



Commission de services
régionaux de Kent



Kent Regional
Service Commission

ANNUAL REPORT 2016

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1. INTRODUCTION

The purpose of the Kent Regional Service Commission's (KRSC) 2016 annual report is to present our organization's activities of the last year. The Kent Regional Service Commission also presents its financial statements for the year of 2016. An electronic copy of this report may be found on our website at www.krsc.ca.

2. MESSAGE FROM THE CHAIRMAN

Collaboration... in the present and in the future

In 2013, the Regional Service Commissions were created by the province in order to provide services of high quality and efficiency, to ensure more rigorous regional urban planning, and to allow greater collaboration between the communities. In a very short amount of time, our commission achieved tangible and significant results through the engagement of the towns, villages, rural communities and local service districts of the Kent area.

Our region is confronted with important demographic and economic challenges also encountered in other areas of the province. We are not the only region facing this, and by working together here, we can make a difference. An active and progressive collaboration between the different communities of our region is essential. Sharing our resources will allow us to develop our region and make it more prosperous.

... in the present

In 2016, we saw the rewards of the efforts we began over the previous years, especially when it comes to solid waste management. With the collaboration of local service districts and most municipalities, we introduced an optimized collection system. This resulted from a lot of hard work and was conducted successfully through regional cooperation. Considerable savings have already been made. We also expect that the 3 Sources program, which has been operational since October 2016, will improve waste management and yield benefits in the future.

The development of a Recreation Master Plan has been an important step toward the establishment of services and regional recreational and cultural infrastructures. With this plan, we aim at supporting those services and infrastructures through sustainable management and development strategies, and to meet the public's needs.

In the fall 2016, the board of directors has undertaken the task of developing a strategic plan with the help of a consultant. This initiative allowed us to do the following: define our mission – a better regional cohesion to promote and improve the public's quality of life, identify 9 priorities, and develop an action plan for the next three years. The implementing stage of the action plan is already in progress.

... in the future

A coordinated and proactive strategic approach is the best way to ensure economic, environmental and social development as well as access to efficient and affordable services in our region.

Beyond local governance, which should be expanded over the next few years, we can expect that sustained

cooperation among local authorities will increase efficiency and reduce expenses.

We must be audacious in our development projects while also remaining realistic in regard to our capacity.

I wish to acknowledge the engagement and dedication of our staff to making our region even greater... and a destination of choice.

Thank you to the members of the board of directors and the committees for your engagement to support an efficient and active regional collaboration.

Maurice Maillet
Chairman

3. EXECUTIVE DIRECTOR'S REPORT

The year 2016 has been another year marked with substantial changes at the Kent Regional Service Commission. There is no down time for members of our board of directors and our staff since the creation of the KRSC in 2013. New members also joined our board. A municipal election has been held, and three new mayors have been elected. There has also been an election in June to select LSD representatives on our board. We now have three new LSD presidents on our board. In July, the members of our board elected a new president. Marc Henrie decided to resign after three terms as president, and has remained a very active member of our board since. Maurice Maillet became the second president of the KRSC. At the staff level, we welcomed a new employee in our Richibucto office. We also welcomed to our team, Alexandria Daigle as development officer, as Claudette Richard has retired on December 31st, 2016.

We have seen several initiatives and successes in 2016, including projects in the departments of solid waste, planning and regional collaboration, which will be discussed later in this report. Regarding other projects, here are the ones that stood out the most in 2016:

Moving to a new building

In October 2016, we moved our Bouctouche office to a new location at 104 Irving Boulevard. This project was particularly important to us. The finance committee and the board of directors have put a lot of thought into this and have explored all possible avenues before taking the decision to lease a new building for a period of 15 years. Our employees relocated to our new offices in early October, and for several of them, it will be the last big move before retirement. The KRSC leased a 4,933 square foot facility which includes 11 offices, a technological room, a conference room, a kitchen and some storage space. Our staff is really proud of our new premises, and we have celebrated this event on December 2 as part of our grand opening. More than 50 people came to visit our facility on that day.

Our projects in 2016

Unlike 2015, during which the corporative department led a major initiative on local governance matters, this year was rather marked by sub-regional projects. The KRSC is now an intermediary between the Bass River Up River Country Market and the three LSDs of the region. Due to a new collaboration process initiated by the Department of Environment and local governments, unincorporated areas can now contribute to local or sub

regional initiatives without having to go through the long and arduous process of a plebiscite. Therefore, our staff now manages a little fund in order to keep it in operation during the summer months. Another project involved the development of a strategic plan for the KRSC. This process began in fall 2016 and will end with the submission of the plan in the winter 2017. We hired a consultant to lead the planning effort, and nine critical questions have been identified. The key issues include economic development, tourism, communication between the RSC and the public, public safety, and the sharing of special resource between communities. A lot of attention will be put on economic development as the provincial government announced the creation of economic development agencies in rural areas of New Brunswick in December 2016. The president of the KRSC informed our minister of our interest in this file and tried to see if the Kent region could be among the first regions to develop this service. Finally, we also held a first nations awareness training for the RSC across the province. More than 15 participants from five RSCs and several communities came to Richibucto for this two-day training. The participants were very appreciative of the training.

Finances

One of the key moments of the year was the adoption of our 2017 budget. The Board of Directors can be proud of the way it prepared and adopted a budget that takes into account the payment capacity of the communities while leaving sufficient room for the support and development of projects that benefit the region. The key components are the following: we maintained the tipping fee at \$27 per tonne; we kept the planning fees stable; and the BOD decided to go ahead with the hiring of two new employees, a recreation master plan implementation officer and an additional urban planner for the planning department. 2016 ended on a positive note with the transfer of monies over to the reserve fund in the planning department.

Leadership

The Commission is a leader in a number of areas. The Commission stands out whether it is in the solid waste department with the adoption of a recycling program and the management of the collection contracts, or in the planning department as several communities are working with the KRSC on the development of their land use plan. Among several initiatives, I would like to mention the implication of our Solid Waste Director, Éric Demers, who sits on the Board of Directors of the Atlantic chapter of the Solid Waste Association of North America. I also want to acknowledge the work of Isabelle Godin, Public Education and Awareness Coordinator, who leads an awareness project on hazardous waste in New Brunswick, and of Tanya Collette, who acts as secretary at the meetings of the Executive Directors of the RSCs, 4-5 times a year. The Executive Director sits on the Board of Directors of the Institute of Public Administration of Canada as the president of its southeastern New Brunswick chapter, and serves on the executive of the Richibucto Business Improvement Area. In December, the executive director also acted as Secretary-Treasurer for the rural community of Cocagne to replace its general manager, who was on sick leave.

In conclusion, I want to thank the Board of Directors for its support during the year. Once again, you have shown leadership and a great willingness to collaborate and work together as a region. Unsurprisingly, the willingness of our Board to take our region forward catches the attention of other regions of the province. Thanks to an excellent collaboration and an open-minded approach from our Board, I can do much more as the executive director to move forward on matters that affect the citizens of our region. To all members of the staff and Board of Directors, I wish continued success and I look forward to working with you in 2017.

Paul Lang
Executive Director

4. COMMISSION'S MANDATE AND BACKGROUND

The Kent Regional Services Commission (KSRC) began operations on January 1, 2013. The Regional Service Delivery Act establishes the roles and responsibilities for all regional service commissions (RSC) in the province. An RSC has two mandatory responsibilities – local planning and solid waste management – as well as four shared regional responsibilities: regional planning, collaboration on policing, emergency measures planning, regional infrastructure planning with respect to leisure, culture, and sports, and shared infrastructure costs.

By virtue of a dynamic Board of Directors and the leadership of its administrative team, the KRSC works on and undertakes issues that go above and beyond the six legislated responsibilities. The Kent Regional Services Commission is perceived by people as an organisation that defends the interests of its citizens, and acts as a vehicle through which non-governmental, municipal, and local organisations communicate with elected officials and members of the LSD consultative committees about what is happening across the region. The Kent Regional Services Commission is also recognized as a successful one among its 12 provincial peers. The respect that exists among the members of the Board of Directors is paramount and creates a climate of confidence within the BOD. Thanks to collaboration and a willingness to work together, the BOD members are always looking to improve relations within its organisation as well as with its partners and lenders.

5. REGION PROFILE

The Kent Regional Service Commission 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 communities in Northumberland County (see Table 5.1). The territory has a total land area of 4 886.20 square kilometers and counts 33 216 inhabitants. The region has six municipalities (two towns and four villages), a rural community, 20 local service districts, six taxation authorities, and three First Nation communities (see Table 5.1). Out of the 20 local service districts, 16 districts have an advisory committee, 12 of which are represented on the KRSC's BOD, either by a regular member or a substitute member.

None of the communities in the Kent region count more than 2,600 inhabitants, making it the most rural area in New Brunswick served by a RSC. With three different cultures and two linguistic communities, the RSC territory is also multicultural. The KRSC must comply with the Official Languages Act in its daily operations because of the existence of both official languages on its territory.

The Kent region is nevertheless a homogeneous region in terms of provision of regional services. The entire territory is served by the RCMP police service, the Planning and Solid Waste departments provide services throughout the RSC territory and one emergency measures coordinator provides services to both the SERSC and the RSC. With respect specifically to solid waste services, the majority of the waste collected in the region is sent to the SERSC's landfill. The KRSC also has an excellent relationship with the local service manager, whose office is located in Richibucto, as well as with all local service representatives, for instance municipalities, the various government departments, and local fire departments.

Table 5.1 – Communities in the Region

Municipalities / Rural Community	Local Service Districts	Taxation Authorities	First Nations
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. QUINQUENNIAL STRATEGIC OBJECTIVES

The KRSC’s BOD had not developed quinquennial strategic objectives by the end of 2016; however, the BOD unanimously approved the Executive Director’s work plan, a copy of which is in attachment (see Appendix 1). The BOD hired a consultant to elaborate a strategic plan and identify short term and intermediate term objectives. This plan will be officially adopted in 2017.

The new Board of Directors, that began its four year mandate, adapted very quickly to this new organization. Our new members already are really interested to tackle issues the KRSC has been working on for years. Furthermore, this renewal in our membership brings a fresh energy to some of our committees, such as the Public Safety Committee, which will have a broader mandate and take on more responsibilities.

7. GOVERNANCE AND ADMINISTRATION: ABOUT US AND OUR CLIENTS

a. Organizational structure, committees, and meetings

The KRSC has two structures, the first of which stems from the BOD and includes its committees (see Figure 7.1) and members. The second consists in the operational structure and includes the KRSC staff (see Figure 7.2). The committees found under the BOD, including five permanent committees and an ad hoc one, were assembled to address specific issues.

