



ANNUAL REPORT 2022

Greater Miramichi Regional Service Commission

The 2022 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

TABLE OF CONTENTS

SECTION A - GREATER MIRAMICHI REGIONAL SERVICE COMMISSION	4
Message from the Chairperson	4
About the Regional Service Commission	5
Mandate and History	5
Governance and Administration	5
Financial Information	9
GMRSC Funding	9
Audited Financial Statements	9
About the Region	10
SECTION B - PLANNING SERVICES	12
2022 Highlights	12
Overview	12
Building and Development Activity	13
Project Highlights	13
Applications for Plan and Zoning Amendments	17
Building Permit Activity	17
Planning Applications Activity	24
Administrative Applications	26
Subdivision Activity	28
SECTION C - SOLID WASTE SERVICES	31
Tonnage Report	31
Tipping Fees	31
Tonnage Collection	31
Solid Waste Services Annual Summary	33
Environmental Trust Fund	33
Solid Waste Services 2023 Calendar	37
Appearances	38
Seminars	39
Waste Reduction and Diversion	40

Diversion Report - Recycling Statistics _____	40
Battery Depots _____	40
HHW and Electronic (E-Waste) Collection _____	41
Future Direction of Solid Waste Services _____	42
SECTION D - APPENDICES _____	44

SECTION A – GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

Message from the Chairperson

It is with a great deal of pleasure that I can 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 met a total of seven times in 2022. Additionally, public access to the offices was curtailed during periods of the year resulting in an appointment-based service.

The Province of New Brunswick released its White Paper on Local Governance Reform. As a result, there were significant changes for the communities in the Miramichi Region. New Local Governments will be formed (effective January 2023) in the Blackville/Sunny Corner/Renous areas, in the Alnwick area and additions to existing communities will occur. Local Service District will be merged with existing or new municipalities while the remain LSDs will form the Rural District. The Board of the GMRSC will be reduced to six members from eight.

As well for the regional service commission, which will be tasked with the delivery new mandated services. These new services include Regional Economic Development, Regional Tourism Promotion, Community Development, Community Transportation, formation of a Public Safety Committee and Cost sharing of Regional Sport and Cultural infrastructure. The Community Inclusion Network (CIN) was integrated into the Commission in the fall of 2022. And in the fall, the Miramichi Regional Housing Authority was imbedded into the Commission.

The Commission employed 15 qualified professionals in various management and service delivery divisions. The Commission is indeed fortunate to have such dedicated and qualified employees.

The Commission has two permanent committees: the Planning Review and Adjustment Committee (PRAC) are comprised of five members from the communities served by the GMRSC and a three-person Finance and Budget Committee comprised of GMRSC Board members. There was a total of seven regular meetings in 2022. The regular meetings are open to the public and media.

Since its formation in 2013, the GMRSC has evolved into an effective forum for discussing issues of importance to the region. The Commission had a busy year in 2022 as it undertook many initiatives; these are outlined in Section 2.2.

I look forward to the challenges and opportunities that 2023 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

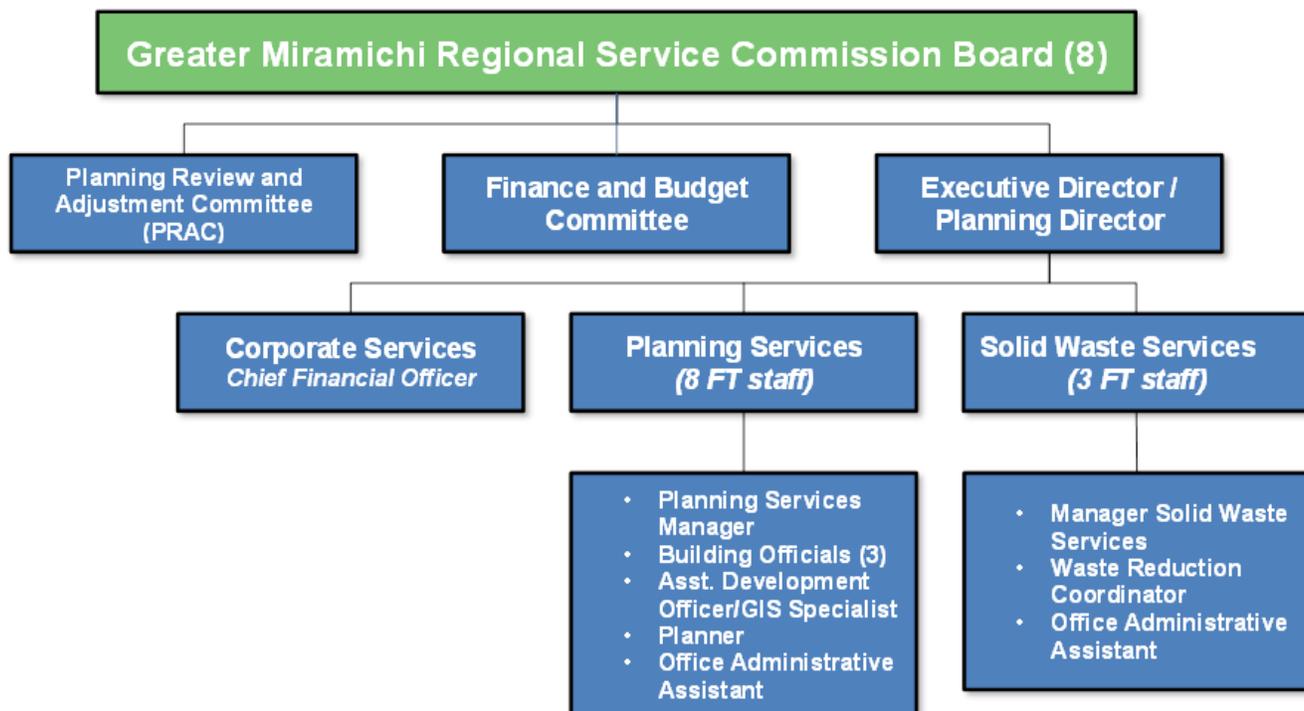
The GMRSC is governed by a board of eight members (see Table 1). Board members are made up of mayors from member municipalities, a Rural Community, and representatives from Local Service Districts (LSDs) within the Region. An election for the Board Executive took place at the June 2021 meeting;

Table 1: GMRSC Board Members for 2022

Board Member	Community
Mayor M.A. Douglas Munn, Chairperson	Rural Community of Upper Miramichi
Lynn Carney, Vice-Chairperson	LSD Representative
Mayor Adam Lordon	City of Miramichi
Lynn Gregan	LSD Representative
Elizabeth Bowes	LSD Representative
Robert Hallihan	LSD Representative
Mayor Caroline St-Pierre Taylor	Village of Doaktown
Deputy Mayor Denver Brennan	Village of Blackville

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 and changes occurred in 2022 for the GMRSC, including within almost all divisions, including Corporate Services. The addition of new services occurred the addition of several new staff members as well. The following is an overview of the activities and initiatives:

- The global pandemic had an impact on the operations of the GMRSC in 2022. 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 seven times.
- In February, Melissa Chunick joined the staff of Planning Services as a Planner.
- 2022 saw the beginning of the implementation of the Province of New Brunswick's White Paper on Local Governance Reform. This reform included significant changes for the regional service commissions. A provincially appointed Transition Facilitator was appointed and worked with a Transition Committee to prepare for the introduction of the new mandated services and to prepare an operational and capital budget for 2023.
- As part of the Local Governance Reform proposed by the Province, the mandate of the regional service commissions will be expanded to include several new services and functions. One new mandated service will be Community Development. As stated in the White Paper on Local Governance Reform the Community Inclusion Networks (CIN) were to be integrated into the regional service commissions. Ultimately, the CIN would become a division of the GMRSC in the form of a Community Development Department. A Community Development Department Coordinator was hired in August and a Transportation Coordinator was hired in September.
- The City of Miramichi partnered with the Provincial and Federal governments for the preparation of a regional housing needs assessment study to determine the current and future housing needs for the Miramichi region. The City of Miramichi and its partners required the study recommendations to be implemented. GMRSC entered into a three-year funding agreement with the City of Miramichi et al to serve the role as a Regional Housing Authority. A Manager was hired in August.
- Also in August, a Communications Coordinator was hired to serve as the primary person responsible for all communications strategies emanating from the Commission.
- As part of the reform of the Commission, a new leadership position was created, in the form of a Chief Executive Officer (CEO). Wilson Bell accepted this role in September.
- As part of the local governance reform several new communities were formed, and additions were made to some of the existing municipalities. The following new entities were to become local governments January 1st, 2023.
 - Rural Community of Miramichi River Valley comprised of the Village of Blackville, LSDs of Sunny Corner, Derby, Renous -Quarryville, portions of the LSDs of Blackville, North Esk, and South Esk.

- Rural Community of Alnwick comprised of the LSDs of Alnwick, Tabusintac, Fair Isle and Oak Point -Bartibog Bridge.
 - City of Miramichi added a portion of the LSDs of Nelson and Newcastle
 - Village of Doaktown added the LSD of Blissfield
 - The Greater Miramichi Rural District was formed comprised of the remaining areas of the Local Service District.
 - The Rural Community of Upper Miramichi was unchanged.
- As a result of the local government reform and creation of new local governments, the GMRSC will serve six entities. And as a result, the GMRSC will have a Board comprised of five Mayors and the Chairperson of the Rural District. This six-member Board is smaller than the previous Board of eight.
 - Municipal elections were held in the Village of Doaktown, Miramichi River Valley, Alnwick and the Greater Miramichi Rural District.
 - It should be noted that effective January 1st, 2023, the following areas will no longer be served by the GMRSC - the LSDs of Baie Ste. Anne, Escuminac and Hardwicke.
 - In 2022 the GMRSC Operating and Capital budget for 2023 was prepared by the Transition Facilitator and Approved by the Minister of Local Government and Local Governance Reform. The 2023 operating budget for the GMRSC is \$4,442,367.

Appendix A contains the “GMRSC Board / PRAC Member Attendance Record, Meeting Per Diems, and Expenses (Mileage)” for 2022.

Table 2: PRAC Members

Committee Member	Community
William Treadwell, Chairperson	City of Miramichi
Joseph Veriker, Vice-Chairperson	City of Miramichi
Kurt Marks	Village of Blackville
Lynn Gegan	LSD Representative
Steve Macklin	City of Miramichi

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
Lynn Carney, Chairperson	LSD Representative
Elizabeth Bowes	LSD Representative
Lynn Gregan	LSD Representative

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 Statements

Table 4 outlines the cost of planning and building inspection services for the 2022 year. In total, \$478,403.08 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 2022 Financial Statements” for more details. Table 4, below, presents the cost of Planning Services by community for 2022.

Table 4: Cost of Planning Services by Community for 2022

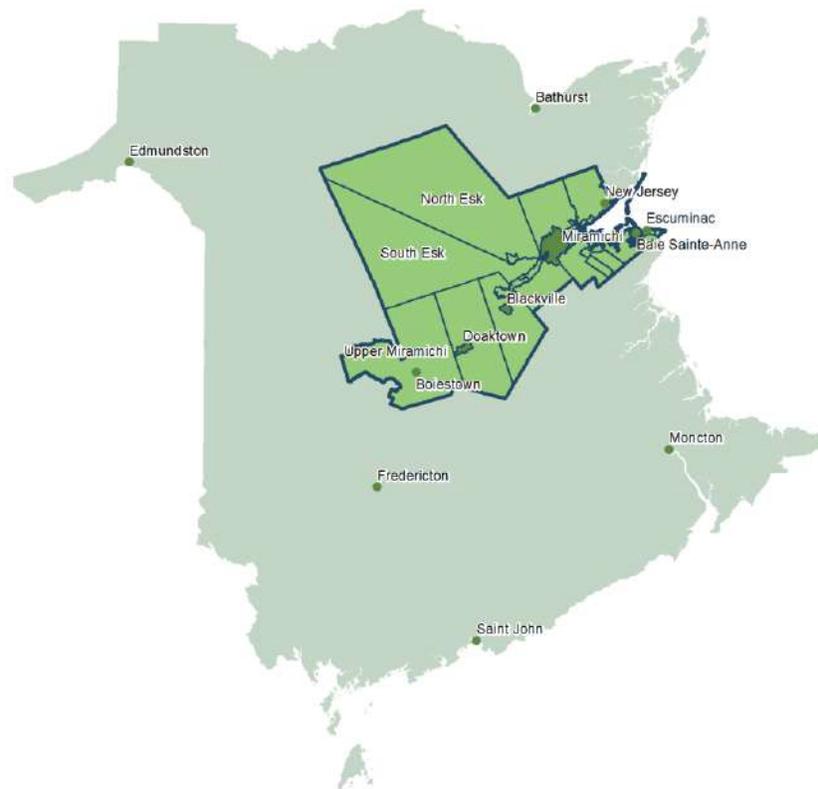
Community	Budget Amount	Revenue from Fees	Net Cost
Miramichi	\$476,830	\$216,148.00	\$260,682.00
Village of Blackville	\$15,390	\$1,868.92	\$13,521.08
LSDs	\$297,816	\$93,616.00	\$204,200.00

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 2022)	\$2.87 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

2022 Highlights

Overview

2022 was the tenth year of operation under the RSC structure and was another active year of development for the Greater Miramichi Region. 2022 saw strong staff efforts to advance several in-house projects and initiatives, most notably continuing the adhesion to a database to eventually service all branches of the Planning Services. The departure of the Rural Community of Upper Miramichi and the Village of Doaktown from our Planning Services in 2021 has resulted in concentrating efforts in the City of Miramichi, the Village of Blackville, and the unincorporate areas.

Guided by the long-serving chair of the former Miramichi Planning District Commission (MPDC), Chairman William Treadwell and the other four PRAC members held 10 meetings and dealt with 20 applications in total involving subdivisions, variances, conditional uses, similar/compatible use approvals, and by-law amendments. This compares to 12 meetings and 37 applications in 2021.

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.

Staffing

In May 2022, Melissa Chunick joined the Planning Services staff full-time as a Planner, after graduating from Dalhousie University with a Master of Planning degree. Melissa had previously spent a year working with the RSC as a Planning Co-op Student. Melissa continues to work towards fulfilling the requirements to become a full member of the Canadian Institute of Planners and become a Registered Professional Planner.

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 2022, 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, with a return to some in-person sessions.

Building and Development Activity

Project Highlights

The following section highlights prominent developments in the Greater Miramichi Region in 2022. 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 addition to an industrial building on Thériault-Haché Road in Baie-Sainte-Anne (see Figure 5);

Figure 5: Addition to an Existing Repair Maintenance Shop, Local Service District of Baie-Sainte-Anne



- Conversion of an institutional building on Wellington Street, Miramichi (see Figure 6);

Figure 6: Conversion of a Church into a Veterinary Clinic, City of Miramichi



- Construction of a multi-unit residential building on Wellington Street, Miramichi (see Figure 7);

Figure 7: Construction of an Apartment Building, City of Miramichi



- Construction of a multi-unit residential building on Water Street in Miramichi (see Figure 8);

Figure 8: Construction of an Apartment Building, City of Miramichi



- Construction of a commercial building on King George Highway, Miramichi (see Figure 9);

Figure 9: New Convenience Store, City of Miramichi



- Construction of a multi unit residential building on Douglastown Boulevard in Miramichi (see Figure 10);

Figure 10: Construction of an Apartment Building, City of Miramichi



Other notable development projects in the Greater Miramichi Region in 2022 include:

- Conversion of an office building into a multi-residential and training facility on Waterfront Drive in the City of Miramichi;
- Construction of a multi unit residential building on McCallum Street in the City of Miramichi;
- Construction of an industrial building on River Road in the Local Service District of Sunny Corner;
- Construction of a new touchless carwash building on King George Highway in the City of Miramichi;
- Addition and renovation to an existing commercial building on King George Highway in the City of Miramichi.

Applications for Plan and Zoning Amendments

2022 saw three applications for municipal plan and zoning by-law amendments. Mainly, Planning Services assisted our Member Municipalities and Planning Review and Adjustment Committee in the by-law amendment process for the following proposals in the City of Miramichi:

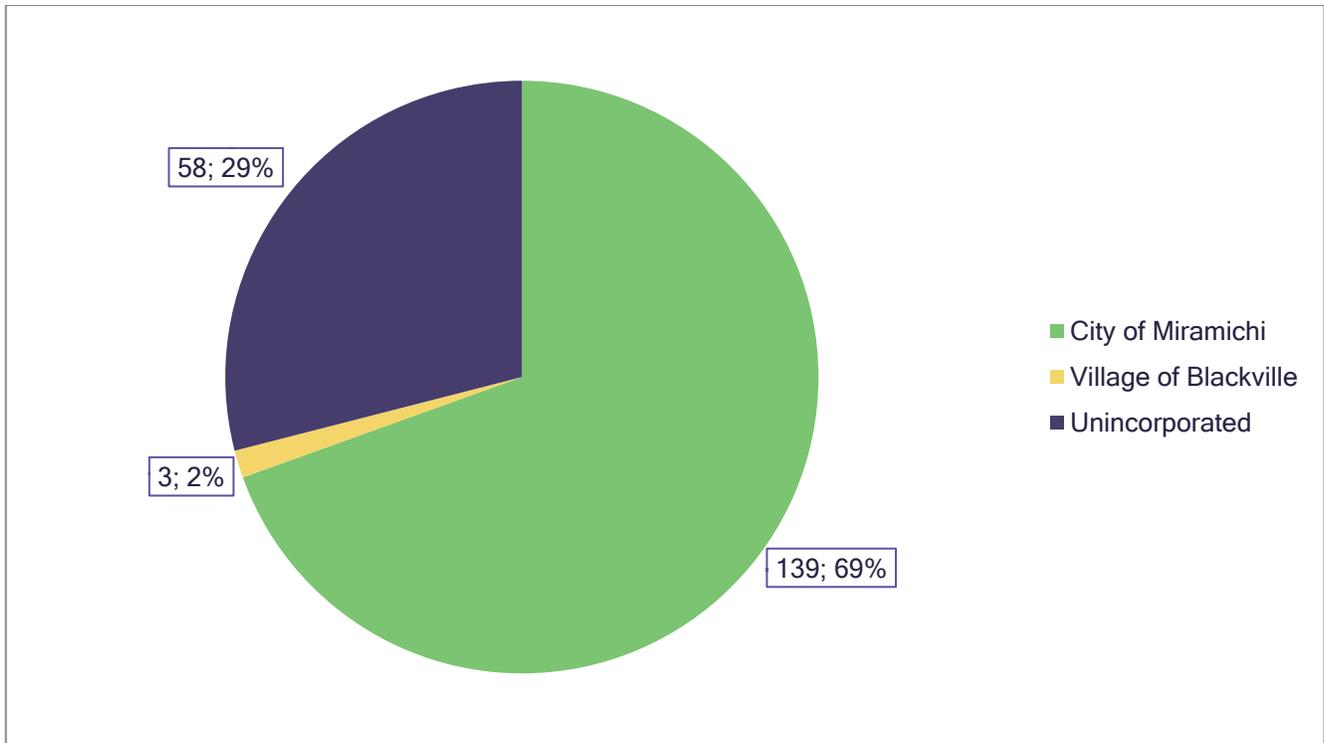
- A requested amendment to the City of Miramichi Municipal Plan and Zoning By-law to allow for R-2 zoning of a former 'Utility and Services' zoned property;
- A zoning by-law amendment request in the City of Miramichi to allow for up to 88 apartment units (11 8-unit buildings), off of Percy Kelly Dr.;
- A requested amendment to the City of Miramichi Municipal Plan and Zoning By-law to allow for General Commercial zoning (to allow for a limited number of commercial uses) of a former 'Single or Two-Unit (R-2)' zoned property.

