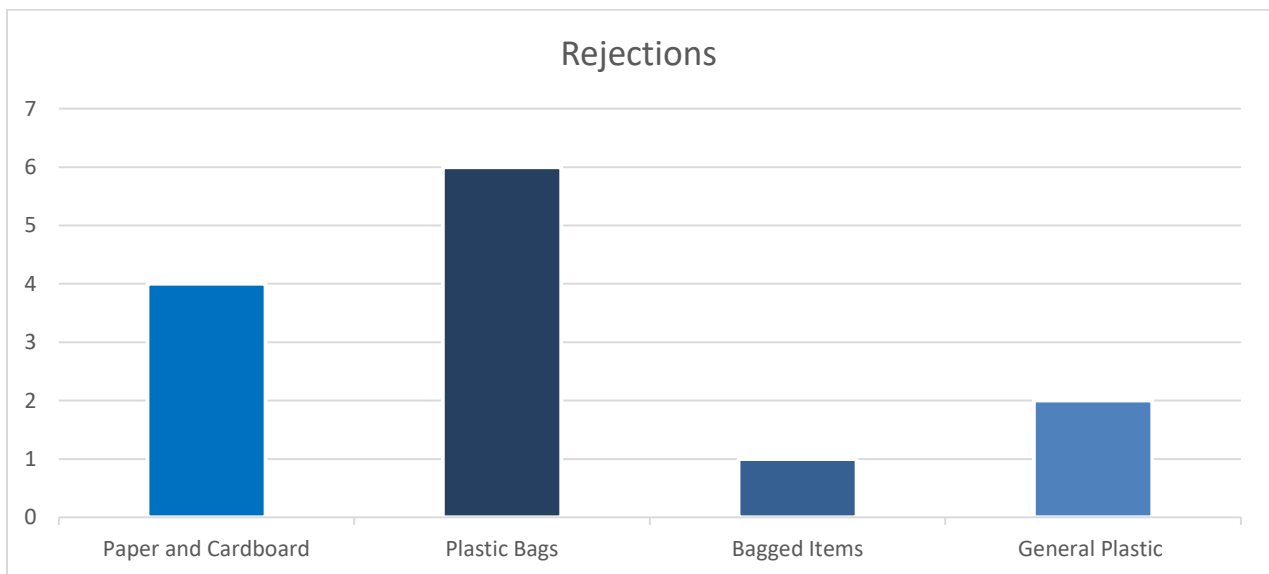
### Sunny Corner, Boom Road, Whitneyville & Strathadam

Cart audits for Sunny Corner, Boom Road, Whitneyville and Strathadam were completed on Wednesday, June 12 2019. Approximately 75 carts were audited and there were 11 carts tagged with an education sticker, totaling 14% of all carts audited. Of the 11 non-compliant carts, there were five (5) bagged item violations, one (1) general plastic violation, five (5) plastic bag violations, and two (2) paper and cardboard violations. In this area, there were four (4) carts with violations from various categories.



**Warwick, Red Bank, Cassilis, South Esk, Williamstown & Parker Road**

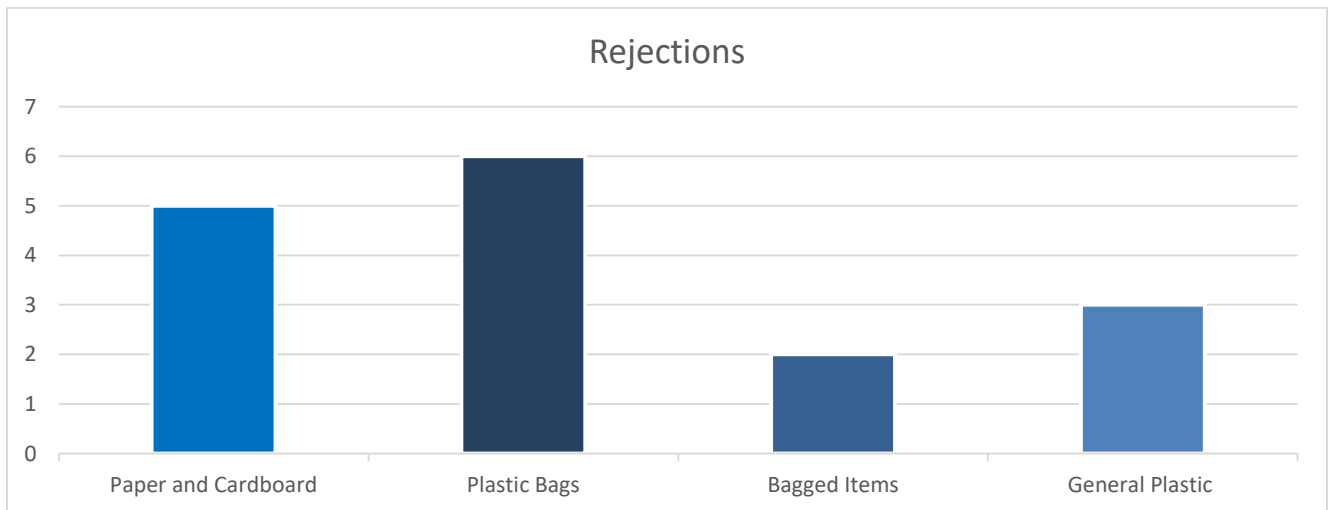
Cart audits for Warwick, Red Bank, Cassilis, South Esk, Williamstown and Parker Road were completed on Thursday, June 13 2019. Approximately 90 carts were audited and there were nine (9) carts tagged with an education sticker, totaling 10% of all carts audited. Of the nine (9) non-compliant carts there were four (4) paper and cardboard violations, six (6) plastic bag violations, two (2) general plastic violation and one (1) bagged item violation. In this area, there were three (3) carts with violations from various categories.





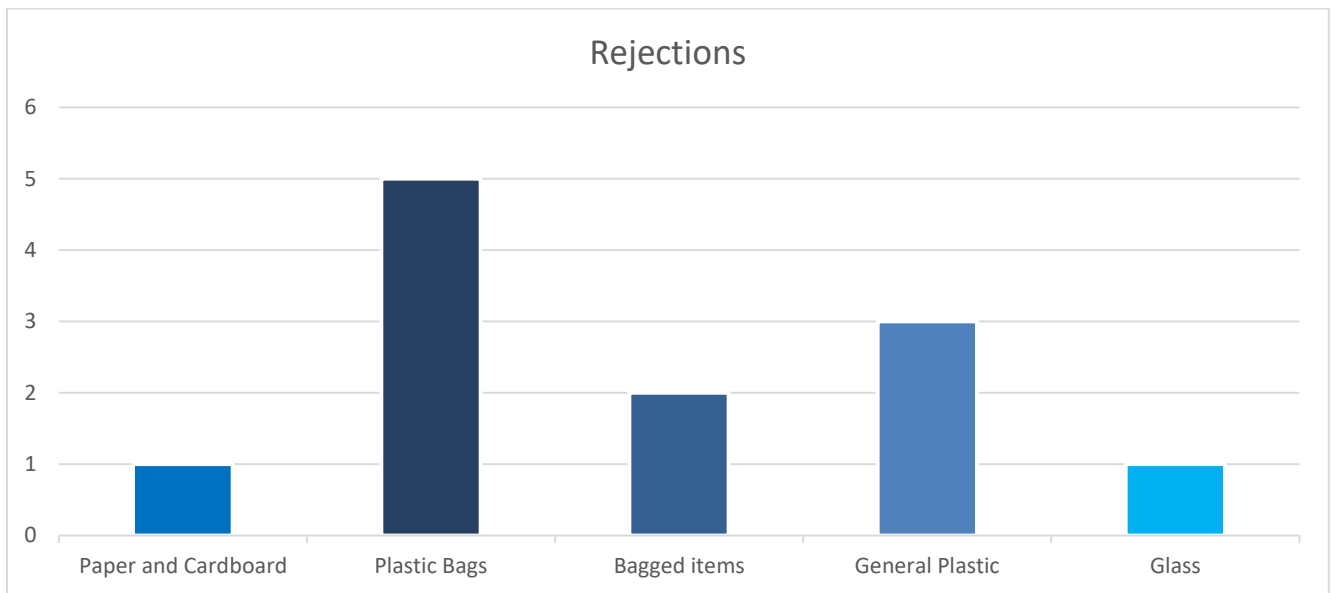
### Pineville, Renous, Quarryville, Millerton, Derby, Lower Derby & Derby Junction

Cart audits for Pineville, Renous, Quarryville, Millerton, Derby, Lower Derby & Derby Junction were completed on Friday, June 14 2019. Approximately 100 carts were audited and there were 11 carts tagged with an education sticker, totaling 11% of all carts audited. Of the 11 non-compliant carts, there were five (5) paper and cardboard violations, six (6) plastic bag violations, four (4) general plastic violations and two (2) bagged item violations. In this area, there were five (5) carts with violations from various categories.



