

Commission de services  
régionaux de Kent



Kent Regional  
Service Commission

# 2018 ANNUAL REPORT



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## 1. Introduction

The purpose of the 2018 Annual Report is to present the activities carried out by the Kent Regional Service Commission (KRSC) in 2018. The report also contains the Commission's financial statements for the year in question. An electronic copy of the report is available on our website at [www.krsc.ca](http://www.krsc.ca).

## 2. Message from the Chairman

For the past six years, the KRSC has worked tirelessly to address the challenges facing Kent County and the Rogersville area with respect to economic, social and environmental development. The KRSC promotes active cooperation with stakeholders in analyzing and planning files and in implementing initiatives. This happens on a daily basis thanks to an impressive level of networking in the region, provincially and even beyond. It is important to note that it is thanks to the continued cooperation between our municipalities and LSDs that this work is being carried out on an ongoing basis.

The efficient delivery of quality services is the KRSC's primary objective. The vitality and sustainability of our communities depend on it. We anticipate that regional and sub-regional cooperation in service delivery and the development of intervention tools will become even more important in our small communities in the future.

Our region faces significant demographic challenges. The population is aging at an accelerated pace and our companies are having difficulty finding skilled workers to fill available positions. Training and immigration are becoming privileged means to support our companies and help them flourish.

Now that the KRSC has been around for five years, the Board wanted to look at optimizing its resources with a view to fulfilling its mandate as effectively as possible. Rather than maintaining the status quo or simply adding resources, we needed to look at how current resources were being used. That work, guided by an external consulting firm, made it possible to identify needs within the organization and also possible solutions. I would like to thank the firm Mallette for its leadership and cooperation during the study. Implementation of the action plan continues. I sincerely believe that this initiative was an investment that will yield significant dividends in the short and medium terms.

In 2018, the KRSC continued to execute its 2017-2021 strategic plan. With the support of Opportunities NB, the KRSC prioritized five areas of regional economic development: natural resources with a focus on agriculture in the short term, tourism, workforce, youth and marketing. Action plans have been developed and lead individuals, as well as partners, have been identified to carry out the plans associated with each priority. The KRSC also implemented other collaborative initiatives as part of its strategic plan. One of those is the support provided to the planning process for a rural community in the greater Rogersville area. Steps were also taken with the provincial government on a number of political files, including Highway 11 and other roads, the Stella-Maris-de-Kent Hospital, climate change and its impact on our communities, the spraying of chemicals in our forests, the promotion of agriculture, as well as wireless communications services.

To grow as a region and improve the lives of our citizens, we must be willing to take bold steps.

On a personal note, I want to express my gratitude to the elected officials for their support in the last three years during which I had the privilege of chairing the Board. Thank you to all of you.

In closing, I wish to thank each and every one of you, committees and staff members alike, for your commitment to ensuring that the citizens of the Kent and Rogersville regions receive services of the highest quality and effectiveness.

Maurice Maillet  
Chairman

### 3. Executive Director Report

The KRSC, established six years ago, is still proving its worth. The KRSC's contribution to development in the region is invaluable. Our staff are passionate about the region and play an important role in its development. The KRSC is also fortunate to have a Board of Directors (the "Board") that is dedicated to, and interested in, moving the region forward. This year the Board welcomed a new director. Pierre LeBlanc from the Grande-Digue Local Service District (LSD) replaced Kevin Arseneau, who was elected as member for Kent North at the provincial legislature. Marc Henrie, the KRSC's first chairman, did not re-offer as chairman of the Saint-Paul LSD. These two young men made an important contribution to the KRSC through their innovative ideas and strong desire for cooperation. We thank them for their contribution. The Commission is still cited as one of the best in the province when it comes to working together and developing projects and initiatives for its residents.

#### **Projects in 2018**

2018 was a busy year for the KRSC Board and staff. There was no shortage of challenges. The RSC's various projects and the challenges it faced in 2018 are outlined below.

#### ***Strategic Plan***

The KRSC continued to implement its strategic plan. The five-year plan identifies nine key issues. Priority in 2018 was given specifically to economic development, tourism, emergency measures, local governance, and communications. Though the other issues are also important, they were not the focus of efforts this year.

With regard to economic development, we created a regional economic development committee, which was mandated to prepare an action plan with initiatives in five sectors: natural resources, tourism, marketing, training, and workforce and youth. Each of the five sectors has its own sub-committee and implements the action items identified by the regional committee. The projects should come to fruition in 2019.

We have the privilege of working with Lise Babineau of Opportunities NB who is leading the initiative implementation process and supporting the various committees with their projects. We are pleased to have her with us. In addition, we have two employees from the Multicultural Association of the Greater Moncton Area working in our Richibucto offices. François Houde and Sharla Goodwin provide support to newcomers, as well as companies wishing to recruit internationally. The addition of these services in the region plays an important role in our community's development and in addressing the labour shortage facing our businesses.

With respect to tourism, the Board agreed to become the main intermediary of the regional tourism association, New Brunswick's Cultural Coast. Two members of our Board sit on the Cultural Coast's Board and they will be the voice of the communities within the tourist organization. The tourism sector is facing a number of challenges. An in-depth reflection on the future of tourism will have to take place in order to ensure greater support for our regional and local tourist operators.

With regard to emergency measures, we welcomed a new regional coordinator. Roger Pitre replaced Mike LeBlanc, who changed departments. We thank Mr. LeBlanc for his excellent work in the Kent region. He was instrumental in developing a culture of resilience in the area. He also raised awareness among our elected representatives and community leaders about how to better prepare for emergencies. We wish him success in his new job. Mr. Pitre continues where Mr. LeBlanc left off and is working with our staff to develop and implement additional tools to better prepare people in emergency situations. The very first 72-hour checklist was sent to residents in January and another tool is in preparation for 2019.

The community of Rogersville continued working towards becoming a rural community. Nearly 20 meetings took place with the community and target groups. The KRSC is assisting the regional study committee with the feasibility study. The process is expected to culminate in 2019 with a plebiscite on the merger.

In terms of communications, the KRSC continued to improve its communications tools. It is working with the various service providers to better meet residents' expectations. We now publish two newsletters that are sent to all 17,000 homes and businesses in the region. In addition, we launched our new 'Kent Services' application. The application is not only useful for waste management but also helps us better inform residents during emergencies and power outages. Our Facebook page is also very popular with the public.

### ***Recreation Master Plan***

Julie Payer Lafrance is responsible for ensuring that the Plan's 20 recommendations get implemented. She was extremely busy. Municipalities greatly appreciate her work. Her creativity and strong sense of cooperation serve her well in this position. Julie's biggest accomplishments include supporting the community of Kent North in developing and creating two recreation positions and assisting the region in developing a very interesting recreation program. We are in the second year of funding for the position, which is sponsored by the KRSC and the Department of Tourism, Heritage and Culture.

### ***History Project***

In summer 2017, a Kent toponymy project was presented to the Board. It is a unique New Brunswick project that involves explaining the origin of community names in the Kent region. Since the KRSC does not have historians on staff, it appealed to the University of Moncton's *Institut d'études acadiennes* for assistance. The Institute immediately agreed to the project and is very committed to carrying it out. The KRSC received a grant from Tourism, Heritage and Culture to pay the salaries and other project expenses. The study will take roughly three years to complete and the goal is to publish the findings in a book and online, and possibly develop educational materials so that the information can be taught in schools. Researchers from the University spent 2018 gathering the necessary content for the study through meetings in each community. Those meetings were very productive and allowed the researchers to gather additional information.

### ***Policing***

The cost of police services is a point of contention for many in the Kent region. Elected officials have difficulty understanding why, and accepting that, their neighbours to the south and southwest pay substantially less for what is essentially the same service provided by the RCMP. The KRSC has been very proactive, preparing analyses, organizing meetings with a variety of public safety stakeholders, and communicating its dissatisfaction to various government bodies. Knowing that it is impossible to tackle such a complex issue alone, the KRSC joined forces with the Restigouche RSC and the AFMNB (association of Francophone municipalities of NB), with the ultimate goal of lowering policing costs for the region's communities.

### ***Dialogue NB***

In fall 2018, the Board agreed to be part of Dialogue NB's Communities program. This brand-new program will enable the region to develop social cohesion initiatives. Our regional committee will hold its first meetings in 2019.

## ***Kent North Centre***

The KRSC is now acting as an intermediary between the town of Richibucto and the LSDs and municipalities of the Kent North region, who are contributing financially to the operating costs of the new Kent North Centre. The highly anticipated facility opened its doors in December 2018. The region is fortunate to have a modern sports facility to meet the area's various recreational needs.

## ***Community Transportation***

In summer 2018, the Kent Community Inclusion Network met with the Board to explore the possibility of partnering in the delivery of a community transportation service. The transportation service run by the Community Inclusion Network works through volunteers who accompany clients to their destinations. To make the service more accessible and affordable, further study was needed to identify options. At the same time, a provincial public transit committee is studying the issue of rural transportation and has chosen the Kent region as a place to pilot various initiatives. This provincial/regional/community partnership will potentially provide the region with a more efficient transportation system that targets a larger clientele. The work will continue in 2019.

## ***Funding and Administration***

One of this year's highlights was the adoption of the KRSC's seventh budget (the 2019 budget). One of the main standout issues is the increase in waste collection costs. The Board was taken by surprise when one of its service providers cancelled its contract in May, which drove costs up substantially. Then, as the budget was being prepared, the other service provider announced that it was not renewing the agreement, thereby forcing the RSC to go to tender, which increased the costs of two of the five contracts. Having no choice but to accept the bid, the Board adopted a global budget of \$4 million for 2019. The Board has instructed its staff to develop alternatives to counter future dramatic increases in waste collection costs.

In spring 2018, the Board tasked the firm Mallette with reviewing the organization's administrative structure and recommending changes. The Board accepted the consultants' recommendations and implementation began in fall 2018. The recommendations include hiring an administrative assistant in the Bouctouche office. Ms. Francine Arsenault was therefore hired in November 2018. We welcome her to our team!

## ***Acknowledgments***

I would like to close by thanking the KRSC staff and Board for their support this year. Once again you have demonstrated leadership and a strong willingness to work together as a region. It is not surprising that other regions in the province follow us closely given our collective approach to moving our region forward. The Board and staff's exemplary cooperation and open-mindedness make it easier for me as Executive Director to make progress on issues affecting the citizens of our region. On that note, I wish great success to the staff and Board. I look forward to working with you in 2019.