Building Permit Activity

Figures 12 to 16 outline building permit activity in the Greater Miramichi Region between 2018 and 2022. Please refer to Tables 20 to 22 in "Appendix D - Building Permits Activity Tables" to view a more detailed breakdown of the Figure(s).

Last year, about seven building permits out of ten (69%) were issued for projects located within the City of Miramichi while almost thirty percent (29%) of permits issued were for projects in the Unincorporated areas. Permits issued for projects in the Villages of Blackville represented 2%.

Figure 12: GMRSC Region Number and Percent Breakdown of Permits Issued (2022)



Just over three quarters (76%) of permits issued in the City of Miramichi were for residential projects, an increase of 3.96% from the previous year. There were seventeen (12%) commercial projects, which is half of the number of permits issued for this category in 2021. Permits for industrial (1%) and institutional (4%) projects, and signs (7%) all increased by one compared with the previous year.

Figure 13: City of Miramichi Number and Percent Breakdown of Building Permits Issued (2022)

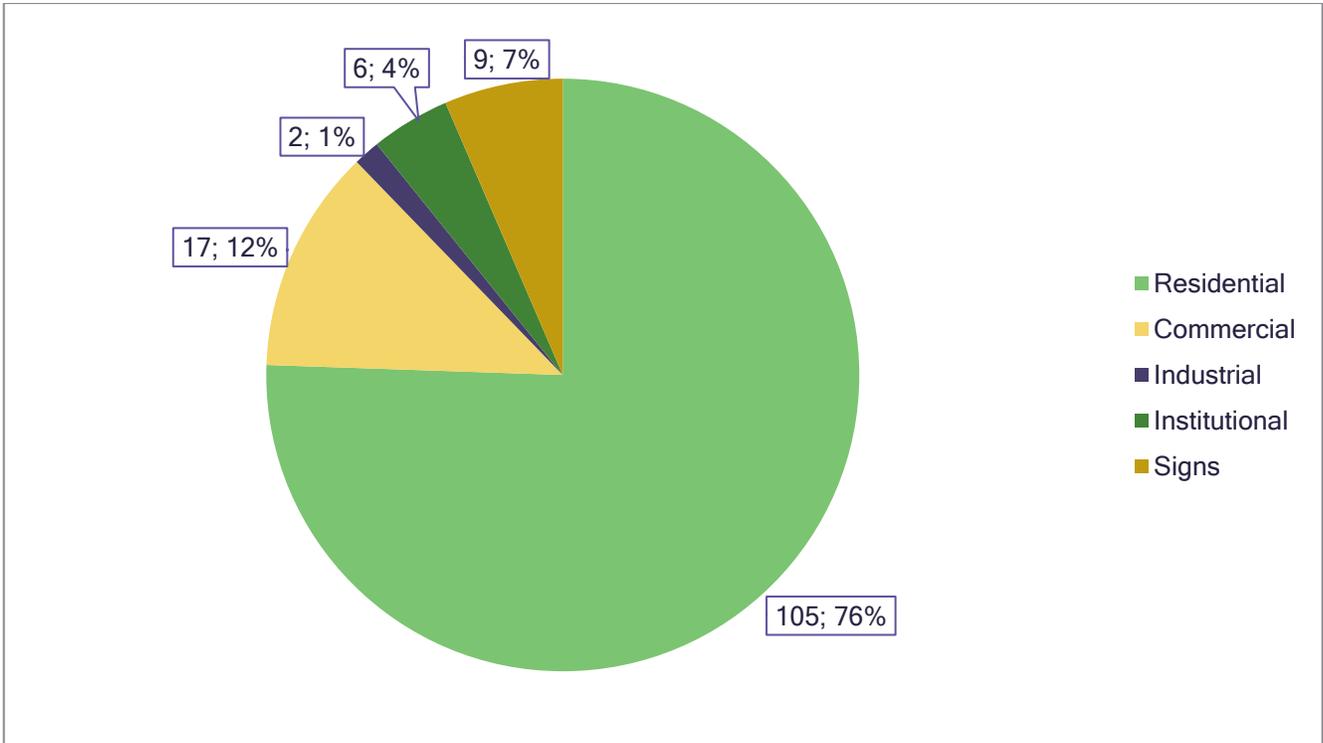
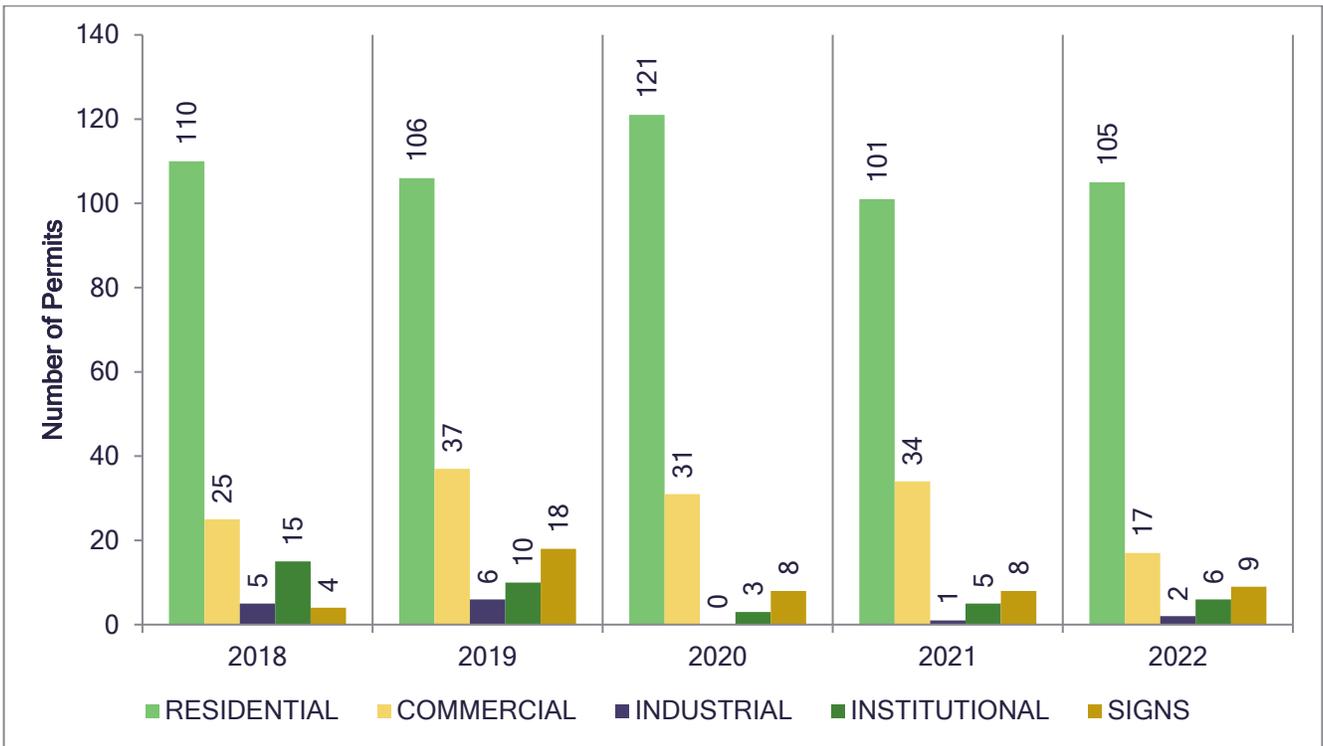
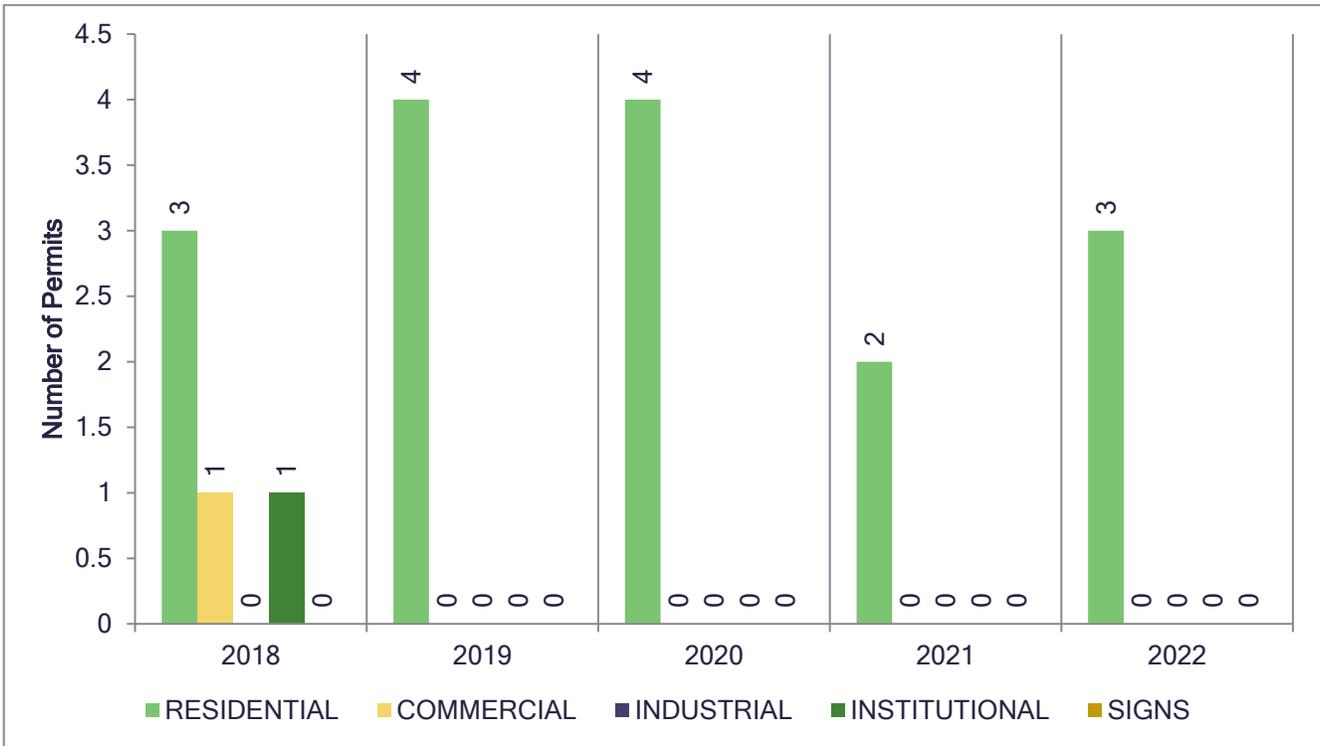


Figure 14: City of Miramichi Building Permits



As for the Village of Blackville, building permits issued consisted entirely of residential activities just like in 2021, but totaling three this year, an increase of one.

Figure 15: Village of Blackville Building Permits



In the unincorporated areas, 95% of building permits issued were for residential projects. The total amount of fifty-eight is a slight increase (7.4%) from the previous year.

Figure 16: Unincorporated Areas Building Permits

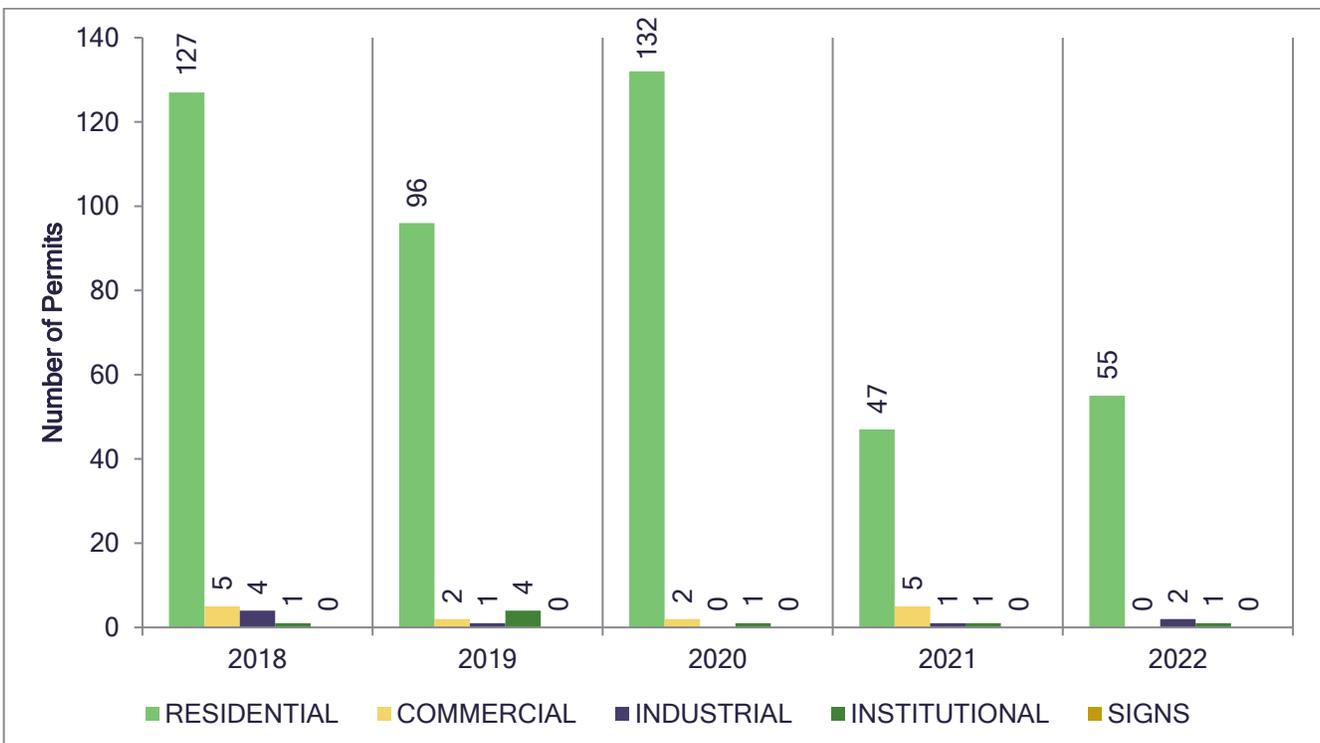


Table 7 outlines the total value of construction by municipality and unincorporated areas for 2022. During the year, the Greater Miramichi Region experienced an increase in total value of construction compared to 2021 from \$33.84 to \$43.42 million. 73.6% of the total value of construction for the Region came from the City of Miramichi, 25.8% from unincorporated areas, and 0.6% from the Village of Blackville.

In 2022, the City of Miramichi experienced a 29.3% increase in the total value of construction compared to the previous year. The Village of Blackville and the unincorporated areas also recorded increases in construction value of 123.55% and 52.9% respectively.

Table 7: Total Value of Construction, 2022

Community	Value
City of Miramichi	\$31.95 Million
Village of Blackville	\$245 Thousand
Unincorporated Areas	\$11.22 Million
Total	\$ 43.42 Million

Figures 17 to 21 outline the value of construction activity in the Greater Miramichi Region between 2018 and 2022 (please refer to Tables 23 to 25 in “Appendix D - Building Permits Activity Tables”).

Figure 17: GMRSC Region Value of Construction (Logarithmic)