Figure 7.1

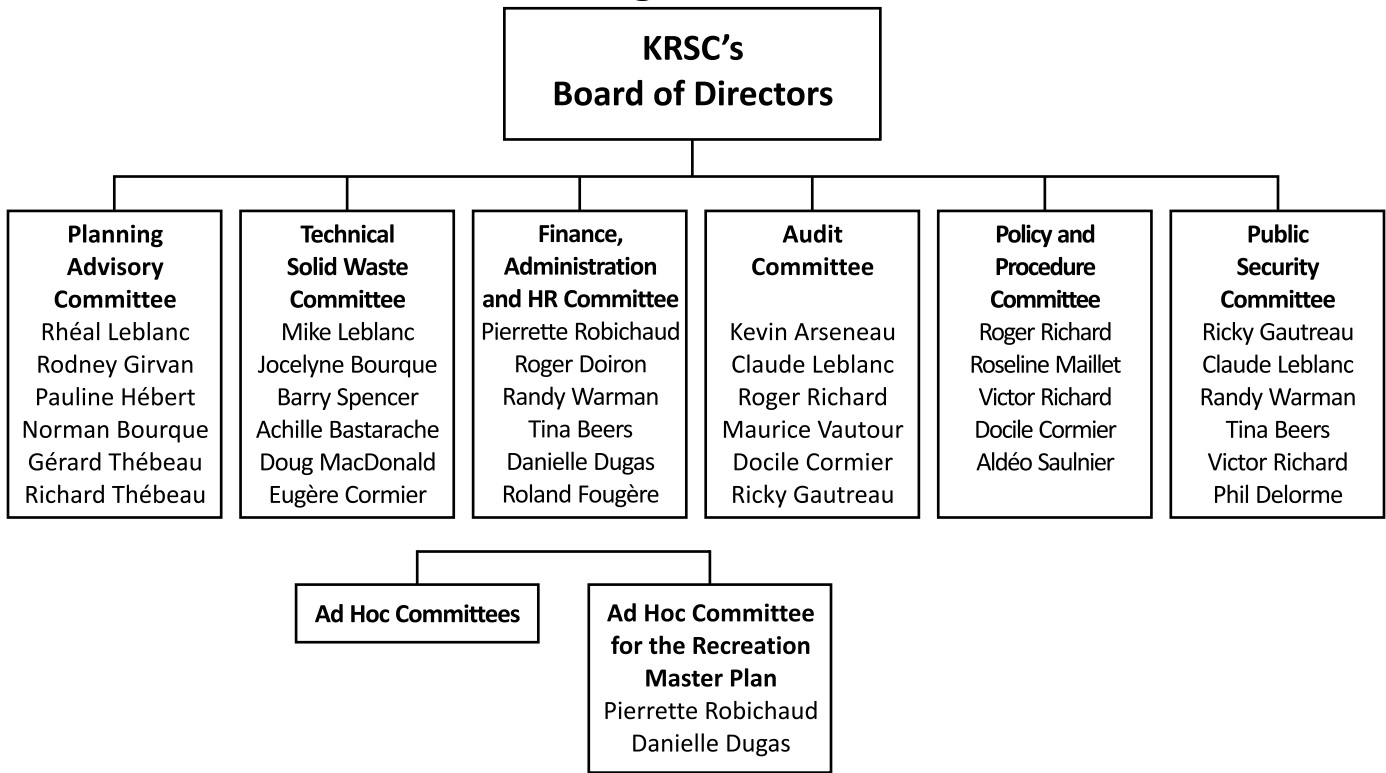
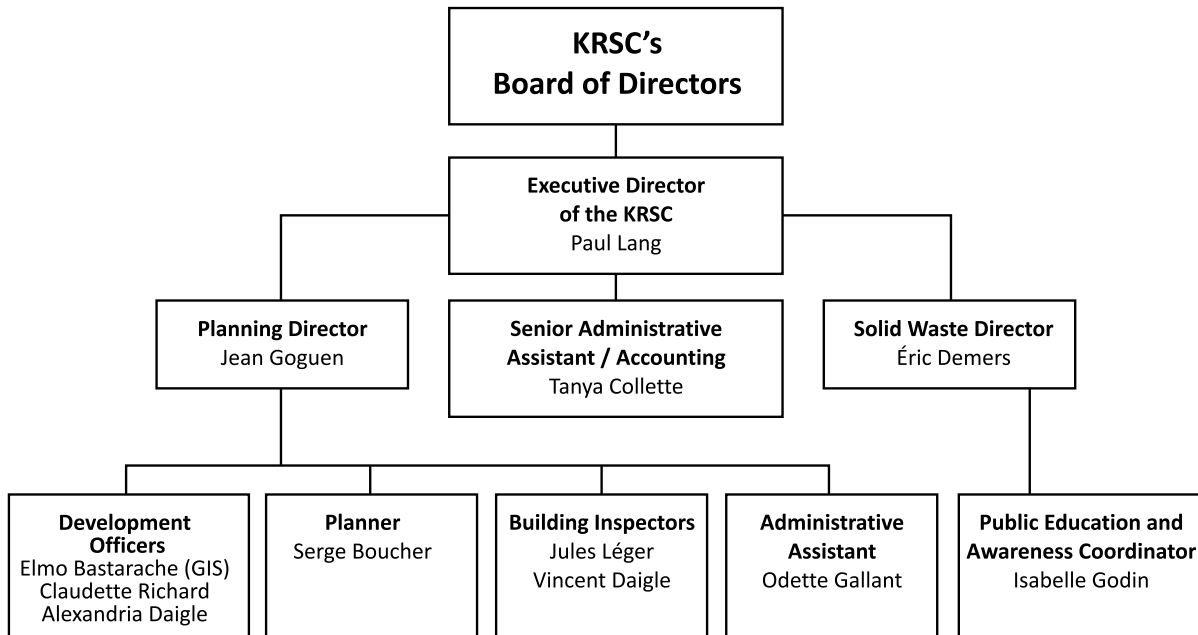


Figure 7.2



8. PROVISION OF SERVICES

a. Information on the services provided by the Commission

The Kent Regional Service Commission is committed to providing a number of services to its communities. Planning and solid waste services will be presented in the sections identified below.

Presentations by various community stakeholders were also made to the members of the Board in order to provide a clearer picture of the economic, community, social, and environmental situation within the Kent region. Table 8.1 highlights the organizations and individuals who made presentations to the Board.

ORGANIZATIONS	REPRESENTATIVES OF THE ORGANIZATION
Department of Environment and Local Government	Hon. Serge Rousselle
New Brunswick Federation of Snowmobile Clubs	Ross Antworth
Bonar Law High School	Katherine Halas Moulton
Égalité santé en français	Hubert Dupuis
Strategic Planning Consultant	Léon Richard
AFMNB and Institut de Leadership	Mario Doucet, Robert Frenette, Marc Leblanc

9. ACCOMPLISHMENTS AND CHALLENGES OVER THE PAST YEAR

The year 2016 was filled with accomplishments. The members of the BOD did not waste time in studying and adopting a range of projects and initiatives. The 17 BOD members are fully committed to the Kent Regional Services Commission and always make their presence felt despite numerous meetings held by the organisation in 2016.

Solid Waste

The first accomplishment is undoubtedly the rollout of the 3 Stream sorting program for solid waste. On October 17, 2016, the residents of the Kent region made a significant change to their lifestyle that will have a positive impact on the environment. The 3 Stream Program facilitates the sorting process of organics, recyclables and waste. The switchover process was done quickly and smoothly. The solid waste department's staff started providing information to the public in summer 2015, and we have seen the positive results of this important awareness and public education project when the program was launched in fall 2016. People from the Kent region were ready for the change and we could see it from the compliance rate and the quality of the material that was sent to the Berry Mills sorting center. The department's employees have made excellent work and I am really grateful for their sustained efforts on the implementation of this program and on the awareness campaign with the population.

Our second initiative has been to take over the collection contracts of all LSDs and four of the six municipalities on our territory. Although most of the work was done in 2015, the optimized collection system was officially launched in February 2016. The municipalities and LSDs have made important savings by accepting to join the optimized collection system. The collection service also coincides perfectly with the implementation of the recycling program. Despite some minor problems here and there, the population is generally satisfied with this new approach to waste collection.

Local Planning

The planning department has been very busy during the year 2016. The staff continues to work hard to provide direction and support to the municipalities which need a rural plan. The staff continues to work on rural plans for Cocagne, Grande-Digue and Harcourt. The community of Carleton decided to abandon the process, so it is time for Aldouane LSD and the town of Richibucto to revise their plans in 2017. The development and review of rural and municipal plans require a lot of time and meetings from our two urban planners and our geomatics technician. For this reason, an amount of money was earmarked in our 2017 budget to allow us to hire an additional urban planner in order to meet a growing demand in planning services.

With respect to building inspection services, 2016 was a very busy year. The construction of new dwellings is holding up in the region, which is a good sign of growth in our communities. Bigger construction projects include the renovation of the École secondaire Assomption of Rogersville, the expansion of a hotel in Bouctouche, and the construction of a new gas station with a Tim Hortons restaurant in the Saint-Louis LSD. The building inspectors continue to receive training to stay current with construction standards.

Both urban planners and both inspectors on staff are pursuing professional development in their respective fields. Jean and Serge traveled to Quebec for the Canadian Institute of Planners' annual conference. As for both inspectors on staff, they participated in their annual conference held in Moncton in February.

Regional Collaboration

In 2016, the corporative and regional collaboration department has put a lot of efforts on the elaboration of the Recreation Master Plan and the development of the strategic plan. The Recreation Master Plan has been a major project that was developed over the past two years, and it will officially be introduced in January 2017. Throughout the year 2016, more than 20 public meetings were held to consult the general public on its leisure services needs. This necessary step has been very valuable in the development of the Recreation Master Plan. There really is a need for collaboration regarding leisure services. During our last public consultation that was held on October 29, 2016, we could clearly see that the communities wished for a Recreation Master Plan to be implemented, and that better collaboration regarding program development and cost-sharing is necessary to maintain services currently available. Although the plan will only be introduced in 2017, a very important event related to leisure services took place in 2016: the LSDs and the municipalities of the Kent North region accepted to support financially a project to build a regional sports and recreation facility. Their collective contribution will help cover the operational and programming costs within the building. The KRSC will act as an intermediary between the town of Richibucto, which will own the center, and the surrounding communities that will contribute to it financially.

10. LOOKING TOWARD THE FUTURE

Several projects started in 2016 and new ones will be implemented in 2017. Other initiatives will nonetheless be developed over the next few years, including the following:

a) Solid Waste

Among the key issues that will be affecting the solid waste department over the next few years, we have essentially identified three priorities. Firstly, we must continue to promote the 3 Stream Program. People from the Kent region actively participate in the program, and we do not want to see that interest fade away. The depart-

ment once again saved a part of its budget to keep stressing the importance of the program through promotion. Secondly, we want to develop the composting sector. Since our employees moved to a new and more spacious building, we can order composters and green cones and sell them at reduced prices to the citizens of our region. The department will certainly promote this during public events. Thirdly, the department aims at including businesses, institutions and industries in the 3 Stream Program. This research and partnership initiative will begin gradually in 2017. Examples of this type of initiative can be found outside of New Brunswick. We must now establish a framework and an action plan for the implementation of this program with the ICI sector.

b) Planning

With respect to planning services, four communities will continue to work on the development of their rural plan. The department will continue working with the Rural Community of Cocagne, Harcourt LSD, Grande-Digue LSD, and Aldouane LSD. The LSD of Carleton decided to postpone the development of its plan. After the Harcourt LSD, the town of Richibucto is the next community that will review its plan and its zoning by law. Our two urban planners and our GIS technician continue to have a lot on their plate and will still be very busy in the next few years as daily work must go on.

In December 2016, we bid farewell to one of our employees from the planning department who left a lasting impression. Claudette Richard retired after about 30 years of service with the former Kent District Planning Commission and the current Kent Regional Service Commission. It will be impossible to replace a person with such a wealth of experience in the field. At the same time, it gives the department the opportunity to renew itself. We hired a newcomer in the field of planning. Alexandria Daigle was hired by the KRSC in October last year and will take up her duties as development officer on January 1, 2017. As several communities want to revise their plan and several more require a new plan, we will need additional staff to meet demand. Hiring a new urban planner will reduce the planning director's workload and give him more time to focus on the elaboration of a regional plan.

c) Regional Collaboration

A framework for preparing the regional plan is still under development and we are waiting for guidance from the province on this matter. The BOD has great interest in establishing the regional plan to frame development across the Kent region. The regional plan will encompass economic development, community development, climate change, strategic infrastructure, environmental issues, and any other issue that affects the area. The plan must also consider land usage to ensure the region is strategic in developing its infrastructure.

Since recreation planning will be completed, it will be time to implement the Recreation Master Plan. We hope the province will continue to finance a part of the salary of an employee who will see to the implementation of the Master Plan.

d) Corporate / Legal Affairs

During this past strategic planning cycle, the new BOD had the chance to establish the strategic plan the organization will follow over the next four years. This plan will provide a direction to BOD and staff members in the projects on which the KRSC would like to embark in the future. The plan must be adopted in 2017 and its application period will last five years. The Commission's strategic plan is attached to this annual report.

MEETING ATTENDANCE

2016 BOD Members	(9) Regular meetings incl. AGM and Special Meetings
ALDÉO SAULNIER	2
ALLAN MARSH	2
ARMIN AREND	4
BRUNO DOUCETTE, substitut/substitute	1
CLAUDE LEBLANC	4
DANIELLE DUGAS	7
DAVID HANSON	5
DOCILE CORMIER	9
HENRI E. SAULNIER	4
JEAN HÉBERT	7
KEVIN ARSENEAU	4
MARC HENRIE	8
MAURICE MAILLET	9
MAURICE VAUTOUR	3
PHIL DELORME	7
PIERRETTE ROBICHAUD	8
RANDY WARMAN	5
RICKY GAUTREAU	4
ROGER DOIRON	6
ROGER RICHARD	9
ROLAND FOUGÈRE	5
ROLAND RICHARD	7
ROSELINE MAILLET	1
TINA BEERS	8
VICTOR RICHARD	5

Members of the Finance, Administration and Human Resources Committee	(4) Meetings
DANIELLE DUGAS	0
PIERRETTE ROBICHAUD	4
RANDY WARMAN	2
ROGER DOIRON	2
ROLAND FOUGÈRE	3
TINA BEERS	3
HENRI E. SAULNIER	1

Members of the Audit Committee	(1) Meeting
DANIELLE DUGAS	0
DOCILE CORMIER	0
JEAN HÉBERT	1
ROGER DOIRON	1
TINA BEERS	1

Members of the Public Safety Committee	(3) Meetings
CLAUDE LEBLANC	2
PHIL DELORME	1
RANDY WARMAN	1
RICKY GAUTREAU	2
TINA BEERS	3
VICTOR RICHARD	0

Member of the Worksafe Committee	(2) Meetings
RICKY GAUTREAU	2

Members of the Policies and Procedures Committee	(1) Meeting
ALDÉO SAULNIER	0
HENRI E. SAULNIER	1
ROGER RICHARD	1
ROLAND RICHARD	1
ROSELINE MAILLET	1

EXPENSE REPORT

BOD and committee members	HONORARIUMS	EXPENSES / TRAVELS
ALDÉO SAULNIER	300.00	114.80
ALLAN MARSH	300.00	19.68
ARMIN AREND	600.00	59.04
BRUNO DOUCETTE, substitute	150.00	4.17
CLAUDE LEBLANC	900.00	241.28
DANIELLE DUGAS	1,050.00	90.48
DAVID HANSON	1,958.00	79.68
DOCILE CORMIER	1,450.00	143.50
HENRI E. SAULNIER	750.00	122.18
JEAN HÉBERT	1,125.00	413.28
KEVIN ARSENEAU	600.00	255.02
MARC HENRIE	3,944.10	1,589.98
MAURICE MAILLET	4,051.98	982.71
MAURICE VAUTOUR	450.00	132.02
PHIL DELORME	1,125.00	40.16
PIERRETTE ROBICHAUD	1,725.00	1,073.08
RANDY WARMAN	1,200.00	30.34
RICKY GAUTREAU	1,100.00	448.88
ROGER DOIRON	1,300.00	0.00
ROGER RICHARD	1,450.00	526.44
ROLAND FOUGÈRE	1,325.00	295.20
ROLAND RICHARD	1,275.00	717.50
ROSELINE MAILLET	325.00	152.11
TINA BEERS	3,375.00	1,089.37
VICTOR RICHARD	975.00	48.38

11. PLANNING DEPARTMENT REPORT

The Kent Regional Service Commission (KRSC), that includes the municipalities, the Kent local service districts and the parish of Rogersville, offers land use planning services.