Paul Lang  
Executive Director

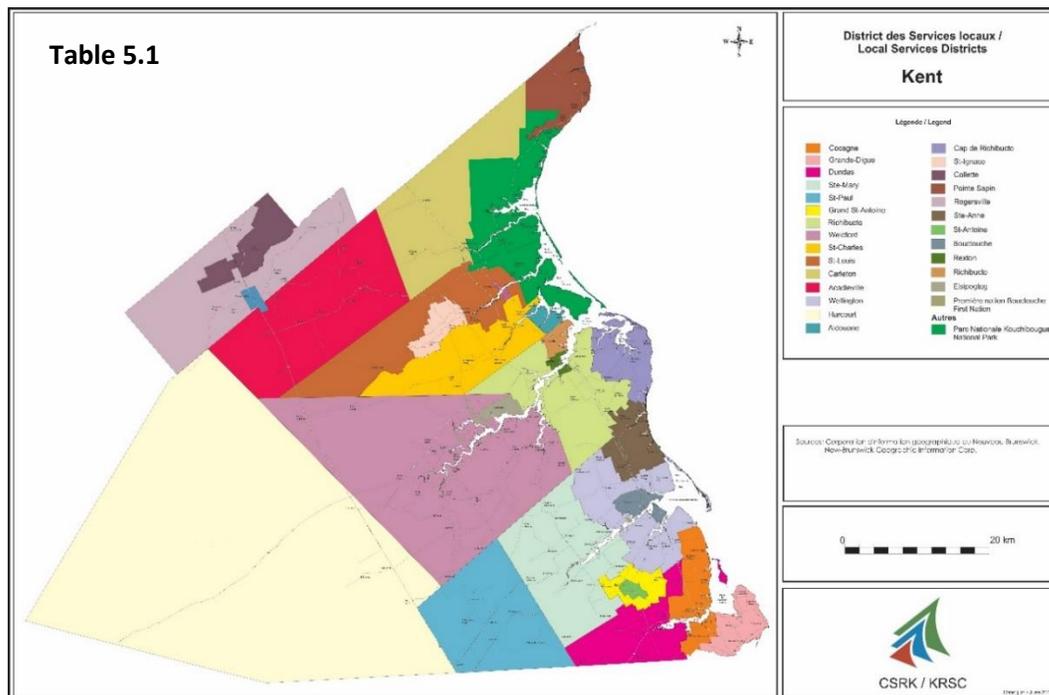
#### 4. Commission's Mandate and Background

The KRSC began operations on January 1, 2013. The *Regional Service Delivery Act* sets out the roles and responsibilities of all of the province's regional service commissions (RSCs). RSCs have six mandated responsibilities: two that they exercise on their own (local planning and solid waste management) and four that are shared (regional planning, policing, emergency measures planning, the planning and funding of leisure, culture, and sports infrastructure).

Owing to a dynamic Board and the leadership of its administrative team, the KRSC's work goes beyond the scope of its six legislated responsibilities. The KRSC is perceived by residents as a body that defends its citizens' interests and acts as a vehicle through which non-governmental, municipal, and local organizations communicate with elected officials and members of the LSD advisory committees about what is happening across the region. The KRSC is also recognized as one of the most successful among the province's 12 RSCs. The respect that Board members have for one another is paramount and has created a climate of trust. The Board's willingness to work together translates into ongoing efforts to improve relations both within the organization and with partners and funders.

#### 5. Regional Profile

The KRSC is located in eastern New Brunswick and covers all of Kent County, as well as the Rogersville communities, the Rogersville LSD, and the Collette LSD in Northumberland County (see Table 5.1). The territory has a total land area of 4,886.2 km<sup>2</sup> and a population of 32,743. The region boasts 6 municipalities (2 towns and 4 villages), one rural community, 20 LSDs, 6 taxation authorities, and 3 First Nation communities (Table 5.2). Of the 20 LSDs, 17 have an advisory committee, 12 of which are represented on the KRSC Board, either by a regular or substitute member.



None of the region's communities has more than 2,700 inhabitants, making it the most rural RSC in New Brunswick. With three distinct cultures and two linguistic communities, the KRSC is also multicultural. It must comply with the *Official Languages Act* in its day-to-day operations given the presence of both official languages within its borders.

In many ways, the Kent region is a single entity in terms of service delivery. The entire area is served by the RCMP, and the planning and solid waste departments provide services throughout the region. However, the same Emergency Measures Coordinator serves both the Southeast Regional Service Commission (SERSC) and the KRSC, and with respect to solid waste services, most of the region's waste is sent to the SERSC landfill. The KRSC has an excellent relationship with the local service manager, based in Richibucto, and with all mandated community service agents, such as municipalities, various government departments, and local fire departments.

<b>Municipalities / Rural Communities</b>	<b>Local Service Districts</b>	<b>Taxation Authorities</b>	<b>First Nations</b>
Rogersville Saint-Louis-de-Kent Richibucto Rexton Bouctouche Saint-Antoine Cocagne	Collette Rogersville Acadieville Saint-Louis Carleton Pointe-Sapin Saint-Ignace Aldouane Saint-Charles Richibucto Weldford Harcourt Cap-de-Richibucto Sainte-Anne-de-Kent Wellington Sainte-Marie Saint-Paul Grand-Saint-Antoine Notre-Dame Grande-Digue	Acadie Siding Saint-Louis – Canisto Road Bouctouche Cove Saint-Grégoire Wellington-Desroches Wellington-Dixon Point-Route 134	Elsipogtog Indian Island Buctouche

## 6. Five-Year Strategy Objectives

The KRSC Board adopted a five-year strategic plan in January 2017. The main initiatives are listed below:

Based on ideas put forward during meetings with staff, municipalities, and Commission officials, as well as extensive reading, nine key issues were identified as having to be addressed by the Commission in the next five years:

### 1. How do we address the absence of joint initiatives in community and economic development?

Since the abrupt closing of Kent Enterprise in 2012, the region has lacked a community and economic development leader. The Commission has tried hard to fill the gap, particularly by attempting to facilitate regional cooperation. With the support of the region's community and economic organizations, the Commission came very close to creating an economic development department in 2014. However, it failed to secure adequate funding from the Regional Development Corporation and the Minister of Economic Development and had to step back. Since then, the question has been whether the region's communities have the capacity and desire to fund such a department themselves. The stakeholders consulted are aware of the issue's importance but want to focus on sustainable and locally controlled development.

Instead of trying to attract big corporations, who often are only interested in setting up shop temporarily in the region to exploit natural resources and cheap labour until the end of government grants and tax credits, the preference is to adopt a strategy and develop an action plan in partnership with local organizations. There is a desire to focus on sustainable development using locally available resources. Furthermore, given the overwhelmingly rural nature of the region, the people consulted feel it is urgent to support the development of the social and rural economy.

### ***Recommended Strategy***

The Commission should begin approaching communities for the authorization needed to secure funding that will allow for the creation of an economic development department. The cost of the department is estimated at approximately \$200,000, or roughly a 1-cent increase in property tax. The money would be used to create two positions: 1) a community economic development officer who would support and guide community organizations that have an economic development mandate, like the chambers of commerce, but do not have the necessary staff; This person would also assist with creating and developing commercial and tourism initiatives; 2) the second employee would concentrate more on rural development, working especially with the LSDs to foster social, cultural, economic, and community projects and initiatives; This person would have facilitation and mobilization duties, and provide technical assistance to rural communities, in addition to promoting local initiatives.

The department could also examine issues vital to development like enhancing the promotion and marketing of local products, drawing youth and families back to the region, welcoming and supporting newcomers, literacy, employability, public transportation, and so on.

## **2. Should we consider a partnership with ‘New Brunswick’s Cultural Coast,’ a local organization dedicated to promoting and marketing “the various wonders of our region,” to enhance regional tourism offerings and promote the area as a tourism destination?**

Many RSCs have recognized the importance of tourism from the very beginning. The ‘Cultural Coast’ is the designated tourism organization in the Kent and Southeast region. Since some of the RSCs want to focus on tourism within their own boundaries, the Cultural Coast will likely undergo changes. Instead of extending from the northern tip of the Kent region to the southeast tip of Westmorland County, the territory could be divided along RSC lines, so this may be an opportune time to consider a partnership with the Cultural Coast. Also, to build on the successes achieved in regionalization efforts, it might be better to refocus available resources and effort on a limited number of tourism products that will enjoy broad support and could be implemented quickly.

### ***Recommended Strategy***

The Commission should develop, in partnership with the Cultural Coast, tourism circuits based on specific themes and routes. Whether it be exploring one of the three cultures present in the region, a stay on a Rogersville-area farm, an excursion to one of the county’s many beautiful rivers, a visit to an oyster farm, or picking apples in Cocagne, the region has so much to offer that several circuits could be created to meet the interests and needs of many tourists. The project could be assigned to the new community economic development department, developed with a minimum of resources, and even involve the private sector.

### **3. Should some municipal services be regionalized to enhance the sharing of municipal resources?**

How do we avoid duplication and maximize cost effectiveness in the purchase and use of heavy equipment and fire trucks? How do we reduce the cost of preliminary estimates, the preparation of specifications, and the supervision of major municipal projects? How do we extend this service to the rest of the region? These are questions that stakeholders are asking.

#### ***Recommended Strategy***

A mechanism that allows for the sharing of services between municipalities and LSDs should be implemented. At first glance, it might be possible to create such a mechanism without the Commission having to invest additional financial resources. Municipalities and LSDs are already spending considerable sums of money on equipment purchases and service delivery. A feasibility study could be conducted under the supervision of our Executive Director with help from the municipalities. If the results are conclusive, the Commission could then mandate the Executive Director to proceed.

### **4. How do we meet the demand for greater cooperation and coordination with respect to emergency measures?**

Many stakeholders have expressed concern about the lack of cooperation and coordination of efforts when it comes to protection services. People are as concerned about purchasing firefighting equipment and vehicles as they are about the speed and effectiveness of joint efforts and coordination, especially since a number of emergency measures plans are out of date. Many also wonder whether their community is prepared to deal with the potentially hazardous effects of climate change, and it was mentioned that current legislation does not allow municipalities to pass by-laws to mitigate those effects. As for updating emergency plans, the Regional Coordinator is working to improve the situation.

Current joint efforts are focused on developing regional emergency protocols, supporting the establishment and updating of local emergency measures plans, and facilitating training sessions on regional and interregional emergency intervention. A partnership has been in place with the Emergency Measures Organization since the Commission's creation. It was determined that two emergency measures training sessions would be offered every year in the region. It should also be noted that there are six regional Emergency Management Coordinators responsible for the 12 RSCs. The Public Safety Committee can address any concerns about the proposed improvements.

