



ANNUAL REPORT 2021

Greater Miramichi Regional Service Commission

The 2021 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. 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 six times in 2021. Additionally, public access to the offices was curtailed resulting in an appointment-based service.

In late 2021, the Province of New Brunswick released its White Paper on Local Governance Reform. There will be significant changes for the communities in the Miramichi Region. As well for the regional service commission, which will be tasked with the delivery new mandated services.

In November, the Village of Doaktown and Rural Community of Upper Miramichi formally withdrew from Planning and Building Inspection Services offered by the GMRSC.

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 six regular meetings in 2021. 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 2022 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. An election for the Board Executive took place at the June meeting;

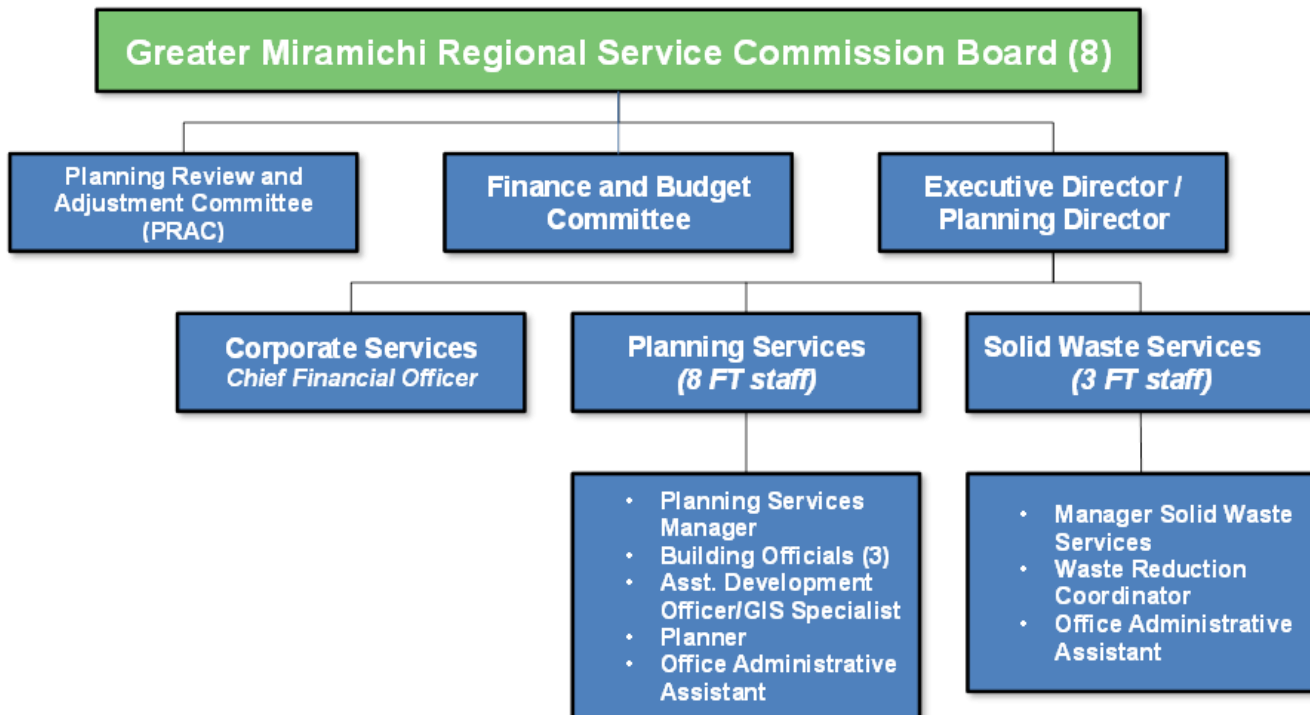
Table 1: GMRSC Board Members for 2021

Board Member	Community
Mayor M.A. Douglas Munn, Chairperson	Rural Community of Upper Miramichi
Lynn Carney, Vice Chairperson (June 2021)	LSD Representative
Mayor Adam Lordon	City of Miramichi

Mayor Christopher Hennessy (January - May)	Village of Blackville
Elizabeth Bowes	LSD Representative
John Goodfellow (January - May)	LSD Representative
Lynn Gregan	LSD Representative
Carl Price (January - May)	Village of Doaktown
Mayor Caroline St-Pierre Taylor (June 2021)	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 2021:

- The global pandemic had an impact on the operations of the GMRSC in 2021. 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 six times.

- The Dashboard showcases projects geographically on a map. Users can click on the project location and a pop-up menu will identify the project type, location, scope, and a description of work. The Dashboard includes summary statistics on total number of permits, cost of work, permit types, and proposed use. This dashboard is also available to the public from the Commission's website.
- Communication Strategy – Planning and Building Inspection Services. Portfolio Consultants presented the Communication and Strategy Report.
- Dillion Consulting has been retained to prepare a feasibility study examining the establishment of a Mobile Collection Services for Household Hazardous Waste (HHW) and other materials. Would provide service to the region on designated days throughout the year. Would replace the twice annual HHW events.
- Marie LeBlanc, General Manager of Solid Waste Services, retired, she has served the GMRSC and the former Northumberland Solid Waste Commission for nearly 30 years.
- Board Member orientation session was held on June 16th.
- Members Only Section was established on the GMRSC website. Meeting packages and other documents are available for review or download.
- Municipal Council Orientation sessions: were held for the new municipal Councils in Blackville, Doaktown and Miramichi.
- In September, the Commission approved the 2022 Total Operating Budget: \$2,909,278 (2021--\$3,082,367); this represented a decrease of 5.61% (\$173,089) from 2021.
- In September, Justin Forbes, Planning Services Manager resigned after serving with the Commission for over five years.
- In November the Board passed a motion which would allow, a Deputy Mayor be designated as a permanent representative of a Municipal Council, and he or she shall be eligible to serve on any committees identified in Second 3.1 of the Procedural by-law.
- Renovations were completed to 1773 Water Street, and the Commission now occupies both the upper and lower levels of the building.

Appendix A contains the "GMRSC Board / PRAC Member Attendance Record, Meeting Per Diems, and Expenses (Mileage)" for 2021.

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. These members serve for a two-year term. (see Table 3).

Table 3: Finance and Budget Committee Members

Committee Member	Community
John Goodfellow, Chairman (January - May)	LSD Representative
Elizabeth Bowes (January - May)	LSD Representative
Lynn Gregan	LSD Representative
Carl Price (January - May)	Village of Doaktown
Lynn Carney	LSD Representative
Denver Brennan	Village of Blackville

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 2021 year. In total, \$326,055.65 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 2021 Financial Statement” for more details. Table 4, below, presents the cost of Planning Services by community for 2021.

Table 4: Cost of Planning Services by Community for 2021

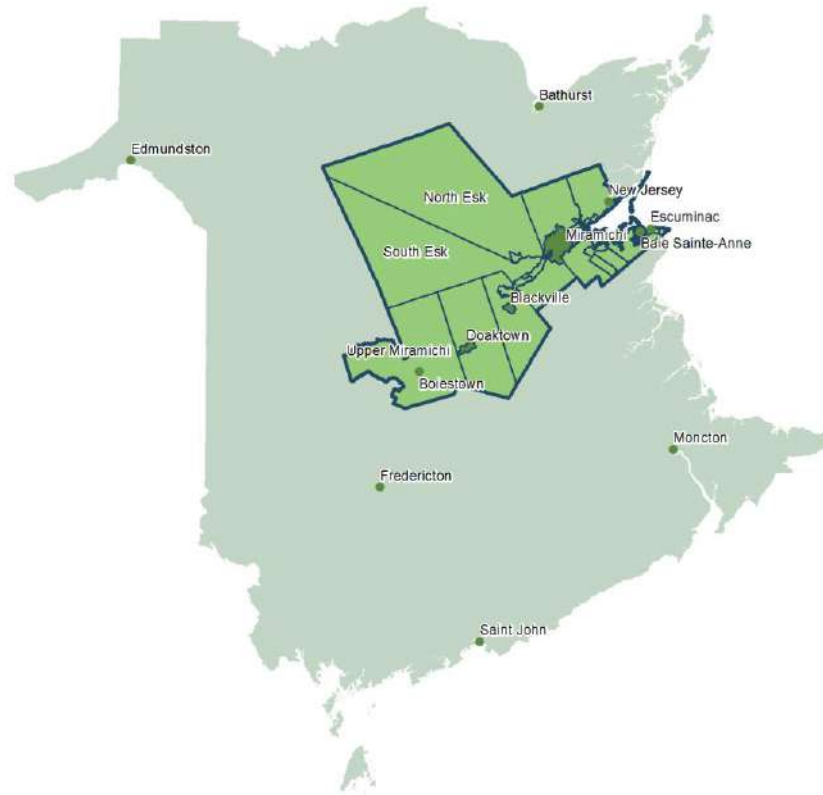
Community	Budget Amount	Revenue from Fees	Net Cost
Miramichi	\$481,070	\$232,247.46	\$248,822.54
Village of Blackville	\$15,579	\$1,872.50	\$13,706.50
Village of Doaktown	\$17,910	\$4,133.60	\$13,776.40
Rural Community of Upper Miramichi	\$36,396	\$7,273.06	\$29,122.94
LSDs	\$297,561	\$80,529.03	\$217,031.97

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 (2021 Census)	38,507
Tax Base (November 2021)	\$2.7 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

2021 Highlights

Overview

2021 was the ninth year of operation under the RSC structure and was another active year of development for the Greater Miramichi Region. 2021 saw strong staff efforts to advance several in-house projects and initiatives, most notably initiating the adherence to a database to service all branches of the Planning Services. The unfortunate decision of the Rural Community of Upper Miramichi and the Village of Doaktown to part from our Planning Services has also marked the year.

Guided by the long-serving chair of the former Miramichi Planning District Commission (MPDC), Chairman William Treadwell and the other seven PRAC members held 12 meetings and dealt with 37 applications in total involving subdivisions, variances, conditional uses, similar/compatible use approvals, and by-law amendments. This compares to 10 meetings and 23 applications in 2020.

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.

After their implementation in late 2020, 2021 marked the first full year of the City of Miramichi's newest Municipal Plan (By-law No. 109) and Zoning By-law (By-law No. 110). Staff continue to use these by-laws in their day-to-day work and in communication with other staff and the public.

Staffing

In September 2021, Planning Services Manager Justin Forbes left the GMRSC - Planning Services office after more than five years of employment. Justin was responsible for leading many initiatives and projects in addition to day-to-day planning tasks and was a great asset to the GMRSC. Planner Nic O'Dette was subsequently promoted to Planning Services Manager.

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 2021, 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, New Brunswick Association of Planners, New Brunswick Building Officials Association 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 2021. 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 an industrial building on Hazelton Road in Doaktown (see Figure 5);

Figure 5: New Salt Storage Dome, Village of Doaktown



- Construction of a commercial building on King George Highway, Miramichi (see Figure 6);

Figure 6: Commercial Building Construction, City of Miramichi



- Construction of rowhouses off Percy Kelly Drive, Miramichi (see Figure 7);

Figure 7: New Rowhouses, City of Miramichi



- Construction of a restaurant on King Street in Miramichi (see Figure 8);

Figure 8: Restaurant Construction, City of Miramichi



- Construction of a self-storage building on King Street, Miramichi (see Figure 9);

Figure 9: New Self-Storage Building, City of Miramichi



- Addition of a modular lodging building in Escuminac (see Figure 10);

Figure 10: New Lodging Building, Local Service District of Escuminac



Other notable development projects in the Greater Miramichi Region in 2021 include:

- Construction of a 12-unit apartment building on Bushville Drive in the City of Miramichi;

- Addition to an existing multipurpose building on King George Highway in the City of Miramichi to provide barrier-free access to the 2nd floor via elevator;
- Construction of a 31-unit apartment building on King George Highway in the City of Miramichi;
- Conversion of a single-unit to a four-unit dwelling on Green Street in the City of Miramichi;
- Addition of two new barrier-free lifts within an existing school on Henderson Street in the City of Miramichi.

Applications for Plan and Zoning Amendments

2021 was a busy year for municipal plan and zoning by-law amendment applications with nine in total. Planning staff assisted with a request from Village of Doaktown for “Views” regarding some proposed Rural Plan Amendments. Mainly, Planning Services assisted our Member Municipalities and Planning Review and Adjustment Committee in the by-law amendment process for the following proposals:

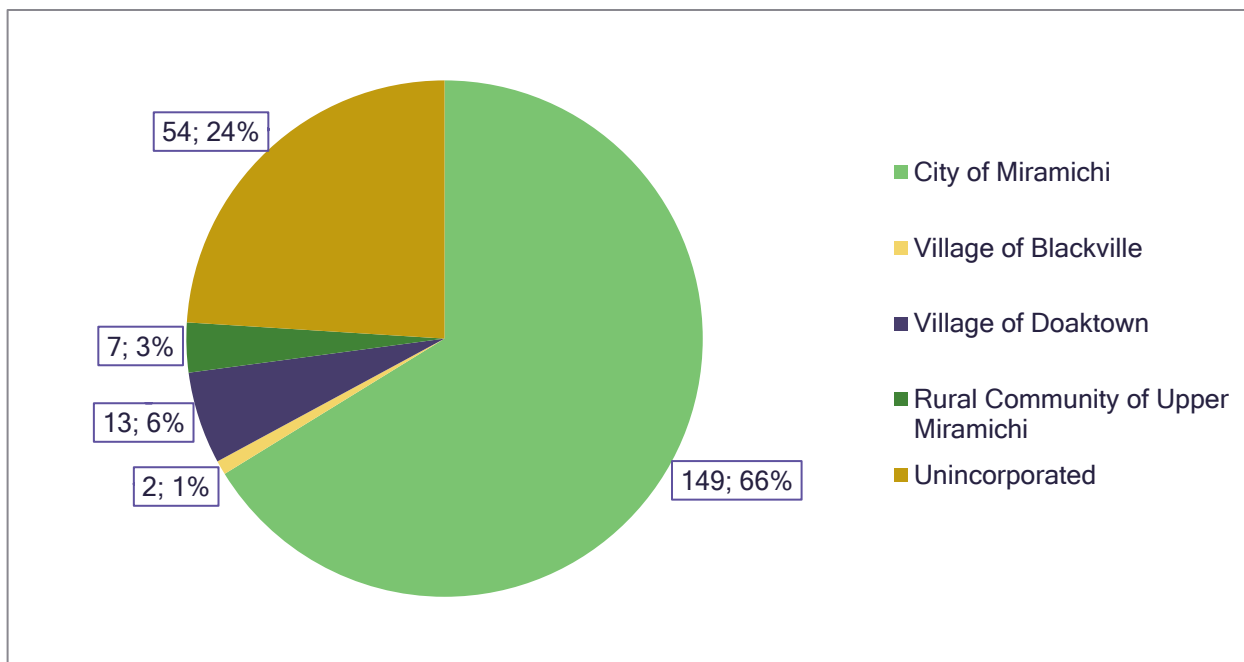
- An amendment to the City of Miramichi Municipal Plan and Zoning By-law to allow for a building to be converted to a 4-unit apartment on Chatham Ave, Miramichi.
- A zoning by-law amendment in the City of Miramichi to allow for up to 48 rowhouse units, off of Percy Kelly Dr.
- A zoning by-law amendment request in the City of Miramichi to allow for a four-unit residential development, on Kearny St.
- An amendment to the City of Miramichi Municipal Plan and Zoning By-law to allow for the development of a single unit dwelling, King George Hwy.
- A zoning by-law amendment in the City of Miramichi to enable the development of a phased multi-building rowhouse dwelling development of up to 84-units, Old King George Hwy.
- A zoning by-law amendment in the City of Miramichi to enable the conversion of an existing single unit dwelling to a two-unit dwelling, Harkins Cres.
- An amendment to the City of Miramichi Municipal Plan and Zoning By-law to enable the development of a 26’ x 40’ addition to an existing auto glass repair shop.
- A zoning by-law amendment in the City of Miramichi, to enable the development of two 41-unit apartments, one 20-unit apartment, and a 16-unit apartment, Old King George Hwy.
- A zoning by-law amendment in the City of Miramichi to enable the development of a four-unit residential building, Newcastle Blvd.

Building Permit Activity

Figures 12 to 19 outline building permit activity in the Greater Miramichi Region between 2017 and 2021. Please refer to Tables 20 to 24 in “Appendix D - Building Permits Activity Tables” to view a more detailed breakdown of the Figure(s).

Two thirds of all building permits issued by the GMRSC (66%) were for projects located within the City of Miramichi while almost one quarter (24%) 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 10%.

Figure 12: GMRSC Region Number and Percent Breakdown of Permits Issued (2021)



Most permits (68%) issued in the City of Miramichi were for residential projects, which is 8.1% less than the previous year. There were three more (9.7%) commercial projects, one (100%) industrial project, and two more (66.7%) institutional projects for which permits were issued in 2021 for the City of Miramichi. The number of permit applications for signs in the City remained the same with eight.

Figure 13: City of Miramichi Number and Percent Breakdown of Building Permits Issued (2021)

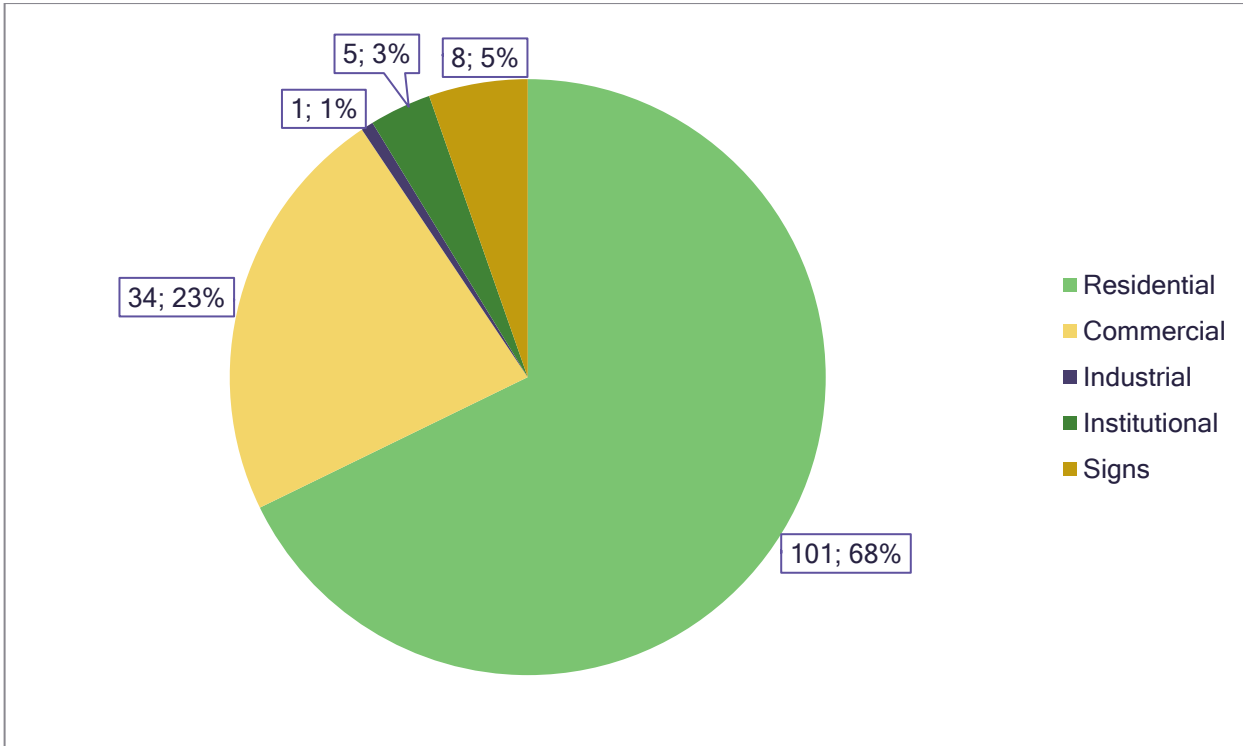
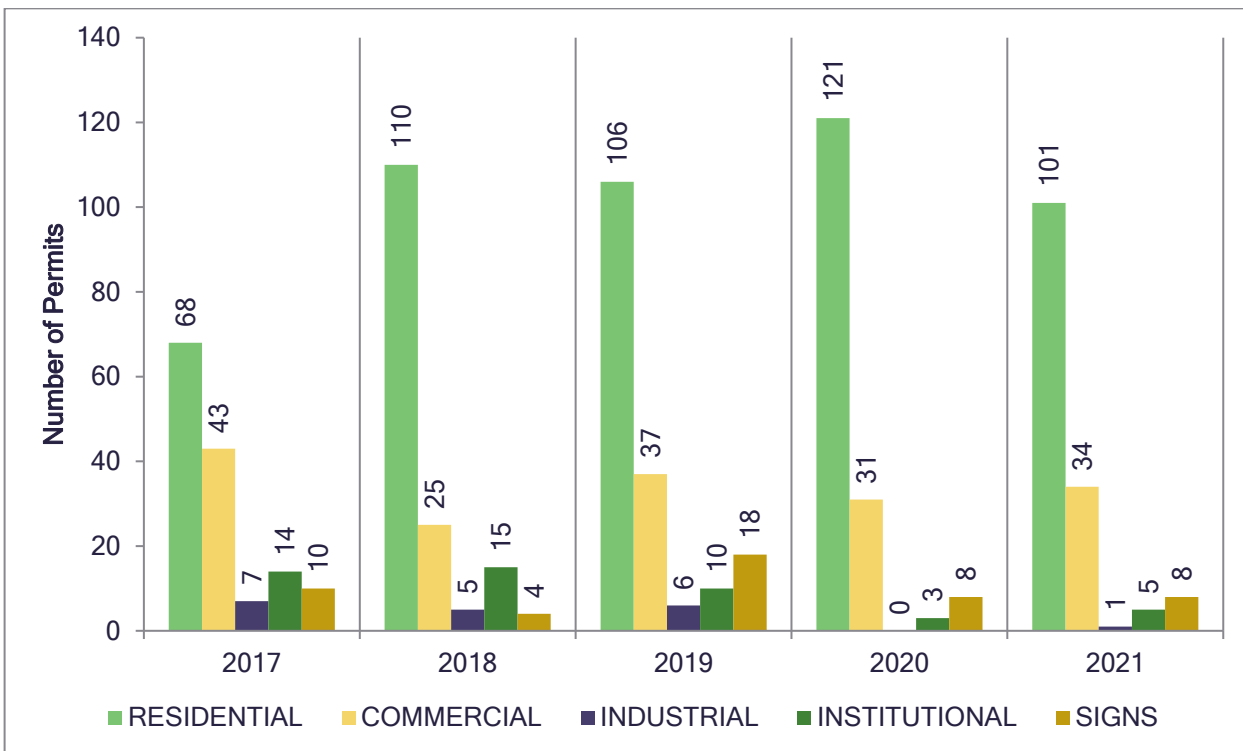


Figure 14: City of Miramichi Building Permits



As for the rural municipalities and communities, building permits issued in 2021 consisted almost entirely of residential activities. The Village of Doaktown had diverse building permits issued; one for institutional use, two for industrial use, and the other ten for residential use.