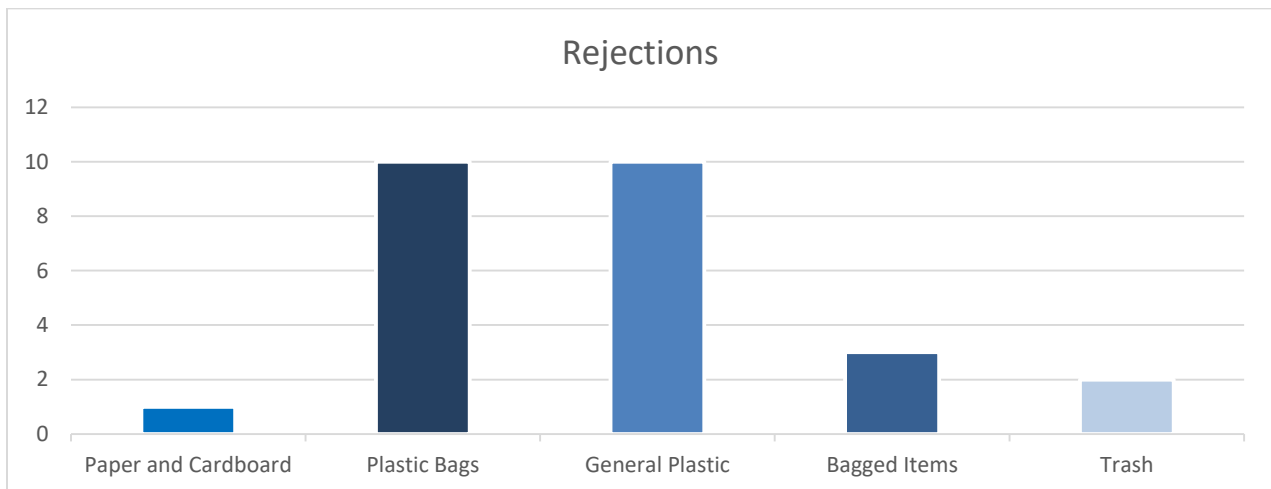
### Eel Ground First Nation

Cart audits for Eel Ground First Nation were completed on Thursday, June 20 2019. Approximately 25 carts were audited and there were eight (8) carts tagged with an education sticker, totaling 32% of all carts audited. Of these eight (8) non-compliant carts, there was one (1) paper and cardboard violation, five (5) plastic bag violations, one (1) glass violation, three (3) general plastic violation and two (2) bagged item violations. In this area there were three (3) carts with violations from various categories.



### Chatham, Chatham Parish & Loggiewille

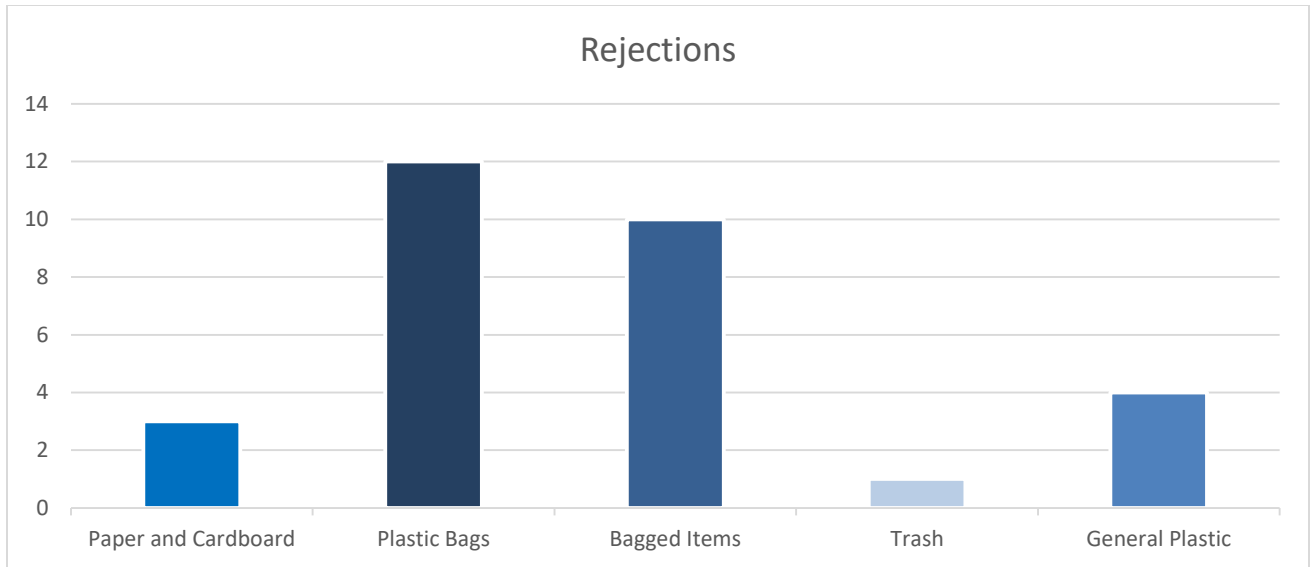
Cart audits for Chatham, Chatham Parish & Loggiewille were completed on Monday, June 24 2019. Approximately 80 carts were audited and there were 12 carts tagged with an education sticker, totaling 15% of all carts audited. Of the 12 non-compliant carts, 10 were plastic bag violations, three (3) bagged item violations, nine (9) general plastic violations, two (2) garbage violations and one (1) paper and cardboard violation. In this area, there were eight (8) carts with violations from various categories. The Chatham area was also the area with the most general plastic violations of all areas audited. These violations mostly consisted of Styrofoam and plastic containers.



### Baie Ste. Anne & Escuminac

Cart audits for the Baie Ste. Anne and Escuminac area were completed on Tuesday, June 25 2019. Approximately 115 carts were audited and there were 24 carts tagged with an education sticker, totaling 21% of all carts audited. Of the 24 non-compliant carts, there were three (3) paper and cardboard violations, 10 bagged item violations, 12 plastic bag violations, four (4) general plastic violations and one (1) violation for garbage in the cart. In this area, there were six (6) carts with violations from various categories.

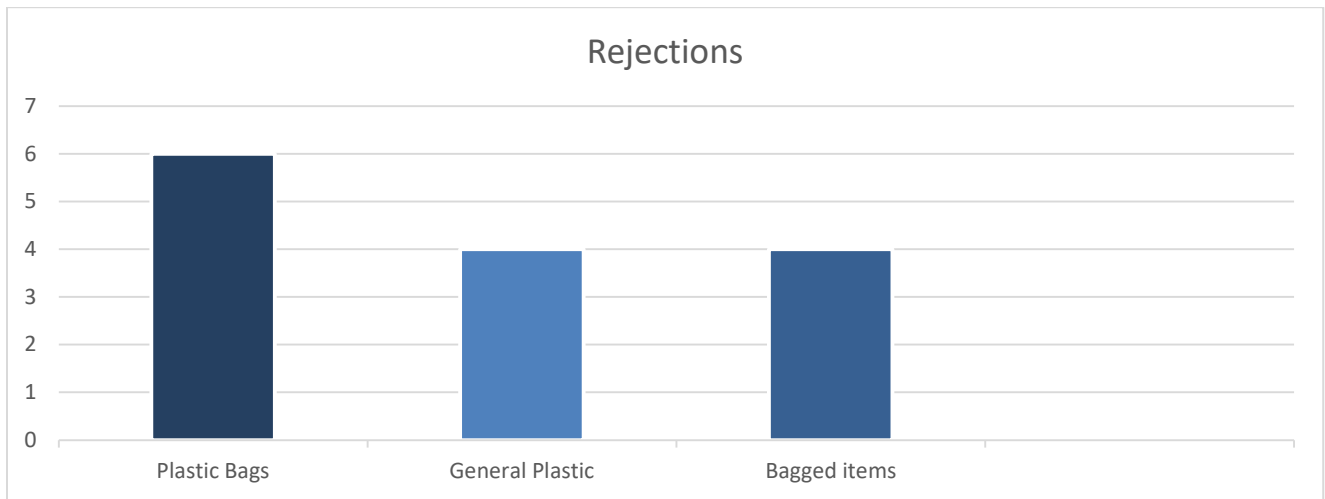




**LSD Chatham & LSD Glenelg**

Cart audits for LSD Chatham and LSD Glenelg were completed on Thursday, June 27 2019. Approximately 75 carts were audited and there were 10 carts tagged with an education sticker, totaling 13% of all carts audited. Of the 10 non-compliant carts, there were six (6) plastic bag violations, two (4) general plastic violations, and four (4) bagged item violations. In this area, there were five (5) carts with violations from various categories.





