

Commission de services  
régionaux de Kent



Kent Regional  
Service Commission

# 2019 ANNUAL REPORT



# KRSC 2019 Annual Report

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## 1. INTRODUCTION

The purpose of this Annual Report is to present the activities carried out by the Kent Regional Service Commission (KRSC) in 2019. 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 CHAIRWOMAN

Dear citizens of the Kent region, it is with great pleasure that I submit my first report as president of the KRSC. I am very proud to be the president of this organization that excels at regional and community collaboration. The KRSC is seen as an organization that knows how to establish good relationships between communities and find ways to collaborate. It is also very proactive and collaborative with our dozens of organizations, which are dedicated to social, environmental and economic development on our territory.

### **Primary Departments**

KRSC's two main departments are planning and solid waste management. They are well run and the staff who manages and offers services knows the value and the importance of regional collaboration. Our planning staff works closely with various community groups to protect the environment through mapping and knowledge sharing on best practices related to territory planning. The solid waste department has worked closely with our schools and public institutions to promote a higher involvement in the 3-Stream Program that we implemented a few years ago. These two examples show how the staff of our primary departments understands the importance of collaborating for the benefit of the region.

### **We know how to collaborate!**

We also collaborate at other levels with our public safety agencies to ensure we offer more services. Whether it be with our Public Safety Committee or our initiatives such as the Public Safety Days, at KRSC, we are convinced that it's crucial to create those relationships among the population and our public safety service providers. We also collaborate with regional farmers to find ways to increase the number of farms on the territory and the offering of local products to the population. Our Board of Directors (the "Board") recognizes the importance of local food and support to local farmers for the development of our region. Interesting projects are taking place in the field of agriculture, about which we will keep you informed over the next few months. The Commission has a good relationship with young people. We collaborate with our school to involve the next generation starting today in the development of our region. CSKR has organized a project involving young people in initiatives that have an impact in the community, and in 2020, we will partner with RDÉE NB and our high schools in a project to develop promotional tools.

### **Our challenges**

In spite of our great successes, we also have major challenges to overcome. The region is facing labour shortages. Our businesses can barely find candidates to fill vacant positions within their ranks. Several companies are starting to recruit internationally to address this important challenge. The aging population and demographic changes in our communities also bring challenges. Our communities are growing old and our youth is not coming back to their communities as much as we expected. Our communities are facing a two-fold challenge, i.e., to offer services to the current population while finding ways to develop initiatives that would convince young families to settle in our rural communities. For our youth to come back, we need dwellings, but the region is currently experiencing housing shortage. The cost of building material is certainly an impediment to the development of new affordable housing for our elderly, youth, and newcomers. The development of our community also relies on employees who are qualified and devoted to our region. In June, we had to let go of our Community Economic Development Officer due to cuts to existing government programs. This important loss to our regional capacity adds a burden to our organization and forces us to do things differently. We try our best to come out on top.

**Our new projects!**

The KRSC is launching new initiatives in 2020. With regard to tourism, we are working closely with a group of tourism operators to find ways to better promote our region and its assets. A tourism forum will take place this spring to collect ideas from our tourism leaders and develop a plan to better promote our region. Attracting new people to our territory is certainly a priority. The KRSC is lucky to have a MAGMA satellite office in our Richibucto office. The two employees in this office recognize the importance of efficiently integrating newcomers into the private sector so that we can meet their needs. The MAGMA partnership is indispensable for the development of our region since immigration is at the heart of development. Furthermore, with the arrival of our newcomers and our aging population, there are needs in public transportation. The KRSC is collaborating with TC Kent (public transport organization) to expand the current offering of community transportation to include other needs. Transportation is so important to the population and we are trying to diversify the current offer to include needs in all segments of our population. These projects are included in our new strategic plan, which we will implement in 2020. Finally, a last project was added by 2020, i.e., the enforcement of municipal by-laws in municipalities as well as rural plans and territory planning in the LSD. The Commission's Board has identified this service as being an essential need in our organization to ensure that our by-laws in LSD and municipalities are respected. This new service will be implemented by the spring 2020.