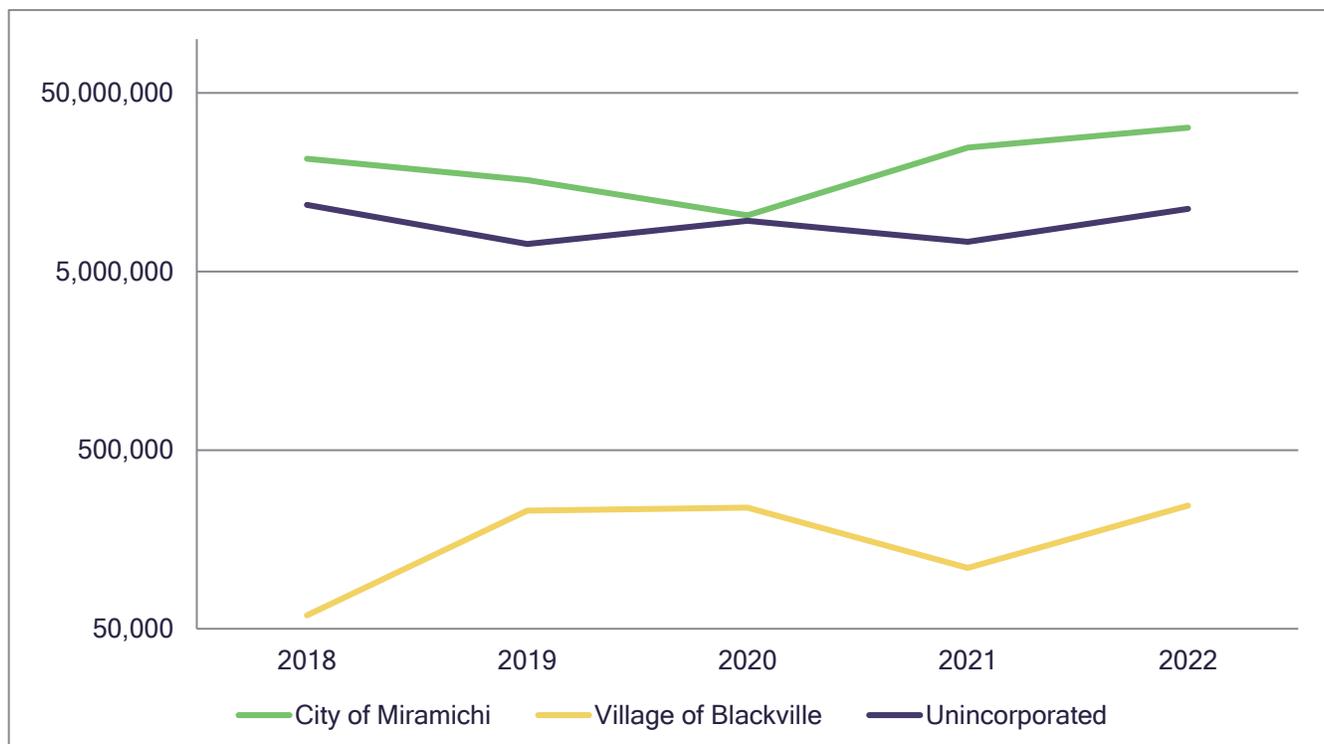
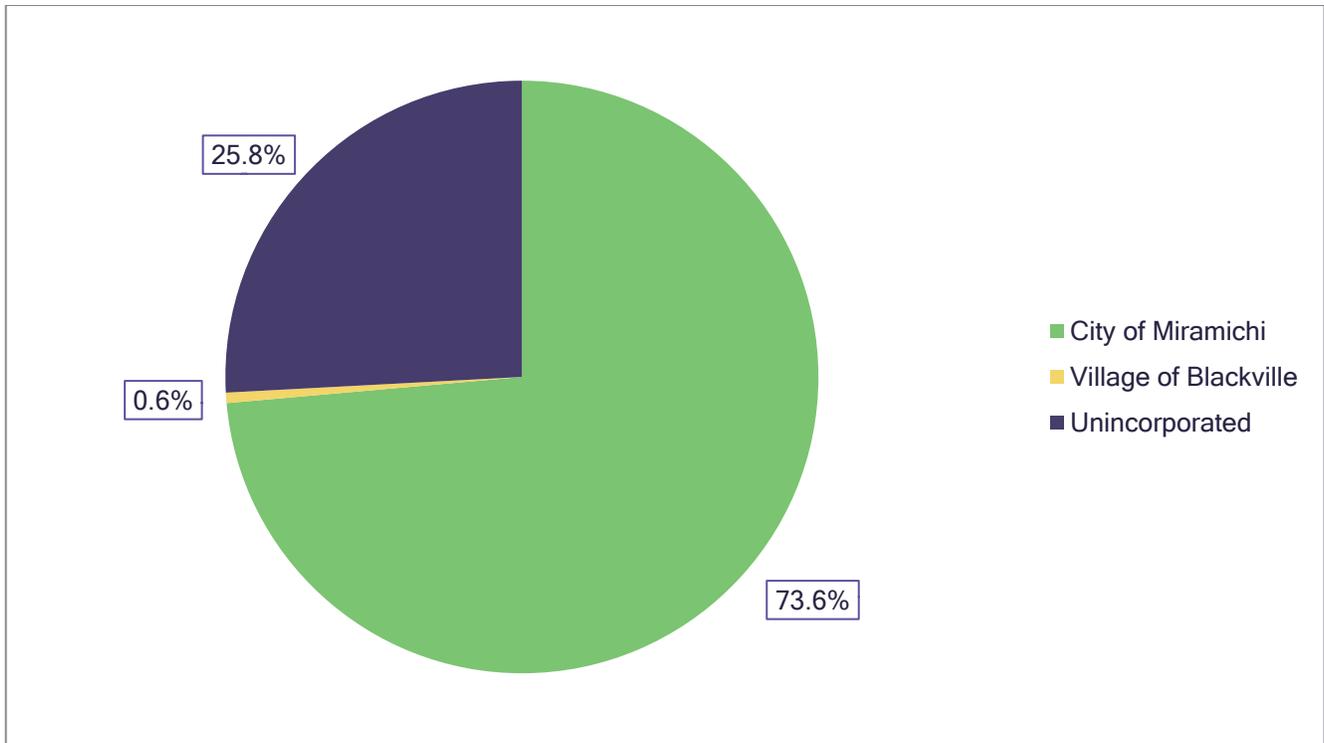
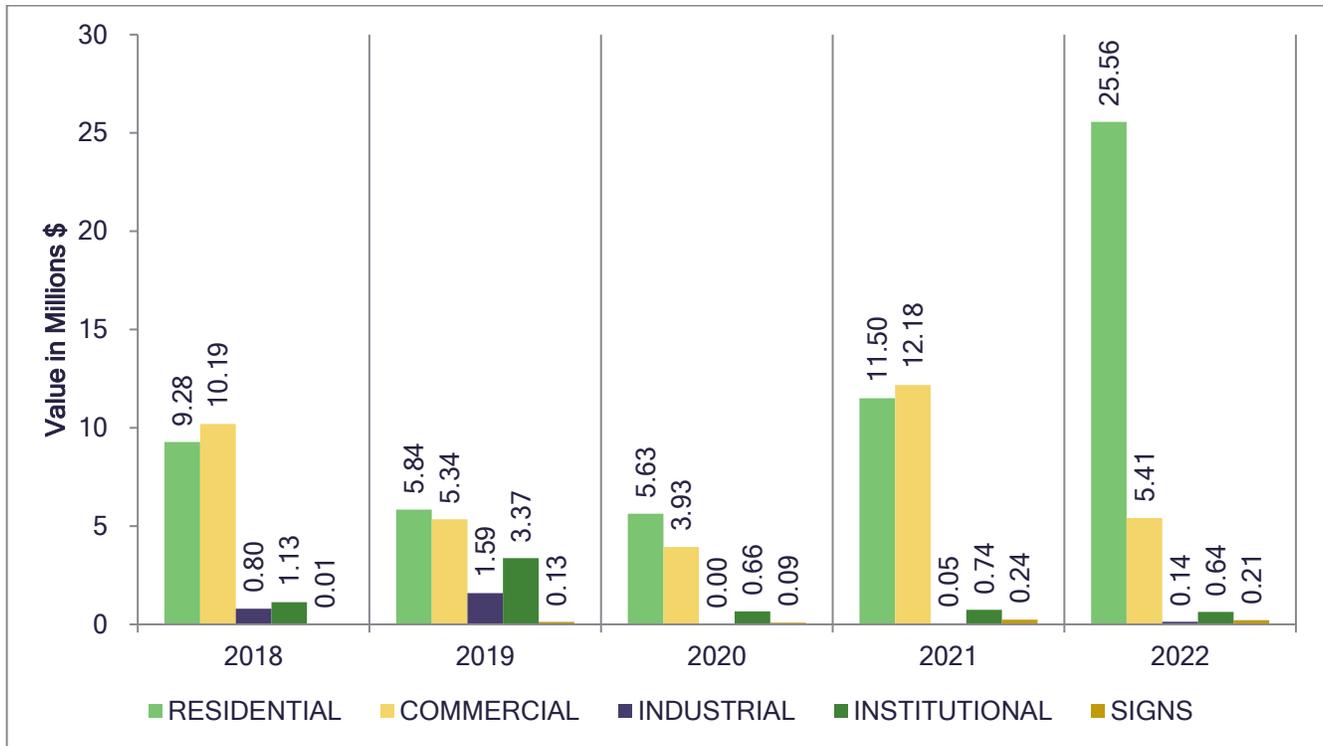


Figure 18: GMRSC Region Value of Construction (2022)



In the City of Miramichi, the overall value of residential construction increased by 122.2% compared to 2021. Multi-unit residential projects in 2022 had a total value of \$16.23 million which is a significant increase (158.5%) compared with the total value of \$6.28 million in 2021 while the value of single-unit dwelling construction increase in the matter of 43.5%. As for the value of commercial construction, it decreased (55.6%) from \$12.18 million to \$5.41 million.

Figure 19: City of Miramichi Value of Construction



As for the Village of Blackville, the value of construction was entirely from residential projects which resulted in a 123.6% increase compared to the previous year. The same type of value increased by 51.3% for the unincorporated areas.

Figure 20: Village of Blackville Value of Construction

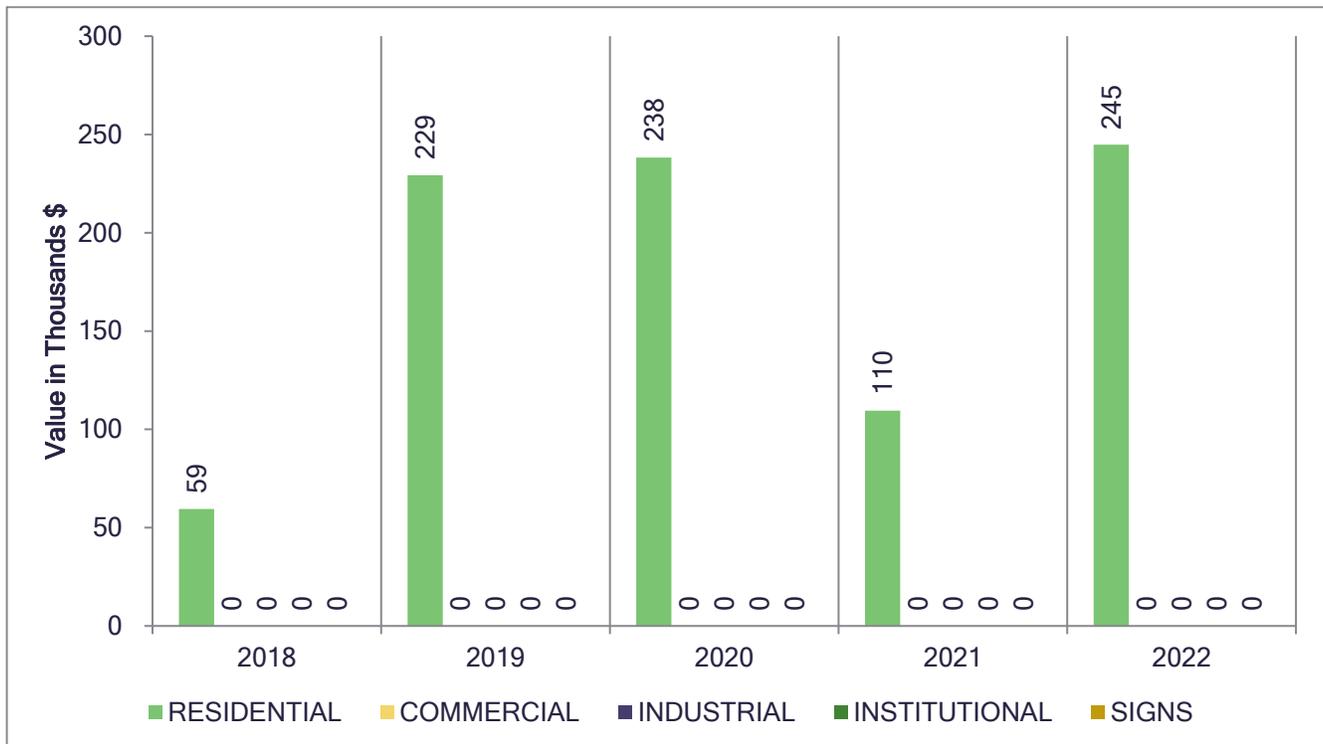
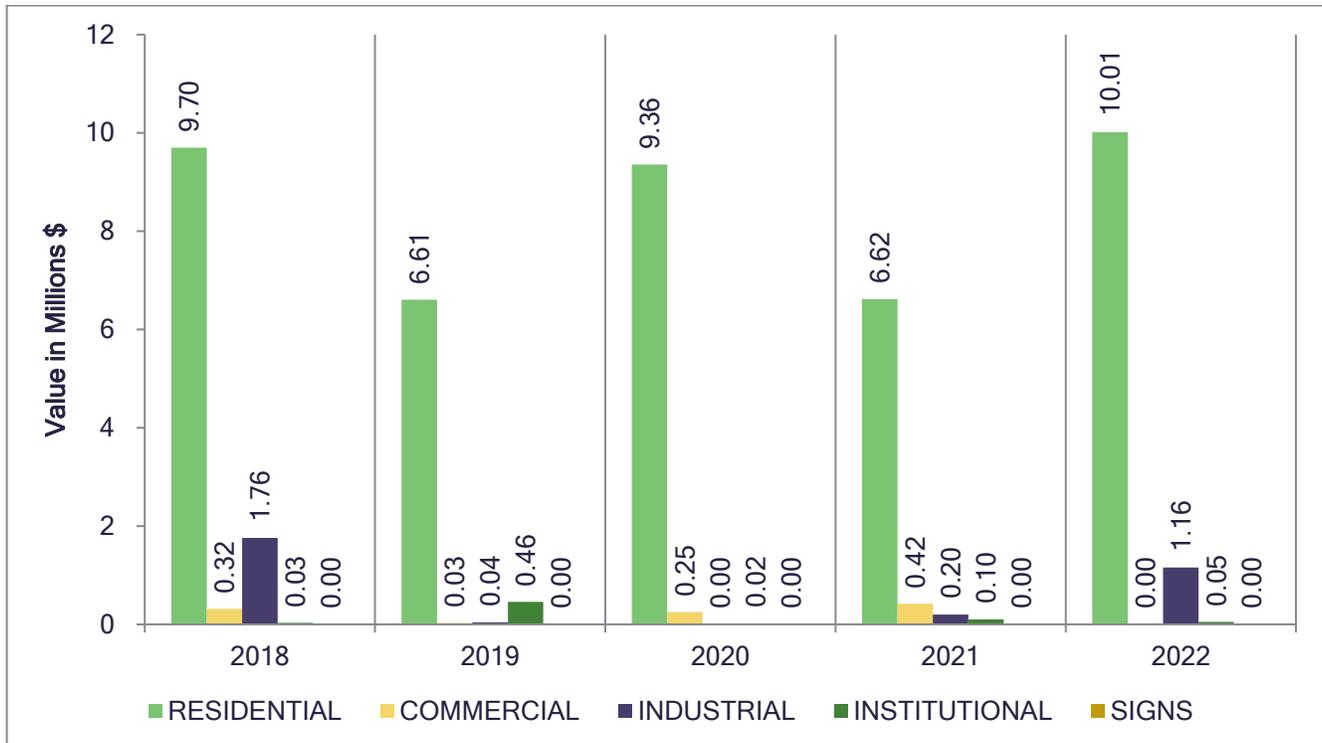


Figure 21: Unincorporated Areas Value of Construction



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 22 to 25 outline planning applications activity in the Greater Miramichi Region between 2018 and 2022 (please refer to Tables 26 to 28 in “Appendix E - Planning/Subdivision Applications/Files Activity Tables”).

Almost two thirds (65%) of these applications were for projects within the City of Miramichi while just over a third (35%) were for the unincorporated areas; no applications were received for the Village of Blackville. Thirty-seven of the forty-one variance applications were handled internally by Development Officers, the four others being processed through the PRAC. The City of Miramichi received two plan amendments and three rezonings.

Figure 22: GMRSC Region Number of Planning Applications (2022)