It is with great pleasure that I present the scope of our planning service activities for 2016.

We continue to put emphasis on land use, and Harcourt, Cocagne, Carleton and Grande-Digue plans are in full swing.

The **Planning Department** is engaged in numerous consultations with our partners and clients / developers in order to promote desirable development. Several amendments were initiated to the by-laws in order to complete certain projects which were less aligned with the by-laws in effect. Our administrative duty mandates us to ensure that any development is carried out in accordance with the laws and regulations, while taking into account our long-term goals.

This year was again an overall success with a value of more than **\$33 million** in building permits. Our professional service was again upheld throughout the region and our inspectors stayed on the cutting edge of their field. Our inspectors attended many training sessions in order to keep up with the changes and new construction related products in construction, to provide providing better guidance to their clients.

Our **Planning Officers** continue to offer outstanding services. Offering personalized and friendly services allows clients to feel confident, discuss projects and share their concerns. Our officers are at the heart of any development; they guide and accompany lawyers, land surveyors, public servants from different departments, politicians, developers, suppliers, neighbours as well as departmental staff in carrying out their respective projects. Our officers provide information based on Acts, regulations and by-laws that apply to us before undertaking an analysis, making a validation and taking decisions. This year, the Commission wants to wish a happy retirement to Claudette Richard, who has been a part of our team since April 1988. In October, we hired Alexandria Daigle as development officer.

Our **cartographer** serves several internal departments and is always up-to-date with the various requests of the Commission, employees and staff. Mapping is taking on an increasingly important role in the development of our regions. The sector analysis must be conveyed to the public and people prefer visual presentations when it comes to understanding the issues and opportunities.

Our **secretariat** is truly the glue that holds the organization together and enables / facilitates the delivery of services offered by our department.

In order to meet the requirements of the *Community Planning Act*, a Planning Review and Adjustment Committee (PRAC) is assembled by the KRSC's Board of Directors. The Planning Review and Adjustment Committee (PRAC) continues to play a vital role in the organization. The KRSC's PRAC exercises a decision-making (quasi-judicial) and advisory role on behalf of the communities. This role is crucial for the ongoing administration and review of the land use plans and zoning by-laws, subdivisions and constructions. The decisions taken by the PRAC can have major impacts on the manner in which planning is cast in a community, and without its consent, many projects would remain in the conceptual phase. The duties are stated in various provisions of the Community Planning Act; the ultimate goal being the planning of the territory's use and fostering strategic planning in a logical and beneficial way for the entire community.

Monthly Meetings

During the 11 monthly meetings, the members of the Review Planning and Adjustment Committee reviewed 79 cases where there was a need for a variance or recommendation. The committee holds its monthly public meetings on the 3rd Monday of each month, except when there is a shortage of cases or if the date falls on a holiday. The meetings start at 6:30 p.m. at the KRSC office located in Richibucto. People can make presentations and ask relevant questions pertaining to the various cases on the agenda. A request to address the committee prior to the meeting is advised and very much appreciated.

The cases reviewed are as follows:

- 8 cases requiring a recommendation to city councils
- 20 subdivision plans
- 51 construction cases

On behalf of the Planning Review and Adjustment Committee, I want to sincerely thank the members of the CSRK for their support and for the trust they have shown in the PRAC. I also want to acknowledge the contribution of the PRAC members in dealing with decisions as well as the manner in which they handle information that is sometimes complex. In closing, I want to make special mention of the involvement and professionalism of our staff, which contributes in large part to our organization's success.

Rhéal LeBlanc, Chairman, PRAC

ATTENDANCE OF MEMBERS

Member Attendance	Meetings (11)
Rhéal LeBlanc	11 + Other Meetings
Norman Bourque	8
Pauline Hébert	10 + AGM
Richard Thébeau	11
Rodney Girvan	11
Gérard Thébeau	10

EXPENSE REPORT – PRAC MEMBERS

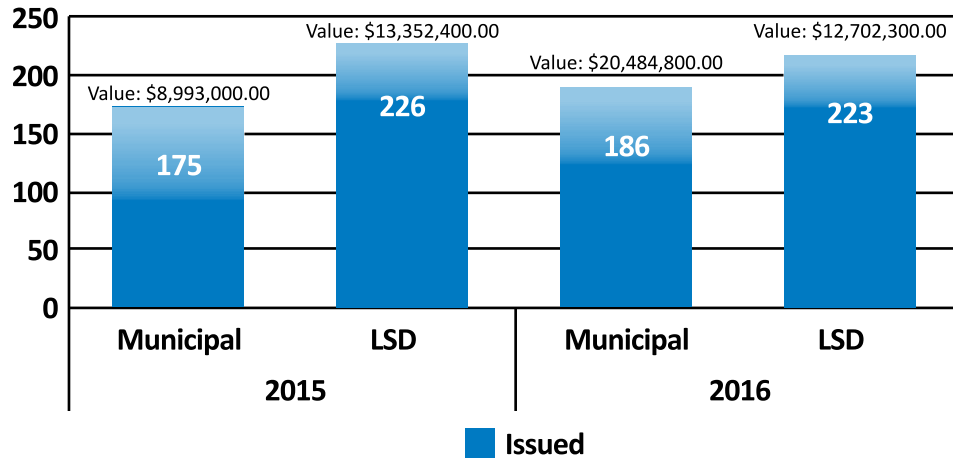
2016 PRAC members	HONORARIUMS	EXPENSES
RHÉAL LEBLANC	1300.00	400.16
NORMAN BOURQUE	600.00	360.80
PAULINE HÉBERT	825.00	246.00
RICHARD THÉBEAU	825.00	225.50
RODNEY GIRVAN	825.00	45.10
GÉRARD THÉBEAU	750.00	19.27

In 2016, the Commission issued 409 building permits, for a total value of \$33 187 100. (2016 Construction Report)

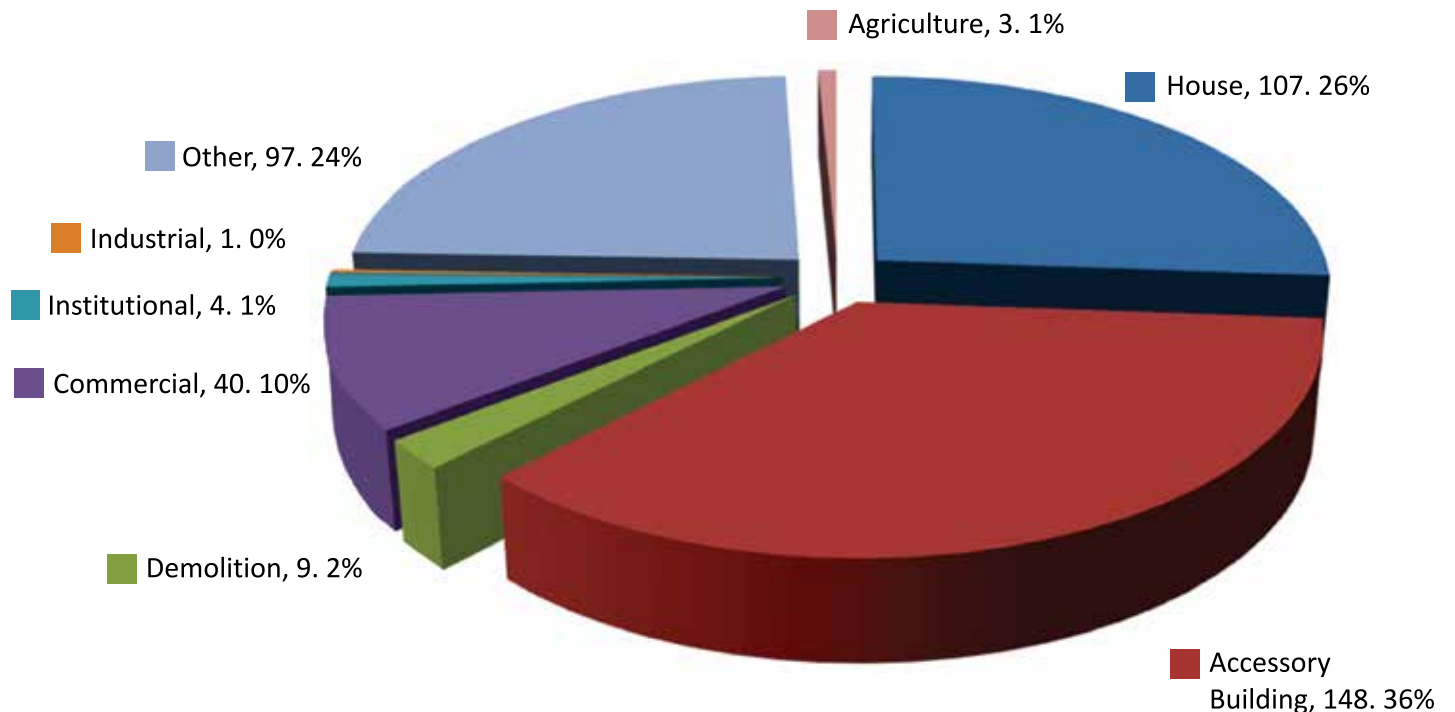
-In the municipal areas, 186 permits were issued for a value of \$20 484 800. (2015 2016 Table)

-In the rural areas (LSDs), 223 permits were issued for a value of \$12 702 300. (2015 2016 Table)

BUILDING PERMITS

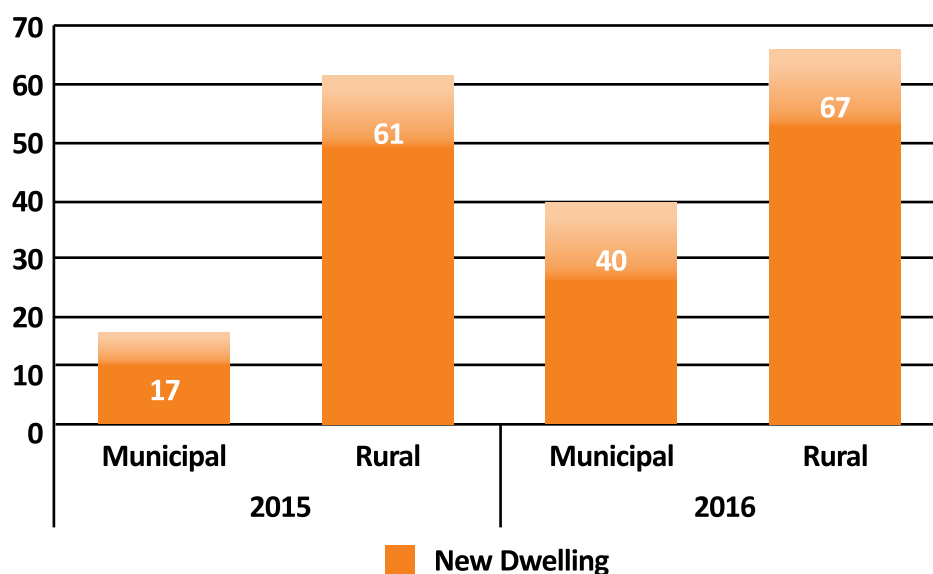


TYPES OF PERMITS



-Our region increased its inventory of new residential buildings this year as the number of new dwellings went up to 40, representing a value of \$15 000 000, in the municipal areas and reached 67, evaluated at \$9 629 000, in the unincorporated areas.