**Acknowledgments**

I would like to close by thanking the KRSC staff and Board for their dedication and their great interest in the Kent region. When the Board meets every month, it is very clear that its 17 members care about the region and this closeness is what allows us to carry out wonderful projects on our territory. In May, we will hold municipal elections and some board members have informed us that they will not continue on. Same applies to LSDs, but over a longer period. The LSDs will hold their elections between the month of February and the month of May. Also in the LSDs, some members might not continue on. I wish all the best to those who sat on the Board. Your contribution to the region was priceless and because of you, KRSC files progressed. I wish to thank the staff for their professionalism and dedication towards the Kent region. We are very privileged to have employees who believe in the potential in the region and hope for its progress. It was a real pleasure for me to represent you over the last year and I hope that my work met your standards and those of the Kent region.

Pierrette Robichaud,  
KRSC Chairwoman

### **3. EXECUTIVE DIRECTOR REPORT**

#### **ACHIEVEMENTS AND CHALLENGES OVER THE LAST YEAR**

The KRSC, established seven 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 that is dedicated to, and interested in, moving the region forward. This year, the Board welcomed two new members. Jean-Charles Daigle from the Pointe-Sapin Local Service District (LSD) and Gisèle Fontaine from the Saint-Louis LSD are now part of the Board. There are also new substitutes: Jacques Cormier from the Saint-Paul LSD and Bruno Doucette from the Collette LSD. We wish to thank Roland Richard for his contribution to the Board over the last few years! 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 2019**

As years go by, I tell myself that the Commission will experience quieter times, which has not happened yet. The year 2019 was not an exception and we have had our share of challenges! Here are the highlights of various projects and challenges that the KRSC faced in 2019.

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

The KRSC continued to implement its strategic plan. The five-year plan identifies nine key issues. Priority was given specifically to economic development, tourism, emergency measures, sharing of municipal services, local governance, and communications. Though the other issues are also important, they were not the focus of efforts this year. The board also reviewed its strategic plan in November 2019 and a renewed version will be approved in 2020 (see upcoming projects).

#### ***Economic Development***

With regard to economic development, we had ups and downs. The highlights of this plan include a forum with Kent farmers. More than 85 people came here in March to discuss the future of agriculture and identify ways to revive this sector so important to the economy and heritage of the Kent region. Armed with the findings of this consultation with the farms, we now have the mandate to implement the recommendations listed in the forum report. An implementation committee is being formed. One of the report's recommendations in agriculture is to promote the creation of farms. A small group of people of the Weldford region works tirelessly to incite Amish families to revive local agriculture in the area. I've had the opportunity to work with this devoted group and we hope that Amish families coming from Ontario will buy lands in our area shortly.

The other culminating point is the creation of a committee working on the organization of a trade shop and a career fair. The Promo-Kent Fair is supposed to take place in spring 2020 and the group consisting mainly of regional chambers of commerce has mobilized its resources to ensure the fair occurs and that it is successful.

We've also had setbacks. Last June, we said goodbye to Lise Babineau of Opportunities NB, who was the development officer in our territory. The Progressive Conservative government decided to eliminate the regional development officer positions, which had a great impact on the work carried out by the KRSC. Now that we are short one resource, it is becoming more difficult to carry out dozens of initiatives identified during the planning exercise. We would like to thank Lise for her excellent work and we wish her all the best in her professional endeavours.

## *Tourism*

With respect to tourism, the Board has decided to cut ties with the tourism association New Brunswick's Cultural and Tourism Coast. The Board tried to create a partnership with this tourism promotion organization, but unfortunately, Cultural Coast was not able to meet our expectations. Because it did not want to completely stay away from the tourism sector, the Board has decided to ask its staff to gather regional tourism operators, so that they can present recommendations on tourism promotion in the area. A tourism forum will take place in March 2020 and recommendations on the required tools to promote the territory will be shared with the Board later on in 2020.