Despite all these measures and given the potential tragic consequences of inadequate emergency planning, the Commission must work to identify potential gaps in cooperation and coordination.

#### ***Recommended Strategy***

The Commission should establish an ad hoc committee early next year to shed light on the situation. The committee would be mandated to explore ways to enhance cooperation on emergency measures and develop a corresponding action plan.

## **5. How do we increase the region's political influence?**

The success of the Commission's intervention on the shale gas file opened many people's eyes to the fact that the Commission has real political weight. The intervention was successful largely due to the quality of the file that had been developed. Other situations that warrant political lobbying were raised during meetings. Examples include healthcare (particularly the precarious status of the Stella-Maris-de-Kent Hospital), road quality, and the management of natural resources. The presence of garbage along shorelines requires action on the part of Fisheries and Oceans Canada and the Canadian Coast Guard. It is worth noting that the minister responsible for both those portfolios is also our region's Member of Parliament (MP).

### ***Recommended Strategy***

The Commission should identify, prioritize, and document the issues that could benefit from political lobbying, then schedule regular meetings with the appropriate ministers, MPs and MLAs to discuss the issues.

## **6. How do we move forward on identifying a governance model for the region?**

The forums held in recent years have greatly improved communication between the various communities. Cooperation and a willingness to act together do not just happen spontaneously but require work. Despite progress made in reducing misunderstandings and in the desire to work together regionally and among communities, a clear vision of a regional governance structure is lacking. There is no shortage of options. Some people favour a gradual move towards regionalization through joint initiatives while others want a quick transition to full municipalization. Regardless of the options, it is the communities themselves that must take the initiative. Several people have pointed out that the Province must create conditions that favour merging. Meanwhile, the Commission's role is to partner with communities that want a stronger governance mechanism.

### ***Recommended Strategy***

The Commission should continue to provide facilitation and support services to those communities wanting to change their governance structure.

## **7. How do we meet our waste reduction targets and how can we expand the recycling program?**

The Commission's initial priority was solid waste services. Management is very proud of its accomplishments and success in this area, and justifiably so. Significant savings have been achieved and the quality of services has increased substantially. Owing to a communications strategy aimed at promoting services and to awareness campaigns and education programs, residents are cooperating with waste collection efforts.

Recycling is compulsory only for family residences, however. Businesses generate a significant volume of solid waste, too, but are not required to recycle.

Despite the effectiveness of awareness campaigns and education programs and the substantial progress made in reducing solid waste production, the question is can we do more? Residents may want to compost more, for example, but need support to get there.

### ***Recommended Strategy***

A pilot project should be initiated to encourage commercial clients to recycle on a voluntary basis. With help from a working group, facilitated by the Solid Waste Department and made up of representatives from various chambers of commerce, it will be possible to identify the advantages and challenges of such a project and find ways to get as many businesses as possible participating voluntarily.

As for encouraging more people to compost, tools would need to be developed to make composting easier. Access to those tools would also serve as an incentive and encourage the practice. Options could include composting workshops and discounts on composters.

#### **8. How do we respond to the increasing demand for planning?**

The Commission is equally proud of its Planning Department. Interest in planning is growing steadily and requests to develop rural plans and update municipal plans are increasing to the point where we are unable to meet the demand.

At meetings with municipalities and staff, we identified a few situations that need to be addressed:

- A lot of planning data is still in paper format. Clients at the Richibucto office can only pay for services by cheque, cash or debit.
- When applying for building permits and subdivision approvals, discrepancies can arise between the way that municipalities and the Commission see projects. That can create problems for municipalities, who are responsible for overseeing approved projects.

### ***Recommended Strategies***

#### **Review**

- HR procedures to better understand how work is assigned and organized and determine if any changes are needed so as to be able to respond more quickly to requests from communities.
- Computerize services as much as possible.
- Formalize, in writing, the procedures and responsibilities of the Commission and municipalities with respect to applications for building permits and subdivision approvals.

#### **9. How do we improve communication with the general public?**

It is often said that there is no such thing as too much communication. Public campaigns, like the one dealing with the three-bag recycling program, have been successful. But should we be doing more to inform the public about the general services we provide, new services being considered, and discussions about governance models? It would seem so. Using existing local media, such as *L'Acadie Nouvelle* or *L'Étoile*, is one option. Our web site is another option. However, there is doubt about the effectiveness of these channels for reaching all residents.

### ***Recommended Strategy***

A newsletter should be created, with a few issues a year and distributed throughout the region. The newsletter could be funded through advertising from Kent region businesses. The project could even be entrusted to a communications firm. The KRSC's social media presence should also be stepped up.

## 7. Governance and administration: About our Clients and Us

### a. Organizational structure, Committees, and Meetings

The KRSC has two structures. The first one flows from the Board of Directors (Board) and includes the committees and their members (Figure 7.1). The second structure is operational in nature and includes the KRSC and its staff (Figure 7.2). The committees that answer to the Board include five standing committees and ad hoc committees established to address specific issues.

**Figure 7.1**

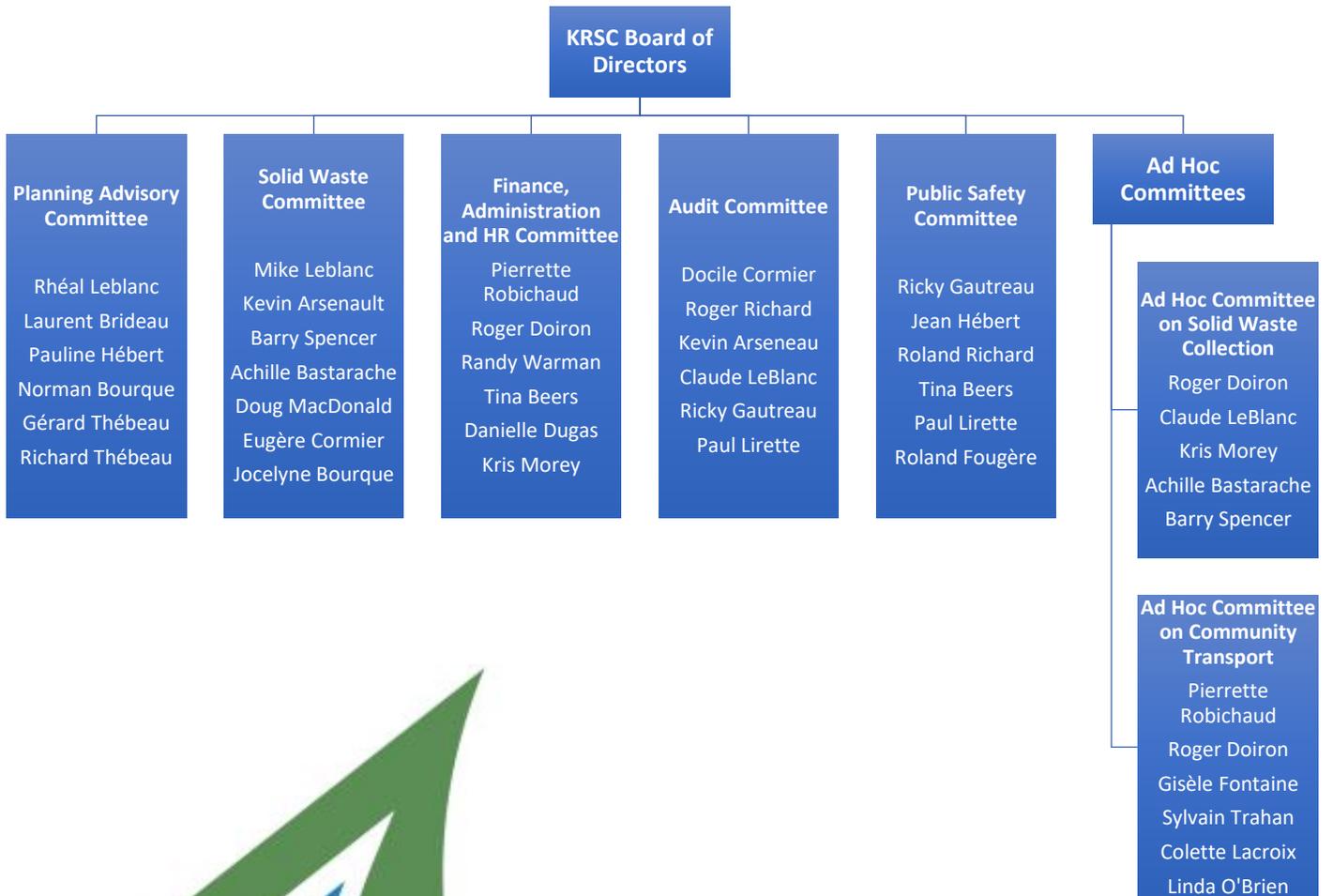
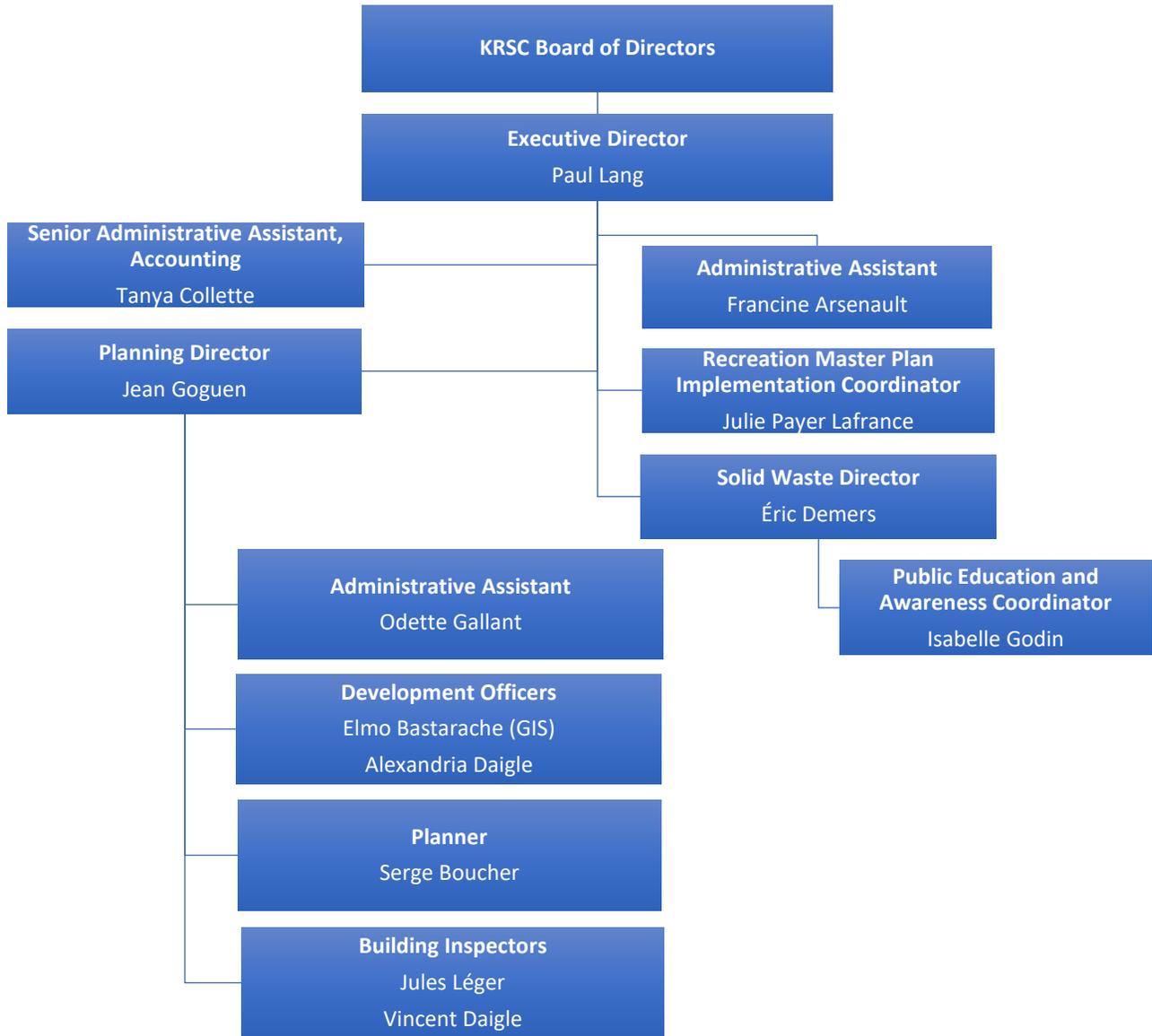


