



ANNUAL REPORT 2020

Greater Miramichi Regional Service Commission

The 2020 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 are the hallmark of this Board. I would like to personally thank the members for their dedication to the Commission.

The Covid-19 pandemic resulted in a very challenging year. Municipal elections and LSD selection were delayed a year to May 2021 and Board members continued to serve for an additional year. The GMRSC adjusted operations to be in conformance with Public Health guidelines. In-person meetings of the Board became difficult and resulted in some tele-conference meetings of the Board. The Commission meet a total of five times in 2020. Additionally, public access to the offices was curtailed resulting in an appointment-based service.

In late 2020, the Province of New Brunswick announced that they will be undertaking local governance reform. It is uncertain what this will entail or what role the regional service commission will play in restructuring.

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.

The Commission has two permanent committees: the Planning Review and Adjustment Committee (PRAC) are comprised of eight members from the communities served by the GMRSC and a four person Finance and Budget Committee comprised GMRSC Board members. There was a total of five regular meetings in 2020. 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 2021 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

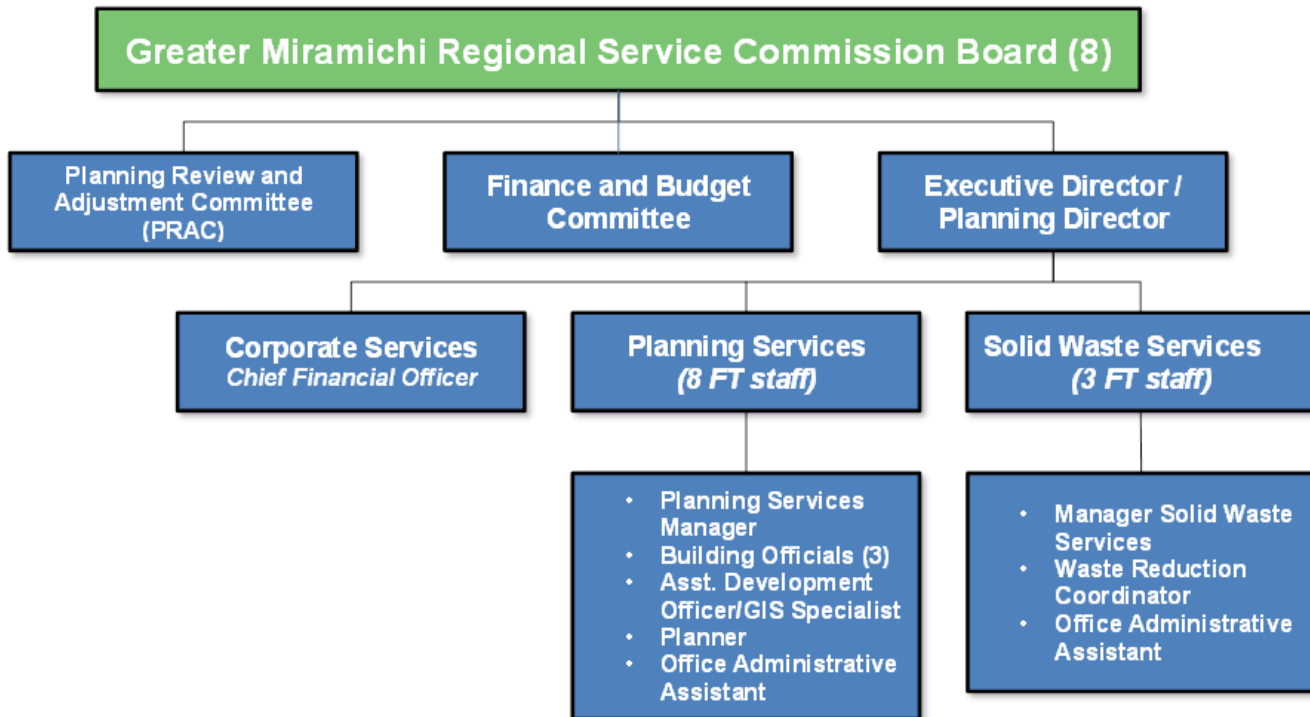
The GMRSC is governed by a board of eight members (see Table 1). Board members are made up of mayors from member municipalities, a Rural Community, and representatives from Local Service Districts (LSDs) within the Region.

Table 1: GMRSC Board Members for 2020

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 2021-2023” 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 2020:

- The global pandemic had an impact on the operations of the GMRSC in 2020. The ability of the Board to meet in-person was limited. However, the Board was able to meet (in-person and by teleconference) at total of five times.
- In January, Tyler King joined the Building Inspection staff.
- Due to the pandemic, municipal elections and LSD selections were postponed to May 2021. As a result, the Board decided to extend the terms of the Chair and Vice Chair for one year. Also, all Committee memberships were extended to June 2021.
- In May, the Board agreed to move the data storage from a fixed on-site server to a Cloud based server. This will improve data security and integrity and allow staff to access information from remote locations.
- In June, the Board, after accepting the recommendations of the Building/Office Options ad-hoc committee, to consider remaining at 1773 Water Street, and occupy both the third and lower levels of the building. Additionally, agreed to retain a design firm to produce conceptual plans for both levels.
- Board updated the Planning and Review Adjustment Committee (PRAC) By-law and Operating Procedures. Among other amendments, the By-law was amended to allow the PRAC to meet by teleconference or other electronic means.
- In September, GMRSC retained a Communications Consultant to prepare a Communications Strategy for Planning and Building Inspection Services.

- In November, the GMRSC received an Offer to Purchase the Solid Waste Services Building at 505 Old King George Highway, the offer was accepted, however the deal was not closed in 2020 and is still pending.
- The Board approved a new (10 year) lease for 1773 Water Street (third and lower level). Both levels will be renovated with Solid Waste Services and Corporate Finance occupying the lower level, Planning and Building Inspection occupying the third level. This will result in all operations of the GMRSC being consolidated in one office location.
- The GMRSC approved the 2021 Operating and Capital Budget of \$3,082,369.

Appendix A contains the “GMRSC Board / PRAC Member Attendance Record, Meeting Per Diems, and Expenses (Mileage)” for 2020.

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 2020 year. In total, \$213,603.03 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 2020 Financial Statement” for more details. Table 4, below, presents the cost of Planning Services by community for 2020.

Table 4: Cost of Planning Services by Community for 2020

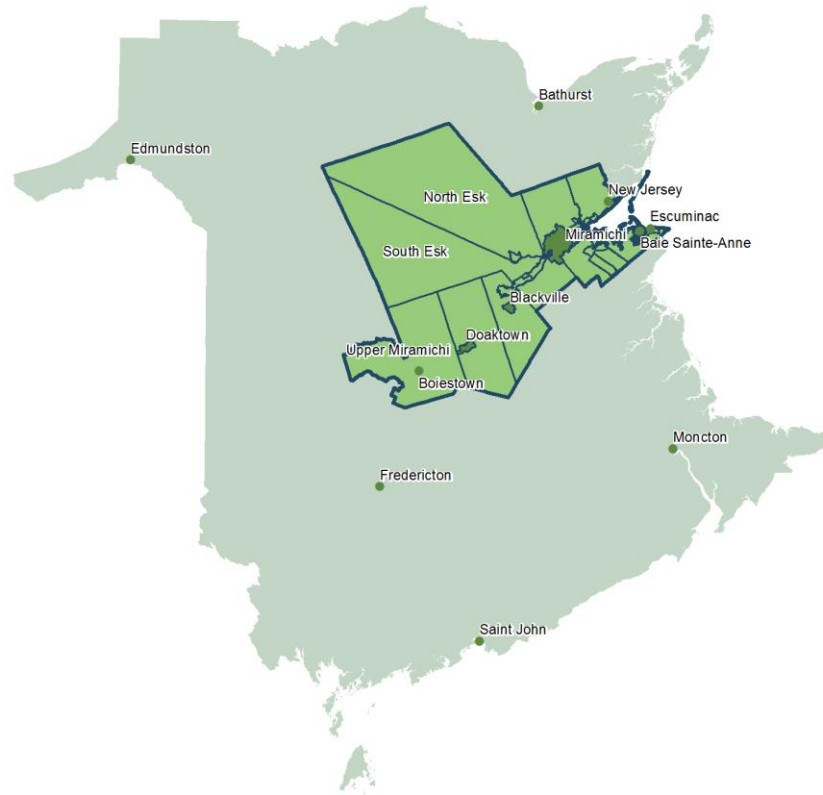
Community	Budget Amount	Revenue from Fees	Net Cost
Miramichi	\$478,573	\$109,824.36	\$368,748.64
Village of Blackville	\$15,465	\$3,866.20	\$11,598.80
Village of Doaktown	\$17,852	\$20,442.10	\$(2,590.10)
Rural Community of Upper Miramichi	\$35,674	\$4,871.40	\$30,802.60
LSDs	\$296,199	\$74,598.97	\$221,600.03

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)	39,193
Tax Base (November 2020)	\$2.67 Billion
Area	12,000 km ² , 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

2020 Highlights

Overview

2020 was the eighth full year of operation under the RSC structure and was another active year of development for the Greater Miramichi Region. 2020 saw strong staff efforts to advance several in-house projects and initiatives, most notably finalizing and adopting the City of Miramichi's Municipal Plan (By-law No.109) and Zoning By-law (By-law No. 110).

Guided by the long-serving chair of the former Miramichi Planning District Commission (MPDC), Chairman William Treadwell and the other seven PRAC members held 10 meetings and dealt with 23 applications in total involving subdivisions, variances, conditional uses, similar/compatible use approvals, and by-law amendments. This compares to 9 meetings and 24 applications in 2019.

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 proposed to conduct a thorough review of the Plan and Zoning By-law 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.

The Advisory Committee held 17 meetings between October 2018 and January 2020. In January 2020, the Advisory Committee passed a motion recommending a draft Plan and Zoning By-law to City of Miramichi Council. PRAC provided their views on the draft by-laws in February 2020 and a Public Presentation was held in March 2020. The City was prepared to move forward with a Public Hearing to consider written objections to the by-laws but due to restrictions imposed on public gathering as a result of the COVID-19 pandemic, the event was delayed. A well-attended, two-night Public Hearing occurred in August and September of

2020. Finally, the Municipal Plan and Zoning By-laws were adopted by the City in September of 2020 and were registered in November 2020. The updated Plan is guided by five overarching policy themes: 1) “Rural City, urban assets”; 2) active transportation; 3) housing diversity and affordability; 4) downtown revitalization; and 5) climate change and environmental stewardship. To implement the strategy, the Plan directs growth and development in the following ways:

1. Focusing on the build-out of under-occupied residential subdivisions with varied density and increased housing diversity.
2. Increasing residential density in the Downtown Districts.
3. Creating a recreation hub in the Regional Commercial Area (Douglastown) centered around the proposed Miramichi Wellness Multiplex.
4. Including climate change adaptation and mitigation measures for new and redevelopment along the City’s riverfront.
5. Proposing the development of active transportation infrastructure (trails, sidewalks, bike lanes).
6. Promoting the provision and integration of high-quality affordable housing.
7. Permitting a wider range of medium and high-density residential and commercial uses in traditionally institutional areas.

Silver Shingle Award for Excellence in Development

GMRSC Planning Services was proud to continue the “Silver Shingle Award for Excellence in Development” award program in 2020. First established in 2016, the purpose of the Silver Shingle Award 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 2020, 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 1 Bushville Drive (12-unit Apartment Building, Price Property Management and Cole Price Construction) in the City of Miramichi and for re-development, the award went to the New Maritime Beer Company (Brewery/Taproom building).

Figure 3: 1 Bushville Dr. Silver Shingle Award Recipients and Members of the Award Selection Committee



Figure 4: New Maritime Beer Company 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 2020, 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. Most of the training was provided via webinars and other on-line sessions.

Building and Development Activity

Project Highlights

The following section highlights prominent developments in the Greater Miramichi Region in 2020. 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 a restaurant on Ledges Inn Lane in Doaktown (see Figure 5);

Figure 5: Restaurant Construction, Village of Doaktown



- Construction of a commercial building on Pleasant Street, Miramichi (see Figure 6);

Figure 6: New Commercial Building, City of Miramichi



- Construction of rowhouses on King George Highway, Miramichi (see Figure 7);

Figure 7: Rowhouse Construction, City of Miramichi



- Construction of a restaurant on University Avenue in Miramichi (see Figure 8);

Figure 8: New Restaurant, City of Miramichi



- Construction of an office building on Water Street, Miramichi (see Figure 9);

Figure 9: Office Building Construction, City of Miramichi



- Addition of an office building in Escuminac (see Figure 10);

Figure 10: Office Building Addition, L.S.D. of Escuminac



Other notable development projects in the Greater Miramichi Region in 2020 include:

- Addition to a sawmill on South Road in the Village of Doaktown;
- Finishing of residential suites in an institutional building converted to apartments at the corner of Newcastle Boulevard and King George Highway in the City of Miramichi;
- Construction of a garage and salt storage building on Beaverbrook Boulevard in the City of Miramichi;
- Conversion of a portion of an office building to a storage garage for transit buses on General Manson Way in the City of Miramichi;
- Conversion of a commercial building into 5 residential suites on McCallum Street in the City of Miramichi.

Applications for Plan and Zoning Amendments

While no applied for plan or zoning by-law amendments were decided on by Council or registered in 2020, Planning Services assisted our Member Municipalities start the by-law amendment process for the following applications:

- Requested amendments to the City of Miramichi Municipal Plan and Zoning By-law to address an illegal non-conforming use situation involving a multi-unit residential building on Blakely Drive.
- An amendment to the City of Miramichi Municipal Plan and Zoning By-law to incrementally facilitate future commercial expansion north of the existing Roussel Volkswagen on King George Highway.
- In the Village of Blackville, a requested amendment to the Village's Rural Plan to allow the development of a garden suite on a property located on Cedar Ridge Road.

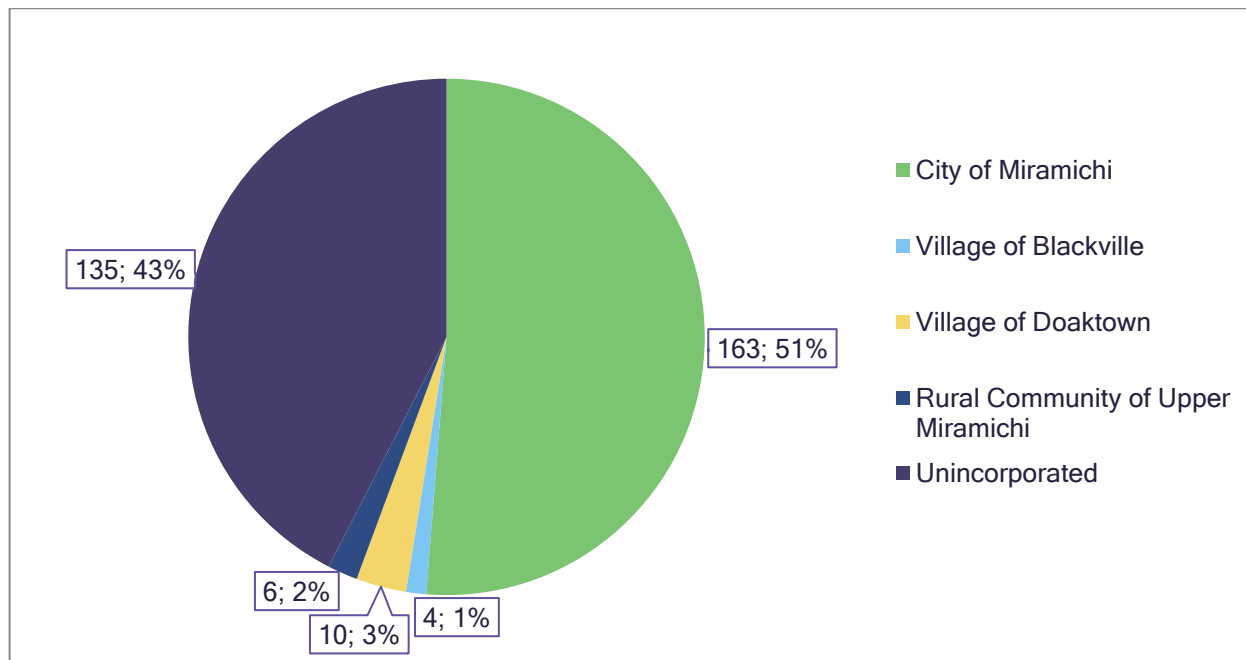
- Amendments requested by Northumberland Cooperative Ltd. to the City of Miramichi Municipal Plan and Zoning By-law to enable the development of a lumber storage building on Old King George Highway, east of the existing business on Lawlor Lane.
- An amendment to the City of Miramichi Zoning By-law to enable the conversion of a two-unit dwelling on Green Street to a four-unit dwelling.
- Amendments to the City of Miramichi Municipal Plan and Zoning By-law to enable the development of a 21-unit apartment building on Wellington Street, proposed by Jesse Tucker.

Building Permit Activity

Figures 12 to 19 outline building permit activity in the Greater Miramichi Region between 2016 and 2020. Please refer to Tables 20 to 24 in “Appendix D - Building Permits Activity Tables” to view a more detailed breakdown of the Figure(s).

Just over half of all building permits issued by the GMRSC (51%) were for projects located within the City of Miramichi while 43% of permits issued 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 6%.

Figure 12: GMRSC Region Number and Percent Breakdown of Permits Issued (2020)



Most permits (74%) issued in the City of Miramichi were for residential projects, an increase of 14.2% from permits issued in 2019. The number of permits issued for commercial projects in the City of Miramichi decreased by 16.2% in 2020. Institutional project permits decreased by 70%. Permits for signs in the City decreased from 18 applications in 2019 to 8 in 2020. There were no permits issued for industrial projects.

Figure 13: City of Miramichi Number and Percent Breakdown of Building Permits Issued (2020)

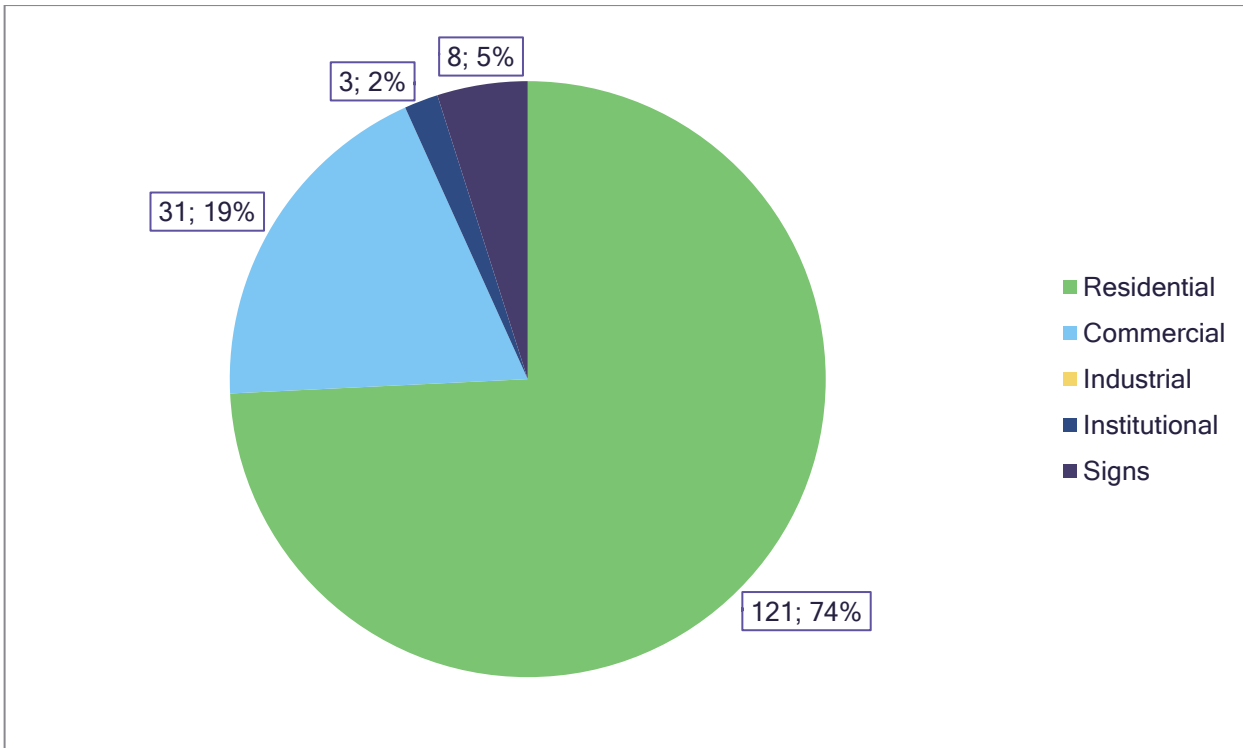
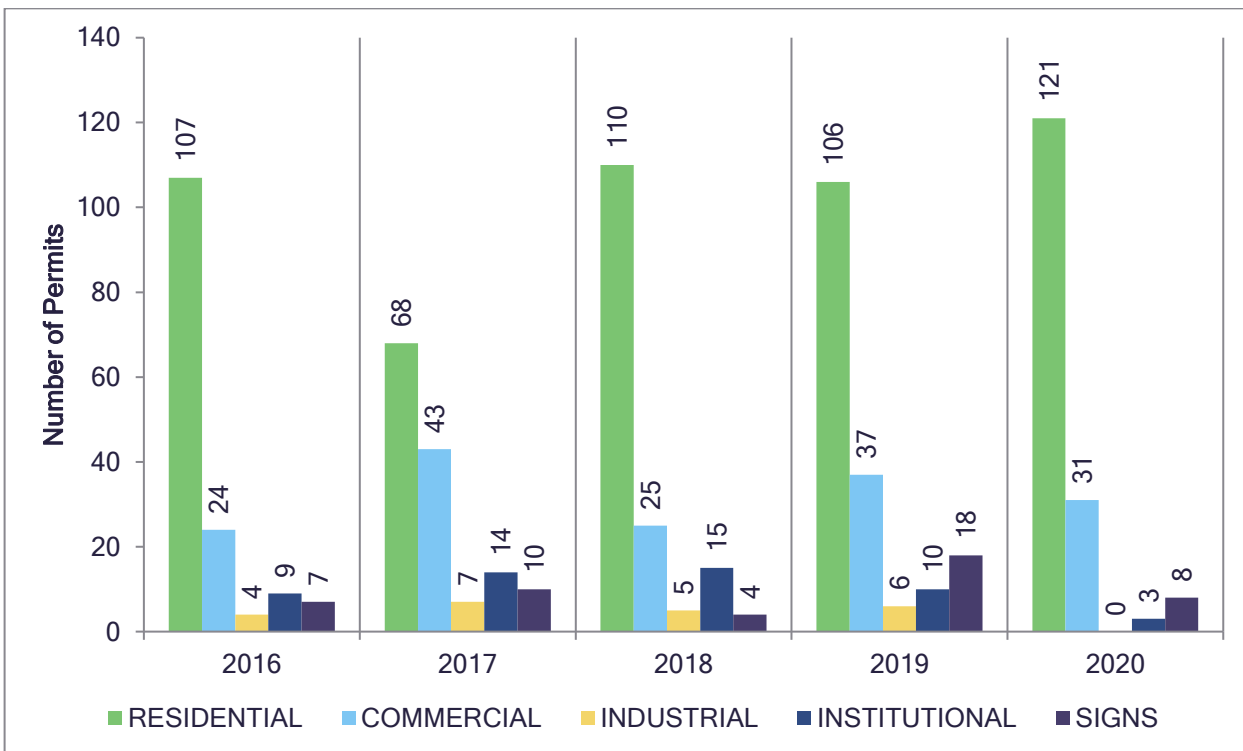


Figure 14: City of Miramichi Building Permits



As for the rural municipalities and communities, building permits issued in 2020 consisted almost entirely of residential activities. Only the Village of Doaktown had diverse building permits issued; three for commercial use, two for industrial use, and the other five for residential use.