NEW DWELLINGS

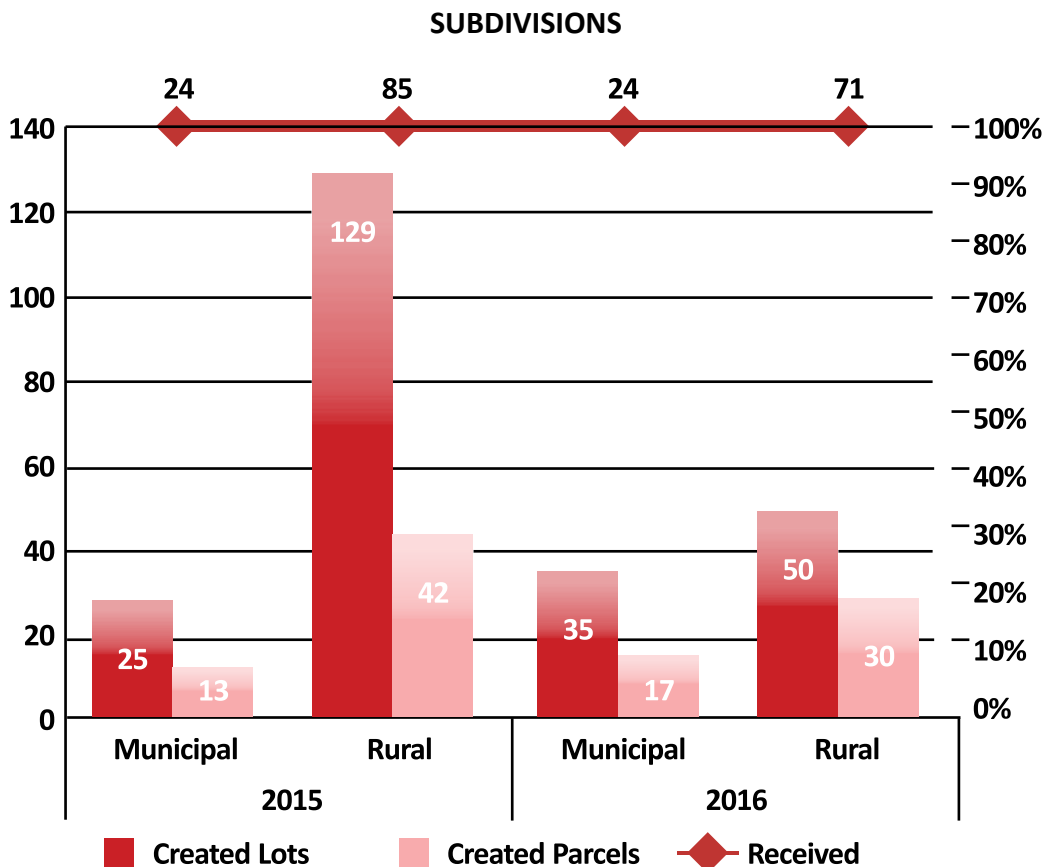


The following chart shows the number of new dwellings by region:

HOUSES 2016			
LSD		LSD	
ACADIEVILLE	1	ALDOUANE	4
CAP DE RICHIBUCTO	2	CARLETON	1
COLLETTE	0	DUNDAS	6
GRANDE-DIGUE	9	GRAND SAINT-ANTOINE	1
HARCOURT	3	RICHIBUCTO	7
ROGERSVILLE	1	SAINT-CHARLES	2
SAINT-IGNACE	2	SAINT-LOUIS	5
SAINT-PAUL	2	SAINT-ANNE	2
SAINTE-MARIE	9	WELDFORD	8
WELLINGTON	3	POINTE-SAPIN	0
MUNICIPALITIES		MUNICIPALITIES	
BOUCTOUCHE	12	COCAGNE	15
REXTON	2	RICHIBUCTO	3
ROGERSVILLE	1	SAINT-ANTOINE	4
SAINT-LOUIS	3		
TOTAL HOUSES	107		

-Furthermore, 227 development permits were issued in the municipalities and the unincorporated areas (LSDs).

In 2016, 95 subdivision plans were reviewed and 90 were approved, which explains the creation of 35 new lots and of 17 new parcels in the municipal sector as well as 50 new lots and of 30 new parcels in the unincorporated sector. (2015-2016 Table)



The Commission approved 5 survey plans and 67 transfers during this same year.

Financing and Budget

In 2016, the total budget for planning services was \$750 060.00. This amount comes from the Kent Regional Service Commission’s overall budget. The municipalities and local service districts contribute to the budget through their property assessment.

Training and Conferences

The planners attended the CIP annual Canadian conference in July; one of our planners attended the Atlantic conference in May. The inspectors took part in the NBBOA Conference, three certification training programs and two training sessions and the development officers took part in a two-day provincial training specific to their profession.

Municipal and rural plans

The plan for Harcourt has a more advanced status during this budget period. Work continues in the regions of Cocagne, Grande Digue and Carleton. Several working committee meetings were held in the various LSDs in order to elaborate on relevant topics related to the development of a plan. Hard work continues in preparation for the public hearings to be held in the respective regions.

In order to secure the compliance of certain files, a total of 37 zoning confirmation reports were identified, allowing for certain projects to be carried out.

I want to thank the members of our Regional Service Commission, the members of the Planning Review and Advisory Committee, the various boards of directors, and most especially the staff members for their support over the last year. The staff and members made great efforts to cover all aspects of planning. I am proud to say the KRSC offers excellent planning services to the people of our region as well as vacationers and remote users.

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

12. SOLID WASTE DIRECTOR'S REPORT

Éric Demers
Solid Waste Director
Kent Regional Service Commission
2016 Annual Report

I am very pleased to present the Solid Waste Department's 2016 Annual Report. Once again, 2016 was a very active year marked by major accomplishments in the Department. As you can see, the Commission's path with respect to management of solid waste is one of continuous improvement in our services to the public.

PARTICIPATION IN MEETINGS

Solid Waste Committee Members -2016	(7) Meetings
ROLAND FOUGÈRE	2
BARRY SPENCER	5
RONALD CORMIER	4
DOUGLAS MACDONALD	7
ACHILLE BASTARACHE	6
JOCELYNE BOURQUE	6
EUGÈRE CORMIER	1
MIKE LEBLANC	4

REPORT ON EXPENSES OF MEMBERS OF THE SOLID WASTE COMMITTEE

Solid Waste Committee Members - 2016	HONORARIUMS	EXPENSES
ROLAND FOUGÈRE	200.00	28.70
BARRY SPENCER	450.00	109.47
RONALD CORMIER	300.00	96.76
DOUGLAS MACDONALD	525.00	218.12
ACHILLE BASTARACHE	375.00	71.34
JOCELYNE BOURQUE	450.00	359.16
EUGÈRE CORMIER	75.00	13.56
MIKE LEBLANC	300.00	77.08

The Kent Regional Service Commission is not the only body providing services to residents. The various services provided to the region's citizens are made possible thanks to the Commission's different partners.

- Province of New Brunswick
- Southeast Regional Service Commission
- Acadian Peninsula Regional Service Commission
- Regional Service Commission 8

- Product Care
- Municipalities in Kent County
- LSDs in Kent County
- Co-ops (Richibucto, Pointe-Sapin and Saint-Paul)
- Kent Recycling
- Cocagne Bottle Redemption Centre
- Rogersville Bottle Redemption Centre
- Acadieville Community Centre
- DP Tech
- Home Hardware (Rogersville, Richibucto and Saint-Antoine)
- VisionQuest Environmental Strategies Corp
- Al-Pack
- Maritime Cleaning Specialists

Here is an overview of the Solid Waste Department's different accomplishments for 2016.

New Management of Collection Contracts

One of the Commission's greatest achievements is undoubtedly its management of residential waste collection contracts. Since February 2016, the Commission has been responsible for managing contracts for most communities in Kent County. This new responsibility was an opportunity to standardize collection services and establish specific criteria for the equipment used by the garbage collectors. The collection zones were also changed to make management more efficient. In this way, the Commission has created an optimized collection system and the public has just one point of contact for more information on the different services and programs offered by the Commission.

Distribution of collection costs and tonnage of waste produced was also modified in order to share costs equally. An equalization formula was developed using two variables: number of residences and population. This means that a residence in Pointe-Sapin will pay the same for collection as one in Grande-Digue. The current system for tonnage of waste produced is based on a user-pay methodology, so the annual tonnage is distributed according to the population of each community in the optimized collection system.

The Commission's implementation of optimized collection has generated substantial savings in collection and tonnage of waste produced for all communities in Kent County. Any such system always has room for improvement to ensure better quality of service and clear guidelines. Establishment of a regulation in collaboration with the province of New Brunswick is the next step to refine the optimized collection system.

None of this work would have been possible without the help of the Acadian Peninsula Regional Service Commission, which operates with a similar system. I would especially like to thank Gary LeBlanc, Director of Solid Waste, for sharing ideas, knowledge and information on the subject.

New Waste Recovery Program

The 3 Stream Program, a first in New Brunswick included rollout of this new waste recovery program. After the Commission decided to go ahead and introduce the 3 Stream Program, the Kent Regional Service Commission is the first to implement this sort of program in the province. On October 17, 2016, the new program was

launched in the Kent County region for residential waste. Naturally the introduction of this program required a lot of logistics and the establishment of different methods for making residents aware of its existence. The details are in the Awareness and Education section of this report.

The program consists of sorting waste into three broad categories: organics, recyclables and waste to be landfilled. The introduction of this sort of waste separation system improves recovery of organic materials and recyclables and a better quality of products is being sent to the sorting centre. This increases the sales value of the materials and reduces contamination. The program also reduces the amount of waste sent to the landfill.

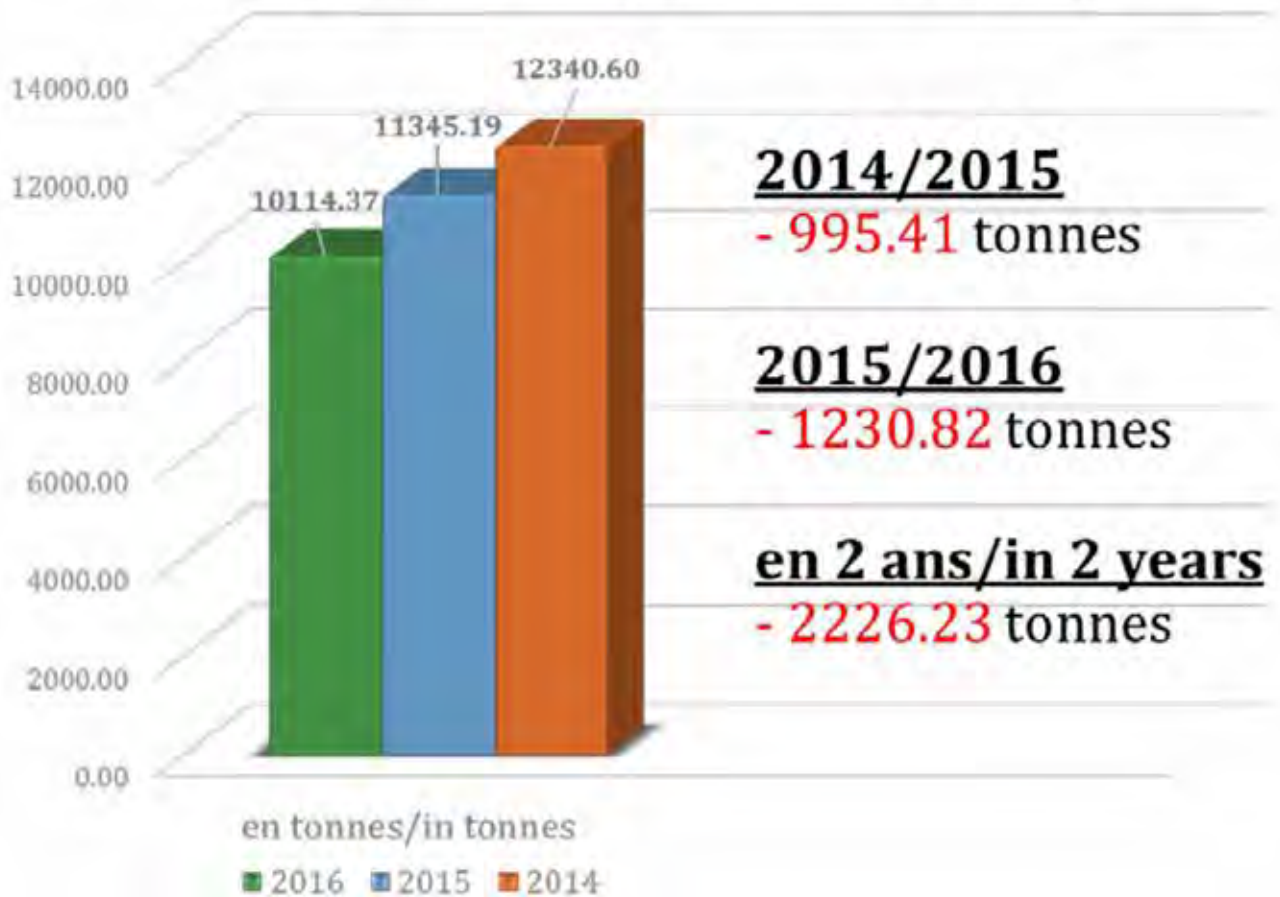
The collaboration among the Commission's various partners has made a huge contribution to the establishment of the 3 Stream Program. Without their help, the initiation of the program would have been compromised. Without naming them all, the Commission is grateful for the support of its different partners in bringing the 3 Stream Program to life.