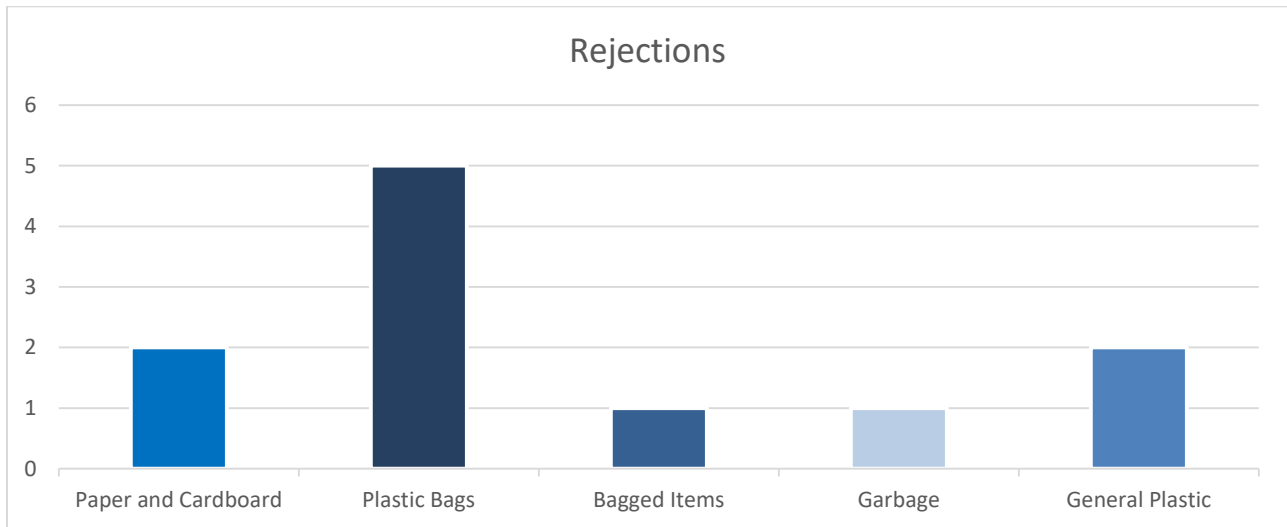
### LSD Newcastle

Cart audits for LSD Newcastle were completed on Tuesday, July 2 2019. Approximately 50 carts were audited and there were seven (7) carts tagged with an education sticker, totaling 14% of all carts audited. Of the seven (7) non-compliant carts, there were two (2) paper and cardboard violations, five (5) plastic bag violations, three (3) general plastic violations, one (1)





bagged item violation and one (1) violation for garbage in the cart. In this area, there were five (5) carts with violations from various categories.

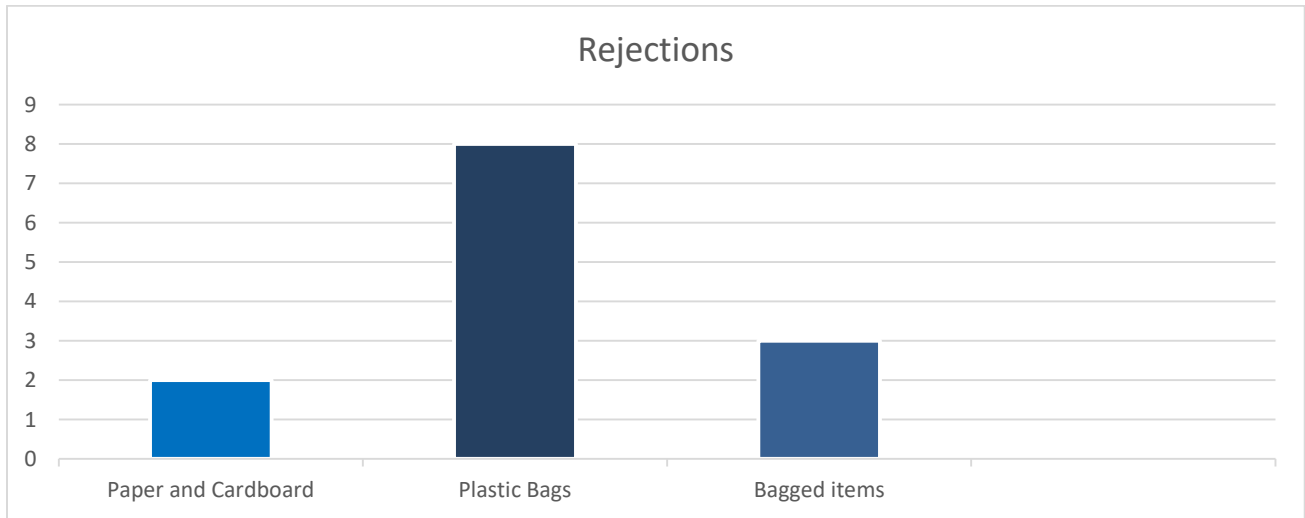


### Nordin, Douglastown & Ferry Road

Cart audits for Nordin, Douglastown and Ferry Road were completed on Friday, July 7 2019. Approximately 70 carts were audited and there were 11 carts tagged with an education sticker, totaling 16% of all carts audited. Of the 11 non-compliant carts, there were eight (8) plastic bag



violations, three (3) bagged item violations and two (2) paper and cardboard violations. In this area, there were two (2) carts with violations from various categories.



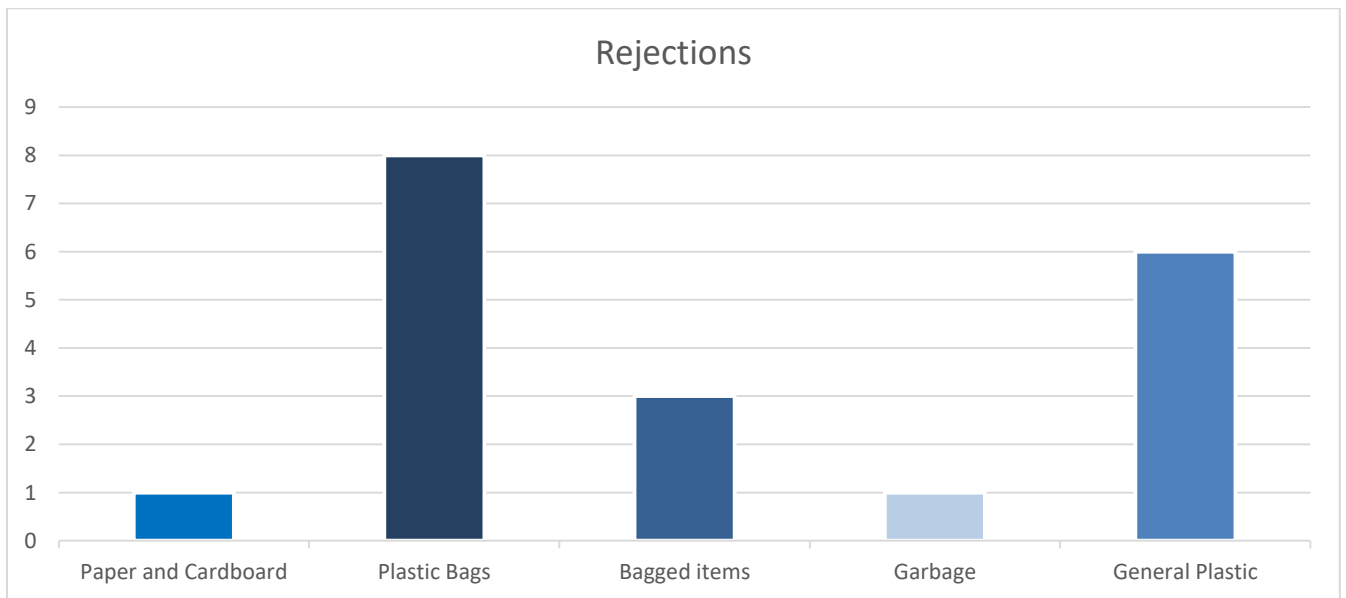
### Village of Blackville

Cart audits for the Village of Blackville were completed on Thursday, July 11. Approximately 40 carts were audited and there were 12 carts tagged with an education sticker, totalling 30% of all carts audited. Of the 12 non-compliant carts, there were eight (8) plastic bag violations, one





(1) paper and cardboard violation, three (3) bagged item violations, six (6) general plastic violations and one (1) trash violation. In this area, there were six (6) carts with violations from various categories.