Figure 7.2



## 8. Meeting Attendance

<b>BOARD members 2018</b>	<b>Regular meetings; including AGM and special meetings</b>
ARSENEAU, KEVIN	8
BEERS, TINA	7
CORMIER, DOCILE	9
CORMIER, EUGÈRE	4
DOIRON, ROGER	10
DOUCETTE, BRUNO	1
DUGAS, DANIELLE	9
FONTAINE, GISÈLE	9
FOUGÈRE, ROLAND	10
GAUTREAU, RICKY	7
HÉBERT, JEAN	9
HÉBERT, PAULINE	1
HENRIE, MARC	6
JOHNSON, CHRISTINE	1
LEBLANC, CLAUDE	9
LEBLANC, PIERRE	3
LIRETTE, PAUL	11
LITTLE, DAVID	1
MAILLET, MAURICE	9
MOREY, KRIS	8
RICHARD, ROGER	9
RICHARD, ROLAND	9
RICHARD, VICTOR	2
ROBICHAUD, PIERRETTE	11
THOMPSON, DWAYNE	1
WARMAN, RANDY	10

<b>Ad Hoc Committee on Solid Waste Collection</b>	<b>Meetings</b>
BASTARACHE, ACHILLE	6
DOIRON, ROGER	6
LEBLANC, CLAUDE	0
MOREY, KRIS	2
SPENCER, BARRY	5

<b>Finance and HR committee members</b>	<b>Meetings</b>
DOIRON, ROGER	4
DUGAS, DANIELLE	1
FONTAINE, GISÈLE	3
MOREY, KRIS	2
ROBICHAUD, PIERRETTE	4
WARMAN, RANDY	4

<b>Audit committee members</b>	<b>Meeting</b>
ARSENEAU, KEVIN	1
CORMIER, DOCILE	1
GAUTREAU, RICKY	1
LEBLANC, CLAUDE	1
LIRETTE, PAUL	1
RICHARD, ROGER	1

<b>Public Safety committee members</b>	<b>Meetings</b>
BEERS, TINA	4
FOUGÈRE, ROLAND	3
GAUTREAU, RICKY	0
HÉBERT, JEAN	2
LIRETTE, PAUL	4
RICHARD, ROLAND	2

<b>Ad Hoc Committee on Community Transport</b>	<b>Meetings</b>
DOIRON, ROGER	2
FONTAINE, GISÈLE	2
LACROIX, COLETTE	2
O'BRIEN, LINDA	2
ROBICHAUD, PIERRETTE	2
TRAHAN, SYLVAIN	2

<b>Board and committees members</b>	<b>HONORARIUMS</b>	<b>EXPENSES</b>
ARSENEAU, KEVIN	\$1725.00	\$785.15
BEERS, TINA	\$2500.00	\$836.88
CORMIER, DOCILE	\$1425.00	\$205.00
CORMIER, EUGÈRE	\$600.00	\$134.48
DOIRON, ROGER	\$2625.00	\$303.90
DOUCETTE, BRUNO	\$150.00	\$53.30
DUGAS, DANIELLE	\$1575.00	\$90.52
FONTAINE, GISÈLE	\$1800.00	\$262.40
FOUGÈRE, ROLAND	\$1875.00	\$369.00
GAUTREAU, RICKY	\$1350.00	\$310.78
HÉBERT, JEAN	\$1500.00	\$378.84
HÉBERT, PAULINE	\$150.00	\$21.32
HENRIE, MARC	\$900.00	\$349.32
JOHNSON, CHRISTINE	\$150.00	\$12.30
LEBLANC, CLAUDE	\$1500.00	\$284.54
LEBLANC, PIERRE	\$600.00	\$174.30
LIRETTE, PAUL	\$1800.00	\$175.48
LITTLE, DAVID	\$150.00	\$4.10
MAILLET, MAURICE	\$6342.00	\$2345.76
MOREY, KRIS	\$1200.00	\$269.47
RICHARD, ROGER	\$1800.00	\$541.20
RICHARD, ROLAND	\$1425.00	\$410.00
RICHARD, VICTOR	\$300.00	\$24.60
ROBICHAUD, PIERRETTE	\$3600.00	\$1223.23
THOMPSON, DWAYNE	\$150.00	\$0.00
WARMAN, RANDY	\$2500.00	\$0.00

## 9. Planning Department Report

The KRSC, which is comprised of the region's municipalities, the Kent local service districts (LSDs), and the parish of Rogersville, offers land use planning services.

I am very pleased to present this report on the Planning Department's activities for 2018.

A great deal of land use planning is underway in our region, with staff working on plans for the communities of Harcourt, Cocagne, Aldouane, Richibucto, and Grande-Digue.

The Planning Department engages in numerous consultations with partners and clients/developers to ensure appropriate development. Several by-law amendments were introduced to allow projects that occasionally did not meet the requirements of by-laws in effect. Our administrative mandate obligates us

to ensure that all development complies with legislation and regulations while also meeting our long- and medium-term goals.

2018 was another successful year, with over \$32 million in permits. Once again, we maintained a professional level of service throughout the region. Our inspectors remain on the cutting edge of their profession. They attended a number of training sessions to keep abreast of changes in their field and new building-related products so as to be better equipped to work with clients.

Our planning officers continue to provide outstanding service. Owing to our personalized, friendly, and professional approach, clients feel confident in discussing their projects and concerns. Our officers play a crucial role with development stakeholders, including lawyers, surveyors, government officials, politicians, developers, service providers, neighbours, and Department staff. They provide information on legislation, regulations, and by-laws before undertaking analyses or verifications, and making decisions.

Our cartographer serves several internal departments and effectively manages multiple requests from the Commission, employees, and clients. Mapping plays a fundamental role in regional development. It is crucial that the public has an accurate understanding of issues and opportunities, and visual presentations are the preferred means of communicating information.

Our secretariat is the glue that holds our organization together and enables/facilitates the delivery of our services.

In compliance with requirements, the KRSC Board of Directors appoints a Planning Review Adjustment Committee (PRAC). The PRAC continues to play a vital role in our organization. It exercises a decision-making (quasi-judicial) and advisory function on behalf of communities, which is crucial to the ongoing review and administration of land use plans, zoning by-laws, subdivisions, and building projects. The Committee's decisions can have a huge impact on the shape and implementation of services in a community, and without PRAC approval, many projects would remain in the design phase. The Committee's duties are described in various provisions of the *Community Planning Act*, whose ultimate aim is to promote land use planning and encourage rational, strategic development that benefits the entire community.

## Monthly Meetings

The PRAC met twelve (12) times and reviewed on hundred and nineteen (119) cases requiring variances or recommendations. The Committee holds public meetings on the third Monday of each month unless there are not enough cases to review or the meeting date falls on a statutory holiday. The meetings start at 6:30 p.m. at the KRSC office in Richibucto. People can make presentations and ask questions about items on the agenda. Parties wishing to address the Committee are strongly encouraged to submit their request prior to the meeting.