Analysis of Waste Volumes

Analysis of data on waste volumes had a new start in 2016. With the various changes surrounding management of optimized collection and introduction of the 3 Stream Program, the analysis will deal more with the overall aspect than with individuals. Comparisons are possible for certain communities.

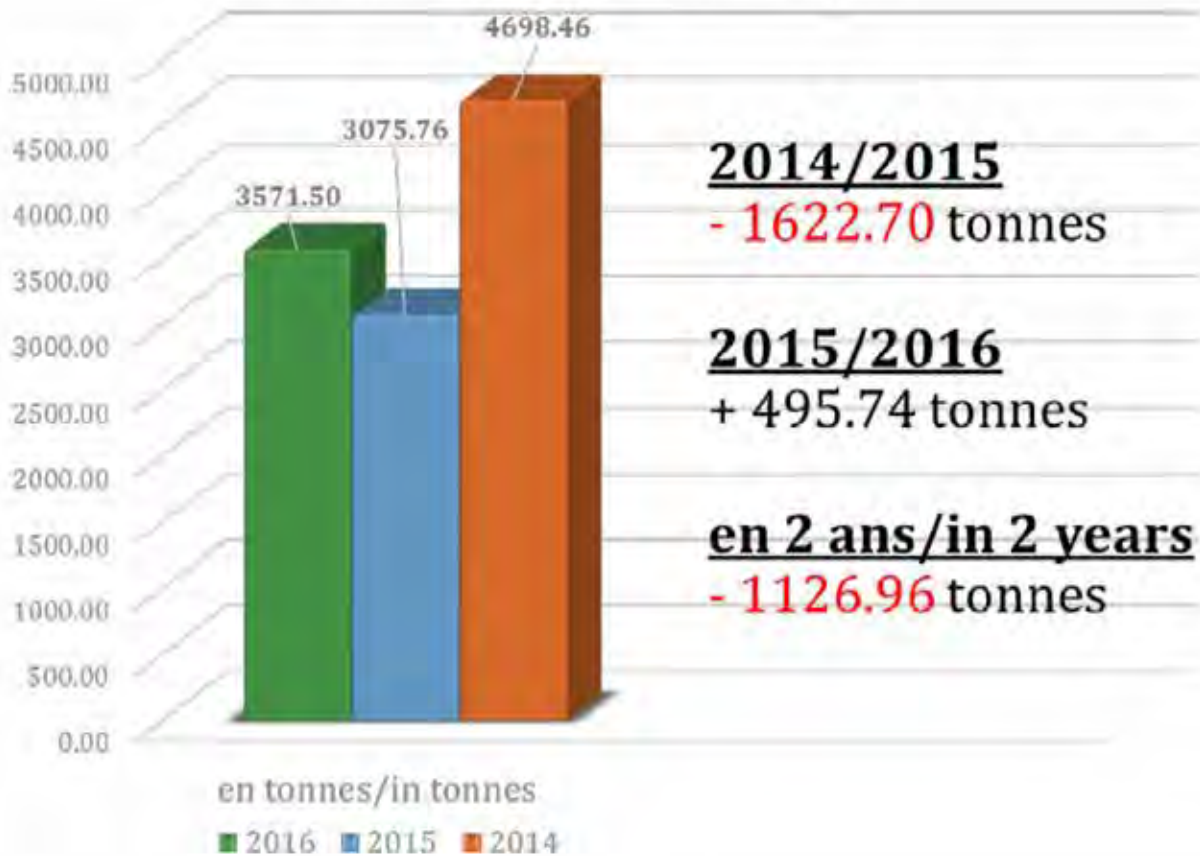
Since 2014, residential tonnage has dropped by 2,226.23 tonnes for all the communities in Kent County. A few elements may aid in understanding this major reduction. The closing of the transfer station on December 31, 2014 meant that truckloads of waste were transported directly to the Southeast Commission's facilities starting in 2015. Waste audits were performed very early in 2015 to reduce mixing of residential and ICI waste. Since the introduction of optimized collection and the 3 Stream Program in 2016, residential loads are normally at full capacity, so there is very little opportunity for mixing.

Tonnage résidentiel/Residential tonnage



In the ICI sector, the various changes over the last two years can explain the fluctuation in tonnage. The 495.74-tonne increase between 2015 and 2016 is partly linked to the introduction of the optimized collection system.

Tonnage ICI/ICI tonnage



In the CD sector, the drastic reduction in 2015 seems to have stabilized for 2016. Again, private sites could have an impact on CD tonnage, because costs per tonne are much lower than at the SERSC site. Three private sites accept CD waste in the Southeast region besides the SERSC site.

Tonnage CD/CD tonnage

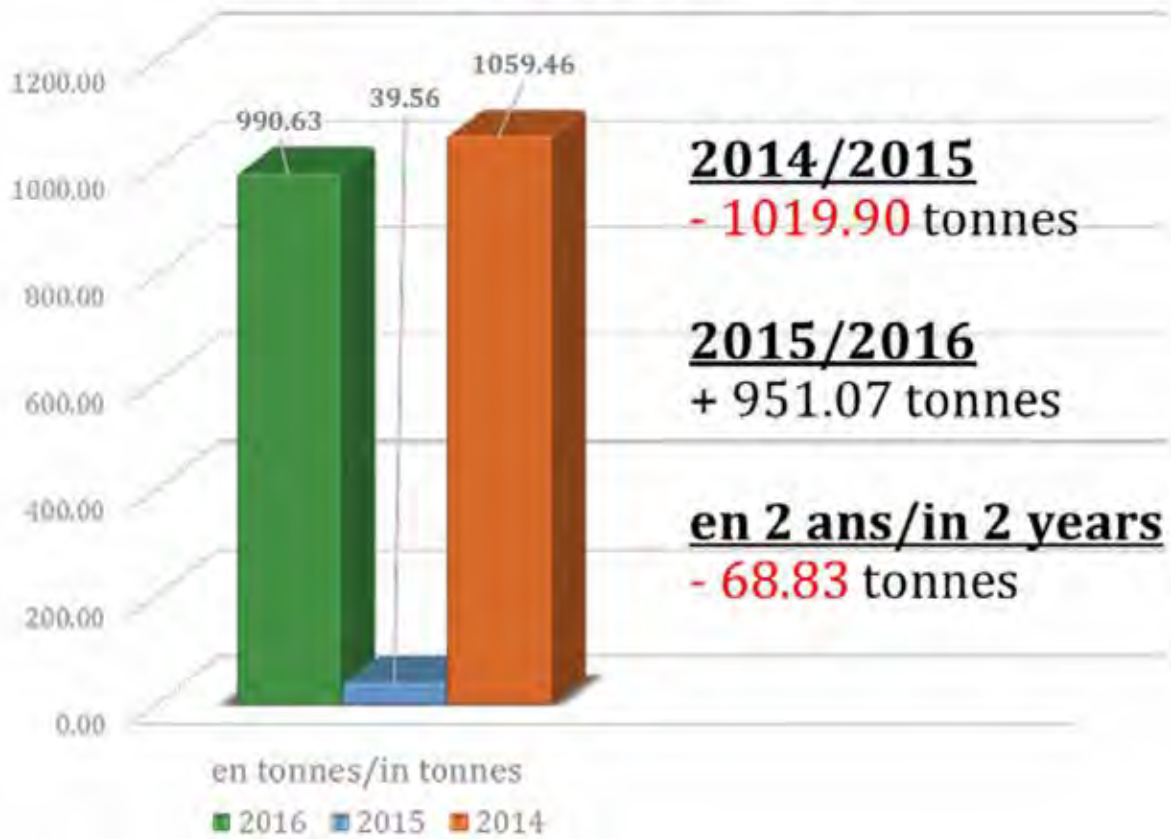


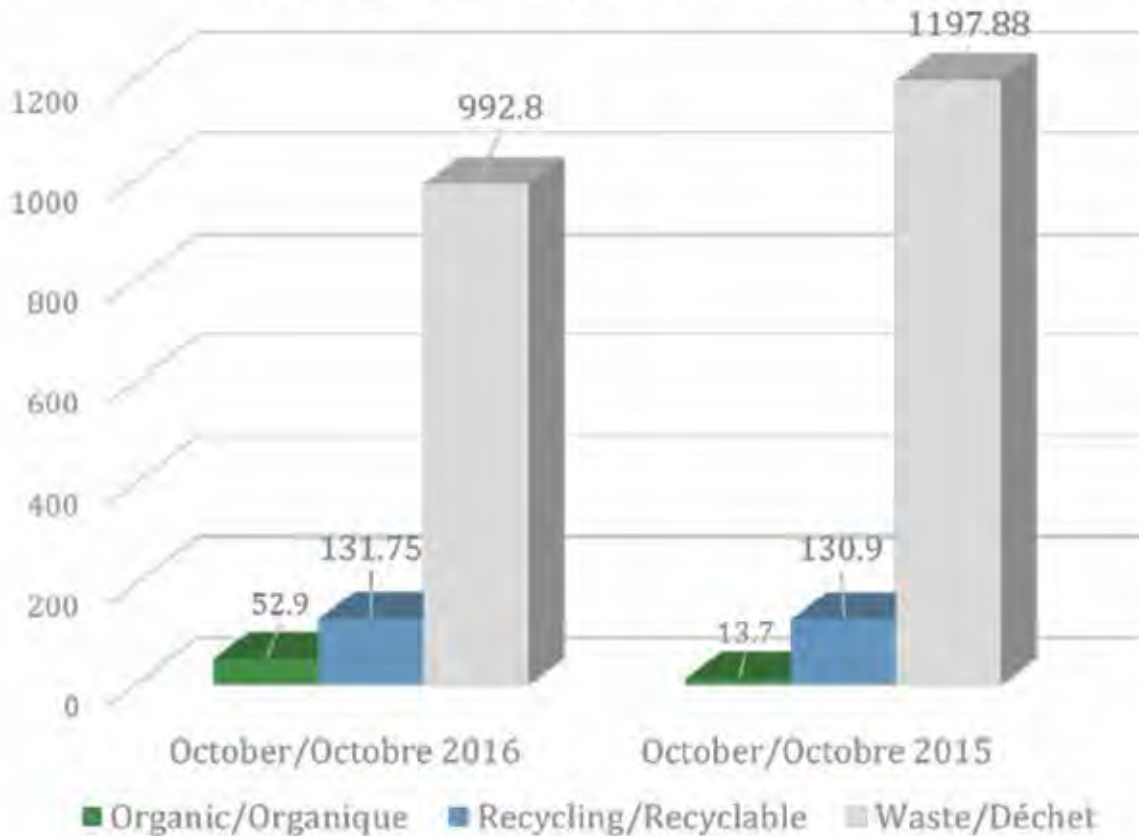
TABLE SHOWING THE VOLUME (Tonnes) OF WET/DRY WASTE