Figure 15: Building Permits Issued for Rural Municipalities / Communities (2020)

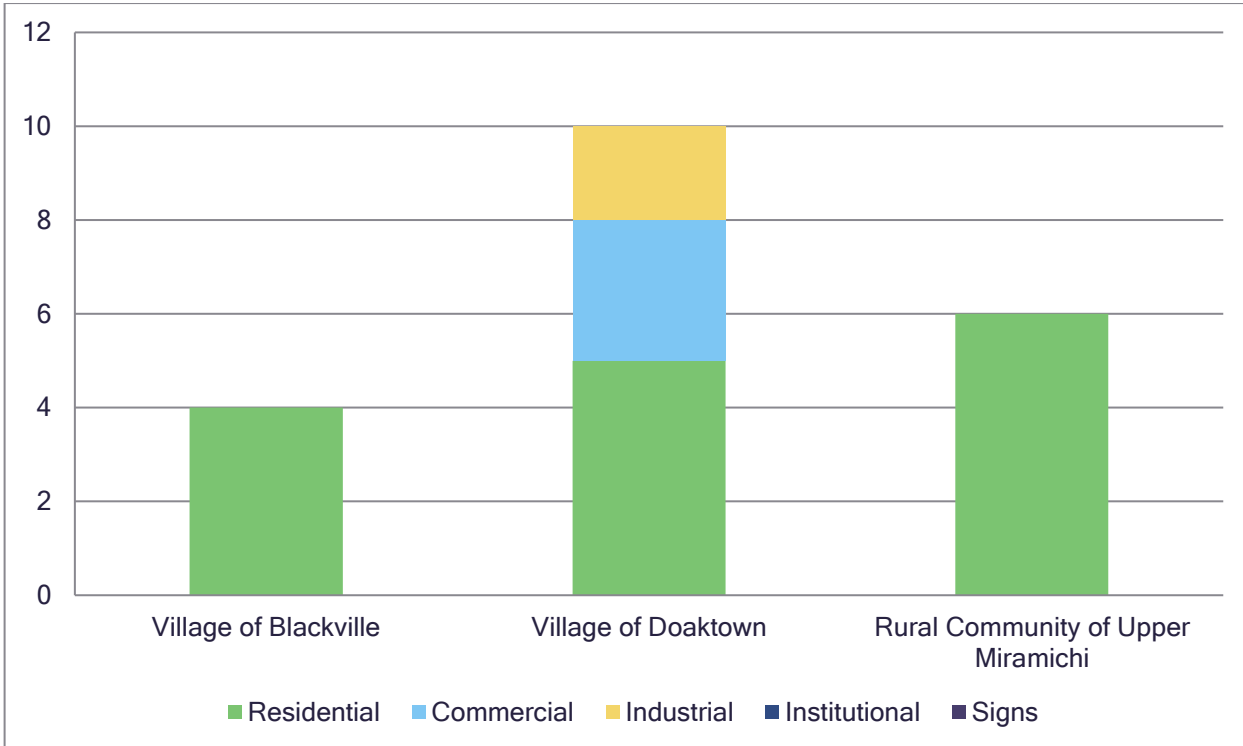


Figure 16: Village of Blackville Building Permits

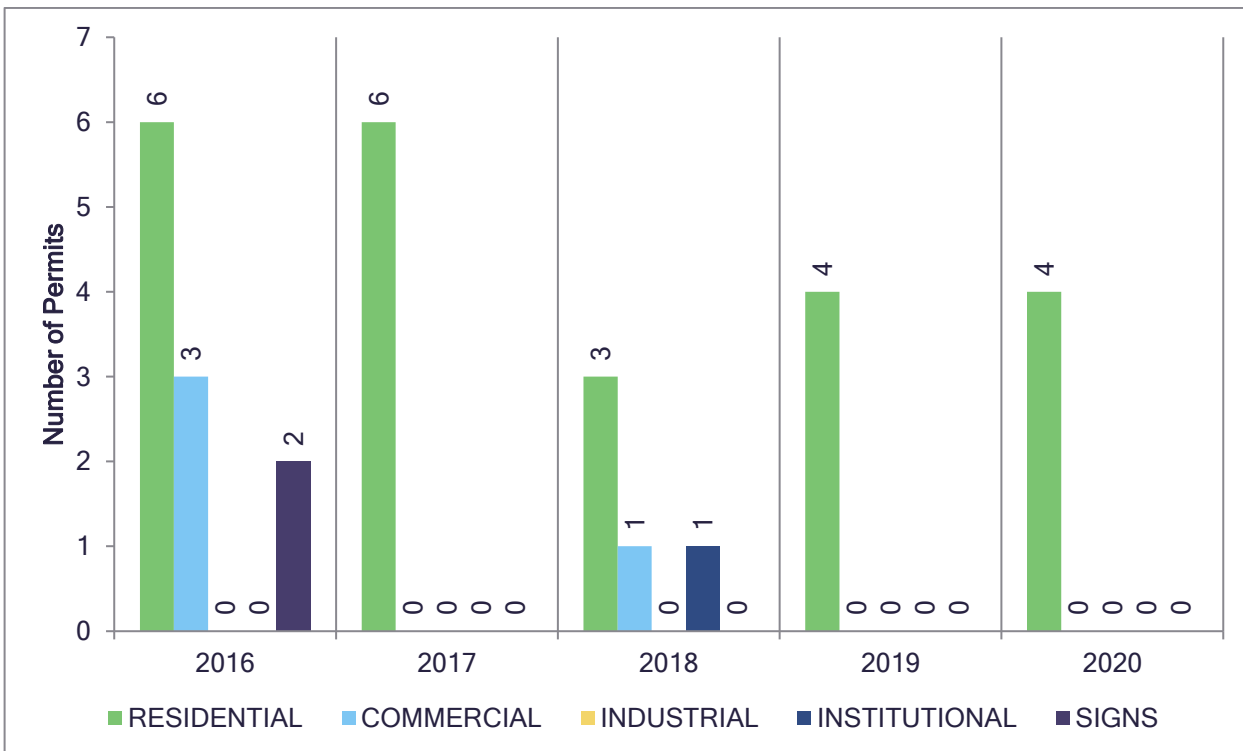


Figure 17: Village of Doaktown Building Permits

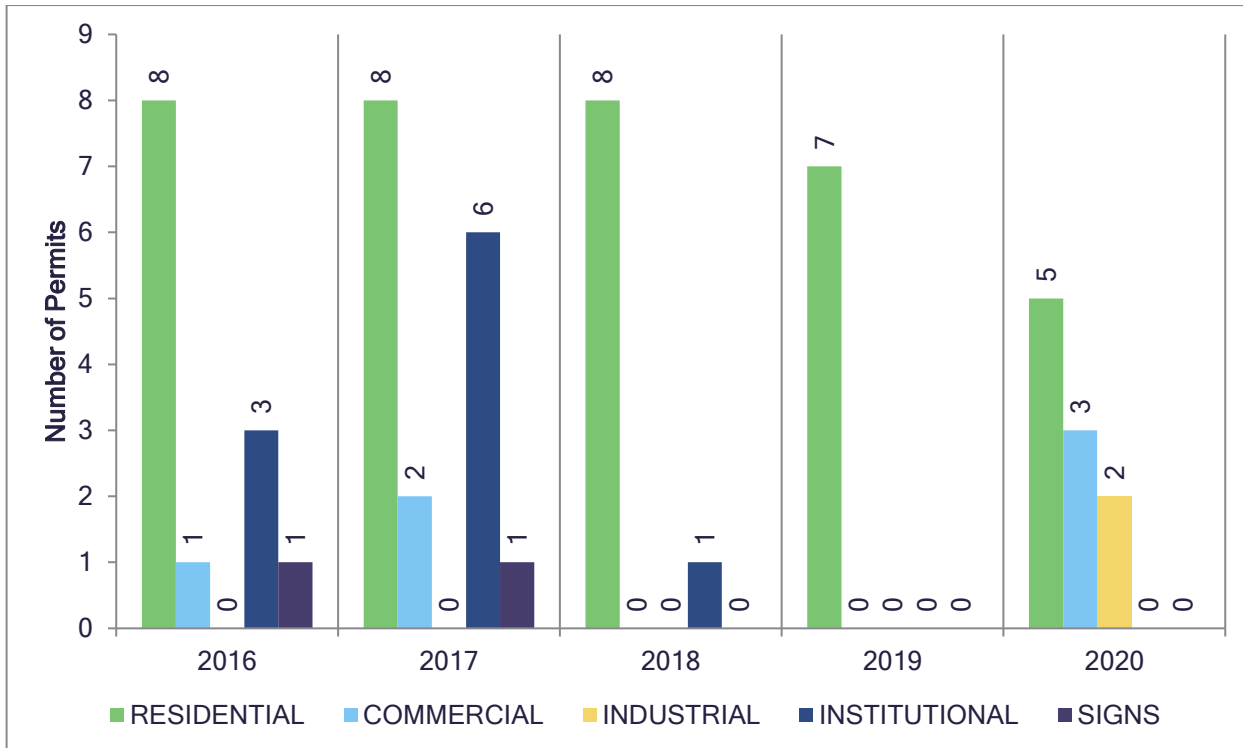
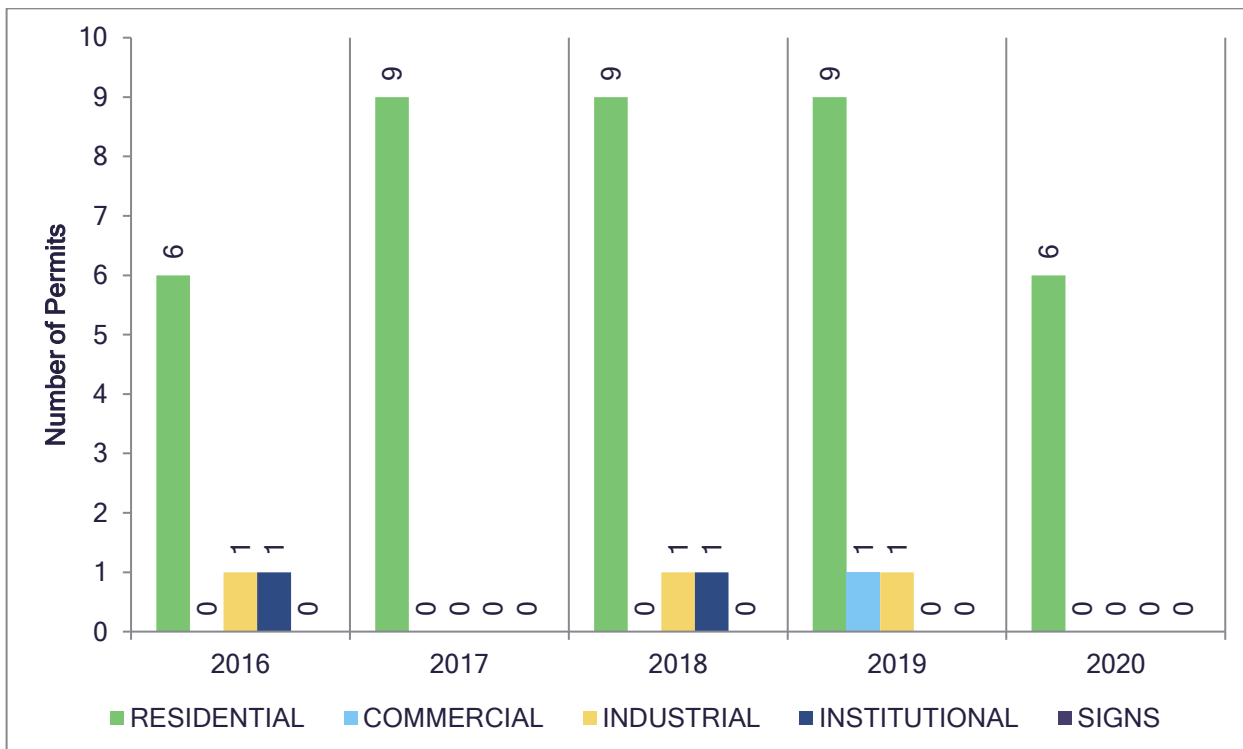


Figure 18: Rural Community of Upper Miramichi Building Permits



In the unincorporated areas, 97.8% of building permits issued were for residential projects while commercial projects made up 1.5% of total permits issued. Institutional projects made up 0.7% of the total permits.

Figure 19: Unincorporated Areas Building Permits

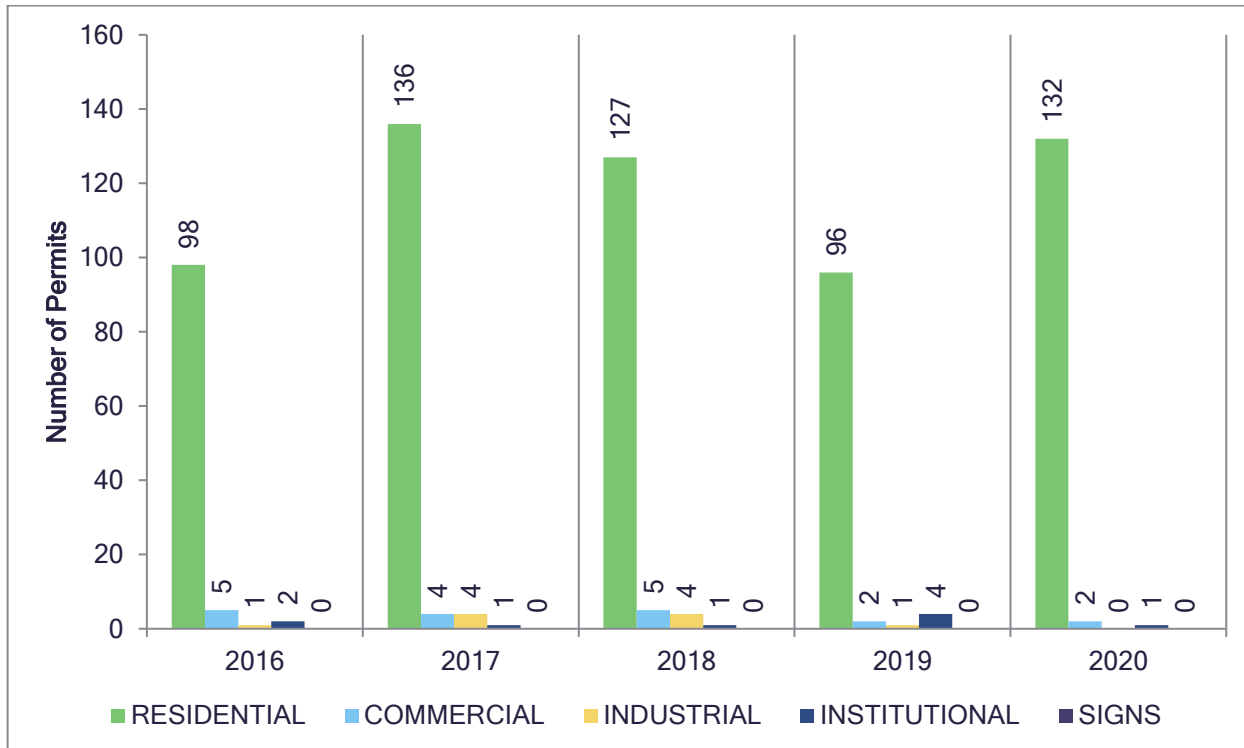


Table 7 outlines the total value of construction by municipality and unincorporated areas for 2020. During that year, the Greater Miramichi Region experienced a decrease in total value of construction compared to 2019 from \$24.99 to \$23.81 million. 43.3% of the total value of construction for the Region came from the City of Miramichi, 40.4% from unincorporated areas, 14.5% from the Village of Doaktown, 1% from the Village of Blackville, and only 0.7% from the Rural Community of Upper Miramichi.

In 2020, the City of Miramichi experienced a 36.6% decrease in the total value of construction compared to the previous year. For 2020, the Village of Blackville had a slight 3.9% increase in construction value whereas the Village of Doaktown saw a staggering 6452% increase mainly due to construction on the Irving Sawmill. The Rural Community of Upper Miramichi construction value resulted in a decrease of 86.8% while the unincorporated areas saw a 34.9% increase from 2019.

Table 7: Total Value of Construction, 2020

Community	Value
City of Miramichi	\$10.3 Million
Village of Blackville	\$238 Thousand
Village of Doaktown	\$3.5 Million
Rural Community of Upper Miramichi	\$173 Thousand
Unincorporated Areas	\$9.6 Million
Total	\$23.81 Million

Figures 20 to 26 outline the value of construction activity in the Greater Miramichi Region between 2016 and 2020 (please refer to Tables 25 to 29 in “Appendix D - Building Permits Activity Tables”).

Figure 20: GMRSC Region Value of Construction (Logarithmic)

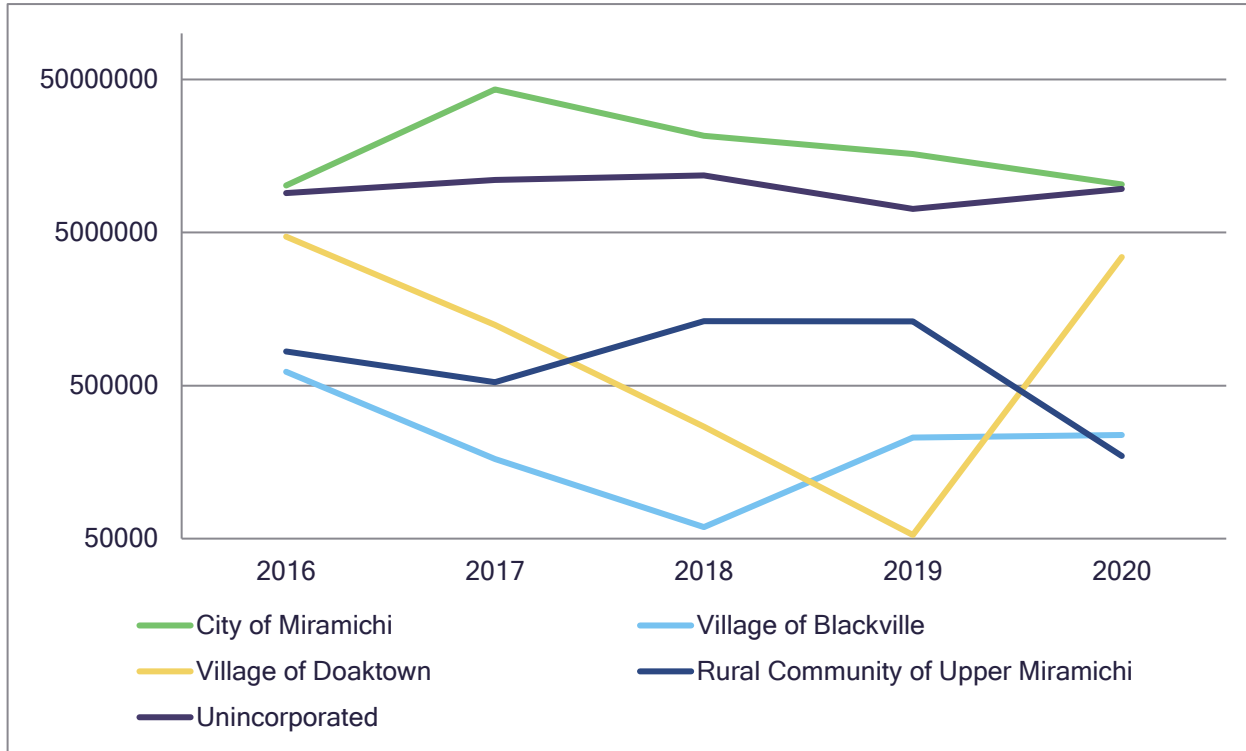
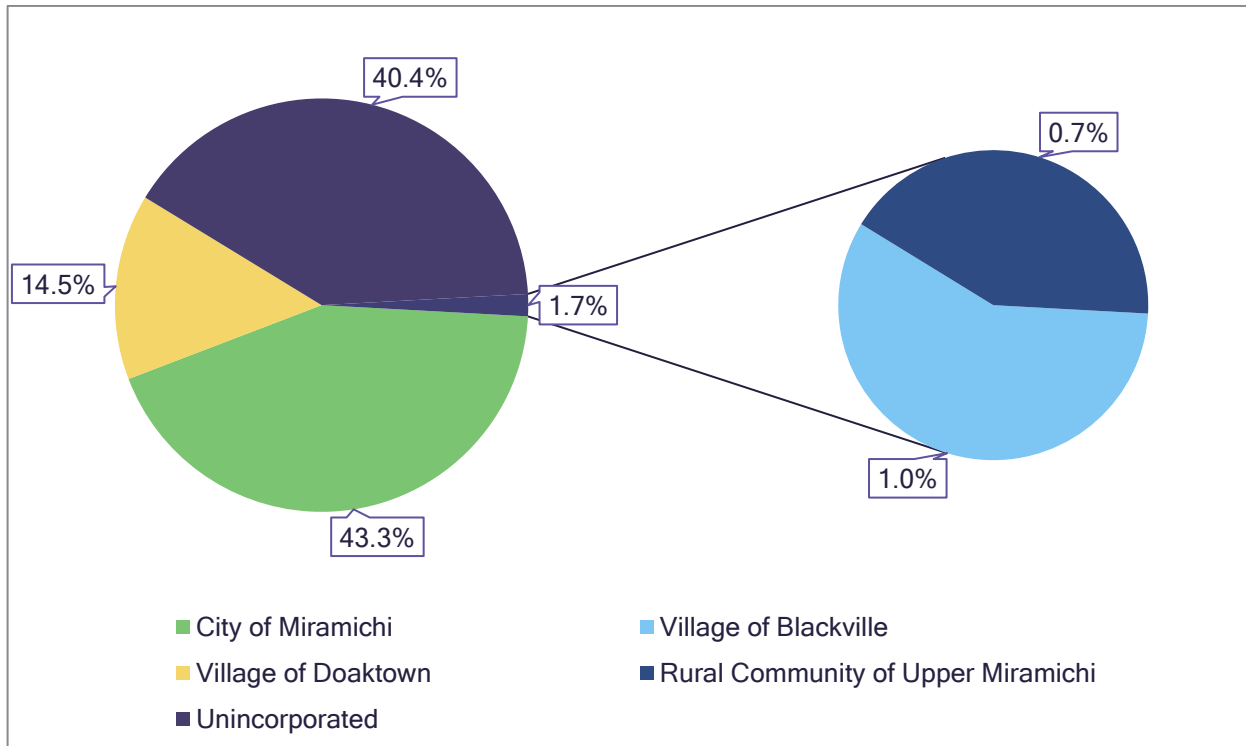
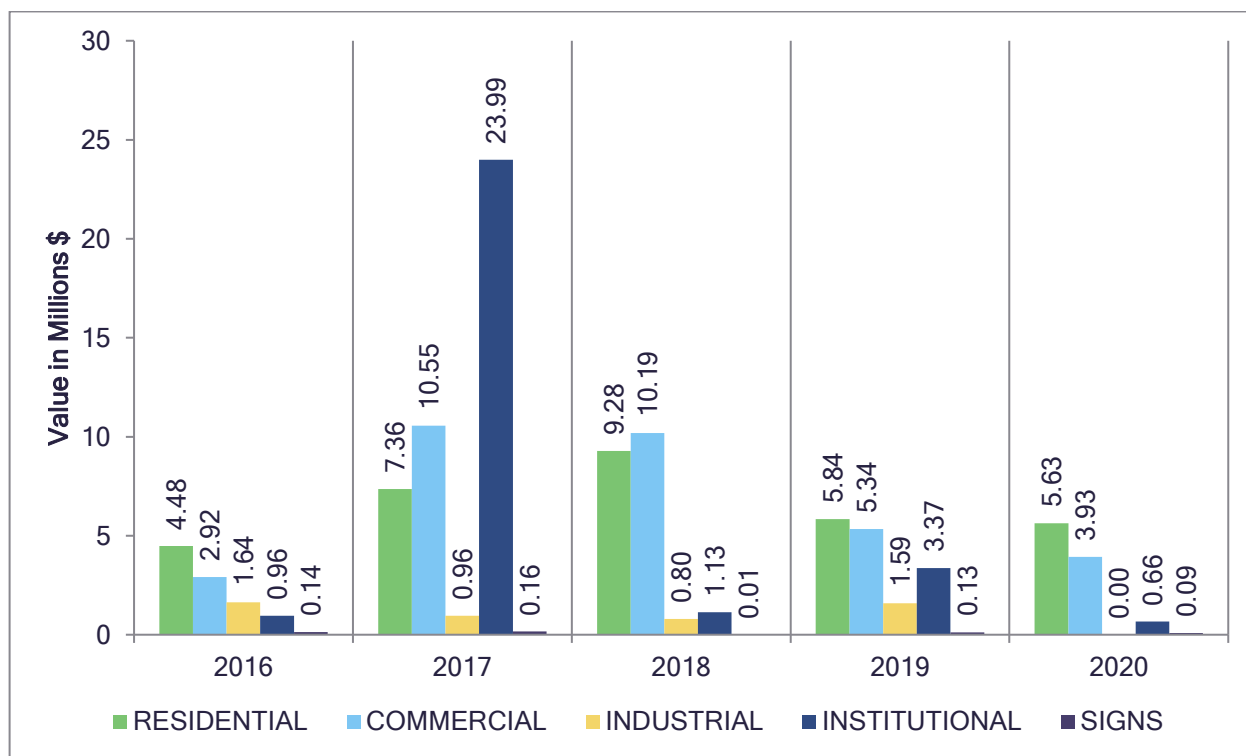


Figure 21: GMRSC Region Value of Construction (2020)



In the City of Miramichi, the value of residential construction decreased by 3.5% compared to 2019. Multi-unit residential projects in 2020 had a total value of \$1.07 million which is a considerable increase compared with the total value of \$262 thousand in 2019. The City of Miramichi also experienced an increase in the matter of 281.8% in the value of mini home dwelling constructions in 2020. A significant decrease (56%) in the value of other residential improvements went from \$1.64 million in 2019 to \$722 thousand as well as the value of commercial construction (26.4%); from \$5.34 million in 2019 to \$3.93 million. Institutional construction value drastically decreased by 80.3%. The City had no industrial construction in 2020.

Figure 22: City of Miramichi Value of Construction



As for the other communities, the value of construction for the Village of Blackville was entirely from residential projects and remained relatively stable while residential project value for the Village of Doaktown more than tripled. The value of residential projects for the Rural Community of Upper Miramichi decreased from \$1.14 million in 2019 to \$173 thousand in 2020. The same type of value increased by 41.6% for the unincorporated areas.