Figure 15: Building Permits Issued for Rural Municipalities / Communities (2021)

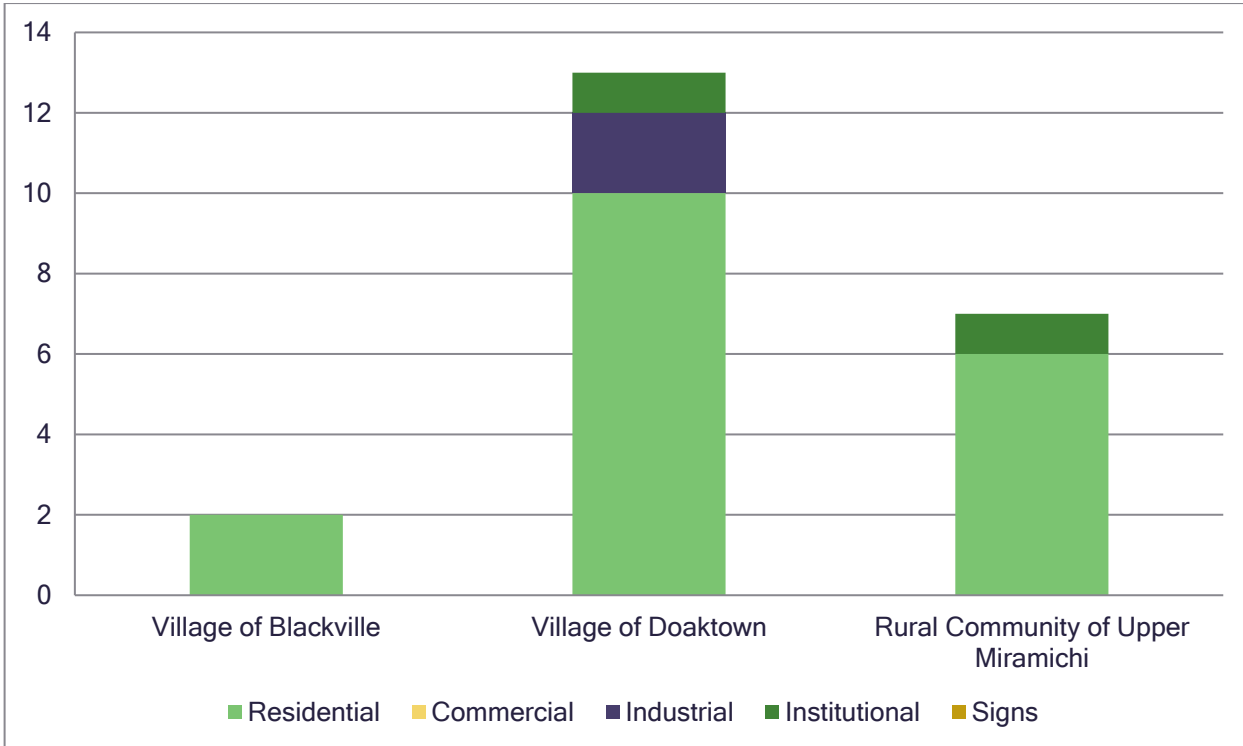


Figure 16: Village of Blackville Building Permits

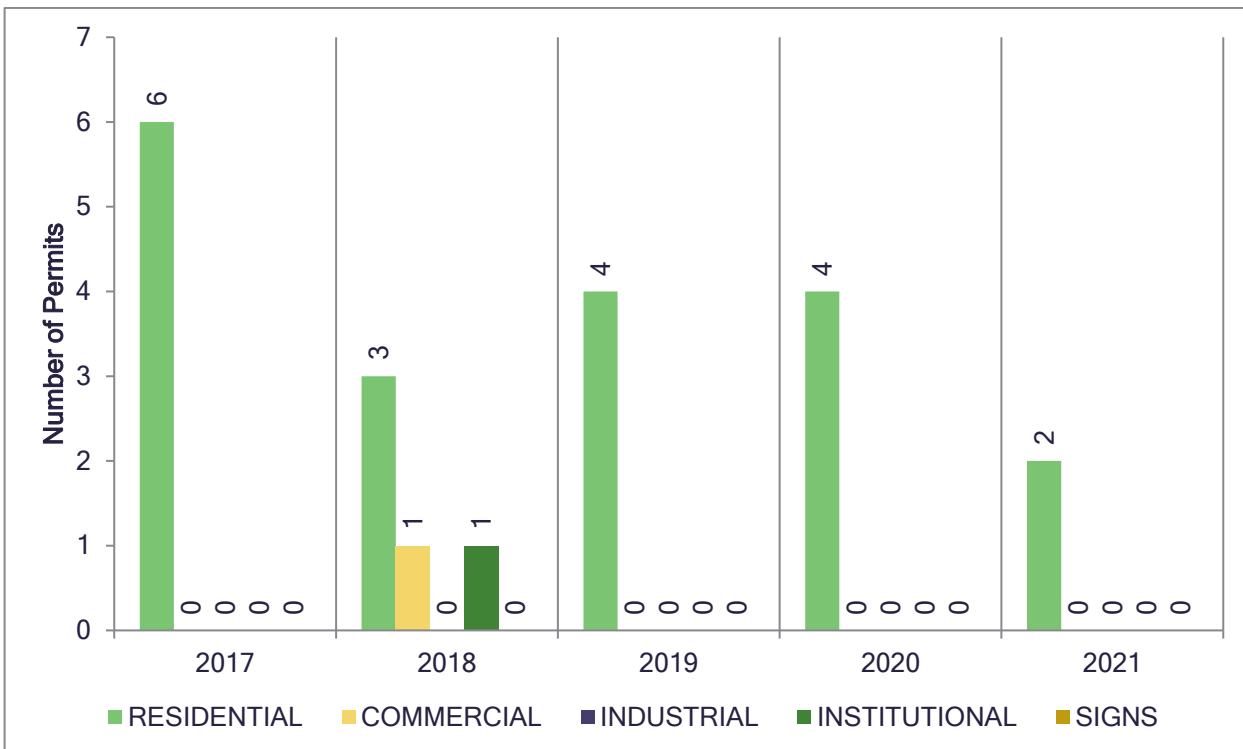


Figure 17: Village of Doaktown Building Permits

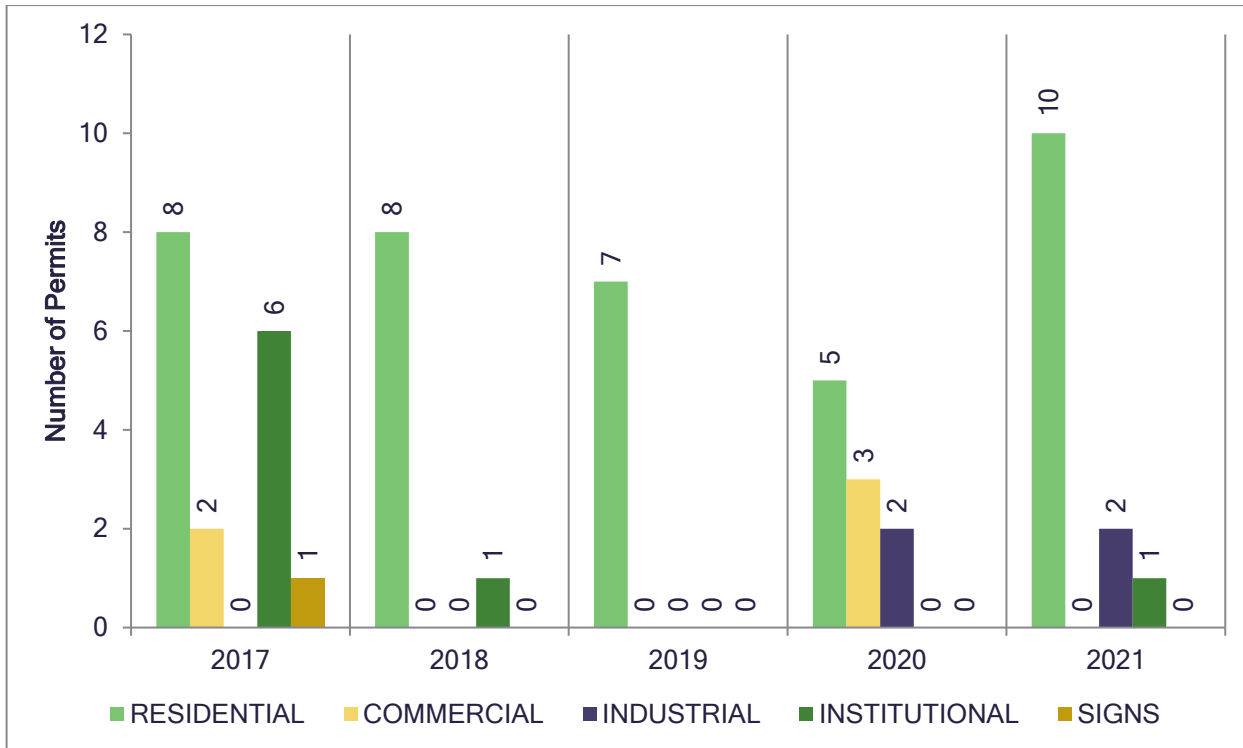
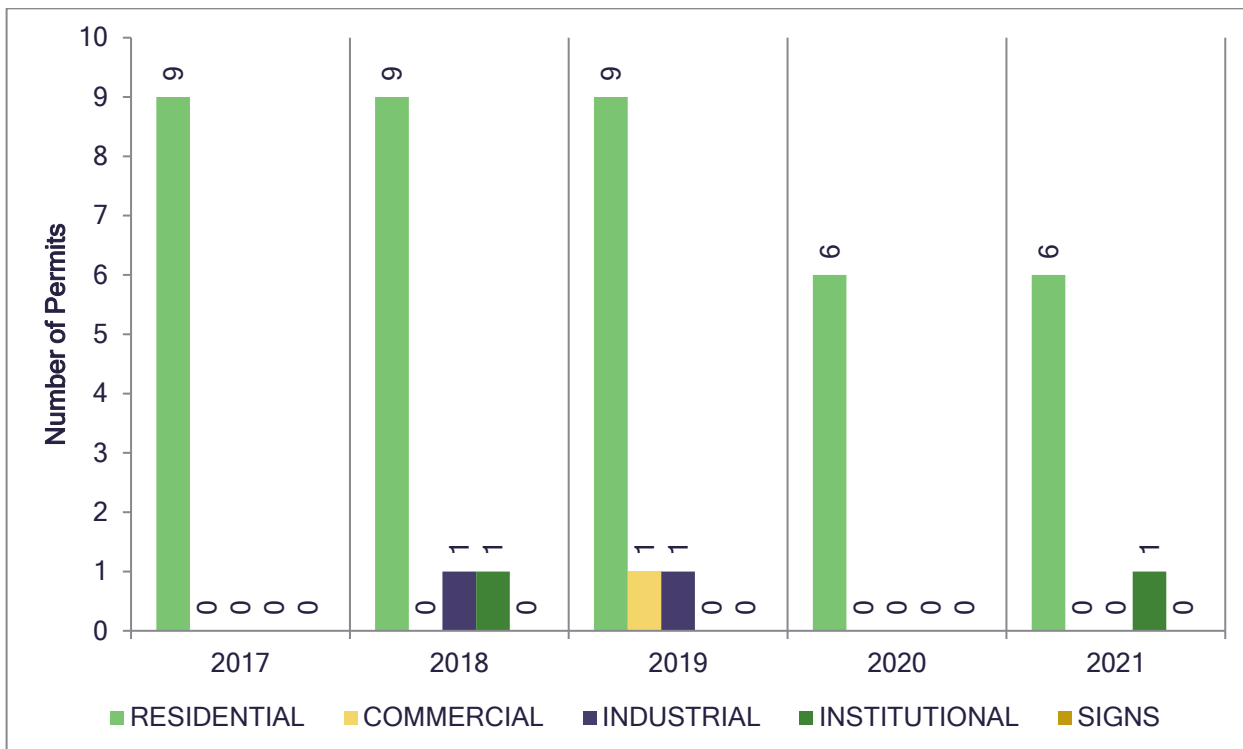


Figure 18: Rural Community of Upper Miramichi Building Permits



In the unincorporated areas, 87% of building permits issued were for residential projects while commercial projects made up 9.3%, and industrial projects and institutional projects, 1.9% each. The decrease in total permits issued from 135 in 2020 to 54 in 2021 (60%) is also noteworthy.

Figure 19: Unincorporated Areas Building Permits

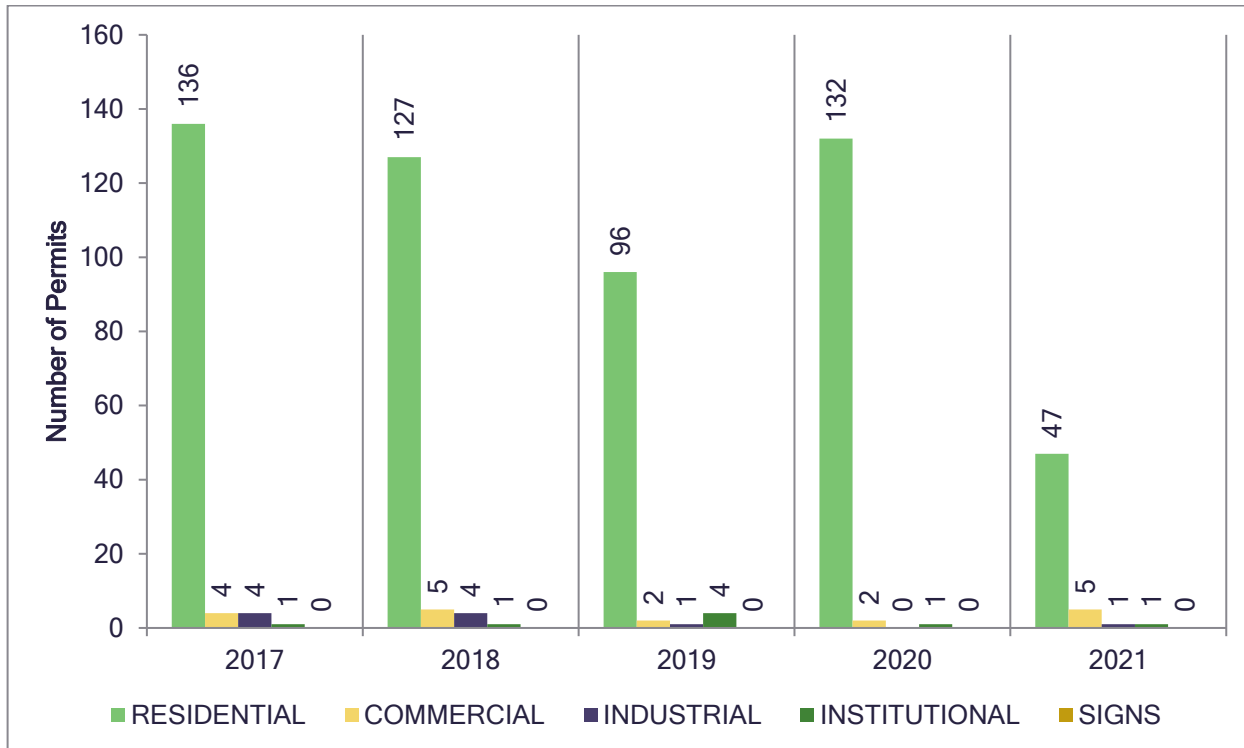


Table 7 outlines the total value of construction by municipality and unincorporated areas for 2021. During the year, the Greater Miramichi Region experienced an increase in total value of construction compared to 2020 from \$23.81 to \$33.84 million. 73% of the total value of construction for the Region came from the City of Miramichi, 21.7% from unincorporated areas, 3.5% from the Village of Doaktown, 1.5% from the Rural Community of Upper Miramichi, and only 0.3% from the Village of Blackville.

In 2021, the City of Miramichi experienced a 139.6% increase in the total value of construction compared to the previous year. The villages of Blackville and Doaktown both recorded a decrease in construction value of 54% and 65.9% respectively while the Rural Community of Upper Miramichi saw an increase of 187.7%. The unincorporated areas saw a 23.8% decrease from 2020.

Table 7: Total Value of Construction, 2021

Community	Value
City of Miramichi	\$24.7 Million
Village of Blackville	\$110 Thousand
Village of Doaktown	\$1.2 Million
Rural Community of Upper Miramichi	\$499 Thousand
Unincorporated Areas	\$7.3 Million
Total	\$33.84 Million

Figures 20 to 26 outline the value of construction activity in the Greater Miramichi Region between 2017 and 2021 (please refer to Tables 25 to 29 in “Appendix D - Building Permits Activity Tables”).

Figure 20: GMRSC Region Value of Construction (Logarithmic)

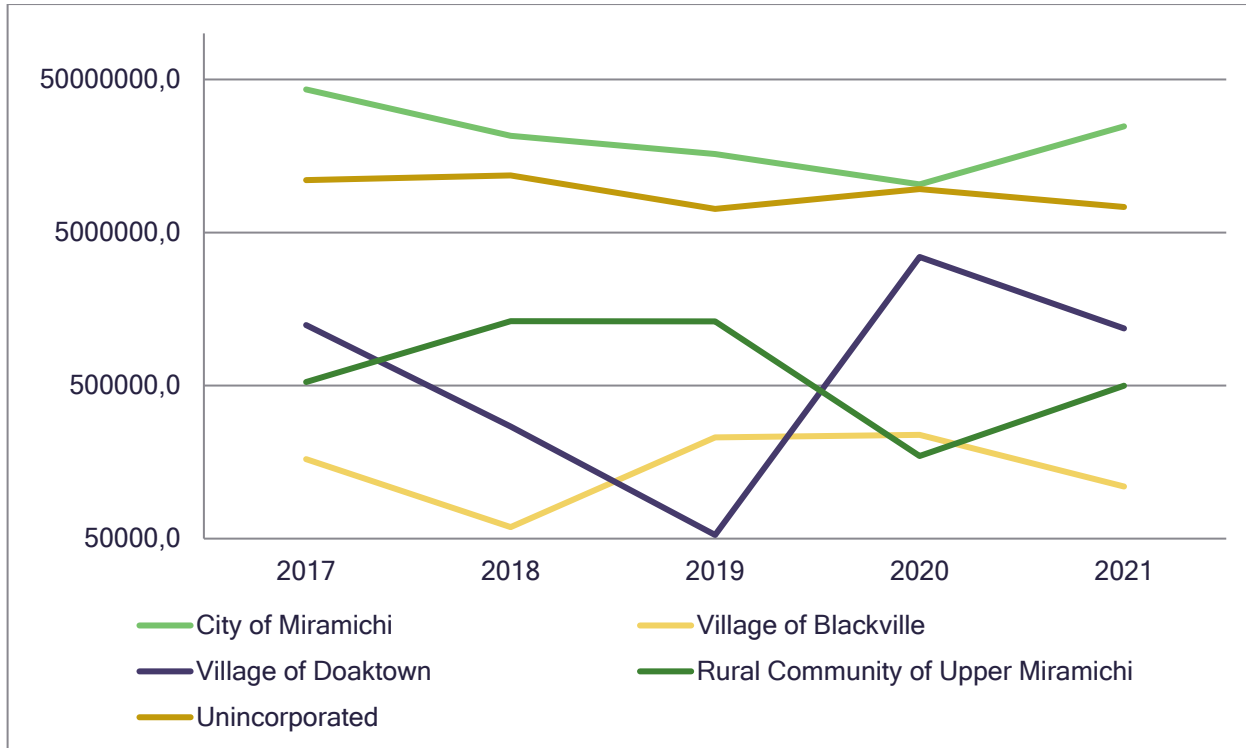
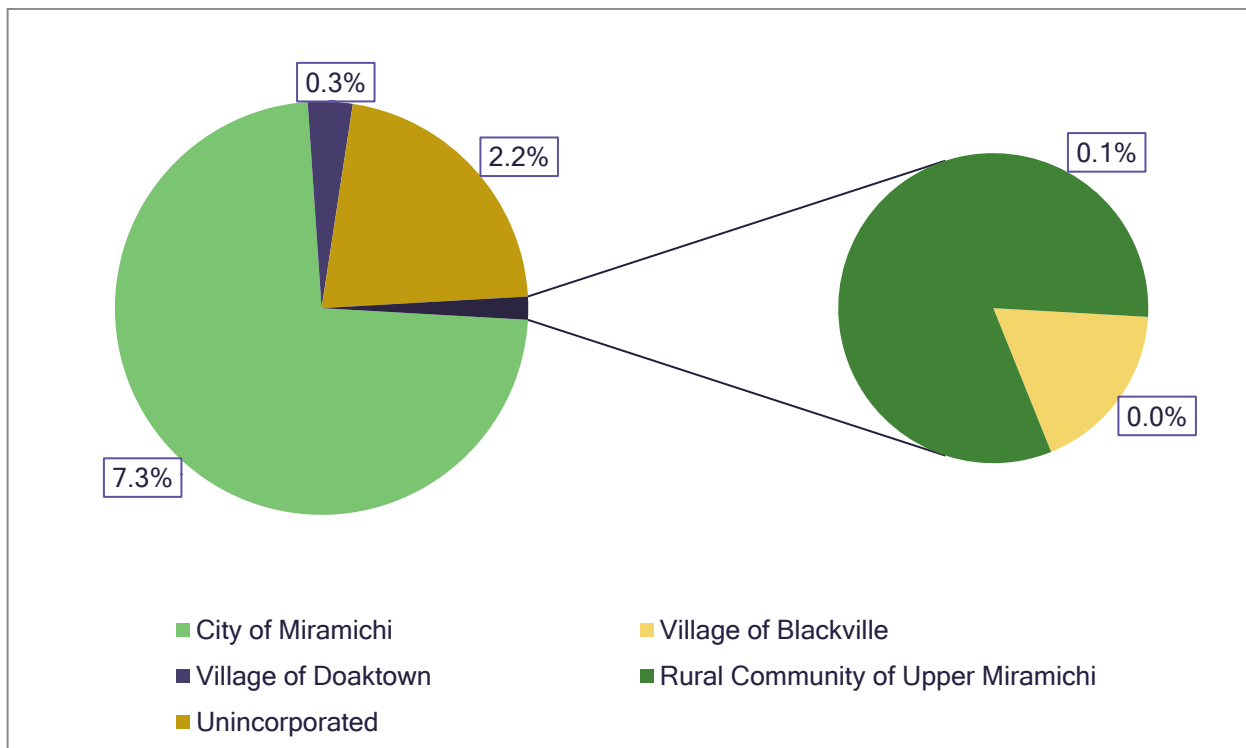
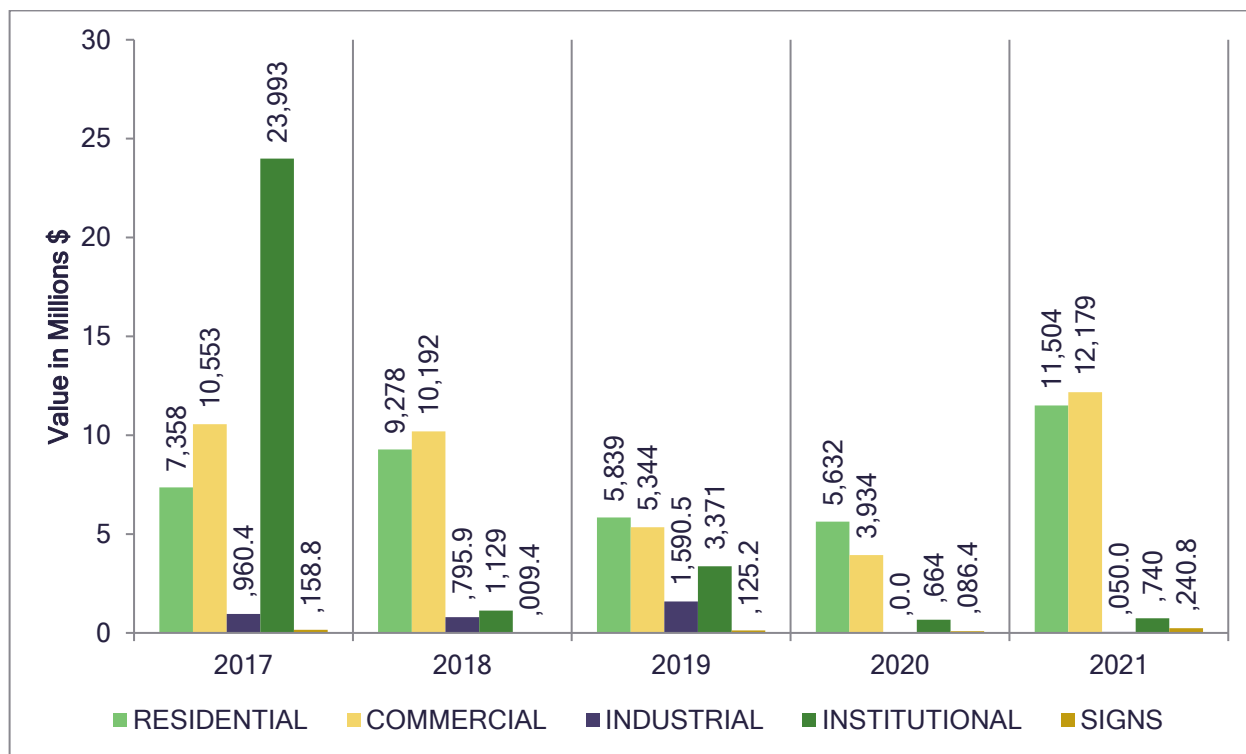


Figure 21: GMRSC Region Value of Construction (2021)



In the City of Miramichi, the overall value of residential construction increased by 104.3% compared to 2020. Multi-unit residential projects in 2021 had a total value of \$6.28 million which is a substantial increase (486.6%) compared with the total value of \$1.07 million in 2020 while the value of mini home dwelling construction experienced a significant decrease in the matter of 77.0%. The value of other residential improvements went from \$722 thousand in 2020 to \$1.03 million in 2021, an increase of 42.7%. As for the value of commercial construction, it tripled from \$3.93 million to \$12.18 million. Institutional construction value slightly increased by 11.4% and there was only one industrial project that valued \$50,000; there were none 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 which resulted in a 54.0% decrease compared to the previous year while residential project value for the Village of Doaktown more than tripled. The value of residential projects for the Rural Community of Upper Miramichi increased from \$173 thousand in 2020 to \$429 thousand in 2021. The same type of value decreased by 29.3% for the unincorporated areas.