Kent Waste Report/Rapport de déchets pour Kent For 2016/Pour 2016																	
Non-Optimized Communities/Communautés non optimisées	Jan	Fév	Mars	Avril	Mai	Jun	Juillet	Août	Sept	Octobre	Nov	Dec	Dec-15	YTD/CAJ	YTD/CAJ	YTD/CAJ	%
	Jan	Feb	March	April	May	June	July	August	Sept	October	Nov	Dec	Dec-15	2015	2016	Difference	%
Elisapitog First Nation Band	39.91	42.51	38.98	49.38	41.30	45.44	37.40	38.28	44.15	42.53	40.77	40.27	44.05	506.95	500.92	-6.03	-1.19%
Municipality of Bouctouche	47.67	43.52	53.57	72.36	90.81	44.84	50.93	67.52	53.21	84.78	50.15	61.66	57.30	1019.88	721.02	-298.86	-29.30%
Municipality of St-Antoine	32.97	36.47	27.89	32.18	66.50	41.58	43.78	40.00	33.34	54.29	27.76	26.15	32.35	466.16	462.91	-3.25	-0.70%
Indian Island First Nation Band	1.93	3.62	0.00	6.01	18.93	4.38	3.07	3.20	2.94	12.70	10.45	2.78	8.82	40.51	70.01	29.50	72.82%
Subtotal/Sous-total	122.48	126.12	120.44	159.93	217.54	136.24	135.18	149.00	133.64	194.30	129.13	130.86	142.52	2033.50	1754.86	-278.64	-13.70%
Optimized collection/Collecte optimisée																	
K1 (Miller Waste)	NA	135.13	156.23	160.94	271.19	432.12	205.38	367.66	189.40	301.82	154.89	131.41	NA	NA	2506.17	NA	NA
Gladeside/Dundas/St-Damien/Pelenn																	
Haut St-Antoine/St-Antoine Nord/McKees Mill																	
St-Joseph-de-Kent/St-Grégoire/Bouctouche-Sud																	
Dixon-Point/St-Thomas-de-Kent/Cocagne																	
Renauds Mills/St-Antoine-Sud/Notre-Dame																	
Grande-Digue																	
K2 (Fero)	NA	54.90	63.08	61.83	145.54	73.76	63.09	113.24	67.23	114.63	56.67	45.99	NA	NA	859.96	NA	NA
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-Norbert/Balla Philip																	
K3 (Fero)	NA	119.98	125.79	133.71	343.98	154.01	149.17	255.32	158.17	270.04	146.78	106.58	NA	NA	1963.53	NA	NA
Bouctouche Cove/Bouctouche First Nation/St-Maurice																	
McIntosh Hill/Baie de Bouctouche																	
St-Edouard-de-Kent/Ste-Anne-de-Kent/East Branch																	
South Branch/Richibouctou-Village/Galloway																	
Jardineville/Mundieville/Childs Creek/Upper Rexton																	
Bass River/Targetville/Main River																	
Municipality of Rexton/Municipality of Richibucto																	
K4 (Miller Waste)	NA	41.23	55.00	50.80	66.36	146.06	51.24	85.06	66.58	84.00	49.47	41.90	NA	NA	739.70	NA	NA
Murray Settlement/Collette/Rosaireville																	
Rogersville-Est/Rogersville-Ouest/Acadieville																	
Acadie Siding/Noirville/Kent Junction/Harcourt																	
Municipality of Rogersville																	
K5 (Guimond Waste)	NA	110.34	116.28	142.35	207.08	253.40	121.97	207.17	148.82	212.66	95.92	92.97	NA	NA	1708.96	NA	NA
St-Charles/St-Ignace/Canisto/St-Louis(LSD)																	
Portage St-Louis/Aldouane/Kouchibouguac/Laketon																	
Pointe-Sapin/Municipality of Saint-Louis-de-Kent																	
Subtotal optimized collection/Sous-total collecte optimisée	581.19	463.58	516.38	549.63	1034.15	1059.35	590.85	1028.45	630.20	983.15	503.73	418.85	660.15	9311.69	8359.51	-952.18	-10.23%
Total residential waste/Déchets résidentiels total	703.67	589.70	636.82	709.56	1251.69	1195.59	726.03	1177.45	763.84	1177.45	632.86	549.71	802.67	11345.19	10114.37	-1230.82	-10.85%
ICI Waste/Déchets ICI	328.13	389.69	191.51	281.41	285.46	292.27	402.64	275.56	253.22	325.85	262.37	283.39	483.14	3075.76	3571.50	495.74	16.12%
Mix recycle for Rogersville/Recyclage mix pour Rogersville	-3.55	-3.03	-2.04	-2.13	-2.70	-2.15	-2.07	-1.81	-2.50	-1.71	0.32	-0.00	1.87	30.63	23.03	-6.60	-28.08%
CD Waste/Déchets CD	340.88	0.00	26.39	0.00	5.58	541.86	72.88	0.00	0.00	3.04	0.00	0.00	5.76	39.56	990.63	951.07	2404.12%
Grand total/Grand total	1372.68	979.39	854.72	990.97	1537.15	2029.72	1201.55	1453.01	1017.06	1506.34	895.23	833.10	1291.57	14460.51	14676.50	215.99	1.49%

Analysis of the Volume of Waste in the 3 Stream Program

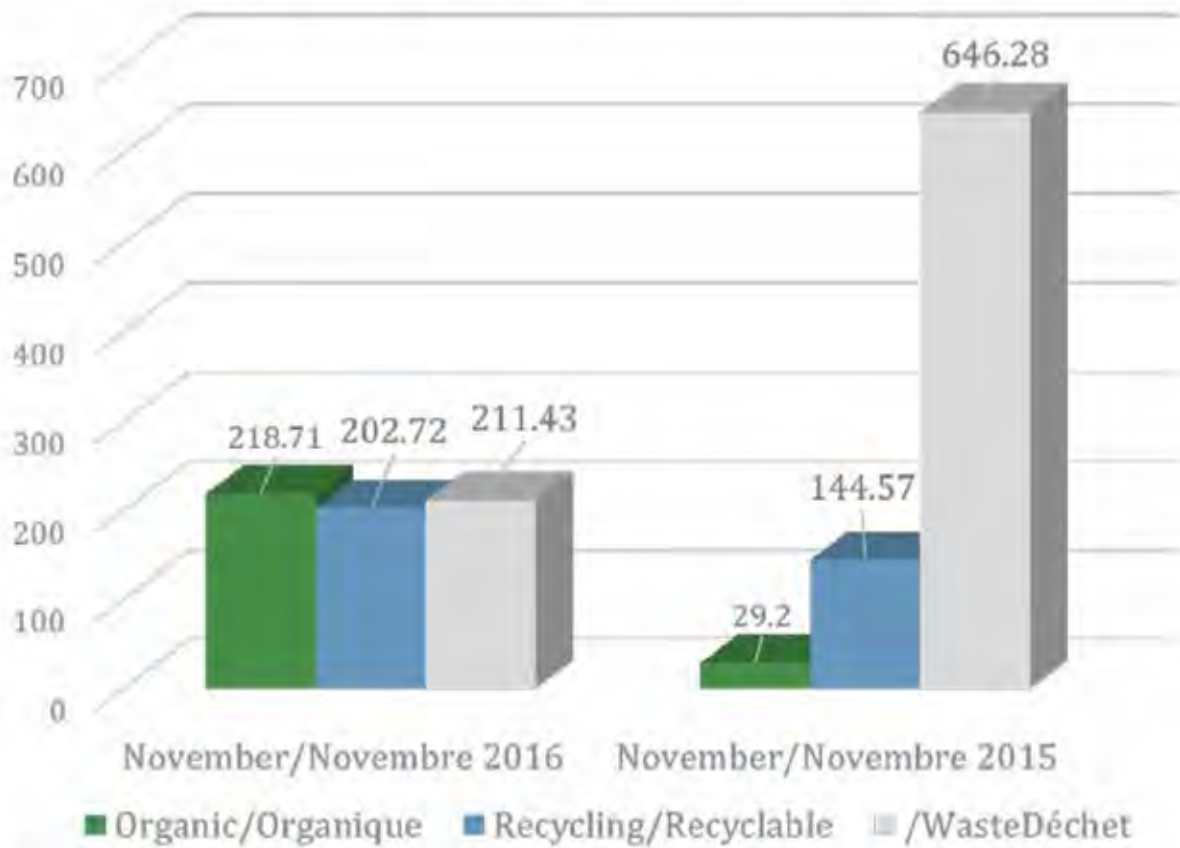
Here is the first data after implementation of 3 Stream in October 2016. The department is very happy with the preliminary results of the program's first three months. We must also take into consideration the fact that the Commission gave a six-week grace period for people to comply with the program.

Tonnage ramassé / Collected tonnage



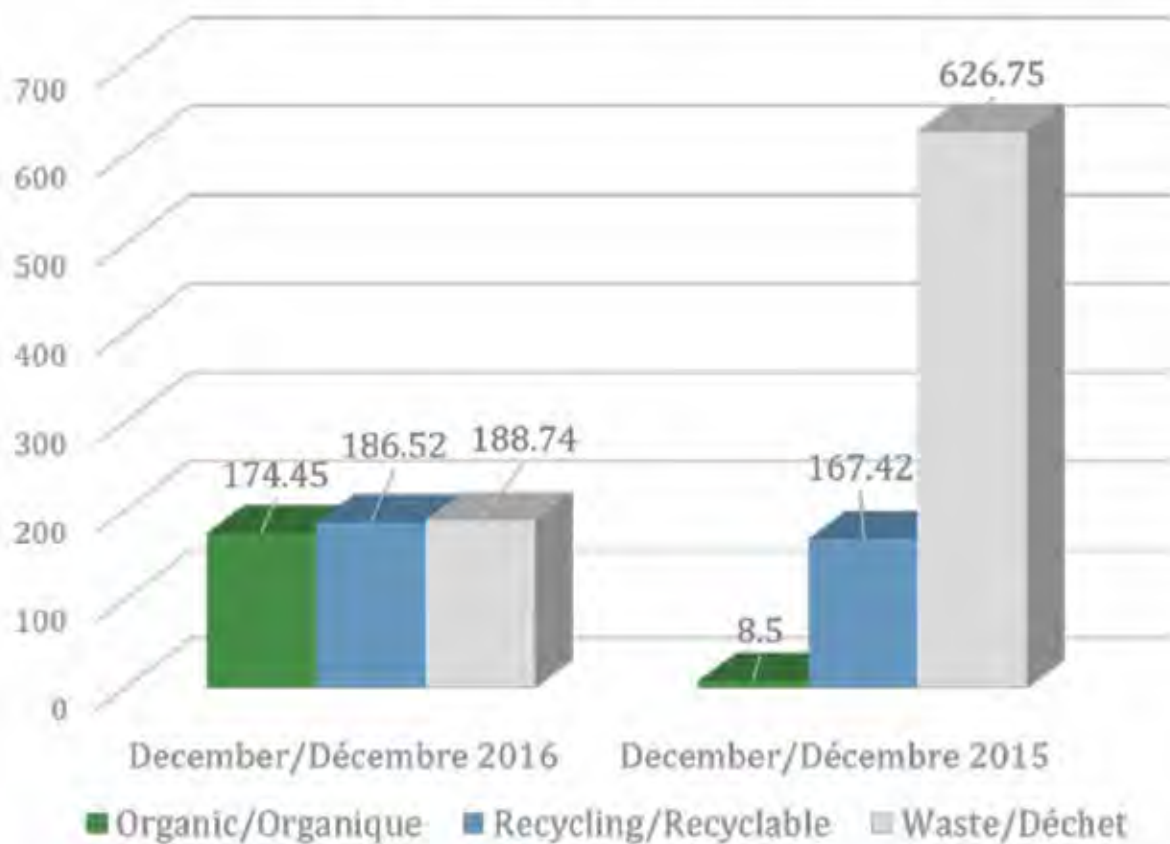
October/Octobre				
	YTD/CAJ	YTD/CAJ	YTD/CAJ	
	2015	2016	Difference	%
Recycling/Recyclage	130.90	131.75	0.85	0.65%
Organic/Organique	13.70	52.90	39.20	286.13%
Waste/Déchet	1197.88	992.80	-205.08	-17.12%
Subtotal/Sous-total	1342.48	1177.45	-165.03	-12.29%

Tonnage ramassé / Collected tonnage



November/Novembre				
	YTD/CAJ	YTD/CAJ	YTD/CAJ	
	2015	2016	Difference	%
Recycling/Recyclage	144.57	202.72	58.15	40.22%
Organic/Organique	29.20	218.71	189.51	649.01%
Waste/Déchet	646.28	211.43	-434.85	-67.29%
Subtotal/Sous-total	820.05	632.86	-187.19	-22.83%

Tonnage ramassé / Collected tonnage



December/Décembre				
	YTD/CAJ 2015	YTD/CAJ 2016	YTD/CAJ Difference	%
Recycling/Recyclage	167.42	186.52	19.10	11.41%
Organic/Organique	8.50	174.45	165.95	1952.35%
Waste/Déchet	626.75	188.74	-438.01	-69.89%
Subtotal/Sous-total	802.67	549.71	-252.96	-31.51%

Awareness and Education

The Solid Waste Department doesn't feel it is any exaggeration to say that 2016 was the busiest year ever for public education and awareness. With the launch of the 3 Stream Program in October, our employees made great efforts to provide information for everyone in the Kent region. On top of giving over twenty public sessions on the new waste division program, they continued to attend numerous community events to promote all of our programs and continue to provide increased visibility for the KRSC.

3 Stream Program

Public Sessions

Employees of the Solid Waste Department carried out two waves of public sessions and meetings to reassure the people of the Kent region, give them detailed information and answer their questions about the 3 Stream Program. In total, our communication efforts reached 1,143 or more people from all the regions. The preliminary results in the first months of the program presented above are largely explained by these promotional efforts.