The cases reviewed were as follows:

- Eight (8) cases requiring a recommendation to municipal councils
- Forty-four (44) subdivision plans
- Sixty-seven (67) building variances

## MEETING ATTENDANCE

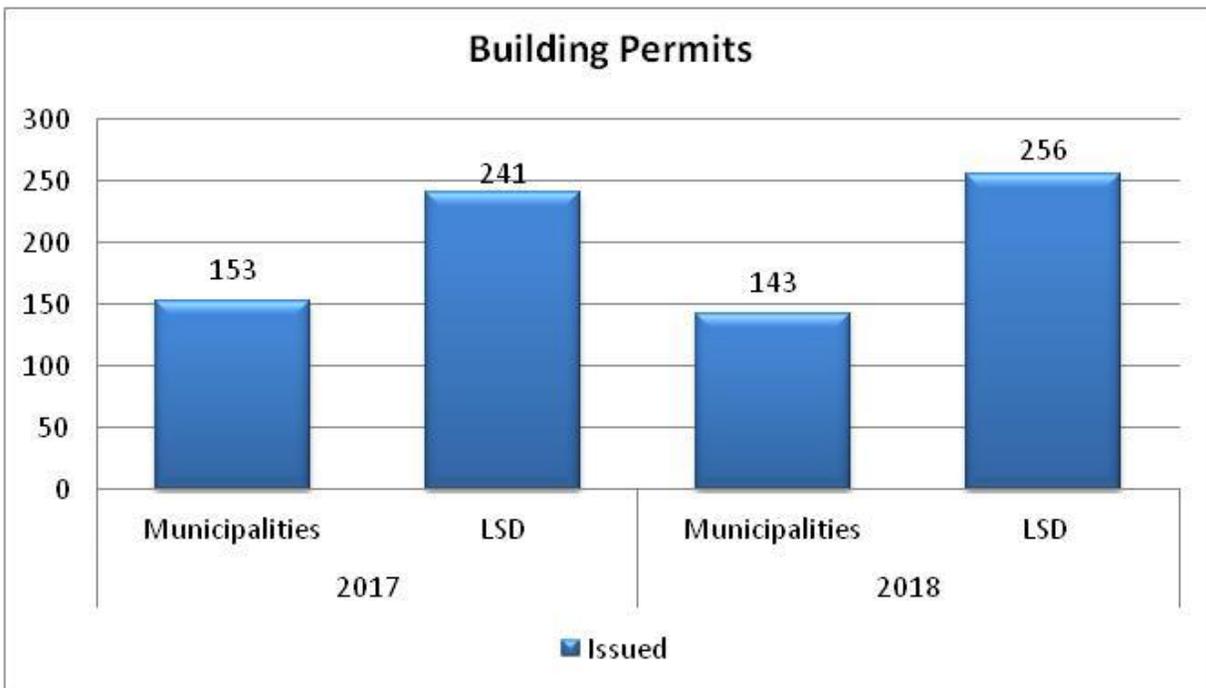
Members present	Meetings
Rhéal LeBlanc	12
Norman Bourque	9
Pauline Hébert	11
Richard Thébeau	8
Laurent Brideau	11
Gérard Thébeau	12

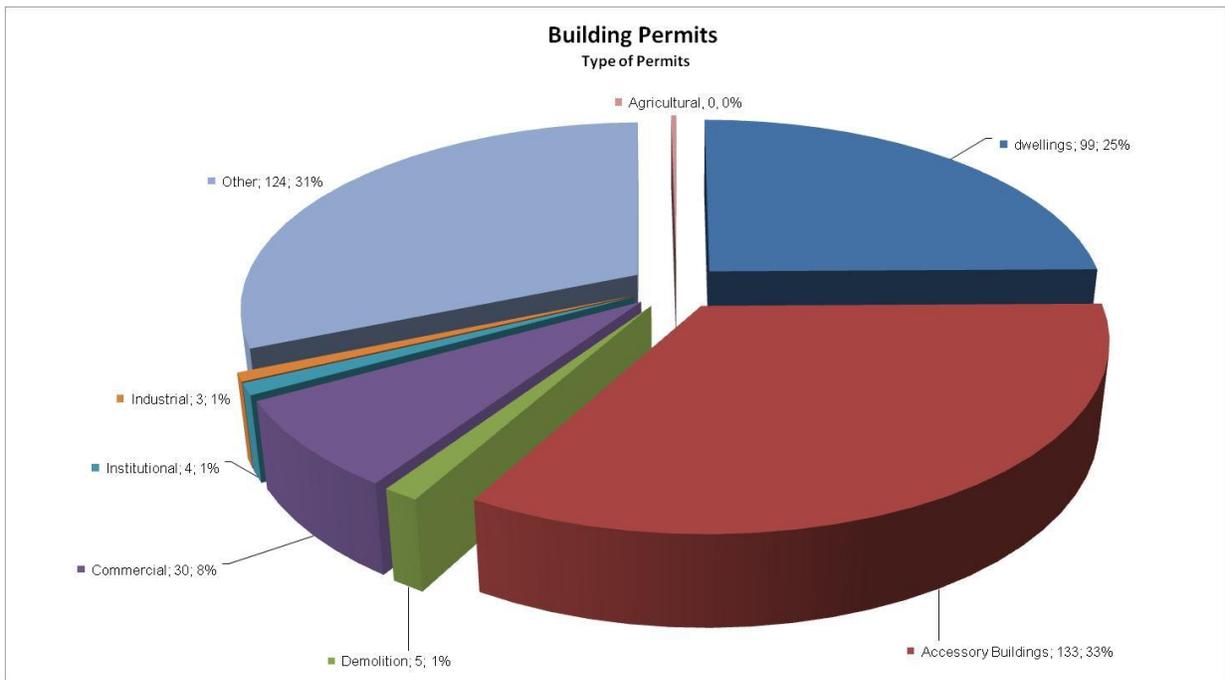
## PRAC EXPENSE REPORT

2018 PRAC members	Honorariums	Expenses
Rhéal LeBlanc	\$1200.00	\$393.60
Norman Bourque	\$675.00	\$405.90
Pauline Hébert	\$825.00	\$270.60
Richard Thébeau	\$600.00	\$164.00
Laurent Brideau	\$825.00	\$0.00
Gérard Thébeau	\$900.00	\$0.00

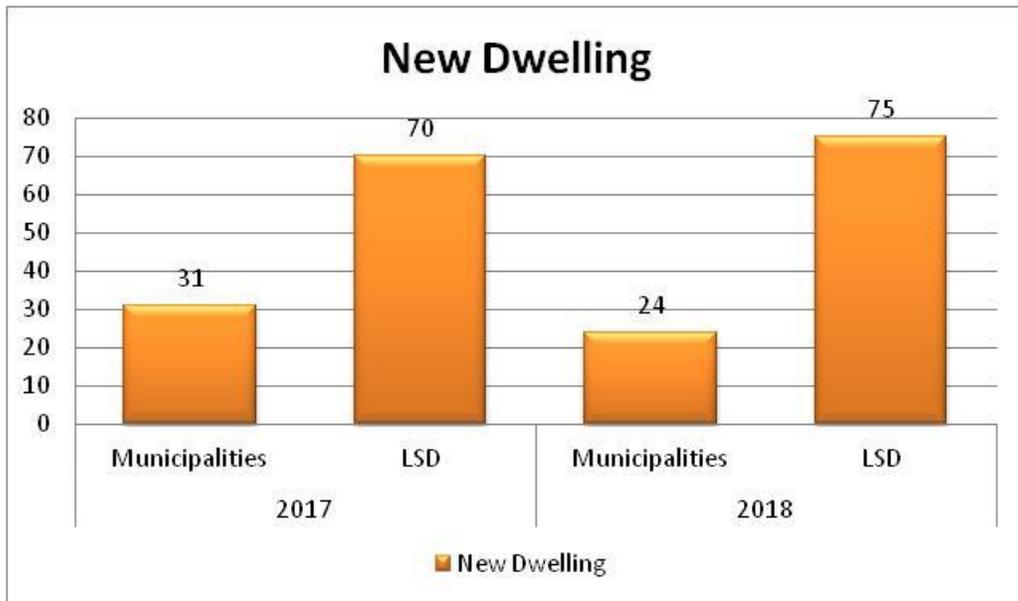
In 2018, the Commission issued three hundred and ninety-nine (399) building permits, worth a total of \$33,362,250 (2018 Construction Report).

- The building permit figures for the municipal areas were of one hundred and forty-three (143), for a total value of \$11,337,600 (see Table)
- The building permit figures for the rural areas (LSDs) were of two hundred and fifty-six (256), for a total value of \$21,024,650 (see Table).



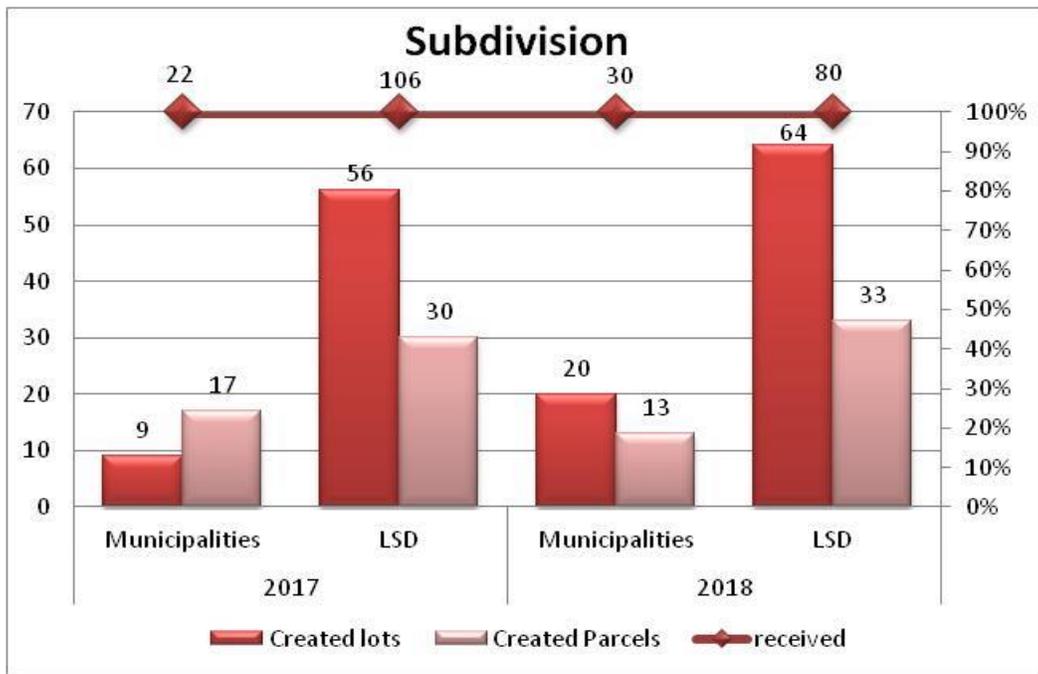


- For example, the region’s municipalities gained twenty-four (24) new residential buildings, for a total value of \$7,596,000 and the unincorporated areas gained seventy-five (75), for a total value of \$6,958,000.



- In addition, two hundred and fifty-two (252) permits were issued in the municipalities and rural areas.

In 2018, one hundred and ten (110) subdivision plans were reviewed and ninety-six (96) were approved, leading to the development of twenty (20) new lots and thirteen (13) new parcels in the municipal sector, and sixty-four (64) new lots and thirty-three (33) new parcels in the unincorporated sector (2017-18 Table).



In 2018, six (6) survey plans and ninety-two (92) transfers were approved.

### Financing and budget

The total planning services budget in 2018 was \$810 592. This amount comes from the KRSC’s global budget. The municipalities and LSDs contribute to the budget through property assessments.