## *Sharing of Municipal Services*

In June 2019, the Board asked the staff to study the opportunity of establishing an enforcement service of municipal by-laws on the territory. The planning department wanted to implement this service a few years ago and the staff highly appreciates the importance that the Board attaches to this new service. Planning meetings took place with elected representatives and general directors to better understand everybody's needs if this service is implemented in 2020. There are a few details to tackle and the Board will make a final decision in 2020. Currently, the preferred formula would be to hire a firm that would handle enforcement of municipal by-laws and rural plans in the LSDs.

## *Local Governance*

A referendum was finally held in the Rogersville community after two years of work. The outcome was not the one the working group expected. Almost 75% of the population voted against the proposition to merge all LSDs with the municipalities in one rural community. This decision of the public clearly indicates that it was very difficult for the communities wanting a stronger structure of local governance to be successful without the involvement of the provincial government. After the Rogersville results, no other community of the Kent region wanted to continue its merging efforts.

## *Communication*

Communication is necessary in our roles as KRSC managers. With the myriad of services and initiatives that the Commission offers its citizens, we have the duty to adequately communicate with the population. Our communication tools include a newsletter published twice a year, ads on the radio and in newspapers, mailings, our Facebook page, our web site, and our mobile application. The people from the region have plenty of ways to find out what is going on at KRSC and our efforts to keep them informed continue.

## ***Other projects***

### *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. The process continued in 2019. Those meetings were very productive and allowed the researchers to gather additional information on Kent communities.

### *Public Safety*

A new RCMP agent has been working in the Kent region since January 2019. Native of the area, Maxime Babineau took on his role decisively and is really appreciated by the Board and the population. Since he started his position, the Board has created a partnership with the RCMP to reinforce good behaviours in the youth by establishing a 'positive ticket program.' Almost 200 young people were 'arrested' by the police for being good citizens. Each 'arrested' youth received a ticket that would allow them to get a snack from a participating business of the area. We also held a grand prize draw with all the tickets handed out and awarded a gift certificate from Mike's Bike Shop to a young man from Cocagne, allowing him to buy a bicycle.

We have also established a partnership with the Criminology Department of the Université de Moncton to better understand the sentences imposed to people who commit crimes in the Kent region versus all other regions of New Brunswick. We are eager to receive the results of the study carried out by the Department. Furthermore, the KRSC has been working closely with the Canadian Municipal Network on Crime Prevention (CMNCP) to find ways and strategies to reduce the crime rate on the Kent territory.

### *Immigration*

Immigration is a hot topic in the region. With the arrival of more than a hundred newcomers in the region since 2017, it is our duty to ramp up our efforts to better welcome these new residents. We are continuing our partnership with MAGMA Kent to find better housing, diversify the offering of recreational programs, and create opportunities to help newcomers socialize more. I would like to thank François Houde and Sharla Goodwin for their work.

### *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 managed 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. In 2019, we hired the Black Arcs firm from Fredericton to design a public transit system that could overcome the population dispersion challenges of the Kent region. The work will continue in 2020 with the hopes of bringing recommendations to the Board in the next year.

### **Funding and Administration**

One of this year's highlights was the adoption of the KRSC's eighth budget (the 2020 budget). The Board approved a global budget of 4 million dollars for 2020. The Board also instructed its staff to develop alternatives to counter future dramatic increases in waste collection costs. A committee was set up to study this issue and the recommendation was to hire consultants who will be tasked to work with our Solid Waste Department staff to propose a ten-year integrated waste management plan.

## Acknowledgments

Municipal elections are scheduled for May 2020 and the election of new advisory committees will take place between January and May. It is still too early to determine who will remain on the Board after the month of May and who will not seek a new mandate; however, I would like to thank 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 2020.