Date	Location	Type	Participants
1st wave: winter and spring			
27-01-2016	N/A	Radio interview	Undetermined
04-02-2016	Rogersville, NB	Public session	115
10-02-2016	Cocagne, NB	Public session	16
17-02-2016	Pointe-Sapin, NB	Public session	72
24-02-2016	Harcourt, NB	Public session	22
02-03-2016	Richibucto, NB	Public session	25
16-03-2016	Saint-Antoine, NB	Public session	22
22-03-2016	Saint-Louis, NB	Public session	46
30-03-2016	Bouctouche, NB	Public session	15
31-03-2016	Rogersville, NB	Public session	24
06-04-2016	Sainte-Anne, NB	Public session	18
13-04-2016	Sainte-Marie, NB	Public session	17
14-04-2016	Indian Island, NB	Meeting with the Elders	12
20-04-2016	Bass River, NB	Public session	62
21-04-2016	Sainte-Anne, NB	Meeting – Violence Prevention Centre	6
04-05-2016	Rexton, NB	Public session	101
11-05-2016	Acadieville, NB	Public session	25
25-05-2016	Bouctouche First Nation, NB	Public session	8
29-05-2016	Bouctouche, NB	Meeting presidents Âge d’or Clubs	78
08-06-2016	Elsipogtog, NB	Public session	21
2nd wave: autumn			
08-09-2016	Kouchibouguac, NB	Public session	17
14-09-2016	St-Paul, NB	Public session	22
15-09-2016	South Branch, NB	Public session	11
21-09-2016	Grande-Digue, NB	Public session	17
22-09-2016	Saint-Charles, NB	Public session	25
27-09-2016	Notre-Dame, NB	PRAC Meeting	22
28-09-2016	Targetville, NB	Public session	33
29-09-2016	Richibouctou-Village, NB	Public session	41
03-10-2016	St-Ignace, NB	Public session	94
05-10-2016	Collette, NB	Public session	82
06-10-2016	Richibucto, NB	Meeting – apartment	30
12-10-2016	N/A	Radio interview	Undetermined
18-10-2016	Bouctouche, NB	Meeting Dames d’Acadie	20
26-10-2016	Rogersville, NB	Meeting - apartment	24
TOTAL			1,143

Accompanying Material

Although our employees made many trips, we couldn't leave the public in the dark when the new 3 Stream program launched. The Solid Waste Department partnered with several local and other entities to make the transition as easy as possible for our residents. Thanks to super work by Falstaff Media, we sent to each household a sorting guide and a collection schedule with attractive colours and clear images. The lists contained visual and written support that covered most of the household waste generated in a regular dwelling.

The answer is clear!



Collection Calendar

The answer is clear!



ORGANICS

Put into one through green plastic bags and/or biodegradable bags. Minimum size of 20" x 22"

- Whole fruits and vegetables and peels
- Meat, fish, seafood and seafood
- Dairy products, eggs and shells
- Nuts, nutshells
- Bread, cereal, flour, rice, oatmeal, potatoes, baked goods
- Coffee grounds, herbs, tea bags
- Paper towels, paper towels, facial tissues not coated with chemicals or make-up
- Yard waste: grass clippings, leaves, soil, twigs, dead plants

RECYCLABLES

Put into one through local paper mill. Minimum size of 20" x 22"

CONTAINERS

Glass: Juice, Soda, Beer, Wine

Plastic: Soda, Juice, Milk, Water, Shampoo, Detergent, Dish Soap, Personal Care

Metal: Cans, Aerosols, Paint

Paper: Cardboard, Paper, Newsprint, Magazines, Flyers, Free Paper

PAPER AND CARDBOARD

Magazines, newspapers, flyers, free paper

Small cardboard box (flaps not cut out)

For a large quantity of compressed cardboard boxes, see details on this calendar.

Boxes, mailboxes, batteries

OTHERS

Small electronics (after removing the batteries)

GARBAGE

Put into three (or more) plastic bags. Minimum size of 20" x 22"

- Glass containers, light bulbs (up to 4), broken dishes
- Single-use pots (coffee, tea, etc.)
- Cutlery: forks, spoons, knives, shovels
- Toolboxes, tools
- Dryer sheets, bedding, bath, towels, rags, cloths
- Dishes, sanitary products, diapers, nappies
- Dryer sheets, bedding, bath, towels, rags, cloths
- Auto tires and all parts of car
- Refrigerators, air conditioning units, freezers, washers, dryers, stoves, ovens, ranges and ovens
- Human appliances: hair, nose, earplugs, nail clippers
- Chop bags, candy and chocolate wrappers

HOUSEHOLD HAZARDOUS WASTE

These products will be collected during special collection days or at community events. Contact us for more details.

- Special collection: Propane tanks, car batteries, fluorescent light bulbs (FLS), chemicals, nail polish and remover, etc.
- Permanent deposits: Regular batteries, paint and oil

Attention: This poster is a quick reference. Not everything that goes in recycling, organics or garbage is listed here.





www.krsc.ca | 1-800-743-1490 | 1-855-588-1125

Collection Calendar

The answer is clear!

Month	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
October						1	2
November							1
December							1
January	1	2	3	4	5	6	7
February						1	2
March							1
April							1
May							1
June							1
July							1
August							1
September							1
October							1
November							1
December							1

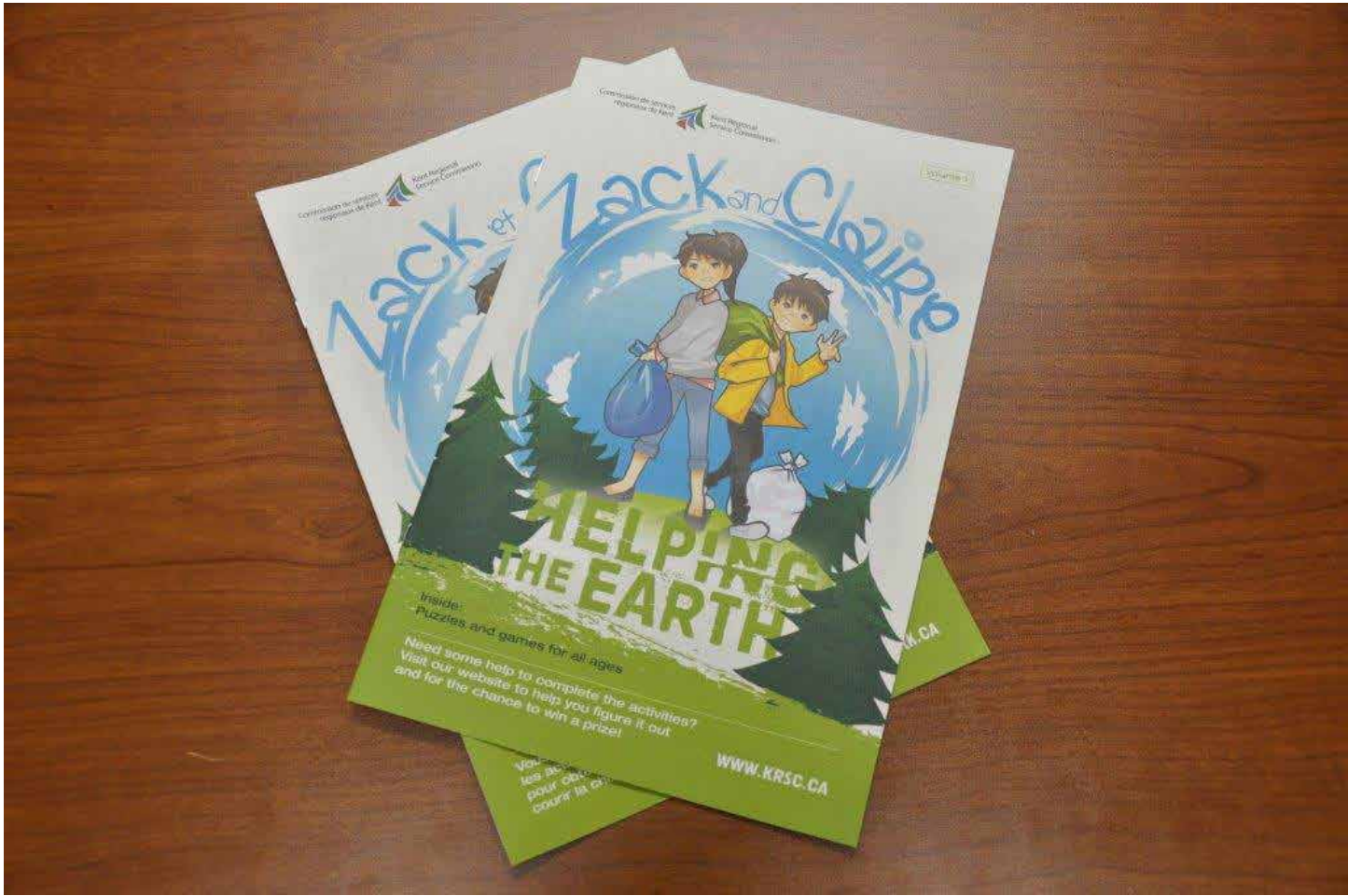
Collection of RECYCLABLES (blue bags) - Every week
Collection of GARBAGE (clear bags) - Every week
ORGANIC (green bags) are collected EVERY WEEK

Special collection days: 1st, 15th, 30th of each month.
Permanent deposit days: 1st, 15th, 30th of each month.

The Department also worked with Vision Quest and AI Pack to give residents samples of bags that are acceptable for disposing of household waste. This meant that our residents had a starter kit to guide them when buying bags, facilitating the transition to the new system. Finally, Maritime Cleaning Specialist gave us boxes of bags that we could use to offer residents a chance to exchange their noncompliant bags, as well as for prizes for contests held at our public sessions and over the radio.



Finally, during the first wave of their promotional tour the Solid Waste Department team members realized that most of the people coming out to the meetings were fairly old. It is much harder to attract young families to this kind of meeting. This led to the idea that the student working with the department should prepare an activity book related to the 3 Stream Program that would be distributed to all students in the County's primary schools. Students would be able to take the workbook home and do the activities with their parents. Once again, the Fallstaff Media team designed the workbook. The result was attractive and fun.



Community Events and School Presentations

The 3 Stream Program was already taking up a lot of our time and resources, but it was inconceivable that we would not take part in community events. They are an opportunity to meet our residents in less formal situations and provide positive visibility for the KRSC. The Director, the Project Coordinator and the student all participated in the events listed below. In total, including the two waves of meetings for the 3 Stream Program, we reached 3,673 people in 2016.

Date	Location	Events	Participants
07-01-2016	Cocagne, NB	School: Waste division (blue/green)	164 students
10-02-2016	Sainte-Marie-de-Kent, NB	School: Science Fair	+/- 40 students
15-02-2016 & 17-02-2016	Saint-Louis-de-Kent, NB	School: Waste division (blue/green)	196 students
21-02-2016	Bouctouche, NB	Booth: Match in the Elsipogtog vs JCs series	64 pers.
22-02-2016	Notre-Dame, NB	School: Expo-Sciences	+/- 50 students
23-02-2016	Rexton, NB	School: Waste diversion & recycling process	18 Students
27-02-2016	Grande-Digue, NB	Booth: Community breakfast	68 Pers.
28-02-2016	Bouctouche, NB	Booth: Match in the Elsipogtog vs JCs series	62 Pers.
31-03-2016	Notre-Dame, NB	School: Waste division/sorting	6 students
11-06-2016	Saint-Louis-de-Kent, NB	Booth: Garage sale	67 pers.
22-06-2016	Cocagne, NB	Booth: Public meeting	62 pers.
25-06-2016	Bass River, NB	Booth: Upriver Country Market	50 pers.
06-07-2016	Rogersville, NB	Booth: P'tit Frolic	34 pers.
09-07-2016	Kouchibouguac, NB	Booth: Farmer's Market	36 pers.
15-07-2016 to 17-06-2016	Richibucto, NB	Booth: Scallop Festival Bazaar	236 pers.
27-07-2016	Rogersville, NB	Booth: P'tit Frolic: Brussels Sprout Festival	52 pers.
30-07-2016	Kouchibouguac, NB	Booth: Farmer's Market	32 pers.
06-08-2016	Bouctouche, NB	Booth: Farmer's Market – Folie des Arts	85 pers.
13-08-2016	Bouctouche, NB	Booth: Farmer's Market – Mollusk festival	107 pers.
20-08-2016	Bass River, NB	Booth: Upriver Country Market	36 pers.
24-08-2016 to 28-08-2016	Sainte-Marie, NB	Booth: Expo-Kent	389 pers.
13-09-2016	Saint-Anne, NB	School: 3 Stream Program	73 students
17-09-2016	Bouctouche, NB	Booth: Farmer's Market	43 pers.
18-09-2016	Saint-Antoine, NB	Booth: Farmer's Market	57 pers.
19-10-2016	Rexton, NB	School: 3 Stream Program	172 students
20-10-2016	St-Louis-de-Kent, NB	Booth: Co-op Week	54 Pers.
15-12-2016	Bouctouche, NB	School: 3 Stream Program	277 students
Total			2530 pers.



Website, Mobile App and Facebook

Our Project Coordinator continued to work on updating our website all throughout 2016. The Public Notices section was an opportunity to keep our residents informed about the various meetings and public sessions organized by the Commission. She also managed our Facebook page and the ReCollect mobile app. These two new communication tools gave us an opportunity to reach a whole new audience. With almost 500 “likes” and 1000 subscribers to our app, we will continue to offer our population a diversified communication service. We will keep promoting these tools to attract more subscribers and more visibility.