### Training and Conferences

One of our planners attended the annual Canadian Institute of Planners conference in June, and the other one attended the Atlantic Conference in September. Our inspectors took part in the New Brunswick Building Officials Association Conference in February and one certification training session in January. Our development officers attended two one-day provincial training sessions related to their profession.

### Municipal and Rural Plans

Grande-Digue’s plan was completed and endorsed by the Minister and became a ministerial regulation during this budget period. Work continues on the plans for Cocagne, Aldouane, and Richibucto. Several working committee meetings were held among the various councils and LSDs to gather the information required by the *Community Planning Act*. Work also continues in earnest to prepare for the open house sessions and public hearings in the respective regions.

A total of thirty-five (35) zoning confirmation reports were identified this year. These reports are needed before projects that do not comply with zoning regulations can proceed.

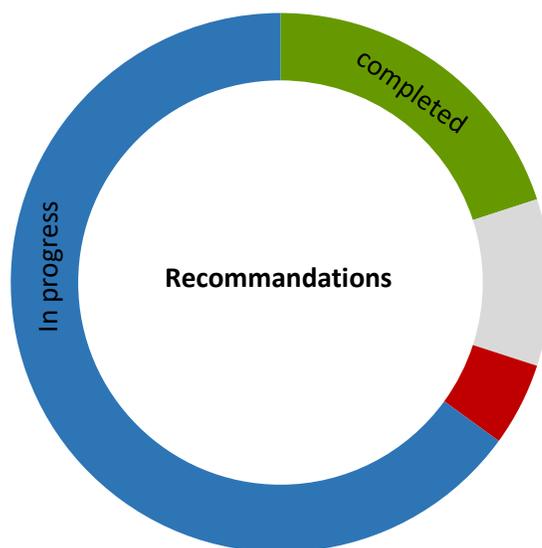
I want to thank the members of our RSC, the PRAC, the various boards of directors, and especially the staff, for their support this past year. The staff and members worked tirelessly in performing their land planning duties. I am proud of the exemplary planning services that the KRSC offers not only to its citizens, but also to the summer vacationers who often contact us from outside the region.

Jean Y. Goguen, MCIP, API, RPP  
 KRSC Planning Director

## 10. Recreation Master Plan Report

Now that the Recreational Master Plan has been implemented and relationships have been established for a year, efforts have been maintained to carry out its twenty (20) recommendations. Of those, thirteen (13) are in progress and four (4) are completed.

Regional recreational planning involves an indispensable collaboration with the communities to maintain existing assets and improve the recreational offer in Kent via new projects. Other projects were added through the work that has been accomplished so far with the Recreational Master Plan. They are for the most part carried out in partnership with local and provincial stakeholders who are committed to the development of our area and support the efforts of the local communities. I'd like to point out, among others, the \$3,000 contribution from UNI Financial Corporation for the project "Icette j'm'engage" (Here, I commit) in partnership with RDÉE NB and the relaunch of the du Réseau mieux-être de Kent, for which I am secretary-treasurer, in partnership with several regional stakeholders, allowed us to get \$13,050 for community wellness initiatives.



In terms of recreational communication and distribution, the web site and the Facebook page are updated when communities share their activities. A partnership was established with the local Francophone community radio station to broadcast a weekly feature on recreational activities. In 2018, there was forty-six (46) chronicles amounting to four (4) hours on air. Public response to these tools has been excellent, and we have seen greater attendance at some of the events, as well as sharing of information.

We cannot overlook the opening of the Kent-North Imperial Centre on December 8, 2018. It was a long-awaited landmark moment by the Kent-North communities which also allowed us to complete Recommendation 11 of the Plan. When this recommendation was fulfilled, then we were able to launch and execute Recommendation 3 by hiring a Director of recreation, culture and tourism for six (6) communities, the Town of Richibucto, the Village of Saint-Louis-de-Kent as well as four (4) LSDs, i.e. Aldouane, Saint-Charles, Saint-Ignace and Saint-Louis.

Finally, throughout the year, we were able to advance several recommendations by continuing the work on various projects, namely the recognition as associated member of the Conseil provincial des sociétés Culturelle and the Société culturelle de la grande région de Rogersville, or tourism-related Recommendation 18. In order to implement this recommendation, there was an active participation in a tour of the region with various tourism stakeholders and partners, sixteen (16) meetings with the regional tourism association and two (2) representations at conferences. Two (2) meetings were held with the District scolaire Francophone-Sud to advance files in which they were involved, several training sessions and webinars, five (5) meetings for the Congrès Mondial Acadien 2019 as well as several meetings with recreational stakeholders in the Kent communities to support them technically or help them elaborate projects and five (5) interview sessions to fill positions in the recreational field. As Recreational Master Plan Implementation Coordinator, I also represented the KRSC during six (6) annual general meetings, for example that of Communautés et loisir Nouveau-Brunswick, where I accepted the position of Vice-

President of the Association to give the Kent area a higher provincial visibility at the recreational level. It is hard to determine exactly what leisure brings in the area, but we see it daily with the number of citizens who take part in various activities and the will of our partners to go further with us.

Julie Payer Lafrance  
Recreation Master Plan Implementation Coordinator

### 11. Solid Waste Director's Report

As Solid Waste Director, I am pleased to present my Department's Annual Report for 2018. Through various initiatives, the Commission Board continued to innovate its service offer in solid waste to the residents. We therefore continued in 2018 various projects and plans that had started in previous years. You may also be aware that the year 2018 brought its share of obstacles, mainly in connection with the hefty increases of the collection cost. In spite of these increases, our service offer to the citizens remained unchanged and, in some cases, it improved. Various communication methods allowed us to reach the vast majority of Kent County residents to promote the KRSC services and programs.

#### MEETING ATTENDANCE

<b>Members of the 2018 Solid Waste Committee</b>	<b>Meetings, committees and AGM</b>
Mike LeBlanc	2
Barry Spencer	7
Kevin Arsenaut	3
Douglas MacDonald	6
Achille Bastarache	12
Jocelyne Bourque	2
Eugère Cormier	5

#### EXPENSE REPORT OF THE SOLID WASTE COMMITTEE MEMBERS

<b>Members of the 2018 Solid Waste Committee</b>	<b>Honorariums</b>	<b>Expenses</b>
Mike LeBlanc	\$150.00	\$32.80
Barry Spencer	\$700.00	\$129.15
Kevin Arsenault	\$225.00	\$105.78
Douglas MacDonald	\$450.00	\$195.16
Achille Bastarache	\$900.00	\$214.84
Jocelyne Bourque	\$150.00	\$119.12
Eugère Cormier	\$375.00	\$131.61

The KRSC relies on various partners to help it deliver services to residents. Those partners are as follows

- Province of New Brunswick
- Recycle NB
- Southeast Regional Service Commission
- Acadian Peninsula Regional Service Commission
- Regional Service Commission 8
- The other RSCs
- Network of New Brunswick RSC project coordinators
- Product Care
- Kent County municipalities

- Kent County LSDs
- Co-op stores (Richibucto, Pointe-Sapin and Saint-Paul)
- Kent Recycling
- Cocagne bottle redemption centre
- Rogersville bottle redemption centre
- Acadieville Community Centre
- Home Hardware (Rogersville, Richibucto, and Saint-Antoine)

Below is an overview of the Department's accomplishments in 2018.

### **Management of Collection Contracts**

This is the Department's third report on the management of collection contracts for the communities covered by the optimized collection system. To bring some standardization to the specifications of bulky waste collection, the Commission gave the Department required measures. After taking over management of the contracts in February 2016, we noticed a lack of clear rules and began developing a policy that we hope to apply in 2019. The lack of clarity creates confusion about weekly pickups. The Board has already put in place a better control of various specifications to meet during bulky waste collection. Client service remains an issue for the employees when it comes to the management of residential contracts.

We nonetheless believe the collection service to be well managed by the Department and we believe that calls from residents are adequately handled. The Solid Waste Department is always open to discussing the successes and shortcomings of the optimized collection system with other Commissions.

Due to the cost increases related to the collection contracts in 2018, the Commission Board has established an ad hoc committee to examine the situation. It is important to say that other New Brunswick areas found themselves in the same position.

### **3 Stream Waste Recovery Program**

Since the introduction of the 3 Stream Waste Recovery Program in 2016, the Department has developed various communication methods in order to get a good population commitment. Needless to say that the program success relies on a continuing awareness of the residents to increase compliance and respect of various instructions.

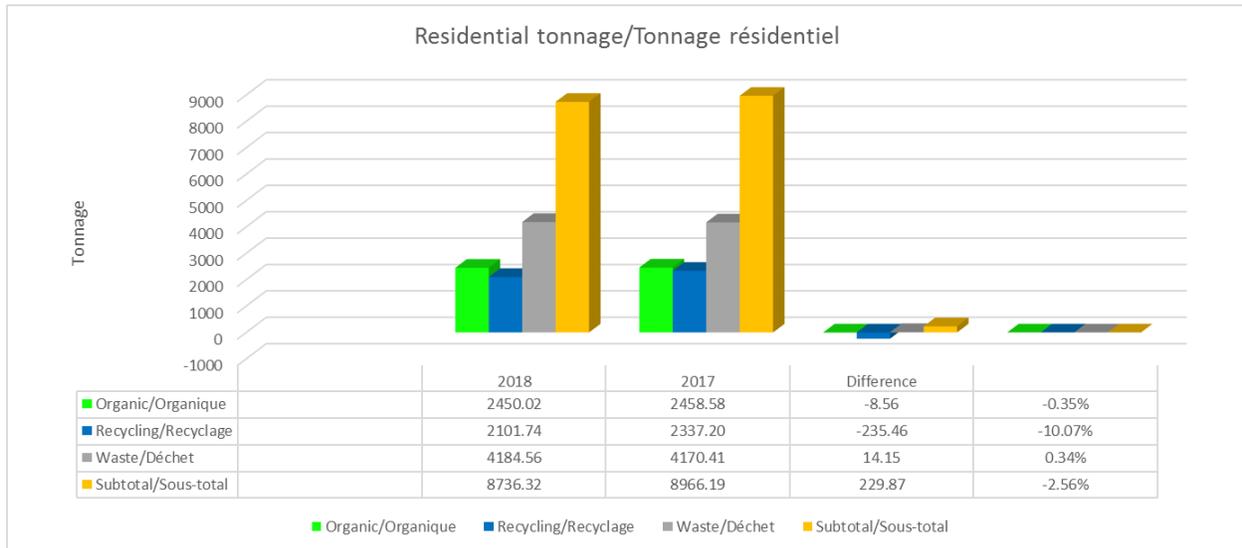
The general public seems to have adopted the program even if we have noticed a low percentage of non-compliance. The Department would like to implement an evaluation system to ensure public compliance with the program and increase the amount of waste diverted from the landfill. This could reduce contamination levels and bolster the market value of recyclables.