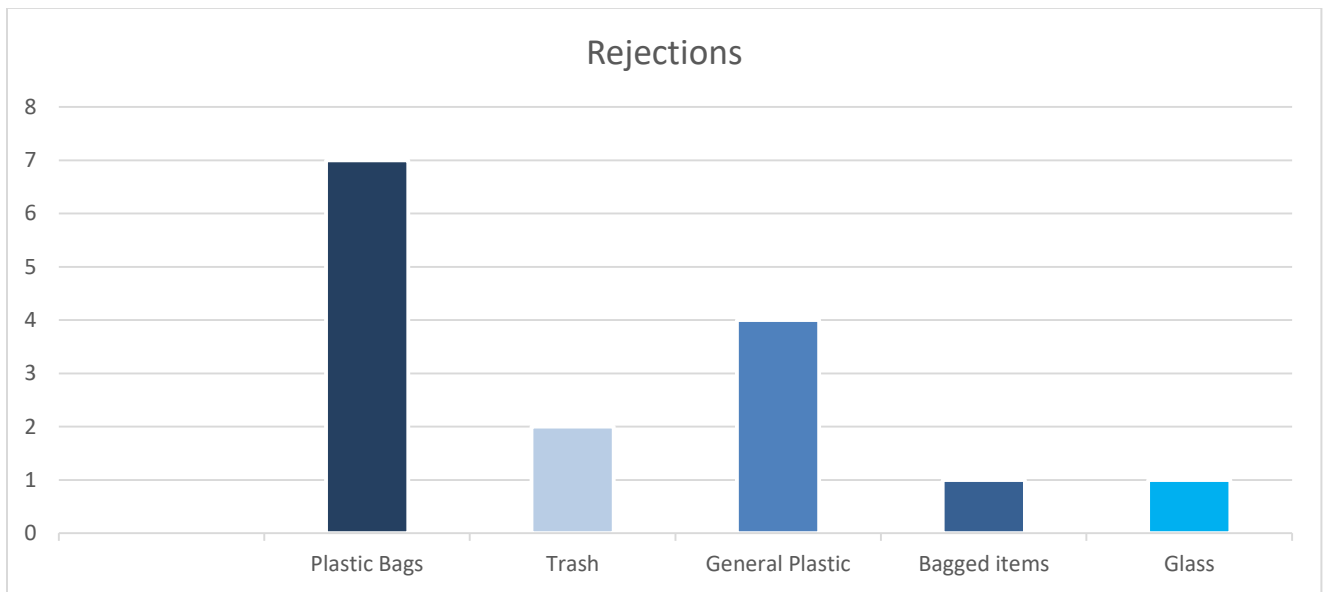


**LSD Blackville (Bartholomew, White Rapids, Gray Rapids & Howard Rd)**

Cart audits for LSD Blackville were completed on Friday July 12, 2019. Approximately 45 carts were audited and there were eight (8) carts tagged with an education sticker, totaling 18% of all carts audited. Of the eight (8) non-compliant carts, there were seven (7) plastic bag rejections,



one (1) bagged item violation, one (1) glass violation, four (4) general plastic violations and two (2) rejections for soiled items/trash in the cart. In this area, there were five (5) carts with violations from various categories.



**Metepenagiag First Nation**

Cart audits for Metepenagiag First Nation were completed Friday, July 19. Approximately 15 carts were audited and there were two (2) carts tagged with an education sticker, totaling 13% of all carts audited. Both of the carts that were tagged contained bagged items.

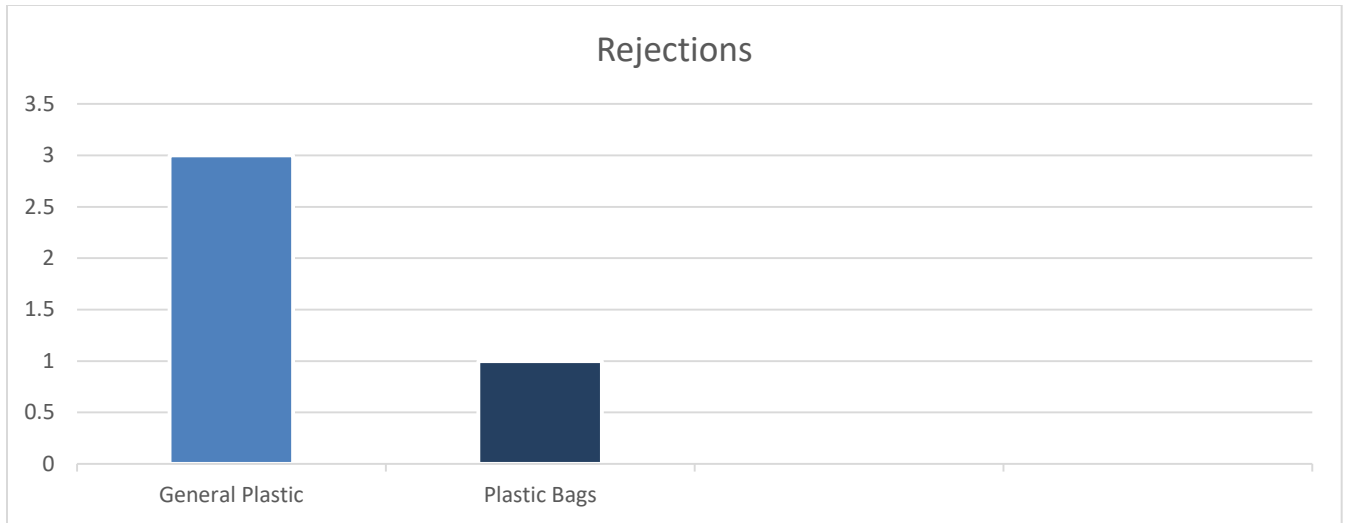




### LSD Black River-Little Branch

Cart audits for LSD Black River-Little Branch were completed on Wednesday, July 24 2019. Approximately 30 carts were audited and there were three (3) carts tagged with an education sticker, totalling 10% of all carts audited. Of the three (3) non compliant carts, there were three (3) general plastic violations and one (1) plastic bag violation. In this area, there were two (2) carts with violations from various categories.

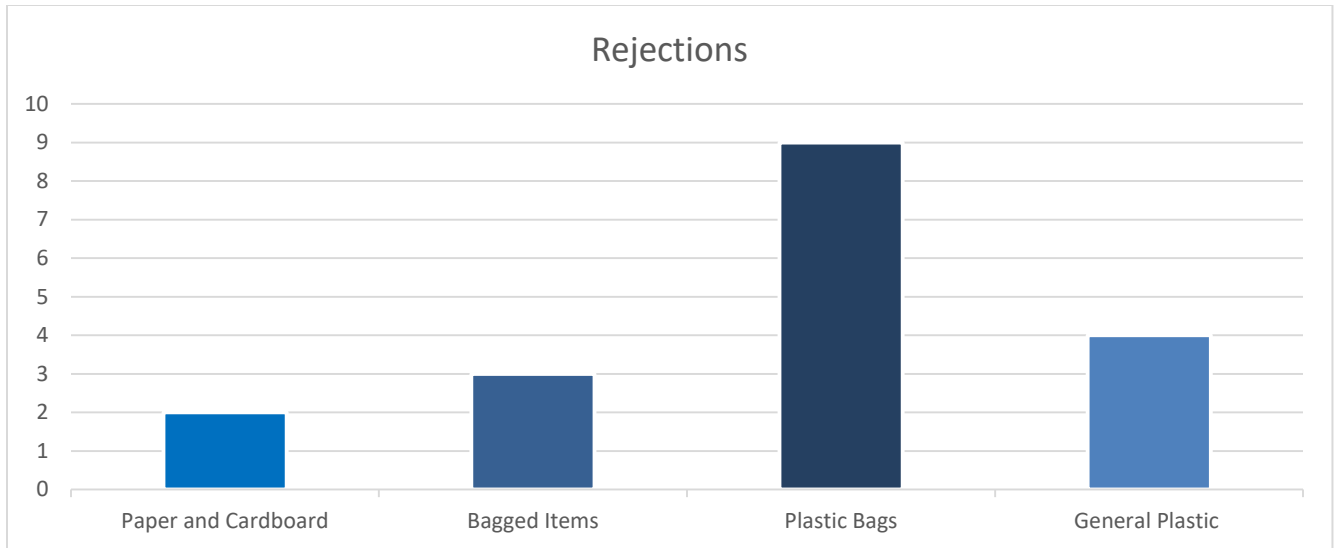




**LSD Nelson, Chatham Head & Douglasfield**

Cart audits for the LSD Nelson, Chatham Head and Douglasfield area were completed on Thursday, July 25 2019. Approximately 60 carts were audited and there were 15 carts tagged with an education sticker, totaling 25% of all carts audited. Of the 15 non-compliant carts, there were nine (9) plastic bag violations, three (3) bagged item violations, four (4) general plastic violations and two (2) paper and cardboard violations. In this area, there were four (4) carts with violations from various categories.





**LSD Black River-Hardwicke**

Cart audits for LSD Black River-Hardwicke were completed on Friday, July 26 2019. This area includes Hortons Creek, Auburnville, Bay du Vin Beach and Gardiner’s Point, as well as residences along Route 117 and small residential roads in the area. There were approximately 10 carts audited and there were 0 rejections, totaling 0% of all carts audited. In this area, a large majority of the residences did not have their bluecarts near the curb to be emptied/inspected. Therefore, I was only able to audit the carts that were available which was a small number.