Provincial Public Relations Committee

Our Project Coordinator was proud to represent the Communications Officers of the 12 Commissions in the province for an advertising campaign on Hazardous Household Waste (HHW). The significant sum of \$90,000 was allocated to the committee, now known as the “NB Waste Reduction Committee”. The promotional material, created by the firm McQuinn Media, was disseminated in movie theatres (2016), on television (2017) and in the provincial papers (2017).

After this success, the number of meetings per year increased drastically, as did the level of collaboration among the Commissions. Our exchanges benefit all our members and improve the effectiveness of communication between citizens and the Commissions all across the province.



SWANA (Solid Waste Association of North America: Atlantic Chapter)

The Director of Solid Waste continued working with SWANA in 2016. He will continue to sit on SWANA in the coming years to promote best practices in solid waste management.

HHW Program

Hazardous Household Waste

The Kent Regional Service Commission added two extra collections for 2016, giving us a total of four HHW collections. These additions improved services to residents of Kent County. As it has been the case every year, HHW collection was a great success among the population of the Kent County region. Since members of the public are more conscious about good management of HHW, collection days draw crowds. The fact that we provide them a service such as HHW days means that people can dispose of these products properly.

A total of 827 vehicles came to the collection days, 384 more than in 2015. The increase is directly linked to the addition of two collection days.

SOME OF THE ITEMS DROPPED OFF ON BOTH COLLECTION DAYS.

	2015	2016
<i>Waste oil</i>	1,020 litres	1,535 litres
<i>Gas</i>	75 litres	325 litres
<i>Propane cylinder (20 lb. and +)</i>	96 cylinders	96 cylinders
<i>Propane cylinder (1 lb.)</i>	380 cylinders	231 cylinders
<i>Car battery</i>	39 batteries	69 batteries

The HHW collection days diverted 12.68 tonnes of hazardous products from the landfill and the environment.

Battery Depots

The Commission has offered a battery recycling program for a number of years, and it is well established in Kent County. Battery recycling is vital, because batteries are considered to be hazardous products and should not be landfilled. People can drop off their used batteries at depots scattered throughout the region. Once again, people continued using these depots, helping to divert hazardous waste from the SERSC landfill.

This being said, SERSC has changed how it accounts for battery collection and we can no longer get an exact figure for the batteries recycled in 2016. We will try to rectify everything for 2017. We had a total of 6 collections throughout our area in 2016, representing about 3 tonnes of batteries. We estimate that the public will use the depots more often once the 3 Stream Program is implemented.

This service is made possible with the help of the SERSC. Here are the depot locations:

- La Place Lebourg de Bouctouche (DP Tech)
- Saint-Paul Co-operative
- Kent Recycling, Saint-Louis-de-Kent
- Cocagne Redemption Centre
- Rogersville Redemption Centre
- Home Hardware, St-Antoine
- Pointe-Sapin Co-operative
- Acadieville Community Centre
- Richibucto Co-operative

Projects for 2017

In 2017, we expect to emphasize administrative work and exploration of improved offers of service. The department will concentrate on collaboration in the ICI and CD sectors. This will make it possible to institute recycling programs in these sectors. Note, however, that the ICI and CD sectors already have access to certain recycling services from private companies. The department will also have to carry out on-going public awareness activities. Although introduction of the 3 Stream Program was a success, we have to continue educating the public about all our services if we are going to increase the rate of diversion of residential waste from the landfill.

ICI and CD Sectors

As mentioned in the introduction to our projects for 2017, the ICI and CD sectors will be the department's next targets to identify the various opportunities to offer recycling and composting services. Certain models already exist for integrating ICI waste into the residential waste collection system. We have noted a certain complexity involved in introducing standard recycling and composting practices into these sectors. This being said, we have to expect any progress in the ICI and CD sectors to be a long-term project.

Awareness and Education

Our department recognizes the importance of continuing the efforts begun in 2016 in the areas of public education and awareness. The efforts by our employees to inform the public about the arrival of the 3 Stream Program will be distributed elsewhere. We will continue to appear at community events and we will provide ongoing education on the waste sorting program through a newsletter sent to all our residents and information published in the local newspapers and on social media. We will again have the support of a student to attend promotional events and create material to be distributed through various channels.

Our employees, besides offering workshops on composting and digesters, will again invite schools in the region to participate in the Beach Sweep shoreline cleanup program. The success of the project in 2015 encourages us to want to repeat the experience in 2017 and to continue to make our youth aware of the importance of keeping our environment healthy and clean.

Finally, we applied to the Environmental Trust Fund (ETF) so we could lead guided tours of the Southeast Eco360 landfill. We will establish departure points throughout the region for a total of 20 tours in two waves: 10 in the spring, 10 more in the fall. The Waste Reduction Committee submitted another application to start up the provincial HHW campaign again and create a brand new one on recyclable materials. Our Project Coordinator will hand over the leading role to the team from the Fundy Commission.

Composting

After the delay in moving into the Commission’s new offices, the backyard composting program will be restarted in 2017. The department will obtain two different models of composter and sell them at a reduced price as a way to expand the clientele in the region. The “Green Cone”, a composter that takes meat, fish and dairy products, will attract residents who want to do the right thing without having to fuss over it. The “Earth Machine”, which the department has been selling in recent years, is still considered to be a very good composter.



Green Cone



Earth Machine

Backyard composting is a winning situation on many levels for all the LSDs and municipalities because composting can greatly reduce waste production.

In Closing

As we can see in this report, 2016 was a very successful year for the Solid Waste Department and its partners. In 2017, these successes will continue for all the services managed by the Commission.

I would like to take this opportunity to thank and express my gratitude to the members of the Board of Directors for their commitment and support in offering the best solid waste management services. I would also like to thank our partners for the work accomplished in 2016. I also want to note the support received from the solid waste management technical committee.

Thanks to everyone's efforts, the Kent Regional Service Commission can be proud of its accomplishments in maintaining first class service for people in the Kent County region. Your participation makes a huge contribution to the protection of our environment and is an example to follow.

Respectfully submitted,

Eric Demers
Director of Solid Waste

APPENDIX 1

Operational Action Plan 2017-2019

Priorities	Actions	Lead on the project	Partners	Costs \$	Due date	Expected results	Current state
	1) Implementation of a community economic development department	Commission				Community economic development	
	Approach the municipalities and the Minister to seek approval for necessary funds	BOD of the Commission	Municipalities LSDs Department	200,000	September 2017	Granted approval	
	Include the amount in the 2018 budget	BOD			October 2017	Amount included in the budget	
	Recruit a community economic development officer	Executive Director		60,000	January 2018	Hiring	
	Recruit a rural development officer	Executive Director		60,000	January 2018	Hiring	
	Make an inventory and an analysis of the situation and the community economic development needs	Community Economic Development Officer	- Chambers of commerce - Entrepreneurs - Government agencies - Relevant departments	40,000	December 2018	Intervention strategy to support existing businesses and to help new businesses start up	
	Make an inventory and an analysis of the situation and rural development needs	Rural Development Officer	- LSDs - Community organizations - Relevant departments	40,000	December 2018	Intervention strategy to support rural development and promote new initiative and development projects in communities as well as in the social, cultural and community sectors in rural areas	

Operational Action Plan 2017-2019

Priorities	Actions	Lead on the project	Partners	Costs \$	Due date	Expected results	Current state
	Begin implementation of the community economic development strategy	Community Economic Development Officer	<ul style="list-style-type: none"> - Chambers of commerce - Entrepreneurs - Government agencies - Relevant departments 	30,000	January 2019	<p>The wanted results will be identified in the strategy. These may include:</p> <ul style="list-style-type: none"> - Cooperation between organizations supporting economic development - Better awareness of the available programs - Incentives leading to secondary and tertiary processing initiatives in agri-food and fishery industries 	
	Start implementing the intervention strategy to promote new projects and initiatives in a rural area	Rural Development Officer	<ul style="list-style-type: none"> - LSDs - Community organizations - Relevant departments 	30,000	January 2019	<p>The results will be identified in the intervention strategy. These may include:</p> <ul style="list-style-type: none"> - Sharing of services and tools between communities - Easier access to farmlands - Information and training sessions related to community development 	

Operational Action Plan 2017-2019

Priorities	Actions	Lead on the project	Partners	Costs \$	Due date	Expected outcome	Current state
	2) Regionalize certain municipal services : regional service for municipal engineering	Commission				- Reduce costs - Services more adapted to each municipality's situation	
	Feasibility study	Executive director	General managers of the municipalities	2,000	June 2017	Recommendations to determine if the project is viable and wanted	
	Decide to carry out or abandon this project	BOD			September 2018	Approval	
	Determine the costs, revenue sources and course of actions to take to start the project	Executive director	General managers of the municipalities		December 2018	Action plan: Identifying services as well as staffing needs	
	Launching of the project	Executive director			January 2019	- Hire staff - Assign tasks	
	3) Create a partnership with the Cultural Coast	Commission				Improved tourism product; our region being regarded as a destination of choice	
	Lay the foundation for a partnership with the Cultural Coast	Executive director	Cultural Coast		June 2017	Outlines of the desirable objectives, the projects to pursue, and respective tasks	
	Develop circuit tours	- Community Economic Development Officer - Rural Development Officer	- Cultural Coast - Tourism sites - Department of Transportation - Department of Tourism - Cultural associations - Agri-food and seafood industries	20,000	December 2017 2018 2019	- More accessible and attractive tourism products - More promotion of the region - Support to local businesses	

Operational Action Plan 2017-2019

Priorities	Actions	Lead on the project	Partners	Costs \$	Due date	Expected outcome	Current state
	4) Emergency consultation and coordination	Commission				More effective response to emergencies	
	Create an ad hoc committee bringing together elected officials, administrative staff, fire chiefs, police officers from the RCMP, paramedics and a regional coordinator	BOD	- Fire departments - Ambulance NB - Municipalities - LSDs	2,000	2017	Review of the regional protocols, task descriptions, and coordination measures, and determine course of actions to take	
	Present the results of the committee's work to the BOD	Ad Hoc Committee			2018	More specific and broader mandate for the Public Safety Committee	
	5) Increase political weight of the region	Commission				More consideration from governments to issues affecting the region	
	Define and prioritize issues requiring more attention from governments	BOD	- Municipalities - LSDs - Community organizations - MPs and MLAs		2017	List of priority issues that require political lobbying	
	Prepare and document at least two files per year	Executive director			2017 2018 2019	Well documented files containing very precise requests	

Operational Action Plan 2017-2019

Priorities	Actions	Lead on the project	Partners	Costs \$	Due date	Expected outcome	Current state
	6) Choose a governance model for the region	Commission				A clear, shared vision of a governance model	
	The Commission continues to provide support and guidance to communities that want to strengthen their governance	- BOD - Executive director	Department		2017-2019	Communities that want to participate receive support and resources they need	
	7) Extend the recycling program and reduce the amount of waste	Commission				Increase recycling and reduce waste	
	Set up a pilot project to extend the recycling program to businesses on a voluntary basis	Solid Waste Director	- Chambers of commerce - Businesses		2017	Identify challenges and solutions associated with solid waste sorting for businesses	
	Develop an awareness campaign directed at businesses to encourage them to participate more in the recycling program	Solid Waste Director	- Chambres de commerce - Businesses		2017 2018 2019	Cooperation and collaboration from business owners	
	- Organize composting workshops - Make composters available at reduced prices	Solid Waste Director			2017 2018 2019	- Increase recycling - Reduce waste production	

Operational Action Plan 2017-2019

Priorities	Actions	Lead on the project	Partners	Costs \$	Due date	Expected outcome	Current state
	8) How to respond to increasing demand in planning	Commission				Shorten the waiting list and time period to receive services	
	Review the status of human resources to determine if changes are needed in task assignment and work set up	- Executive Director - Planning Director				Restructuring of human resources	
	Fully computerize the service	- Executive Director - Planning Director			2017	All data is converted into an electronic format and the public can pay invoices by card	
	Form a working committee to document and find solutions to problems that can arise during permit or subdivision request	- Executive Director - Planning Director	Senior management of the municipalities		2017	Procedures and responsibilities of the Commission and the municipalities are clearly stated in writing	
	9) Enhance communication with the general public	Commission				Everyone in the region would have access to information about services provided by the Commission and current projects and challenges	

Operational Action Plan 2017-2019

Priorities	Actions	Lead on the project	Partners	Costs \$	Due date	Expected outcome	Current state
	Create a newsletter	Executive director	<ul style="list-style-type: none"> - Municipalities - LSDs - Departments - Agencies - Community organizations - Businesses 	5,000	2018	Distribution of a newsletter throughout the region in both languages on a regular basis	

Commission de services
régionaux de Kent



Kent Regional
Service Commission

Bouctouche

104 Irving Boulevard., Unit 1
Bouctouche, NB.
E4S 3L5
Tel: (506) 743-1490
Fax:(506) 743-1491

Richibucto

25 Cartier Boulevard., Unit 145
Richibucto, NB.
E4W 3W7
Tel: (506) 523-1820
Fax: (506) 523-1821

www.krsc.ca

1-855-588-1125 (toll free)