Without naming them all, the Commission is grateful for the support of its many partners in continuing the 3 Stream Program. The Commission will need to continue its education efforts and develop partnerships with various community groups to make the program even easier for residents to understand and use.

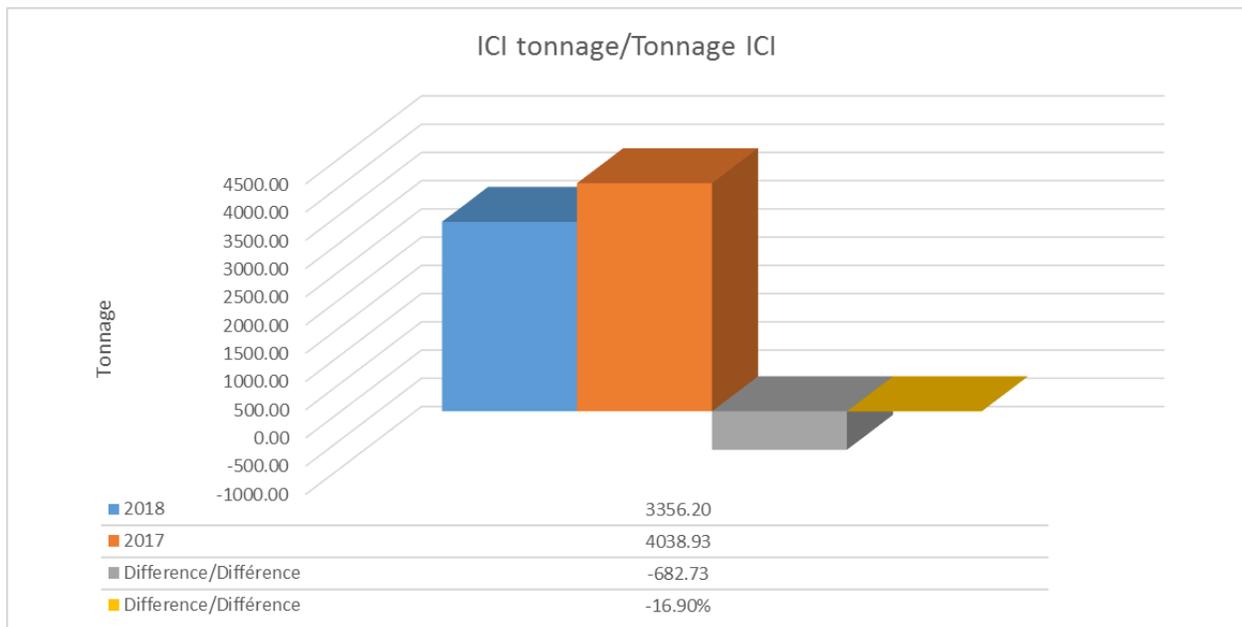
### **Analysis of Waste Volumes**

With all the various changes that have taken place, we have gained some stability since 2017, which continued in 2018 in terms of waste volumes.

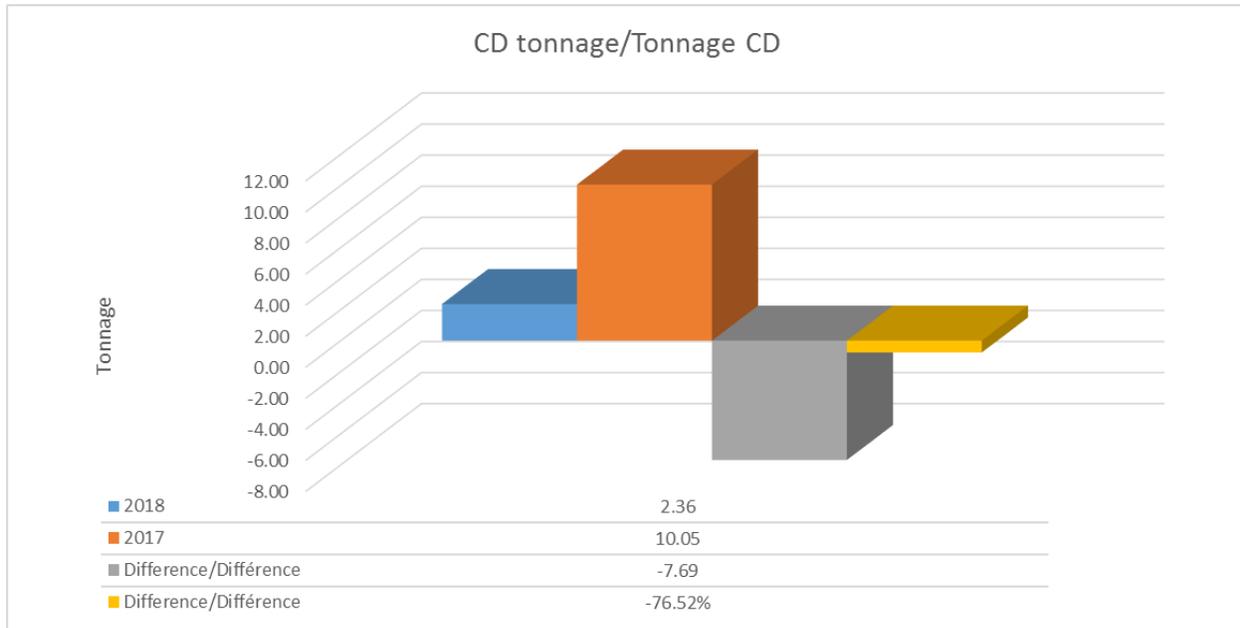
Compared with 2017, residential volumes were down 229.87 tons for Kent County as a whole, a reduction of 2.56%. This decrease is due to an important reduction in the Elsipogtog First Nation and the K5 collection territory. We believe the prolonged ice storm at the beginning of 2017 might partially explain decreases in residential volumes compared with 2018.



In the industrial, commercial, and industrial (ICI) sector, waste production was similar to last year. In comparison with 2017, we have noticed a decrease of 682.73 tons in 2018, for a total of 3,356.20 tons.



We can say that construction and demolition (CD) waste was virtually non-existent. Compared with 2017, we have observed a reduction of 7.69 tons for a total of 2.36 tons in 2018. Again, private sites may be having an impact on tonnage since their costs per ton are considerably lower than at the Eco360 site. There are three private sites taking CD waste in the Southeast region, in addition to the Eco360 site. Another explanation for the decline could be poor identification of CD waste arriving at the landfill.



**Table on Waste Production by Month in 2018**

Kent Waste Report/Rapport de déchets pour Kent For 2018/Pour 2018																																	
Non optimized communities/Communautés non optimisées															Jan	Fév	Mars	Avril	Mai	Jun	Juillet	Août	Sept	Oct	Nov	Déc	Dec-17	YTD/CAJ	YTD/CAJ	YTD/CAJ			
															Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Dec-17	2017	2018	Difference	%		
Elispogtog First Nation Band															30.42	21.96	22.94	32.67	31.10	23.75	35.01	29.17	27.83	28.02	25.45	25.92	28.44	469.64	334.24	-135.40	-28.83%		
Boucouché															54.75	43.96	43.35	44.54	103.60	46.61	49.87	57.82	35.18	93.13	67.94	42.66	42.90	675.44	683.41	7.97	1.18%		
St-Antoine															36.25	23.91	23.80	33.52	60.14	28.30	34.21	29.39	29.35	54.20	28.21	31.60	27.24	402.05	412.98	10.93	2.72%		
Indian Island First Nation Band															2.82	4.02	4.06	2.85	19.52	10.11	0.00	4.22	5.30	16.05	10.55	-4.43	4.08	84.90	83.93	-0.97	-1.14%		
<b>Subtotal</b>															<b>124.24</b>	<b>93.85</b>	<b>94.15</b>	<b>113.58</b>	<b>214.36</b>	<b>108.77</b>	<b>119.19</b>	<b>120.60</b>	<b>97.66</b>	<b>191.40</b>	<b>132.15</b>	<b>104.61</b>	<b>102.66</b>	<b>1632.03</b>	<b>1514.56</b>	<b>-117.47</b>	<b>-7.20%</b>		
Optimized collection/Collecte optimisée																																	
<b>K1 (Miller Waste/Fero)</b>															155.78	123.33	126.54	142.94	198.75	398.84	204.95	294.43	130.77	202.93	294.13	145.82	127.07	2347.17	2419.21	72.04	3.07%		
Gladeside/Dundas/St-Damien/Pelerin																																	
Haut St-Antoine/St-Antoine Nord/McKees Mill																																	
St-Joseph-de-Kent/St-Grégoire/Boucouché-Sud																																	
Dixon-Point/St-Thomas-de-Kent/Cocagne																																	
Renauds Mills/St-Antoine-Sud/Notre-Dame																																	
Grande-Digue																																	
<b>K2 (Fero)</b>															66.51	45.49	46.48	63.61	79.29	166.40	65.37	91.98	43.28	107.22	56.09	48.06	47.96	900.66	879.78	-20.88	-2.32%		
Ste-Marie-de-Kent/St-Paul/Hébert/Birch Ridge																																	
Coal Branch/Adamsville/Clairville/Beersville																																	
Cails Mills/Smith's Corner/Fords Mills/Browns Yard																																	
Pine Ridge/Ford Bank/West Branch/St-Norbort/Balla Philip																																	
<b>K3 (Fero)</b>															135.81	107.21	106.59	115.68	185.14	303.56	151.07	200.96	110.69	193.80	159.71	110.00	99.98	1927.81	1880.22	-47.59	-2.47%		
Boucouché Cove/Boucouché First Nation/St-Maurice																																	
McIntosh Hill/Baie de Boucouché																																	
St-Edouard-de-Kent/Ste-Anne-de-Kent/East Branch																																	
South Branch/Richibouctou-Village/Galloway																																	
Jardineville/Mundleville/Childs Creek/Upper Rexton																																	
Bass River/Targetville/Main River																																	
Municipality of Rexton/Municipality of Richibucto																																	
<b>K4 (Miller Waste)</b>															57.31	47.23	38.28	42.93	61.84	110.10	46.02	61.44	42.05	58.28	74.71	48.95	43.10	700.07	689.14	-10.93	-1.56%		
Murray Settlement/Collette/Rosaireville																																	
Rogersville-Est/Rogersville-Ouest/Acadieville																																	
Acadie Siding/Noirville/Kent Junction/Harcourt																																	
Municipality of Rogersville																																	
<b>K5 (Fero)</b>															97.38	70.09	76.23	87.17	109.26	205.57	96.03	125.30	86.00	116.27	199.64	84.47	71.82	1456.72	1353.41	-103.31	-7.09%		
St-Charles/St-Ignace/Canisto/St-Louis(LSD)																																	
Portage St-Louis/Aldouane/Kouchibouguac/Laketon																																	
Pointe-Sapin/Municipality of Saint-Louis-de-Kent																																	
<b>Subtotal optimized collection/Sous-total collecte optimisée</b>															<b>512.79</b>	<b>393.35</b>	<b>394.12</b>	<b>452.33</b>	<b>634.28</b>	<b>1184.47</b>	<b>563.44</b>	<b>774.11</b>	<b>412.79</b>	<b>678.50</b>	<b>784.28</b>	<b>437.30</b>	<b>389.93</b>	<b>7332.43</b>	<b>7221.76</b>	<b>-110.67</b>	<b>-1.51%</b>		
<b>Total Residential Waste/Déchets résidentiels total</b>															<b>637.03</b>	<b>487.20</b>	<b>488.27</b>	<b>565.91</b>	<b>848.64</b>	<b>1293.24</b>	<b>682.63</b>	<b>894.71</b>	<b>510.45</b>	<b>869.90</b>	<b>916.43</b>	<b>541.91</b>	<b>492.59</b>	<b>8966.19</b>	<b>8736.32</b>	<b>-229.87</b>	<b>-2.56%</b>		
<b>ICI Waste/Déchets ICI</b>															<b>280.86</b>	<b>218.11</b>	<b>153.83</b>	<b>323.35</b>	<b>403.00</b>	<b>283.95</b>	<b>346.50</b>	<b>369.35</b>	<b>294.65</b>	<b>271.64</b>	<b>194.46</b>	<b>216.50</b>	<b>302.04</b>	<b>4038.93</b>	<b>3356.20</b>	<b>-682.73</b>	<b>-16.90%</b>		
<b>CD Waste/Déchets CD</b>															<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.36</b>	<b>0.00</b>	<b>2.06</b>	<b>10.05</b>	<b>2.36</b>	<b>-7.69</b>	<b>-76.52%</b>		
<b>Grand Total</b>															<b>917.89</b>	<b>705.31</b>	<b>642.10</b>	<b>889.26</b>	<b>1251.64</b>	<b>1577.19</b>	<b>1029.13</b>	<b>1264.06</b>	<b>805.10</b>	<b>1141.54</b>	<b>1113.25</b>	<b>758.41</b>	<b>796.69</b>	<b>13015.17</b>	<b>12094.88</b>	<b>-920.29</b>	<b>-7.07%</b>		