Figure 23: Village of Blackville Value of Construction

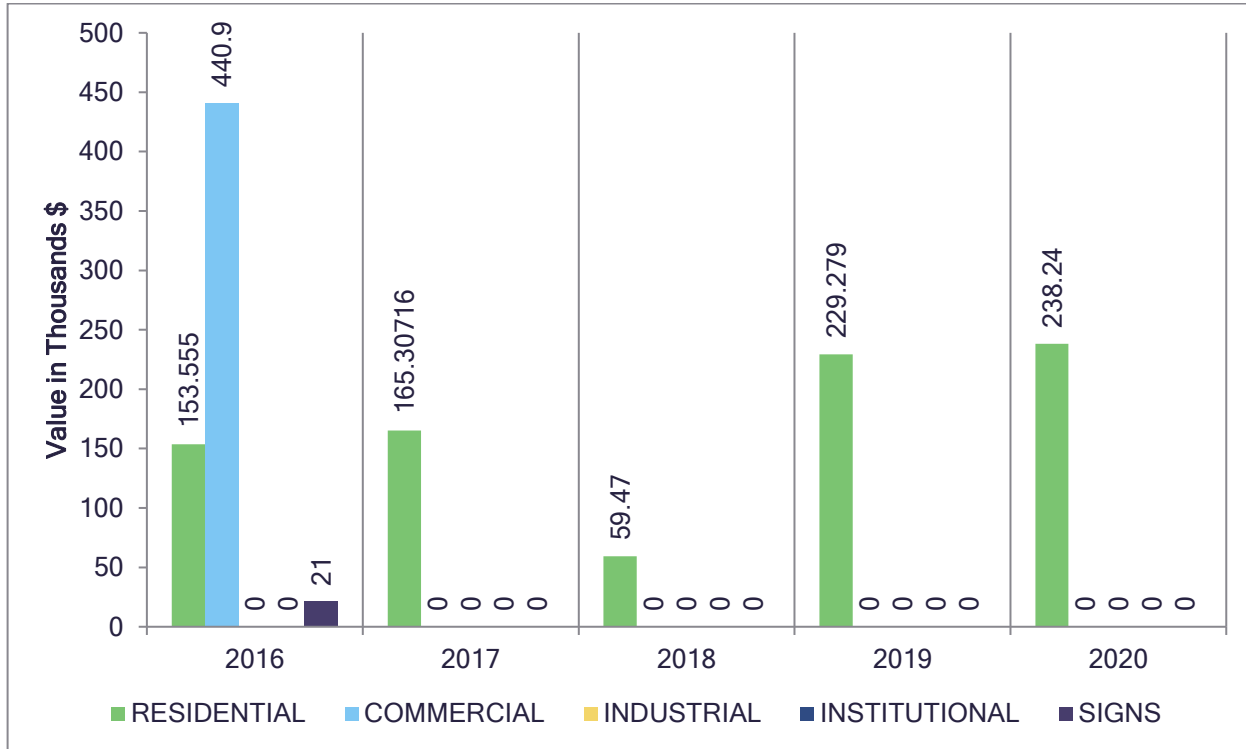


Figure 24: Village of Doaktown Value of Construction

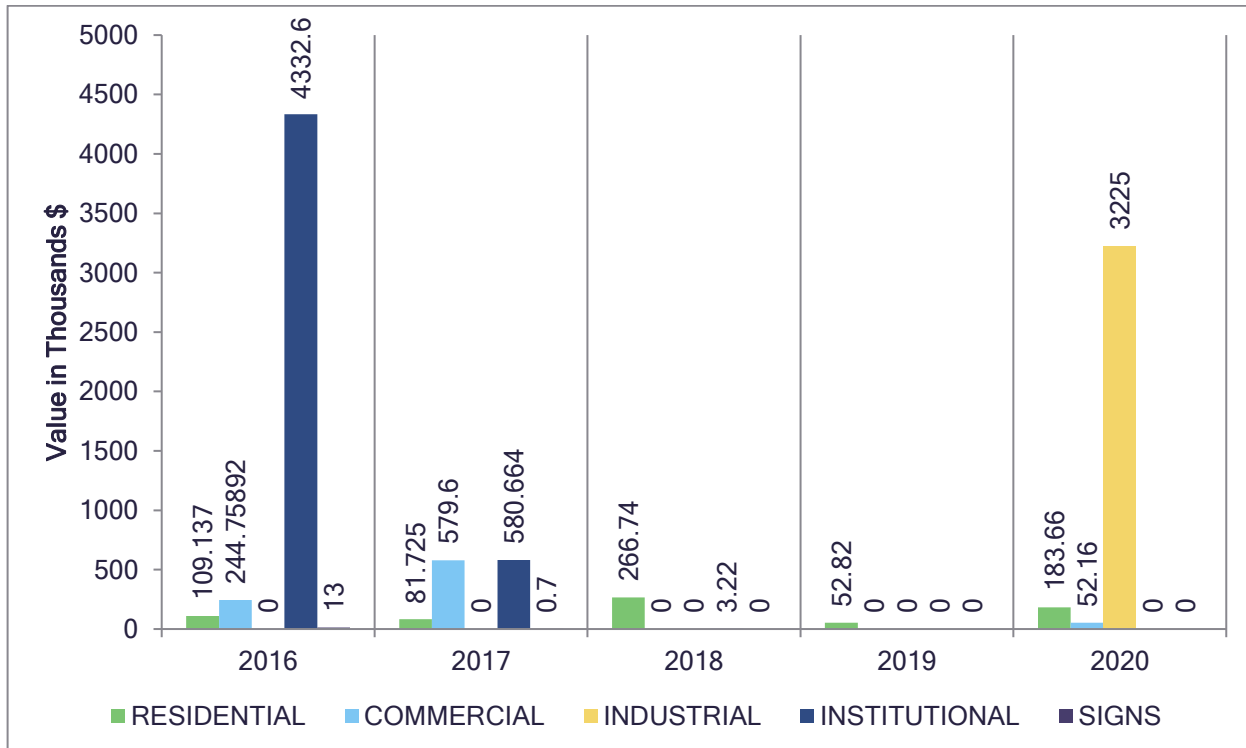


Figure 25: Rural Community of Upper Miramichi Value of Construction

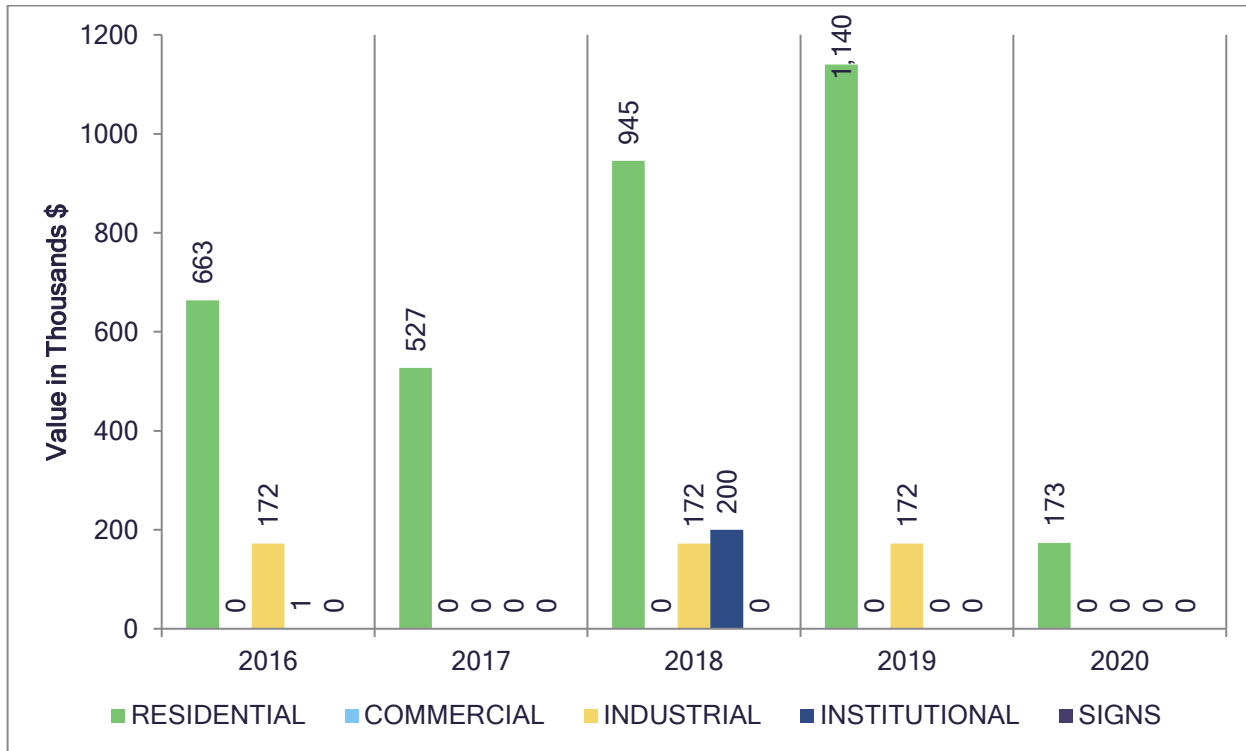
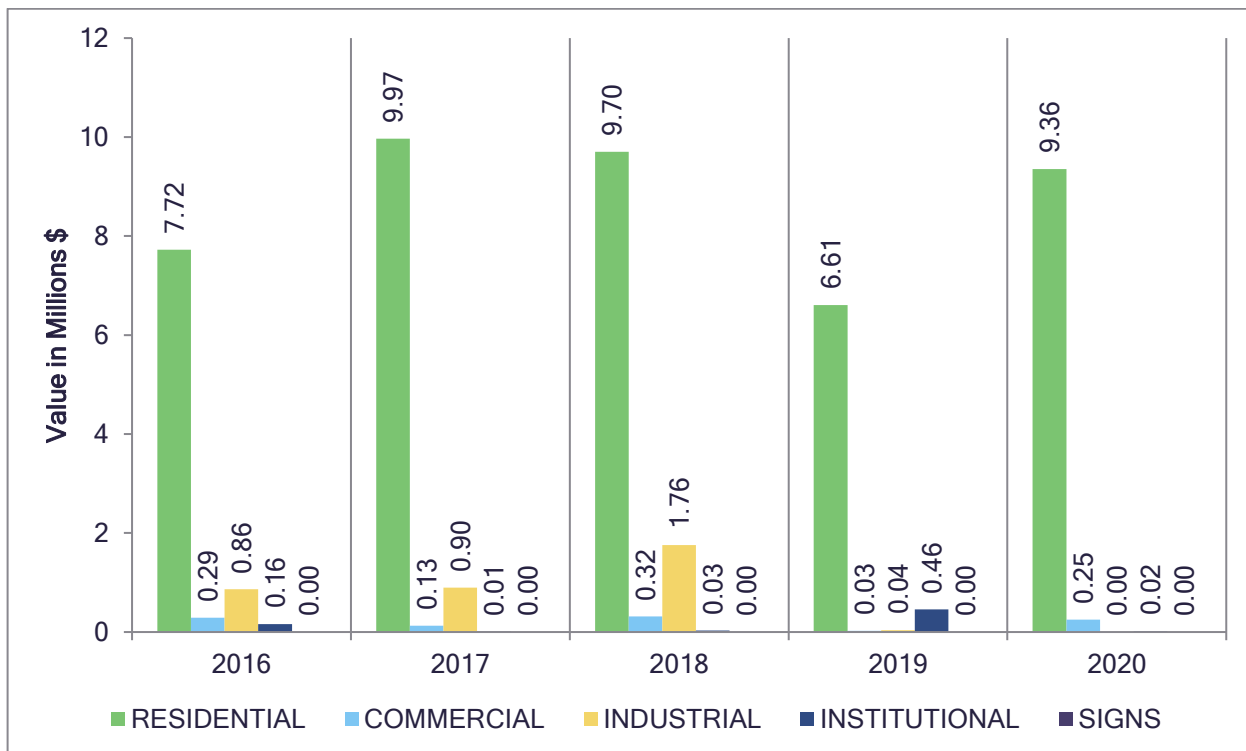


Figure 26: Unincorporated Areas Value of Construction



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 2016 and 2020 (please refer to Tables 30 to 34 in “Appendix E - Planning/Subdivision Applications/Files Activity Tables”).

The total number of applications has increased by 49%, from 51 in 2019 to 76 in 2020; almost half of these applications were for projects within the City of Miramichi while just over a third were for the unincorporated areas. Fifty-six of the 66 variance applications were handled internally by Development Officers, the 10 others being processed through the PRAC. The City of Miramichi received 4 plan amendment and 5 rezoning applications while the Village of Blackville received 1.

Figure 27: GMRSC Region Number of Planning Applications (2020)

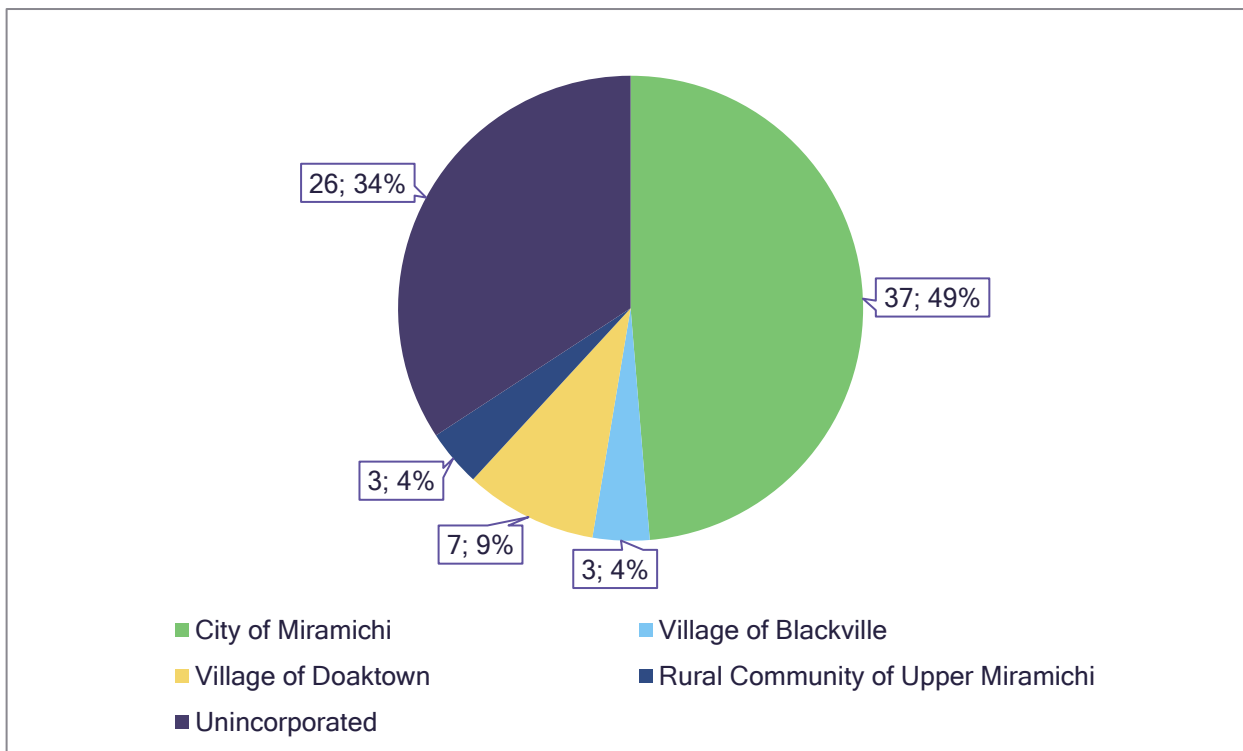


Figure 28: City of Miramichi Planning Applications

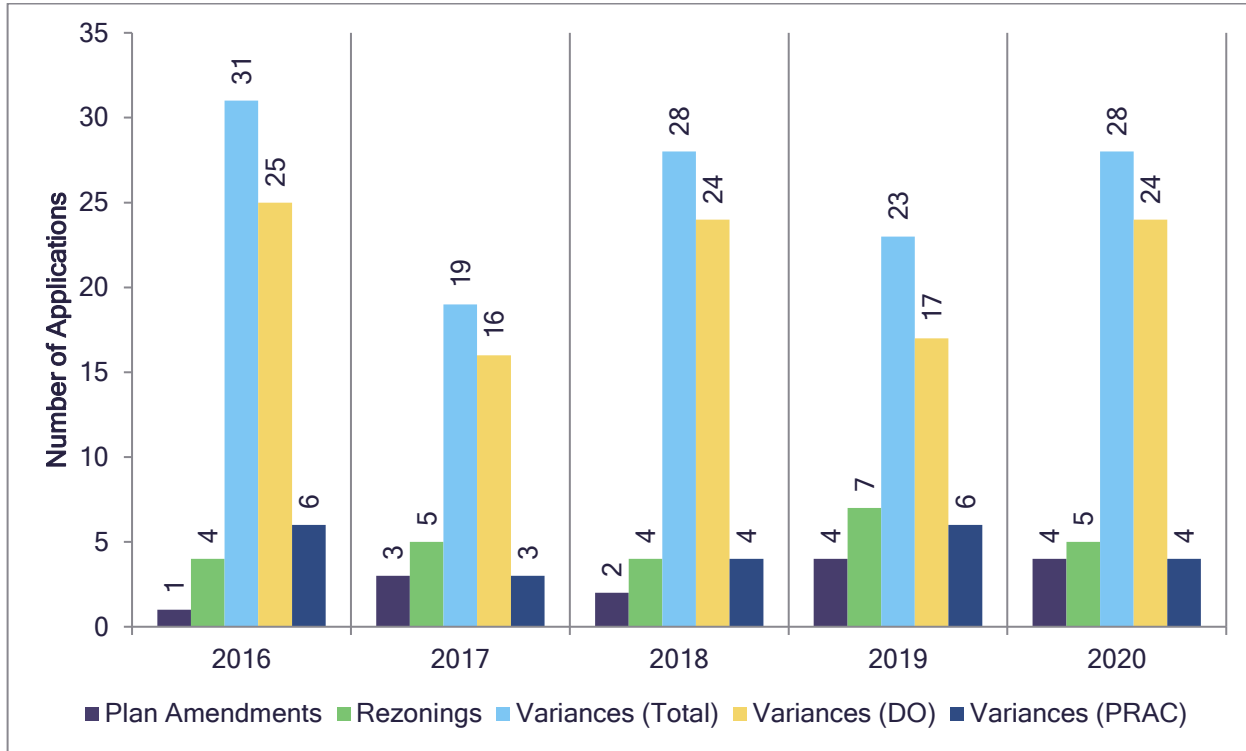


Figure 29: Village of Blackville Planning Applications

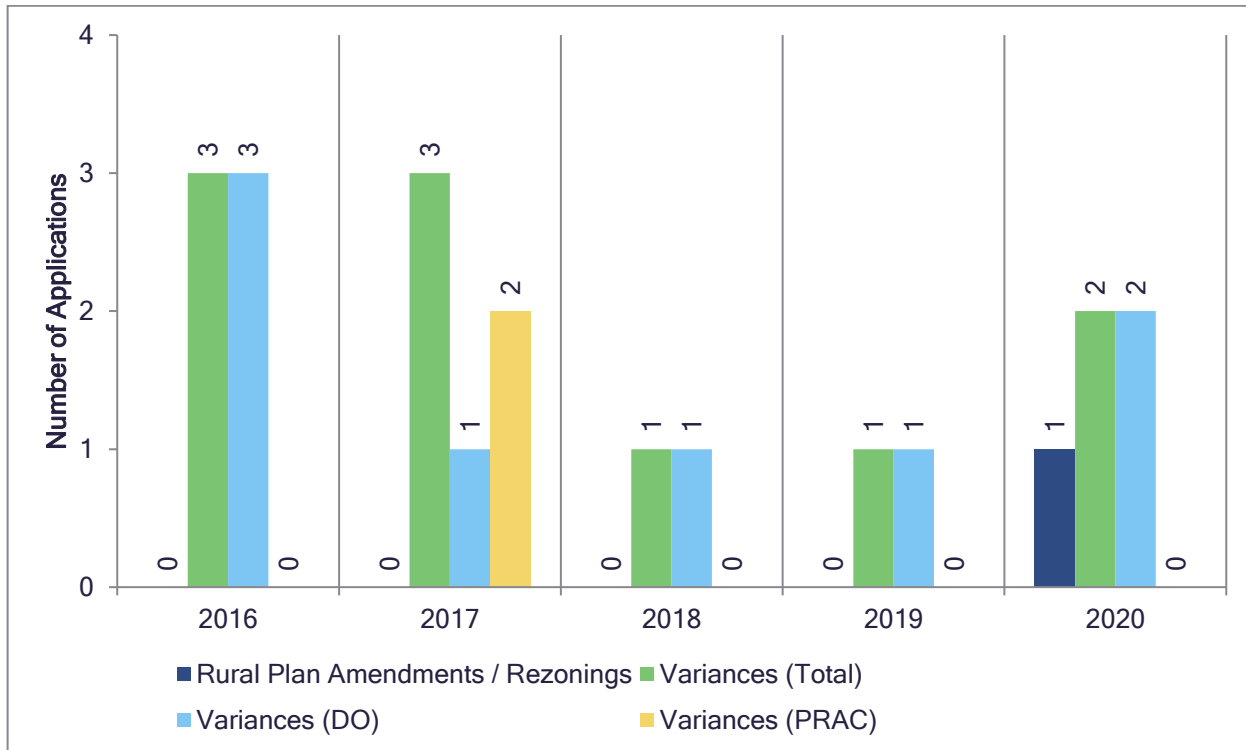


Figure 30: Village of Doaktown Planning Applications

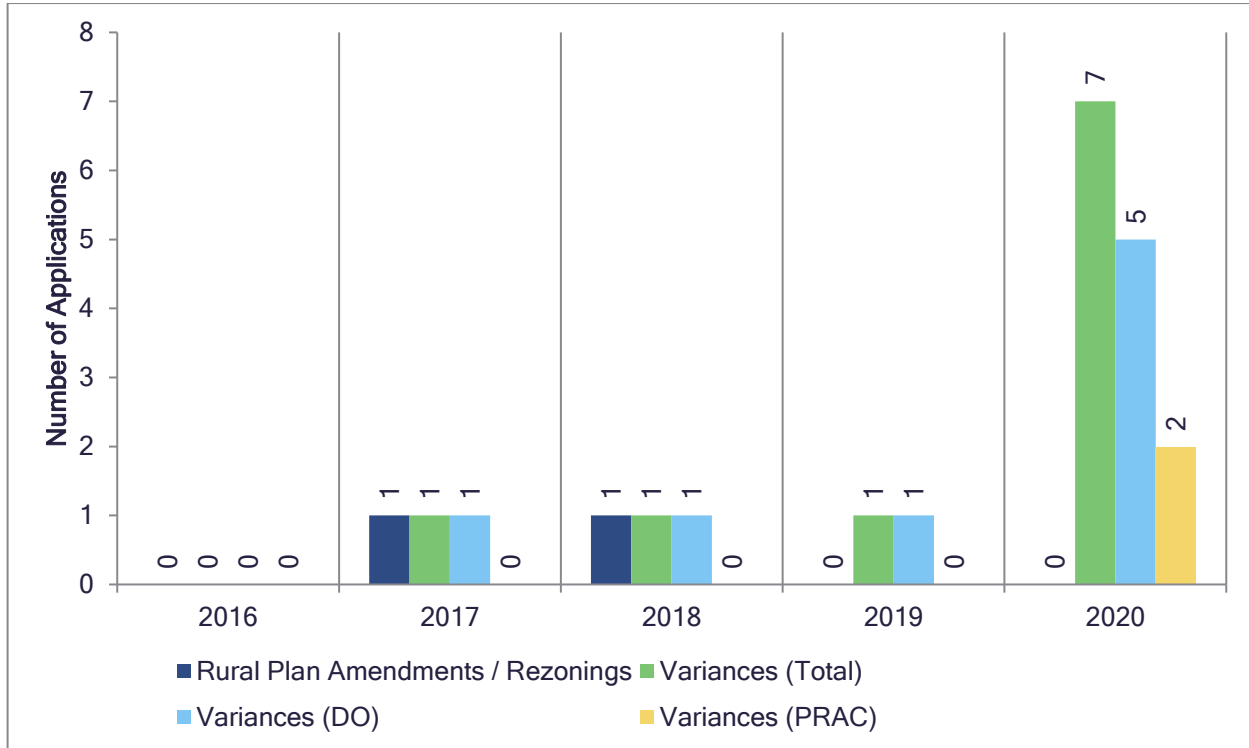


Figure 31: Rural Community of Upper Miramichi Planning Applications

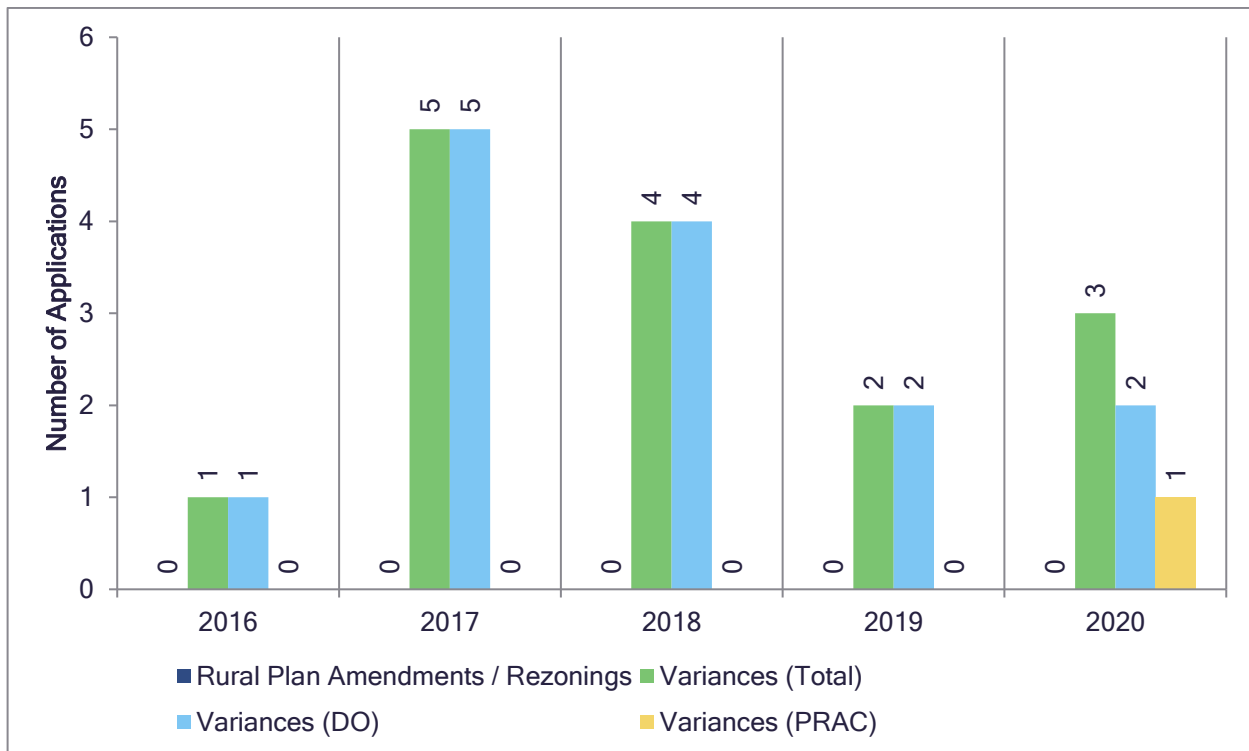
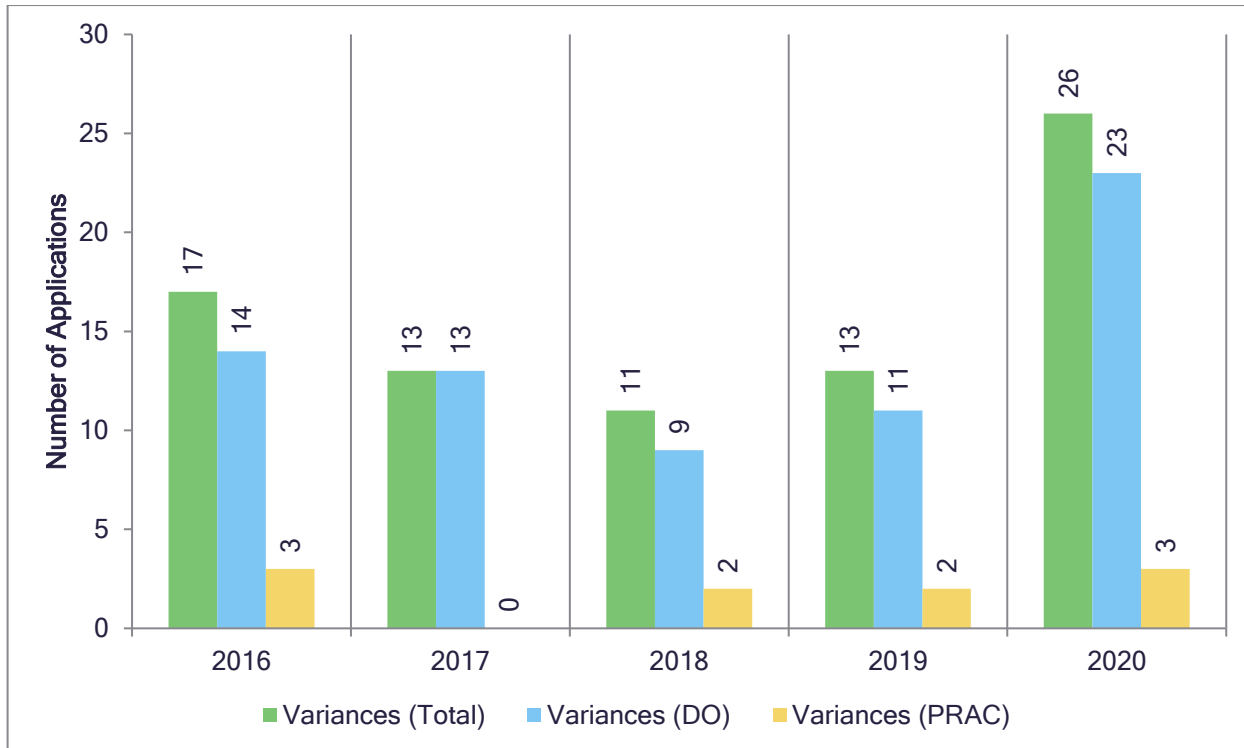


Figure 32: Unincorporated Areas Planning Applications



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 2016 and 2020. 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 2020 totals 221 different files, a 7.5% decrease from the previous year.