Figure 23: Village of Blackville Value of Construction

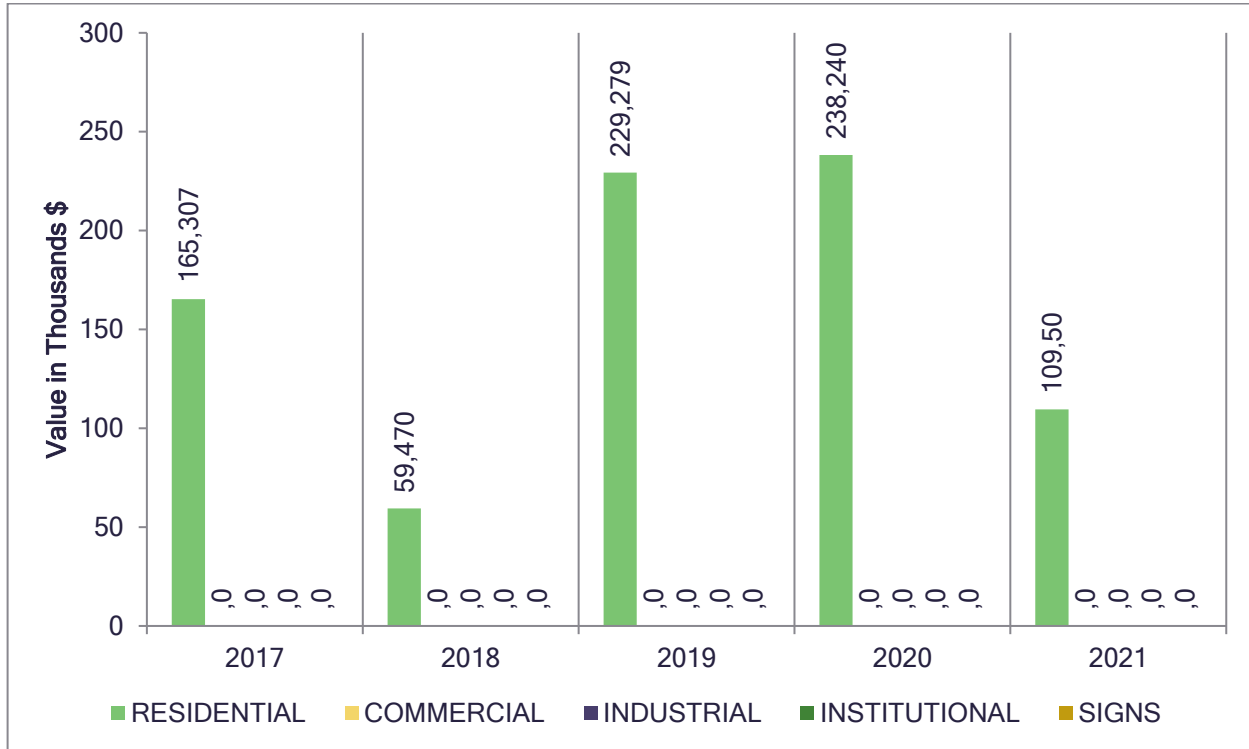


Figure 24: Village of Doaktown Value of Construction

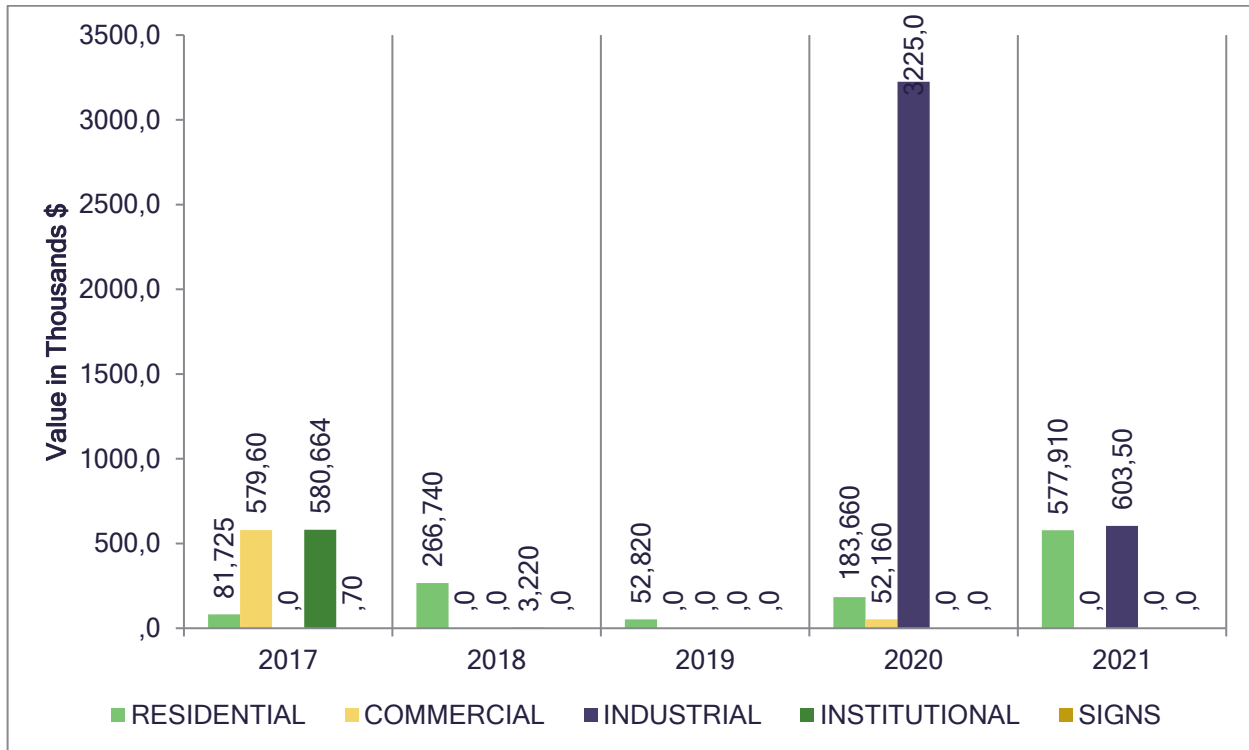


Figure 25: Rural Community of Upper Miramichi Value of Construction

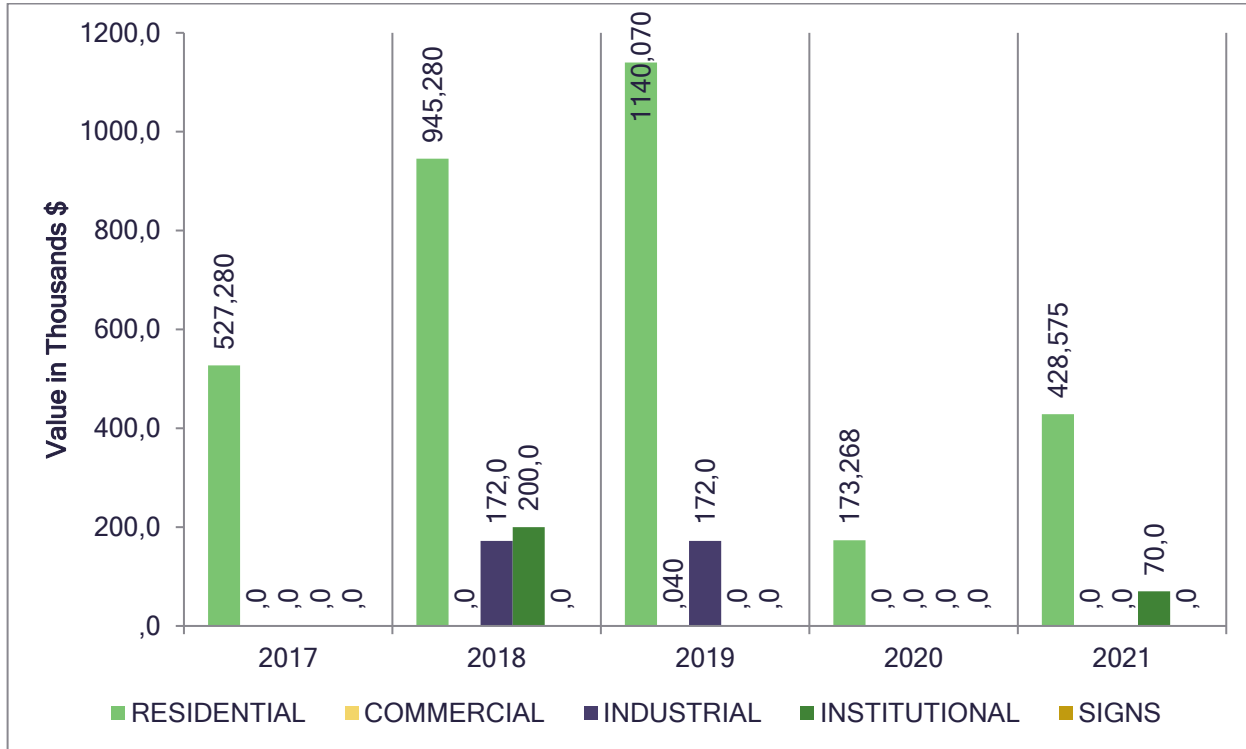
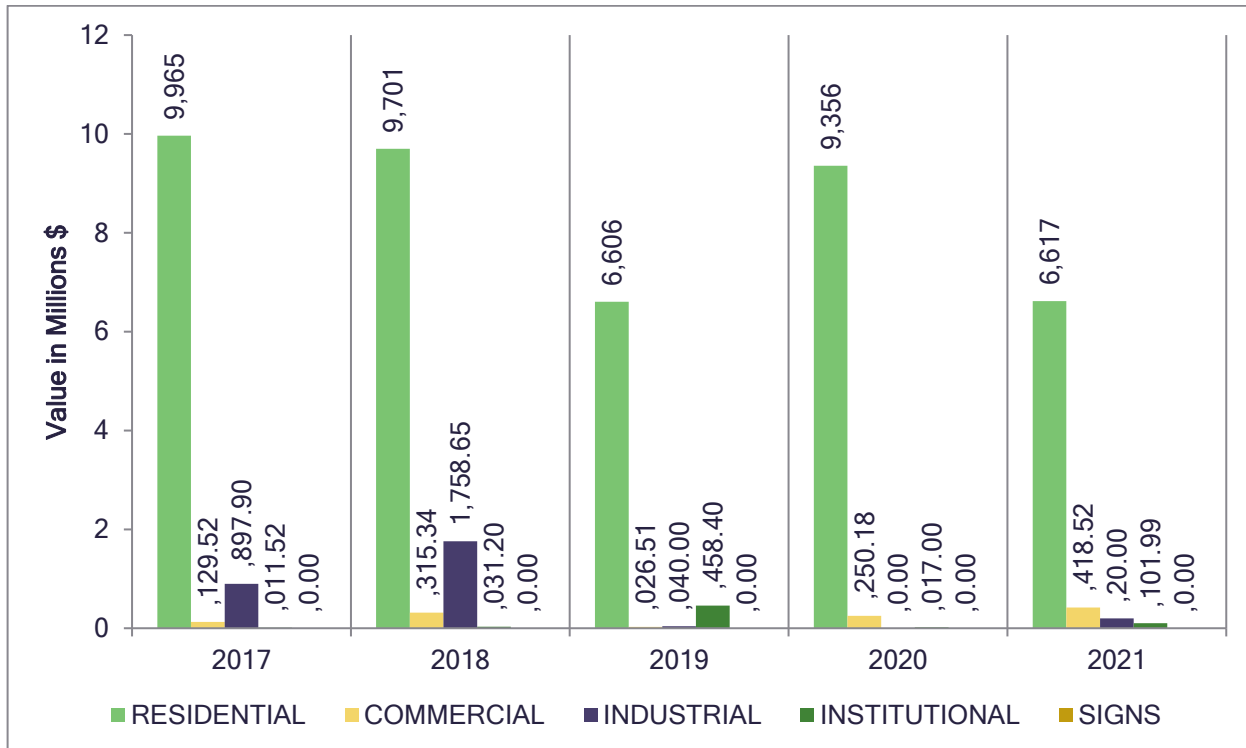


Figure 26: Unincorporated Areas Value of Construction



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 2017 and 2021 (please refer to Tables 30 to 34 in “Appendix E - Planning/Subdivision Applications/Files Activity Tables”).

The total number of applications has only decreased by one, from 76 in 2020 to 75 in 2021; over half of these applications were for projects within the City of Miramichi while a third were for the unincorporated areas. Thirty-five of the fifty variance applications were handled internally by Development Officers, the 15 others being processed through the PRAC. The City of Miramichi received 2 plan amendment and 8 rezoning applications while the other three local governments received none.

Figure 27: GMRSC Region Number of Planning Applications (2021)

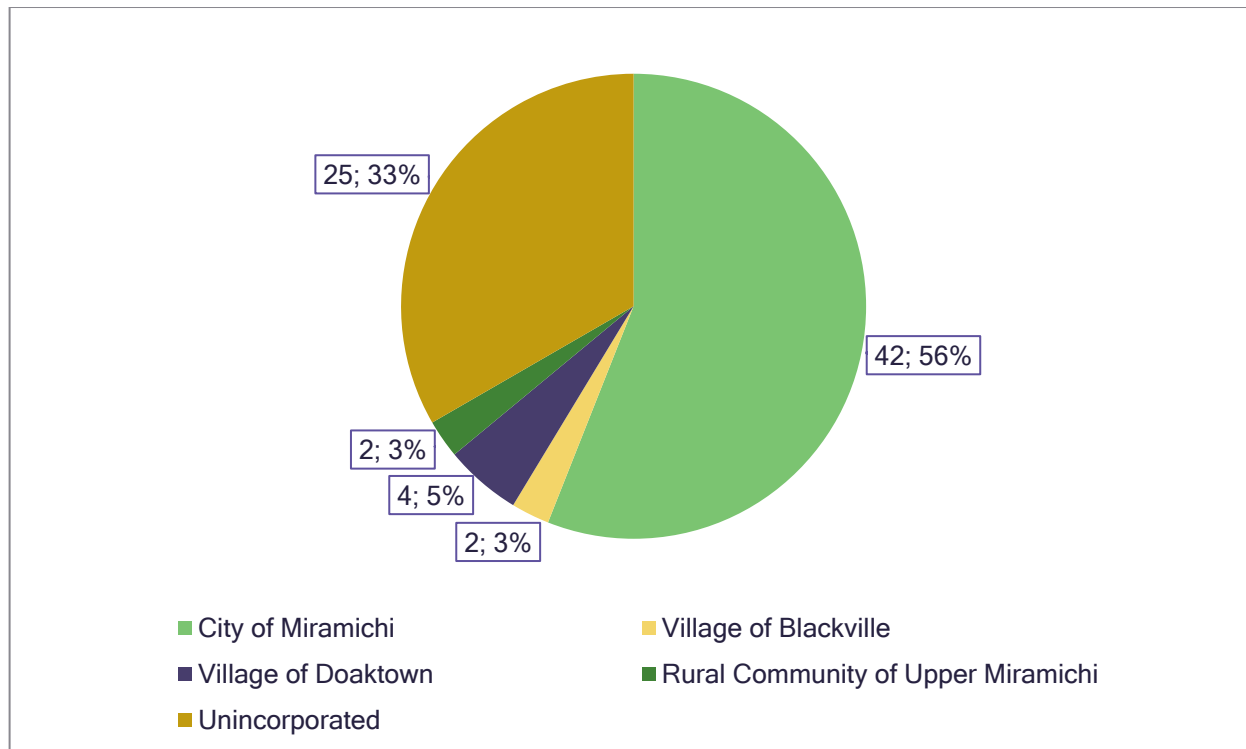


Figure 28: City of Miramichi Planning Applications

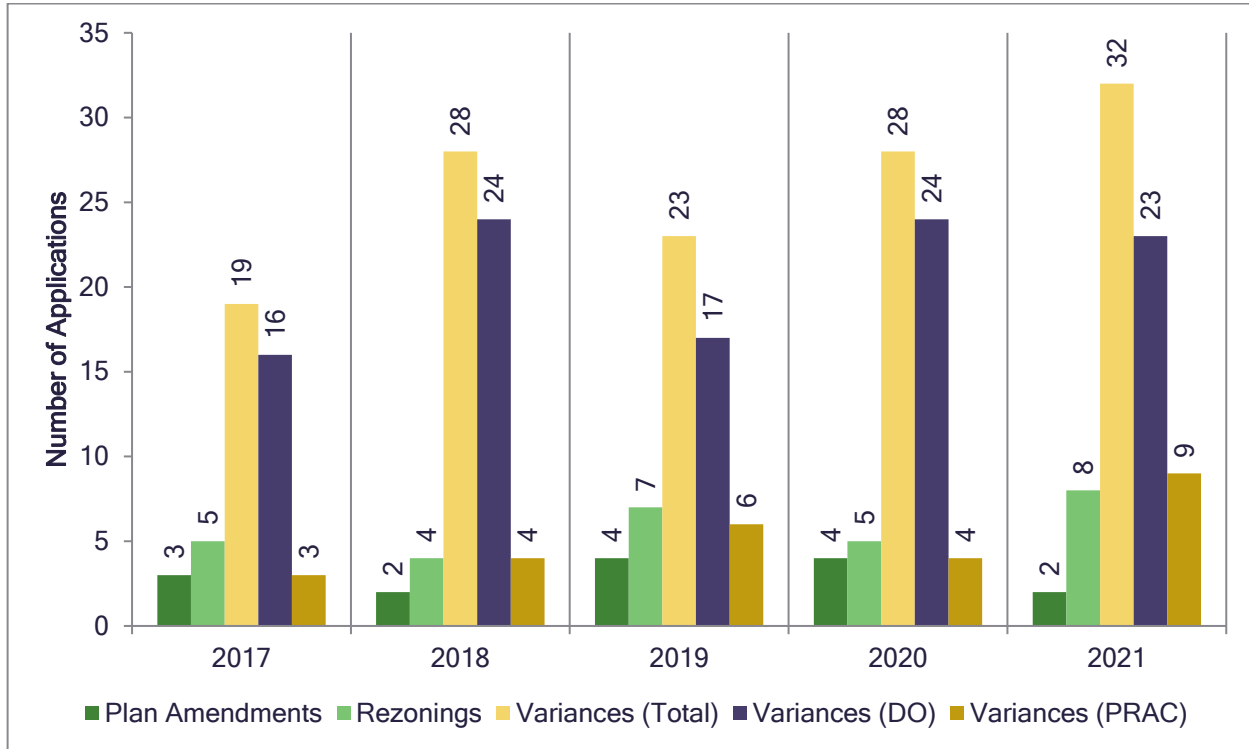


Figure 29: Village of Blackville Planning Applications

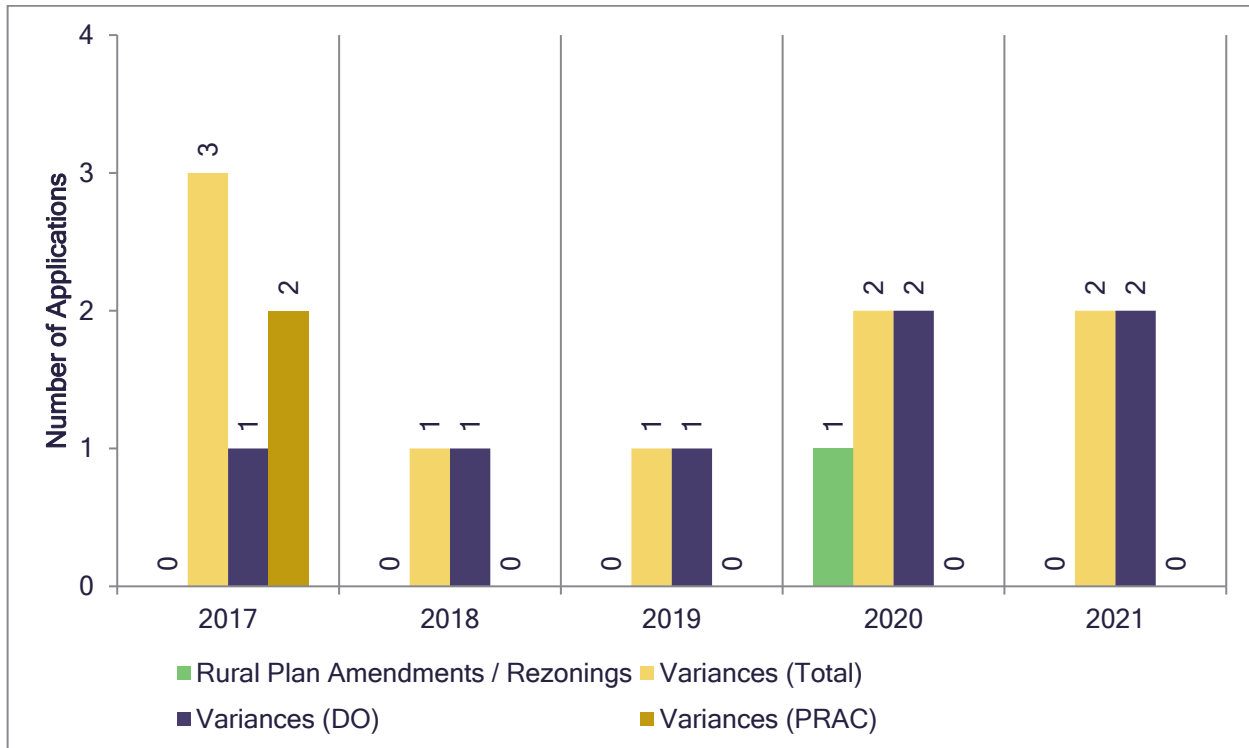


Figure 30: Village of Doaktown Planning Applications

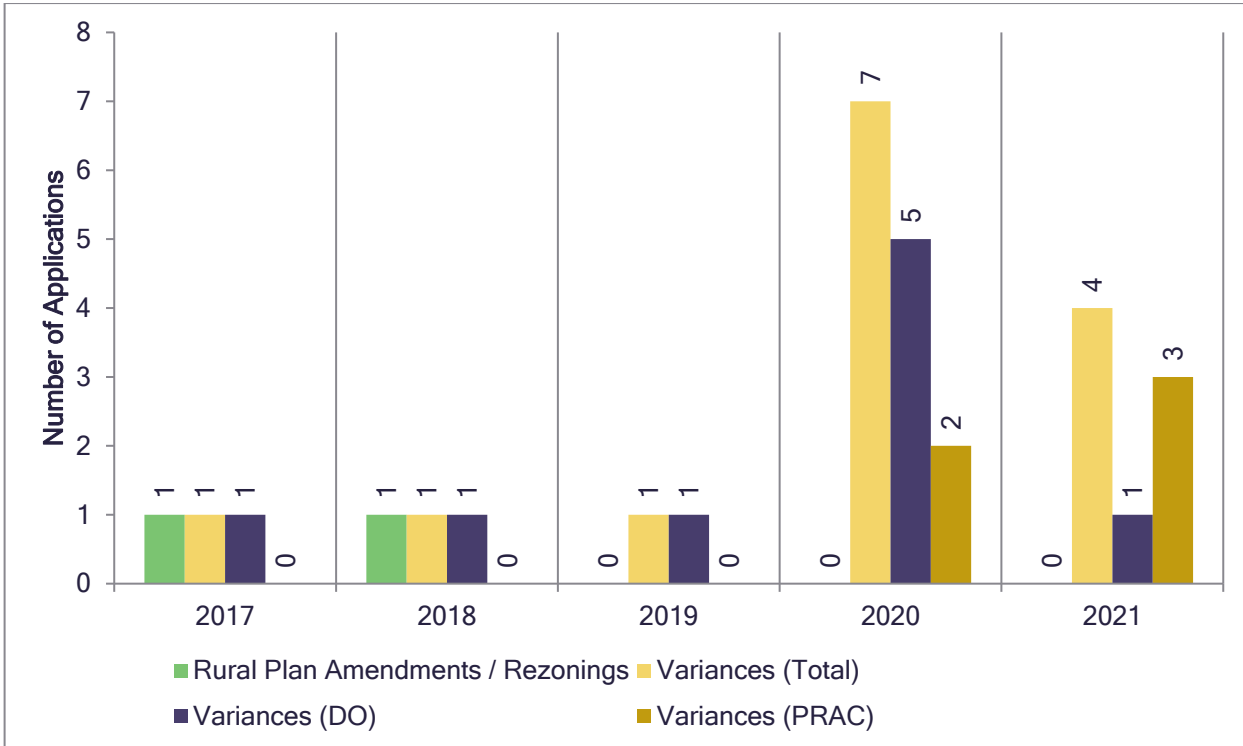


Figure 31: Rural Community of Upper Miramichi Planning Applications

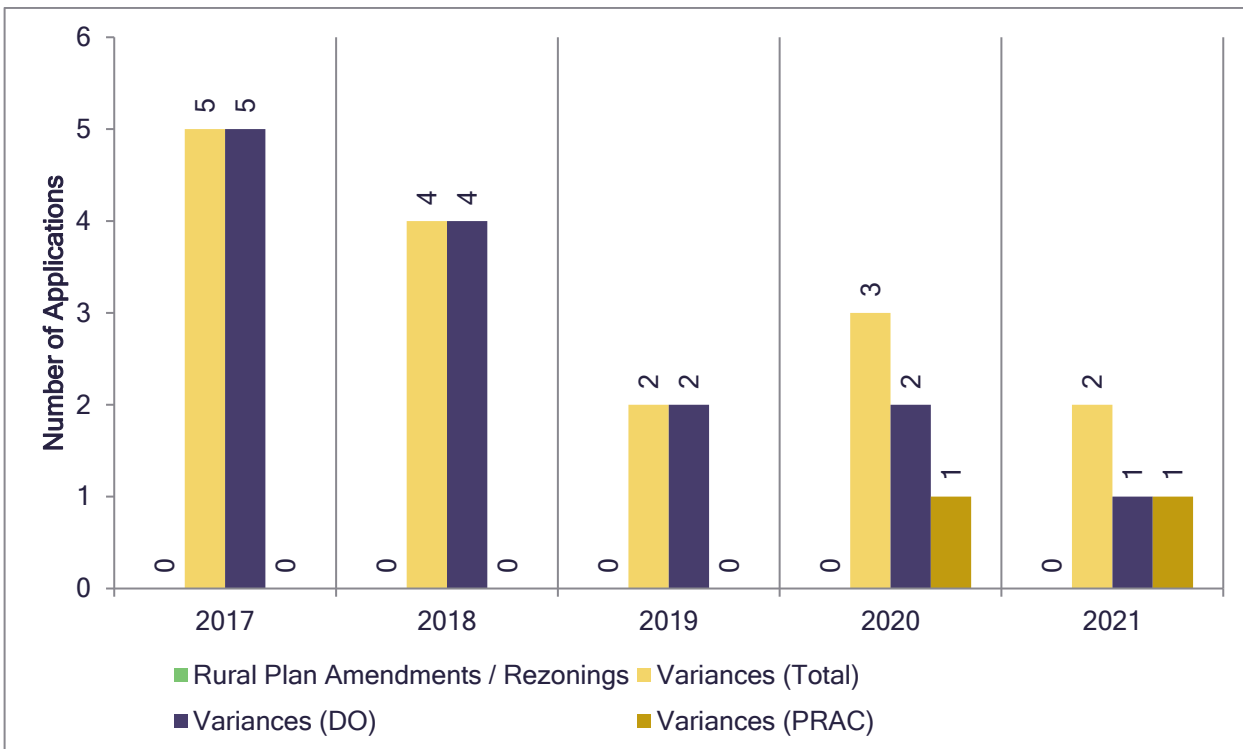
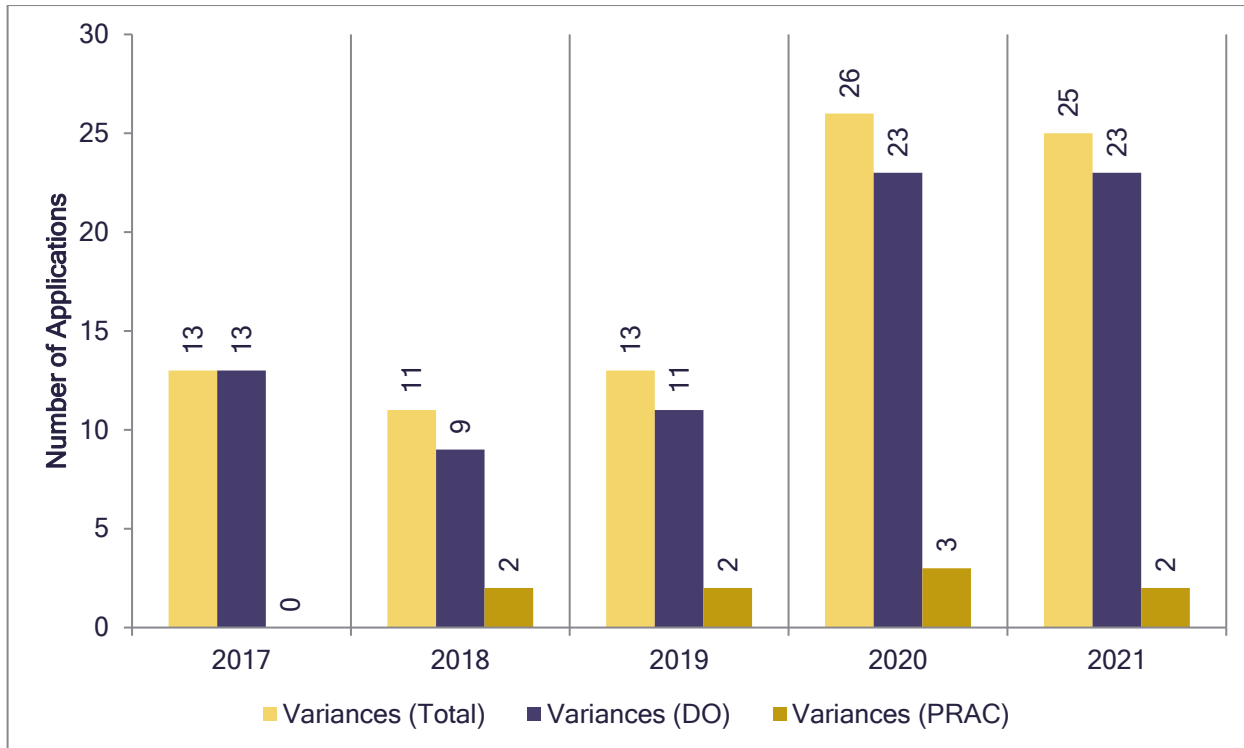


Figure 32: Unincorporated Areas Planning Applications



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 2017 and 2021. 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 2021 totals 281 different files, a 27.1% increase from the previous year.