## HHW Program | Household Hazardous Waste

2018 marked the last year of the HHW program as we know it. The service offer was improved in 2019, as explained in the Section Projects for 2019. That being said, the following sites were visited by the Eco360 mobile unit:

- Saint-Louis, May 5, 2018
- Cocagne, June 9, 2018
- Harcourt, September 15, 2018
- Aldouane, November 3, 2018

As has been the case every year, HHW collection is very popular among Kent County residents. Greater public awareness about the appropriate handling of HHW has led to bigger turnouts on collection days. Services like HHW days allow residents to dispose of these products properly. A total of seven hundred and ninety-seven (797) vehicles were counted at the collection days this year, an increase of six hundred and fifty-four (654) compared with 2017. This decrease is mainly due to the low attendance level in the Harcourt event where only 19 vehicles were counted.

Materials dropped off on the four collection days included:

	2017	2018
<i>Waste oil</i>	2,605 litres	1,890 litres
<i>Gas</i>	320 litres	530 litres
<i>Propane cylinder (20 lb and +)</i>	143 cylinders	150 cylinders
<i>Propane cylinder (1 lb)</i>	530 cylinders	560 cylinders
<i>Car battery</i>	141 batteries	50 batteries

HHW collection allowed us to divert 18.90 tons of hazardous materials from the landfill and the environment. With regard to used batteries, a change in the way data was compiled in 2016 makes it difficult to provide concrete numbers. There are always 5 to 7 collections of used batteries, producing roughly 2 to 4 tons of batteries that are kept out of the landfill.

### Projects for 2019

The year 2019 will see an emphasis on collaborative initiatives and the exploration of opportunities to improve services to the general public. A new service will be set up with the collaboration of Eco 360. Eco-depots will be introduced on the Kent County territory in 2019, thus allowing residents to bring their bulky waste, hazardous household waste (HHW), tires and more. Following an application to the Environmental Trust Fund (ETF), the ad hoc will continue the assessment work connected with the collection costs. Should we receive a favourable answer to our application, we will carry out a feasibility study to develop a management integration plan of residual waste.

### In closing

As this report demonstrates, 2018 was a very successful year for our Department and its partners, but obstacles remain. We hope that 2019 will be as successful for all the services managed by the Commission and leads will be explored to find solutions regarding collection as a whole.

I would like to take this opportunity to acknowledge and thank the Board members for their dedication to, and support in, offering high-quality solid waste management services. I would also like to thank our partners for their work in 2018, and acknowledge the support received from the Solid Waste Technical Committee.

Owing to everyone's efforts, the KRSC can be proud of its accomplishments in providing quality service to the residents of Kent County.

Éric Demers, Director of Solid Waste

## 12. Communication Activity Report

The year 2018 was marked by an increased will to promote all of the KRSC services at the communication level. Since obtaining in 2015 contracts to manage waste collection and implementing a mandatory residential waste division, the Kent population would too often associate our name and logo to waste management. We therefore jumped on the opportunity to put the focus on all the services we offer throughout the year.

### Promotional Tools and Publications

**“Let’s Talk Kent!”** | Following the success of our newsletter ‘Let’s talk Waste’ in 2017, KRSC decided to present all of its services to the population by creating the ‘Let’s Talk Kent’ newsletter. Sending the newsletter directly to the house of our residents has a greater measurable impact than traditional media. Our project coordinator also managed to promote this new publication on the show *Le réveil* on Radio-Canada and on the air in the CJSE morning show. This approach proved to be very successful and in the comments, we received, people mentioned they were enjoying the attractive colours and the relevant information of our newsletters.

**Bulky Waste** | Due to a change in the collection contracts, we couldn’t publish the collection schedule for bulky waste in our spring newsletter of ‘Let’s talk Kent!’ We therefore decided to create another newsletter on the major changes that would be brought to the bulky waste collection. In the same vein, many public sessions took place on the new regulations to ensure that the majority of people respect the guidelines. Finally, two employees travelled through the territory to inspect piles of bulky waste and to give residents the opportunity to correct the situation before the arrival of garbage collectors.

**Other Promotional Tools** | The printing of the residual waste collection calendar as well as the update of the KRSC’s web site and Facebook page are communication strategies that remained in place and unchanged in 2018.



### Public Safety

In 2017, an ad hoc committee put together a series of recommendations for the KRCS Board regarding emergency measures. Since then, our employees have worked to implement these recommendations in support of our population in times of crisis. Aside from working closely with the emergency measures regional coordinator, KRSC launched the three following initiatives in 2018:

**72-hour lists** | These lists contain items that each home should have in order to be ready in cases of major power outages. A visual approach was recommended to make these lists accessible and adapted to the area where people live, including the closest warm-up centre. The lists were sent to residents at the beginning of the year.

**Public Safety Day** | To offer training that would help our citizens to better protect themselves, the KRCS launched in 2018 the first round of Public Safety Days. These free family events provide participants with workshops and training sessions, demonstrations, barbecues, display of emergency vehicles and equipment, and much more. The four events took place in Rexton, Bouctouche, Rogersville and Cocagne. These days were successful and greatly appreciated by participants.

**Mobile Application** | The “Kent Recycle” application was well received in 2017. Knowing that people rely more and more on their mobile phone to get information, the KRCS decided to expand its service offer. The mobile application shed its old skin and became ‘Kent Services.’ The app now includes notices before, during and after a crisis.



### **Environmental Trust Fund (ETF)**

Our project coordinator was once again proud to represent the communicators in 12 provincial commissions for the launch of a digital publicity campaign and in the cinemas on household hazardous waste (HHW) and recyclables. The significant sum of \$70,000 was awarded to the New Brunswick Waste Reduction Committee by the Province. The promotional material was created by McQuinn Media and projected in 11 various cinemas around the province. Also, 20 short videos were created for a digital campaign that will be launched at the beginning of 2019.

The committee continues to do its communication and awareness work throughout the province. Although Kent will not manage the next funding request, our employee will continue to play an active role in this group in order to promote best practices in the management of residential waste.

### **Community Events**

As is the case every year, Department staff travel to meet with residents throughout the region. The events that we participate in allow us to reach a broad range of people who would not necessarily contact us or be able to attend one of our more formal gatherings.

In 2018, we observed a 11.8% increase in the number of citizens with whom we interacted, going from 1666 to 1862.

### **What 2019 has in store for the Commission**

Communication efforts will continue in 2019. Publications such as “Let’s talk Kent!”, collection schedules and 72-hour lists will once again be sent to our citizens. Our social media and web site will continue to play a major role in the promotion of our services and an agreement was signed with Brunswick News so that we don’t set aside the traditional media.

With regard to emergency measures, the concept of public safety days will be assessed and modified so that it returns in force in 2019. Furthermore, a new tool will be tested and distributed in 2019, i.e., a reflective door hanger that will allow our citizens to tell their neighbours that they’re doing well and do not need help during times of crisis.

A funding request was submitted to the ETF so that the Kent area can welcome the second annual Green Fair, an initiative developed by the Miramichi area in 2018. If we get funding, the fair will take place in the fall to promote the best green practices in several sectors such as management of residential waste, energy consumption, reduction of carbon emission, etc. It’s an event not to be missed!

Finally, the Commission’s employees will continue to participate in community events in 2019. Le Congrès mondial acadien will be a golden opportunity to showcase our great initiatives to the people of our area and tourists. To increase the Commission’s whole visibility, the panels of our kiosk will be modified so that they indicate all the various services we offer.

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