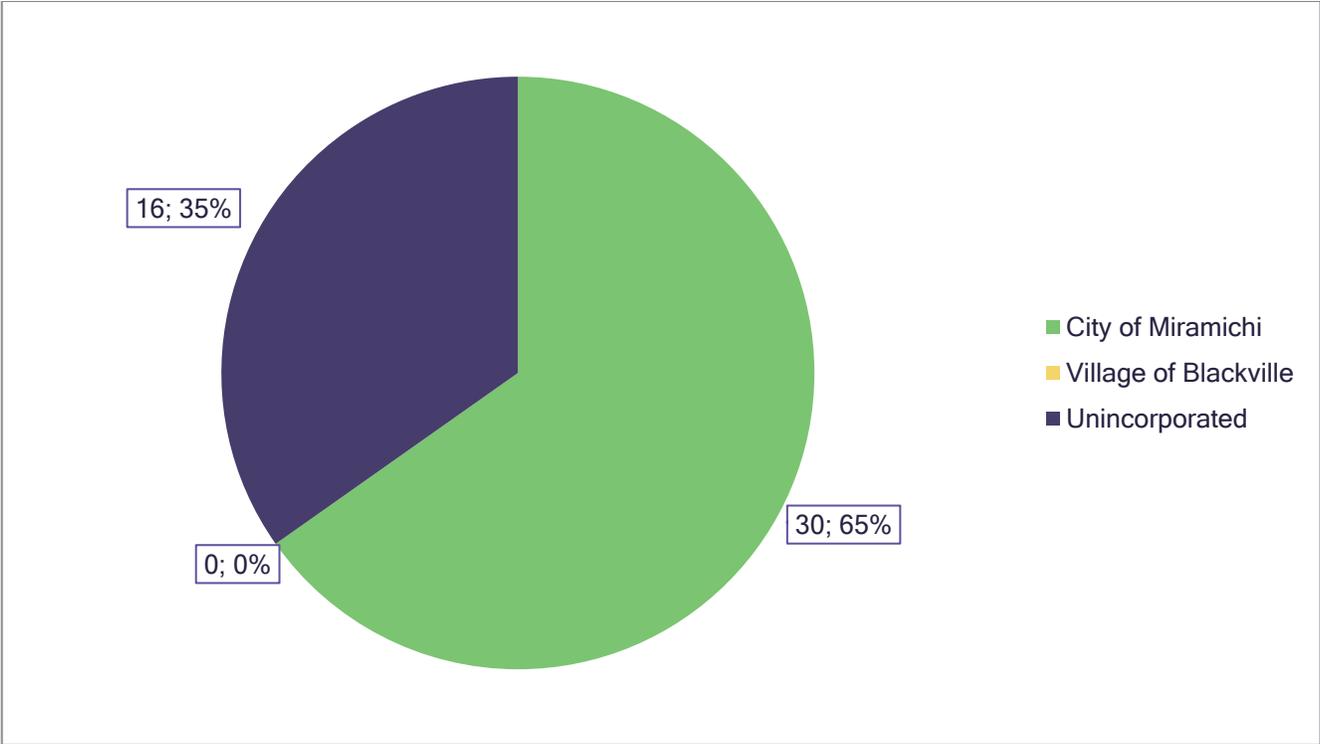


Figure 23: City of Miramichi Planning Applications

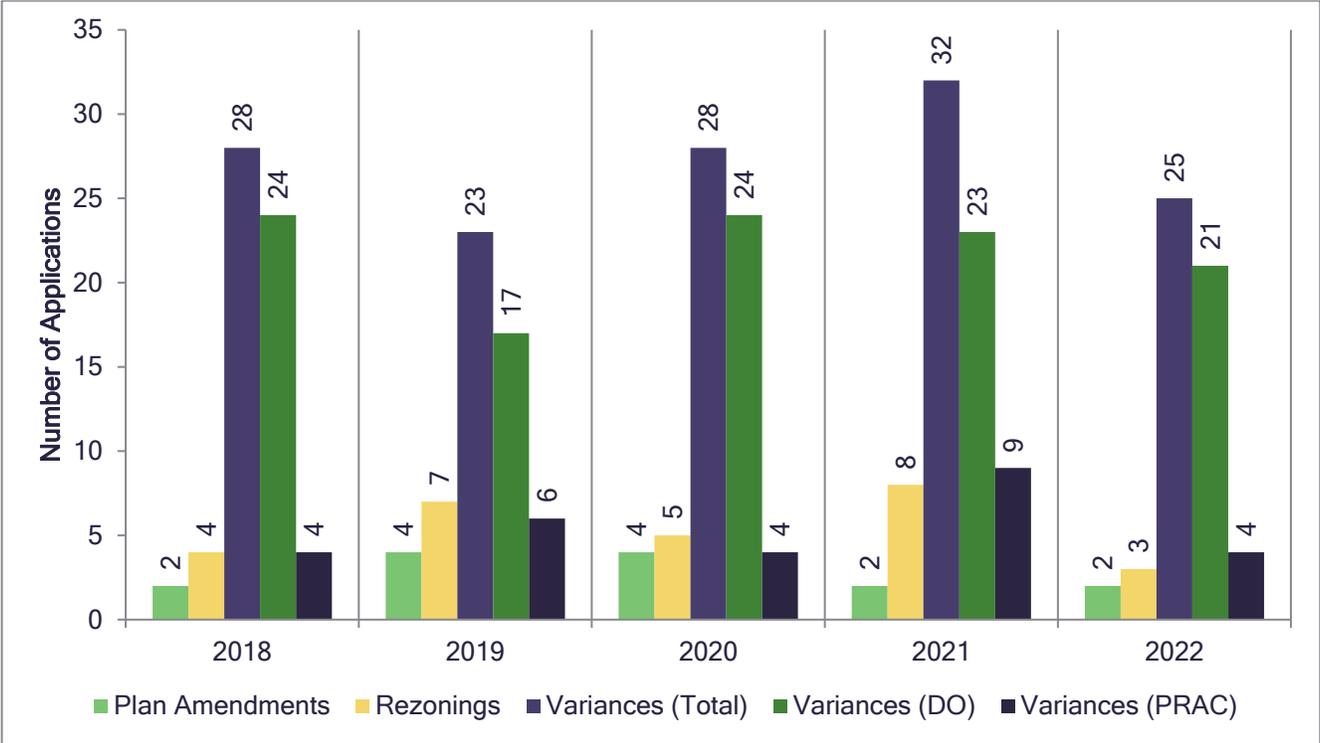


Figure 24: Village of Blackville Planning Applications

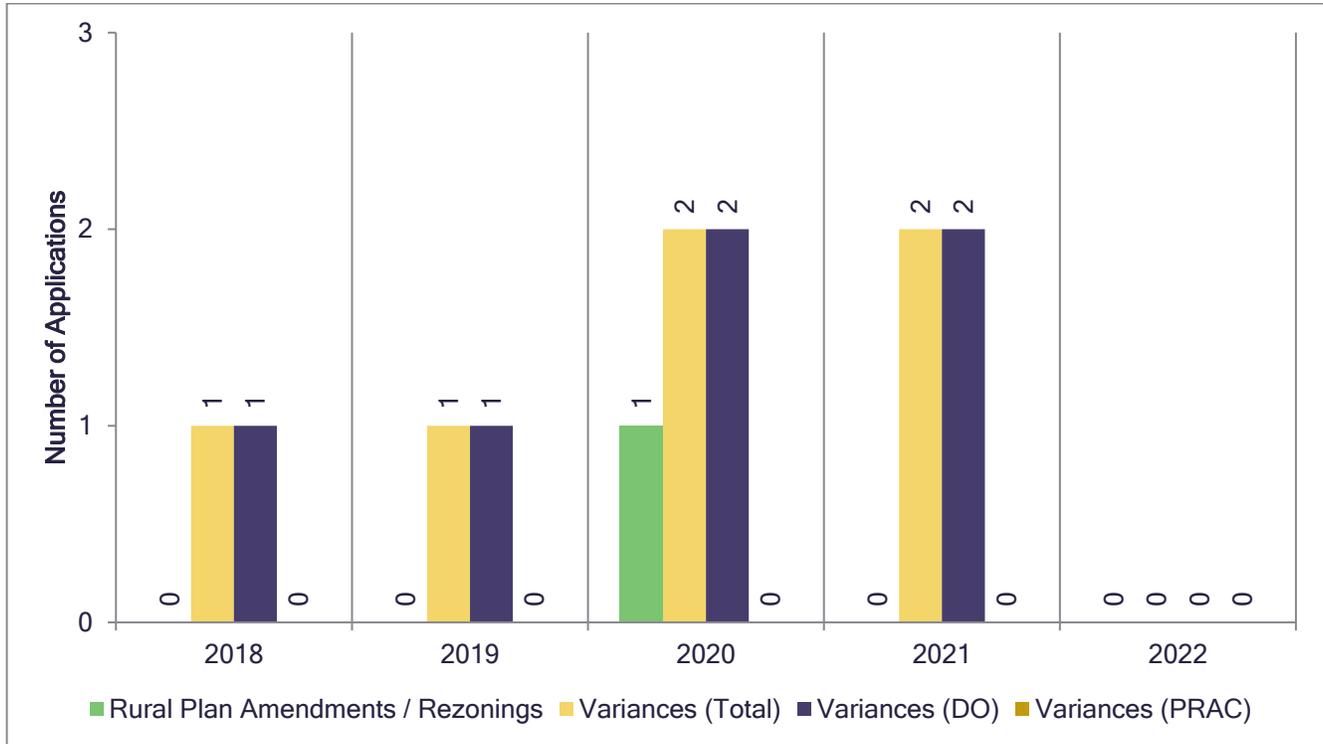
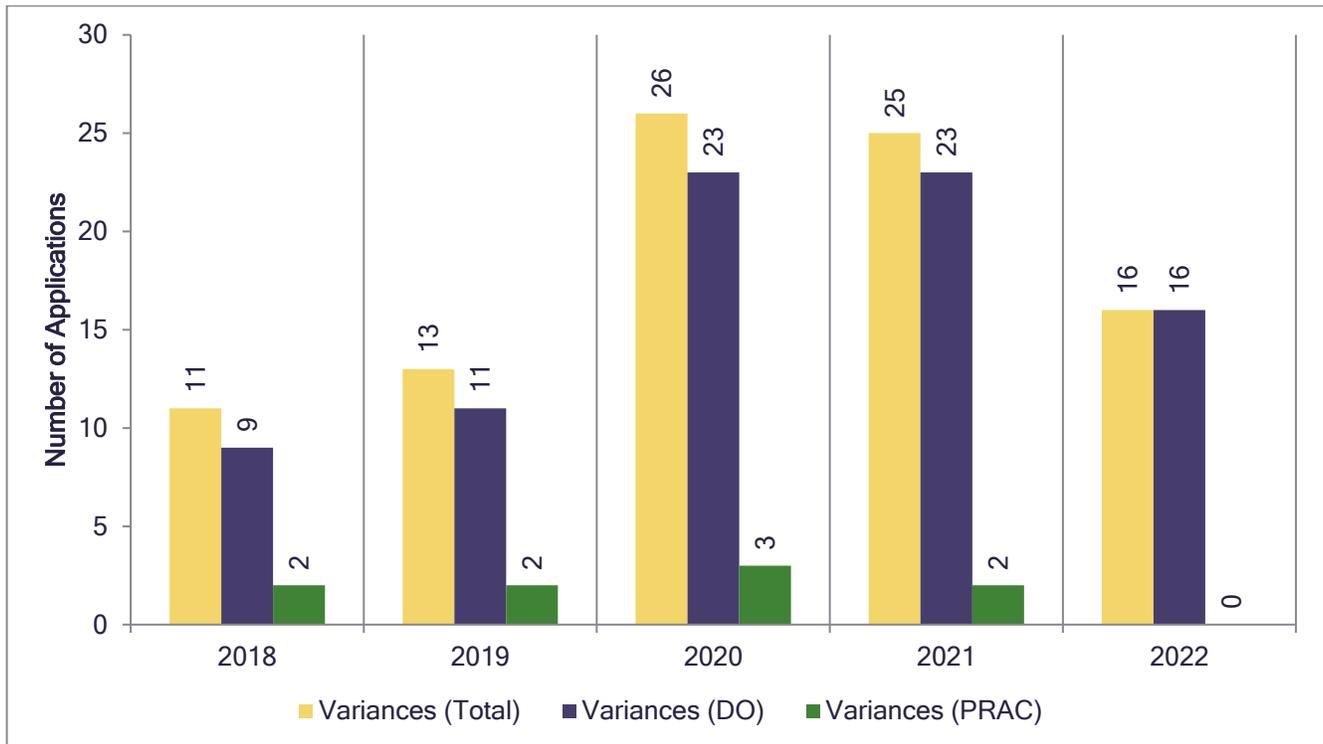


Figure 25: Unincorporated Areas Planning Applications



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 deed descriptions 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 26 to 28 outline administrative applications / files activity in the Greater Miramichi Region between 2018 and 2022. Please refer to Tables 29 to 31 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 2022 totals 218 different files. Almost all of these files were received for the City of Miramichi (117) and the unincorporated areas (100) while the Village of Blackville received one.

Figure 26: City of Miramichi Administrative Applications / Files

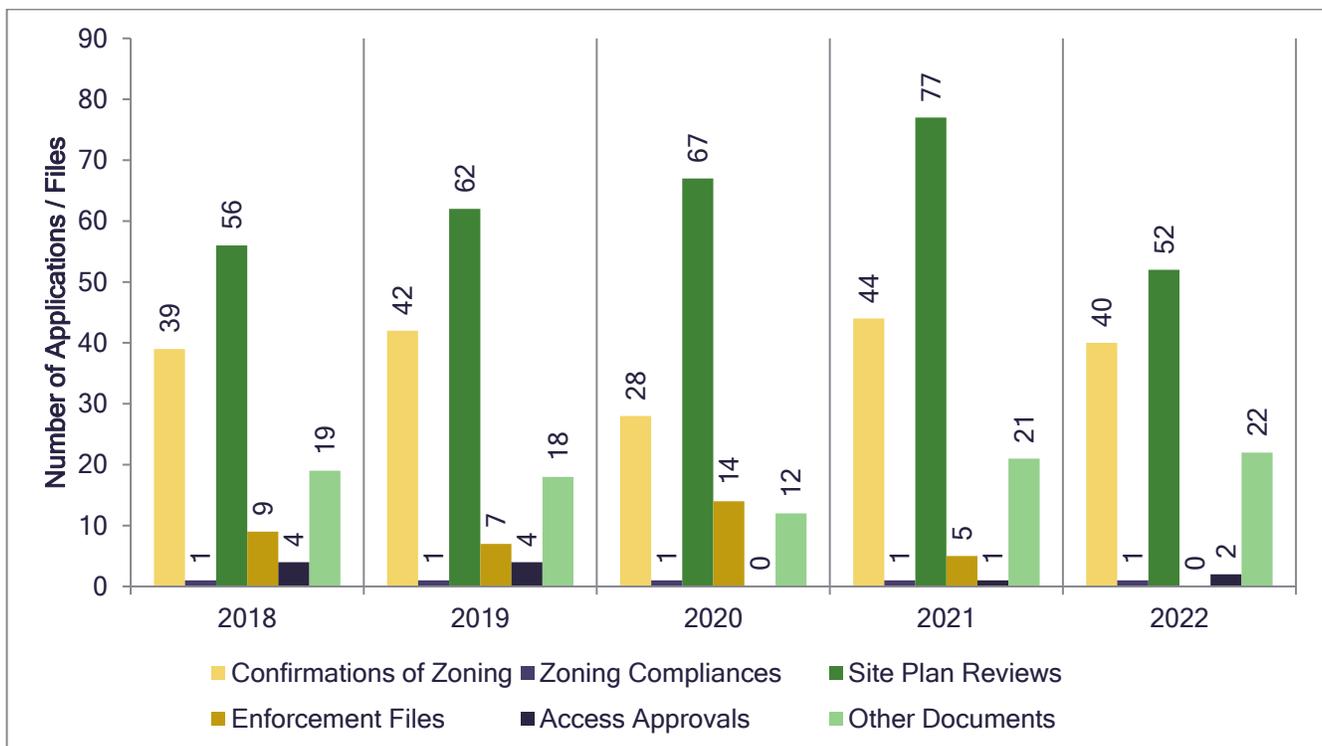
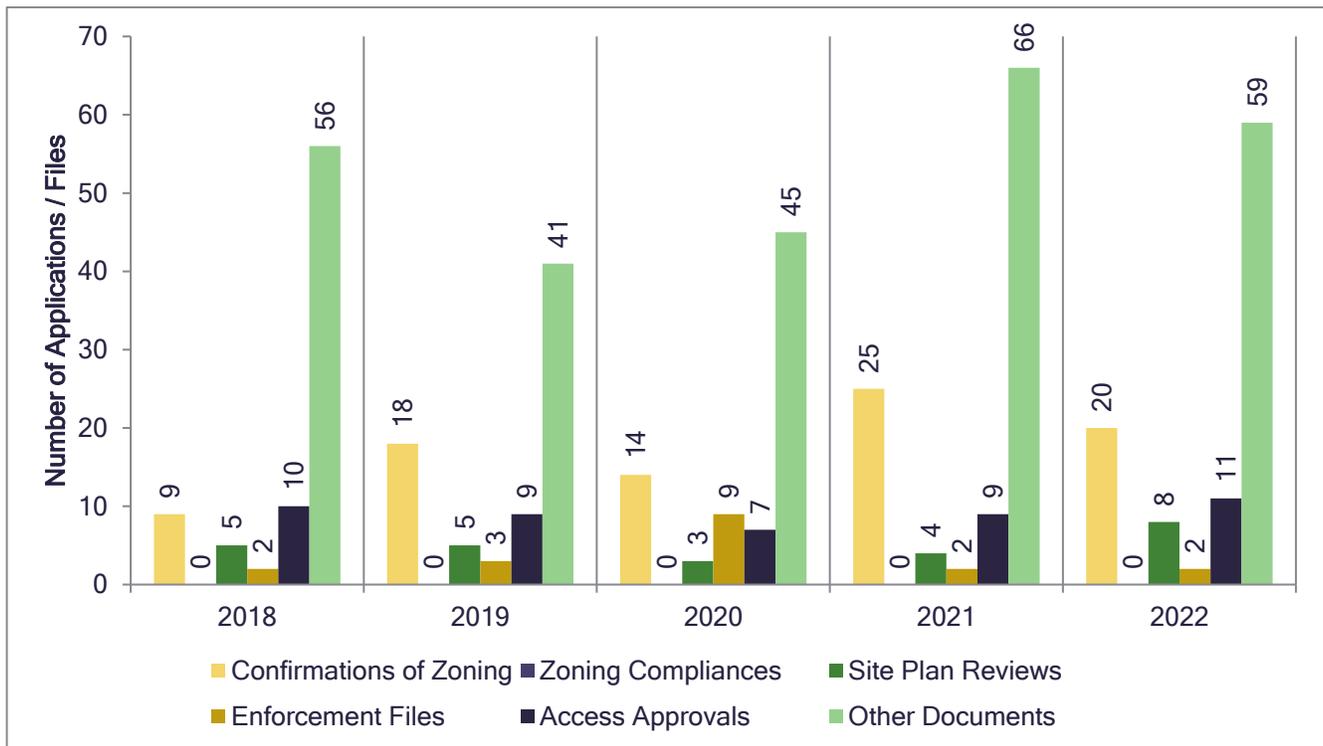


Figure 27: Village of Blackville Administrative Applications / Files



Figure 28: Unincorporated Administrative Applications / Files



Subdivision Activity

Figures 29 and 30 outline subdivision application activity in the Greater Miramichi Region between 2018 and 2022. Please refer to Tables 32 and 33 in “Appendix E -

Planning/Subdivision Applications/Files Activity Tables” to view more detailed data associated with the following Figures.

Combining both municipalities and the unincorporated areas, the volume of subdivision applications totaled 123 in 2022. The creation of new lots totaled an impressive 254. The majority (69.9%) of applications came from the unincorporated areas. As a result, the majority (71.3%) of new lots were created in these areas. The City of Miramichi counted 70 (27.6%) new created lots.

Figure 29: Subdivision Applications in Greater Miramichi Region

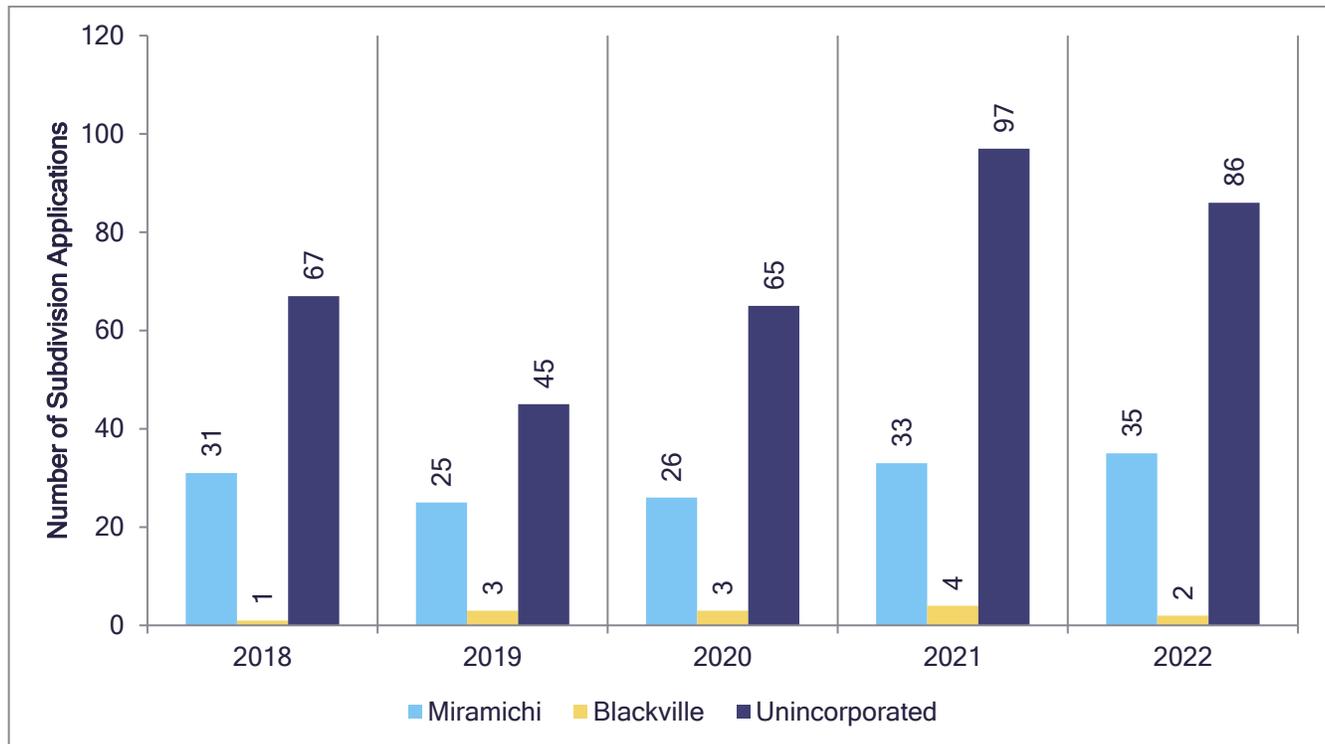
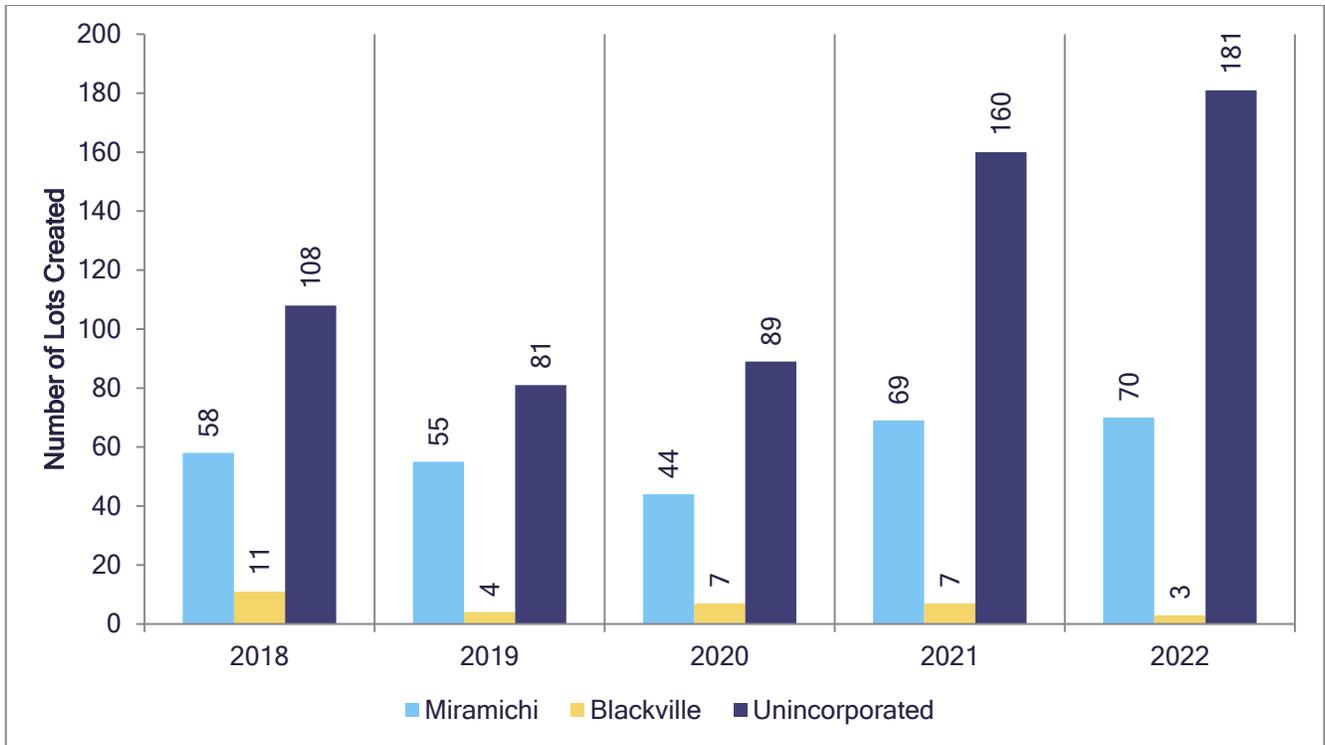


Figure 30: New Lots Created in the Greater Miramichi Region



SECTION C – SOLID WASTE SERVICES

Tonnage Report

Tipping Fees

As of January 2022, tipping fees at Red Pine Sanitary Landfill Facility (Chaleur RSC3) was reduced to \$89.00 per Metric Tonne (MT) from \$90.40 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 2022 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	\$24.00
<i>Total Tip Fee</i>	<i>\$89.00</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 2022, the Greater Miramichi Region produced a total of 22,132.22 MT of waste that was direct hauled to the Red Pine Waste Management Facility located in Allardville, NB (see Figure 31). The total tonnage increased from 2021 to 2022 by 137.51 MT.