Figure 33: City of Miramichi Administrative Applications / Files

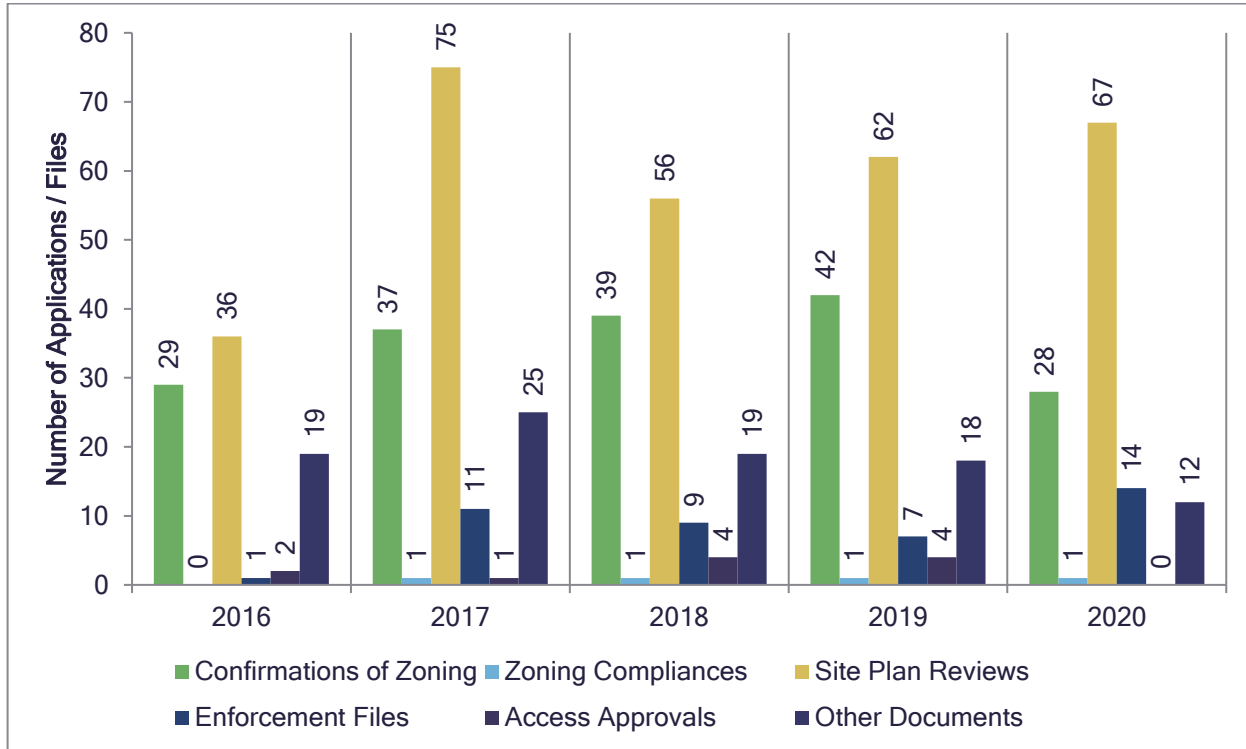


Figure 34: Village of Blackville Administrative Applications / Files

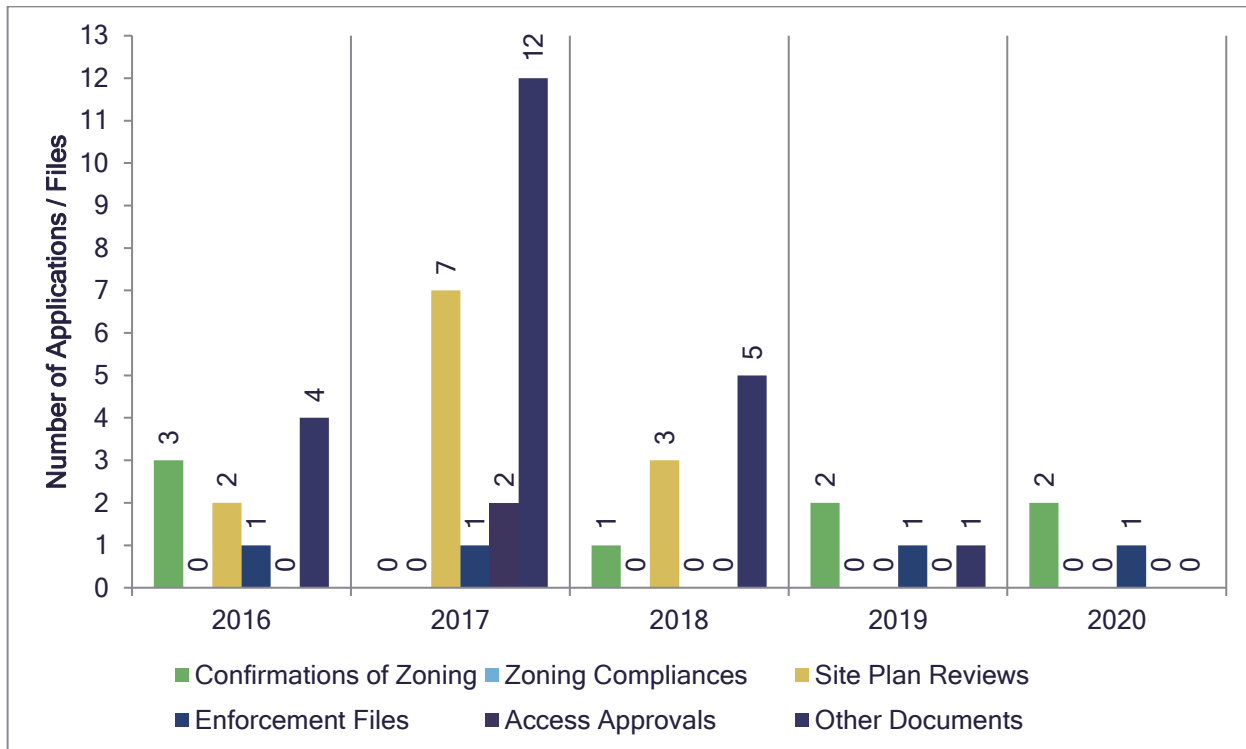


Figure 35: Village of Doaktown Administrative Applications / Files

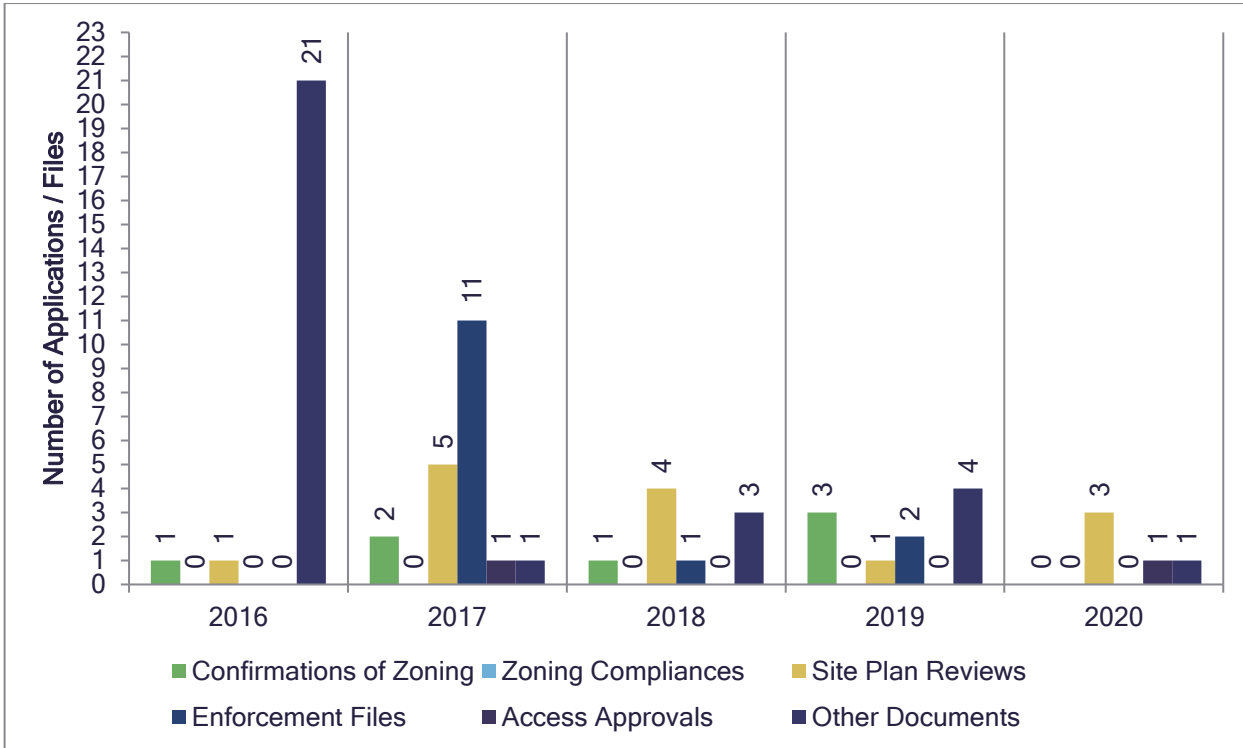


Figure 36: Rural Community of Upper Miramichi Administrative Applications / Files

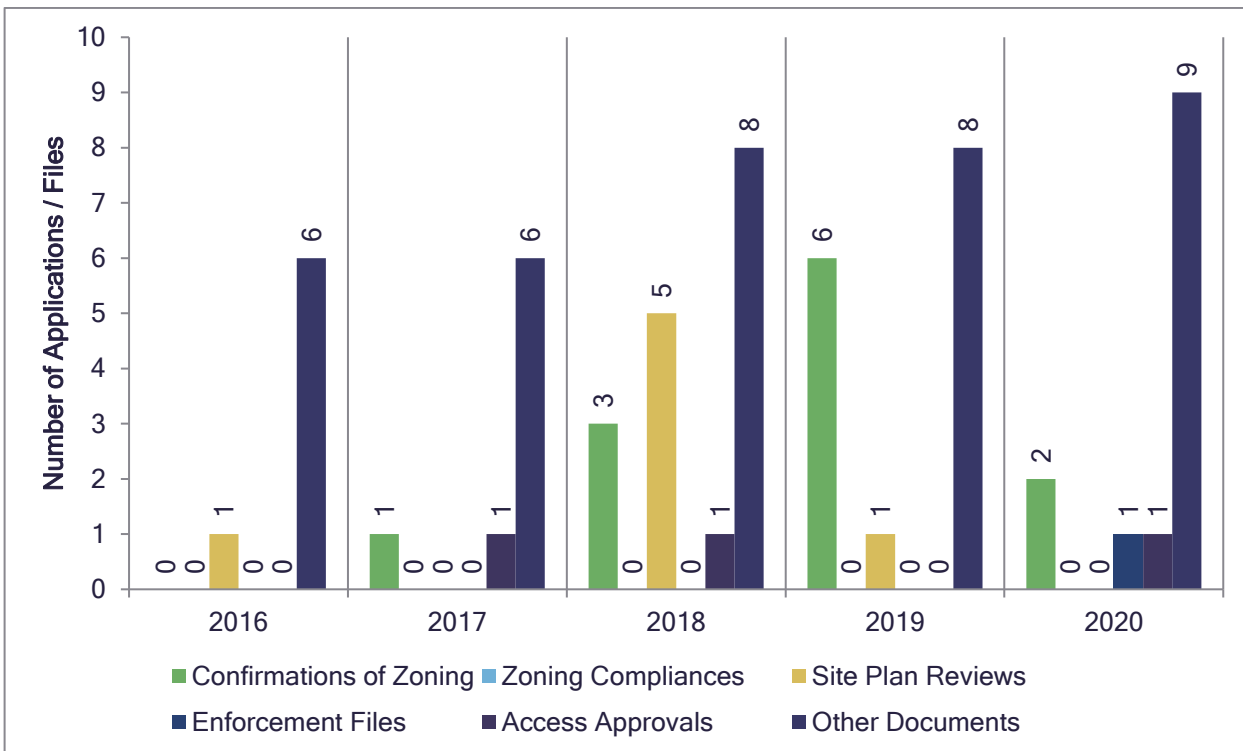
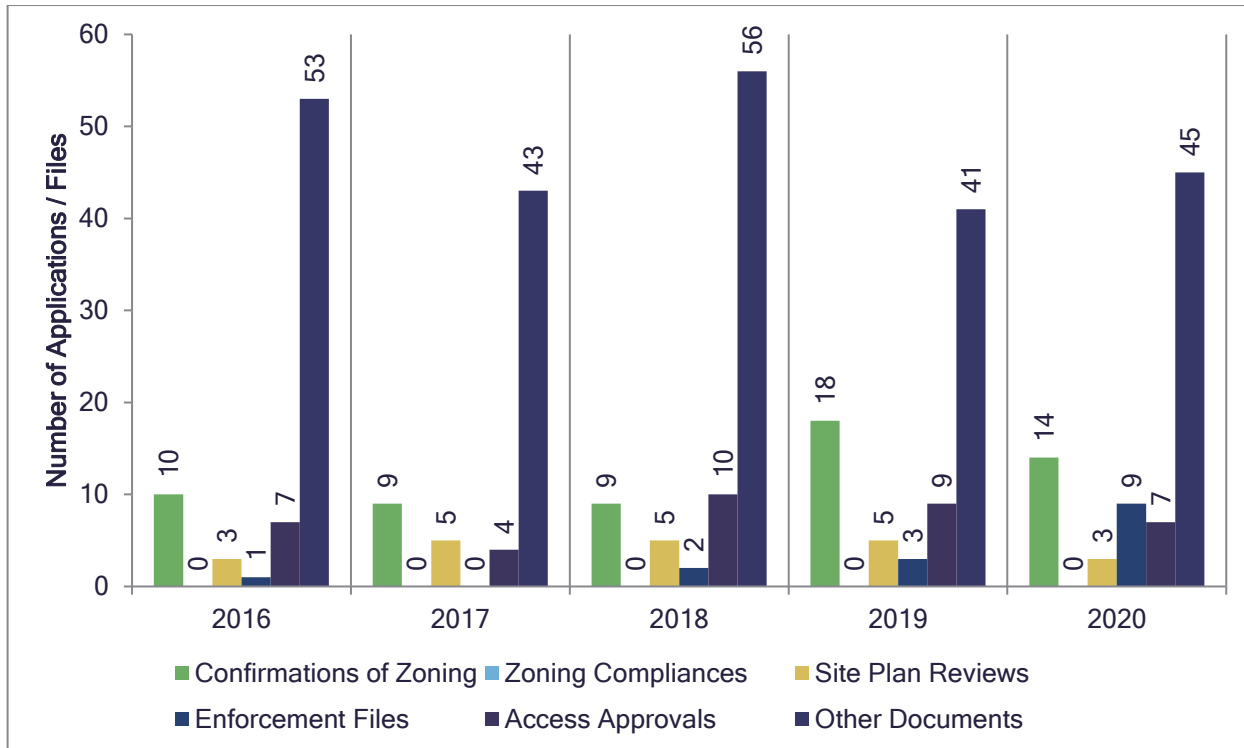


Figure 37: Unincorporated Administrative Applications / Files



Subdivision Activity

Figures 38 and 39 outline subdivision application activity in the Greater Miramichi Region between 2016 and 2020. 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 increased in 2020 by 29.3% compared to the previous year. The creation of new lots also increased (3.3%). The majority (61.3%) of applications came from the unincorporated areas. As a result, the majority (57.4%) of new lots were created in these areas. The City of Miramichi counted 44 (28.4%) new created lots.

Figure 38: Subdivision Applications in Greater Miramichi Region

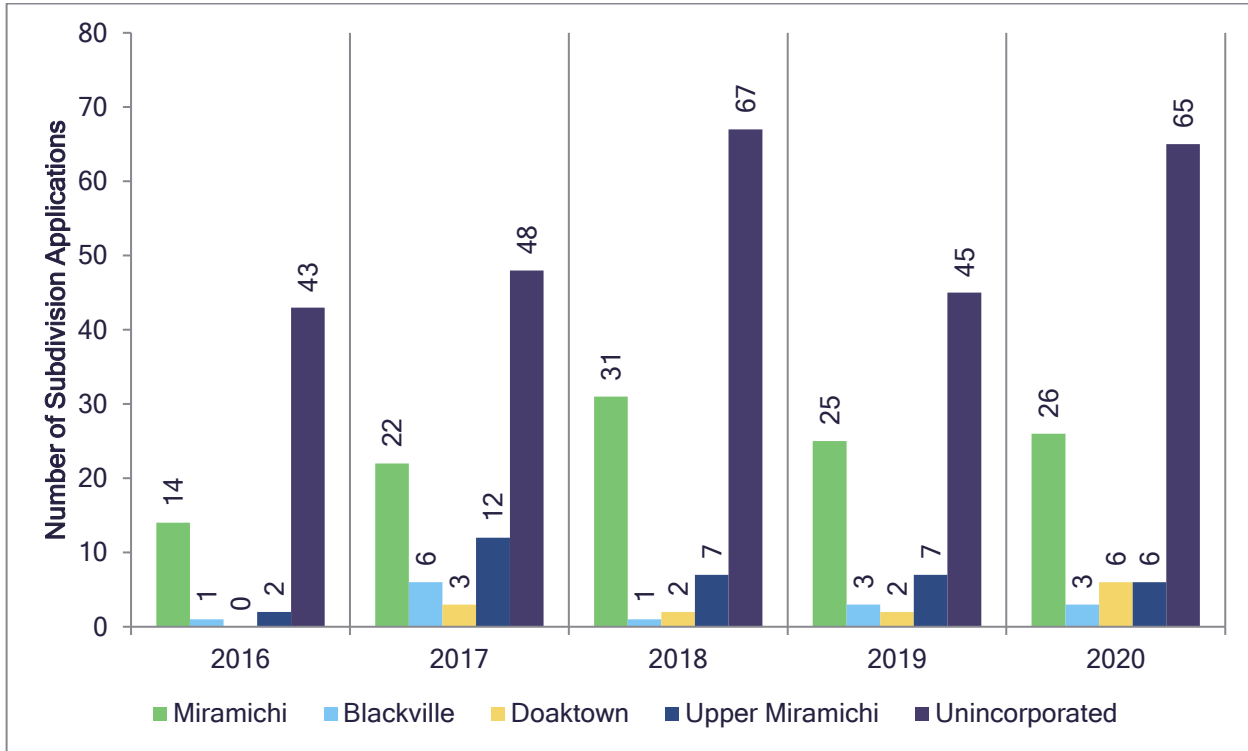
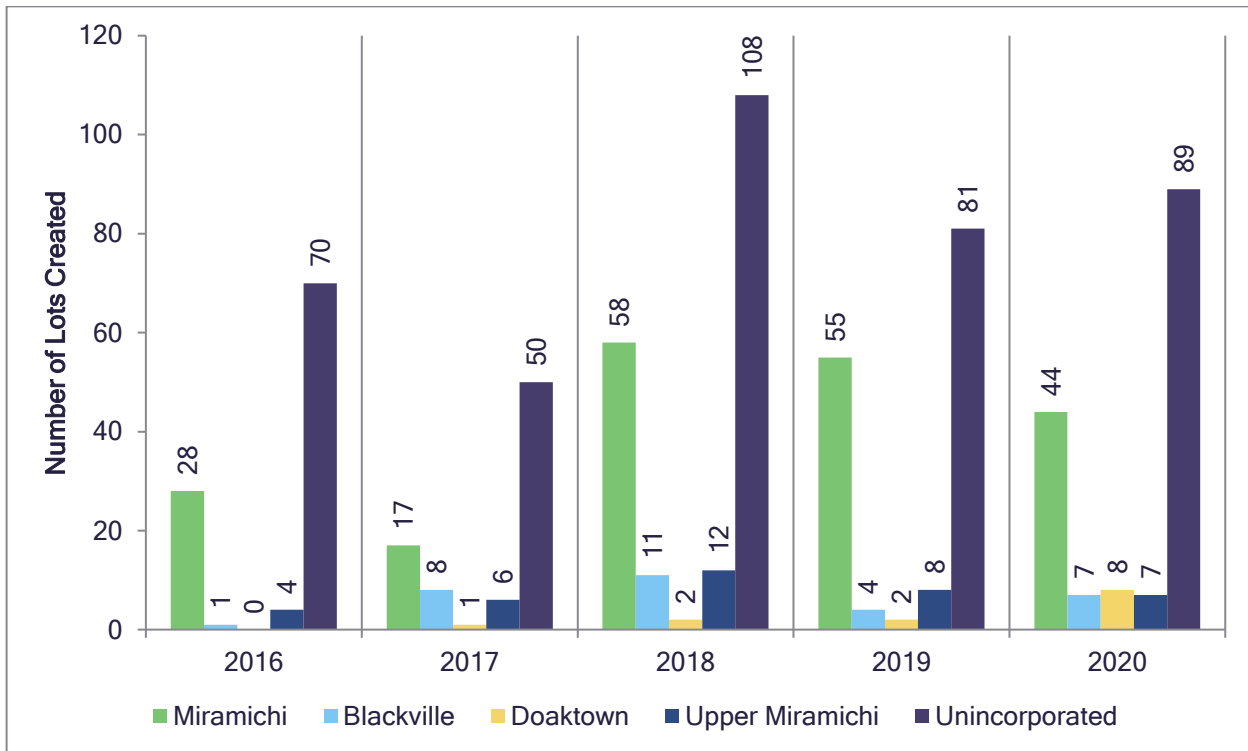


Figure 39: New Lots Created in the Greater Miramichi Region



SECTION C – SOLID WASTE SERVICES

Tonnage Report

Tipping Fees

As of January 2020, tipping fees at Red Pine Sanitary Landfill Facility (Chaleur RSC3) increased to \$90.40 per Metric Tonne (MT) for regular waste and increased to \$37.50 per MT for Construction and Demolition (C&D) waste. Tables 8 and 9 below explain the breakdown of the tipping fees for 2020 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	\$65.00
RSC5 Surcharge	\$25.40
<i>Total Tip Fee</i>	<i>\$90.40</i>

Table 9: C&D Debris Tipping Fee

C and D Waste	Breakdown of Fee (per MT)
Red Pine Sanitary Landfill - Tip Fee	\$32.00
RSC5 Surcharge	\$5.50
<i>Total Tip Fee</i>	<i>\$37.50</i>

Tonnage Collection

In 2020, the Greater Miramichi Region produced a total of 20,887.17 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 2019 to 2020 by 375.97 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 additional data associated with the following graph.

Figure 40: Tonnage by Sector for 2020

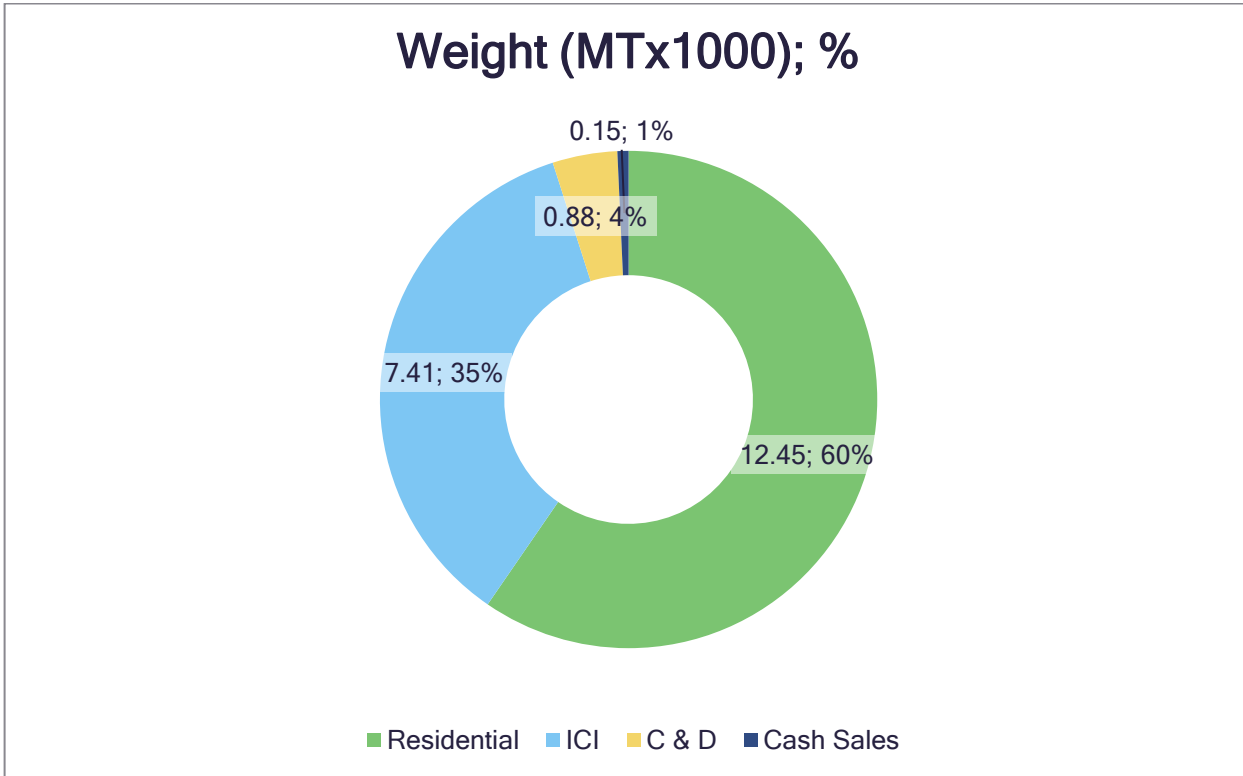
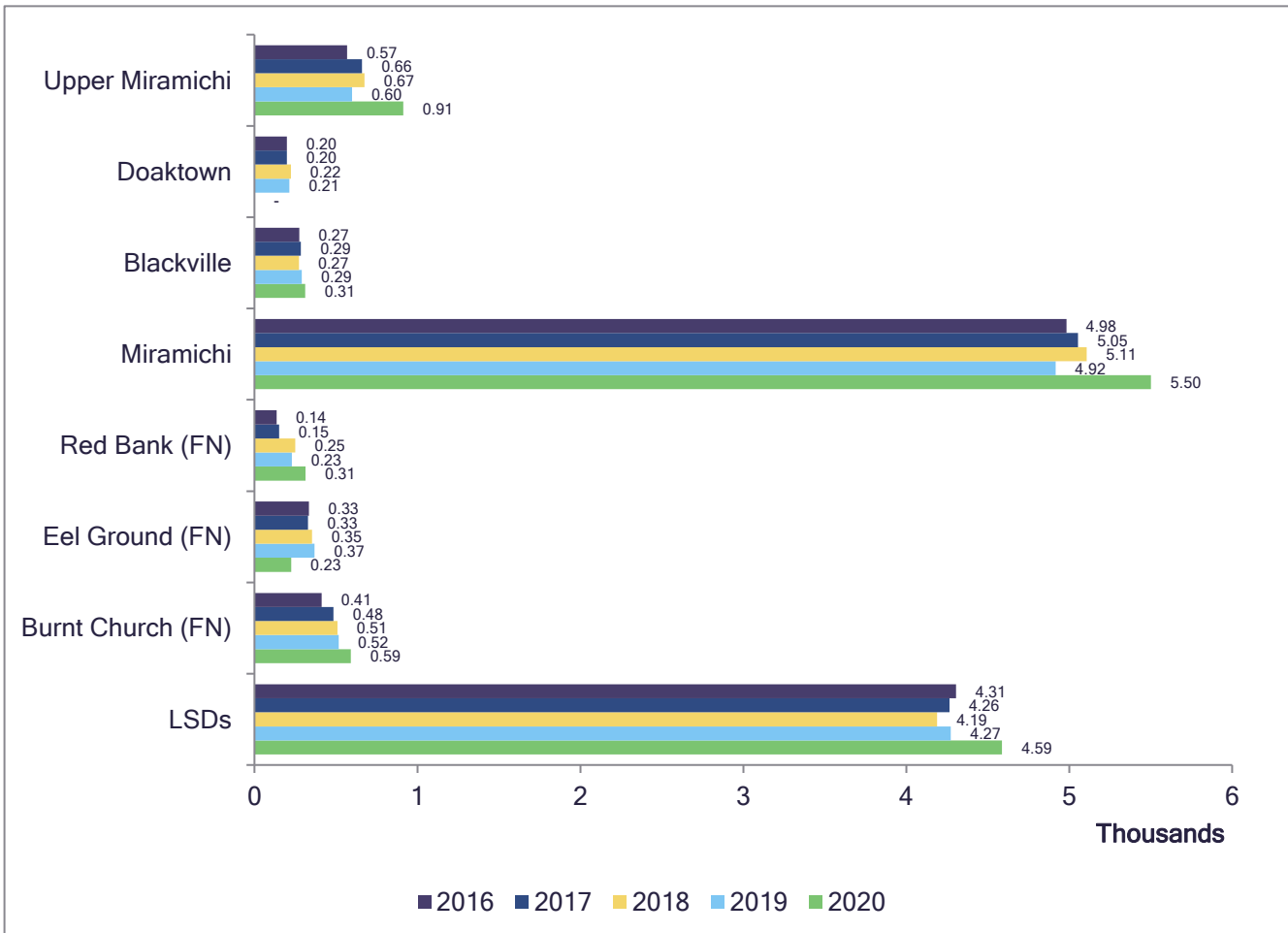