Figure 33: City of Miramichi Administrative Applications / Files

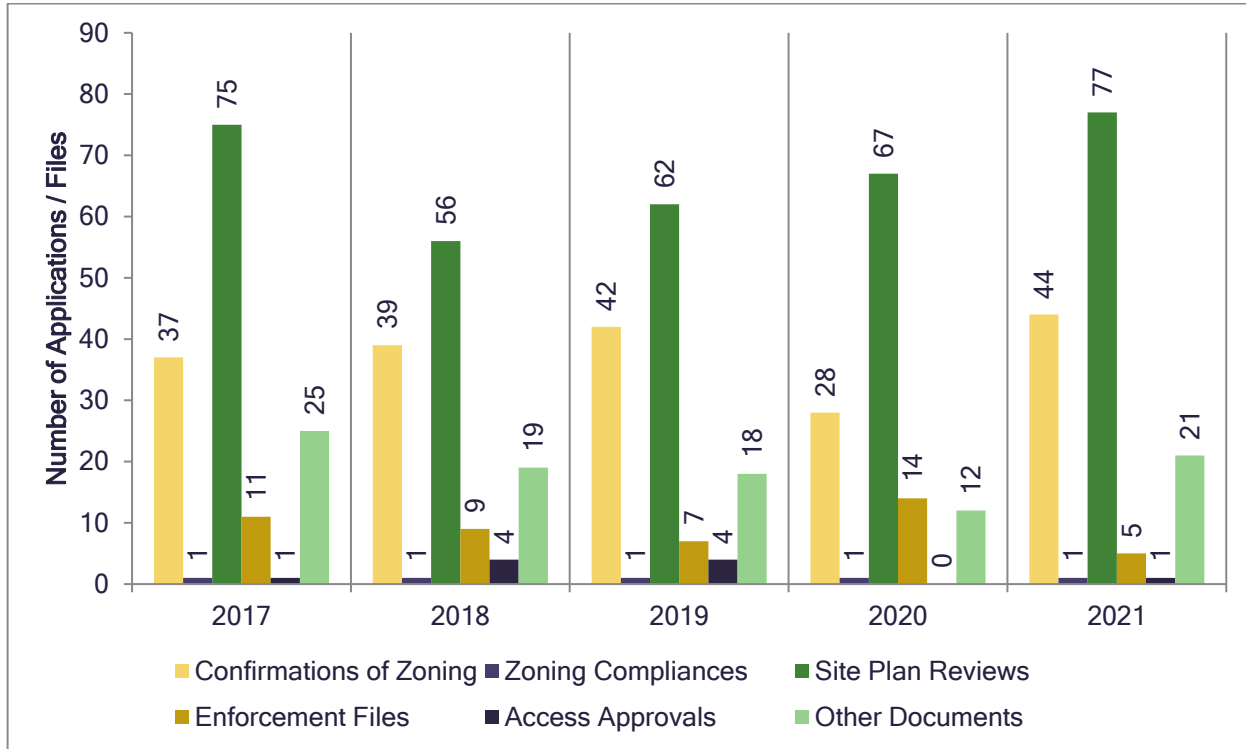


Figure 34: Village of Blackville Administrative Applications / Files

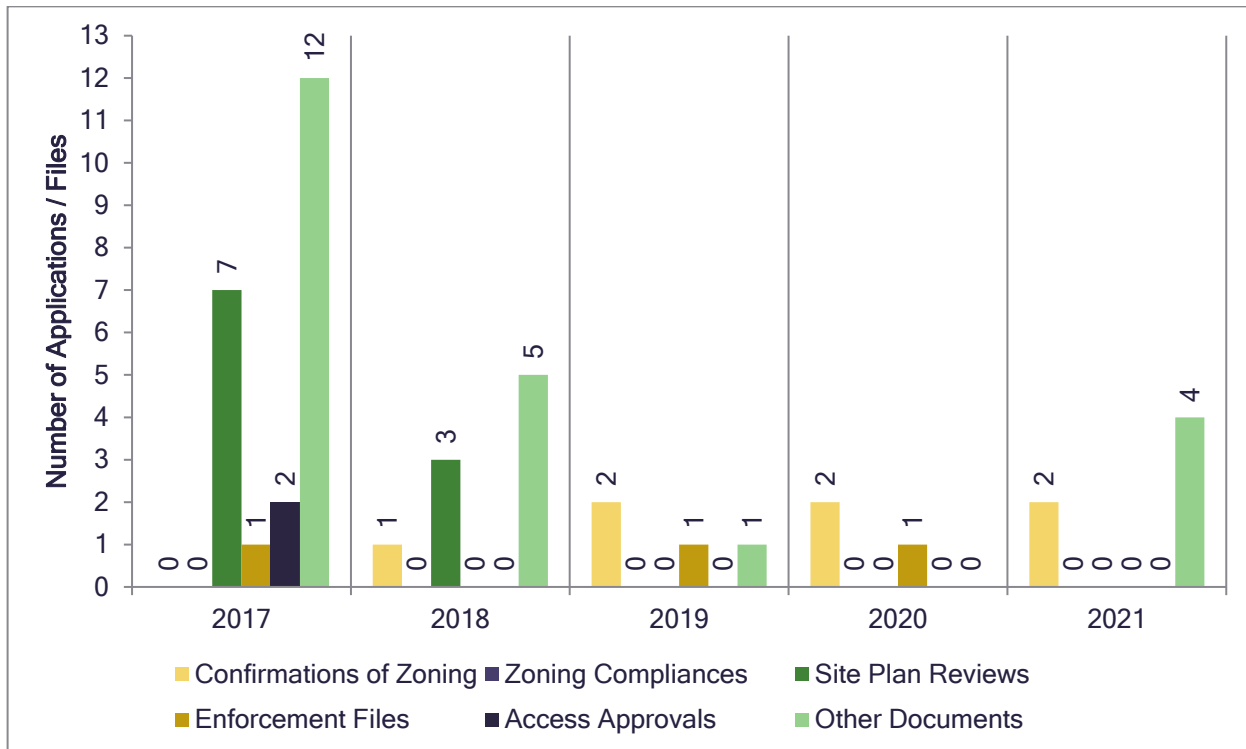


Figure 35: Village of Doaktown Administrative Applications / Files

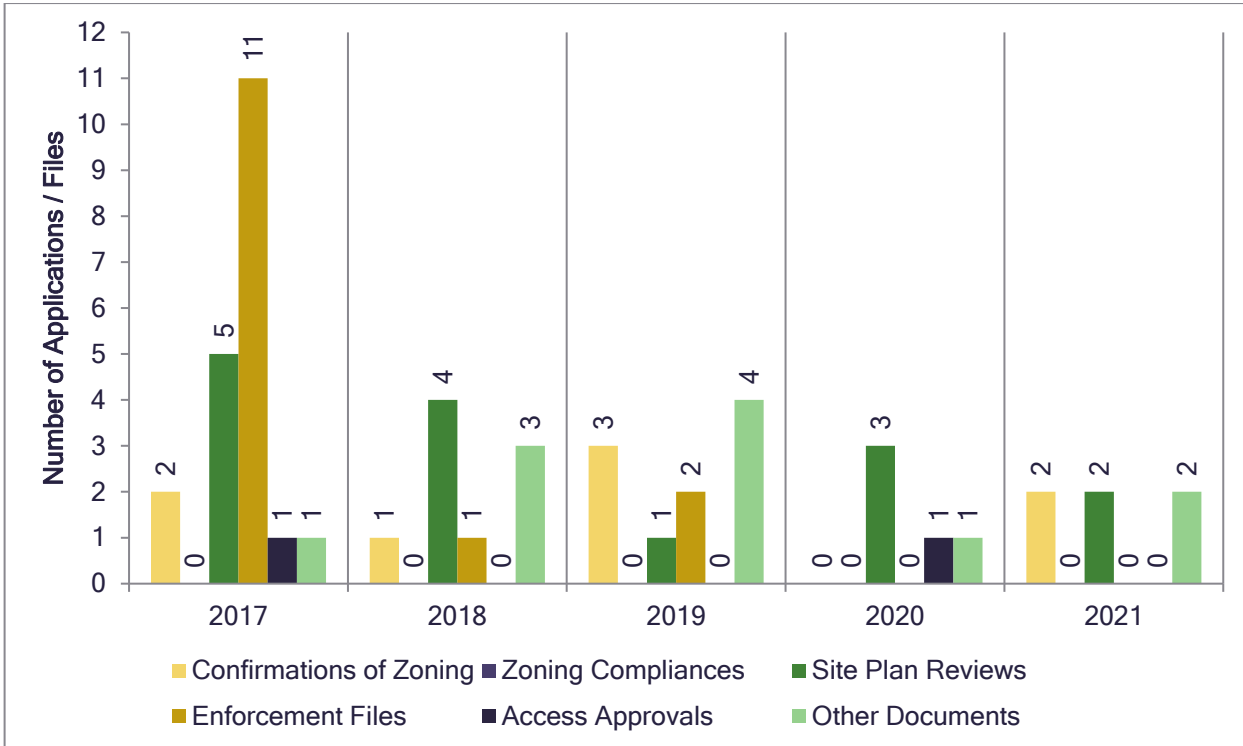


Figure 36: Rural Community of Upper Miramichi Administrative Applications / Files

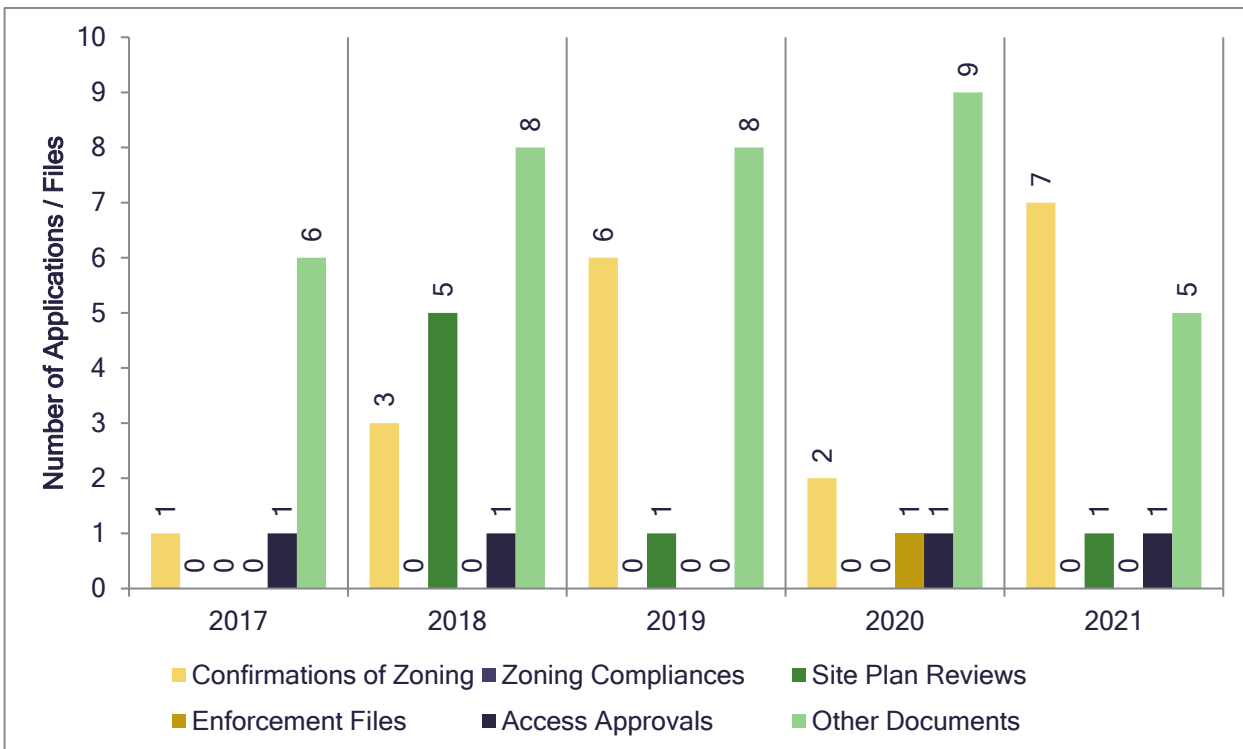
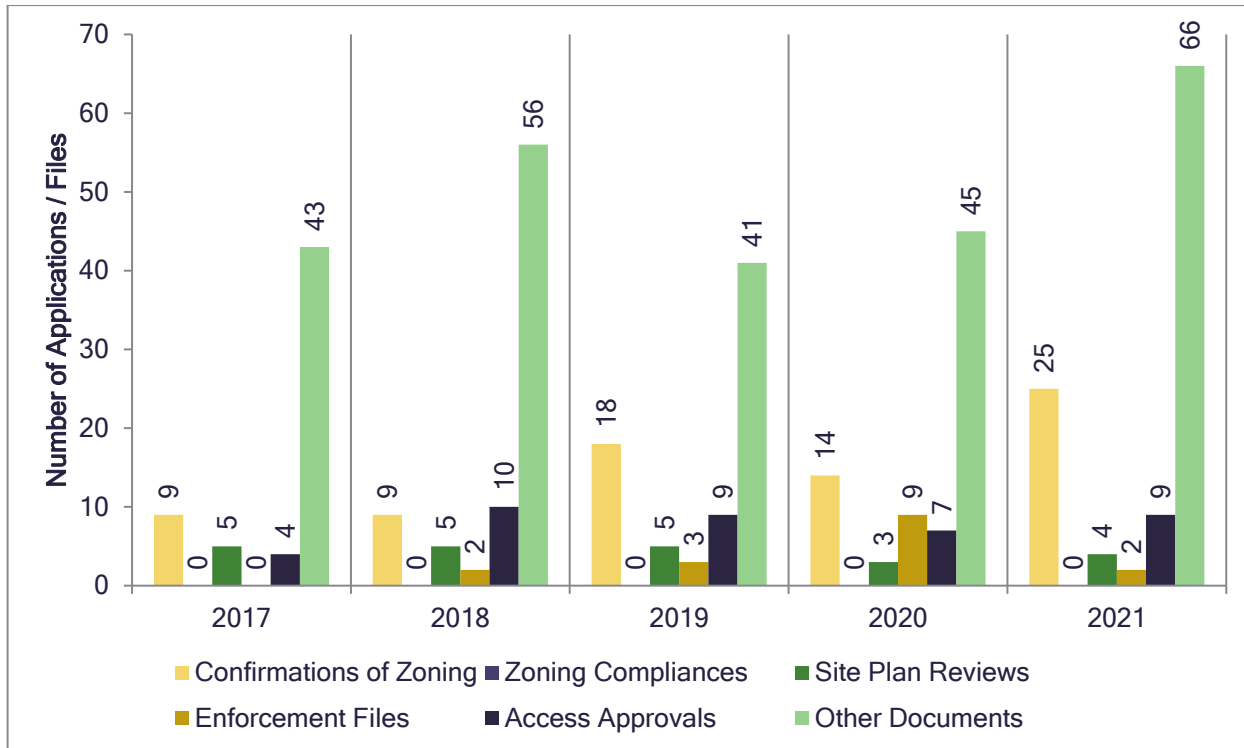


Figure 37: Unincorporated Administrative Applications / Files



Subdivision Activity

Figures 38 and 39 outline subdivision application activity in the Greater Miramichi Region between 2017 and 2021. 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 2021 by 38.7% compared to the previous year. The creation of new lots also increased (60.6%) totaling an impressive 249. The majority (66.0%) of applications came from the unincorporated areas. As a result, the majority (64.3%) of new lots were created in these areas. The City of Miramichi counted 69 (27.7%) new created lots.

Figure 38: Subdivision Applications in Greater Miramichi Region

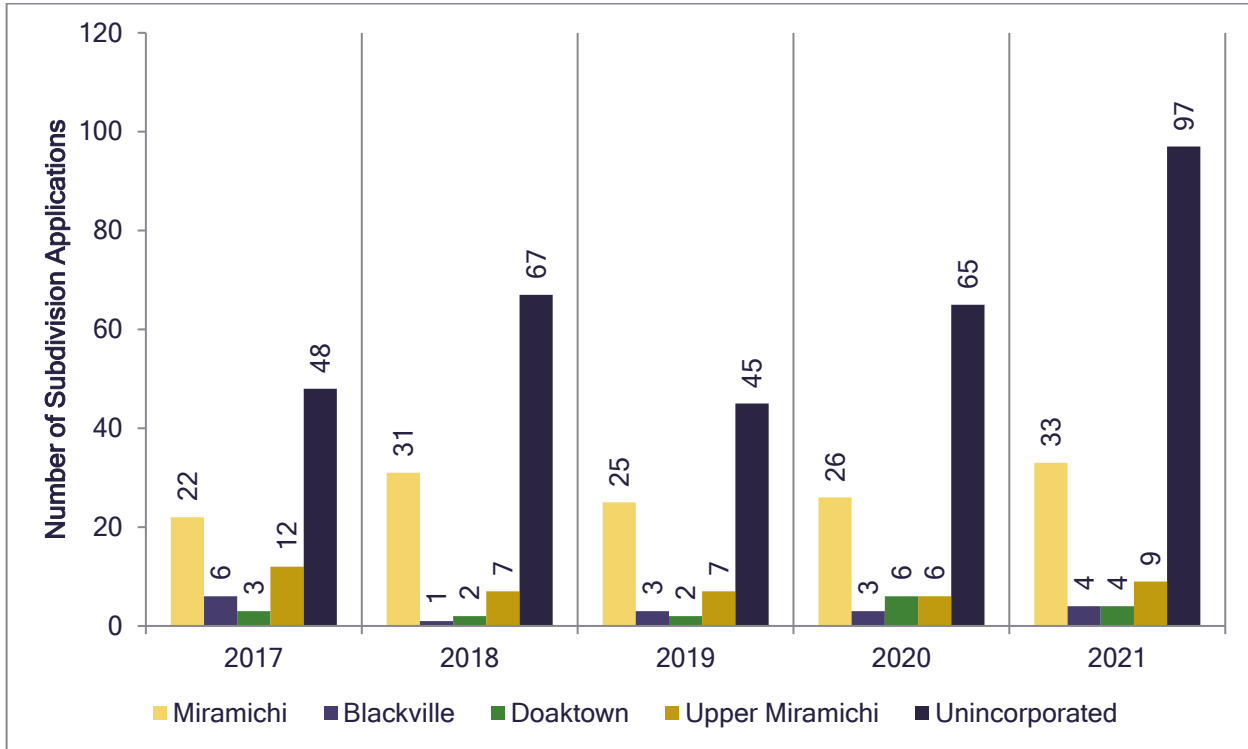
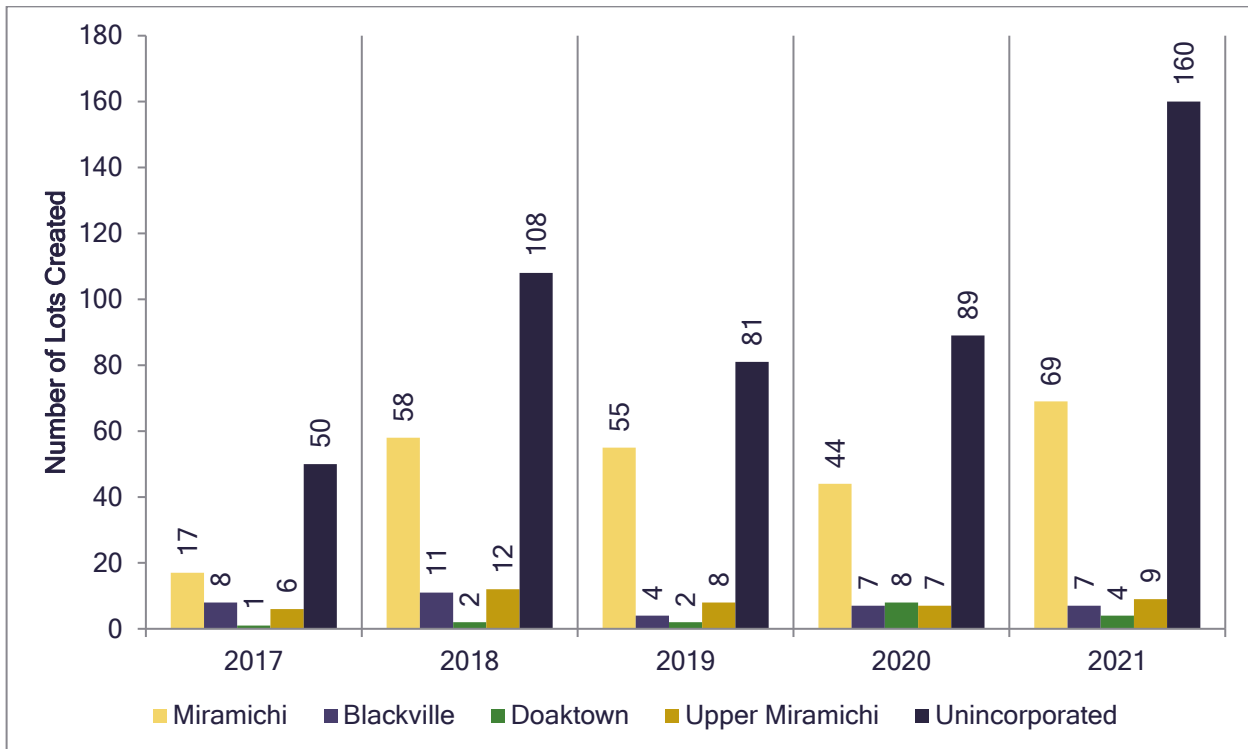


Figure 39: New Lots Created in the Greater Miramichi Region



SECTION C – SOLID WASTE SERVICES

Tonnage Report

Tipping Fees

As of January 2021, tipping fees at Red Pine Sanitary Landfill Facility (Chaleur RSC3) remained at \$90.40 per Metric Tonne (MT) for regular waste and remained at \$37.50 per MT for Construction and Demolition (C&D) waste. Tables 8 and 9 below explain the breakdown of the tipping fees for 2021 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 2021, the Greater Miramichi Region produced a total of 21,994.71 MT of waste that was direct hauled to the Red Pine Sanitary Landfill located in Allardville, NB (see Figure 40). The total tonnage increased from 2020 to 2021 by 1,107.54 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 2021