Figure 32 outlines the total waste collection by municipalities, LSDs, and First Nations (FNs). Please refer to Table 34 in “Appendix F - Solid Waste Services Tables” to view additional data associated with the following graph.

Figure 31: Tonnage by Sector for 2022

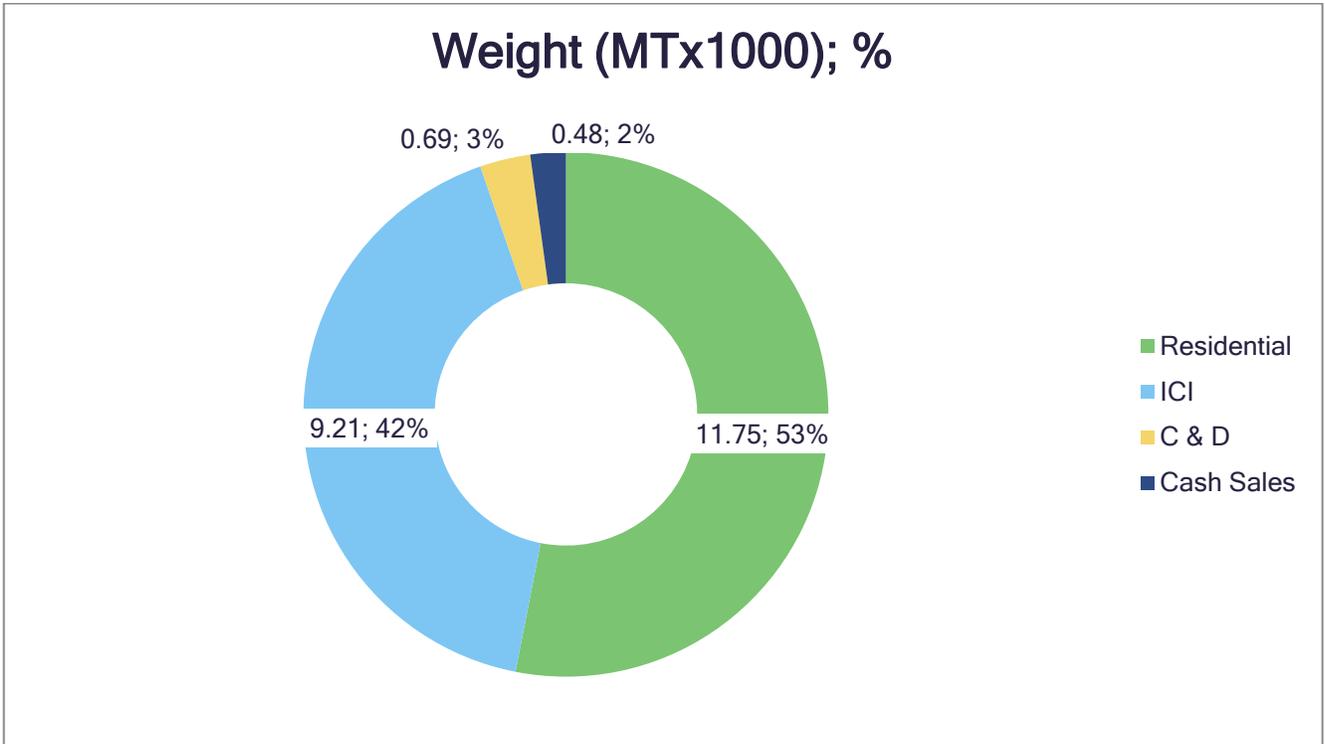
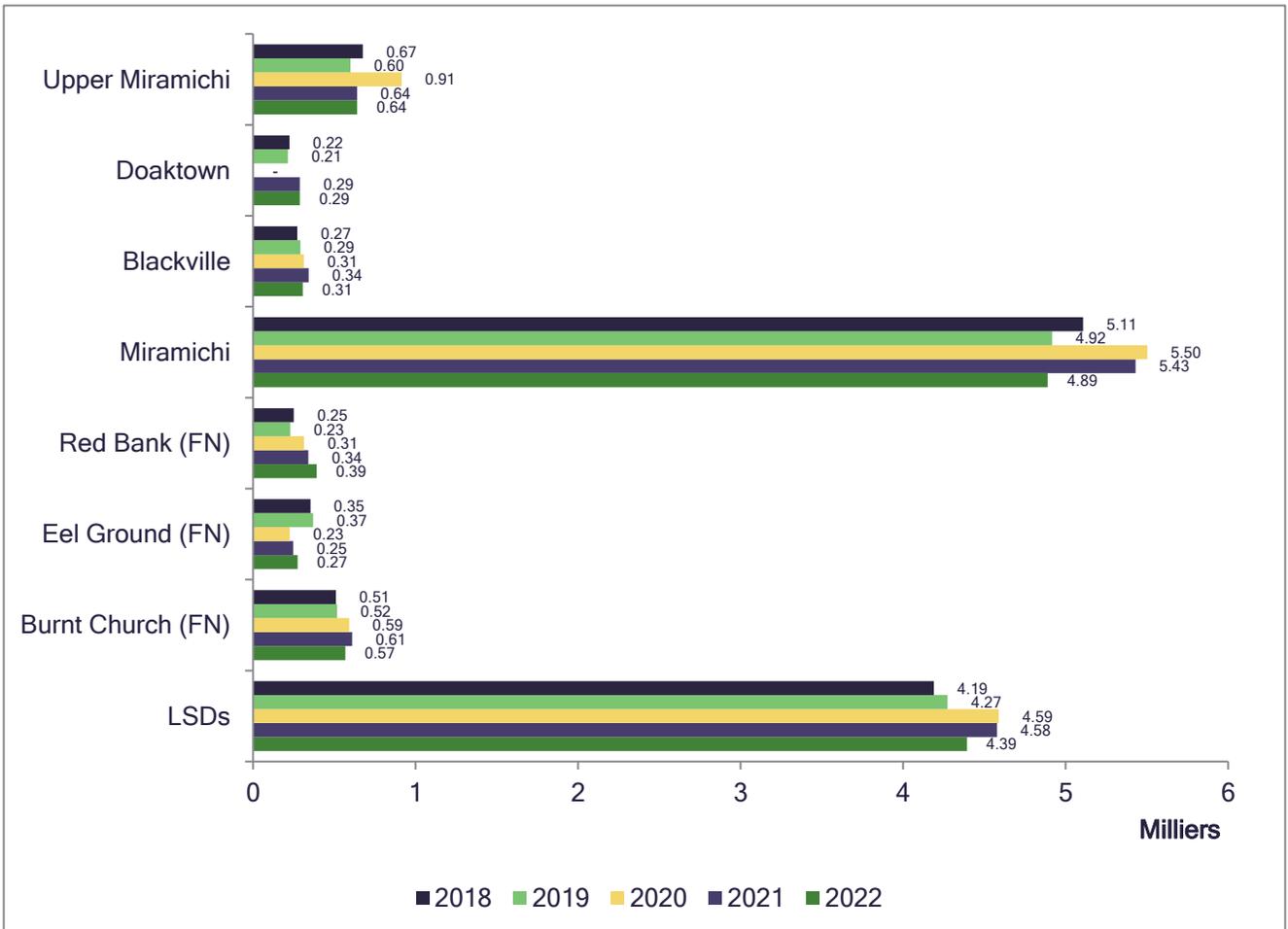


Figure 32: Waste Collection by Municipalities, LSDs, and First Nations (FNS) in MT x 1000



Solid Waste Services Annual Summary

Environmental Trust Fund

RECYCLING INITIATIVES IN SCHOOLS OF THE GREATER MIRAMICHI REGION

The initial request for funds through the Environmental Trust Fund was \$65,500.00 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 \$30,000.00 was awarded.

Since the school recycling program has been in place, more than 40.75 mt has been diverted from landfill. Two additional schools accepted to participate in the school recycling program. Currently 22 out of 23 schools within the GRMSC -SWS's jurisdiction are taking part in the school recycling program. Approximately 5,100 students and 730 staff members are participating to the School Recycling Program.

As some schools are further away from Red Pine Waste Management Facility and the area serviced by the contractor, three schools (see Table 10) continue to use 360L wheeled carts instead of frontload containers to reduce the cost of the program.

Table 10: 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 municipalities are still in agreement to allow the recyclables to be collected with the residential program. The GMRSC - SWS agreed to pay for collection, transportation, and recycling fees 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.

Esgenoôpetitj School continues to use the recycling carts for the bi-weekly collection as the Band Office of Esgenoôpetitj First Nation is already providing the service.

The remainder of the schools (see Table 11) 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 11: Schools with Frontload Containers

Schools	Location	# Containers
Blackville School	Blackville	2
Dr. Losier Middle School	Miramichi	2
Gretna Green School	Miramichi	1
James M. Hill	Miramichi	2
King Street Elementary	Miramichi	2
Max Aitken Academy	Miramichi	2
Millerton School	Millerton	1
Miramichi Rural	Miramichi Bay	1
Miramichi Valley High	Miramichi	2
Napan Elementary	Miramichi	1
Natoaganeg School	Natoaganeg (Eel Ground First Nation)	2
Nelson Rural School	Miramichi	1
North & South Esk Elementary	Sunny Corner	1
North & South Esk Regional	Sunny Corner	1
Tabusintac School	Tabusintac	1
École Régionale Baie Ste-Anne	Baie Ste-Anne	1
École Carrefour Beausoleil	Miramichi	1
École René Chouinard	Lagacéville	2

The General Manager has provided support by offering meetings and presentations to Environmental groups and designated staff in charge of the program within the schools. When an issue arises, staff will go onsite to assess and provide solutions. On-going communications with the GMRSC - SWS and the groups involved in the program will continue.

HOUSEHOLD HAZARDOUS WASTE EDUCATION AND COLLECTIONS

The initial request for funds through the Environmental Trust Fund was \$61,000.00 for the Greater Miramichi Regional Service Commission - Solid Waste Services (GMRSC - SWS) to increase the number of household hazardous waste collection offered within the Greater Miramichi region and educate residents on the importance of properly disposing of their household hazardous waste. The sum of \$45,000.00 was awarded.

Over the course of the year, the GMRSC - SWS regularly hosts two (2) collections events in the City of Miramichi (one event in the spring and one event in the fall) and one collection in

the Village of Doaktown. The HHW collections have become increasingly popular. During the last five years, we have seen an increase in vehicles served, and the volume of hazardous waste collected has increased.

With the aid of the Environmental Trust Fund, two additional collections were hosted in Lagacéville (1928 Route 450) and Renous (29 Schofield Street). The Local Services Manager assisted in selecting sites that provided adequate traffic control. The Department of the Environment and Local Government, Hazardous Waste Management Unit issued two Generator Numbers for the new locations (Lagacéville - NB003707, Renous - NB003706).

As the GMRSC - SWS does not operate a facility that can accept and store hazardous waste, Clean Harbors Canada was retained to be onsite and dispose/recycle the waste collected. GMRSC - SWS staff and contracted staff were onsite to remove the hazardous waste from the vehicles as residents are required to remain in their vehicles for safety purposes. The contacted staff is hired exclusively for these collections.

Each vehicle received a reusable bag containing Recycle NB flyers of their programs and the local depot locations to ease the amount of used oil, waste paint and E-waste collected. In addition, used oil containers are segregated and later collected by UOMA to be recycled. During the five events, a total of 1,032 vehicles were served at the hazardous waste events (see appendix A). Most of the hazardous waste collected was paint, batteries, fluorescent tubes/bulbs, gas, oil, and pesticides.

To inform residents of the events, flyers were sent to each household through Canada Post, posted on Facebook & Instagram platforms, local newspaper, and local radio stations. To increase awareness once the events were completed, a flyer was sent to 18,679 households promoting the importance of proper disposal.

Household Hazardous Waste Flyer



Household Hazardous Waste



What is Household Hazardous Waste?

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



HHW Disposal

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



DO NOT...

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



Examples of HHW



GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Service des déchets solides
 COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI

Recycling Hotline: 506.778.CART (2278)
 Toll Free: 1.844.307.CART (2278)
www.greatermiramichirsc.ca
 GMRSC - Solid Waste Services

New Brunswick
 Your Environmental Trust Fund at Work
 Votre Fonds en fiducie l'Environnement au travail



Déchets domestiques dangereux



Que sont les déchets domestiques dangereux?

Les déchets domestiques dangereux (DDD) sont des déchets ménagers qui sont considérés comme dangereux. Ils comprennent les restes de produits ménagers qui sont classés comme inflammables, explosifs, corrosifs, toxiques ou les gaz comprimés (tels que les aérosols).



Collecte de DDD

Débarrassez-vous de vos DDD lors des activités de collecte organisées au printemps et à l'automne par la Commission de services régionaux du Grand Miramichi - Services des déchets solides.



À ÉVITER...

- ✗ **Verser les DDD dans l'évier** - Les DDD versés dans l'évier corrodent les systèmes de plomberie et nuisent à l'équipement de traitement des eaux usées et aux systèmes septiques. Par conséquent, ces DDD contaminent l'eau potable et les sols avoisinants.
- ✗ **Jeter les DDD à la poubelle** - Les produits chimiques des DDD peuvent réagir dans les camions à ordures, causant des incendies ou endommageant l'équipement. Les sites d'enfouissement locaux ne sont pas conçus pour les DDD. Ces déchets contaminent davantage les lixiviats des sites d'enfouissement qui pourraient éventuellement migrer à l'extérieur du site et polluer le sol ainsi que les eaux souterraines.
- ✗ **Brûler les DDD** - Il est dangereux de brûler les DDD, car ils contiennent des éléments dangereux. Ces éléments dangereux contribuent à la pollution de l'air et retombent sur le sol et dans l'eau.



Exemples de DDD



GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Service des déchets solides
COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI

Ligne info-recyclage: 506.778.CART (2278)
Sans frais: 1.844.307.CART (2278)
www.greatermiramichisc.ca
f GMRSC - Solid Waste Services

New Brunswick
Your Environmental Trust Fund at Work
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Solid Waste Services 2023 Calendar

The 2023 Calendar was delivered, during December 2022, 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 33: Solid Waste Services 2023 Calendar Cover



Table 12: Calendar Sponsors

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

Appearances

The SWS Manager and Communications Coordinator provided several workshops and presentations to numerous schools. Over 300 students and staff attended the workshops and presentations in 2022. Table 13 summarizes school-based appearances on behalf of Solid Waste Services.

Table 13: School-based Appearances

Date	School	Topic
February 10 th , 2022	James M. Hill	School Recycling Program
April 13 th , 2022	King Street Elementary	Reduce & Reuse Before You Recycle
April 20 th , 2022	Napan Elementary	Reduce & Reuse Before You Recycle
April 21 st , 2022	Nelson Rural School	Reduce & Reuse Before You Recycle
April 26 th , 2022	Gretna Green	Reduce & Reuse Before You Recycle
April 27 th , 2022	Gretna Green	Organic Waste Reduction
April 28 th , 2022	Central New Brunswick Academy	Organic Waste Reduction
May 3 rd & 4 th , 2022	Nelson Rural	Reduce & Reuse Before You Recycle
May 19 th , 2022	Gretna Green	Composting (delivery & installation)
June 6 th , 2022	Napan Elementary	School Recycling Program
June 7 th , 2022	Gretna Green	Composting (follow-up composting)
October 18 th , 2022	Carrefour Beausoleil	Reduce & Reuse Before You Recycle
November 16 th , 2022	Nelson Rural School	Reduce & Reuse Before You Recycle

Seminars

Solid Waste Services attended virtual and in-person seminars. Table 14 summarizes the seminars attended.

Table 14: List of Seminars and Tours

Date	Location
March 3 rd , 2022	Recycle NB EPR Packaging & Paper Products
May 26 th , 2022	NB Oil & Glycol Advisory Committee
June 7 th , 2022	NB Stewardship Plan for Packaging and Paper Products
September 28 th , 2022	Red Pine Waste Management Facility
November 3-4, 2022	The Waste Resource Association of Nova Scotia presents... The Latest on 'Waste' - 2022 Edition
November 8 th & 9 th , 2022	NB SWS Management meetings
December 5 th , 2022	NB Communications Coordinator meetings

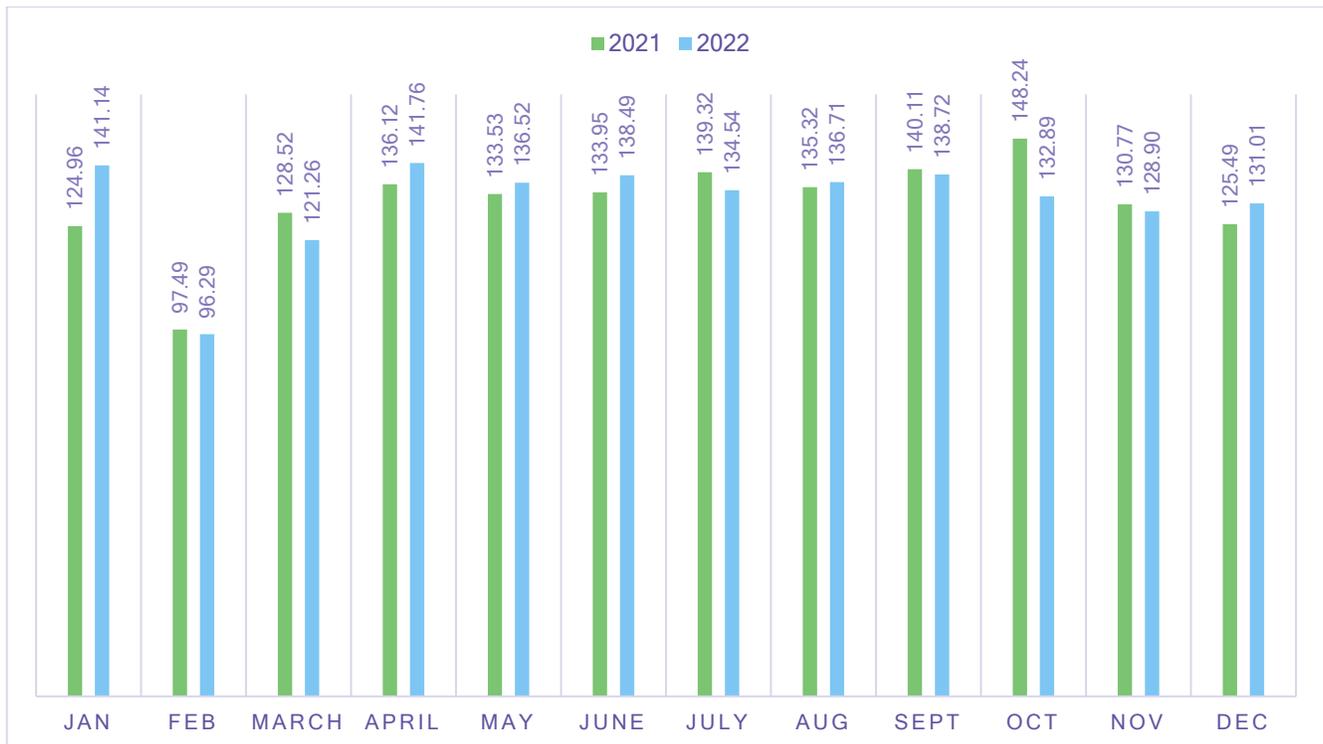
Waste Reduction and Diversion

Diversion Report – Recycling Statistics

Waste diversion programs including Household Hazardous Waste (HHW) and Electronic Waste (E-waste) collection were organized.