Figure 41: Waste Collection by Municipalities, LSDs, and First Nations (FNS) in MT x 1000



Solid Waste Services Annual Summary

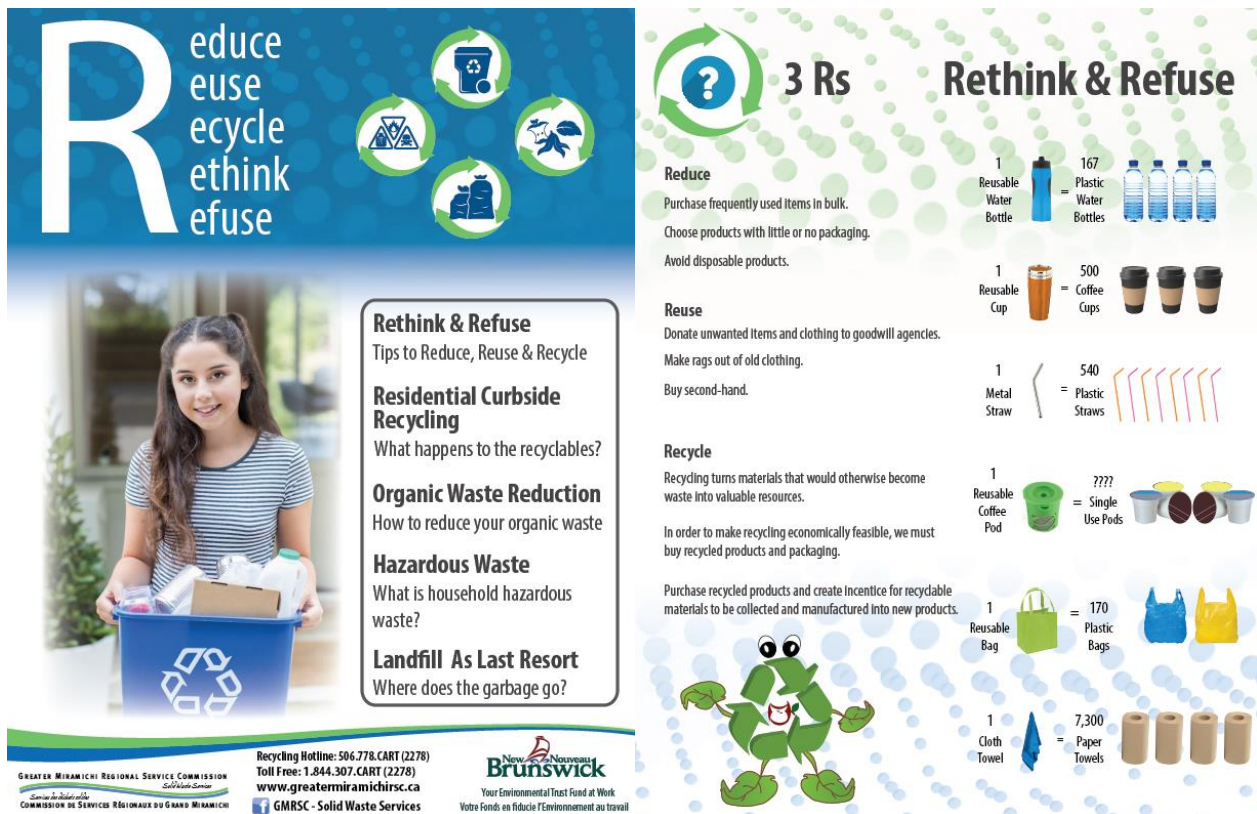
Environmental Trust Fund

WASTE REDUCTION AWARENESS CAMPAIGN – REDUCE, REUSE, RECYCLE, RECYCLE & RETHINK

The GMRSC - SWS received \$20,000 to launch a comprehensive awareness campaign to reduce waste from being landfilled from 2019-2020. A portion of the funds was dedicated to boost the GMRSC - SWS online visibility through Social Media and Search Engine Marketing (SEM). A list of key words linked to either the GMRSC Facebook page or the GMRSC website was created. The key words were linked to the specific page/post pertaining to the information searched.

A door-to-door newsletter (see Figure 42) was developed which provides residents with details and tips on waste reduction initiatives, what happens to recyclables once collected in the Greater Miramichi region, Organic Waste Reduction, 5Rs, what is hazardous waste and how to dispose of it correctly, and where does the garbage go. By raising awareness of available options, residents are encouraged to engage in a more sustainable lifestyle.

Figure 42: Door-to-door Newsletter



Residential Curbside Recycling

Accepted Materials



Plastics



What happens to the recyclables?

Recyclables are collected at the curb and sent to a transfer facility to be shipped for sorting.

At the sorting facility, the recyclables are sorted by paper, cardboard, metal and plastic.

After sorting, each type of waste is packed into bales then sent to recycling plants to be recycled.



What becomes of your recyclables?



Organic Waste Reduction

Benefits of reducing organic waste

- Reduces kitchen and yard waste by 40-50%
- Reduces odours from your garbage container
- Creates high quality natural soil conditioner
- Reduces greenhouse gases and prolongs the life of landfill cells



How to reduce organic waste

Shop smart

Plan meals, use grocery lists and avoid impulse buys. Buy items only when you have a plan for using them and until perishables are used up before buying more. This way, you're less likely to purchase things you don't need.

Take stock

Note upcoming expiration dates on food you already have at home and plan meals around the products that are closest to their best before date.

Preserve produce

Produce doesn't have to be discarded because it's reaching the best before date. Soft fruit can be used in smoothies and wilting vegetables can be used in soups.

Compost

Hate potato skins? Don't feel like turning wilted vegetables into soup stock? Start a compost pile in your backyard or have an indoor vermicomposter and convert good waste into a useful resource. For food not recommended for composting, let it breakdown in a Green Cone Digester.

Organic Reduction Containers are available for sale year round at the GMRSC - Solid Waste Services office.



Household Hazardous Waste



What is Household Hazardous Waste?

Household hazardous waste (HHW) is any waste from your home that is considered to be dangerous. It includes leftover household products that are marked flammable, explosive, corrosive, poisonous or those that are compressed gas (such as aerosols).



HHW Disposal

Drop off HHW at the spring and fall collections hosted by the Greater Miramichi Regional Service Commission - Solid Waste Services.



DO NOT...

- Pour it down the drain** - HHW that is poured down the drain corrodes the plumbing system and affects sewage treatment and septic systems resulting in contaminating drinking water and neighboring soil.
- Put it in the garbage** - Chemicals from HHW can react in garbage trucks leading to fire or damaging equipment. Local landfills are not designed to handle HHW. This waste further contaminates landfill leachate which may eventually migrate off site, polluting soil and ground water.
- Burn it** - Burning HHW is also dangerous because it contains hazardous components and has the potential to explode. These hazardous components will add to air pollution resulting in toxic substances falling onto land and water.



Examples of HHW



Landfill As Last Resort

Where does the garbage go?

All garbage that is picked up in the region is disposed of at the Red Pine Waste Management Facility.

Within a year, the Red Pine Waste Management Facility will receive approximately 11,400 metric tonnes of waste to be landfilled from the Greater Miramichi region.

Each household produces approximately 0.64 MT of waste or 291kg or 642 lb per person per year.



Did you know...

- The recycling cart must not be used as a garbage cart.
- Glass is not accepted in the Curbside Recycling Program.
- Recyclables are deposited loose in the recycling cart. No need to sort, tie or bundle.
- Rinse, dry and flatten recyclables.



WASTE REDUCTION AND RECYCLING IN SCHOOLS FROM THE GREATER MIRAMICHI REGION

The initial request for funds through the Environmental Trust Fund was \$50,000.00 for the Greater Miramichi Regional Service Commission - Solid Waste Services (GMRSC - SWS) to implement a recycling program to reduce the waste sent to landfill from the school system. The sum of \$45,000.00 was awarded.

The intent to implement a school recycling program for the GMRSC - SWS has been an aspiration since the inception of the curbside recycling program in 2015. Schools and school districts had regularly expressed their desire to see students participate to a recycling program. Lack of funding was preventing schools to have such a program in place.

Once the proposed project was approved, the Waste Reduction Coordinator worked in close contact with an Anglophone North School District representative to determine the requirements of the containers for in the classrooms, how/when the collections would occur, etc. It was also determined that due to COVID restrictions, it was preferable to reduce the types of accepted recyclables to paper and cardboard as it requires less handling such as rinsing food containers.

The Anglophone South, Francophone East and Francophone South East school districts were sent a request for permission to implement the program in the six schools that remained. Once permission was granted, the Waste Reduction Coordinator sent a letter offering to implement the recycling program.

Nineteen schools confirmed their intent to participate to the school recycling program. In total, there are 4,790 students and 687 staff members participating to the School Recycling Program.

As some schools were further away from Red Pine Waste Management Facility and the area serviced by the contractor, it was determined that three schools (see Table 10) would receive 360L wheeled carts instead of frontload containers which would reduce cost.

Table 10: Schools with 360L carts

Schools	Location	Number of Carts	Number of Students	Number of Staff
Doaktown Elementary	Doaktown	2	65	12
Central New Brunswick Academy	New Bandon	5	222	22
Upper Miramichi Elementary	Boiestown	3	95	17

The GMRSC - SWS requested permission to include the schools as part of the residential collection route for recycling for the affected municipalities. The GMRSC - SWS agreed to pay for the collection, transportation, and recycling fee to the municipalities. The recyclables for three schools listed above are collected at curbside on a bi-weekly basis with the residential recycling program of the Village of Doaktown and the Rural Community of Upper Miramichi.

Esgenoopetitj School opted to continue using the recycling carts for the bi-weekly collection as the Band Office of the Esgenoopetitj First Nation was already providing the service.

The remainder of the schools (see Table 11) have been provided with 6-yard frontload containers to stockpile recyclables which are emptied every 6 weeks by Fero Waste and Recycling.

Table 11: Schools with Frontload Containers

Schools	Location	Number of Students	Number of Staff
Blackville School	Blackville	331	38
Dr. Losier Middle School	Miramichi	250	39
Gretna Green School	Miramichi	341	44
King Street Elementary	Miramichi	407	50
Max Aitken Academy	Miramichi	520	62
Millerton School	Millerton	80	20
Miramichi Rural	Miramichi Bay	73	14
Miramichi Valley High	Miramichi	600	99
Natoaganeg School	Natoaganeg (Eel Ground First Nation)	83	33
Nelson Rural School	Miramichi	375	25
North & South Esk Elementary	Sunny Corner	139	28
North & South Esk Regional	Sunny Corner	189	45
École Régionale de Baie-Sainte-Anne	Baie-Sainte-Anne	300	30
École Carrefour Beausoleil	Miramichi	255	47
École René-Chouinard	Lagacéville	115	20

All of the participating schools were supplied with 60L recycling boxes and educational posters (see Figure 43). Distribution of carts, frontload containers, classroom boxes, and posters were completed by December 10th, 2020.

Figure 43: NBCC Environmental Technology Green Leaf Award Recipients



Due to COVID-19 restrictions, the Waste Reduction Coordinator has provided support remotely by offering meetings and presentations to environmental groups and designated staff in charge of the program within the schools.

The Waste Reduction Coordinator has also offered to present waste reduction initiatives including the school recycling program to all students and staff via Microsoft Teams.

Solid Waste Services 2021 Calendar

The 2021 Calendar was delivered, during December 2020, to each household in the Greater Miramichi Region via Canada Post (see Figure 44). The cover highlighted the 5th year anniversary since the implementation of the Curbside Recycling Program. To offset the cost of printing and distribution of the calendar, various companies in the recycling and solid waste industry were contacted to sponsor a page (see Table 12).

Figure 44: Solid Waste Services 2021 Calendar Cover



Table 12: 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

Seminars

Solid Waste Services attended virtual seminars. Table 13 summarizes the seminars attended.

Table 13: List of Seminars and Tours

Date	Location
October 29 th , 2020	WRANS Training - Insights: Understanding the Data - Facebook
October 30 th , 2020	Government of Canada - Plastics Webinar #1
November 6 th , 2020	Government of Canada - Single Use Plastics Webinar #2

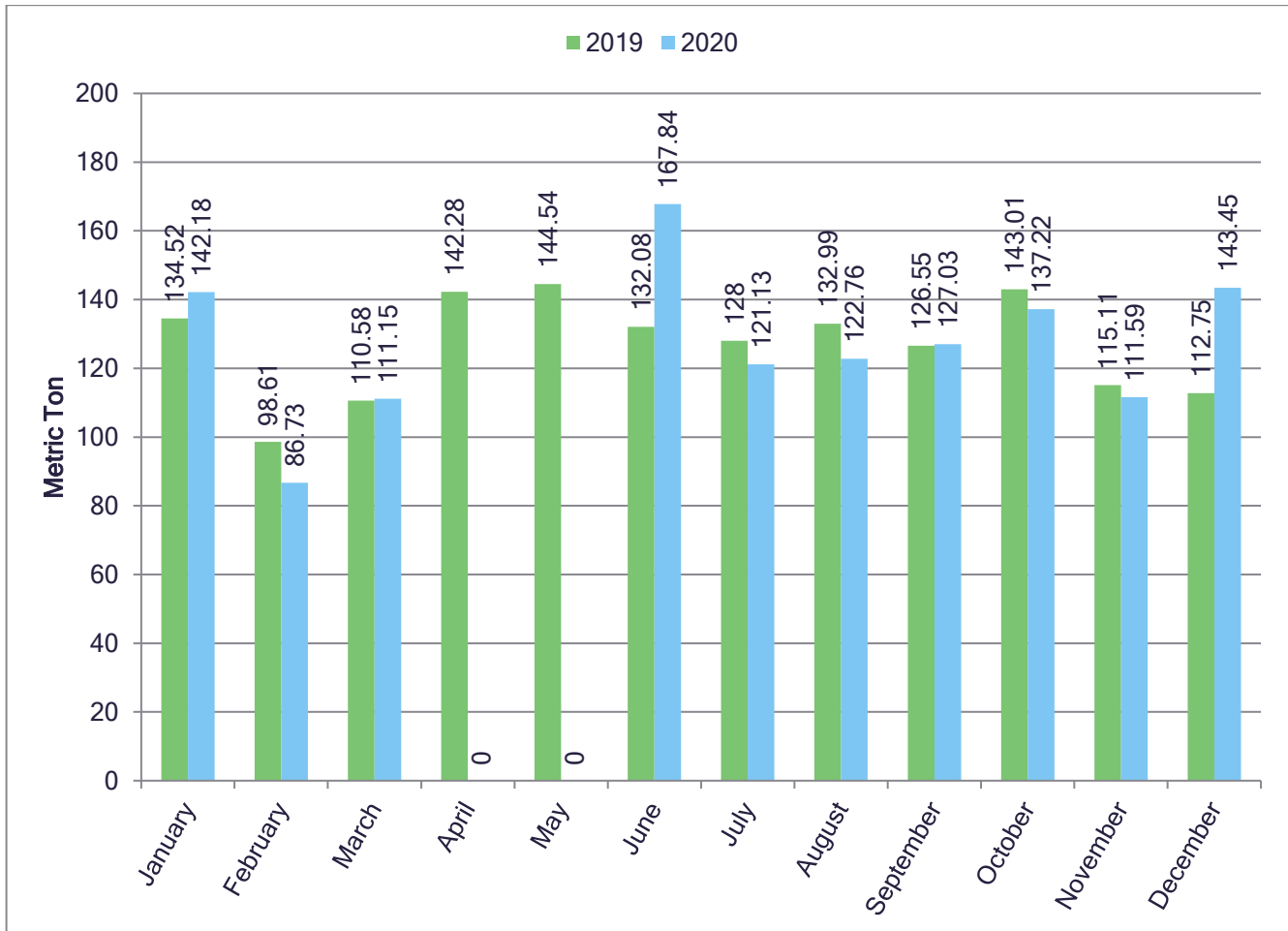
Waste Reduction and Diversion

Diversion Report – Recycling Statistics

Waste diversion programs including Household Hazardous Waste (HHW) and Electronic Waste (E-waste) collection was organized. Other waste reduction initiatives including composting workshops, classroom visits, and promotion of various programs had been postponed due to COVID-19 restrictions.

Figure 45 outlines recycling statistics for 2019 and 2020. A total of 1,271.73 MT was diverted from the landfill through the Residential Curbside Recycling Program in 2020. Diverted tonnage decreased by 247.73 MT from 2019 due to the suspension of the recycling program from April 1st to June 15th, 2020 as the sorting facility ceased operation during lockdown. 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

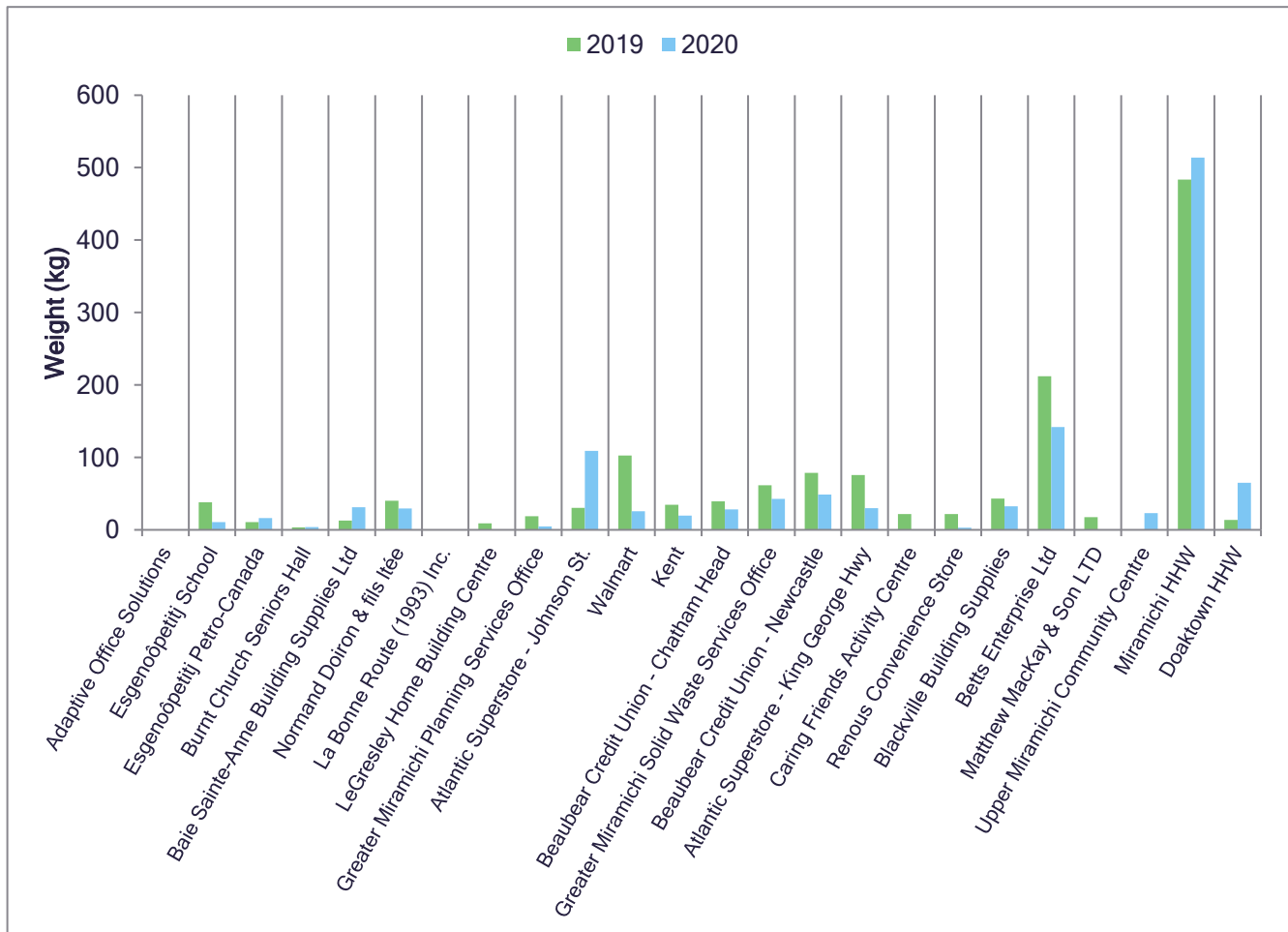
A total of 22 drop-off locations are available to residents to recycle their old cell phones and used batteries.

Figure 46: Example of Batteries and Cell Phones Recycling Box



In 2020, a total of 1179.74 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 2019-2020). 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

Two HHW and E-Waste collections were held in 2020. The working crew included staff from the GMRSC, volunteers from various groups, and residents.

The spring HHW and E-Waste collection was cancelled due to COVID restrictions. The fall HHW and E-Waste collections were held on September 26th, 2020 in Miramichi and Doaktown. A total of 514 and 61 vehicles were served, respectively. A total of 5 MT E-Waste was collected and recycled (see Figure 48).

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

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



Future Direction of Solid Waste Services

- Examine Mobile HHW Depot System.
- Continued Waste Reduction Initiatives in schools and residents of the Greater Miramichi Region (pending approval of ETF application).
- 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 NB Composting and Recycling Infrastructure Study.

Other initiatives are articulated in the “GMRSC Operational Workplan (2021-2023)” (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	5/5
Robert Hallihan - Vice Chairman	4/5
Christopher Hennessy	0/5
Adam Lordon	4/5
Brian King*	1/5
Carl Price	4/5
Lynn Gregan	3/5
John Goodfellow	3/5
Elizabeth Bowes	5/5
Kevin Hubbard*	1/5
Gerald Ross*	1/5

**Alternates*

PRAC Member Attendance

Member	Meeting Attendance
William Treadwell - Chairman	10/10
Joseph Veriker - Vice Chairman	10/10
Kurt Marks	9/10
Scott Clowater	9/10
Robert Hallihan	7/10
Lynn Gregan	6/10
Robert McLeod	9/10
Burton Cain	10/10

GMRSC Board Member Per Diem and Expenses

Member	Per Diem	Mileage	Total
Douglas Munn - Chairman	\$500.00	\$277.16	\$777.16
Robert Hallihan - Vice Chairman	\$225.00	\$111.62	\$336.62
Christopher Hennessy	\$0.00	\$0.00	\$0.00
Adam Lordon	\$300.00	\$14.76	\$314.76
Brian King*	\$75.00	\$4.10	\$79.10
Carl Price	\$450.00	\$324.19	\$774.19
Lynn Gegan	\$450.00	\$225.40	\$675.40
John Goodfellow	\$300.00	\$37.72	\$337.72
Elizabeth Bowes	\$525.00	\$109.05	\$634.05
Kevin Hubbard*	\$75.00	\$28.70	\$103.70
Gerald Ross*	\$75.00	\$11.89	\$86.89
TOTALS	\$2,975.00	\$1,144.59	\$4,119.59

**Alternates*

PRAC Member Per Diem and Expenses

Member	Per Diem	Mileage	Total
William Treadwell - Chairman	\$1,000.00	\$71.20	\$1,071.20
Joseph Veriker - Vice Chairman	\$750.00	\$25.83	\$775.83
Kurt Marks	\$675.00	\$287.00	\$962.00
Scott Clowater	\$675.00	\$541.20	\$1,216.20
Robert Hallihan	\$525.00	\$236.16	\$761.16
Lynn Gegan	\$450.00	\$123.00	\$573.00
Robert McLeod	\$675.00	\$196.80	\$871.80
Burton Cain	\$750.00	\$172.20	\$922.20
TOTALS	\$5,500.00	\$1,653.39	\$7,153.39

Appendix B – GMRSC Operational Workplan (2021-2023)

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION



COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI

Greater Miramichi Regional Service Commission Operational Workplan (2021-2023)

February 2021

Approved by the GMRSC Board: February 24, 2021

Greater Miramichi Regional Service Commission Operational Workplan (2021-2023)

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 (2021-2023). 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 2021-2023 (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 2021-2023 (February 24, 2021)


Initiate Task or Project


Continuous Activity


Initial Assessment



<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>2023</i>	<i>Notes</i>
CORPORATE SERVICES (CS)	Administration & Management (CS-1)	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. Lease for upper and lower level at 1773 Water Street renewed, 10 year lease. Feasibility study for Enviro-centre was completed in 2018.
		2	Complete relocation of all Services to 1773 Water Street			●			
		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	On-going customer service training for employees.	✓	▄	●	▄	▄	Training completed in January 2019. Identify training based on

GMRSC – Operational Workplan 2021-2023 (February 24, 2021)


Initiate Task or Project


Continuous Activity


Initial Assessment


















<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>2023</i>	<i>Notes</i>
									recommendation from Portfolio and complete training by June 2021.
		10	Develop photo ID cards for all RSC employees.	✓					Update with current legislation; on-going updates as necessary.
		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.
	Member / Board Support (CS - 2)	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.

GMRS - Operational Workplan 2021-2023 (February 24, 2021)


Initiate Task or Project


Continuous Activity


Initial Assessment






















Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	Notes
		3	Quarterly financial updates to Board.						1/4ly basis. In 2021, updates will be distributed by e-mail rather than at regular meetings.
		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.						Completed July 2020.
		6	Orientation/training for new Board members.						After municipal elections and LSD selections. Elections postponed until May 2021 due to COVID.
		7	Establish ability to host virtual Board meetings.						Chromebooks have been purchased for this purpose.
	Public Relations / Communications (CS - 3)	1	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

GMRSC – Operational Workplan 2021-2023 (February 24, 2021)


Initiate Task or Project


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Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	Notes
									Board meeting. Similar timeframe for awards will be used in 2021.
		2	Assist with planning and support for outreach activities by Board & members with public, stakeholders & other agencies.	✓					Realtor session held in December 2017.
		3	Website monitoring and updating, translation of content.	✓	✓				Website to be reviewed in 2020. Update content and website functions as needed.
		4	Send member communities a monthly building/development activity report.	✓					On-going/monthly.
		5	Send CMHC, SNB & Statistics Canada monthly building activity report.	✓					On-going/monthly.
		6	Prepare & distribute Annual Report.	✓					Annually.
		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.
	Technology / Info Systems (CS - 4)	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.	✓	✓				

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		3	Implement Building Inspectors use of mobile technology for on-site reporting.	✓		●			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). Cloud server now in place.
		5	Establish emails for members.			●			Secure email accounts.
		6	Introduce paperless meetings and reporting for Board and PRAC Members.		✓	●			Examine cost and benefits of supplying Members with tablets. Chromebooks have been purchased and can be made available for use by Members.
REGIONAL COLLABORATION	(RC)	1	Examine options for improving Police collaboration (RCMP, Miramichi Police and other enforcement agencies).	✓	~~~~~				Continue Meeting with RCMP as required.
		2	Examine feasibility of By-law Compliance Officer for municipalities within GMRSC.	✓		▲			Board did not approve (November 2019). Re-examine feasibility in 2021 for inclusion in 2022 budget.
		3	Determine what role GMRSC might play in regional tourism promotion.		~~~~~	~~~~~	~~~~~		
		4	Determine interest in conducting regional or sub regional recreation planning, including asset inventory. Provincial funding available (75% up to \$75,000).			▲			

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		5	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. Not completed by EMO.
		6	Collect background data for Regional Plan.						Prepare Summary document of data and sources.
		7	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).
SOLID WASTE SERVICES (SW)	SW Collection & Disposal (SW - 1)	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 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

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<i>Service Category</i>	<i>Workplan Category</i>	#	<i>Services/Project</i>	2019	2020	2021	2022	2023	Notes
									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 – denied.
		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. Recycling Program was implemented in schools to collect paper and cardboard. Program was initiated with funds awarded by ETF.	✓					Completed survey in 2019 and telephone interviews for ICI sector. ETF funding granted to implement recycling in schools. Reviewed feasibility, consulted other RSCs, and reported recommendations to the Board in June 2019.