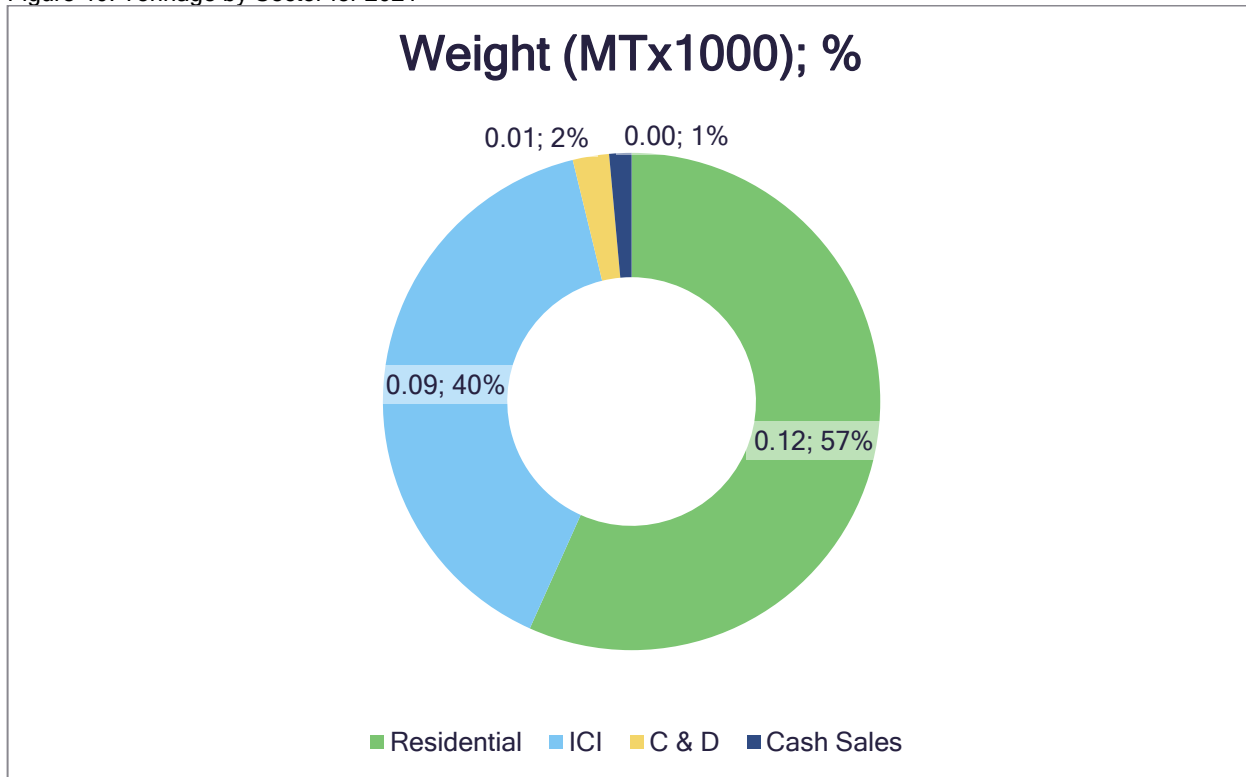
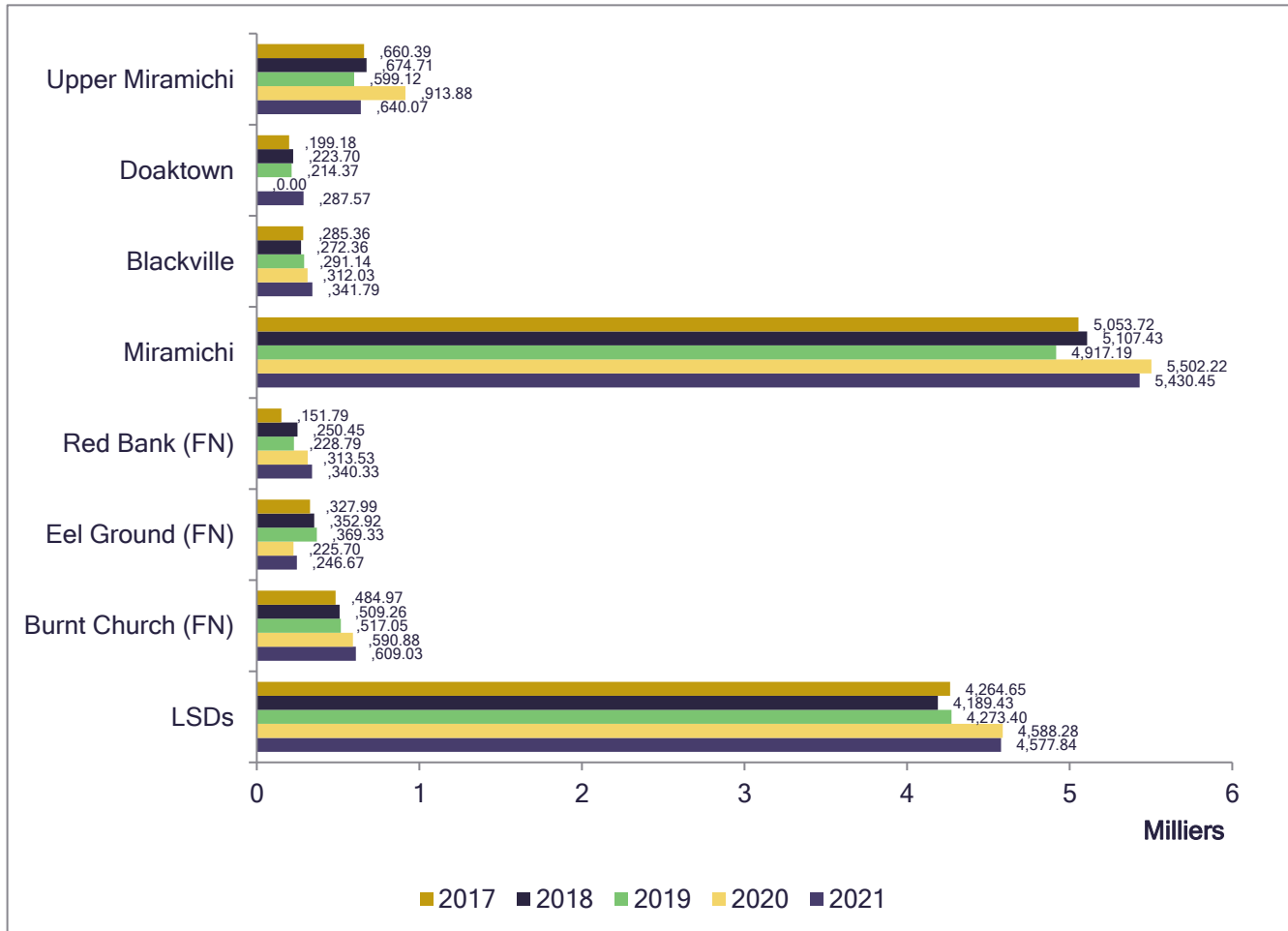


Figure 41: Waste Collection by Municipalities, LSDs, and First Nations (FNS) in MT x 1000



Solid Waste Services Annual Summary

Environmental Trust Fund

EDUCATION CAMPAIGN AND WASTE REDUCTION IN SCHOOLS AND FOR RESIDENTS OF THE GREATER MIRAMICHI REGION

The initial request for funds through the Environmental Trust Fund was \$74,700.00 for the Greater Miramichi Regional Service Commission - Solid Waste Services (GMRSC - SWS) to continue providing a recycling program to reduce the waste sent to landfill from the school system. The sum of \$60,000.00 was awarded.

Since the school recycling program has been in place, more than 18.96 mt has been diverted from landfill. In September 2021, one additional school accepted to participate to the school recycling program. Currently 20 out of 22 schools within the GRMSC -SWS's jurisdiction is taking part in the school recycling program. In total, there are 5,040 students and 708 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, three schools (see table 1) continue to use 360L wheeled carts instead of frontload containers to reduce cost of the program.

Table 1 - School with 360L carts

Schools	Location	# Carts	# Students	# 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 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 2) have been provided with 6-yard front load containers to stockpile recyclables which are emptied every 6 weeks by Fero Waste and

Recycling. Adjustments had to be made to ensure that certain schools had enough space for their recyclables by adding a second dumpster to maintain the six-week rotation pick-up.

Table 2 - Schools with frontload containers

Schools	Location	# Container	# Students	# Staff
Blackville School	Blackville	2	331	40
Dr. Losier Middle School	Miramichi	2	250	44
Gretna Green School	Miramichi	1	341	38
James M. Hill	Miramichi	2	600	63
King Street Elementary	Miramichi	2	407	50
Max Aitken Academy	Miramichi	2	520	62
Millerton School	Millerton	1	80	24
Miramichi Rural	Miramichi Bay	1	73	15
Miramichi Valley High	Miramichi	2	600	97
Natoaganeg School	Natoaganeg (Eel Ground First Nation)	2	83	41
Nelson Rural School	Miramichi	1	375	25
North & South Esk Elementary	Sunny Corner	1	139	27
North & South Esk Regional	Sunny Corner	1	189	41
École Régionale Baie Ste-Anne	Baie Ste-Anne	1	300	35
École Carrefour Beausoleil	Miramichi	1	255	54
École René Chouinard	Lagacéville	1	115	20

Due to the current restrictions regarding COVID-19, the General Manager has provided support remotely by offering meetings and presentations to Environmental groups and designated staff in charge of the program within the schools. Several schools have had remote meetings with the General Manager. On-going communications with the GMRSC - SWS and the groups involved in the program will continue.

The GMRSC - SWS will continue to provide support and remain visible within the school system. The list of accepted commodities will be expanded once restrictions are lifted. In conjunction with the school recycling program, digital campaigns were created on social media such as Facebook and Instagram to inform residents on various waste reduction initiatives.

These campaigns encompassed the following:

- Household Hazardous Waste
- Recycling do's and don'ts
- Where recyclables go
- Composting
- Battery Recycling
- Waste reduction by practicing the 3Rs

The social media campaign was contracted out to BNI to create, translate, and post on Facebook and Instagram. All posts were boosted to increase visibility.

Stingray Radio Inc. has been retained to manage the digital advertising and Google Search key word to enable the GMRSC - SWS to have a more visible presence online for the residents of the Greater Miramichi region. 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.

Solid Waste Services 2022 Calendar

The 2022 Calendar was delivered, during December 2021, to each household in the Greater Miramichi Region via Canada Post (see Figure 44). 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 2022 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
Encorp	Beverage Container Recycling	1
Fero	Construction and Demolition	1

Seminars

Solid Waste Services attended virtual and in-person seminars. Table 13 summarizes the seminars attended.

Table 13: List of Seminars and Tours

Date	Location
May 5 th , 2021	Solid Waste Management Strategic Action Plan RSC Information Session

June 22 nd , 2021	SWANA Atlantic Canada 'Tuesday At Ten' - Using Behavioural Psychology to Reduce Litter".
August 17 th , 2021	Green Municipal Fund workshop on trends in the Canadian municipal waste sector - Option 2
November 4 th & 5 th , 2021	The Waste Resource Association of Nova Scotia presents... The Latest on 'Waste' - 2021 Edition
November 23 rd , 2021	NB Solid Waste Management Strategic Action Plan Draft and Workshop

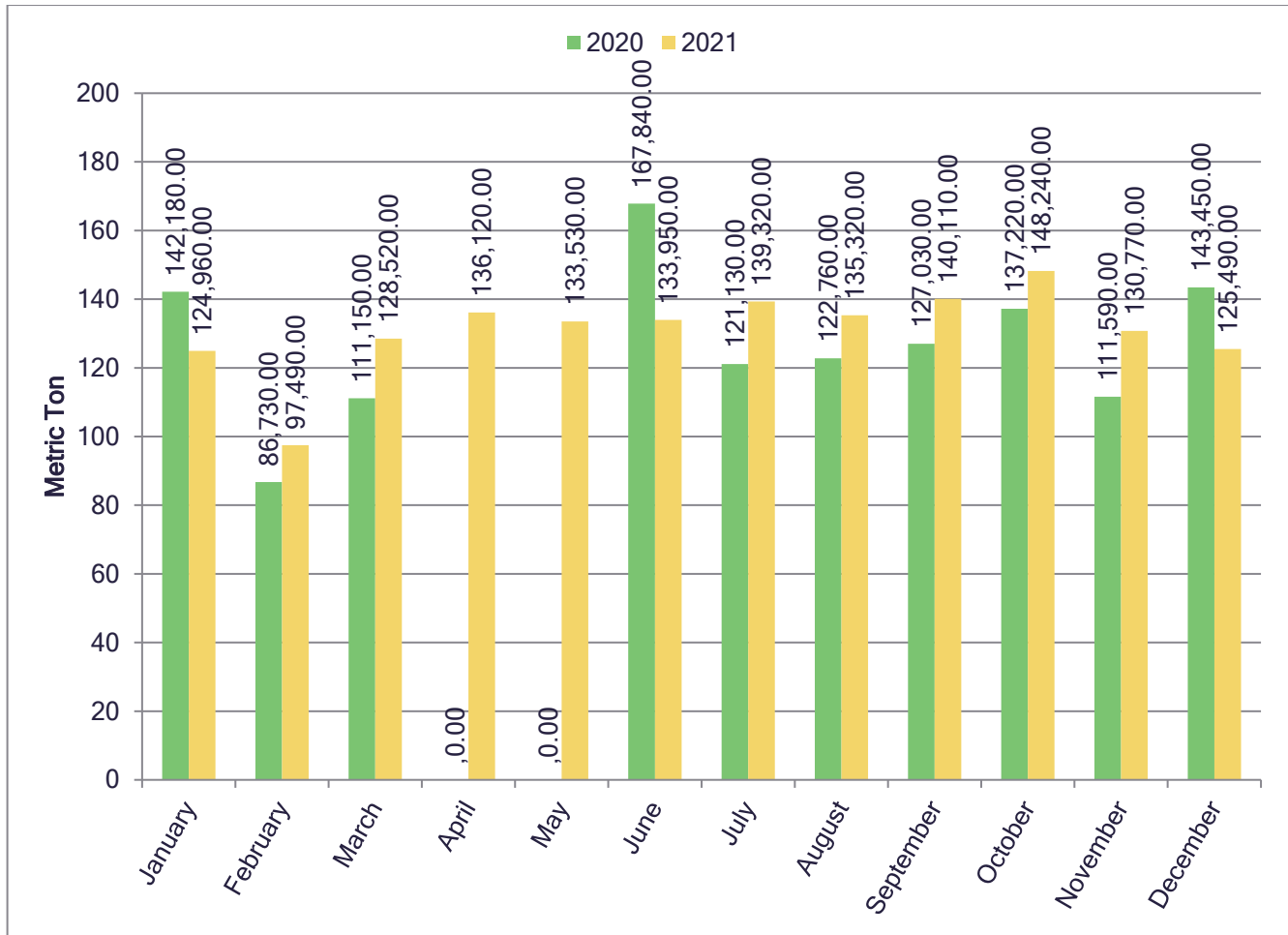
Waste Reduction and Diversion

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 2020 and 2021. A total of 1,573.82 MT was diverted from the landfill through the Residential Curbside Recycling Program in 2021. Diverted tonnage increased by 302.09 from 2020. 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

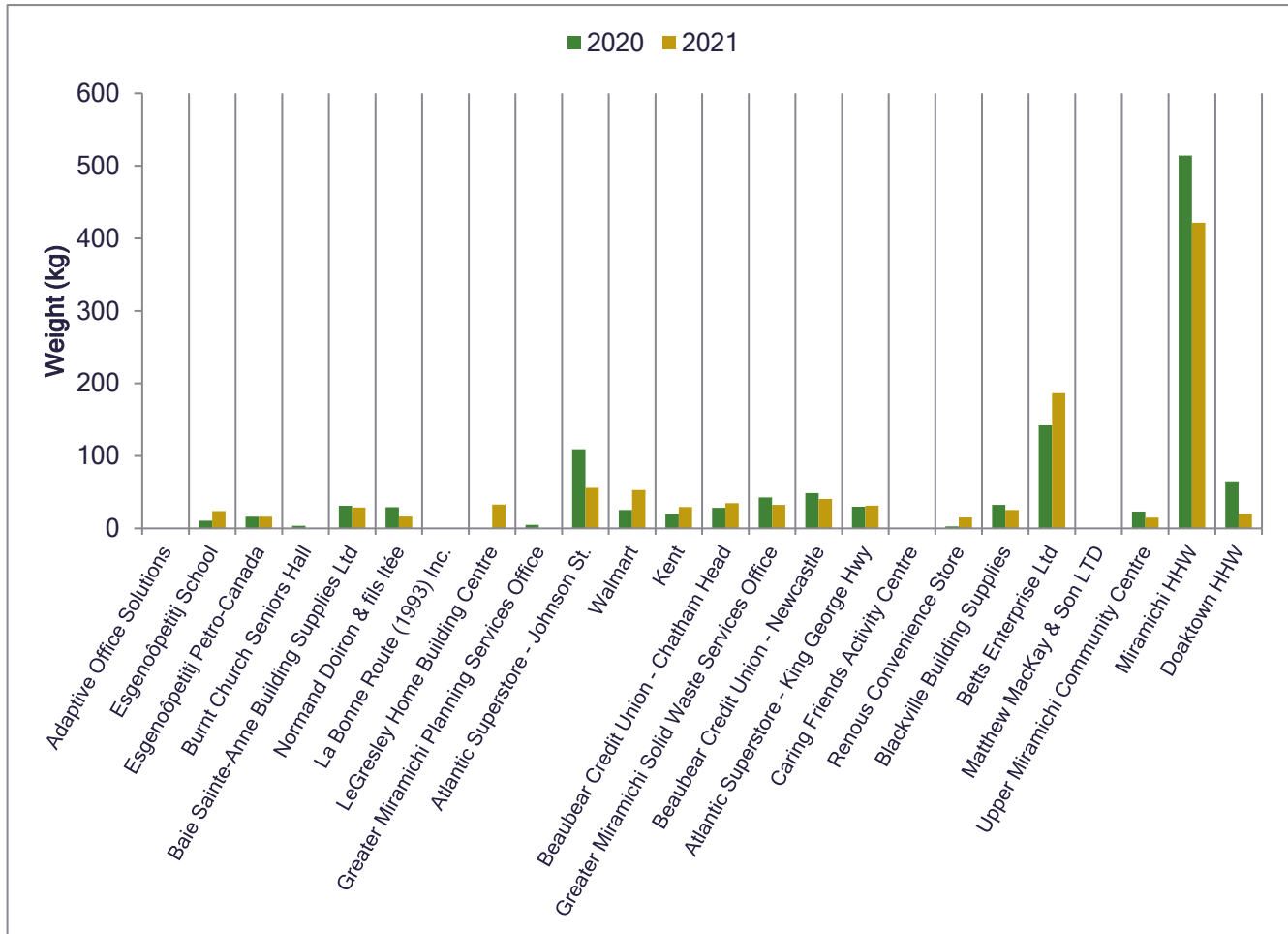
A total of 22 drop-off locations are available to residents to recycle their old cell phones and used batteries.

Figure 46: Example of Batteries and Cell Phones Recycling Box



In 2021, a total of 1,079.56 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 2020-2021). 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



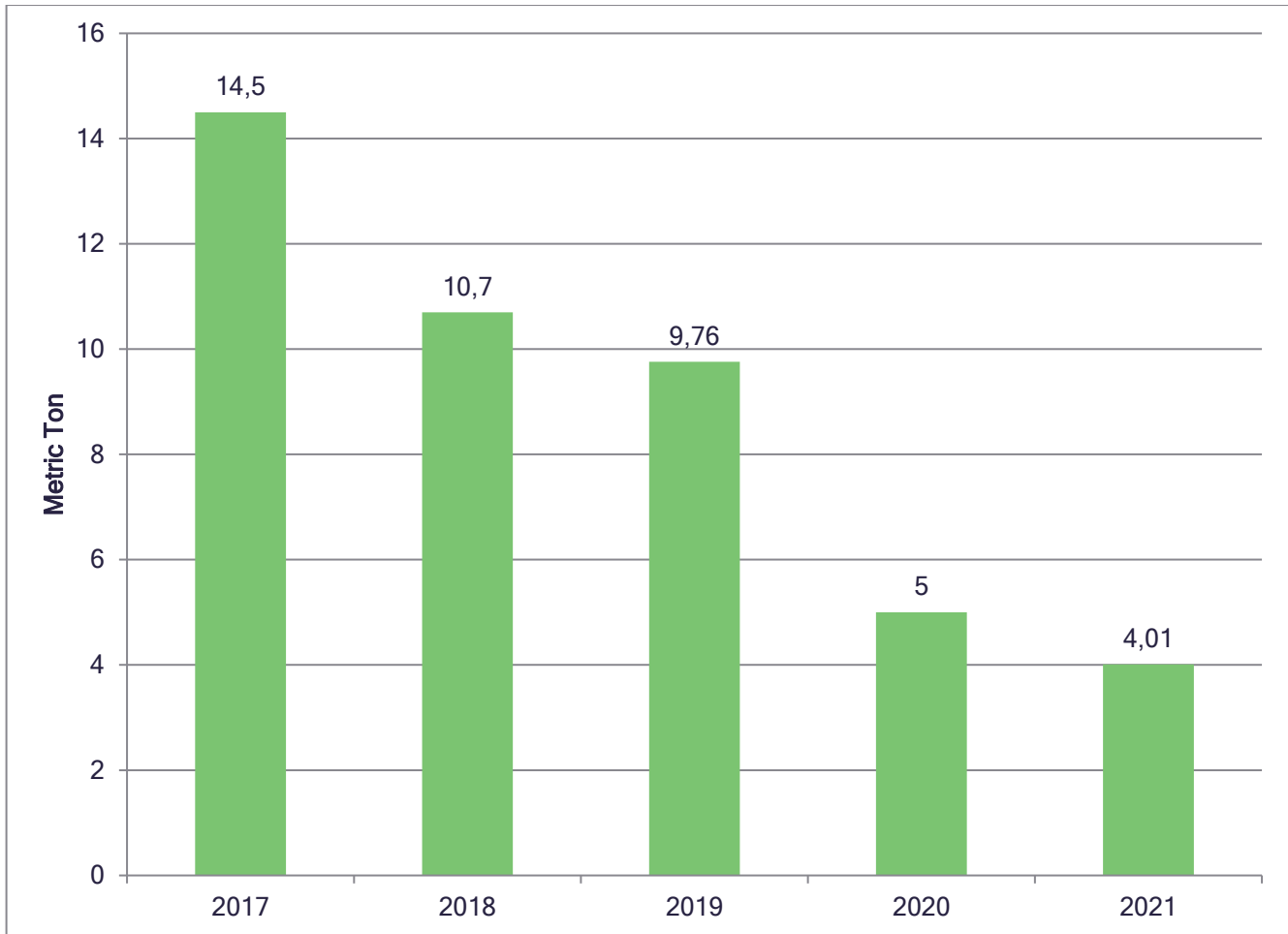
HHW and Electronic (E-Waste) Collection

Two HHW and E-Waste collections were held in 2021. 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 25th, 2021, in Miramichi and Doaktown. A total of 726 and 70 vehicles were served, respectively. A total of 4.01 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 E-Waste Tonnage



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	6/7
Robert Hallihan - Vice Chairman (Resigned 10/21)	7/7
Christopher Hennessy	0/7
Adam Lordon	4/7
Brian King*	2/7
Carl Price	3/7
Lynn Gregan	6/7
John Goodfellow	4/7
Elizabeth Bowes	7/7
Caroline St Pierre Taylor	2/4
Paige Storey*	2/4
Lynn Carney - Vice Chairman (as 10/27/21)	4/4
Denver Brennan	4/4
Paddy Quinn*	2/4
Kevin Hubbard *	2/7

**Alternates*

PRAC Member Attendance

Member	Meeting Attendance
William Treadwell - Chairman	10/12
Joseph Veriker - Vice Chairman	12/12
Kurt Marks	12/12
Scott Clowater*	11/12
Robert Hallihan*	7/12
Lynn Gregan	7/12
Robert McLeod	12/12
Burton Cain	10/12

**Vacated/Resigned from PRAC Position 11/16/2021*

GMRSC Board Member Per Diem and Expenses

Member	Per Diem	Mileage	Total
Douglas Munn - Chairman	\$875.00	\$560.88	\$1,435.88
Robert Hallihan - Vice Chairman	\$65.00	\$258.29	\$323.29
Christopher Hennessy	\$0.00	\$0.00	\$0.00
Adam Lordon	\$525.00	\$11.23	\$536.23
Brian King*	\$150.00	\$8.20	\$158.20
Carl Price	\$375.00	\$206.48	\$581.48
Lynn Gregan	\$675.00	\$225.50	\$900.50
John Goodfellow	\$375.00	\$75.44	\$450.44
Elizabeth Bowes	\$600.00	\$43.62	\$643.62
Lynn Carney	\$500.00	\$145.15	\$645.15
Caroline Taylor	\$225.00	\$126.12	\$351.12
Denver Brennan	\$450.00	\$214.92	\$664.92
Paige Storey*	\$225.00	\$135.22	\$360.22
Paddy Quinn*	\$150.00	\$8.20	\$158.20
Kevin Hubbard*	\$150.00	\$39.86	\$189.86
TOTALS	\$5,340.00	\$2,059.11	\$7,399.11

*Alternates

PRAC Member Per Diem and Expenses

Member	Per Diem	Mileage	Total
William Treadwell - Chairman	\$1,000.00	\$101.25	\$1,101.25
Joseph Veriker - Vice Chairman	\$900.00	\$30.50	\$930.50
Kurt Marks	\$900.00	\$495.00	\$1,395.00
Scott Clowater	\$825.00	\$891.00	\$1,755.00
Robert Hallihan	\$525.00	\$216.00	\$741.00
Lynn Gregan	\$525.00	\$135.00	\$660.00
Robert McLeod	\$900.00	\$324.00	\$1,224.00
Burton Cain	\$750.00	\$208.80	\$958.80
TOTALS	\$5,800.00	\$2,224.55	\$8,024.55

Appendix B – GMRSC Operational Workplan (2022-2024)

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION



COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI

Greater Miramichi Regional Service Commission Operational Workplan (2022-2024)

January 2022

Approved by the GMRSC Board: January 26, 2022

Greater Miramichi Regional Service Commission Operational Workplan (2022-2024)

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 (2022-2024). 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.

In November 2021, the Province of New Brunswick released a comprehensive local governance restructuring plan. The number of entities will be reduced significantly. This restructuring will have a direct effect on the GMRSC. There will be the creation of new municipalities and a large Rural District in the Miramichi Region. Additionally, some municipalities will see extensive expansion to their boundaries. The mandated services provided by regional service commissions will be expanded significantly. These changes to governance and mandated services are recognized and incorporated into the GMRSC Operational Workplan 2022-2024.

The specific tasks, projects and initiatives are illustrated in the GMRSC Operational Workplan 2022-2024. 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.*” In addition, Planning Services staff continue to review and implement the – *Planning Services Communications Strategy January, 2021.* In November 2021, the municipalities of Doaktown and Upper Miramichi opted out of the planning services offered by the GMRSC.































GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
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.							
		2	Complete relocation of all Services to 1773 Water Street							Renovations to upper and lower levels of 1773 Water Street completed. Both PS and SWS are housed at this location. 10 Year Lease signed
		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 2022-2024 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 recommendation from






































GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
										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. Will be reviewed to reflect changes resulting for local governance reform and Bill 82.
	Member / Board Support (CS - 2)	1	Research and report on various issues initiated by Board.							As directed by Board as per approved motion.
































GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		2	Logistics and administration for regular Board Meetings.							On-going.
		3	Quarterly financial updates to Board.							1/4ly basis. In 2022, 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 the elections in November 2022 in the newly created entities, member orientation will occur in early 2023.
		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 annually. In 2019, Green Leaf Award was selected in October during Waste






























GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
										Reduction Week and presented during November Board meeting. Similar timeframe for awards will be used in 2022.
		2	Assist with planning and support for outreach activities by Board & members with public, stakeholders & other agencies.	✓						Last realtor session was held in December 2017.
		3	Website monitoring and updating, translation of content.	✓	✓	✓				New website launched in 2021. 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 realtors 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.



















GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		2	Establish remote access so all RSC locations are able to connect to one, secure server.	✓	✓					Remote Desktop cloud server in use since early 2021
		3	Implement Building Inspectors use of mobile technology for on-site reporting.	✓						Tablets and ESRI software purchased. Database partially developed.
		4	Implement On-line permitting							Three year agreement signed with Cloudpermit on July 12/21.
		5	Server Update & back up procedure.							Cloud server now in place.
		6	Establish emails for members.							Secure email accounts.
		7	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	As per local governance reform and Bill 82, GMRSC will examine and implement a Public Safety Committee							
		3	Examine feasibility of By-law Compliance Officer for municipalities within GMRSC.	✓						Board did not approve (November 2019). Arranged for a presentation (June


GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
										2021) from a third -party service provider. Funding was not included in 2022 budget
		4	Determine what role GMRSC might play in regional tourism promotion.							As per local governance reform and Bill 82, GMRSC will examine and implement tourism promotion as a mandated service.
		5	Determine what role GMRSC will play in regional economic development.							As per local governance reform and Bill 82, GMRSC will examine and implement economic development as a mandated service.
		6	Determine what role GMRSC will play in Community Development. Will consider partnering with the Economic and Social Inclusion Corporation and the local Community Inclusion Network to provide community development services, including regional (community) transit.							As per local governance reform and Bill 82, GMRSC will examine and implement community development as a mandated service.
		7	Participation in development of Regional Emergency Measures Plan.							As per local governance reform and Bill 82, GMRSC will examine and implement a Public Safety Committee. Which may include EMO.












GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		8	Collect background data for Regional Plan.							RSCs will have the option, based on guidelines provided by PNB, to develop a regional land use plan for the GMRSC. This will be a voluntary initiative and not required through legislation.
		9	Recreational Infrastructure cost-sharing							As per local governance reform, Bill 82, and PNB guidelines, the GMRSC will examine recreation infrastructure cost-sharing opportunities.
		10	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























GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
										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 – four events annually (two in Miramichi; one in Doaktown and one in a LSD – pending ETF award).
		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 offer recommendations to the GMRSC Board to expand on the Solid Waste Services programs.
		7	Evaluate feasibility of implementing ICI participation in recycling.	✓						Completed survey in 2019 and telephone interviews for ICI. Reviewed feasibility,










GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
										consulted other RSCs, and reported recommendations to the Board in June 2019.
		8	Recycling Program was implemented in schools to collect paper and cardboard. Program was initiated with funds awarded by ETF.							ETF funding granted to implement recycling in schools 2020-2022. In 2021, the program is operating in 20 of the 22 schools in the region. Funding to build upon the school recycling program has been requested for 2022-2023.
		9	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.
		10	Explore feasibility of establishing a mobile collection service for HHW, e-waste and other materials							Dillon Consulting engaged to prepare an overview and feasibility study. Presented the options for the mobile collection service for HHW and item was tabled.
























GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		11	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.
		12	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.
		13	Monitor residential curbside recycling program.							Continue to monitor and examine means to increase diversion rates. Publicize results on a semi-annual basis.
		14	Develop and implement programs for various waste reduction strategies (e.g. composting, recycling-use).							On-going.
		15	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.










































GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		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.							Pending COVID restrictions, in person presentations will be offered virtually via Teams or other virtual methods to school, clubs, community groups and other events.
		5	Composting workshops & promotions.							Pending COVID restrictions, in person composting workshops will be offered virtually via Teams or other virtual methods annually or as requested.
		6	On-going media advertising of programs.							On-going.
		7	Continue use of social media for public relations & education.							Facebook & Instagram Account established. Firm was hired to create and post on both platforms.
		8	Continue use of re-vamped advertising material (2018), more graphics less words.							




























GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		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.	✓						COVID restrictions limited ability to conduct site tours 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.








































GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		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. Now using Bluebeam Revu to review and mark-up drawings as a means to communicate with the applicants.
		3	Perform building-permit-related inspections.	✓						On-going.
		4	Establish intake officer role and process for all development and building permit applications	✓		✓				This role has primarily been taken on by Building Inspector Tyler King. He fields most of the inquiries and first contacts. This may be adjusted upon launching our cloud-based permit application software.
		5	Develop Operational Policies, forms, and procedures for tracking inspections.	✓						On-going as necessary. Inspection policy to be reviewed and updated in 2021.
















GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		6	Update Info sheets/pamphlets regarding building permits & inspections "FAQs".	✓						Building Services prefer use of checklists instead. PortFolio did not have much to add in terms of our checklists, they thought they were generally good. In 2022, we may need to update for new Act and Regulation amendments.
		7	NBBOA training	✓						Currently have two Level 3 and a Building Inspector that is currently going through the process (courses and work experiences) of getting Level 1 certified.
		8	Monitor Building By-laws for municipalities and update as required.	✓						With the new Act and related amendments, both the Village of Blackville and City of Miramichi Building By-law need to be updated before the given (Act) timeline (currently January 31, 2022 but intended to be pushed back to December 31, 2022).






























GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		9	Develop comprehensive checklist for common projects, such as SUDs, decks, garages, multiple units; that designers and developers can use.	✓						Completed, update as necessary. See item 6 above.
		10	Monitor email and online form for requesting inspections.	✓						The “form” is generally not being used. Request come in by email or phone. Soon to be done though the online permitting software.
		11	Develop inspection procedure for site plan compliance and establish separate Land Gazette notice for site plan compliance issues.							Inspections completed as needed, formal procedure to be developed
		12	Create a Land Gazette notice for signed Flood Risk Disclaimers (City of Miramichi)			✓				Pending implementation
	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
		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























GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		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
		13	Evaluate feasibility of ability to submit online applications and payment.			✓				Development/implement Cloudpermit software
		14	Explore feasibility of providing “Land Use Availability” search service (overview: client requests list of PIDs that allow a particular use).			✓				Service was formalized and implemented in 2021.
		15	Process mapping to be completed and reviewed by a consultant to improve approval processes and services to clients.			✓				Completed and reviewed by EXP consulting in 2021, report provided to Board.

GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		16	Establish classification criteria and guidelines for major and minor variances.		✓					Completed in 2020, used continuously
		13	Create checklists for Site Plan Reviews by zone for consistency in development application review.			●	~	~	~	Initiated in 2021 – will explore further feasibility and possible implementation with Cloudpermit software in 2022-2023
	Member / PRAC Support (PS - 3)	1	Implement communication strategy		●	✓	~	~	~	On-going
		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 PRAC will operate as a 5-member committee in 2022, including one new member. Likely that further changes will be needed in 2023 due to NB Local Government Reform
		4	Prepare monthly reports on planning & development activities.	✓	✓	✓	~	~	~	On-going. Also see PS - 3 #1, above. PRAC members are also briefed on ongoing planning














GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
										and development issues in the region as needed.
		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 2022.
		7	Update and revise PRAC By-law and Operating Procedures.		✓	✓				Update completed in 2020 and again in 2021. On-going as needed with required updates expected in 2022/2023
	Long-range Planning (Policy & Projects) (PS - 4)	1	Miramichi Municipal Plan and Zoning By-law	✓	✓					Review and update completed in 2020. 'Housekeeping' zoning by-law amendments expected in 2022-2023
		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






GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
										2021. Further action paused due to local governance reform (Blackville will be part of a new municipality).
		3	Village of Doaktown Rural Plan.	✓						Monitor and make amendments as needed. By-law improvement review to start in first quarter of 2021. Village withdrew from Planning Services in late 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. Rural Community withdrew from Planning Services in late 2021.
		5	Entity 22 Rural Plan, subdivision by-law, building by-law							Background studies, best practice review and meetings with local leaders will begin.
		6	Entity 20 Rural Plan, subdivision by-law, building by-law							Background studies, best practice review and meetings with local leaders will begin.

GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		7	Rural District Rural Plan, subdivision by-law, building by-law				▲	●		Background studies, best practice review and meetings with local leaders will begin.
		8	Participate in provincial discussion regarding regional planning.	✓	〰	〰	〰	▲		On-going. Future regional planning opportunities possible with Local Governance Reform.
		9	Regional Recreation Planning	✓	〰	〰	〰	▲		Continue collection of basic background information and mapping data. Future recreation planning opportunities possible with Local Governance Reform.
		10	Attend, make presentations to, and co-ordinate Inter-Agency meetings (annually).	✓	✓	✓	〰	〰		On-going as required.
		11	Blackville Subdivision and Building By-law Review			●				By-laws were reviewed by 2021. Further action paused due to local governance reform.
		12	Doaktown Subdivision By-law and Building By-law			●				Building By-law update coincided with Rural Plan update in 2017. Subdivision By-law was to be updated in 2021. Village withdrew from Planning Services in late 2021.






















GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
		13	Upper Miramichi Develop Subdivision By-law							Rural Community withdrew from Planning Services in late 2021.
	Administration/ Management/ Professional Development (PS - 5)	1	Cross-train Development Officers for subdivision applications and document approvals.							On-going as needed. Planning Services Manager will receive ongoing training on documents needing DO approval (e.g. deeds and exemptions) and subdivision review/approval process in 2022-2023
		2	Hold monthly Planning Staff meetings.							On-going as needed
		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 2022 (Cloudpermit).
		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. Ongoing training of potential



























GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
										new hire to be initiated in 2022/2023 as needed.
		9	GIS Specialist training - ESRI Canada conference (Atlantic Region).	✓						Annual conference has been on hold due to COVID-19
		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. COVID-19 Pandemic has resulted in many convenient online learning opportunities.
		11	Participate in Planning Directors meetings.	✓	✓	✓				4-5 meetings annually.
		12	Renew annually "Planning & Building Inspection Services Agreements" with 4 member municipalities.							Ensure that each sign agreement annually based on approved budget.
		13	Review transmittal forms for external departments and agencies	✓		✓				City Engineering and Public Works review form completed in 2019. Possible Provincial department review form will be explored in 2022.
	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 launched










GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
										in 2021. Continuously updated and improved.
		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 education and sharing information with regular clients. To be reevaluated in 2023.
		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










GMRSC – Operational Workplan 2022-2024 (January 26, 2022)

 Initiate Task or Project

 Continuous Activity

 Initial Assessment

 Completed

Service Category	Workplan Category	#	Services/Project	2019	2020	2021	2022	2023	2024	Notes
										dwelling units, floodproofing, etc.). Aim is to promote via social media and feature on website
		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 committee membership and award evaluation for 2023.
		10	Miramichi City Council development tour.							Was scheduled for Oct. 28, 2020; Council schedule related to budget review did not allow for event. Will attempt to complete in 2022.

Appendix C – GMRSC 2021 Financial Statement

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
DECEMBER 31, 2021**



GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

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For the Year Ended December 31, 2021

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GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Financial Statements
Year ended December 31, 2021

Management's Responsibility for the Financial Statements

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

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

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

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

Wilson Bell, Executive Director



INDEPENDENT AUDITORS' REPORT

To the Directors of
Greater Miramichi Regional Service Commission

Opinion

We have audited the financial statements of Greater Miramichi Regional Service Commission, which comprise the statement of financial position as at December 31, 2021, 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, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles as outlined in the Public Sector Accounting (PSA) Handbook.

Basis of Opinion

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

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

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

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

INDEPENDENT AUDITORS' REPORT (continued)

We also:

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

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

Miramichi, NB

June 22, 2022

Handwritten signature of Allen Paquet in black ink.

Chartered Professional Accountants


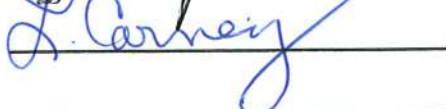
GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**Statement of Operations****For the Year Ended December 31**

	2021	2021	2020
	(Unaudited) Budget Note 13	Actual	Actual
REVENUE			
Member charges	\$ 1,898,073	\$ 1,977,217	\$ 1,963,011
Sales of service	955,295	940,875	832,925
Other revenue	63,000	148,603	29,437
Interest	10,000	43	3,494
	<u>2,926,368</u>	<u>3,066,738</u>	<u>2,828,867</u>
EXPENDITURES			
Administration	750,215	768,261	739,513
Fiscal services	6,000	11,945	13,373
Governance	20,000	15,662	8,492
Planning and building inspection services	518,538	557,533	525,822
Solid waste services	1,632,996	1,654,201	1,527,177
Regional emergency measures planning	1,000	1,000	-
	<u>2,928,749</u>	<u>3,008,602</u>	<u>2,814,377</u>
ANNUAL SURPLUS (DEFICIT)	\$ (2,381)	\$ 58,136	\$ 14,490
ACCUMULATED SURPLUS, beginning of year		<u>412,294</u>	<u>397,804</u>
ACCUMULATED SURPLUS, end of year		<u>\$ 470,430</u>	<u>\$ 412,294</u>

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Statement of Financial Position

As at December 31	2021	2020
FINANCIAL ASSETS		
Cash and short term investments (Note 3)	\$ 336,031	\$ 565,557
Receivables		
General	333,045	285,199
Due from federal government (Note 4)	68,462	288
	<u>\$ 737,538</u>	<u>\$ 851,044</u>
LIABILITIES		
Accounts payable and accrued liabilities	\$ 217,940	\$ 215,954
Due to members	140,156	97,279
Post employment benefits, compensated absences and termination benefits payable (Note 6)	96,361	125,300
Deferred revenue	119,208	194,658
	<u>573,665</u>	<u>633,191</u>
NET ASSETS	<u>163,873</u>	<u>217,853</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 9)	575,806	523,798
Accumulated amortization (Note 9)	(283,170)	(350,241)
	<u>292,636</u>	<u>173,557</u>
Inventory of supplies	13,921	18,028
Prepaid expenses	-	2,856
	<u>306,557</u>	<u>194,441</u>
ACCUMULATED SURPLUS	<u>\$ 470,430</u>	<u>\$ 412,294</u>

On Behalf of the Directors

 Director
 Director

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

	2021	2020
Annual surplus (deficit) - Page 4	\$ 58,136	14,490
Acquisition of Tangible Capital Assets	(300,390)	(24,842)
Proceeds on disposal of tangible capital assets	263,034	75,584
Amortization of tangible capital assets	35,821	9,535
Gain on sale of tangible capital assets	(117,545)	-
	<u>(60,944)</u>	<u>74,767</u>
Decrease (increase) of inventory of supplies	4,107	1,378
Decrease (increase) in prepaid expenses	2,857	13,207
INCREASE IN NET ASSETS	(53,980)	89,352
NET ASSETS, beginning of year	217,853	128,501
NET ASSETS, end of year (Page 5)	\$ 163,873	\$ 217,853

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**Statement of Cash Flow****For the Year Ended December 31****2021****2020**

OPERATING TRANSACTIONS

Annual surplus (deficit)	\$	58,136	\$	14,490
Amortization of tangible capital assets		35,821		9,535
Receivables				
General		(47,846)		(86,030)
Due from federal government		(68,174)		44,913
Inventory		4,107		1,378
Prepaid expenses		2,857		13,207
Accounts payable and accrued liabilities		1,986		(19,108)
Deferred revenue		(75,450)		75,015
Post employment benefits, compensated absences and termination benefits payable		(28,939)		7,100
Due to members		42,877		17,221
		(192,170)		77,721

CAPITAL TRANSACTIONS

Acquisition of tangible capital assets		(300,390)		(24,842)
Proceeds on disposal of tangible capital assets		263,034		75,584
		(37,356)		50,742

FINANCING TRANSACTIONS

Long term debt		-		(186,000)
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NET DECREASE IN CASH AND CASH EQUIVALENTS		(229,526)		(57,537)
--	--	------------------	--	-----------------

CASH AND CASH EQUIVALENTS, beginning of year		565,557		623,094
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CASH AND CASH EQUIVALENTS, end of year (Note 3)	\$	336,031	\$	565,557
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1. PURPOSE OF THE ORGANIZATION

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

2. SIGNIFICANT ACCOUNTING POLICIES

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

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

(a) Reporting entity

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

Interdepartmental and organizational transactions and balances are eliminated.

(b) Budget

The budget figures contained in these financial statements were approved by the Board on November 25, 2020.

(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.

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

	2021	2020
Term deposits (unrestricted)	37,356	37,352
Cash (unrestricted)	(69,844)	59,724
Cash (restricted)	368,519	468,481
	\$ 336,031	\$ 565,557

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2021

4. DUE FROM FEDERAL GOVERNMENT

	2021	2020
Canada Revenue Agency (HST refund)	\$ 97,883	\$ 23,353
Canada Revenue Agency (payroll source deductions)	(29,421)	(23,065)
Due from federal government	\$ 68,462	\$ 288

5. COMMITMENTS

Office lease

The Commission has outstanding lease commitments its office space. The lease payments for 2022 will be \$4,834 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 \$96,361 on December 31, 2021.

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. PRIOR PERIOD ADJUSTMENT

The comparative figures have been retroactively restated to reflect amortization not previously recorded. As a result, accumulated surplus as at January 1, 2020 has been decreased by \$395,329 and equipment has been decreased by \$395,329.

8. COMPARATIVE FIGURES

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

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

Notes to the Financial Statements

For the Year Ended December 31, 2021

9. SCHEDULE OF TANGIBLE CAPITAL ASSETS

	Land	Paving	Buildings	Equipment	Office Equipment	Leasehold Improvements	Computer Equipment	2021 Total	2020 Total
COST									
Balance, beginning of year	\$ 48,568	\$ 21,878	\$ 177,936	\$ 130,000	\$ 18,500	\$ 64,707	\$ 62,209	\$ 523,798	\$ 574,540
Add: additions during the year	-	-	-	-	2,956	297,434	-	300,390	24,842
Less: disposals during the year	(48,568)	(21,878)	(177,936)	-	-	-	-	(248,382)	(75,584)
BALANCE, END OF YEAR	-	-	-	130,000	21,456	362,141	62,209	575,806	523,798
ACCUMULATED AMORTIZATION									
Balance, beginning of year	-	16,410	86,482	130,000	18,500	49,772	49,077	350,241	340,706
Add: amortization during the year	-	-	-	-	591	31,237	3,993	35,821	9,535
Less: accumulated amortization on disposals	-	(16,410)	(86,482)	-	-	-	-	(102,892)	-
BALANCE, END OF YEAR	-	-	-	130,000	19,091	81,009	53,070	283,170	350,241
NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS									
	\$ -	\$ -	\$ -	\$ -	\$ 2,365	\$ 281,132	\$ 9,139	\$ 292,636	\$ 173,557
Consists of:									
Solid Waste Fund Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 224,906	\$ 3,801	\$ 228,707	\$ 153,892
Local Planning Fund Assets	-	-	-	-	2,365	56,226	5,338	63,929	19,665
	\$ -	\$ -	\$ -	\$ -	\$ 2,365	\$ 281,132	\$ 9,139	\$ 292,636	\$ 173,557

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2021

10. SCHEDULE OF SEGMENT DISCLOSURE

	Regional Emergency Measures Planning	Corporate Services	Co-operative and Regional Planning	Local Planning	Solid Waste Services	Total 2021	Total 2020
REVENUES							
Member charges	\$ -	\$ -	\$ 50,891	\$ 842,761	\$ 1,083,565	\$ 1,977,217	\$ 1,963,011
Sales of services	-	-	-	-	940,875	940,875	832,925
Other revenue	-	-	-	-	148,603	148,603	29,437
Interest	-	-	-	5	38	43	3,494
			50,891	842,766	2,173,081	3,066,738	2,828,867
EXPENDITURES							
Salaries and benefits	-	227,906	-	566,031	175,821	969,758	957,555
Operating expenses	-	68,980	-	177,215	1,705,591	1,951,786	1,798,305
Amortization	-	-	-	9,012	26,809	35,821	9,535
Interest	-	11,945	-	-	-	11,945	13,373
Other	1,000	9,790	-	-	28,502	39,292	35,609
	1,000	318,621	-	752,258	1,936,723	3,008,602	2,814,377
SURPLUS (DEFICIT) FOR THE YEAR	\$ (1,000)	\$ (318,621)	\$ 50,891	\$ 90,508	\$ 236,358	\$ 58,136	\$ 14,490

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2021

11. RECONCILIATION OF ANNUAL SURPLUS (DEFICIT)

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

	Regional Emergency Measures Planning Operating Fund	Corporate Services Operating Fund	Co-operative and Regional Planning Operating Fund	Local Planning Operating Fund	Solid Waste Operating Fund	Local Planning Capital Fund	Solid Waste Capital Fund	Amount carried to next page
2021 ANNUAL SURPLUS (DEFICIT) PER PSAB	\$ (1,000)	\$ (318,709)	\$ 50,829	\$ 99,300	\$ 136,805	\$ (9,012)	\$ 90,536	\$ 48,749
Adjustments to annual surplus (deficit) for funding Requirements								
Second previous year's surplus (deficit)	(4,240)	(26,008)	10,000	(29,012)	(160,428)	-	-	(209,688)
Allocation to corporate services	-	299,450	(59,891)	(120,336)	(119,223)	-	-	-
Transfer from solid waste operating fund to solid waste capital fund	-	-	-	-	100,000	-	-	100,000
Capital expenditures	-	-	-	(62,443)	(237,947)	62,443	237,947	-
Proceeds from disposal of capital assets	-	-	-	-	263,034	-	(263,034)	-
Amortization expense	-	-	-	-	-	9,012	26,809	35,821
Provision for post retirement benefits	-	4,500	-	6,100	3,600	-	-	14,200
Total adjustments to 2021 annual surplus (deficit)	(4,240)	277,942	(49,891)	(205,691)	(150,964)	71,455	1,722	(59,667)
2021 ANNUAL FUND SURPLUS (DEFICIT) FOR FUNDING PURPOSES	\$ (5,240)	\$ (40,767)	\$ 938	\$ (106,391)	\$ (14,159)	\$ 62,443	\$ 92,258	\$ (10,918)

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

Notes to the Financial Statements

For the Year Ended December 31, 2021

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

	Amount carried from last page	Corporate Services Operating Reserve Fund		Corporate Services Capital Reserve Fund		Cooperative & Regional Planning Services Operating Reserve Fund		Cooperative & Regional Planning Services Capital Reserve Fund		Solid Waste Services Operating Reserve Fund		Solid Waste Services Capital Reserve Fund		Total 2021
		\$		\$		\$		\$		\$		\$		
2021 ANNUAL SURPLUS PER PSAB	\$ 48,749	\$ 44	\$ 44	\$ 44	\$ 44	\$ 22	\$ 110	\$ 110	\$ 110	\$ 110	\$ 1,530	\$ 7,487	\$ 58,136	
Adjustments to annual surplus (deficit) for funding requirements:														
Second previous year's surplus (deficit)	(209,688)	-	-	-	-	-	-	-	-	-	-	-	(209,688)	
Transfer from solid waste operating fund to solid waste operating reserve fund	100,000	-	-	-	-	-	-	-	-	-	-	(100,000)	-	
Amortization expense	35,821	-	-	-	-	-	-	-	-	-	-	-	35,821	
Provision for post retirement benefits	14,200	-	-	-	-	-	-	-	-	-	-	-	14,200	
Total adjustments to 2021 annual surplus (deficit)	(59,667)	-	-	-	-	-	-	-	-	-	-	(100,000)	(159,667)	
2021 ANNUAL FUND SURPLUS (DEFICIT) FOR FUNDING PURPOSES	\$ (10,918)	\$ 44	\$ 44	\$ 44	\$ 44	\$ 22	\$ 110	\$ 110	\$ 110	\$ 110	\$ 1,530	\$ (92,513)	\$ (101,531)	

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

Notes to the Financial Statements
For the Year Ended December 31, 2021

12. STATEMENT OF RESERVES

	Corporate Services Operating Reserve Fund	Corporate Services Capital Reserve Fund	Cooperative & Regional Planning Services Operating Reserve Fund	Cooperative & Regional Planning Services Capital Reserve Fund	Local Planning Services Operating Reserve Fund	Local Planning Services Capital Reserve Fund	Solid Waste Operating Reserve Fund	Solid Waste Services Reserve Fund	Total 2021	Total 2020
ASSETS										
Cash	\$ 2,115	\$ 2,115	\$ 1,904	\$ 1,058	\$ 5,288	\$ 5,288	\$ 73,203	\$ 277,548	\$ 368,519	\$ 468,481
Receivable from Operating Fund	-	-	-	-	-	-	50,000	50,000	100,000	100,000
ACCUMULATED SURPLUS	\$ 2,115	\$ 2,115	\$ 1,904	\$ 1,058	\$ 5,288	\$ 5,288	\$ 123,203	\$ 327,548	\$ 468,519	\$ 568,481
REVENUE										
Interest	\$ -	\$ -	\$ -	\$ -	\$ 1	\$ 1	\$ 8	\$ 29	\$ 39	\$ 2,971
Transfer from Operating Fund	-	-	-	-	-	-	-	-	-	100,000
EXPENDITURES										
Transfer to Solid Waste Operating Fund	-	-	-	-	-	-	-	100,000	100,000	25,120
ANNUAL SURPLUS (DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ 1	\$ 1	\$ 8	\$ (99,971)	\$ (99,961)	\$ 77,851

Board of directors resolution regarding transfers to reserves:

Moved by Lynn Grogan, seconded by John Goodfellow that the sum of \$200,000 be transferred from the Solid Waste Capital 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 April 28, 2021