Paul Lang  
KRSC Executive Director





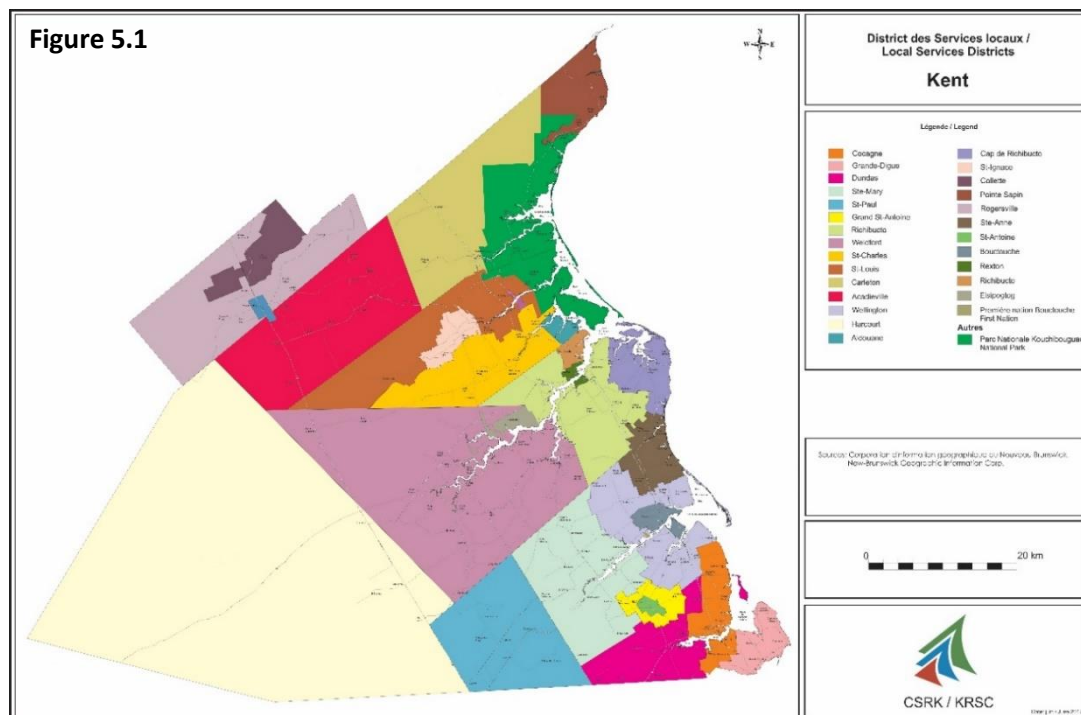
#### 4. COMMISSION'S MANDATE AND BACKGROUND

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 two legislated responsibilities that they exercise on their own (local planning and solid waste management) and four responsibilities that they share with other regions (regional planning; policing collaboration; planning of emergency measures and regional leisure, culture and sports infrastructure and cost sharing of 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 other 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 5.1). 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. Similarly, the region has its own Emergency Measures Coordinator serving its population. 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>Table 5.2 – Communities in the Region</b>			
<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. The strategic plan is being reviewed. Due to the loss of human resources in economic development, the return of Alexandria Daigle as Territory Planning and Territorial Development Officer, additional challenges in housing shortage and the problem of attracting newcomers, it was necessary for us to review the plan so that we can direct our energy towards what should be our focus. The following initiatives are those of the current plan.

### 1. How do we address the absence of joint initiatives in community and economic development? **(STRATEGY BEING REVIEWED FOR 2020.)**

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 and Tourism 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?**

**(THE STRATEGY WAS CHANGED AND ADAPTED IN THE LIGHT OF THE DECISIONS THAT THE BOARD TOOK IN 2019.)**

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 is 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? (THE STRATEGY WILL BE ELIMINATED AS PART OF THE PLAN REVIEW.)**

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?**

**(THE STRATEGY IS CONTINUING.)**

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 STRATEGY IS CONTINUING.)**

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-Marie-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 STRATEGY WILL BE ELIMINATED FROM THE NEW PLAN)**

The exchange 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 STRATEGY IS CONTINUING.)**

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 STRATEGY IS COMPLETED WITH FEW TECHNICAL ELEMENTS TO FINISH.)**

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.