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<i>Service Category</i>	<i>Workplan Category</i>	#	<i>Services/Project</i>	2019	2020	2021	2022	2023	Notes
		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 municipalities have optimized their collection as a result of this work.
		9	Explore feasibility of establishing a mobile collection service for HHW, e-waste and other materials			●			Dillon Consulting been engaged to prepare a overview and feasibility study. Due April 2021.
		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). Board discussion deemed not feasible.
		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.

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		13	Develop and implement programs for various waste reduction strategies (e.g. composting, recycling-use).	✓					On-going.
		14	Examine feasibility of establishing seasonal drop-off locations for organic waste.	✓					Contact was made with municipalities; not prepared to support at this time.
	Public Relations & Education (SW-2)	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.						
		3	Public education regarding new waste reduction initiatives.	✓	✓				Waste reduction game developed in 2019; Waste reduction awareness campaign 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.

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		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.
	Administration / Management / Professional Development (SW-3)	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.

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		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.
PLANNING SERVICES (PS)	Building Permit & Inspection (PS - 1)	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. Evaluate use of Bluebeam software for electronic plans review.
		3	Perform building-permit-related inspections.	✓					On-going.
		4	Establish intake officer role and process for all development and building permit applications	✓					Established once office renovations have been completed/
		5	Develop Operational Policies, forms, and procedures for tracking inspections.	✓					On-going as necessary. Inspection policy to be reviewed and updated in 2021.
		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 2021 based on Portfolio recommendations.

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Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	Notes
		7	NBBOA training	✓					Currently have two Level 3 and a new Building Inspector.
		8	Monitor Building By-laws for municipalities and update as required.	✓					2015 National Building Code adopted February 1, 2021. Review and update of Blackville, Doaktown, and Upper Miramichi Building By-laws in early 2021.
		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 and online form for requesting inspections.	✓					
		11	Develop inspection procedure for site plan compliance and establish separate Land Gazette notice for site plan compliance issues.						
		12	Create a Land Gazette notice for signed Flood Risk Disclaimers (City of Miramichi)						
	Development Support (PS - 2)	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 Councils.	✓	✓				On-going In 2019: – Seven City Zoning By-law amendments (75% increase from year prior)

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<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>2023</i>	<i>Notes</i>
									- 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, presentations).	✓	✓				On-going

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Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	Notes
		13	Evaluate feasibility of ability to submit online applications and payment.			●			
		14	Explore feasibility of providing “Land Use Availability” search service (overview: client requests list of PIDs that allow a particular use).			●			Need to review RTIPPA implications.
		15	Process mapping to be completed and reviewed by a consultant to improve approval processes and services to clients.			●			As per recommendation from Portfolio to be completed by end of February.
		16	Establish classification criteria and guidelines for major and minor variances.		✓				Completed in 2020.
		13	Create checklists for Site Plan Reviews by zone for consistency in development application review.			●			To be completed by April 2021 and made available to developers.
	Member / PRAC Support (PS - 3)	1	Implement communication strategy (refer to Appendix A)		●	~	~		
		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 2021: 1. William Treadwell (Chair) 2. Joseph Veriker 3. Robert McLeod

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									4. Kurt Marks New or re-appointments of Members to be made by the Board. Board to issue Expression of Interest in 2021 for new Members.
		4	Prepare monthly reports on planning & development activities.	✓					On-going. Also see PS - 3 #1, above. Would like to start a proactive reporting program on community issues related to planning (housing, environmental concerns, camper usage, signage, etc.); By-law amendments to be recommended where possible.
		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 2021.

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<i>Service Category</i>	<i>Workplan Category</i>	#	Services/Project	2019	2020	2021	2022	2023	Notes
		7	Update and revise PRAC By-law and Operating Procedures.		✓				Update completed in 2020. On-going as needed.
	Long-range Planning (Policy & Projects) (PS - 4)	1	Miramichi Municipal Plan and Zoning By-law	✓	✓				Review and update completed 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 or 2020. Planning and Building Inspection Staff met with Council in early February to begin the review process of the Rural Plan and Building By-law.
		3	Village of Doaktown Rural Plan.	✓					Monitor and make amendments as needed. By-law improvement review to start in first quarter of 2021.
		4	Rural Community of Upper Miramichi Rural Plan.	✓					Monitor and make amendments as needed. By-law improvement review to start in first quarter of 2021.
		5	Participate in provincial discussion regarding regional planning.	✓					On-going.

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		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 as required.
		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 2021.
		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.
	Administration/ Management/ Professional Development (PS - 5)	1	Cross-train Development Officers for subdivision applications and document approvals.	✓					On-going as needed. 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

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		3	Updating databases (subdivision plan approvals, document approvals, variances, changes to zoning & Plan designations, and Orders to Comply).	✓					On-going
		4	Development and maintenance of application intake and status tracking database.						Development to be completed in early 2021.
		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.	✓					All planners full CIP Members as of Oct. 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.
		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.

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		13	Review transmittal forms for external departments and agencies	✓					City Engineering and Public Works review form completed in 2019. Provincial department review form to be developed in 2021.
	Public Relations & Education (PS - 6)	1	Implement recommendations contained in Communications Strategy (see Appendix A for details on initiatives and actions).						Communications consultant engaged in 2020.
		2	Monitor and update website	✓					Evaluation of website's content and hosting platform was initiated in 2020; new website to launch in February 2021.
		3	Develop online interactive dashboard to showcase development activity in the region.						Dashboard will be publicly accessible via website and updated on a weekly basis. Dashboard launch to coincide with new website.
		4	Prepare frequent updates on development activity in the region using Infographics to display activity "at a glance"						
		5	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

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									education and sharing information with regular clients.
		6	Review and update information pamphlets on selected topics.						On-going. Staff to prepare “one-pager” summaries on specific types of development requirements (e.g., accessory buildings, home occupations, accessory dwelling units, floodproofing, etc.).
		7	Update content on digital display in lobby/reception area.						The display is regularly updated.
		8	Review and update the "Working Together: A Plan to Better Assist and Support Our Clients (2016-2017)".						Staff provided an update to the Board in July 2020.
		9	Silver Shingle Award.						Awarded annually. Staff will recommend updated terms of the award in 2021 (e.g., eligibility and timing).
		10	Miramichi City Council development tour.						Was scheduled for Oct. 28, 2020; Council schedule related to budget review did not allow for event.

Appendix A: GMRSC - Planning Services Communication Strategy Recommendations, prepared by Portfolio, 2021.

YEAR 1:			
FOCUS AREA	TACTICS	ACTIONS	Planning Services Response or Description of Implementation of Portfolio Recommendation
Improving Services	Implement Customer support metrics	<i>Define customer support metrics to track and begin tracking</i>	<i>Will track response times, time to receive approvals once applications are complete.</i> <i>Need to expand and define actions based on measure metrics</i>
	Ask for feedback	<i>Online survey, ongoing client engagement</i>	<i>Initiated feedback – How'd We do Today" survey on emails signatures. (August 2020)</i>
	Develop complaint escalation procedure	<i>Develop and Implement Complaint Escalation Procedure</i>	<i>Will formalize the Complaint Escalation Procedure. Need to determine if the client complaint is related to poor customer service or the requirement to comply with By-laws, Provincial Regulations, NBC standards or the interpretation of such.</i>

	<p>Adopt customer service tools</p>	<p><i>Adopt Customer Relationship Management (CRM) software</i> <i>Develop Online Portal</i> <i>Research Chatbot integration</i></p>	<p><i>New Website will have these features. Website to be completed in December 2020.</i></p> <ul style="list-style-type: none"> • <i>Will be establishing a “Dashboard” that will be available to the public that will identify where approvals/permits have occurred in the entire Region.</i> • <i>Will explore and establish a convenient mechanism to allow clients to track approvals in “real time”.</i> • <i>Will enable on-line applications to be made, including submissions of drawings and processing of payments. (online portal)</i> • <i>Chatbot integration will be added to the functionality of the new Website.</i> • <i>Will make available a listing of required design professionals (links to associations listings) which clients can access to acquire the assistance of architects and engineers etc. if need be.</i>
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	Provide ongoing customer service training	<i>Develop customer service training program</i>	<i>Will source suitable customer service training program to be delivered in early 2021.</i>
Establishing relationships with key stakeholders	Provide frequent, scheduled updates to government stakeholders	<i>Develop stakeholder update template</i>	<p><i>Since October 1st, 2020 have been providing updates on client contacts to the municipalities. Sent to clerks of each and asked to share with Councils. Also provided to LSM for LSDs. Provided to GMRSC Board as well.</i></p> <p><i>“Development at Glance” infographic will be produced monthly and distributed to municipal councils, GMRSC Board posted on website, posted as a Facebook Ad, LinkedIn and possibly published in the local paper.</i></p>
	Improve current relationship with key stakeholders	<i>Begin hosting annual information sessions and ask for feedback on session</i>	<p><i>Will host information sessions tailored to specific stakeholders and topics.</i></p> <p><i>Will engage stakeholders in a frank discussion on how the approval process can be improved, reduce approval time and how communication between the groups can be improved.</i></p>
	Actively participate in the economic development process	<i>Attend council meetings and participate in Developer’s Assistance Committee</i>	<p><i>Will attend Council meetings as needed to provide updates on development and answer questions.</i></p> <p><i>Will continue participate in the City of Miramichi Developers’ Assistance Committee meetings and will also arrange</i></p>

			<i>and host Developers' Assistance Committee meetings for complex projects within the region. Have been doing this since 1997.</i>
	Consider public relations opportunities	<i>Develop yearly calendar of PR opportunities</i>	<p><i>Will explore the usefulness of establishing a presence on LinkedIn for PR opportunities and connect with stakeholders and clients</i></p> <p><i>Considering adding a slogan to letterhead, email signatures, application forms, permits.</i></p> <p><i>Possible/Examples of slogans:</i></p> <ul style="list-style-type: none"> <i>• "GMRSC Your Partner in the process of Growth"</i> <i>• "Planning Services your Partner in the Process of Growth"</i> <i>• "GMRSC building the Miramichi Region Together"</i> <i>• Other Suggestions?</i>
Communicating your story	Define and clarify your message	<i>Use key messages</i>	<i>Need to find the balance between the regulatory function and the support function.</i>
	Communicate the process with clarity	<i>Adapt current materials to make more accessible</i>	<i>Based on observations of Portfolio will edit and adapt information materials, brochures, checklist etc.</i>
	Create a narrative around community impact	<i>Launch limited social media presence, develop Silver Shingle Award, incorporate Annual Building tour</i>	<i>Continue with Silver Shingle Award, ensure that winners</i>

			<p><i>are promoted via local medial and social media.</i></p> <p><i>Considering opening the development tour to stakeholders such real estate agents, developers, contractors, and the public, and will invite members of the local municipal Councils.</i></p>
	Promote the service in the marketplace	<i>Approach key partners to leverage Facebook presence, Create LinkedIn page, launch traditional media ads</i>	<i>Will develop Facebook Ads dealing with timely topics, such in the early Spring about the need and benefits of obtaining permits for new houses, decks, storage buildings etc</i>
	Provide resources to staff	<i>Hold biannual check-in with customer facing staff</i>	<i>Will meet with Planning Services Staff to confirm that our communication initiatives are working or need adjustment.</i>
Structure and process	Hold brainstorming session with key stakeholders	<i>Prepare agenda and expected outcomes</i>	<p><i>Will arrange for a facilitated session with stakeholders (Initially will be with municipal Councils, GMRSC Board members, LSM – may coincide with municipal elections in 2021).</i></p> <p><i>Will also hold a session with development clients, such as builders, developers, real estate agents, lawyers, surveyors)</i></p>
	Develop new process map	<i>Deliver process map and obtain stakeholder buy-in</i>	<i>Will establish an in-house a “process improvement team”, which will Map <u>all</u> approval processes.</i>

			<p><i>Will retain an outside consultant (s) that are experienced in Planning/Building Inspection Services and a Process Improvement specialist to critically review current processes.</i></p> <p><i>Will identify and implement changes needed to improve processes, reduce client confusion, and improve delivery times.</i></p>
	Implement new process	<i>Implement with all staff</i>	<i>Once completed, will implement new defined process improvements</i>

Year 2 and Year 3 are Essentially monitoring progress, evaluating effectiveness, and adjusting approaches as needed.

YEAR 2:		
FOCUS AREA	TACTICS	ACTIONS
Improving Services	Implement Customer support metrics	<i>Track metrics and adjust</i>
	Ask for feedback	<i>Evaluate feedback and adjust service offering</i>
	Develop complaint escalation procedure	<i>Evaluate effectiveness of escalation procedure</i>
	Adopt customer service tools	<i>Evaluate effectiveness of CRM Update online portal Implement Chatbot integration</i>
	Provide ongoing customer service training	<i>Continue ongoing customer service training and evaluate effectiveness</i>
Establishing relationships with key stakeholders	Provide frequent, scheduled updates to government stakeholders	<i>Ask for feedback on stakeholder updates</i>
	Improve current relationship with key stakeholders	<i>Implement feedback obtained from previous sessions</i>
	Actively participate in the economic development process	<i>Continue attending council meetings and participating in Developer's Assistance Committee</i>
	Consider public relations opportunities	<i>Update yearly calendar of PR opportunities</i>
Communicating your story	Define and clarify your message	<i>Use key messages and update as required</i>
	Communicate the process with clarity	<i>Update materials as required</i>
	Create a narrative around community impact	<i>Evaluate effectiveness of LinkedIn presence, continue Silver Shingle Award, Hold Annual Building tour</i>
	Promote the service in the marketplace	<i>Continue using social media and traditional media during peak seasons</i>
	Provide resources to staff	<i>Hold biannual check-in with customer facing staff</i>
Structure and process	Hold brainstorming session with key stakeholders	<i>Evaluate process with key stakeholders</i>

	Develop new process map	<i>Update process map as required</i>	
	Implement new process	<i>Implement new procedures as required</i>	

YEAR 3:

FOCUS AREA	TACTICS	ACTIONS
Improving Services	Implement Customer support metrics	<i>Track metrics and adjust</i>
	Ask for feedback	<i>Evaluate feedback and adjust service offering</i>
	Develop complaint escalation procedure	<i>Evaluate effectiveness of escalation procedure</i>
	Adopt customer service tools	<i>Evaluate effectiveness of CRM Update online portal Evaluate effectiveness of Chatbot integration</i>
	Provide ongoing customer service training	<i>Continue ongoing customer service training and evaluate effectiveness</i>
Establishing relationships with key stakeholders	Provide frequent, scheduled updates to government stakeholders	<i>Ask for feedback on stakeholder updates</i>
	Improve current relationship with key stakeholders	<i>Implement feedback obtained from previous sessions and evaluate effectiveness</i>
	Actively participate in the economic development process	<i>Continue attending council meetings and participating in Developer's Assistance Committee</i>

	Consider public relations opportunities	<i>Update yearly calendar of PR opportunities</i>
Communicating your story	Define and clarify your message	<i>Use key messages and update as required</i>
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Structure and process	Hold brainstorming session with key stakeholders	<i>Evaluate process with key stakeholders</i>
	Develop new process map	<i>Update process map as required</i>
	Implement new process	<i>Implement new procedures as required</i>

*Note: We recommend evaluating the effectiveness of an overall communications strategy every 3 years. During the third year of implementation, Planning Services' should begin an overall review to develop a new 3-year strategy.

Appendix C – GMRSC 2020 Financial Statement

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
DECEMBER 31, 2020**



GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

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For the Year Ended December 31, 2020

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Allen, Paquet & Arseneau LLP

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Votre partenaire d'affaires par excellence

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1.

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Financial Statements
Year ended December 31, 2020

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



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2.

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, 2020, 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, 2020, 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.

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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 12, 2021



Chartered Professional Accountants


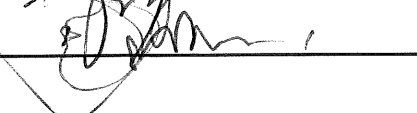
GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**Statement of Operations****For the Year Ended December 31**

	2020	2020	2019
	(Unaudited) Budget Note 12	Actual	Actual
REVENUE			
Member charges	\$ 1,730,093	\$ 1,963,011	\$ 1,767,240
Sales of service	985,311	832,925	919,665
Other revenue	-	29,437	87,499
Interest	-	3,494	10,077
	<hr/> 2,715,404	<hr/> 2,828,867	<hr/> 2,784,481
EXPENDITURES			
Administration	732,794	739,513	736,803
Fiscal services	6,000	13,373	16,738
Governance	23,400	8,492	13,831
Planning and building inspection services	503,974	525,822	545,493
Solid waste services	1,644,585	1,527,177	1,473,113
Regional planning	6,000	-	1,000
	<hr/> 2,916,753	<hr/> 2,814,377	<hr/> 2,786,978
ANNUAL SURPLUS (DEFICIT)	\$ (201,349)	\$ 14,490	\$ (2,497)
ACCUMULATED SURPLUS, beginning of year		<hr/> 793,133	<hr/> 795,630
ACCUMULATED SURPLUS, end of year		<hr/> \$ 807,623	<hr/> \$ 793,133

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Statement of Financial Position

As at December 31	2020	2019
FINANCIAL ASSETS		
Cash and short term investments (Note 3)	\$ 565,557	\$ 623,094
Receivables		
General	285,199	199,169
Due from federal government (Note 4)	288	45,201
	\$ 851,044	\$ 867,464
LIABILITIES		
Accounts payable and accrued liabilities	\$ 215,954	\$ 235,062
Due to members	97,279	80,058
Post employment benefits, compensated absences and termination benefits payable (Note 6)	125,300	118,200
Deferred revenue	194,658	119,643
Long term debt	-	186,000
	633,191	738,963
NET ASSETS	217,853	128,501
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 8)	919,127	969,869
Accumulated amortization (Note 8)	(350,241)	(340,706)
	568,886	629,163
Inventory of supplies	18,028	19,406
Prepaid expenses	2,856	16,063
	589,770	664,632
ACCUMULATED SURPLUS	\$ 807,623	\$ 793,133

On Behalf of the Directors

 Director
 Director

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

	2020	2019
Annual surplus (deficit) - Page 4	\$ 14,490	(2,497)
Acquisition of Tangible Capital Assets	(24,842)	(5,913)
Proceeds on disposal of tangible capital assets	75,584	75,809
Amortization of tangible capital assets	9,535	11,444
	74,767	78,843
Decrease (increase) of inventory of supplies	1,378	(7,814)
Decrease (increase) in prepaid expenses	13,207	(13,071)
INCREASE IN NET ASSETS	89,352	57,958
NET ASSETS, beginning of year	128,501	70,543
NET ASSETS, end of year (Page 5)	\$ 217,853	\$ 128,501

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**Statement of Cash Flow****For the Year Ended December 31****2020****2019**

OPERATING TRANSACTIONS

Annual surplus (deficit)	\$	14,490	\$	(2,497)
Amortization of tangible capital assets		9,535		11,444
Receivables				
General		(86,030)		36,279
Due from federal government		44,913		(41,441)
Inventory		1,378		(7,814)
Prepaid expenses		13,207		(13,071)
Accounts payable and accrued liabilities		(19,108)		36,282
Deferred revenue		75,015		119,643
Post employment benefits, compensated absences and termination benefits payable		7,100		6,243
Due to members		17,221		(68,239)
		<u>77,721</u>		<u>76,829</u>

CAPITAL TRANSACTIONS

Acquisition of tangible capital assets		(24,842)		(5,913)
Proceeds on disposal of tangible capital assets		75,584		75,809
		<u>50,742</u>		<u>69,896</u>

FINANCING TRANSACTIONS

Long term debt		(186,000)		(183,000)
----------------	--	-----------	--	-----------

NET DECREASE IN CASH AND CASH EQUIVALENTS (57,537) (36,275)

CASH AND CASH EQUIVALENTS, beginning of year 623,094 659,369

CASH AND CASH EQUIVALENTS, end of year (Note 3) \$ 565,557 \$ 623,094

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 November 27, 2019.

(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.

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**Notes to the Financial Statements****For the Year Ended December 31, 2020**

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

	2020	2019
Term deposits (restricted)	\$ -	\$ 490,630
Term deposits (unrestricted)	37,352	36,842
Cash (unrestricted)	59,724	95,622
Cash (restricted)	468,481	-
	\$ 565,557	\$ 623,094

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**Notes to the Financial Statements****For the Year Ended December 31, 2020**

4. DUE FROM FEDERAL GOVERNMENT

	2020	2019
Canada Revenue Agency (HST refund)	\$ 23,353	\$ 61,548
Canada Revenue Agency (payroll source deductions)	(23,065)	(16,347)
Due from federal government	\$ 288	\$ 45,201

5. COMMITMENTSOffice and equipment leases

The Commission has outstanding lease commitments for the location of its local planning services premises. The lease payments for 2021 will be \$4,693 per month, with an annual increase equal to the annual rate of inflation as per Statistics Canada not to exceed 3%, until December 31, 2030.

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 \$125,300 on December 31, 2020.

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**Notes to the Financial Statements****For the Year Ended December 31, 2020**

**6. POST EMPLOYMENT BENEFITS, COMPENSATED ABSENCES AND TERMINATION BENEFITS
(continued)**

The following illustrates the reconciliation of Accrued Benefit Obligation from the beginning of year to the end of the year:

	Estimated December 31, 2021	Actual December 31, 2020
Reconciliation of Accrued Benefit Asset (Obligation)		
Accrued Benefit Obligation, Beginning of Year	\$ (125,300)	\$ (118,200)
Current Year Benefit Cost	(9,800)	(9,500)
Benefit Payments	300	6,800
Interest for the Period	(4,700)	(4,400)
Accrued Benefit Obligation, End of Year	\$ (139,500)	\$ (125,300)

7. 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, 2020

8. SCHEDULE OF TANGIBLE CAPITAL ASSETS

	Land	Paving	Buildings	Equipment	Office Equipment	Leasehold Improvements	Computer Equipment	2020 Total	2019 Total
COST									
Balance, beginning of year	\$ 48,568	\$ 21,878	\$ 177,936	\$ 600,914	\$ 18,500	\$ 49,772	\$ 52,301	\$ 969,869	\$ 1,039,765
Add: additions during the year	-	-	-	-	-	14,935	9,907	24,842	5,913
Less: disposals during the year	-	-	-	(75,584)	-	-	-	(75,584)	(75,809)
BALANCE, END OF YEAR	48,568	21,878	177,936	525,330	18,500	64,707	62,208	919,127	969,869
ACCUMULATED AMORTIZATION									
Balance, beginning of year	-	15,316	82,034	130,000	18,500	49,772	45,084	340,706	329,262
Add: amortization during the year	-	1,094	4,448	-	-	-	3,993	9,535	11,444
Less: accumulated amortization on disposals	-	-	-	-	-	-	-	-	-
BALANCE, END OF YEAR	-	16,410	86,482	130,000	18,500	49,772	49,077	350,241	340,706
NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS									
	\$ 48,568	\$ 5,468	\$ 91,454	\$ 395,330	\$ -	\$ 14,935	\$ 13,131	\$ 568,886	\$ 629,163
Consists of:									
Solid Waste Fund Assets	\$ 48,568	\$ 5,468	\$ 91,454	\$ 395,330	\$ -	\$ -	\$ 8,401	\$ 549,221	\$ 624,433
Local Planning Fund Assets	-	-	-	-	-	14,935	4,730	19,665	4,730
BALANCE, END OF YEAR	\$ 48,568	\$ 5,468	\$ 91,454	\$ 395,330	\$ -	\$ 14,935	\$ 13,131	\$ 568,886	\$ 629,163

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2020

9. SCHEDULE OF SEGMENT DISCLOSURE

	Corporate Services	Co-operative and Regional Planning	Local Planning	Solid Waste Services	Total 2020	Total 2019
REVENUES						
Member charges	\$ -	\$ 50,817	\$ 843,763	\$ 1,068,431	\$ 1,963,011	\$ 1,767,240
Sales of services	-	-	-	832,925	832,925	919,665
Other revenue	-	-	-	29,437	29,437	87,499
Interest	-	13	556	2,925	3,494	10,077
	-	50,830	844,319	1,933,718	2,828,867	2,784,481
EXPENDITURES						
Salaries and benefits	218,537	-	537,149	201,869	957,555	1,021,698
Operating expenses	73,095	-	143,236	1,581,974	1,798,305	1,686,098
Amortization	-	-	2,173	7,362	9,535	11,444
Interest	9,467	-	-	3,906	13,373	16,738
Other	5,085	-	-	30,524	35,609	51,000
	306,184	-	682,558	1,825,635	2,814,377	2,786,978
SURPLUS (DEFICIT) FOR THE YEAR	\$ (306,184)	\$ 50,830	\$ 161,761	\$ 108,083	\$ 14,490	\$ (2,497)

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2020

10. 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
2020 ANNUAL SURPLUS (DEFICIT) PER PSAB	\$ -	\$ (306,272)	\$ 50,768	\$ 163,714	\$ 106,428	\$ (2,173)	\$ (7,362)	\$ 5,103
Adjustments to annual surplus (deficit) for funding Requirements								
Second previous year's surplus (deficit)	-	9,570	14,711	(47,009)	153,413	-	-	130,685
Allocation to corporate services	-	297,646	(59,529)	(120,732)	(117,385)	-	-	-
Transfer from solid waste operating fund to solid waste operating reserve fund	-	-	-	-	(50,000)	-	-	(50,000)
Transfer from solid waste operating fund to solid waste capital reserve fund	-	-	-	-	(50,000)	-	-	(50,000)
Transfer from solid waste operating reserve fund to solid waste operating fund	-	-	-	-	25,120	-	-	25,120
Long-Term Debt Principal Repayment	-	-	-	-	(186,000)	-	186,000	-
Proceeds from disposal of capital assets	-	-	-	-	75,584	-	(75,584)	-
Amortization expense	-	-	-	-	-	2,173	7,362	9,535
Provision for post retirement benefits	-	4,200	-	(500)	3,400	-	-	7,100
Total adjustments to 2020 annual surplus (deficit)	-	311,416	(44,818)	(168,241)	(145,868)	2,173	117,778	72,440
2020 ANNUAL FUND SURPLUS (DEFICIT) FOR FUNDING PURPOSES	\$ -	\$ 5,144	\$ 5,950	\$ (4,527)	\$ (39,440)	\$ -	\$ 110,416	\$ 77,543

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2020

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 Reserve Fund		Cooperative & Regional Planning Services Capital Reserve Fund		Local Planning Services Reserve Fund		Solid Waste Services Reserve Fund		Solid Waste Services Capital Reserve Fund		Total 2020			
		\$		\$		\$		\$		\$		\$		\$					
2020 ANNUAL SURPLUS PER PSAB	\$ 5,103	\$	44	\$	44	\$	40	\$	22	\$	110	\$	110	\$	1,530	\$	7,487	\$	14,490
Adjustments to annual surplus (deficit) for funding requirements:																			
Second previous year's surplus (deficit)	130,685	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	130,685
Transfer from solid waste operating fund to solid waste operating reserve fund	(50,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000
Transfer from solid waste operating fund to solid waste capital reserve fund	(50,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer from solid waste operating reserve fund to solid waste operating fund	25,120	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Amortization expense	9,535	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,535
Provision for post retirement benefits	7,100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,100
Total adjustments to 2020 annual surplus (deficit)	72,440	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24,880
2020 ANNUAL FUND SURPLUS (DEFICIT) FOR FUNDING PURPOSES	\$ 77,543	\$	44	\$	44	\$	40	\$	22	\$	110	\$	110	\$	26,410	\$	57,487	\$	161,810

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2020

11. 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 Reserve Fund	Solid Waste Services Reserve Fund	Solid Waste Capital Reserve Fund	Total 2020	Total 2019
ASSETS											
Cash	\$ 2,115	\$ 2,115	\$ 1,904	\$ 1,058	\$ 5,287	\$ 5,288	\$ 73,195	\$ 377,519	\$ 468,481	\$ 468,481	\$ 490,630
Receivable from Operating Fund	-	-	-	-	-	-	50,000	50,000	100,000	-	-
ACCUMULATED SURPLUS	\$ 2,115	\$ 2,115	\$ 1,904	\$ 1,058	\$ 5,287	\$ 5,288	\$ 123,195	\$ 427,519	\$ 568,481	\$ 490,630	
REVENUE											
Interest	\$ 9	\$ 9	\$ 8	\$ 4	\$ 23	\$ 23	\$ 387	\$ 2,508	\$ 2,971	\$ 9,387	
Transfer from Operating Fund	-	-	-	-	-	-	50,000	50,000	100,000	25,000	
EXPENDITURES											
Transfer to Solid Waste Operating Fund	-	-	-	-	-	-	25,120	-	25,120	-	
ANNUAL SURPLUS (DEFICIT)	\$ 9	\$ 9	\$ 8	\$ 4	\$ 23	\$ 23	\$ 25,267	\$ 52,508	\$ 77,851	\$ 34,387	


Board of directors resolution regarding transfers to reserves:

Moved by Adam Lordon, seconded by Elizabeth Bowes that the sum of \$50,000 be transferred from the Solid Waste Operating Fund to the Solid Waste Operating Reserve Fund.