 Wilson Bell
 Executive Director
 Greater Miramichi Regional Service Commission


 Date

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

Notes to the Financial Statements

For the Year Ended December 31, 2021

13. OPERATING BUDGET TO PSA BUDGET

	Corporate Services	Co-operative and Regional Planning	Local Planning Services	Solid Waste Services	Amortization	Transfers	Total
REVENUE							
Member charges	\$ -	\$ 50,891	\$ 848,516	\$ 998,666	\$ -	\$ -	\$ 1,898,073
Sales of services	-	-	-	955,295	-	-	955,295
Government Transfers	-	-	-	63,000	-	-	63,000
Transfers from own and other funds	299,450	-	-	97,000	-	(396,450)	-
Other revenue	-	10,000	15,000	44,000	-	(49,000)	10,000
Surplus of second previous year	-	-	-	-	-	(10,000)	-
	299,450	60,891	863,516	2,157,961	-	(455,450)	2,926,368
EXPENDITURES							
Administration	273,450	-	204,642	272,124	-	-	750,216
Allocation from corporate services	-	59,891	120,336	119,223	-	(299,450)	-
Other fiscal services	6,000	-	-	-	-	-	6,000
Government	20,000	-	-	-	-	-	20,000
Planning and building inspection services	-	-	509,526	-	9,012	-	518,538
Regional planning	-	1,000	-	-	-	-	1,000
Solid waste services - operations	-	-	29,012	1,606,186	26,809	-	1,632,995
Deficit of second previous year	-	-	-	160,428	-	(189,440)	-
	299,450	60,891	863,516	2,157,961	35,821	(488,890)	2,928,749
	\$ -	\$ -	\$ -	\$ -	\$ (35,821)	\$ 33,440	\$ (2,381)

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2021

14. REVENUE AND EXPENDITURES SUPPORT

	(Unaudited) 2021 Budget	2021 Actual	2020 Actual
REVENUE			
<u>Co-operative and Regional Planning</u>			
<i>Member charges</i>			
- City of Miramichi	\$ 26,446	\$ 26,446	\$ 26,414
- Village of Blackville	1,124	1,124	1,121
- Village of Doaktown	1,080	1,080	1,080
- Upper Miramichi	2,612	2,612	2,592
- Local Service Districts	19,629	19,629	19,610
Interest	-	-	13
	\$ 50,891	\$ 50,891	\$ 50,830
<u>Local Planning Services</u>			
<i>Member charges</i>			
- City of Miramichi	\$ 481,070	\$ 481,070	\$ 478,573
- Village of Blackville	15,579	15,579	15,465
- Village of Doaktown	17,910	16,012	17,852
- Upper Miramichi	36,396	32,539	35,674
- Local Service Districts	297,561	297,561	296,199
Interest	-	5	556
	\$ 848,516	\$ 842,766	\$ 844,319
<u>Solid Waste Services</u>			
<i>Member tipping fees</i>			
- City of Miramichi	\$ 482,256	\$ 525,679	\$ 521,609
- Village of Blackville	27,164	32,767	29,194
- Village of Doaktown	20,373	22,113	27,334
- Upper Miramichi	61,817	66,338	59,867
- Local Service Districts	407,056	436,668	430,427
	998,666	1,083,565	1,068,431
<i>Revenue from other sources</i>			
Tipping Fees from Other Sources	955,295	919,922	813,460
Recycling	-	15,638	15,095
Other operational revenue	-	5,315	4,370
Government transfers	63,000	31,258	29,437
Gain on sale of building	-	117,345	-
Interest	10,000	38	2,925
	1,028,295	1,089,516	865,287
	\$ 2,026,961	\$ 2,173,081	\$ 1,933,718
	\$ 2,926,368	\$ 3,066,738	\$ 2,828,867

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2021

14. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2021 Budget	2021 Actual	2020 Actual
EXPENDITURES			
<u>Corporate Services</u>			
<i>Governance</i>			
Honorariums	\$ 6,000	\$ 6,250	\$ 2,825
Travel	4,000	2,001	1,018
Training and development	3,000	-	-
Other	7,000	7,411	4,649
	<u>20,000</u>	<u>15,662</u>	<u>8,492</u>
<i>Administration</i>			
Salaries and benefits	215,416	227,906	218,537
Travel	6,000	2,829	4,469
Training and development	5,000	3,481	3,102
External audit fees	8,350	9,338	8,338
Telecommunications	2,000	2,780	2,160
Other financial management	2,000	2,362	2,386
Liability insurance	21,983	25,268	21,343
Professional services	5,000	7,305	12,195
Printing and copying	-	2,045	1,844
Legal services	2,000	422	4,542
Office supplies	3,000	4,899	8,873
Other	2,700	2,379	436
	<u>273,449</u>	<u>291,014</u>	<u>288,225</u>
<i>Fiscal services</i>			
Bank service charge	6,000	11,945	9,467
	<u>\$ 299,449</u>	<u>\$ 318,621</u>	<u>\$ 306,184</u>
<u>Co-operative and Regional Planning</u>			
<i>Regional services</i>			
Regional emergency measures planning	1,000	1,000	-
	<u>\$ 1,000</u>	<u>\$ 1,000</u>	<u>\$ -</u>

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2021

14. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2021 Budget	2021 Actual	2020 Actual
EXPENDITURES (continued)			
Local Planning Services			
<i>Administration</i>			
Advertising	\$ 10,500	\$ 2,012	\$ 240
Conference and membership	6,500	-	-
Electricity	-	3,349	4,236
Office building	57,832	55,730	53,859
Office supplies	13,500	13,541	14,726
Printing and copying	1,200	4,211	2,766
Professional services	17,000	40,634	12,851
Salaries and benefits	78,485	58,024	53,510
Telecommunications	13,000	15,752	12,241
Training and development	1,250	-	542
Travel	5,375	1,472	1,765
	204,642	194,725	156,736
<i>Planning and building inspection services</i>			
Amortization	9,012	9,012	2,173
Salaries and benefits	474,301	508,007	483,639
Travel	16,125	11,520	11,548
Training and development	4,750	10,948	7,940
Map and reference material	1,000	235	-
Geographic information system/Database	1,000	3,265	11,250
Planning review and adjustment committee	7,750	14,546	9,272
Translation and other	4,600	-	-
	518,538	557,533	525,822
	\$ 723,180	\$ 752,258	\$ 682,558

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2021

14. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2021 Budget	2021 Actual	2020 Actual
EXPENDITURES (continued)			
Solid Waste Services			
<i>Administration</i>			
Advertising and promotional	\$ 80,000	\$ 99,973	\$ 105,639
Office Building	-	9,528	-
Office supplies	5,000	3,657	6,240
ETF	2,000	28,502	30,524
Printing and copying	100	-	-
Professional services	8,000	30,265	4,859
Salaries and benefits	164,024	101,512	137,736
Telecommunications	6,000	7,057	6,615
Training and development	2,000	547	83
Travel	5,000	1,481	2,856
	272,124	282,522	294,552
<i>Operations</i>			
Amortization	26,809	26,809	7,362
Repairs and maintenance	7,000	13,965	7,157
Janitorial	1,000	10,825	6,740
Property Tax	14,293	6,271	14,013
Utilities	6,000	4,672	5,869
Compost program	20,000	5,707	4,782
Salaries and benefits	66,945	74,309	64,133
Tipping fees	1,360,062	1,389,095	1,321,198
Recycling	63,887	61,301	41,842
Contracted services	-	6,736	1,762
Hazardous household waste	67,000	54,511	52,319
	1,632,996	1,654,201	1,527,177
<i>Fiscal services</i>			
Interest on long term debt	-	-	3,906
	\$ 1,905,120	\$ 1,936,723	\$ 1,825,635

Appendix D – Building Permits Activity Tables

Table 20: Building Permits Issued - City of Miramichi

Type of Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL										
Single Unit Dwellings	23	33	47	29	11	12	17	14	13	16
Multiple Unit Dwellings	2	2	5	0	0	1	2	1	2	5
Mini/Mobile Homes	8	5	7	13	2	15	11	4	16	4
Other Improvements	106	101	87	95	94	40	80	87	90	76
Total	139	141	146	137	107	68	110	106	121	101
COMMERCIAL										
New Construction	9	4	10	8	8	15	12	11	12	7
Renovations	17	26	27	11	16	28	13	26	19	27
Total	26	30	37	19	24	43	25	37	31	34
INDUSTRIAL										
New Construction	19	0	3	1	2	3	5	0	0	0
Renovations	0	1	3	5	2	4	0	6	0	1
Total	19	1	6	6	4	7	5	6	0	1
INSTITUTIONAL										
New Construction	5	1	2	3	2	7	8	5	1	2
Renovations	1	6	11	4	7	7	7	5	2	3
Total	6	7	13	7	9	14	15	10	3	5
SIGNS	17	13	18	12	7	10	4	18	8	8
TOTALS	207	192	220	181	151	142	159	177	163	149

Table 21: Building Permits Issued - Village of Blackille

Type of Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL										
Single Unit Dwellings	1	2	2	0	1	1	0	1	0	1
Multiple Unit Dwellings	0	0	0	0	0	0	0	0	0	0
Mini/Mobile Homes	0	1	0	1	0	0	1	1	1	0
Other Improvements	2	4	6	8	5	5	2	2	3	1
Total	3	7	8	9	6	6	3	4	4	2
COMMERCIAL										
New Construction	0	1	0	0	2	0	0	0	0	0
Renovations	0	0	0	1	1	0	1	0	0	0
Total	0	1	0	1	3	0	1	0	0	0
INDUSTRIAL										
New Construction	0	1	0	0	0	0	0	0	0	0
Renovations	0	0	0	0	0	0	0	0	0	0
Total	0	1	0	0	0	0	0	0	0	0
INSTITUTIONAL										
New Construction	0	1	0	1	0	0	0	0	0	0
Renovations	0	0	1	1	0	0	1	0	0	0
Total	0	1	1	2	0	0	1	0	0	0
SIGNS	0	0	0	0	2	0	0	0	0	0
TOTALS	3	10	9	12	11	6	5	4	4	2

Table 22: Building Permits Issued - Village of Doaktown

Type of Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL										
Single Unit Dwellings		0	2	0	1	0	0	0	0	4
Multiple Unit Dwellings		0	0	0	0	0	0	0	0	0
Mini/Mobile Homes		0	0	1	0	0	2	0	0	0
Other Improvements		3	6	6	7	8	6	7	5	6
Total	0	3	8	7	8	8	8	7	5	10
COMMERCIAL										
New Construction		3	0	0	0	0	0	0	2	0
Renovations		0	2	0	1	2	0	0	1	0
Total	0	3	2	0	1	2	0	0	3	0
INDUSTRIAL										
New Construction		0	0	0	0	0	0	0	2	1
Renovations		0	0	0	0	0	0	0	0	1
Total	0	0	0	0	0	0	0	0	2	2
INSTITUTIONAL										
New Construction		5	0	0	1	3	1	0	0	0
Renovations		0	6	4	2	3	0	0	0	1
Total	0	5	6	4	3	6	1	0	0	1
SIGNS		0	1	1	1	1	0	0	0	0
TOTALS	0	11	17	12	13	17	9	7	10	13

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

Type of Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL										
Single Unit Dwellings		4	2	2	2	5	5	3	0	2
Multiple Unit Dwellings		0	0	0	0	0	0	0	0	0
Mini/Mobile Homes		1	1	0	0	1	0	2	1	0
Other Improvements		10	8	8	4	3	4	4	5	4
Total	0	15	11	10	6	9	9	9	6	6
COMMERCIAL										
New Construction		0	2	0	0	0	0	0	0	0
Renovations		0	5	0	0	0	0	1	0	0
Total	0	0	7	0	0	0	0	1	0	0
INDUSTRIAL										
New Construction		0	0	1	1	0	1	1	0	0
Renovations		0	0	0	0	0	0	0	0	0
Total	0	0	0	1	1	0	1	1	0	0
INSTITUTIONAL										
New Construction		0	1	2	0	0	1	0	0	1
Renovations		1	0	0	1	0	0	0	0	0
Total	0	1	1	2	1	0	1	0	0	1
SIGNS		0	0	0	0	0	0	0	0	0
TOTALS	0	16	19	13	8	9	11	11	6	7

Table 24: Building Permits Issued - Unincorporated

Type of Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL										
Single Unit Dwellings	17	31	38	24	24	34	19	15	22	20
Multiple Unit Dwellings	0	0	0	0	0	0	2	0	0	0
Mini/Mobile Homes	10	19	34	11	14	12	23	12	15	9
Cottages	18	16	11	8	11	14	7	7	12	5
Other Improvements	73	64	92	58	49	76	76	62	83	13
Total	118	130	175	101	98	136	127	96	132	47
COMMERCIAL										
Construction	8	9	6	3	5	4	5	2	2	5
INDUSTRIAL										
Construction	11	0	0	3	1	4	4	1	0	1
INSTITUTIONAL										
Construction	6	1	3	1	2	1	1	4	1	1
SIGNS	8	1	2	1	0	0	0	0	0	0
TOTALS	151	141	186	109	106	145	137	103	135	54

Table 25: Building Permit Values - City of Miramichi

Type of Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL										
Single Unit Dwellings	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	3,879,758
Multiple Unit Dwellings	2,197,014	2,720,000	1,417,028	0	0	3,264,300	3,461,650	261,960	1,070,141	6,277,652
Mini/Mobile Homes	449,000	114,500	596,818	827,500	140,920	1,062,640	957,066	360,960	1,378,060	316,800
Other Improvements	1,821,040	1,324,454	684,047	1,449,084	2,107,378	560,290	1,192,459	1,638,168	722,110	1,030,193
Total	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	11,504,403
COMMERCIAL										
New Construction	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	9,462,474
Renovations	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	2,716,899
Total	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	12,179,373
INDUSTRIAL										
New Construction	113,000	0	98,640	48,620	1,489,764	333,290	795,941	0	0	0
Renovations	0	179,000	6,300	43,840	152,459	627,127	0	1,590,495	0	50,000
Total	113,000	179,000	104,940	92,460	1,642,223	960,417	795,941	1,590,495	0	50,000
INSTITUTIONAL										
New Construction	2,546,003	679,000	276,650	24,050,654	711,565	18,519,000	551,000	3,192,488	339,900	181,500
Renovations	1,014,000	4,061,238	5,254,796	1,986,280	249,340	5,474,274	577,630	179,000	324,060	558,122
Total	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	739,622
SIGNS	91,850	167,865	399,346	144,933	140,310	158,751	9,400	125,177	86,400	240,773
TOTALS	\$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	\$24,714,171

Table 26: Building Permit Values - Village of Blackville

Type of Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL										
Single Unit Dwellings	110,000	145,200	287,730	0	145,600	52,067	0	147,200	0	109,500
Multiple Unit Dwellings	0	0	0	0	0	0	0	0	0	0
Mini/Mobile Homes	0	72,122	0	59,202	0	0	52,150	36,800	94,720	0
Other Improvements	100,000	108,800	66,000	143,960	7,955	113,240	7,320	45,279	143,520	0
Total	210,000	326,122	353,730	203,162	153,555	165,307	59,470	229,279	238,240	109,500
COMMERCIAL										
New Construction	0	15,400	0	0	4,400	0	0	0	0	0
Renovations	0	0	0	5,056	436,500	0	0	0	0	0
Total	0	15,400	0	5,056	440,900	0	0	0	0	0
INDUSTRIAL										
New Construction	0	187,000	0	0	0	0	0	0	0	0
Renovations	0	0	0	0	0	0	0	0	0	0
Total	0	187,000	0	0	0	0	0	0	0	0
INSTITUTIONAL										
New Construction	0	1,100,000	0	48,600	0	0	0	0	0	0
Renovations	0	0	37,850	1,000	0	0	0	0	0	0
Total	0	1,100,000	37,850	49,600	0	0	0	0	0	0
SIGNS	0	0	0	0	21,000	0	0	0	0	0
TOTALS	\$210,000	\$1,628,522	\$391,580	\$257,818	\$615,455	\$165,307	\$59,470	\$229,279	\$238,240	\$109,500

Table 27: Building Permit Values - Village of Doaktown

Type of Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL										
Single Unit Dwellings		0	240,480	0	43,967	0	0	0	0	532,720
Multiple Unit Dwellings		0	0	0	0	0	0	0	0	0
Mini/Mobile Homes		0	0	57,600	0	0	217,120	0	0	0
Other Improvements		7,500	85,638	65,030	65,170	81,725	49,620	52,820	183,660	45,190
Total	0	7,500	326,118	122,630	109,137	81,725	266,740	52,820	183,660	577,910
COMMERCIAL										
New Construction		39,612	9,104	0	0	0	0	0	50,000	0
Renovations		0	0	0	244,759	579,600	0	0	2,160	0
Total	0	39,612	9,104	0	244,759	579,600	0	0	52,160	0
INDUSTRIAL										
New Construction		0	0	0	0	0	0	0	3,225,000	377,500
Renovations		0	0	0	0	0	0	0	0	226,000
Total	0	0	0	0	0	0	0	0	3,225,000	603,500
INSTITUTIONAL										
New Construction		365,000	0	0	4,309,300	431,964	3,220	0	0	0
Renovations		0	246,078	599,665	23,300	148,700	0	0	0	0
Total	0	365,000	246,078	599,665	4,332,600	580,664	3,220	0	0	0
SIGNS		0	1,490	25,000	13,000	700	0	0	0	0
TOTALS	\$0	\$412,112	\$582,790	\$747,295	\$4,699,496	\$1,242,689	\$269,960	\$52,820	\$3,460,820	\$1,181,410

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

Type of Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL										
Single Unit Dwellings		404,400	358,470	351,540	486,640	389,500	846,130	675,870	0	307,775
Multiple Unit Dwellings		0	0	0	0	0	0	0	0	0
Mini/Mobile Homes		85,000	94,720	0	0	26,040	0	51,840	26,880	0
Other Improvements		169,300	84,924	121,415	176,640	111,740	99,150	412,360	146,388	120,800
Total	0	658,700	538,114	472,955	663,280	527,280	945,280	1,140,070	173,268	428,575
COMMERCIAL										
New Construction		0	569,400	0	0	0	0	0	0	0
Renovations		0	263,686	0	0	0	0	40	0	0
Total	0	0	833,086	0	0	0	0	40	0	0
INDUSTRIAL										
New Construction		0	0	45,000	172,000	0	172,000	172,000	0	0
Renovations		0	0	0	0	0	0	0	0	0
Total	0	0	0	45,000	172,000	0	172,000	172,000	0	0
INSTITUTIONAL										
New Construction		0	6,311,130	93,800	0	0	200,000	0	0	70,000
Renovations		1,000	0	0	1,000	0	0	0	0	0
Total	0	1,000	6,311,130	93,800	1,000	0	200,000	0	0	70,000
SIGNS										
		0	0	0	0	0	0	0	0	0
TOTALS	\$0	\$659,700	\$7,682,330	\$611,755	\$836,280	\$527,280	\$1,317,280	\$1,312,110	\$173,268	\$498,575

Table 29: Building Permit Values - Unincorporated

Type of Permits	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
RESIDENTIAL										
Single Unit Dwellings	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	4,166,016
Multiple Unit Dwellings	0	0	0	0	0	0	589,260	0	0	0
Mini/Mobile Homes	1,356,200	1,405,302	3,574,113	852,520	810,160	732,480	1,465,151	909,440	1,105,240	782,080
Cottages	1,432,500	1,456,000	1,272,786	1,286,695	1,392,538	959,916	891,237	887,442	1,328,210	1,190,240
Other Improvements	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	478,880
Total	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	6,617,216
COMMERCIAL										
Construction	575,500	179,800	584,640	92,900	289,632	129,520	315,335	26,510	250,181	418,524
INDUSTRIAL										
Construction	635,000	0	0	2,136,125	862,450	897,900	1,758,654	40,000	0	200,000
INSTITUTIONAL										
Construction	20,063,332	240,000	1,319,640	150,000	159,880	11,520	31,200	458,399	17,000	101,990
SIGNS	18,070	25,000	19,000	40,000	0	0	0	0	0	0
TOTALS	\$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	\$7,337,730

Appendix E – Planning/Subdivision Applications/Files Activity Tables

Table 30: Planning Applications - City of Miramichi

Applications	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Plan Amendments	0	1	1	4	1	3	2	4	4	2
Rezoning	2	2	2	2	4	5	4	7	5	8
Variations (Total)	26	16	25	28	31	19	28	23	28	32
Variations (DO)	12	12	20	23	25	16	24	17	24	23
Variations (PRAC)	14	4	5	5	6	3	4	6	4	9
TOTALS	28	19	28	34	36	27	34	34	37	42

Table 31: Planning Applications - Village of Blackville

Applications	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Rural Plan Amendments / Rezoning	1	2	0	1	0	0	0	0	1	0
Variations (Total)	2	2	0	1	3	3	1	1	2	2
Variations (DO)	1	0	0	1	3	1	1	1	2	2
Variations (PRAC)	1	2	0	0	0	2	0	0	0	0
TOTALS	3	4	0	2	3	3	1	1	3	2

Table 32: Planning Applications - Village of Doaktown

Applications	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Rural Plan Amendments / Rezoning		1	0	1	0	1	1	0	0	0
Variations (Total)		3	2	4	0	1	1	1	7	4
Variations (DO)		3	2	2	0	1	1	1	5	1
Variations (PRAC)		0	0	2	0	0	0	0	2	3
TOTALS	0	4	2	5	0	2	2	1	7	4

Table 33: Planning Applications - Rural Community of Upper Miramichi

Applications	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Rural Plan Amendments / Rezoning				1	0	0	0	0	0	0
Variations (Total)		3	1	1	1	5	4	2	3	2
Variations (DO)		2	1	1	1	5	4	2	2	1
Variations (PRAC)		1	0	0	0	0	0	0	1	1
TOTALS	0	3	1	2	1	5	4	2	3	2

Table 34: Planning Applications - Unincorporated

Applications	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Variations (Total)	9	10	6	7	17	13	11	13	26	25
Variations (DO)		1	6	7	14	13	9	11	23	23
Variations (PRAC)		9	0	0	3	0	2	2	3	2
TOTALS	9	10	6	7	17	13	11	13	26	25

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

Applications	2017	2018	2019	2020	2021
Confirmations of Zoning	37	39	42	28	44
Zoning Compliances	1	1	1	1	1
Site Plan Reviews	75	56	62	67	77
Enforcement Files	11	9	7	14	5
Access Approvals	1	4	4	0	1
Other Documents	25	19	18	12	21
TOTALS	150	128	134	122	149

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

Applications	2017	2018	2019	2020	2021
Confirmations of Zoning	1	3	6	2	7
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	0	5	1	0	1
Enforcement Files	0	0	0	1	0
Access Approvals	1	1	0	1	1
Other Documents	6	8	8	9	5
TOTALS	8	17	15	13	14

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

Applications	2017	2018	2019	2020	2021
Confirmations of Zoning	0	1	2	2	2
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	7	3	0	0	0
Enforcement Files	1	0	1	1	0
Access Approvals	2	0	0	0	0
Other Documents	12	5	1	0	4
TOTALS	22	9	4	3	6

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

Applications	2017	2018	2019	2020	2021
Confirmations of Zoning	9	9	18	14	25
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	5	5	5	3	4
Enforcement Files	0	2	3	9	2
Access Approvals	4	10	9	7	9
Other Documents	43	56	41	45	66
TOTALS	61	82	76	78	106

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

Applications	2017	2018	2019	2020	2021
Confirmations of Zoning	2	1	3	0	2
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	5	4	1	3	2
Enforcement Files	11	1	2	0	0
Access Approvals	1	0	0	1	0
Other Documents	1	3	4	1	2
TOTALS	20	9	10	5	6

Table 40: Subdivision Applications - Greater Miramichi Region

Regions	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Miramichi	29	26	17	21	14	22	31	25	26	33
Blackville	3	4	6	1	1	6	1	3	3	4
Doaktown		2	0	3	0	3	2	2	6	4
Upper Miramichi		4	3	8	2	12	7	7	6	9
Unincorporated	69	50	45	24	43	48	67	45	65	97
TOTALS	101	86	71	57	60	91	108	82	106	147

Table 41: New Lots Created - Greater Miramichi Region

Regions	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Miramichi	52	41	24	41	28	17	58	55	44	69
Blackville	5	6	6	1	1	8	11	4	7	7
Doaktown		2	0	3	0	1	2	2	8	4
Upper Miramichi		5	3	8	4	6	12	8	7	9
Unincorporated	105	65	61	30	70	50	108	81	89	160
TOTALS	162	119	94	83	103	82	191	150	155	249

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.	348.91	48.94	16.83	20.19	402.96	31.10	21.42	47.69	602.54	53.87	7.28	1,601.73
FEB.	267.90	43.57	13.69	17.54	320.67	16.52	13.21	29.41	573.06	95.42	26.32	1,417.31
MAR.	352.72	50.66	14.57	19.58	431.03	19.50	20.32	45.22	739.64	47.33	129.15	1,869.72
APR.	358.88	68.19	31.79	21.63	500.42	23.45	24.60	54.77	754.27	16.56	18.53	1,873.09
MAY	412.10	52.89	18.43	49.51	524.04	35.21	27.74	61.75	763.18	5.32	13.95	1,964.12
JUNE	444.33	47.67	25.28	35.18	470.59	38.65	30.84	68.63	781.52	3.67	0.34	1,946.70
JULY	436.37	47.05	16.74	26.75	455.74	26.45	26.04	57.95	712.78	9.49	24.06	1,839.42
AUG.	369.17	40.50	15.38	15.89	453.52	27.12	23.24	51.73	784.38	18.61	18.65	1,818.19
SEPT.	361.49	57.28	27.29	41.37	463.73	22.57	29.23	65.05	802.55	40.69	41.58	1,952.83
OCT.	426.54	64.75	27.01	45.05	478.57	37.13	23.89	53.18	832.21	50.46	11.13	2,049.92
NOV.	418.33	48.74	21.74	30.44	497.00	22.27	22.28	49.58	665.78	49.40	15.54	1,841.10
DEC.	381.10	38.79	17.92	17.20	432.18	41.82	24.76	55.11	671.79	128.25	11.66	1,820.58
TOTALS	4,577.84	609.03	246.67	340.33	5,430.45	341.79	287.57	640.07	8,683.70	519.07	318.19	21,994.71

monthly avg

1,832.89

LSDs	4,577.84	MT
MUNICIPAL	6,699.88	MT
FIRST NATIONS	1,196.03	MT
SUB-TOTAL	12,473.75	MT

Residential	12,473.75	MT
ICI (Commercial)	8,683.70	MT
C & D Debris	519.07	MT
Cash Sales	318.19	MT
Total GMRSC	21,994.71	MT