Figure 34 outlines recycling statistics for 2021 and 2022. A total of 1,577.83 MT was diverted from the landfill through the Residential Curbside Recycling Program in 2022. Diverted tonnage increased by 98.2 MT from 2021. 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 35 in “Appendix F - Solid Waste Services Tables” to view more detailed data associated with the following graph.

Figure 34: Waste Diversion by Curbside Recycling Program in MT



Battery Depots

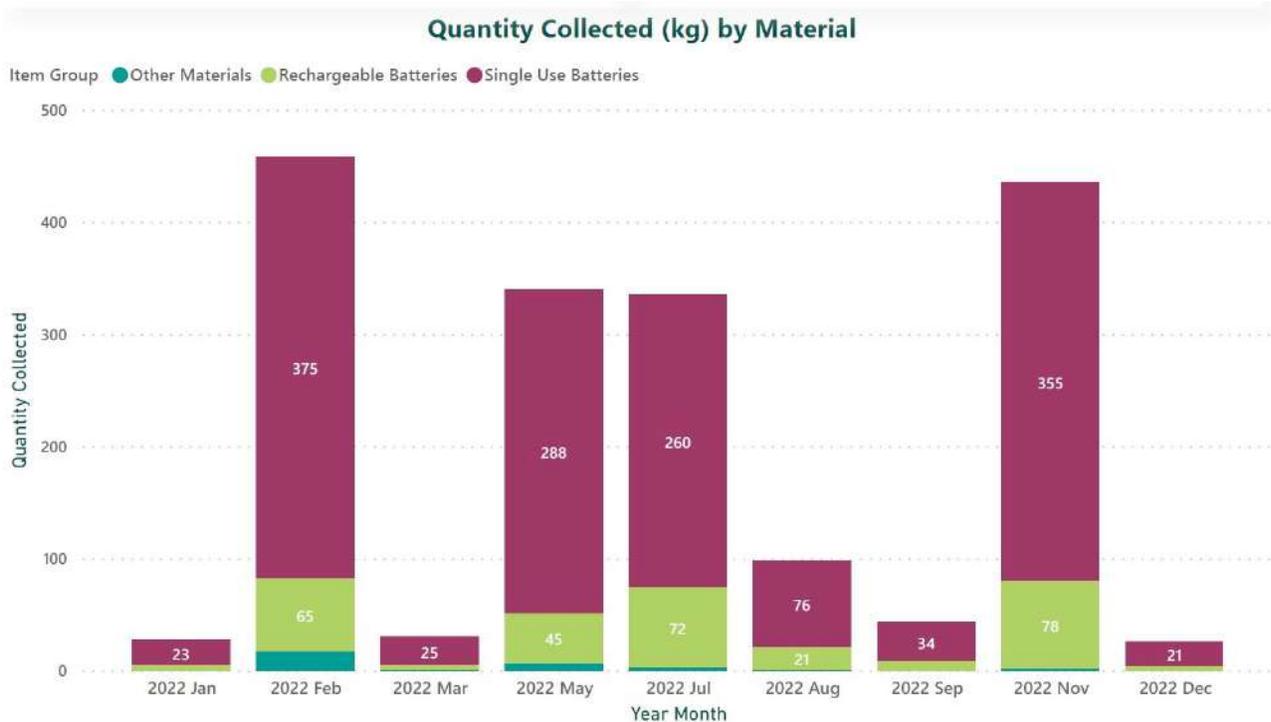
A total of 22 drop-off locations are available to residents to recycle their old cell phones and used batteries.

Figure 35: Example of Batteries and Cell Phones Recycling Box



In 2022, a total of 1,793 kg of batteries and cell phones was diverted from the landfill through collections from drop-off sites and HHW events (Figure 36 compares diversion amounts from 2022). Batteries collected at HHW and E-Waste events were segregated to be properly sorted and packaged by volunteers resulting in cost savings.

Figure 36: Cell Phone and Battery Waste Diversion from Drop-off Locations



HHW and Electronic (E-Waste) Collection

Five HHW and E-Waste collections were held in 2022. The working crew included staff from the GMRSC and volunteered residents.

The spring HHW and E-Waste collection was held in Miramichi on June 18th, 2022. A total of 410 vehicles were served. With the assistance of the Environmental Trust Fund, two additional two-hour events (Lagacéville and Renous) were held during the fall. The fall HHW

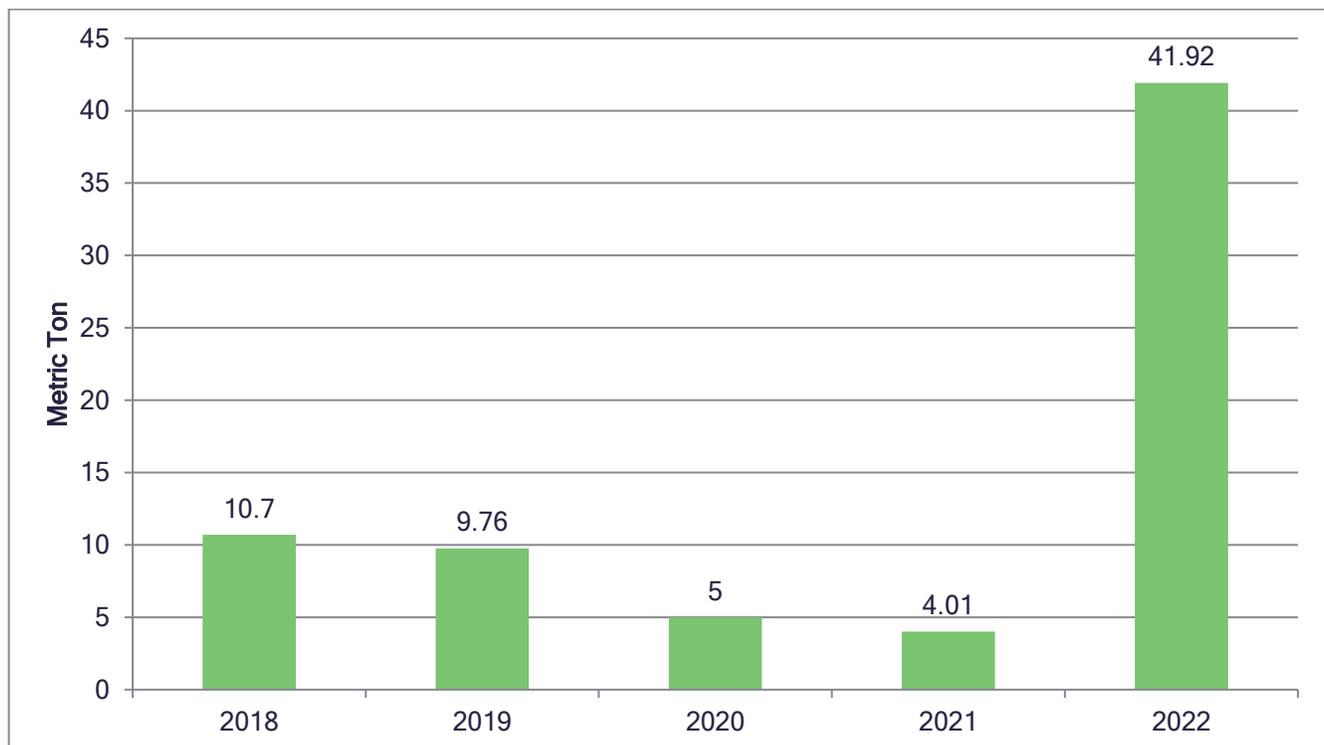
and E-Waste collections in Lagacéville & Renous were held on September 17th, 2022. A total of 40 vehicles were served in Lagacéville and 32 in Renous. The Miramichi and Doaktown collections were held on October 29th. A total of 470 and 30 vehicles were served, respectively. A total of 41.92 MT E-Waste was collected and recycled (see Figure 37).

Table 15: Weight by Collection

Location	E-Waste MT
City of Miramichi - Spring Collection	6.39
Lagacéville - Fall Collection	4.93
Renous - Fall Collection	4.93
Village of Doaktown - Fall Collection	4.52
City of Miramichi - Fall Collection	21.15

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 37: 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 - Chair	3/7
Lynn Carney - Vice-Chair	7/7
Adam Lordon	4/7
Lynn Gregan	6/7
Elizabeth Bowes	7/7
Robert Hallihan	2/7
Caroline St-Pierre Taylor	6/7
Denver Brennan	6/7
Paddy Quinn*	3/7
Kevin Hubbard*	5/7
Larry Allain* (attended zoom calls) not as alternate	3/7

PRAC Member Attendance

Member	Meeting Attendance
William Treadwell - Chair	10/10
Joseph Veriker - Vice-Chair	10/10
Kurt Marks	9/10
Lynn Gregan	6/10
Steve Macklin	10/10

GMRSC Board Member Per Diem and Expenses

Member	Per Diem	Mileage	Total
Douglas Munn - Chair	\$450.00	\$169.74	\$619.74
Lynn Carney - Vice-Chair	\$975.00	\$166.85	\$1,141.85
Adam Lordon	\$1,275.00	\$18.24	\$1,293.24
Lynn Gregan	\$525.00	\$290.29	\$815.29
Elizabeth Bowes	\$600.00	\$116.40	\$716.40
Robert Hallihan	\$150.00	\$0.00	\$150.00
Caroline St-Pierre Taylor	\$975.00	\$69.74	\$1,044.74
Denver Brennan	\$675.00	\$153.90	\$828.90
Paddy Quinn*	\$225.00	\$4.13	\$229.13
Kevin Hubbard*	\$375.00	\$57.77	\$432.77
Larry Allain*	\$225.00	\$0.00	\$225.00
TOTALS	\$6,450.00	\$1,047.06	\$7,497.06

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*Alternates

** Additional expenses incurred due to attendance of Gov Reform/Transition meetings

PRAC Member Per Diem and Expenses

Member	Per Diem	Mileage	Total
William Treadwell - Chair	\$1,100.00	\$120.00	\$1,220.00
Joseph Veriker - Vice-Chair	\$825.00	\$37.25	\$862.25
Kurt Marks	\$675.00	\$335.00	\$1,010.00
Lynn Gregan	\$450.00	\$290.00	\$740.00
Steve Macklin	\$825.00	\$67.20	\$892.20
TOTALS	\$3,875.00	\$849.45	\$4,724.45

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 2022 Financial Statement

Appendix D – Building Permits Activity Tables

Table 20: Building Permits Issued - City of Miramichi

Type of Permits	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
RESIDENTIAL										
Single Unit Dwellings	33	47	29	11	12	17	14	13	16	24
Multiple Unit Dwellings	2	5	0	0	1	2	1	2	5	7
Mini/Mobile Homes	5	7	13	2	15	11	4	16	4	5
Other Improvements	101	87	95	94	40	80	87	90	76	69
Total	141	146	137	107	68	110	106	121	101	105
COMMERCIAL										
New Construction	4	10	8	8	15	12	11	12	7	9
Renovations	26	27	11	16	28	13	26	19	27	8
Total	30	37	19	24	43	25	37	31	34	17
INDUSTRIAL										
New Construction	0	3	1	2	3	5	0	0	0	2
Renovations	1	3	5	2	4	0	6	0	1	0
Total	1	6	6	4	7	5	6	0	1	2
INSTITUTIONAL										
New Construction	1	2	3	2	7	8	5	1	2	6
Renovations	6	11	4	7	7	7	5	2	3	0
Total	7	13	7	9	14	15	10	3	5	6
SIGNS	13	18	12	7	10	4	18	8	8	9
TOTALS	192	220	181	151	142	159	177	163	149	139

Table 21: Building Permits Issued - Village of Blackille

Type of Permits	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
RESIDENTIAL										
Single Unit Dwellings	2	2	0	1	1	0	1	0	1	0
Multiple Unit Dwellings	0	0	0	0	0	0	0	0	0	0
Mini/Mobile Homes	1	0	1	0	0	1	1	1	0	0
Other Improvements	4	6	8	5	5	2	2	3	1	3
Total	7	8	9	6	6	3	4	4	2	3
COMMERCIAL										
New Construction	1	0	0	2	0	0	0	0	0	0
Renovations	0	0	1	1	0	1	0	0	0	0
Total	1	0	1	3	0	1	0	0	0	0
INDUSTRIAL										
New Construction	1	0	0	0	0	0	0	0	0	0
Renovations	0	0	0	0	0	0	0	0	0	0
Total	1	0	0	0	0	0	0	0	0	0
INSTITUTIONAL										
New Construction	1	0	1	0	0	0	0	0	0	0
Renovations	0	1	1	0	0	1	0	0	0	0
Total	1	1	2	0	0	1	0	0	0	0
SIGNS	0	0	0	2	0	0	0	0	0	0
TOTALS	10	9	12	11	6	5	4	4	2	3

Table 22: Building Permits Issued - Unincorporated

Type of Permits	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
RESIDENTIAL										
Single Unit Dwellings	31	38	24	24	34	19	15	22	20	33
Multiple Unit Dwellings	0	0	0	0	0	2	0	0	0	1
Mini/Mobile Homes	19	34	11	14	12	23	12	15	9	8
Cottages	16	11	8	11	14	7	7	12	5	3
Other Improvements	64	92	58	49	76	76	62	83	13	10
Total	130	175	101	98	136	127	96	132	47	55
COMMERCIAL										
Construction	9	6	3	5	4	5	2	2	5	0
INDUSTRIAL										
Construction	0	0	3	1	4	4	1	0	1	2
INSTITUTIONAL										
Construction	1	3	1	2	1	1	4	1	1	1
SIGNS	1	2	1	0	0	0	0	0	0	0
TOTALS	141	186	109	106	145	137	103	135	54	58

Table 23: Building Permit Values - City of Miramichi

Type of Permits	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
RESIDENTIAL										
Single Unit Dwellings	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	5,568,274
Multiple Unit Dwellings	2,720,000	1,417,028	0	0	3,264,300	3,461,650	261,960	1,070,141	6,277,652	16,226,587
Mini/Mobile Homes	114,500	596,818	827,500	140,920	1,062,640	957,066	360,960	1,378,060	316,800	390,400
Other Improvements	1,324,454	684,047	1,449,084	2,107,378	560,290	1,192,459	1,638,168	722,110	1,030,193	3,373,444
Total	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	25,558,705
COMMERCIAL										
New Construction	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	4,018,160
Renovations	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	1,392,523
Total	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	5,410,683
INDUSTRIAL										
New Construction	0	98,640	48,620	1,489,764	333,290	795,941	0	0	0	135,000
Renovations	179,000	6,300	43,840	152,459	627,127	0	1,590,495	0	50,000	0
Total	179,000	104,940	92,460	1,642,223	960,417	795,941	1,590,495	0	50,000	135,000
INSTITUTIONAL										
New Construction	679,000	276,650	24,050,654	711,565	18,519,000	551,000	3,192,488	339,900	181,500	636,000
Renovations	4,061,238	5,254,796	1,986,280	249,340	5,474,274	577,630	179,000	324,060	558,122	0
Total	4,740,238	5,531,446	26,036,934	960,905	23,993,274	1,128,630	3,371,488	663,960	739,622	636,000
SIGNS	167,865	399,346	144,933	140,310	158,751	9,400	125,177	86,400	240,773	212,636
TOTALS	\$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	\$31,953,024

Table 24: Building Permit Values - Village of Blackville

Type of Permits	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
RESIDENTIAL										
Single Unit Dwellings	145,200	287,730	0	145,600	52,067	0	147,200	0	109,500	0
Multiple Unit Dwellings	0	0	0	0	0	0	0	0	0	0
Mini/Mobile Homes	72,122	0	59,202	0	0	52,150	36,800	94,720	0	0
Other Improvements	108,800	66,000	143,960	7,955	113,240	7,320	45,279	143,520	0	244,785
Total	326,122	353,730	203,162	153,555	165,307	59,470	229,279	238,240	109,500	244,785
COMMERCIAL										
New Construction	15,400	0	0	4,400	0	0	0	0	0	0
Renovations	0	0	5,056	436,500	0	0	0	0	0	0
Total	15,400	0	5,056	440,900	0	0	0	0	0	0
INDUSTRIAL										
New Construction	187,000	0	0	0	0	0	0	0	0	0
Renovations	0	0	0	0	0	0	0	0	0	0
Total	187,000	0	0	0	0	0	0	0	0	0
INSTITUTIONAL										
New Construction	1,100,000	0	48,600	0	0	0	0	0	0	0
Renovations	0	37,850	1,000	0	0	0	0	0	0	0
Total	1,100,000	37,850	49,600	0	0	0	0	0	0	0
SIGNS	0	0	0	21,000	0	0	0	0	0	0
TOTALS	\$1,628,522	\$391,580	\$257,818	\$615,455	\$165,307	\$59,470	\$229,279	\$238,240	\$109,500	\$244,785

Table 25: Building Permit Values - Unincorporated

Type of Permits	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
RESIDENTIAL										
Single Unit Dwellings	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	7,970,419
Multiple Unit Dwellings	0	0	0	0	0	589,260	0	0	0	255,300
Mini/Mobile Homes	1,405,302	3,574,113	852,520	810,160	732,480	1,465,151	909,440	1,105,240	782,080	504,280
Cottages	1,456,000	1,272,786	1,286,695	1,392,538	959,916	891,237	887,442	1,328,210	1,190,240	421,210
Other Improvements	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	861,625
Total	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	10,012,834
COMMERCIAL										
Construction	179,800	584,640	92,900	289,632	129,520	315,335	26,510	250,181	418,524	0
INDUSTRIAL										
Construction	0	0	2,136,125	862,450	897,900	1,758,654	40,000	0	200,000	1,156,680
INSTITUTIONAL										
Construction	240,000	1,319,640	150,000	159,880	11,520	31,200	458,399	17,000	101,990	50,000
SIGNS	25,000	19,000	40,000	0	0	0	0	0	0	0
TOTALS	\$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	\$11,219,514

Appendix E – Planning/Subdivision Applications/Files Activity Tables

Table 26: Planning Applications - City of Miramichi

Applications	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Plan Amendments	1	1	4	1	3	2	4	4	2	2
Rezoning	2	2	2	4	5	4	7	5	8	3
Variations (Total)	16	25	28	31	19	28	23	28	32	25
Variations (DO)	12	20	23	25	16	24	17	24	23	21
Variations (PRAC)	4	5	5	6	3	4	6	4	9	4
TOTALS	19	28	34	36	27	34	34	37	42	30