**LSD Hardwicke**

Cart audits for LSD Hardwicke were completed on Monday, August 19 2019. This area included Hardwicke Rd, Theodore Lane, and some residences along Rte 117 in LSD Hardwicke. Of the many residences in the area, there were only four (4) carts on the roadside for me to audit and there were 0 rejections in these carts, totalling 0% of all carts audited. While driving, I noticed that most houses had not put their carts out to the roadside yet. Similar to my experience

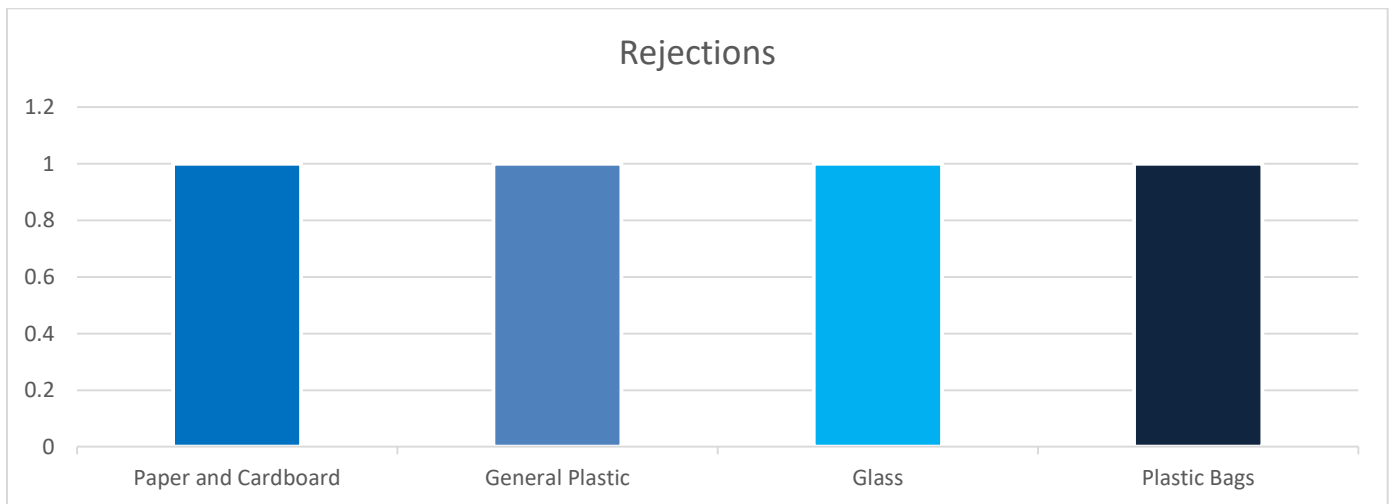




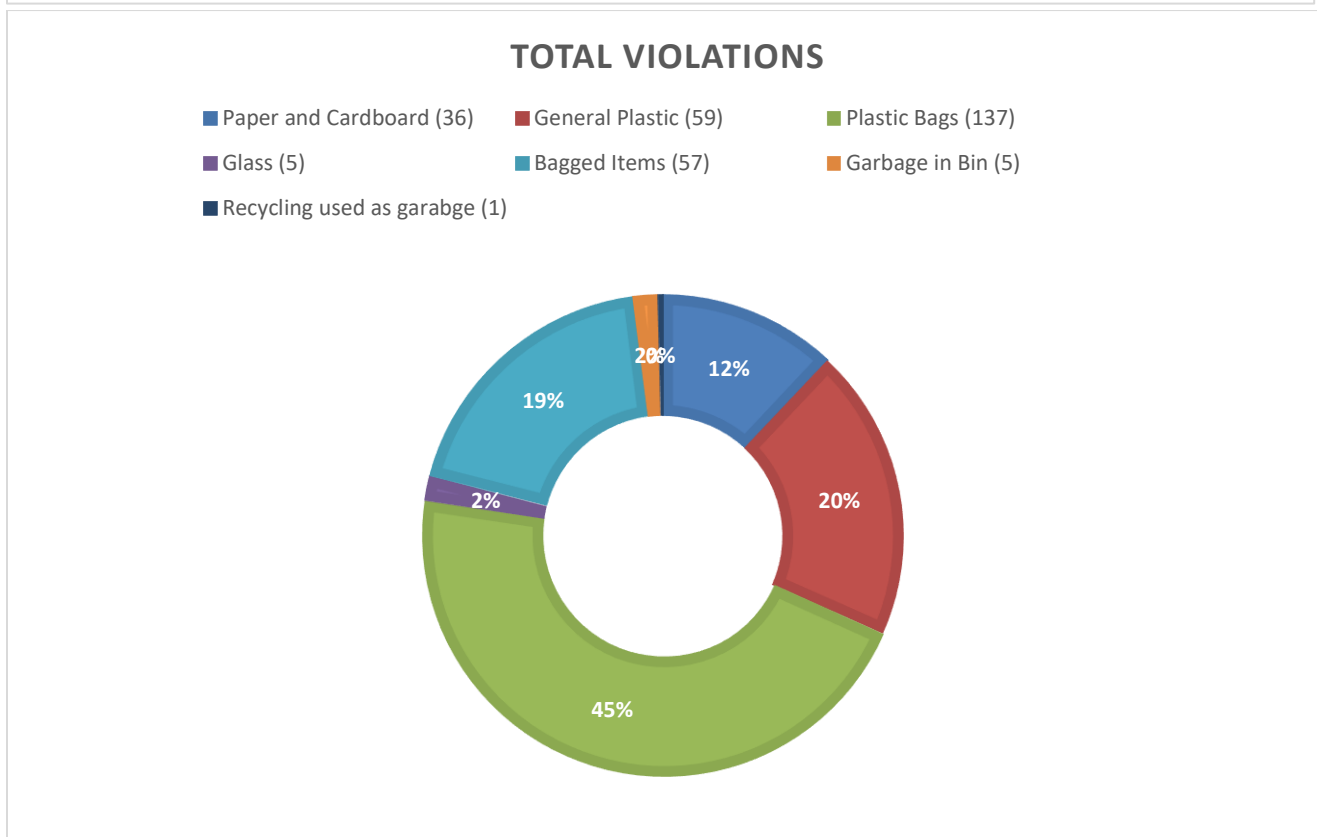
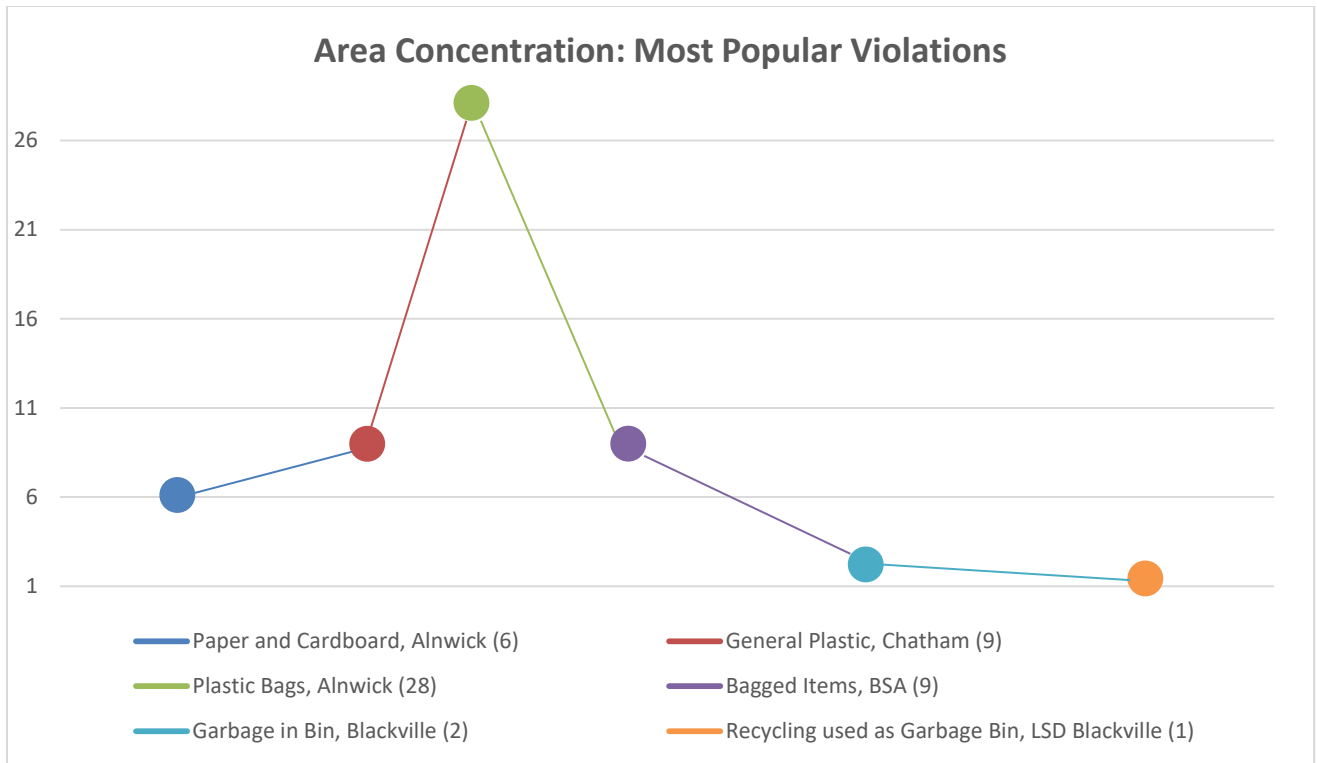
in the Black River-Hardwicke area, I was only able to audit the carts that were accessible to me which was a small number.

### LSD St. Margarets

Cart audits for LSD St. Margarets were completed on Tuesday, August 20 2019. Approximatley 30 carts were audited and there were three (3) carts tagged with an education sticker, totalling 13% of all carts audited. Of the three (3) non-compliant carts, there was one (1) paper and cardboard violation, one (1) glass violation, one (1) general plastic violation and one (1) plastic bag violation. There was one (1) cart in this area with a violations from various categories.