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

Table 43: Waste Diversion Curbside Program (tonne)					
Months	2017	2018	2019	2020	2021
January	125.94	143.71	134.52	142.18	124.96
February	106.85	106.44	98.61	86.73	97.49
March	113.87	104.09	110.58	111.15	128.52
April	128.71	143.96	142.28	0	136.12
May	160.36	156.68	144.54	0	133.53
June	154.24	136.99	132.08	167.84	133.95
July	122.14	136.12	128	121.13	139.32
August	143.18	139.61	132.99	122.76	135.32
September	135.09	119.87	126.55	127.03	140.11
October	142.24	148.49	143.01	137.22	148.24
November	151.21	127.03	115.11	111.59	130.77
December	137.02	124.63	112.75	143.45	125.49
TOTALS	1620.85	1587.62	1521.02	1271.08	1573.82

Table 45: E-waste Tonnage				
2017	2018	2019	2020	2021
14.5	10.7	9.76	5	4.01

Table 44: Cell Phone and Battery Waste Diversion from Drop-Off Locations					
Locations	2017 * ₁	2018 * ₂	2019 * ₃	2020 * ₄	2021 * ₅
Adaptive Office Solutions		7.4	0	0	0
Esgenoôpetitj School	13.86	20	38.25	10.65	23.95
Esgenoôpetitj Petro-Canada		7.25	10.5	16.18	16.15
Burnt Church Seniors Hall	4.65	2.9	3.4	3.65	0
Baie Sainte-Anne Building Supplies Ltd	0	17.45	12.8	31.15	28.9
Normand Doiron & fils Ltée	11.35	27.85	40	29.36	16.35
La Bonne Route (1993) Inc.	0	0	0	0	0
LeGresley Home Building Centre	14.2	11.85	9.15	0	32.8
Greater Miramichi Planning Services Office	0	0	18.85	4.9	0
Atlantic Superstore - Johnson St.	49.97	49.2	30.3	109.15	56.05
Walmart	29.43	47	102.75	25.52	52.95
Kent	0	37.4	34.6	19.8	29.51
Beaubear Credit Union - Chatham Head	34.15	28.6	39.45	28.33	34.8
Greater Miramichi Solid Waste Services Office	46.35	65.6	61.6	42.75	32.5
Beaubear Credit Union - Newcastle	29.9	40.9	78.6	48.75	40.62
Atlantic Superstore - King George Hwy	57.5	56.5	75.65	29.96	31.45
Caring Friends Activity Centre	0	0	21.9	0	0
Renous Convenience Store	12.52	5.3	21.9	2.85	15.2
Blackville Building Supplies	38.15	29.2	43.35	32.45	25.52
Betts Enterprise Ltd	138.2	211.1	212	142.09	186.51
Matthew MacKay & Son LTD	16.75	29.8	17.35		
Upper Miramichi Community Centre				23.2	15
Miramichi HHW	438.95	363.72	483.6	514	421.5
Doaktown HHW	5	0	13.5	65	20
TOTAL (Kg)	940.93	1059.02	1369.5	1179.74	1079.76
TOTAL (mt)	0.94093	1.05902	1.3695	1.17974	1.07976
Average Per Box (Kg)	18.81860	13.07432	13.83333	24.57792	11.24750
TOTAL (lbs)	2074.40	2334.74	3019.23	2600.88	2380.46

- 1) 50 boxes
- 2) 81 boxes
- 3) 99 boxes
- 4) 48 boxes
- 5) 96 boxes

Appendix G – Solid Waste Services Media Coverage

Mobile hazardous waste pickup coming?

Nathan DeLong
Miramichi Leader

May 3, 2021 | Page B4

The household hazardous waste collection system for Miramichi and the surrounding areas could soon change, but questions remain about how a different model might look.

The mayor of the region's largest municipality also wonders if expanding the service will provide the best value for the costs of creating and managing it.

"It's really hard, in my mind, to feel positive about spending five or six times more annually for two and a half times more service," said Miramichi Mayor Adam Lordon.

"But I would be fine with continuing to explore it."

The Greater Miramichi Regional Service Commission board of directors unanimously voted to have staff explore a mobile collection service to replace the annual hazardous waste and e-waste drop-off days currently offered.

The board also voted to allow staff to consider possible funding sources and present them before submitting applications. Service commission staff must report back to the board in three to four months so the initiative can be considered for the 2022 budget.

The vote followed a presentation from Scott Kyle, an engineer with Dillon Consulting, outlining the pros and cons of a mobile service. The Fredericton consulting firm was hired earlier this year to evaluate whether a different collection model is feasible.

Wilson Bell, service commission executive director and planning director, said the 2020 fall drop-off day in Miramichi and Doaktown had issues with traffic queuing onto busy streets.

Issues with single-day format

Kyle evaluated whether a mobile collection system is practical compared to the traditional approach, with two or three single-day drop-off events held per year for a few hours each time.

"This has left large portions of the region essentially unserved, and folks from more rural areas would have to drive in," he said. "The convenience of a program like that is a bit questionable."

Many residents not knowing the schedule far enough in advance makes planning and preparing materials a challenge, Kyle said. Those who miss the drop-off times may also be inclined to dump items illegally or toss hazardous materials in their household garbage if they aren't willing to wait for the next event.

Few changes to items accepted

Features desired from a new program include having several defined collection sites throughout the region with a mobile depot, with household hazardous waste, e-waste, and select construction and demolition items from non-commercial activities being accepted.

Kyle said the same household hazardous materials could still be accepted, such as paint, solvents, cleaners, pesticides and small compressed gas cylinders.

He said the e-waste collection container could still be provided by the Electronic Products Recycling Association.

Kyle said his staff considered whether to include construction and demolition materials.

He said it's an option, but those items are hard to inspect, have safety risks, and create more potential for unwanted items to be mixed in.

The chances of vandalism or fires are also a concern, Kyle said.

Trailer, shipping container could work

Options for the Miramichi region include a trailer-based system or using a shipping container.

The trailer system is estimated to cost \$287,000, with a shipping container option coming in at \$224,000. A mobile trailer for the container would bring the cost to \$237,000, and a roll-off unit has been priced at \$238,000.

The current cost for two single-day events is \$45,000 per year. Kyle said the costs for a portable system are higher because more service and convenience are offered, but more materials are captured.

The current program brings in 24,600 kilograms of materials, Kyle said, but the mobile service in Wellington County, Ont., has collected 60,000 kilograms at eight depots.

"It's a prudent step if you're able to afford it and work through the logistics," he said. "It provides a heightened level of convenience and capture of materials."

Lordon said there's some ambiguity around how a portable program might be funded, but he's willing to have the commission's staff keep exploring it and looking for sources of cash, then report back to the board before applying.

"Moving forward with staff being able to apply for money implies that we're committed to it," he said. "But I'm not sure if we're committed yet."

Service commission eyeing mobile hazardous waste collection program

Nathan DeLong
Miramichi Leader

September 22, 2021 | Page A3

The Greater Miramichi Regional Service Commission may soon pursue a mobile household hazardous waste and e-waste collection program, depending on the level of buy-in from communities.

The commission's board of directors tabled a motion to form an ad-hoc committee to explore funding options for the proposed program until the Oct. 27 meeting following a presentation on the idea from Mélanie Cripps, solid waste services general manager.

Upper Miramichi Mayor Doug Munn, the board's chair, said the options should be discussed with municipal councils and local service district boards before moving ahead.

"If they don't have any appetite, then it's hard for us at the board level to waste time with an ad hoc committee and staff's time too if there's no desire from councils to proceed," he said.

"I know there is going to have to be some work done."

A mobile program would replace the current biannual pickup days held in Miramichi and Doaktown, with the service being offered over a longer period in several communities. The next one is set for Sept. 25 in both communities.

Various issues with status quo

Earlier this year, the board hired Dillon Consulting to evaluate ways to improve the program after concerns were raised about vehicles at the Miramichi drop-off last fall queuing onto King George Highway. The spring drop-off days this year and in 2020 were cancelled due to COVID-19 restrictions.

Scenarios were presented April 28 for a mobile trailer-based program and a modified trailer with eight depot locations.

Cripps said the average turnout at the spring and fall Miramichi events is normally around 500 vehicles in a four-hour span, with an approximate average of 60 vehicles served in Doaktown over two hours. An estimated 24,612 kilograms of waste are captured at a cost of \$1.83 per kilogram, and an hourly rate of \$7,500 based on four hours.

"We try to get these cars in and out as quickly as possible, but there are long wait times, and residents can get frustrated and leave," she said.

Cripps said the commission budgeted \$45,000 for two fall collections, but costs can increase once

materials arrive. She also said it's hard to find volunteers for drop-off days, and anyone unable to attend or deterred by the wait times may be tempted to dump waste illegally or throw hazardous products in the garbage.

Improper storage, leaks, and fire hazards are also issues, Cripps said. The containers currently used have a limited capacity.

High costs mean 'a tough sell'

Cripps said the cost for a modified intermodal trailer are \$224,000 for the capital purchase, \$238,000 a year to operate, and an estimated \$264,620 for annual capital maintenance and other operational items. The service would run in 11 locations for 132 days a year, capturing an estimated 59,325 kilograms at \$4.45 per kilogram and \$250.25 per hour.

A modified trailer, meanwhile, would cost \$287,000 for capital, \$237,000 a year to operate, and an estimated \$270,645 for upkeep and operations. The per-kilogram rate is \$4.56, with an hourly fee of \$256.29.

Cripps said there may be ways to reduce the costs if the mobile program is implemented, such as renting units rather than purchasing them and offering the service seasonally instead of year-round.

"The current program is a Band-aid," said Cripps. "We want to offer service, but at present, we can't offer more service to make it more convenient for our residents."

Service locations identified in the consultant's report are Baie-Sainte-Anne, Black River, Blackville, Miramichi east and west, Doaktown, St. Margarets, Sunny Corner, Upper Miramichi, Natoaganeg First Nation, and Esgenoôpetitj First Nation.

Cripps said potential funding streams include the province's Environmental Trust Fund, the Regional Development Corporation's Community Development Fund, and the Federation of Canadian Municipalities' Green Municipal Fund.

Munn said he likes the idea, but isn't sure if his council will embrace the large price tag.

"Taxpayers are taxed to the max, and municipalities are having a hard go budget wise," he said. "I just don't know where this will go."

"If we buy this stuff, let's say we go ahead and do a pilot project, but we're stuck with this equipment if we don't go ahead with the project afterwards."

Appendix H – Planning Services Media Coverage

Development spikes thanks to 'record' number of new construction

Nathan DeLong | Miramichi Leader

Supply chain issues and concerns about building material costs may be running rampant, but the Miramichi region is still seeing its highest levels of development activity in recent memory.

As of Friday, the Greater Miramichi Regional Service Commission's planning services branch has issued 207 building permits valued at \$30.4 million, according to its online development dashboard.

That's already higher than the \$24.36 million for 628 permits in 2020, and the city is seeing its highest amount of work since 2017.

"We're seeing record numbers of housing being built this year," said Miramichi Mayor Adam Lordon. "Even throughout the pandemic, development hasn't really slowed down.

"We know there has been some growth in the community and increased development happening over the past couple years."

In the city, 135 building permits have been issued for a total of \$23.2 million in work. There were 294 permits provided last year for \$10.9 million worth of projects.

Wilson Bell, service commission executive director and planning director, said several more projects are still being reviewed and could be added to that total. He said the city has averaged \$21 million in work over the past decade, or an estimated \$16.5 million when removing the high and low figures from the picture.

"We're well ahead of where we've been over the last number of years," said Bell. "Development activity has been high lately. That is certainly good news."

The dashboard shows 10 permits issued to date in 2021 for the North Esk local service district, with eight each in Upper Miramichi and the Baie-Sainte-Anne service district and seven in Doaktown totalling \$3.3 million in work. A combined 39 permits were doled out in the village of Blackville and 15 service districts for projects coming in at \$27.1 million.

Last year's leaders outside the city were Upper Miramichi, North Esk, and the Black River-Hardwicke, Derby, Alnwick, Blackville Parish, and South Esk service districts with 203 total permits for \$6.3 million in projects. The other non-city municipalities and service districts saw 131 permits for work totalling \$7.1 million.

Lordon said the recent trends bode well for the region. He said it's a sign the "urgent need" for housing in the area is starting to be addressed, which not only helps the local economy, but boosts the city's tax base – meaning more revenue to provide services for citizens.

"We're happy with where we are in terms of seeing growth in development and population," he said. "We're looking forward to continuing down those paths."

Around the province

Earlier this year, New Brunswick enjoyed a red-hot real estate market, but residential construction appeared to be slowing down, according to data from Statistics Canada and the Canadian Real Estate Association.

The CREA report, released in May and based on Multiple Listing Service (MLS) data, said 1,349 homes were sold in the province in May – a 72.5 per cent year-over-year jump, and a new sales record. That's a 32 per cent rise above the five-year average and 49.7 per cent above the 10-year average for the month of May, the report states.

But New Brunswick's new home construction numbers weren't as rosy.

The StatCan report shows an 11.5 per cent month-over-month drop in New Brunswick, with similar declines in Prince Edward Island and Quebec for detached and semi-detached homes, rowhouses, condominiums, and apartments.

Total residential construction investment for Canada in May was \$14.7 billion. New Brunswick's share was \$239.5 million.

- *With files from Andrew Waugh*

New bylaw leaves planning committee short

Nathan DeLong
Miramichi Leader

November 19, 2021 | Page B3

The Greater Miramichi Regional Service Commission's planning review and adjustment committee now has fewer members and two fewer communities represented.

The commission's board of directors unanimously approved changes to the committee's bylaw reducing it from eight members to six to reflect Doaktown and Upper Miramichi's withdrawal from the commission's planning services branch.

The committee must now include at least one member of the board of directors. Lynn Gregan, a board member and Hardwicke local service district representative, was reappointed to a four-year term, starting Jan. 1, 2022.

"Each and every person who comes to the table brings their own talents," said Gregan. "I look forward to the new members coming on board."

Tallon MacDonald of Napan and Steve Macklin of Miramichi will serve a four-year term. Current committee members Kurt Marks of Blackville, Joe Veriker of Miramichi, and Bill Treadwell of Miramichi had their terms extended by two years.

Bob Hallihan, longtime committee member and Renous-Quarryville local service district representative, stepped down from the committee. His resignation took effect immediately.

Treadwell, a former Miramichi city councillor, has chaired the committee for several years. Gregan and Marks are also longtime members, and Marks previously served as Blackville's village administrator.

Veriker has been vice-chair of the committee and former Miramichi Planning District Commission. MacDonald has been involved in the local construction industry, and Macklin has sat on boards in other communities in the past.

Committee responsibilities

The planning review and adjustment committee (PRAC) handles advisory and decision-making duties outlined in the Community Planning Act. It's aimed at helping enact new bylaws and administering existing ones under the provincial legislation.

The PRAC's responsibilities include, but aren't limited to, decisions on zoning or land-use variance requests, locations of public streets or proposed subdivisions, and advice to municipalities on rezonings and subdivision plans.

The service commission has a bylaw guiding the PRAC's activities, procedures, and membership - which is appointed by the board of directors.

Wilson Bell, service commission executive director and planning director, said the PRAC had five members when the commission was formed in 2013. It later grew to eight members.

Bell said the PRAC is a volunteer-based lay committee consisting of people with experience in planning and development.

Service commission vice-chair Lynn Carney said everyone on the board of directors wants PRAC members who are willing to "listen to all recommendations and considerations."

"Hopefully everyone can have an open mind and weigh the advantages and disadvantages of each project they consider," said Carney, who also represents the South Esk service district. Two members dropped With Doaktown and Upper Miramichi leaving the service commission's planning services branch to form their own land-use planning bodies, two PRAC members weren't reappointed.

Bell said the PRAC bylaws require members to live in an area served by the commission, so Scott Clowater of Upper Miramichi and Wayne Fowler of Doaktown were no longer eligible to serve.

Bell said training for the new members will begin soon. Questions raised about few applications Miramichi deputy mayor Paddy Quinn expressed concerns about the commission only receiving three applications for new PRAC members after seeking expressions of interest from the public earlier this year.

Appendix I – Regional Collaboration Media Coverage

Communities cite ongoing 'woes' in dropping RSC planning services

Nathan DeLong | Miramichi Leader

Changes to land-use planning services and the development process are afoot for two Miramichi-area communities whose leaders say would be better served by their own model.

On Nov. 22, the Village of Doaktown, as well as Upper Miramichi, will cut ties with the Greater Miramichi Regional Service Commission's planning services branch in favour of their own staff and planning advisory committees.

"There have really been no solutions put forward to fix the woes of planning services," said Upper Miramichi Mayor Doug Munn.

Since the commission's inception in 2013, all municipalities and local service districts in the Miramichi region have used its planning services branch for building and development permits, inspection services, and zoning, subdivision, and building bylaw administration.

Land-use applications and subdivision approvals have also been handled by the commission.

In addition, the commission's planning review and adjustment committee oversees advisory and decision-making duties outlined in the province's Community Planning Act. The PRAC's responsibilities include, but aren't limited to, decisions on zoning or land-use variance requests, locations of public streets or proposed subdivisions, and advice to municipalities on rezonings and subdivision plans.

Communities seeking bigger role in process

Munn said he has long been raising concerns and hearing from developers about the cost and quality of the commission's planning services. He said there's a lack of recourse when PRAC decisions are perceived to be stifling development, and community leaders aren't always informed about who has requested building permits, rezonings, or variances.

Munn said he feels planning staff have a job to help move projects forward.

"With the way it's set up, there's been no way of getting out in front of it to try to assist people looking to build," said Munn.

"If someone comes in with a building plan, they're often just told they can't go ahead with it. There hasn't been anyone telling them how to fix it or make it work. But any plan is fixable."

Munn acknowledged some planning staff decisions are valid, but said mayors and councils should be told why a proposal is rejected. He isn't ruling out a return to the service commission's branch someday, but said "a lot of issues" must be addressed first.

In the meantime, Munn said a building inspector and development officer will be hired to work for both municipalities.

"We're going to streamline the process, with council and staff being part of it," he said. "I feel the direction we're taking now is the best for our two municipalities."

Doaktown Mayor Caroline Taylor said her citizens didn't feel they were getting much support from planning staff.

"We're hoping that, between Upper Miramichi and ourselves, we can offer service as someone who wants to help and not just hinder application processes for construction and building permits. We're going to try working together, see how that goes, and work from there. Hopefully we can make it work."

Director defends system

Wilson Bell, service commission executive director and planning director, said communities who don't use the PRAC must have their own planning advisory committees and staff. He said Upper Miramichi and Doaktown have exercised an option to provide their own planning services.

Bell defended the commission's efforts in recent years to improve the planning services branch, with initiatives including, but not limited to, an electronic application tool, a new online development activity dashboard, and virtual offices in Doaktown, Blackville, and Upper Miramichi.

Under the commission, Bell said all permit fees are remitted to municipalities and service districts. Communities offering their own services process their own applications and payments, and must update their bylaws accordingly.

"[Doaktown and Upper Miramichi] have decided to do their own thing," said Bell. "I don't necessarily agree with the concerns they've been voicing, but they've decided it was in their best interests to go it alone."

City considers having its own planning committee

Nathan DeLong
Miramichi Leader

November 1, 2021 | Page B4

Changes to the way rezoning and land-use variance requests are handled for the City of Miramichi could soon be coming, pending local governance reform and city council's approval.

At the last Greater Miramichi Regional Service Commission board of directors meeting, Miramichi Mayor Adam Lordon raised concerns about a variance request in the city being rejected by the commission's planning review and adjustment committee (PRAC).

He then raised the possibility of having the city form its own planning committee.

"Knowing that we may be able to establish our own, I'm going to take this back to council," said Lordon.

"If this is the challenge, maybe the solution is to do our own going forward."

The PRAC handles advisory and decision-making duties outlined in the Community Planning Act. It's aimed at helping enact new bylaws and administering existing ones under the provincial legislation.

The committee's responsibilities include, but aren't limited to, decisions on zoning or land-use variance requests, locations of public streets or proposed subdivisions, and advice to municipalities on rezonings and subdivision plans.

Lordon took issue with the PRAC denying a variance application from Envirem Organics, a bioproduct company at the city's southern edge, to allow a housing complex in the area for staff. He said the PRAC's decision, and the city's lack of recourse, was "disappointing."

Lordon has also expressed opposition to a proposed PRAC bylaw change that would have most of the committee's unelected members living outside the city, but making decisions affecting development within the municipality. In addition, he said the PRAC lacks diverse perspectives.

"The city cannot continue to allow a controlling majority of the PRAC committee deciding on development projects in our community to be from outside the community," he said.

Committee still required for city
Wilson Bell, service commission executive director and planning director, said communities opting out of the PRAC are obligated by New Brunswick legislation to form their own planning advisory committee (PAC) with the same statutory powers as a PRAC.

Bell said the Community Planning Act requires those communities to appoint their own PAC members.

On the Envirem request, Bell said a conditional land-use variance was sought to allow temporary housing for workers on the company's property on Perimeter Road.

He said the variance was supported by the commission's planning staff, but the PRAC voted it down after dozens of nearby residents expressed opposition to the project.

Lordon said the plan would have provided needed living space to Envirem's employees, and housing units would have been "quite compliant" with zoning rules in other areas.

He said he has heard concerns from the company about how the variance application process played out.

"It's a philosophical discussion," he said.

"We have planning experts who were in favour of it, and then we have elected officials who can sometimes override planning experts, but this decision [to deny the variance] was made by unelected officials." PAC decision delayed At a recent city finance, administration, and planning standing committee meeting, council agreed to table the idea of Miramichi forming its own PAC until after the province's governance reform white paper is released in November.

However, Coun. Veronique Arsenault said she's willing to explore the possibility.

"Not only do we need to ensure more diversity in our representation, but we want to make sure that, as a whole, our city and region are well represented," she said.

The mayor suggested revisiting the issue at the standing committee's December meeting.

RSC approves \$2.9M budget for 2022

Nathan DeLong
Miramichi Leader

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The Greater Miramichi Regional Service Commission's 2022 operating budget will be more than five per cent lower than this year's budget.

The board unanimously approved a \$2.9-million budget Wednesday, with chief financial officer Shawn Cripps saying next year's budget is down 5.61 per cent, from \$3.08 million in 2021.

Cripps said the commission will remain at 12 employees, and executive director Wilson Bell will also serve as planning director once again. Salary adjustments will be capped at two per cent for 2022.

The commission will have no capital budget next year. Tipping fees drop Cripps said the budget was prepared based on Doaktown and Upper Miramichi withdrawing from the planning services branch in November. All planning fees collected by the commission, including building permits and subdivision plans, are remitted to municipalities and service districts.

Under solid waste services, Cripps said garbage tipping fees will be dropped by \$1.40 per metric tonne. He said the \$65-per-tonne paid to the Red Pine landfill in Allardville will remain unchanged, but the fee reduction will show up in the commission's surcharge, dropping from \$25.40 to \$24.

That leaves the total garbage tipping fee at \$89 per tonne. Recycling tipping fees, meanwhile, will remain at \$40 per metric tonne.

The breakdown by service has operational spending for solid waste at \$2.02 million, down 6.27 per cent from 2021. The local planning services allocation is \$823,824, or 4.6 per cent lower than this year. The co-operative and regional planning services is anticipated at \$62,842, up 3.21 per cent, and a \$5,950 surplus from 2020 will be carried over.

The corporate services budget is proposed at \$311,710, up 4.09 per cent over 2021.

With local planning, Cripps said, Doaktown and Upper Miramichi dropping out will result in a loss of \$54,306 in revenue. The budget being shared by member communities and service districts is \$790,037, a drop of 6.89 per cent from 2021.

Solid waste programs holding steady

Cripps said a \$39,440 solid waste deficit will be carried over, and while less money is being spent this year, existing programs will be maintained. They include a residential curbside recycling service, compost program, hazardous waste and e-waste collection events, a battery recycling program, and public education and awareness initiatives.

The solid waste arm has three employees, Cripps said. Revenue projections include estimates for

Environmental Trust Fund grants from the province, operating reserves, interest income, and tax rebates.

Funding allocated to member communities is \$981,230, down 1.75 per cent from 2021. Total tipping fees are estimated at \$1.42 million, which is unchanged from the 2021 budget.

Service costs lowered

Total service costs paid by member communities and service districts in 2021 are pegged at \$1.82 million, down 3.68 per cent from \$1.89 million in 2021.

Doaktown will see the biggest decrease with 46.05 per cent, followed by Upper Miramichi with 36.84 per cent, Blackville with a 1.25 per cent discount, Miramichi with 0.97 per cent in savings, and the service districts with a 0.62 per cent drop.

The breakdown by community includes \$980,156 for Miramichi, \$719,765 from the service districts, \$63,686 from Upper Miramichi, \$43,317 from Blackville, and \$21,235 from Doaktown.

Miramichi will pay the bulk of solid waste costs at \$473,812, with \$399,940 coming from the service districts, \$60,780 from Upper Miramichi, \$28,647 from Blackville, and \$20,025 from Doaktown.

The city's share of the co-operative and regional planning services budget will increase by 11.6 per cent to \$29,513.

The balance will be covered by Blackville at \$1,253, up 11.47 per cent, and Doaktown at \$1,211, up 12.08 per cent from 2021. Upper Miramichi will pay \$2,906, which represents an 11.25-percent increase, while the service districts will pick up \$22,009 after a 12.13 per cent jump.

Local planning and building inspection service costs will decrease for Miramichi and Blackville, with the city on the hook for \$476,830 and the village handling \$15,390.

The service districts will cover \$297,816.