Table 27: Planning Applications - Village of Blackville

Applications	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Rural Plan Amendments / Rezoning	2	0	1	0	0	0	0	1	0	0
Variations (Total)	2	0	1	3	3	1	1	2	2	0
Variations (DO)	0	0	1	3	1	1	1	2	2	0
Variations (PRAC)	2	0	0	0	2	0	0	0	0	0
TOTALS	4	0	2	3	3	1	1	3	2	0

Table 28: Planning Applications - Unincorporated

Applications	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Variations (Total)	10	6	7	17	13	11	13	26	25	16
Variations (DO)	1	6	7	14	13	9	11	23	23	16
Variations (PRAC)	9	0	0	3	0	2	2	3	2	0
TOTALS	10	6	7	17	13	11	13	26	25	16

**Table 29: Administrative Applications / Files -
City of Miramichi**

Applications	2018	2019	2020	2021	2022
Confirmations of Zoning	39	42	28	44	40
Zoning Compliances	1	1	1	1	1
Site Plan Reviews	56	62	67	77	52
Enforcement Files	9	7	14	5	0
Access Approvals	4	4	0	1	2
Other Documents	19	18	12	21	22
TOTALS	128	134	122	149	117

**Table 30: Administrative Applications / Files -
Village of Blackville**

Applications	2018	2019	2020	2021	2022
Confirmations of Zoning	1	2	2	2	0
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	3	0	0	0	0
Enforcement Files	0	1	1	0	0
Access Approvals	0	0	0	0	0
Other Documents	5	1	0	4	1
TOTALS	9	4	3	6	1

**Table 31: Administrative Applications / Files -
Unincorporated**

Applications	2018	2019	2020	2021	2022
Confirmations of Zoning	9	18	14	25	20
Zoning Compliances	0	0	0	0	0
Site Plan Reviews	5	5	3	4	8
Enforcement Files	2	3	9	2	2
Access Approvals	10	9	7	9	11
Other Documents	56	41	45	66	59
TOTALS	82	76	78	106	100

Table 32: Subdivision Applications - Greater Miramichi Region

Regions	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Miramichi	26	17	21	14	22	31	25	26	33	35
Blackville	4	6	1	1	6	1	3	3	4	2
Doaktown	2	0	3	0	3	2	2	6	4	
Upper Miramichi	4	3	8	2	12	7	7	6	9	
Unincorporated	50	45	24	43	48	67	45	65	97	86
TOTALS	86	71	57	60	91	108	82	106	147	123

Table 33: New Lots Created - Greater Miramichi Region

Regions	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Miramichi	41	24	41	28	17	58	55	44	69	70
Blackville	6	6	1	1	8	11	4	7	7	3
Doaktown	2	0	3	0	1	2	2	8	4	
Upper Miramichi	5	3	8	4	6	12	8	7	9	
Unincorporated	65	61	30	70	50	108	81	89	160	181
TOTALS	119	94	83	103	82	191	150	155	249	254

Appendix F – Solid Waste Services Tables

Table 34: 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.	317.26	43.10	21.75	19.52	375.59	18.60	17.92	39.88	604.36	30.93	17.26	1,506.17
FEB.	274.77	38.78	22.44	21.52	323.02	17.07	19.22	42.77	561.58	68.97	30.77	1,420.91
MAR.	338.39	46.97	27.95	18.78	371.31	17.48	16.67	37.12	1,178.55	83.24	31.38	2,167.84
APR.	360.33	54.38	21.67	23.37	434.83	20.98	19.70	43.86	810.06	99.65	16.71	1,905.54
MAY	419.47	51.73	20.17	57.41	458.73	22.24	26.77	59.57	841.71	51.44	13.18	2,022.42
JUNE	412.52	49.44	21.79	34.09	424.75	41.62	33.62	74.83	793.62	58.48	36.40	1,981.16
JULY	365.41	44.27	19.98	32.35	393.39	30.37	26.34	58.63	691.08	21.16	103.10	1,786.08
AUG.	390.35	52.73	16.81	43.66	463.99	34.14	27.89	62.09	797.89	57.66	6.11	1,953.32
SEPT.	387.05	58.26	25.17	35.65	397.38	16.36	23.22	51.69	683.90	54.86	20.26	1,753.80
OCT.	368.41	42.73	23.45	42.45	466.10	29.28	28.61	63.67	689.15	60.95	13.28	1,828.08
NOV.	391.74	41.51	21.64	31.40	400.07	29.79	26.36	58.68	758.81	42.36	187.93	1,990.29
DEC.	367.17	43.31	31.53	30.79	379.86	27.89	21.34	47.51	803.01	58.44	5.76	1,816.61
TOTALS	4,392.87	567.21	274.35	390.99	4,889.02	305.82	287.67	640.29	9,213.72	688.14	482.14	22,132.22

monthly avg

1,844.35

LSDs	4,392.87	MT
MUNICIPAL	6,122.80	MT
FIRST NATIONS	1,232.55	MT
SUB-TOTAL	11,748.22	MT

Residential	11,748.22	MT
ICI (Commercial)	9,213.72	MT
C & D Debris	688.14	MT
Cash Sales	482.14	MT
Total GMRSC	22,132.22	MT

Regular Tip Fee: \$89.00
C & D Tip Fee: \$37.50

Table 35: Waste Diversion Curbside Program (tonne)

Months	2018	2019	2020	2021	2022
January	143.71	134.52	142.18	124.96	141.14
February	106.44	98.61	86.73	97.49	96.29
March	104.41	110.58	111.15	128.52	121.26
April	143.96	141.52	0.00	136.12	141.76
May	156.68	144.54	0.00	133.53	136.52
June	136.99	132.08	167.84	133.95	138.49
July	136.12	128.00	121.13	139.32	134.54
August	139.61	132.99	122.76	135.32	136.71
September	119.87	126.55	127.22	140.11	138.72
October	148.49	142.21	137.68	148.24	132.89
November	127.03	115.11	111.59	130.77	128.90
December	124.63	112.75	143.45	125.49	131.01
TOTALS	1,587.94	1,519.46	1,271.73	1,573.82	1,578.23

Table 37: E-waste Tonnage

2018	2019	2020	2021	2022
10.7	9.76	5	4.01	41.92

Appendix G – Media Coverage

NEWS

RSC 'in a holding pattern' about reforms: Director



Wilson Bell, Greater Miramichi Regional Service Commission executive director and planning director, says he hopes to receive more information soon on the expanded mandates for RSCs as part of the local governance reforms.

Photo: Nathan DeLong/Miramichi Leader

Published 1 year ago

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Nathan DeLong | Miramichi Leader

The Greater Miramichi Regional Service Commission's top bureaucrat says he has an idea of how the governance reform will impact the commission,

hn Fredericton Miramichi Wood: communities, along with some waste management, policing collaboration, and emergency measures planning. They also facilitate cost-sharing agreements between member communities.

RSCs are governed by communities, and their boards consist of mayors and local service district representatives based on a formula combining population and tax base. They don't have any taxation power, but invoice communities for services provided.

Work plan required

The governance reform white paper, unveiled in November, calls for RSCs roles and mandates to be expanded to include economic development, community development, regional tourism promotions, regional transportation services, cost-

executive director and planning director Wilson Bell briefed the board on how the process has played out so far and what he's learned about the commission's expanded mandate.

However, Bell said more information is still needed from the province on the frameworks for the new services and how their costs will be shared.

"We're still in a holding pattern," he said. "There are a lot of unknowns.

"The details and directions are coming very slowly from the province through our appointed transition leader, but there is a lot going on with the creation of these new entities and a lot of work needed for the RSCs too."

hn Fredericton Miramichi Wood: take effect Jan. 1, 2023.

Bell said each new service will have a work plan that must be developed by the RSC's transition team in the near future.

"We want to get a sense of how these new services are coming to come into play, but we're still waiting for the mandate framework that the province is developing for them."

Bell said the work plans will be presented to the RSC's board of directors once they're finalized.

Staff awaiting documents

Bell said the province is preparing documents to guide regional economic development, but he hasn't received any yet.

hn Fredericton Miramichi Wood: said. That will give us the foundation we need to figure out how the service will be delivered."

Bell said the transition team is looking at supplementing the Miramichi Economic Development and Tourism Department's work on a regional basis for economic development and tourism promotions. He said the city and Miramichi River Tourism Association have already done several studies and reports in recent years on various aspects of both files.

Bell said the RSC also hasn't received any information on recreational cost-sharing yet, nor has it started forming a public safety committee. However, work is underway on the community development and regional transportation services, and hiring a chief

hn Fredericton Miramichi Wood: said. That will give us the foundation we need to figure out how the service will be delivered."

Department of Local Government spokesperson Anne Mooers said staff working on the reforms have "met several key deadlines," including municipal boundaries and electoral structures. She said the RSCs are currently "identifying potential paths to deliver on the new mandates" and will be asked for feedback.

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Il n'y avait aucun commentaire sur cet

Miramichi region

EDITORIAL

RSC makes sense as regional housing authority



Wilson Bell, Greater Miramichi Regional Service Commission executive director and planning director, speaks at an RSC board of directors meeting in 2021. This week's Miramichi Leader editorial argues the merits of the RSC serving as the City of Miramichi's regional housing authority for the next three years.

Photo: Nathan DeLong/Miramichi Leader

Published 10 months ago

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Editorial board

The Greater Miramichi Regional Service Commission's decision to be the City of Miramichi's regional housing authority for

three-year agreement for the RSC to receive a combined \$135,000 a year from all three levels of government to deal with the housing shortage across the region. Its work will take place in the new RSC territory taking effect next year.

The authority will be tasked with helping developers navigate red tape around planning and funding projects, tracking available units, managing housing incentives and holding forums about housing for vulnerable segments of society, retirement housing providers and private-sector landlords.

Creating this body was one of the recommendations in Miramichi's regional housing needs assessment from 2020. The RSC came on board

community development are among several new mandates being added for RSCs as part of local governance reform. The Miramichi commission already has a head start on adopting some of its new roles, so taking on a housing authority bodes well for that process.

The housing shortage across the Miramichi region will only hinder economic growth if left unaddressed. Having a group dedicated to resolve that is a step in the right direction and will help communities build regional collaboration.

Published 10 months ago

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Miramichi region

OBITUARIES

CAREERS

NEWS

Proposed RSC budget 'like comparing apples to cucumbers'



Greater Miramichi Regional Service Commission chief financial officer Shawn Cripps says the RSC's 2023 operating budget is expected to be \$4.3 million, up from \$2.9 million this year. Photo: Nathan DeLong/Miramichi Leader Published 9 months ago

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Nathan DeLong | Miramichi Leader

The Greater Miramichi Regional Service Commission will likely spend an extra \$800,000 on new and existing services next year after the

hn Fredericton Miramichi Wood: communities, and the upper Miramichi rural community.

The RSC will reimburse Miramichi \$485,000 for being the third-party provider of the new regional population growth strategy, investment attraction strategy, labour force development services, and regional tourism promotion and marketing. Cripps said those initiatives will be funded from city coffers and RSC members and delivered by Miramichi staff in co-ordination with the commission.

Wilson Bell, RSC executive director and planning director, said the new recreation infrastructure cost-sharing, public safety committee, and community development services will be handled by the commission. The RSC already provides corporate services, co-

commission's draft 2023 budget includes an increased \$838,623 for services currently provided and others being added as part of the expanded RSC mandates imposed by the province.

Cripps said next year's service costs are estimated at \$2.66 million, up from \$1.82 million in 2022. The total budget is expected to be \$4.3 million, up by \$1.4 million from \$2.9 million this year.

"This budget process looks a lot different from what I'm used to," he said. "It's like we're comparing apples to cucumbers."

The funding allocation breakdown for member communities will see the expanded Miramichi and Doaktown pay a combined \$1.48 million for services. The remaining \$1.29 million will

increase by more than \$146 million, from \$2.73 billion to \$2.88 billion. The population has held steady at 37,119 in the 2021 census, compared to 37,125 in 2016.

This draft budget was prepared by the governance reform transition team and presented to the RSC board of directors Wednesday for information. The board voted unanimously to accept the draft, provide feedback before Sept. 23, and allow municipalities and local service districts to weigh in.

The final version will be sent to Local Government and Governance Reform Minister Daniel Allain in early October for approval.

Cost hike breakdown provided

Cripps said the current services cost \$3.2 million, with

hn Fredericton Miramichi Wood: jump to \$5.8 million next year, with more than half being paid by member communities.

Corporate services spending is projected at \$473,797, with \$80,007 being allocated to co-operative and regional planning, \$1 million for local planning, and \$2.29 million for solid waste.

The total cost for new services is estimated at \$1.06 million, with a combined \$590,759 going to population growth, the Miramichi Regional Housing Authority, an economic and labour development co-ordinator, investment attraction, and labour force growth under economic development. Tourism promotion will receive \$275,520, while community development and regional transportation will get \$184,919.

hn Fredericton Miramichi Wood: committee.

Other budget highlights

The solid waste tipping fee for garbage at the Red Pine landfill in Allardville will increase by \$5 per metric tonne from \$65 to \$70 next year. Recycling and construction and demolition tipping fees will stay the same.

Bell said additional office space will also be required and will be rented from the Canadian Business Development Corporation at the RSC's current home in the Scott Bowes Building on Water Street. He said funds have been budgeted for a strategic plan and communications plan, and monthly in-camera briefing sessions will be held along with regular board meetings.

Money has also been set aside for a regional strategy, which

hn Fredericton Miramichi Wood:

Bell said several contracts with service providers will be finalized in the coming weeks, and a 2.9-cent property tax increase per \$100 of assessed value will be required to cover the higher tipping fee and costs for new and existing services.

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Miramichi region

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
DECEMBER 31, 2022**



GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

Index

To the Financial Statements

For the Year Ended December 31, 2022

	<u>Page</u>
Management's Responsibility for the Financial Statements	1.
Independent Auditors' Report	2 - 3.
Statement of Operations	4.
Statement of Financial Position	5.
Statement of Changes in Net Assets	6.
Statement of Cash Flow	7.
Notes to the Financial Statements	8 - 25.



GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Financial Statements
Year ended December 31, 2022

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, Chief Executive Officer



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, 2022, 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, 2022, 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 28, 2023

Handwritten signature of Allen Paquet in black ink, followed by a vertical line and the text "Assurance LLP".

Chartered Professional Accountants

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

	2022	2022	2021
	(Unaudited) Budget Note 12	Actual	Actual
REVENUE			
Member charges	\$ 1,828,160	\$ 1,840,785	\$ 1,977,217
Sales of service	941,383	979,958	940,875
Other revenue	44,500	153,216	148,603
Interest	10,000	687	43
	<hr/> 2,824,043	<hr/> 2,974,646	<hr/> 3,066,738
EXPENDITURES			
Administration	750,273	842,246	768,261
Economic development services	-	46,907	-
Community development services	-	36,460	-
Fiscal services	7,000	10,274	11,945
Governance	15,475	15,036	15,662
Planning and building inspection services	500,320	488,308	557,533
Solid waste services	1,630,721	1,622,898	1,654,201
Regional emergency measures planning	500	-	1,000
Regional transportation services	-	30,212	-
	<hr/> 2,904,289	<hr/> 3,092,341	<hr/> 3,008,602
ANNUAL SURPLUS (DEFICIT)	\$ (80,246)	\$ (117,695)	\$ 58,136
ACCUMULATED SURPLUS, beginning of year		470,430	412,294
ACCUMULATED SURPLUS, end of year		<hr/> \$ 352,735	<hr/> \$ 470,430

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Statement of Financial Position

As at December 31	2022	2021
FINANCIAL ASSETS		
Cash and short term investments (Note 3)	\$ 494,500	\$ 336,031
Receivables		
General	228,155	333,045
Due from federal government (Note 4)	42,146	68,462
	\$ 764,801	\$ 737,538
LIABILITIES		
Accounts payable and accrued liabilities	\$ 275,707	\$ 217,901
Due to members	129,204	140,156
Post employment benefits, compensated absences and termination benefits payable (Note 6)	102,000	96,400
Deferred revenue	205,387	119,208
	712,298	573,665
NET ASSETS	52,503	163,873
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 8)	616,225	575,806
Accumulated amortization (Note 8)	(327,074)	(283,170)
	289,151	292,636
Inventory of supplies	11,081	13,921
	300,232	306,557
ACCUMULATED SURPLUS	\$ 352,735	\$ 470,430

On Behalf of the Directors

 Director
 Director

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

	2022	2021
Annual surplus (deficit) - Page 4	\$ (117,695)	58,136
Acquisition of Tangible Capital Assets	(40,419)	(300,390)
Proceeds on disposal of tangible capital assets	-	263,034
Amortization of tangible capital assets	43,904	35,821
Gain on sale of tangible capital assets	-	(117,545)
	(114,210)	(60,944)
Decrease (increase) of inventory of supplies	2,840	4,107
Decrease (increase) in prepaid expenses	-	2,857
INCREASE IN NET ASSETS	(111,370)	(53,980)
NET ASSETS, beginning of year	163,873	217,853
NET ASSETS, end of year (Page 5)	\$ 52,503	\$ 163,873

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

	2022	2021
OPERATING TRANSACTIONS		
Annual surplus (deficit)	\$ (117,695)	\$ 58,136
Amortization of tangible capital assets	43,904	35,821
Gain on sale of tangible capital assets	-	(117,545)
Receivables		
General	104,890	(47,846)
Due from federal government	26,316	(68,174)
Inventory	2,840	4,107
Prepaid expenses	-	2,857
Accounts payable and accrued liabilities	57,806	1,986
Deferred revenue	86,179	(75,450)
Post employment benefits, compensated absences and termination benefits payable	5,600	(28,939)
Due to members	(10,952)	42,877
	198,888	(192,170)
CAPITAL TRANSACTIONS		
Acquisition of tangible capital assets	(40,419)	(300,390)
Proceeds on disposal of tangible capital assets	-	263,034
	(40,419)	(37,356)
NET DECREASE IN CASH AND CASH EQUIVALENTS	158,469	(229,526)
CASH AND CASH EQUIVALENTS, beginning of year	336,031	565,557
CASH AND CASH EQUIVALENTS, end of year (Note 3)	\$ 494,500	\$ 336,031

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 October 27, 2021.

(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
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:

Community development services

This department is responsible for providing community development services to the municipalities and local service districts within the region. This includes coordination of programs and services, and involves a regional approach to affordable housing, newcomer settlement services, diversity promotion, social inclusion and healthy communities.

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.

Economic development services

This department is responsible for providing economic development services to the municipalities and local service districts within the region. This includes labour force development service, population growth strategy services, entrepreneur and business support services, and the Miramichi Regional Housing Authority.

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.

Regional transportation services

This department is responsible for providing transportation services to the municipalities and local service districts within the region. This service is to increase accessibility, affordability and availability to residents within the region.

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.