**FINAL DATA**



- In the above chart titled **Total Violations**, you can see the most popular violation was plastic bag violations. There were 137 plastic bag violations documented, totalling almost half of all violations at 45%.
  - The second-most-popular violation was general plastic violations with 59, totalling 20% of all violations. The majority of general plastic violations were Styrofoam violations (17), while other types of general plastic violations included coffee cup lids, plastic straws, plastic containers and black plastic. Some unique general plastic violation included siding, rubber, and a faux-leather purse.
  - The third-most-popular violation was bagged item violations with 57, totalling 19% of all violations. This directly correlates with the most popular violation: plastic bags. With this number factored in, plastic bags account for 194 of all violations or 64%.
- In the above chart titled **Area Concentration: Most Popular Violations** you can see that the largest concentration of violations comes from LSD Alnwick with 28 plastic bag violations and six (6) paper and cardboard violations. This makes LSD Alnwick the area with the most rejected carts in total, with 31 non-compliant carts and 11 carts with various violations inside.
- Throughout the entirety of the cart audit project, there were approximately 1215 carts audited across the region. Of these 1215 carts, there were 229 carts tagged with an education sticker. Inside these 229 carts, there were 300 documented violations.
  - **300 violations/1215 carts = 24.7%** of all carts audited had one or more violations inside.





## FINAL NOTES

- The only troublesome areas for me during the audits were the Black River-Hardwicke area and the LSD Hardwicke area. In these two areas, there was a very small number of carts available for me to audit. In the Black River-Hardwicke area there were only 10 carts audited and in the LSD Hardwicke area there were only four carts audited. In both areas there were no rejections. Because of the small number of available carts, the data in these areas is skewed. While 0 rejections is a good thing, I don't believe it is a true representation of the area. I would have loved to collect some real data to complete my collection for the summer, however unfortunately I was not able to. For future students who are doing cart audits in this area, I would suggest more clear communication with the hauler (Gaudet Garbage) about times and locations of pick-up route. I think it would also be beneficial to discuss why the majority of the blue-carts in the areas were not at the curbside on recyclable pick-up day and find out if this is a normal occurrence for these areas.
  - It would also be beneficial to plan ahead when auditing in an area that is collected by Gaudet Garbage, as they often start a little earlier than the expected time and do both sides of the road at once, making it difficult for you to audit the same way you would elsewhere.
- One small addition I made to the action of marking a cart with an education sticker was to circle the type of infraction on the list that is printed on the sticker. If the specific infraction is not listed (ie. shredded paper violation) I would write the type of infraction on the sticker. This only takes a second and it is an easy way of letting the residents know why their cart was tagged and why their cart was not emptied. It is also helpful to circle both the English and French version of the listed infraction.



## **Appendix L – ICI Recycling Program Survey**

ICI RECYCLING SURVEY - FINAL REPORT PART II

PART II

ICI Recycling Program Survey

Jo-Ann Kenny

GMRSC - Solid Waste Services

August 30, 2019

FINAL REPORT PART II ICI RECYCLING SURVEY

### **Report Summary**

This final report will consist of findings from the ICI Recycling Survey which began on July 26<sup>th</sup> and ended on August 28<sup>th</sup>, 2019. A summary of final notes are also included in this final report.

The database of businesses consisted of 1,031 businesses in and around the Miramichi area. However, it was cut down. There were 127 businesses that were deemed not suited for the survey (see Final Notes), 27 businesses that were outside of our region, and 185 businesses whose numbers were out of service. Most of these businesses that had closed or changed numbers were already indicated as such when I received the database. During the 4 ½ weeks that the survey was conducted, 693 businesses within the Greater Miramichi region were contacted via telephone. These businesses were asked for their feedback on an 11 question survey regarding the types of recycling that they did and about their possible participation in a commercial recycling program. Any comments and/or questions made by the business owners/employees were also recorded. The questions were as follows:

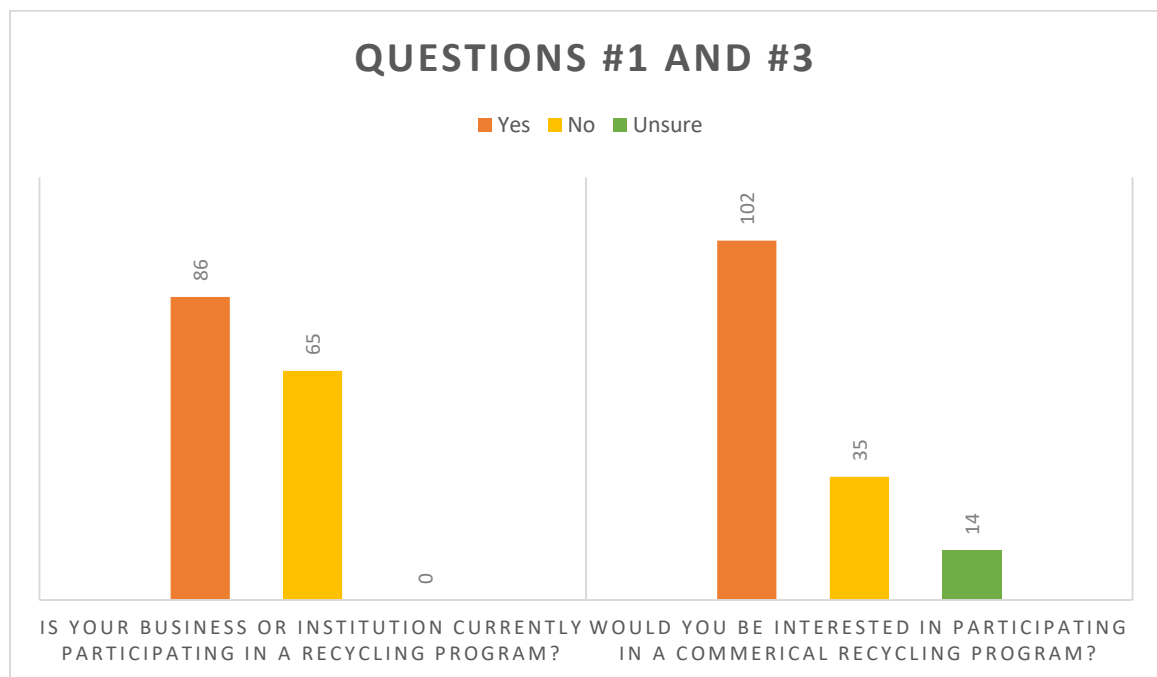
1. Is your business or institution currently participating in a recycling program?
  - a. If so, what is collected?
2. Would you be interested in participating in a commercial recycling program?
3. What type of recyclables do you typically generate?
4. What is the approximate volume of recyclables generated per month? What type of recyclables?
5. Do you generate any revenue from the sale of recyclables?
6. Do you currently pay for recycling services? (Pick-up or drop off)
7. If a commercial recycling program was implemented, would you prefer a drop-off or pick-up service?
8. If a Pick-up Service is offered; how much would you be willing to pay on a monthly basis for the service?
9. A large depot container may be required to collect your recyclables; would you prefer to rent or purchase the container?

## FINAL REPORT PART II ICI RECYCLING SURVEY

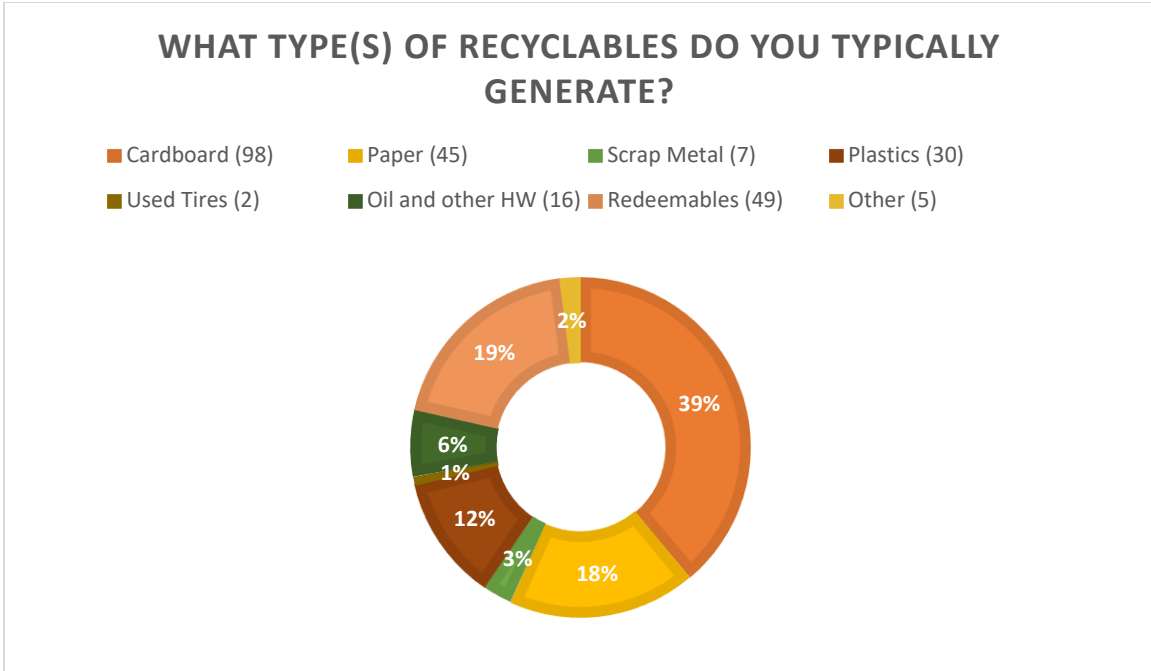
10. Would you be willing to participate if there are additional handling fees associated with the recycling program?