Moved by Adam Lordon, seconded by John Goodfellow that the sum of \$50,000 be transferred from the Solid Waste Operating Fund to the Solid Waste Operating Reserve Fund.

Moved by Lynn Gregan, seconded by Carl Price that the sum of \$25,120 be transferred from the Solid Waste Operating Reserve Fund to the Solid Waste Operating Fund

I hereby certify that the above are true and exact copies of the resolutions adopted at meetings of the Board of Directors on November 25, 2020 and April 28, 2021


Wilton 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, 2020

12. OPERATING BUDGET TO PSA BUDGET

	Corporate Services	Co-operative and Regional Planning	Local Planning Services	Solid Waste Services	Amortization	Transfers	Total
REVENUE							
Member charges	\$ -	\$ 50,818	\$ 843,763	\$ 835,512	\$ -	\$ -	\$ 1,730,093
Sales of services	-	-	-	985,311	-	-	985,311
Transfers from own and other funds	297,646	-	-	35,699	-	(333,345)	-
Other revenue	-	-	10,000	25,000	-	(35,000)	-
Surplus of second previous year	-	14,711	(47,009)	153,413	-	(121,115)	-
	297,646	65,529	806,754	2,034,935	-	(489,460)	2,715,404
EXPENDITURES							
Administration	268,246	-	184,221	280,327	-	-	732,794
Allocation from corporate services	-	59,529	120,732	117,385	-	(297,646)	-
Other fiscal services	6,000	-	-	-	-	-	6,000
Governance	23,400	-	-	-	-	-	23,400
Planning and building inspection services	-	-	501,801	-	2,173	-	503,974
Regional planning	-	6,000	-	-	-	-	6,000
Solid waste services - operations	-	-	-	1,637,223	7,362	-	1,644,585
	297,646	65,529	806,754	2,034,935	9,535	(297,646)	2,916,753
	\$ -	\$ -	\$ -	\$ -	\$ (9,535)	\$ (191,814)	\$ (201,349)

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2020

13. REVENUE AND EXPENDITURES SUPPORT

	(Unaudited) 2020 Budget	2020 Actual	2019 Actual
REVENUE			
<u>Co-operative and Regional Planning</u>			
<i>Member charges</i>			
- City of Miramichi	\$ 26,415	\$ 26,414	\$ 30,134
- Village of Blackville	1,121	1,121	1,291
- Village of Doaktown	1,080	1,080	1,244
- Upper Miramichi	2,592	2,592	2,992
- Local Service Districts	19,610	19,610	22,498
Interest	-	13	62
	\$ 50,818	\$ 50,830	\$ 58,221
<u>Local Planning Services</u>			
<i>Member charges</i>			
- City of Miramichi	\$ 478,573	\$ 478,573	\$ 455,724
- Village of Blackville	15,465	15,465	15,015
- Village of Doaktown	17,852	17,852	17,319
- Upper Miramichi	35,674	35,674	34,872
- Local Service Districts	296,199	296,199	285,227
Interest	-	556	910
	\$ 843,763	\$ 844,319	\$ 809,067
<u>Solid Waste Services</u>			
<i>Member tipping fees</i>			
- City of Miramichi	\$ 407,646	\$ 521,609	\$ 429,762
- Village of Blackville	21,723	29,194	25,446
- Village of Doaktown	17,880	27,334	18,482
- Upper Miramichi	53,891	59,867	52,276
- Local Service Districts	334,372	430,427	374,958
	835,512	1,068,431	900,924
<i>Revenue from other sources</i>			
Tipping Fees from Other Sources	985,311	813,460	888,615
Recycling	-	15,095	21,895
Other operational revenue	-	4,370	9,155
Government transfers	-	29,437	87,499
Interest	-	2,925	9,105
	985,311	865,287	1,016,269
	\$ 1,820,823	\$ 1,933,718	\$ 1,917,193
	\$ 2,715,404	\$ 2,828,867	\$ 2,784,481

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2020

14. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2020 Budget	2020 Actual	2019 Actual
EXPENDITURES			
<u>Corporate Services</u>			
<i>Governance</i>			
Honorariums	\$ 6,000	\$ 2,825	\$ 6,109
Travel	6,400	1,018	2,189
Training and development	4,000	-	-
Other	7,000	4,649	5,533
	23,400	8,492	13,831
<i>Administration</i>			
Salaries and benefits	213,125	218,537	227,426
Travel	6,000	4,469	5,407
Training and development	3,500	3,102	2,268
External audit fees	8,350	8,338	8,338
Telecommunications	4,500	2,160	2,198
Other financial management	-	2,386	2,778
Liability insurance	20,071	21,343	19,486
Professional services	1,500	12,195	3,367
Printing and copying	-	1,844	2,404
Legal services	2,000	4,542	419
Office supplies	6,500	8,873	5,295
Other	2,700	436	3,627
	268,246	288,225	283,013
<i>Fiscal services</i>			
Bank service charge	6,000	9,467	8,459
	\$ 297,646	\$ 306,184	\$ 305,303
<u>Co-operative and Regional Planning</u>			
<i>Regional services</i>			
Regional planning	6,000	-	1,000
	\$ 6,000	\$ -	\$ 1,000

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2020

14. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2020 Budget	2020 Actual	2019 Actual
EXPENDITURES (continued)			
<u>Local Planning Services</u>			
<i>Administration</i>			
Advertising	\$ 3,000	\$ 240	\$ 2,624
Conference and membership	6,500	-	2,356
Electricity	-	4,236	3,797
Office building	58,527	53,859	51,940
Office supplies	18,000	14,726	13,293
Printing and copying	1,200	2,766	3,605
Professional services	-	12,851	10,688
Salaries and benefits	77,369	53,510	51,974
Telecommunications	13,000	12,241	12,456
Training and development	1,250	542	970
Travel	5,375	1,765	4,820
	184,221	156,736	158,523
<i>Planning and building inspection services</i>			
Amortization	2,173	2,173	2,218
Salaries and benefits	466,576	483,639	508,932
Travel	16,125	11,548	15,074
Training and development	4,750	7,940	5,649
Map and reference material	1,000	-	-
Geographic information system/Database	1,000	11,250	2,195
Planning review and adjustment committee	7,750	9,272	9,373
Translation and other	4,600	-	2,052
	503,974	525,822	545,493
	\$ 688,195	\$ 682,558	\$ 704,016

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2020

14. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2020 Budget	2020 Actual	2019 Actual
EXPENDITURES (continued)			
Solid Waste Services			
<i>Administration</i>			
Advertising and promotional	\$ 88,000	\$ 105,639	\$ 76,917
Office supplies	7,100	6,240	4,079
ETF	1,000	30,524	38,788
Printing and copying	100	-	-
Professional services	3,000	4,859	474
Salaries and benefits	164,127	137,736	162,481
Telecommunications	6,000	6,615	6,564
Training and development	4,000	83	563
Travel	7,000	2,856	5,401
	280,327	294,552	295,267
<i>Operations</i>			
Amortization	7,362	7,362	9,226
Repairs and maintenance	7,000	7,157	8,244
Janitorial	1,000	6,740	1,720
Property Tax	13,905	14,013	13,777
Utilities	4,500	5,869	6,154
Compost program	20,000	4,782	9,127
Salaries and benefits	65,843	64,133	70,885
Tipping fees	1,456,475	1,362,856	1,275,159
Recycling	1,500	184	-
Contracted services	-	1,762	1,773
Hazardous household waste	67,000	52,319	77,048
	1,644,585	1,527,177	1,473,113
<i>Fiscal services</i>			
Interest on long term debt	-	3,906	8,279
	\$ 1,924,912	\$ 1,825,635	\$ 1,776,659

Appendix D – Building Permits Activity Tables

Table 20: Building Permits Issued - City of Miramichi

Type of Permits	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RESIDENTIAL										
Single Unit Dwellings	30	23	33	47	29	11	12	17	14	13
Multiple Unit Dwellings	0	2	2	5	0	0	1	2	1	2
Mini/Mobile Homes	12	8	5	7	13	2	15	11	4	16
Other Improvements	100	106	101	87	95	94	40	80	87	90
Total	142	139	141	146	137	107	68	110	106	121
COMMERCIAL										
New Construction	7	9	4	10	8	8	15	12	11	12
Renovations	42	17	26	27	11	16	28	13	26	19
Total	49	26	30	37	19	24	43	25	37	31
INDUSTRIAL										
New Construction	3	19	0	3	1	2	3	5	0	0
Renovations	2	0	1	3	5	2	4	0	6	0
Total	5	19	1	6	6	4	7	5	6	0
INSTITUTIONAL										
New Construction	0	5	1	2	3	2	7	8	5	1
Renovations	4	1	6	11	4	7	7	7	5	2
Total	4	6	7	13	7	9	14	15	10	3
SIGNS	9	17	13	18	12	7	10	4	18	8
TOTALS	209	207	192	220	181	151	142	159	177	163

Table 21: Building Permits Issued - Village of Blackille

Type of Permits	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RESIDENTIAL										
Single Unit Dwellings	2	1	2	2	0	1	1	0	1	0
Multiple Unit Dwellings	0	0	0	0	0	0	0	0	0	0
Mini/Mobile Homes	0	0	1	0	1	0	0	1	1	1
Other Improvements	5	2	4	6	8	5	5	2	2	3
Total	7	3	7	8	9	6	6	3	4	4
COMMERCIAL										
New Construction	0	0	1	0	0	2	0	0	0	0
Renovations	0	0	0	0	1	1	0	1	0	0
Total	0	0	1	0	1	3	0	1	0	0
INDUSTRIAL										
New Construction	0	0	1	0	0	0	0	0	0	0
Renovations	0	0	0	0	0	0	0	0	0	0
Total	0	0	1	0	0	0	0	0	0	0
INSTITUTIONAL										
New Construction	0	0	1	0	1	0	0	0	0	0
Renovations	0	0	0	1	1	0	0	1	0	0
Total	0	0	1	1	2	0	0	1	0	0
SIGNS	1	0	0	0	0	2	0	0	0	0
TOTALS	8	3	10	9	12	11	6	5	4	4

Table 22: Building Permits Issued - Village of Doaktown

Type of Permits	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RESIDENTIAL										
Single Unit Dwellings			0	2	0	1	0	0	0	0
Multiple Unit Dwellings			0	0	0	0	0	0	0	0
Mini/Mobile Homes			0	0	1	0	0	2	0	0
Other Improvements			3	6	6	7	8	6	7	5
Total	0	0	3	8	7	8	8	8	7	5
COMMERCIAL										
New Construction			3	0	0	0	0	0	0	2
Renovations			0	2	0	1	2	0	0	1
Total	0	0	3	2	0	1	2	0	0	3
INDUSTRIAL										
New Construction			0	0	0	0	0	0	0	2
Renovations			0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	2
INSTITUTIONAL										
New Construction			5	0	0	1	3	1	0	0
Renovations			0	6	4	2	3	0	0	0
Total	0	0	5	6	4	3	6	1	0	0
SIGNS			0	1	1	1	1	0	0	0
TOTALS	0	0	11	17	12	13	17	9	7	10

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

Type of Permits	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RESIDENTIAL										
Single Unit Dwellings			4	2	2	2	5	5	3	0
Multiple Unit Dwellings			0	0	0	0	0	0	0	0
Mini/Mobile Homes			1	1	0	0	1	0	2	1
Other Improvements			10	8	8	4	3	4	4	5
Total	0	0	15	11	10	6	9	9	9	6
COMMERCIAL										
New Construction			0	2	0	0	0	0	0	0
Renovations			0	5	0	0	0	0	1	0
Total	0	0	0	7	0	0	0	0	1	0
INDUSTRIAL										
New Construction			0	0	1	1	0	1	1	0
Renovations			0	0	0	0	0	0	0	0
Total	0	0	0	0	1	1	0	1	1	0
INSTITUTIONAL										
New Construction			0	1	2	0	0	1	0	0
Renovations			1	0	0	1	0	0	0	0
Total	0	0	1	1	2	1	0	1	0	0
SIGNS			0	0	0	0	0	0	0	0
TOTALS	0	0	16	19	13	8	9	11	11	6

Table 24: Building Permits Issued - Unincorporated

Type of Permits	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RESIDENTIAL										
Single Unit Dwellings	44	17	31	38	24	24	34	19	15	22
Multiple Unit Dwellings	0	0	0	0	0	0	0	2	0	0
Mini/Mobile Homes	23	10	19	34	11	14	12	23	12	15
Cottages	5	18	16	11	8	11	14	7	7	12
Other Improvements	101	73	64	92	58	49	76	76	62	83
Total	173	118	130	175	101	98	136	127	96	132
COMMERCIAL										
Construction	11	8	9	6	3	5	4	5	2	2
INDUSTRIAL										
Construction	8	11	0	0	3	1	4	4	1	0
INSTITUTIONAL										
Construction	3	6	1	3	1	2	1	1	4	1
SIGNS	2	8	1	2	1	0	0	0	0	0
TOTALS	197	151	141	186	109	106	145	137	103	135

Table 25: Building Permit Values - City of Miramichi

Type of Permits	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RESIDENTIAL										
Single Unit Dwellings	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	2,461,289
Multiple Unit Dwellings	0	2,197,014	2,720,000	1,417,028	0	0	3,264,300	3,461,650	261,960	1,070,141
Mini/Mobile Homes	648,000	449,000	114,500	596,818	827,500	140,920	1,062,640	957,066	360,960	1,378,060
Other Improvements	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	722,110
Total	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	5,631,600
COMMERCIAL										
New Construction	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	3,071,668
Renovations	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	862,198
Total	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	3,933,866
INDUSTRIAL										
New Construction	333,000	113,000	0	98,640	48,620	1,489,764	333,290	795,941	0	0
Renovations	288,000	0	179,000	6,300	43,840	152,459	627,127	0	1,590,495	0
Total	621,000	113,000	179,000	104,940	92,460	1,642,223	960,417	795,941	1,590,495	0
INSTITUTIONAL										
New Construction	0	2,546,003	679,000	276,650	24,050,654	711,565	18,519,000	551,000	3,192,488	339,900
Renovations	134,700	1,014,000	4,061,238	5,254,796	1,986,280	249,340	5,474,274	577,630	179,000	324,060
Total	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	663,960
SIGNS	69,550	91,850	167,865	399,346	144,933	140,310	158,751	9,400	125,177	86,400
TOTALS	\$11,942,569	\$18,421,457	\$25,675,148	\$24,837,438	\$36,613,121	\$10,147,256	\$43,023,518	\$21,403,477	\$16,269,411	\$10,315,826

Table 26: Building Permit Values - Village of Blackville

Type of Permits	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RESIDENTIAL										
Single Unit Dwellings	346,000	110,000	145,200	287,730	0	145,600	52,067	0	147,200	0
Multiple Unit Dwellings	0	0	0	0	0	0	0	0	0	0
Mini/Mobile Homes	0	0	72,122	0	59,202	0	0	52,150	36,800	94,720
Other Improvements	75,300	100,000	108,800	66,000	143,960	7,955	113,240	7,320	45,279	143,520
Total	421,300	210,000	326,122	353,730	203,162	153,555	165,307	59,470	229,279	238,240
COMMERCIAL										
New Construction	0	0	15,400	0	0	4,400	0	0	0	0
Renovations	0	0	0	0	5,056	436,500	0	0	0	0
Total	0	0	15,400	0	5,056	440,900	0	0	0	0
INDUSTRIAL										
New Construction	0	0	187,000	0	0	0	0	0	0	0
Renovations	0	0	0	0	0	0	0	0	0	0
Total	0	0	187,000	0	0	0	0	0	0	0
INSTITUTIONAL										
New Construction	0	0	1,100,000	0	48,600	0	0	0	0	0
Renovations	0	0	0	37,850	1,000	0	0	0	0	0
Total	0	0	1,100,000	37,850	49,600	0	0	0	0	0
SIGNS	5,000	0	0	0	0	21,000	0	0	0	0
TOTALS	\$426,300	\$210,000	\$1,628,522	\$391,580	\$257,818	\$615,455	\$165,307	\$59,470	\$229,279	\$238,240

Table 27: Building Permit Values - Village of Doaktown

Type of Permits	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RESIDENTIAL										
Single Unit Dwellings			0	240,480	0	43,967	0	0	0	0
Multiple Unit Dwellings			0	0	0	0	0	0	0	0
Mini/Mobile Homes			0	0	57,600	0	0	217,120	0	0
Other Improvements			7,500	85,638	65,030	65,170	81,725	49,620	52,820	183,660
Total	0	0	7,500	326,118	122,630	109,137	81,725	266,740	52,820	183,660
COMMERCIAL										
New Construction			39,612	9,104	0	0	0	0	0	50,000
Renovations			0	0	0	244,759	579,600	0	0	2,160
Total	0	0	39,612	9,104	0	244,759	579,600	0	0	52,160
INDUSTRIAL										
New Construction			0	0	0	0	0	0	0	3,225,000
Renovations			0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	3,225,000
INSTITUTIONAL										
New Construction			365,000	0	0	4,309,300	431,964	3,220	0	0
Renovations			0	246,078	599,665	23,300	148,700	0	0	0
Total	0	0	365,000	246,078	599,665	4,332,600	580,664	3,220	0	0
SIGNS			0	1,490	25,000	13,000	700	0	0	0
TOTALS	\$0	\$0	\$412,112	\$582,790	\$747,295	\$4,699,496	\$1,242,689	\$269,960	\$52,820	\$3,460,820

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

Type of Permits	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RESIDENTIAL										
Single Unit Dwellings			404,400	358,470	351,540	486,640	389,500	846,130	675,870	0
Multiple Unit Dwellings			0	0	0	0	0	0	0	0
Mini/Mobile Homes			85,000	94,720	0	0	26,040	0	51,840	26,880
Other Improvements			169,300	84,924	121,415	176,640	111,740	99,150	412,360	146,388
Total	0	0	658,700	538,114	472,955	663,280	527,280	945,280	1,140,070	173,268
COMMERCIAL										
New Construction			0	569,400	0	0	0	0	0	0
Renovations			0	263,686	0	0	0	0	40	0
Total	0	0	0	833,086	0	0	0	0	40	0
INDUSTRIAL										
New Construction			0	0	45,000	172,000	0	172,000	172,000	0
Renovations			0	0	0	0	0	0	0	0
Total	0	0	0	0	45,000	172,000	0	172,000	172,000	0
INSTITUTIONAL										
New Construction			0	6,311,130	93,800	0	0	200,000	0	0
Renovations			1,000	0	0	1,000	0	0	0	0
Total	0	0	1,000	6,311,130	93,800	1,000	0	200,000	0	0
SIGNS										
TOTALS	\$0	\$0	\$659,700	\$7,682,330	\$611,755	\$836,280	\$527,280	\$1,317,280	\$1,312,110	\$173,268

Table 29: Building Permit Values - Unincorporated

Type of Permits	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
RESIDENTIAL										
Single Unit Dwellings	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	5,128,874
Multiple Unit Dwellings	0	0	0	0	0	0	0	589,260	0	0
Mini/Mobile Homes	1,311,040	1,356,200	1,405,302	3,574,113	852,520	810,160	732,480	1,465,151	909,440	1,105,240
Cottages	471,000	1,432,500	1,456,000	1,272,786	1,286,695	1,392,538	959,916	891,237	887,442	1,328,210
Other Improvements	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	1,793,748
Total	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	9,356,071
COMMERCIAL										
Construction	971,400	575,500	179,800	584,640	92,900	289,632	129,520	315,335	26,510	250,181
INDUSTRIAL										
Construction	1,771,645	635,000	0	0	2,136,125	862,450	897,900	1,758,654	40,000	0
INSTITUTIONAL										
Construction	607,000	20,063,332	240,000	1,319,640	150,000	159,880	11,520	31,200	458,399	17,000
SIGNS	125	18,070	25,000	19,000	40,000	0	0	0	0	0
TOTALS	\$12,636,250	\$31,395,250	\$9,500,138	\$11,639,621	\$10,543,987	\$9,034,372	\$11,004,213	\$11,806,044	\$7,131,359	\$9,623,252

Appendix E – Planning/Subdivision Applications/Files Activity Tables

Table 30: Planning Applications - City of Miramichi

Applications	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Plan Amendments	1	0	1	1	4	1	3	2	4	4
Rezoning	4	2	2	2	2	4	5	4	7	5
Variations (Total)	14	26	16	25	28	31	19	28	23	28
Variations (DO)	12	12	12	20	23	25	16	24	17	24
Variations (PRAC)	2	14	4	5	5	6	3	4	6	4
TOTALS	19	28	19	28	34	36	27	34	34	37

Table 31: Planning Applications - Village of Blackville

Applications	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Rural Plan Amendments / Rezoning	0	1	2	0	1	0	0	0	0	1
Variations (Total)	1	2	2	0	1	3	3	1	1	2
Variations (DO)	1	1	0	0	1	3	1	1	1	2
Variations (PRAC)	0	1	2	0	0	0	2	0	0	0
TOTALS	1	3	4	0	2	3	3	1	1	3

Table 32: Planning Applications - Village of Doaktown

Applications	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Rural Plan Amendments / Rezoning			1	0	1	0	1	1	0	0
Variations (Total)			3	2	4	0	1	1	1	7
Variations (DO)			3	2	2	0	1	1	1	5
Variations (PRAC)			0	0	2	0	0	0	0	2
TOTALS	0	0	4	2	5	0	2	2	1	7

Table 33: Planning Applications - Rural Community of Upper Miramichi

Applications	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Rural Plan Amendments / Rezoning					1	0	0	0	0	0
Variations (Total)			3	1	1	1	5	4	2	3
Variations (DO)			2	1	1	1	5	4	2	2
Variations (PRAC)			1	0	0	0	0	0	0	1
TOTALS	0	0	3	1	2	1	5	4	2	3

Table 34: Planning Applications - Unincorporated

Applications	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Variations (Total)	2	9	10	6	7	17	13	11	13	26
Variations (DO)			1	6	7	14	13	9	11	23
Variations (PRAC)			9	0	0	3	0	2	2	3
TOTALS	2	9	10	6	7	17	13	11	13	26

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

Applications	2016	2017	2018	2019	2020
Confirmations of Zoning	29	37	39	42	28
Zoning Compliances	0	1	1	1	1
Site Plan Reviews	36	75	56	62	67
Enforcement Files	1	11	9	7	14
Access Approvals	2	1	4	4	0
Other Documents	19	25	19	18	12
TOTALS	87	150	128	134	122

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

Applications	2016	2017	2018	2019	2020
Confirmations of Zoning	0	1	3	6	2
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	1	0	5	1	0
Enforcement Files	0	0	0	0	1
Access Approvals	0	1	1	0	1
Other Documents	6	6	8	8	9
TOTALS	7	8	17	15	13

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

Applications	2016	2017	2018	2019	2020
Confirmations of Zoning	3	0	1	2	2
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	2	7	3	0	0
Enforcement Files	1	1	0	1	1
Access Approvals	0	2	0	0	0
Other Documents	4	12	5	1	0
TOTALS	10	22	9	4	3

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

Applications	2016	2017	2018	2019	2020
Confirmations of Zoning	10	9	9	18	14
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	3	5	5	5	3
Enforcement Files	1	0	2	3	9
Access Approvals	7	4	10	9	7
Other Documents	53	43	56	41	45
TOTALS	74	61	82	76	78

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

Applications	2016	2017	2018	2019	2020
Confirmations of Zoning	1	2	1	3	0
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	1	5	4	1	3
Enforcement Files	0	11	1	2	0
Access Approvals	0	1	0	0	1
Other Documents	21	1	3	4	1
TOTALS	23	20	9	10	5

Table 40: Subdivision Applications - Greater Miramichi Region

Regions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Miramichi	37	29	26	17	21	14	22	31	25	26
Blackville	2	3	4	6	1	1	6	1	3	3
Doaktown			2	0	3	0	3	2	2	6
Upper Miramichi			4	3	8	2	12	7	7	6
Unincorporated	80	69	50	45	24	43	48	67	45	65
TOTALS	119	101	86	71	57	60	91	108	82	106

Table 41: New Lots Created - Greater Miramichi Region

Regions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Miramichi	41	52	41	24	41	28	17	58	55	44
Blackville	4	5	6	6	1	1	8	11	4	7
Doaktown			2	0	3	0	1	2	2	8
Upper Miramichi			5	3	8	4	6	12	8	7
Unincorporated	88	105	65	61	30	70	50	108	81	89
TOTALS	133	162	119	94	83	103	82	191	150	155

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.	352.97	47.70	17.19	16.74	378.71	25.71		86.12	642.22	49.52	11.68	1,628.56
FEB.	261.51	34.50	16.44	13.44	289.67	15.68	-	45.04	459.43	56.32	-	1,192.03
MAR.	299.71	30.39	18.27	16.16	367.92	17.46	-	54.85	563.35	105.13	-	1,473.24
APR.	479.57	47.65	16.14	29.35	589.44	42.12	-	90.61	503.90	196.27	-	1,995.05
MAY	507.56	48.91	31.54	27.90	567.65	27.78	-	86.92	669.12	43.13	-	2,010.51
JUNE	393.93	48.74	19.87	32.06	495.74	40.72	-	91.66	633.07	31.60	-	1,787.39
JULY	411.80	60.80	21.11	21.67	460.32	29.20	-	90.36	599.88	26.05	66.30	1,787.49
AUG.	351.16	52.01	14.04	32.59	427.79	24.17	-	76.97	623.16	198.39	22.07	1,822.35
SEPT.	371.50	58.74	14.81	43.43	511.69	23.72	-	71.21	677.29	48.78	44.03	1,865.20
OCT.	365.52	63.46	29.44	39.33	477.63	27.32	-	97.61	733.43	17.03	2.05	1,852.82
NOV.	386.39	47.75	9.60	24.78	496.21	17.95	-	48.97	657.45	26.58	2.65	1,718.33
DEC.	406.66	50.23	17.25	16.08	439.45	20.20	-	73.56	648.11	80.59	2.07	1,754.20
TOTALS	4,588.28	590.88	225.70	313.53	5,502.22	312.03	-	913.88	7,410.41	879.39	150.85	20,887.17

monthly avg

1,740.60

LSDs 4,588.28 MT
MUNICIPAL 6,728.13 MT
FIRST NATIONS 1,130.11 MT
SUB-TOTAL 12,446.52 MT

Residential 12,446.52 MT
ICI (Commercial) 7,410.41 MT
C & D Debris 879.39 MT
Cash Sales 150.85 MT
Total GMRSC 20,887.17 MT