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION**Notes to the Financial Statements****For the Year Ended December 31, 2022**

3. CASH AND SHORT TERM INVESTMENTS

	2022	2021
Term deposits (unrestricted)	37,419	37,356
Cash (unrestricted)	87,938	(69,844)
Cash (restricted)	369,143	368,519
	<u>\$ 494,500</u>	<u>\$ 336,031</u>

4. DUE FROM FEDERAL GOVERNMENT

	2022	2021
Canada Revenue Agency (HST refund)	\$ 77,715	\$ 97,883
Canada Revenue Agency (payroll source deductions)	(35,569)	(29,421)
	<u>\$ 42,146</u>	<u>\$ 68,462</u>

5. COMMITMENTSOffice lease

The Commission has outstanding lease commitments its office space. The lease payments for 2023 will be \$4,979 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 4.60%;
- retirement age is 63;
- annual turnover rate is 0.8%

The estimated liability was \$102,000 on December 31, 2022.

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:

	Actual December 31, 2022	Estimated December 31, 2023
Reconciliation of Accrued Benefit Asset (Obligation)		
Accrued Benefit Obligation, Beginning of Year	\$ (96,400)	\$ (102,000)
Current Year Benefit Cost	(10,500)	(10,500)
Benefit Payments	-	8,200
Actuarial Gain (Loss)	8,600	-
Interest for the Period	(3,700)	(5,100)
Accrued Benefit Obligation, End of Year	\$ (102,000)	\$ (109,400)

7. COMPARATIVE FIGURES

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

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

8. SCHEDULE OF TANGIBLE CAPITAL ASSETS

	Equipment	Office Equipment	Leasehold Improvements	Computer Equipment	2022 Total	2021 Total
COST						
Balance, beginning of year	\$ 130,000	\$ 21,456	\$ 362,141	\$ 62,209	\$ 575,806	\$ 523,798
Add: additions during the year	-	11,806	-	28,613	40,419	300,390
Less: disposals during the year	-	-	-	-	-	(248,582)
BALANCE, END OF YEAR	130,000	33,262	362,141	90,822	616,225	575,806
ACCUMULATED AMORTIZATION						
Balance, beginning of year	130,000	19,091	81,009	53,070	283,170	350,241
Add: amortization during the year	-	2,952	31,237	9,715	43,904	35,821
Less: accumulated amortization on disposals	-	-	-	-	-	(102,892)
BALANCE, END OF YEAR	130,000	22,043	112,246	62,785	327,074	283,170
NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS						
	\$ -	\$ 11,219	\$ 249,895	\$ 28,037	\$ 289,151	\$ 292,636
Consists of:						
Solid Waste Fund Assets	\$ -	\$ -	\$ 199,916	\$ 7,665	\$ 207,581	\$ 228,707
Local Planning Fund Assets	-	1,773	49,979	10,103	61,855	63,929
Corporate Services Fund Assets	-	9,446	-	-	9,446	-
Community Development Fund Assets	-	-	-	2,661	2,661	-
Economic Development Fund Assets	-	-	-	4,947	4,947	-
Regional Transportation Fund Assets	-	-	-	2,661	2,661	-
BALANCE, END OF YEAR	\$ -	\$ 11,219	\$ 249,895	\$ 28,037	\$ 289,151	\$ 292,636

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

Notes to the Financial Statements

For the Year Ended December 31, 2022

9. SCHEDULE OF SEGMENT DISCLOSURE

	Corporate Services	Co-operative and Regional Planning	Local Planning	Solid Waste Services	Economic Development	Community Development	Regional Transportation	Total 2022	Total 2021
REVENUES									
Member charges	\$ -	\$ 56,892	\$ 790,036	\$ 993,857	\$ -	\$ -	\$ -	\$ 1,840,785	\$ 1,977,217
Sales of services	-	-	-	979,958	-	-	-	979,958	940,875
Other revenue	-	-	12,601	60,000	37,500	43,115	-	153,216	148,603
Interest	-	5	81	601	-	-	-	687	43
	-	56,897	802,718	2,034,416	37,500	43,115	-	2,974,646	3,066,738
EXPENDITURES									
Salaries and benefits	224,230	-	494,007	173,203	43,136	33,053	24,990	992,619	969,758
Operating expenses	85,020	-	163,800	1,689,036	2,534	2,233	2,118	1,944,741	1,951,786
Amortization	2,361	-	10,746	28,230	1,237	665	665	43,904	35,821
Interest	10,274	-	-	-	-	-	-	10,274	11,945
Other	8,465	-	500	88,890	-	509	2,439	100,803	39,292
	330,350	-	669,053	1,979,359	46,907	36,460	30,212	3,092,341	3,008,602
SURPLUS (DEFICIT) FOR THE YEAR	\$ (330,350)	\$ 56,897	\$ 133,665	\$ 55,057	\$ (9,407)	\$ 6,655	\$ (30,212)	\$ (117,695)	\$ 58,136

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

10. RECONCILIATION OF ANNUAL SURPLUS (DEFICIT)

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

	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
2022 ANNUAL SURPLUS (DEFICIT) PER PSAB	\$ (327,997)	\$ 56,892	\$ 144,393	\$ 82,693	\$ (10,746)	\$ (28,230)	\$ (82,995)
Adjustments to annual surplus (deficit) for funding Requirements							
Second previous year's surplus (deficit)	5,144	5,950	(4,527)	(39,440)	-	-	(32,873)
Allocation to corporate services	311,710	(62,342)	(121,260)	(128,108)	-	-	-
Transfer from solid waste operating fund to solid waste							
Capital expenditures	(11,805)	-	(8,674)	(7,102)	8,674	7,102	(11,805)
Amortization expense	-	-	-	-	10,746	28,230	38,976
Provision for post-retirement benefits	700	-	(600)	5,200	-	-	5,300
Total adjustments to 2022 annual surplus (deficit)	305,749	(56,392)	(135,061)	(169,450)	19,420	35,332	(402)
2022 ANNUAL FUND SURPLUS (DEFICIT) FOR FUNDING PURPOSES	\$ (22,248)	\$ 500	\$ 9,332	\$ (86,757)	\$ 8,674	\$ 7,102	\$ (83,397)

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

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

2022	Amount carried from last page	Corporate Services		Cooperative & Regional Planning Services		Cooperative & Regional Planning Services		Local Planning Services		Solid Waste Services		Amount carried to next page
		Operating Reserve Fund	Capital Reserve Fund	Regional Planning Reserve Fund	Cooperative & Regional Planning Reserve Fund	Local Planning Reserve Fund	Operating Services Reserve Fund	Local Planning Reserve Fund	Capital Services Reserve Fund	Operating Services Reserve Fund	Capital Reserve Fund	
2022 ANNUAL SURPLUS PER PSAB	\$ (82,995)	\$ 4	\$ 4	\$ 3	\$ 2	\$ 9	\$ 9	\$ 9	\$ 124	\$ 470	\$ (82,370)	
Adjustments to annual surplus (deficit) for funding requirements:												
Second previous year's surplus (deficit)	(32,873)	-	-	-	-	-	-	-	-	-	-	(32,873)
Transfer from solid waste operating fund	(11,805)	-	-	-	-	-	-	-	-	-	-	(11,805)
Long-Term Debt Principal Repayment	38,976	-	-	-	-	-	-	-	-	-	-	38,976
Amortization expense	5,300	-	-	-	-	-	-	-	-	-	-	5,300
Provision for post retirement benefits		-	-	-	-	-	-	-	-	-	-	
Total adjustments to 2022 annual surplus (deficit)	(402)	-	-	-	-	-	-	-	-	-	-	(402)
2022 ANNUAL FUND SURPLUS (DEFICIT)	\$ (83,397)	\$ 4	\$ 4	\$ 3	\$ 2	\$ 9	\$ 9	\$ 9	\$ 124	\$ 470	\$ (82,772)	
FOR FUNDING PURPOSES	\$ (83,397)	\$ 4	\$ 4	\$ 3	\$ 2	\$ 9	\$ 9	\$ 9	\$ 124	\$ 470	\$ (82,772)	

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

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

	Amount carried from last page	Economic Development Services	Community Development Services	Regional Transportation Services	Corporate Services Capital Fund	Economic Development Capital Fund	Community Development Capital Fund	Regional Transportation Capital Fund	Total 2022
2022 ANNUAL SURPLUS PER PSAB	\$ (82,370)	\$ (8,170)	\$ 7,320	\$ (29,547)	\$ (2,361)	\$ (1,237)	\$ (665)	\$ (665)	(117,695)
Adjustments to annual surplus (deficit) for funding requirements:									
Second previous year's surplus (deficit)	(32,873)	-	-	-	-	-	-	-	(32,873)
Transfer from solid waste operating fund	(11,805)	(6,184)	(3,327)	(3,327)	11,805	6,184	3,327	3,327	-
Capital expenditures	38,976	-	-	-	2,361	1,237	665	665	43,904
Amortization expense	-	-	-	-	-	-	-	-	-
Provision for post retirement benefits	5,300	-	300	-	-	-	-	-	5,600
Total adjustments to 2022 annual surplus (deficit)	(402)	(6,184)	(3,027)	(3,327)	14,166	7,421	3,992	3,992	16,631
2022 ANNUAL FUND SURPLUS (DEFICIT) FOR FUNDING PURPOSES	\$ (82,772)	\$ (14,354)	\$ 4,293	\$ (32,874)	\$ 11,805	\$ 6,184	\$ 3,327	\$ 3,327	\$ (101,064)

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

11. STATEMENT OF RESERVES

	Corporate Services Operating Reserve Fund	Corporate Services Capital Reserve Fund	Cooperative & Regional Planning Services Operating Reserve Fund	Cooperative & Regional Planning Services Capital Reserve Fund	Local Planning Services Operating Reserve Fund	Local Planning Services Capital Reserve Fund	Solid Waste Services Operating Reserve Fund	Solid Waste Services Capital Reserve Fund	Total 2022	Total 2021
ASSETS										
Cash	\$ 2,119	\$ 2,119	\$ 1,907	\$ 1,059	\$ 5,297	\$ 5,297	\$ 73,327	\$ 278,018	\$ 369,143	\$ 368,519
Receivable from Operating Fund	-	-	-	-	-	-	50,000	50,000	100,000	100,000
ACCUMULATED SURPLUS	\$ 2,119	\$ 2,119	\$ 1,907	\$ 1,059	\$ 5,297	\$ 5,297	\$ 123,327	\$ 328,018	\$ 469,143	\$ 468,519
REVENUE										
Interest	\$ 4	\$ 4	\$ 3	\$ 2	\$ 9	\$ 9	\$ 124	\$ 470	\$ 625	\$ 39
EXPENDITURES										
Transfer to Solid Waste Operating Fund	-	-	-	-	-	-	-	-	-	100,000
ANNUAL SURPLUS (DEFICIT)	\$ 4	\$ 4	\$ 3	\$ 2	\$ 9	\$ 9	\$ 124	\$ 470	\$ 625	\$ (99,961)

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION

Notes to the Financial Statements
For the Year Ended December 31, 2022

12. OPERATING BUDGET TO PSA BUDGET

	Corporate Services	Co-operative and Regional Planning	Local Planning Services	Solid Waste Services	Amortization	Transfers	Total
REVENUE							
Member charges	\$ -	\$ 56,892	\$ 790,037	\$ 981,230	\$ -	\$ -	\$ 1,828,159
Sales of services	-	-	-	941,383	-	-	941,383
Government Transfers	-	-	-	31,000	-	-	31,000
Transfers from own and other funds	311,710	-	5,287	25,000	-	(341,997)	-
Other revenue	-	-	28,500	44,000	-	(49,000)	23,500
Surplus of second previous year	-	5,950	-	-	-	(5,950)	-
	311,710	62,842	823,824	2,022,613	-	(396,947)	2,824,042
EXPENDITURES							
Administration	289,235	-	208,463	252,574	-	-	750,272
Allocation from corporate services	-	62,342	121,260	128,108	-	(311,710)	-
Other fiscal services	7,000	-	-	-	-	-	7,000
Governance	15,475	-	-	-	-	-	15,475
Planning and building inspection services	-	-	489,574	-	10,746	-	500,320
Regional emergency measures planning	-	500	-	-	-	-	500
Solid waste services - operations	-	-	-	1,602,491	-	-	1,630,721
Deficit of second previous year	-	-	4,527	39,440	-	(43,967)	-
	311,710	62,842	823,824	2,022,613	38,976	(355,677)	2,904,288
	\$ -	\$ -	\$ -	\$ -	\$ (38,976)	\$ (41,270)	\$ (80,246)

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

13. REVENUE AND EXPENDITURES SUPPORT

	(Unaudited) 2022 Budget	2022 Actual	2021 Actual
REVENUE			
<u>Co-operative and Regional Planning</u>			
<i>Member charges</i>			
- City of Miramichi	\$ 29,513	\$ 29,513	\$ 26,446
- Village of Blackville	1,253	1,253	1,124
- Village of Doaktown	1,211	1,211	1,080
- Upper Miramichi	2,906	2,906	2,612
- Local Service Districts	22,009	22,009	19,629
Interest	-	5	-
	\$ 56,892	\$ 56,897	\$ 50,891
<u>Community Development</u>			
Government transfers	\$ -	\$ 43,115	\$ -
<u>Local Planning Services</u>			
<i>Member charges</i>			
- City of Miramichi	\$ 476,830	\$ 476,830	\$ 481,070
- Village of Blackville	15,390	15,390	15,579
- Village of Doaktown	-	-	16,012
- Upper Miramichi	-	-	32,539
- Local Service Districts	297,817	297,816	297,561
Other Operational Revenue	13,500	12,601	-
Interest	-	81	5
	\$ 803,537	\$ 802,718	\$ 842,766
<u>Economic Development (RHA)</u>			
Government Transfers	\$ -	\$ 37,500	\$ -
<u>Solid Waste Services</u>			
<i>Member tipping fees</i>			
- City of Miramichi	\$ 473,812	\$ 464,967	\$ 525,679
- Village of Blackville	26,674	28,505	32,767
- Village of Doaktown	20,025	23,060	22,113
- Upper Miramichi	60,780	65,759	66,338
- Local Service Districts	399,940	411,566	436,668
	981,231	993,857	1,083,565

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

13. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2022 Budget	2022 Actual	2021 Actual
REVENUE (continued)			
<u>Solid Waste Services (continued)</u>			
<i>Revenue from other sources</i>			
Tipping Fees from Other Sources	941,383	953,209	919,922
Recycling	-	25,779	15,638
Other operational revenue	-	970	5,315
Government transfers	31,000	60,000	31,258
Gain on sale of building	-	-	117,345
Interest	10,000	601	38
	982,383	1,040,559	1,089,516
	\$ 1,963,614	\$ 2,034,416	\$ 2,173,081
	\$ 2,824,043	\$ 2,937,146	\$ 3,066,738

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

13. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2022 Budget	2022 Actual	2021 Actual
EXPENDITURES			
<u>Corporate Services</u>			
<i>Governance</i>			
Honorariums	\$ 5,675	\$ 6,450	\$ 6,250
Travel	2,550	1,029	2,001
Training and development	1,500	-	-
Other	5,750	7,557	7,411
	15,475	15,036	15,662
<i>Administration</i>			
Salaries and benefits	230,792	224,230	227,906
Travel	5,000	6,122	2,829
Training and development	5,500	1,979	3,481
External audit fees	8,350	9,381	9,338
Amortization	-	2,361	-
Telecommunications	2,000	6,595	2,780
Other financial management	2,000	2,389	2,362
Liability insurance	25,268	28,699	25,268
Professional services	2,625	9,487	7,305
Printing and copying	-	2,509	2,045
Legal services	2,000	782	422
Office building	-	709	-
Office supplies	3,000	8,889	4,899
Other	2,700	908	2,379
	289,235	305,040	291,014
<i>Fiscal services</i>			
Bank service charge	7,000	10,274	11,945
	\$ 311,710	\$ 330,350	\$ 318,621
<u>Co-operative and Regional Planning</u>			
<i>Regional services</i>			
Regional emergency measures planning	500	-	1,000
	\$ 500	\$ -	\$ 1,000

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

13. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited)		
	2022 Budget	2022 Actual	2021 Actual
EXPENDITURES (continued)			
<u>Local Planning Services</u>			
<i>Administration</i>			
Advertising	\$ 3,000	\$ 221	\$ 2,012
Conference and membership	3,500	328	-
Electricity	-	4,347	3,349
Office building	58,414	53,296	55,730
Office supplies	12,000	8,546	13,541
Other	-	300	-
Printing and copying	1,200	2,183	4,211
Professional services	44,688	49,552	40,634
Salaries and benefits	67,536	44,774	58,024
Telecommunications	14,000	12,113	15,752
Training and development	625	2,030	-
Travel	3,500	3,055	1,472
	208,463	180,745	194,725
<i>Planning and building inspection services</i>			
Amortization	10,746	10,746	9,012
Salaries and benefits	467,349	449,233	508,007
Travel	10,500	13,112	11,520
Training and development	2,375	5,690	10,948
Map and reference material	1,000	-	235
Geographic information system/Database	-	2,887	3,265
Planning review and adjustment committee	4,750	6,440	14,546
Translation and other	3,600	200	-
	500,320	488,308	557,533
	\$ 708,783	\$ 669,053	\$ 752,258

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

13. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2022 Budget	2022 Actual	2021 Actual
EXPENDITURES (continued)			
<u>Solid Waste Services</u>			
<i>Administration</i>			
Advertising and promotional	\$ 74,000	\$ 90,324	\$ 99,973
Office Building	12,360	12,890	9,528
Office supplies	5,000	6,279	3,657
ETF	2,000	88,890	28,502
Printing and copying	100	1,354	-
Professional services	3,688	6,543	30,265
Salaries and benefits	142,427	141,297	101,512
Telecommunications	6,000	5,308	7,057
Training and development	2,000	760	547
Travel	5,000	2,816	1,481
	252,575	356,461	282,522
<i>Operations</i>			
Amortization	28,230	28,230	26,809
Repairs and maintenance	500	263	13,965
Janitorial	9,300	6,935	10,825
Property Tax	-	-	6,271
Utilities	3,000	5,346	4,672
Compost program	20,000	6,141	5,707
Salaries and benefits	55,943	31,906	74,309
Tipping fees	1,360,061	1,366,309	1,389,095
Recycling	63,887	63,055	61,301
Contracted services	4,800	5,882	6,736
Hazardous household waste	85,000	108,831	54,511
	1,630,721	1,622,898	1,654,201
<i>Fiscal services</i>			
Interest on long term debt	-	-	-
	\$ 1,883,296	\$ 1,979,359	\$ 1,936,723

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION
Notes to the Financial Statements
For the Year Ended December 31, 2022

13. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2022 Budget	2022 Actual	2021 Actual
EXPENDITURES (continued)			
<u>Economic Development (RHA)</u>			
<i>Administration</i>			
Amortization	\$ -	\$ 1,237	\$ -
Salaries and benefits	-	43,136	-
Travel	-	682	-
Training and development	-	631	-
Professional services	-	1,022	-
Office supplies	-	199	-
	\$ -	\$ 46,907	\$ -
<u>Community Development</u>			
<i>Administration</i>			
Amortization	\$ -	\$ 665	\$ -
Salaries and benefits	-	33,053	-
Travel	-	582	-
Training and development	-	85	-
Professional services	-	917	-
Office supplies	-	375	-
Telecommunications	-	274	-
Other	-	509	-
	\$ -	\$ 36,460	\$ -
<u>Regional Transportation Services</u>			
<i>Administration</i>			
Amortization	\$ -	\$ 665	\$ -
Salaries and benefits	-	24,990	-
Travel	-	120	-
Training and development	-	85	-
Other	-	2,439	-
Professional services	-	1,417	-
Office supplies	-	222	-
Telecommunications	-	274	-
	\$ -	\$ 30,212	\$ -