11. If the Greater Miramichi - Solid Waste Services operated an Enviro-Centre to manage certain waste locally, such as White Goods, appliances, scrap metal, household hazardous waste, used tires, yard waste, and construction and demolition debris, would you find the service beneficial?

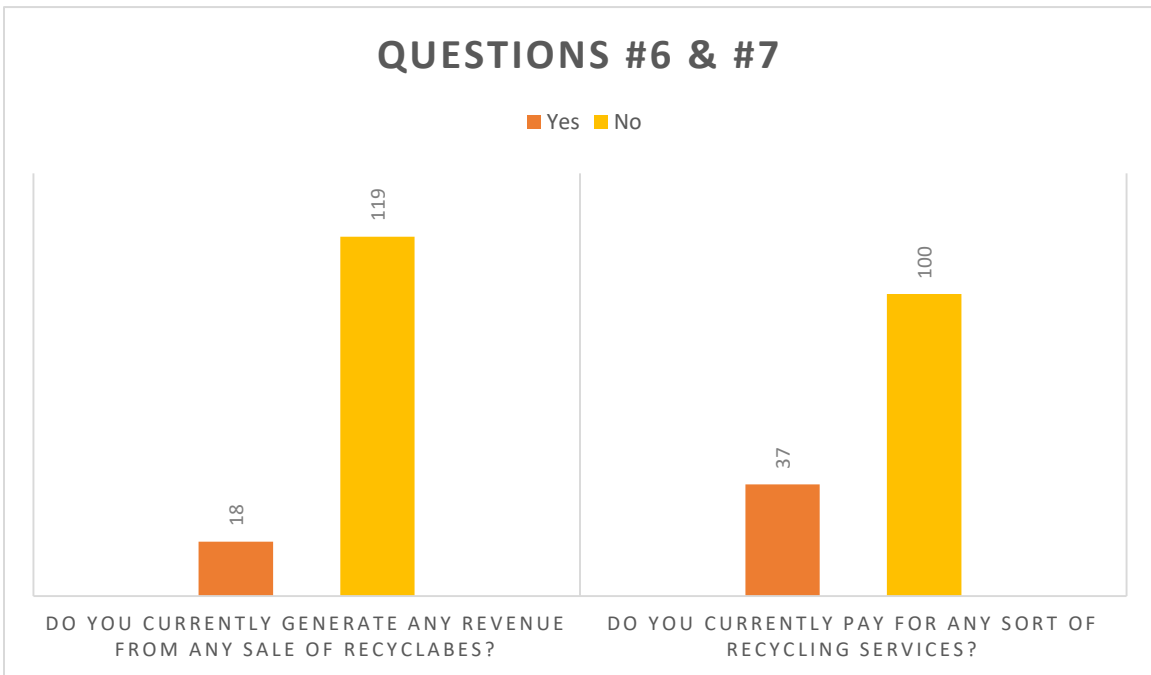
This feedback was compiled into an excel document. Of the 692 businesses that were called, 151 gave feedback.



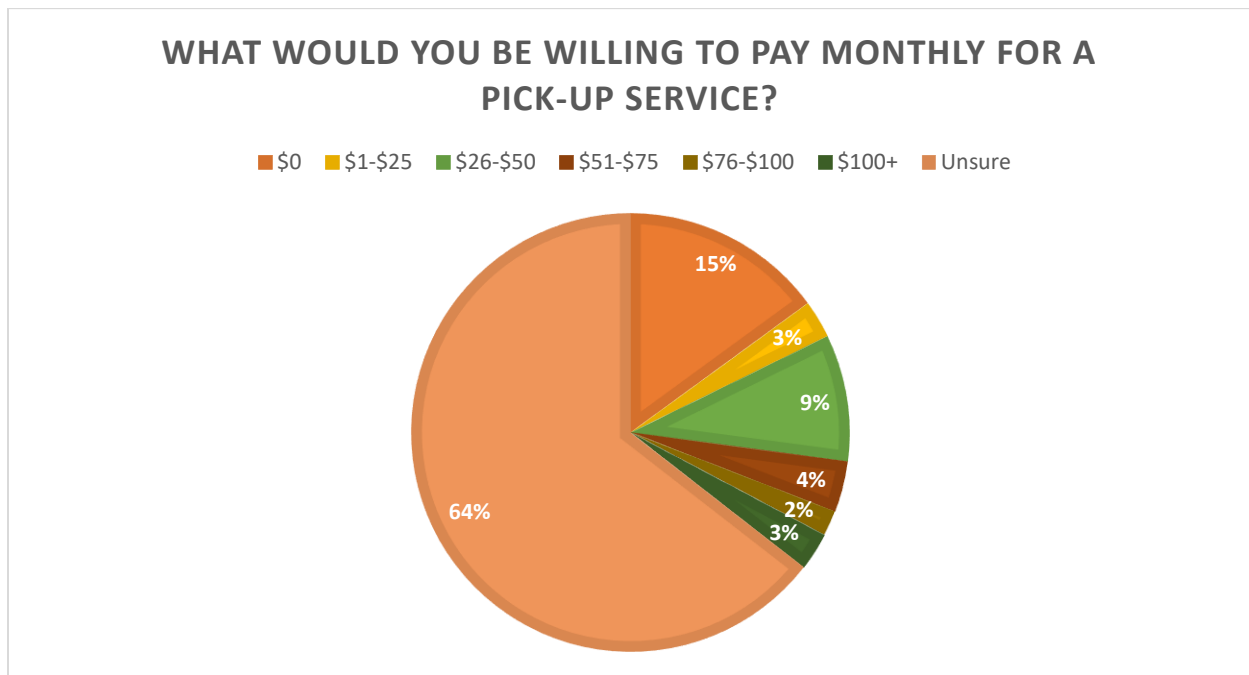
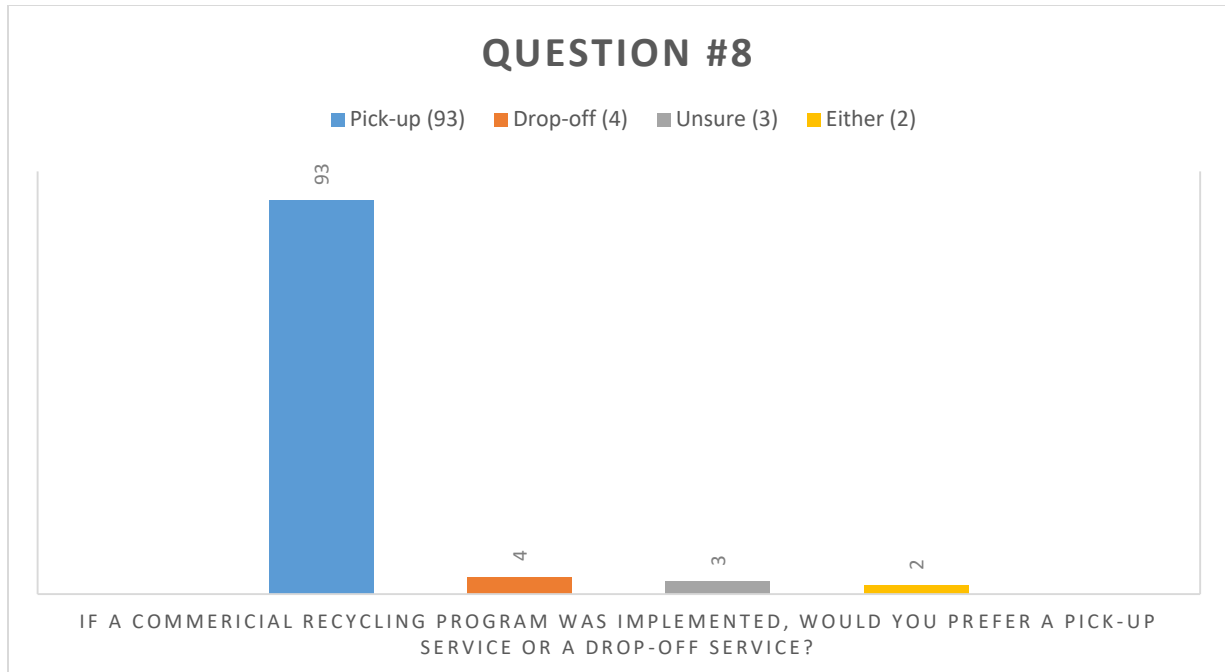
FINAL REPORT PART II ICI RECYCLING SURVEY



“Other” would include e-waste, solvent inks, regular inks, toners and commercial paints.