Regular Tip Fee: \$90.40
C & D Tip Fee: \$37.50

Table 43: Waste Diversion Curbside Program (tonne)					
Months	2016	2017	2018	2019	2020
January	144.75	125.94	143.71	134.52	142.18
February	110.17	106.85	106.44	98.61	86.73
March	113.13	113.87	104.09	110.58	111.15
April	146.22	128.71	143.96	142.28	0
May	146.46	160.36	156.68	144.54	0
June	159.52	154.24	136.99	132.08	167.84
July	138.97	122.14	136.12	128	121.13
August	140.42	143.18	139.61	132.99	122.76
September	131.6	135.09	119.87	126.55	127.03
October	149.36	142.24	148.49	143.01	137.22
November	139.65	151.21	127.03	115.11	111.59
December	167.38	137.02	124.63	112.75	143.45
TOTALS	1687.63	1620.85	1587.62	1521.02	1271.08

Table 45: E-waste Tonnage				
2016	2017	2018	2019	2020
16.71	14.5	10.7	9.76	5

Table 44: Cell Phone and Battery Waste Diversion from Drop-Off Locations					
Locations	2016 * ₁	2017 * ₁	2018 * ₂	2019 * ₃	2020 * ₄
Adaptive Office Solutions			7.4	0	0
Esgenoôpetitj School	11.2	13.86	20	38.25	10.65
Esgenoôpetitj Petro-Canada			7.25	10.5	16.18
Burnt Church Seniors Hall	4.75	4.65	2.9	3.4	3.65
Baie Sainte-Anne Building Supplies Ltd	8.5	0	17.45	12.8	31.15
Normand Doiron & fils Ltée	11.9	11.35	27.85	40	29.36
La Bonne Route (1993) Inc.	0	0	0	0	0
LeGresley Home Building Centre	0	14.2	11.85	9.15	0
Greater Miramichi Planning Services Office	0	0	0	18.85	4.9
Atlantic Superstore - Johnson St.	45	49.97	49.2	30.3	109.15
Walmart	24.6	29.43	47	102.75	25.52
Kent	16.7	0	37.4	34.6	19.8
Beaubear Credit Union - Chatham Head	12.5	34.15	28.6	39.45	28.33
Greater Miramichi Solid Waste Services Office	19.6	46.35	65.6	61.6	42.75
Beaubear Credit Union - Newcastle	30.45	29.9	40.9	78.6	48.75
Atlantic Superstore - King George Hwy	30.15	57.5	56.5	75.65	29.96
Caring Friends Activity Centre	0	0	0	21.9	0
Renous Convenience Store	12.7	12.52	5.3	21.9	2.85
Blackville Building Supplies	8.65	38.15	29.2	43.35	32.45
Betts Enterprise Ltd	176.81	138.2	211.1	212	142.09
Matthew MacKay & Son LTD	19.3	16.75	29.8	17.35	
Upper Miramichi Community Centre					23.2
Miramichi HHW	413.98	438.95	363.72	483.6	514
Doaktown HHW	6.7	5	0	13.5	65
TOTAL (Kg)	853.49	940.93	1051.62	1369.5	1179.74
TOTAL (mt)	0.85349	0.94093	1.05162	1.3695	1.17974
Average Per Box (Kg)	17.06980	18.81860	12.98296	13.83333	11.91657
TOTAL (lbs)	1881.62	2074.40	2318.43	3019.23	2600.88

- 1) 50 boxes
- 2) 81 boxes
- 3) 99 boxes
- 4) 48 boxes

Appendix G – Solid Waste Services Media Coverage

Curbside recycling program being suspended due to COVID-19

NATHAN DELONG
MIRAMICHI LEADER

March 27, 2020 | Page A3

Residents of the Miramichi region won't have a curbside recycling program for the foreseeable future due to the COVID-19 situation.

The Greater Miramichi Regional Service Commission announced Wednesday it will be suspending its residential curbside recycling pickup program effective March 30 in Miramichi, Blackville, Doaktown, Upper Miramichi and all local service districts in the region until the pandemic ends.

Wilson Bell, service commission executive director and planning director, said the commission has been stockpiling recyclable materials at the Red Pine solid waste management site in Allardville, south of Bathurst, before shipping it to Moncton for sorting and processing.

He said the processing plants in Moncton and Tracadie have both closed recently due to concerns about COVID-19, however, leaving the commission with no place to send materials.

"We will have no place to stockpile it after Friday," said Bell. "We can't collect it if we aren't able to have it processed."

"We will just be doing regular garbage pickup from now until the COVID-19 situation is resolved."

Recyclable items such as paper, cardboard and some plastics were previously collected from blue bins at homes across the region every second week.

Bell said the commission is now asking residents to hold onto recyclables for as long as possible to be recycled at a later date, as garbage collection will take place weekly until further notice. He said curbside recycling will resume when the sorting facilities reopen.

Recyclers rejoice: Service to resume in coming weeks

NATHAN DELONG
MIRAMICHI LEADER

June 5, 2020 | Page A3

Residents of Miramichi and the surrounding areas will soon have access to a recycling program again.

The Greater Miramichi Regional Service Commission is planning to reinstate its residential curbside recycling pickup starting the week of June 15, waste reduction co-ordinator Melanie Cripps said Wednesday.

The news was music to the ears of Tara Audibert, a Sunny Corner resident who has been stockpiling recyclable material. She said she wasn't aware until Wednesday the program had been suspended, but was pleased to hear it's coming back soon.

"I am so relieved [that it's returning]," she said with a chuckle. "I'm kind of running out of room to store it, and this time I'll be ready. I'm going to put a reminder on my phone."

Before curbside recycling pickup was stopped in late-March due to the COVID-19 pandemic and processing facilities being closed, Audibert said she didn't always remember to place her blue bin by the road for pickup, so she accumulated a large pile of cardboard and other items to be recycled.

She said she had been wondering what to do with her stash when she learned the program had been on hold, and although storage space was at a premium, she didn't want to discard it.

Audibert said she wants to do her part to divert waste from landfills, given the increased attention in recent years to climate change and other environmental issues.

"I'm happy that the program will be returning. I'm very grateful," she said.

Before learning the program was paused, Audibert — an artist and indie filmmaker — said she was also saving cardboard to use for a future project. The recyclable items were originally placed throughout her home's stairwell, but she began collecting what she didn't need Wednesday and placing it in her curbside bin.

Cripps said pickup will begin the week of June 15 in Region B, which includes the Esgenoôpetitj, Natoaganeg and Metepenagiag First Nations and the Alnwick, Barryville-New Jersey, Ferry Road-Russellville, Newcastle and Oak Point-Bartibog Bridge service districts, along with the city's Newcastle, Nordin, Douglastown and Ferry Road neighbourhoods.

Cripps said recycling will be restarted the week of June 22 in the Baie-Sainte-Anne, Black River-Hardwicke, Blackville, Blissfield, Chatham, Derby, Escuminac, Glenelg, Hardwicke, Nelson, North Esk, Renous-Quarryville, St. Margarets, South Esk and Sunny Corner local service districts.

The program will resume the same week in the villages of Blackville and Doaktown, Upper Miramichi rural community and Miramichi's Loggieville, Nelson, Taintville, Chatham and Chatham Head neighbourhoods.

Cripps said collection schedules will remain the same as before the service was paused.

She said the commission has received feedback from people who couldn't stockpile as much material as Audibert, but she understands that situation will likely reduce the amount of waste diverted from the Red Pine landfill in Allardville this year.

Since the curbside recycling program's inception in 2015, Cripps said, an estimated 1,500 to 1,600 tonnes of trash have been recycled each year.

She said the commission also expects a surge in recyclable materials collected in June and July, with some residents having saved items since March.

Service commission seeks nominations for green awards

MIRAMICHI LEADER

September 11, 2020 | Page B4

The Greater Miramichi Regional Service Commission solid waste services branch is accepting nominations for its annual Green Leaf Awards recognizing environmental contributions.

Nominations can be made in the individual, organization, institution, and business categories. Eligible winners are people or organizations who have demonstrated a commitment to environmental leadership in the Miramichi region, according to a notice on the service commission's website.

Recipients will be selected based on how they've shown that commitment. Examples include championing the residential curbside recycling program, composting, reducing their ecological footprint, environmental protection, public education and awareness initiatives, and promoting reducing, reusing, and recycling in the community.

Eligible businesses consist of, but aren't limited to, multi-unit residential buildings, office buildings, hotels, institutions, and manufacturing companies. Organizations, groups, and clubs will be considered in the organization category, and one Miramichi-area individual and school will each be chosen.

Four award winners will be announced Oct. 23 during Waste Reduction Week.

Nomination forms are available online at greatermiramichirsc.ca. Completed forms can be submitted by fax at 778-6642, by email at sws@rsc5.ca, or by mail to the commission's solid waste office at 505 Old King George Hwy., Miramichi, N.B., E1V 1J8.

Appendix H – Planning Services Media Coverage

Council addressing planning bylaw

NATHAN DELONG
MIRAMICHI LEADER

March 6, 2020 | Page A1

Miramichi's proposed new municipal plan bylaw includes provisions for climate change adaptation as well as the city's affordable housing needs, but while it calls for more development and expansion in some parts of the city, it lacks specifics in other aspects.

Justin Forbes, planning services manager for the Greater Miramichi Regional Service Commission, told city council Tuesday the plan will offer a development strategy for the municipality for the next decade.

"Reviewing and updating the plan ensures it is up-to-date, reflects the current conditions and anticipates future changes," he said.

"It's also about making sure it's consistent with other city policies and plans, such as the climate change adaptation plan and downtown redevelopment plan."

City clerk Cathy Goguen's office will accept written submissions from the public on the proposed bylaw until midnight April 2. A public hearing is tentatively set for April 28 at 6 p.m. at Miramichi City Hall.

All municipalities in New Brunswick are required to have a municipal plan bylaw, Forbes said. These bylaws include a community's land use strategy and rules for development, along with environmental protections and a guide for recreation and other infrastructure.

Forbes said the new plan, if adopted, will allow council to manage growth and development within the city from 2020 to 2030. The bylaw is prepared with support from the service commission's planning branch, which administers it once enacted.

The city's existing plan dates back to 2012, Forbes said. It allows for a review every seven years. The current review process was launched last year.

Forbes said the new plan will direct new development toward parts of the city with lots of amenities, such as downtown Newcastle and Chatham, industrial parks, the regional commercial area in Douglastown and residential areas.

It will also promote affordable housing and more diverse types of it, he said, with steps to mitigate the effects of climate change included as well.

To implement the new strategy, Forbes said, new residential construction should also happen in under-occupied neighbourhoods. More housing should be added in the downtowns, he said, and a new recreation hub surrounding the city's proposed multiplex site in Douglastown is suggested.

In addition, flood protection and other climate change adaptation measures for riverfront buildings are mentioned, along with "active transportation infrastructure," although Forbes didn't elaborate. He did say the new plan has a policy requiring developers to floodproof properties in low-lying areas in the event that Miramichi River water levels rise by 4.6 metres by the year 2100.

Steps are also outlined for adding more mixed-use residential and commercial space in areas previously zoned for institutional use – such as the Miramichi Senior Citizens Home, the former Mount St. Joseph Nursing Home, Harkins school property and St. Andrews Elementary School.

The new bylaw would also allow for more commercial zones along King George Highway in Douglastown and Nordin, and an expansion of the Chatham Industrial Park.

Examples of increased housing diversity include allowing smaller housing units next to existing dwellings, as well as tiny homes and neighbourhood commercial uses.

Coun. Billy Fleiger asked how affordable housing is defined and what provisions are in place for seniors. Forbes said the term "affordable" is relative, and the plan only speaks generally about how the city can address the need for more cost-effective units.

"The plan doesn't include anything specific toward how [the city] can achieve various levels of affordable housing," said Forbes.

Coun. Tara Ross-Robinson asked how property owners whose zoning designations are changed can find out about any new zoning and potential property tax implications. Forbes said the city has offered to send information to every Miramichi home and business explaining any possible changes, but the onus is on the landowner to find out how zoning rules impact them.

Appendix I – Regional Collaboration Media Coverage

Service commission holding virtual meetings

NATHAN DELONG
MIRAMICHI LEADER

March 30, 2020 | Page A6

The Greater Miramichi Regional Service Commission has adapted its operations in recent weeks due to COVID-19, but a senior official with the commission says it's functioning as close to normal as possible.

The commission shut down its Water Street office in Miramichi March 17, but Wilson Bell, executive director and planning director, said services are still being provided as staff are working remotely. He said there have been no staff reductions.

While the board of directors meeting set for Wednesday at the office was cancelled, Bell said, the planning review and adjustment committee meeting went ahead Tuesday by conference call.

"We are looking at ways to do board and committee meetings by Skype or other means to give our members access," he said.

"We want to make sure the public has the ability to participate too, but we're trying to figure out how to do that."

These moves come in addition to the commission suspending residential curbside recycling pickup across the Miramichi region March 30 until further notice due to most of the province's the sorting and processing facilities being closed. Garbage collection will now be provided weekly.

Services are being delivered using remote computer service technology, Bell said. All staff are working from home and can still communicate with clients using cell phones, email and text messages.

Service commission employees can also access files, provide information and advice on construction and development projects and process applications for building permits, subdivision plans, variances and document approvals.

Bell said planning inquiries are still being accepted by email. Arrangements can also be made by email to submit hard copies of building or subdivision plans for review or at the commission's office.

He said voicemail messages and emails are being checked at 10 a.m. and 2 p.m. daily and forwarded to the appropriate staff member to respond.

So far, Bell said, the commission's clients have co-operated with the changes. He said some services may be slower than usual, but staff are doing their best in challenging circumstances.

"People understand the situation," he said. "There's no playbook for this."

The commission can be contacted by phone at (506) 778-5359 for the planning and building services branch and (506) 778-6446 for solid waste services. The toll-free number is 1-855-647-5359.

Service commission briefs: Deficit noted in financial audit

NATHAN DELONG
MIRAMICHI LEADER

May 29, 2020 | Page A2

Deficit noted in financial audit

The Greater Miramichi Regional Service Commission ran a deficit of close to \$2,500 in 2019, the board of directors heard Wednesday via teleconference.

Brett Campbell, an accountant at Allen Paquet Arseneau LLP's Miramichi office, told the board the commission had a shortfall of \$2,497 last year. Revenue totalled \$2.782 million, while expenditures came in at \$2.785 million.

"That's a really good result," he said at the commission's first board meeting since the COVID-19 pandemic began.

"That is 0.009 per cent of your budget. That's how close you were to breaking even."

Campbell said the commission's bottom line saw the biggest changes in the solid waste category — the bulk of its budget. Landfill tipping revenue from member communities totalled an estimated \$900,000 last year, up from \$707,000 in 2018.

He said gross tonnage totals were down by about 800 metric tonnes last year, from 20,881 in 2018 to 20,087. Fees were also increased to \$87.40 per metric tonne from \$83.40 two years ago, however.

Wilson Bell, service commission executive director and planning director, said the 2019 audit process was likely the most efficient and effective the commission has had since its inception.

"That is attributed to having a full-time chief financial officer and the accounting firm's familiarity with the regional service commission," he said.

Auditor appointed for 2020

The board voted unanimously to appoint Allen, Paquet and Arseneau LLP as the commission's auditor for 2020.

Miramichi Mayor Adam Lordon asked when the auditor was last tendered. Bell said the total cost of the audit is under \$10,000, so the commission isn't required to launch a tender process.

He said the firm has audited the commission's books since 2013.

"We're extremely happy with the product, relationship and service that we're getting," said Bell.

Lordon said he believes more companies should have a chance to bid on the work where public money is being spent. He recommended the tender keep its current auditor this year and issue a request for proposals in 2021.

Executive, committee terms extended

The board voted unanimously to extend the terms of Upper Miramichi Mayor Douglas Munn as chair and Robert Hallihan, who chairs the Renous-Quarryville local service district (LSD) committee, as vice-chair to June 30, 2021.

South Esk LSD representative John Goodfellow, Derby LSD representative Elizabeth Bowes, Hardwicke LSD representative Lynn Gregan and Doaktown deputy mayor Carl Price also had their terms on the finance and budget committee extended for another year.

In a report presented to the board, Bell said the uncertainty surrounding the COVID-19 pandemic and municipal elections being delayed until possibly next May factored into the recommendation to renew the board chair and vice-chair's terms.

In addition, Miramichi residents Bill Treadwell and Joe Veriker, Blackville resident Kurt Marks and Alnwick LSD resident Robert McLeod received an extra year for their planning review and adjustment committee terms.

Bell said the planning review and adjustment terms are normally four years, and members' appointments are at the board's discretion. After Lordon said the commission should seek new committee members from the public, the board voted to reappoint Treadwell, Veriker, Marks and McLeod for 12 months, then issue expressions of interest next year.

If no one responds, or the board gets to choose from a pool of applicants, new members will be appointed for a three-year term.

Service commission proposes \$3.08M budget

NATHAN DELONG
MIRAMICHI LEADER

The Greater Miramichi Regional Service Commission's 2021 budget, if passed, will include a slight spending increase, as well as higher dues from municipalities and local service districts.

The commission's board of directors unanimously approved the proposed \$3.08-million operating budget Wednesday to distribute to municipalities and service districts for review and feedback.

Shawn Cripps, the commission's chief financial officer, said next year's budget is 1.98 per cent higher than the \$3.02-million budget for 2020. He said the total being funded by Miramichi, Blackville, Doaktown, the Upper Miramichi rural community, and service districts is \$1.89 million, up 5.54 per cent from 2020.

"After it's approved for circulation, the budget will be made available to the local services manager, municipal clerks, and councils, and posted on our website," said Cripps. "Then we'll start a 45-day clock for presentations to the city and village councils and give everybody time to suggest any changes."

The service fee breakdown consists of \$989,771 from Miramichi, \$43,867 from Blackville, \$39,393 from Doaktown, \$100,825 from Upper Miramichi, and \$724,246 from the service districts.

Solid waste services will make up the bulk of the commission's expenses, with \$2.15 million being allocated. Tipping fees will remain unchanged next year, with the charge for the Red Pine regional landfill in Allardville staying at \$65 per metric tonne and the commission's administration surcharge remaining at \$25.40 per metric tonne.

The line will also be held on the \$40 per metric tonne recycling fee. Tipping fees are estimated at \$1.42 million in 2021, a 2.28 decrease from the past year.

Cripps said that line item makes up more than 46 per cent of the commission's budget.

The commission is setting aside \$863,517 for local planning services, pending the budget's approval. Co-operative and regional planning services will receive \$60,890, with no spending on other shared services as the five-year repayment plan for the recycling bin financing period ended in 2020.

Miramichi, Blackville, and Doaktown each made final payments on that debt.

The commission is also earmarking \$299,449 for corporate services, which manages administrative activities, governance, board functions, and management services to the commission's departments. Cripps said 80 per cent of the executive director's wages and 20 per cent of the planning director's compensation are covered by corporate services.

The department also pays 70 per cent of Cripps' salary, with the remainder coming from planning services and solid waste revenues.

Cripps said the corporate services budget also includes money for a new cloud server, along with eight commission board meetings, three committee meetings or briefing sessions, board members' travel expenses, and training costs.

"There's an ongoing cost to that [server]," he said. "I've also included an estimate of the HST rebate we get from both the solid waste and planning side, and all insurance costs are included in the corporate services side."

No staff changes are anticipated in 2021, Cripps said, and the commission is expected to remain at 12 employees. Salary increases are capped at two per cent, with no cost-of-living increases.

Executive director Wilson Bell will also serve as planning director again next year, Cripps said.

For co-operative and regional planning services, which is allocated based on population and tax base, the commission expects to spend \$60,890 – down from \$65,529 in 2020. Cripps said \$5,000 was budgeted in 2020 to update the region's emergency measures information brochure, but it will carry over as a surplus in future years if unspent.

Most of the local planning services budget will be funded by member communities, with \$848,516 being paid by Miramichi, Blackville, Doaktown, Upper Miramichi, and the service districts. The branch has eight employees and provides planning services to those areas.

All planning service fees, including building permit fees, are returned to municipalities and service districts on a quarterly basis.

The commission won't have a capital budget in 2021, and any surplus or deficit from each department from 2019 must be accounted for next year.

Cripps said the commission's board will vote to approve the budget at the November meeting.

\$3-million service commission budget approved

NATHAN DELONG
MIRAMICHI LEADER

The Greater Miramichi Regional Service Commission's 2021 budget will see a slight spending increase and higher dues from municipalities and local service districts than the previous year.

The commission's board of directors unanimously approved the \$3.08-million operating budget Wednesday via conference call. Next year's budget is 1.98 per cent, or \$59,856, higher than the \$3.02 million in spending for 2020.

Shawn Cripps, the commission's chief financial officer, said the total being funded by Miramichi, Blackville, Doaktown, the Upper Miramichi rural community, and local service districts is \$1.89 million, up \$99,691 – or 5.54 per cent – from 2020.

"If everything goes according to plan, I would suspect a \$3-million operating budget down the road is the way we're going to go," he said. "It really depends a lot on the solid-waste side where that area isn't always consistent."

Solid-waste services will make up most of the commission's expenses, with \$2.15 million allocated for next year. Tipping fees will remain the same, with the charge for the Red Pine regional landfill in Allardville staying at \$65 per metric tonne and the commission's administration surcharge remaining at \$25.40 per metric tonne.

The line was also held on the \$40 per metric tonne recycling fee. Tipping fees for blue-bin items are estimated at \$1.42 million in 2021, a 2.28 per cent decrease from the past year. Cripps said that line item makes up more than 46 per cent of the commission's budget.

The commission is setting aside \$863,517 for local planning services. Co-operative and regional planning services will receive \$60,890, with no spending on other shared services as the five-year recycling bin financing repayment plan ended in 2020.

Miramichi, Blackville, and Doaktown each made final payments on that debt.

The service fee revenue breakdown consists of \$989,771 from Miramichi, \$43,867 from Blackville, \$39,363 from Doaktown, \$100,825 from Upper Miramichi, and \$724,246 from the service districts.

The commission is also earmarking \$299,449 for corporate services, which manages administrative activities, governance, board functions, and management services to the commission's departments. Cripps said 80 per cent of the executive director's wages and 20 per cent of the planning director's compensation are covered by corporate services.

The department also pays 70 per cent of Cripps' salary, with the remainder coming from planning services and solid-waste revenues.

Cripps said the corporate services budget also includes money for a new cloud server, along with eight commission board meetings, three committee meetings or briefing sessions, board members' travel expenses, and training costs.

"There's an ongoing cost to that [server]," he said in September. "I've also included an estimate of the HST rebate we get from both the solid waste and planning side, and all insurance costs are included in the corporate services side."

No staff changes are anticipated in 2021, Cripps said, and the commission is expected to remain at 12 employees. Salary increases are capped at two per cent, with no cost-of-living increases.

Executive director Wilson Bell will also serve as planning director once again next year.

For co-operative and regional planning services, which is allocated based on population and tax base, the commission will spend \$60,890 – down from \$65,529 in 2020. Cripps said \$5,000 was budgeted in 2020 to update the region's emergency measures information brochure, but it will carry over as a future surplus if unspent.

Most of the local planning services budget will be funded by member communities, with \$848,516 being paid by Miramichi, Blackville, Doaktown, Upper Miramichi, and the service districts. The branch has eight employees and provides planning services to those areas.

All planning service fees, including building permit fees, are returned to municipalities and service districts on a quarterly basis.

The commission won't have a capital budget in 2021, and a \$10,000 surplus from 2019 must be accounted for next year. Another \$15,000 in revenue from a tax rebate is listed under local planning services.

‘Do we have a goal?’: Commission debates priorities for surplus

NATHAN DELONG
MIRAMICHI LEADER

December 2, 2020 | Page A1

Transfers to operating and capital reserve accounts sparked a discussion on how the Greater Miramichi Regional Service Commission should manage its rainy day funds.

The commission’s board of directors voted unanimously Wednesday via conference call to transfer \$50,000 to the solid waste operating reserve and \$50,000 to the solid waste capital reserve accounts.

Before approving the transfers, North Esk local service district representative John Goodfellow and Miramichi Mayor Adam Lordon asked how much the commission would like to have in its reserves.

“Do we have a goal?” said Goodfellow. “Or are we just putting money in as we have extra? At what point do we stop putting funds in these reserves and simply roll back our budget?”

New Brunswick’s 12 regional service commissions are governed by communities and deliver services such as solid waste and planning to communities paying to receive them. Community representatives on a commission’s board of directors make financial and service-related decisions, while the commission’s staff handle day-to-day responsibilities.

Commissions aren’t authorized to tax residents to fund their operations, but they invoice communities for services provided.

Shawn Cripps, the Miramichi region commission’s chief financial officer, said the operating reserves serve as emergency funds. Capital reserves, meanwhile, allow cash to be accumulated for capital projects, such as renovations.

Cripps said efforts to replenish the capital reserves have been ongoing since the commission dipped into the funds to buy blue carts for residential curbside recycling. He said the solid waste capital reserve currently has \$414,000, while the operating reserve balance sits at \$73,000.

The capital and operating reserve account balances for local planning are both \$5,200, while the co-operative and regional planning reserves have more than \$1,000 each. The corporate services reserves both have \$2,100.

Cripps said the best way to pass savings on to member communities on the solid waste side is to reduce tipping fees for garbage and recycling. But those fees have trended upward in recent years, leaving no other option but to trim solid waste administration costs.

Upper Miramichi Mayor Doug Munn, who chairs the board of directors, said he would appreciate some direction on reserve transfers in the future. He said several villages and municipalities are struggling with their budgets while still paying annual membership dues to the commission.

Munn said a goal for reserve balances could allow the commission to reduce spending projections and, in turn, save money for municipalities and service districts.

“We’ve got to have an end game somewhere to realize where we want these funds to be,” he said. “There comes a point where you can’t just keep stashing away tax dollars all the time – but you still need some reserves.”

Cripps said transfers to operating reserve funds cannot exceed five per cent of the total amount budgeted during the previous fiscal year. He said portions of any anticipated surpluses are moved into operating and capital reserves each year.

Cripps said the commission hopes to eventually fund some renovations at its Water Street headquarters from the capital reserves. Executive director and planning director Wilson Bell said cost estimates for that project should be known in the coming weeks.

Bell said any unspent dollars from 2020 that aren’t moved to reserves would be carried forward as a surplus in 2022, allowing the commission to see savings then.

Lordon said if any reserve goals identified are below the current balances, the commission should use some money presently stashed away to cover cost increases instead of raising service fees, which would likely result in property tax hikes.

“It would be good to know what number we don’t want to go below, but if we’re facing higher costs in the next couple years, we can take \$20,000 of it from reserves, for example, and save everybody a potential tax increase,” he said.