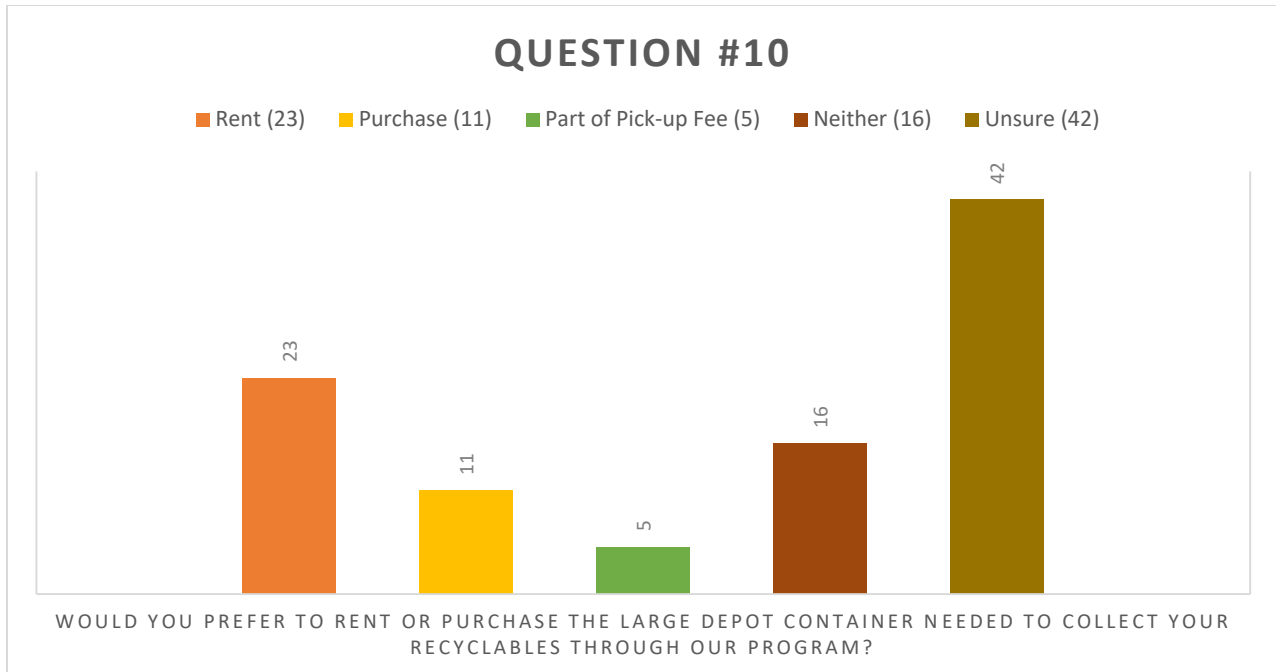
## FINAL REPORT PART II ICI RECYCLING SURVEY



As the graph shows, a majority of businesses said they were unsure what they would be willing to pay for a pick-up service. They often added that they would like to take a look at the plan that we put forth, or would only like to pay less than what they are paying now. It was not from a lack of interest in the program.



## FINAL REPORT PART II ICI RECYCLING SURVEY

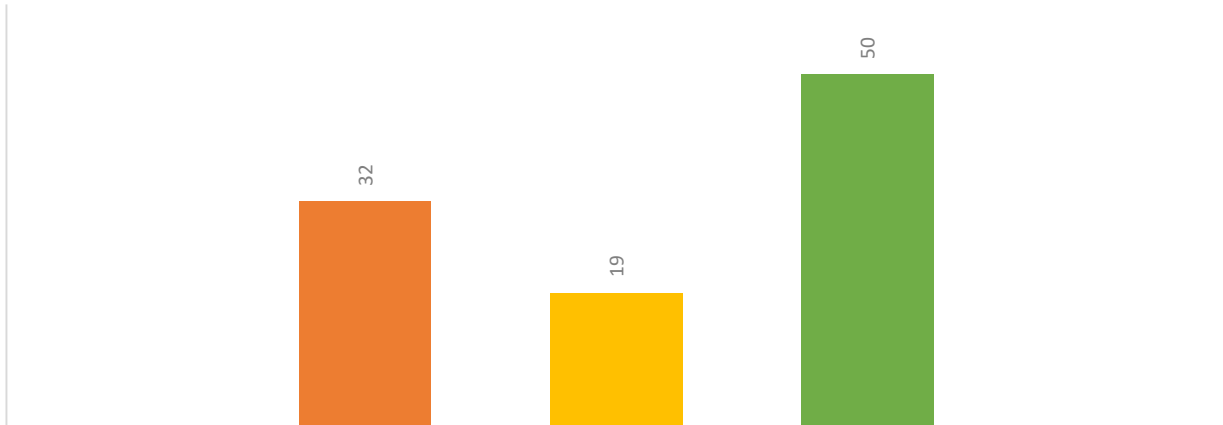


Again, most businesses were quick to answer unsure. This was because of uncertainty around costs and whether or not they would need a large container. In a few cases, it also meant that the employee that I spoke to was not at liberty to make that decision. With regards to the ‘neither’ option, these were businesses that did not feel that the other options would suit their business. These businesses would prefer that there be another option for them, as they may not have enough recyclables to warrant paying for a bin. Five (5) businesses said that they would prefer that the charge of the bin be included with the pick-up fee.

## FINAL REPORT PART II ICI RECYCLING SURVEY

### QUESTION #11

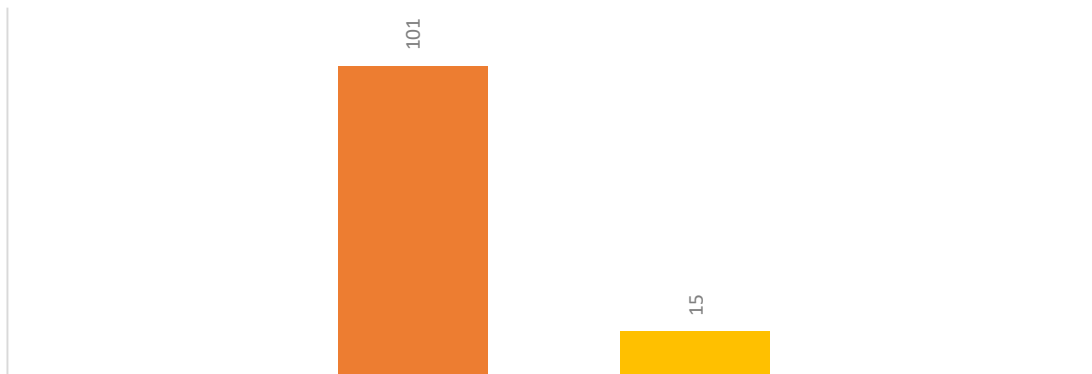
■ Yes (32) ■ No (19) ■ Unsure/Depends (50)



WOULD YOU STILL BE WILLING TO PARTICIPATE IN THE PROGRAM IF THERE WERE ANY ADDITIONAL HANDLING FEES ASSOCIATED WITH THE PROGRAM?

### QUESTION #12

■ Yes ■ No



IF MIRAMICHI SOLID WASTE SERVICES OPERATED AN ENVIRO-CENTRE TO MANAGE CERTAIN WASTE LOCALLY, SUCH AS WHITE GOODS, APPLIANCES, SCRAP METAL, HOUSEHOLD HAZARDOUSE WASTE, USED TIRES, YARD WASTE, AND CONSTRUCTION AND DEMOLITION DEBRIS, WOULD YOU FIND THE SERVI

**Comments and Suggestions: Enviro-Centre**

“A local enviro-centre would be very useful for my businesses if it accepted e-waste.”

“An enviro-centre would be great for us for any debris left behind in the sale of houses and properties.”

“If the enviro-centre accepted oil we would find it very useful. “

“If possible we would like to discuss having the contract for this enviro-centre or work with you to create it.”

“If the enviro-centre accepted solvent inks and toners we would find it especially helpful for our recycling needs.”

“We would like to know more about the possible recycling of concrete.”

**Comments and Suggestions: Additional Fees**

“We are willing to take a look at any plan that is put forth by the commission (GMRSC) and we are willing to pay any reasonable fee.”

“If the program costs money we will not be participating.”

“Our board of directors is very open to new initiatives, so it is possible.”

“As long as it is economical for me, I will look at any plan that is put forth.”

“We would need to look at the actual price that is decided on by the commission (GMRSC) before we could make that decision.”

“Additional fees would be totally understandable, but it would really depend on how much they were going to cost us.”

## FINAL REPORT PART II ICI RECYCLING SURVEY

“We are a small business and we have a property manager who would need to OK all decisions. But I would like to participate in any way that I can.”

“Right now, everything is going with our trash, so we would like to participate in any way we can.”

“Extra fees are okay. We just want to participate any way we can.”

### **Final Notes**

- There were 127 businesses/organizations that were considered non-applicable for nearly all the questions in the survey. These businesses/organizations were deemed (after calling several similar businesses and organizations and receiving their feedback) not suited for this particular survey. This is because businesses and organizations such as insurance companies and brokers, certain financial services, holding companies, property managers, counselling services and certain organizations/groups do not generate enough recyclables to warrant purchasing/renting a large bin, pay additional fees for collection or to find an Enviro-centre useful. My suggestion for this issue is to create a similar survey that these businesses/organizations will find clearly identifiable to them. In order to receive positive feedback on a survey, the survey needs to be tailored to the specific needs of the businesses being surveyed. That being said, I chose to target the larger group of businesses/organizations that this particular survey would benefit. The businesses that I did call who did not identify with this survey said they would still like to be a part of the ICI Recycling Program, but it would need to be tailored to their specific amount/type of recyclables.