#### **How do we improve communication with the general public? (THE STRATEGY IS CONTINUING IN 2020.)**

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 *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**

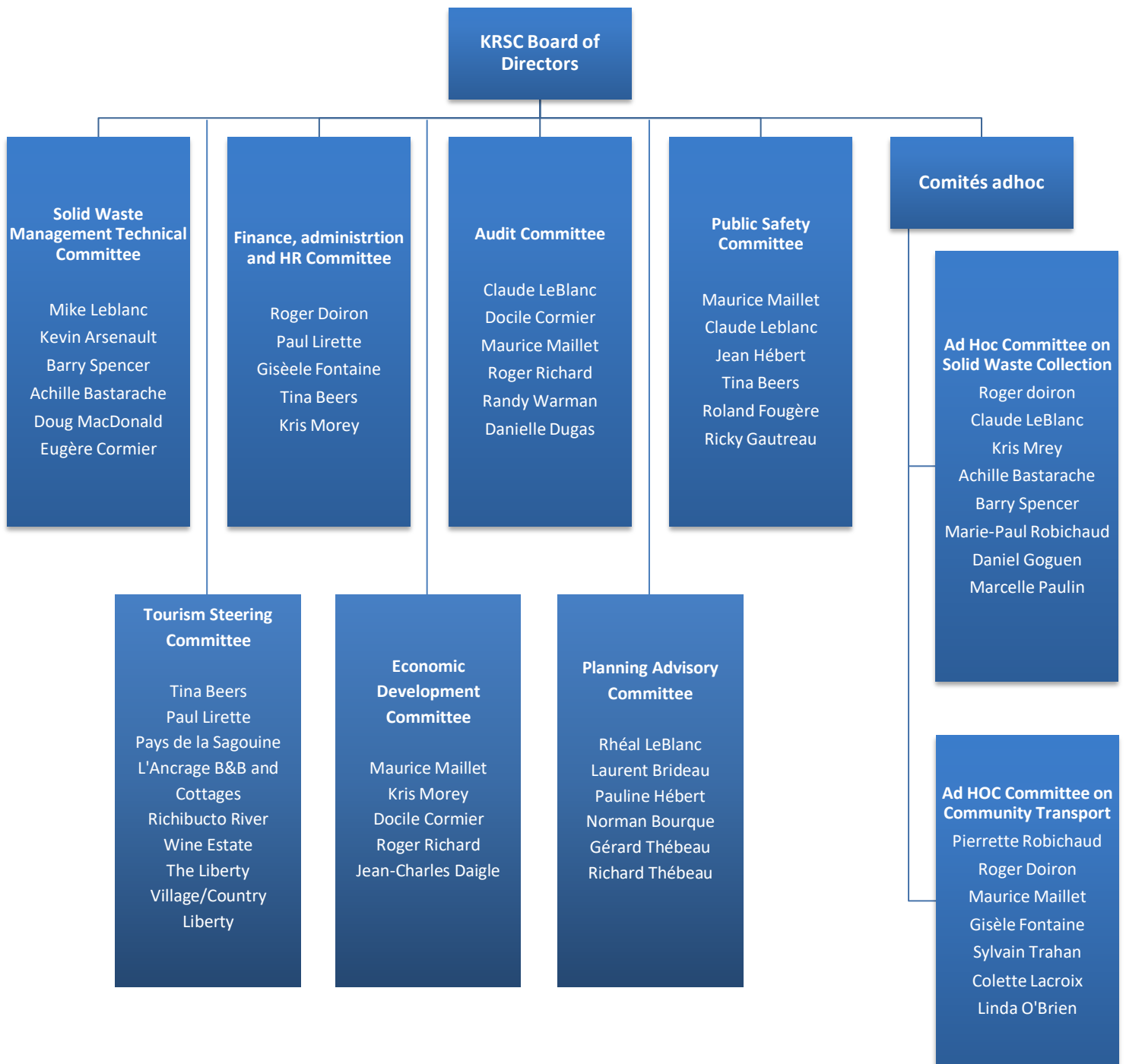
A newsletter should be created, with a few issues a year and distributed throughout the region. The newsletter could be funded through advertising from Kent region businesses. The project could even be entrusted to a communications firm. The KRSC's social media presence should also be stepped up.

## **7. GOUVERNANCE AND ADMINISTRATION**

### **a. Organizational structure, committees, and meetings**

The KRSC has two structures. The first one flows from the 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.

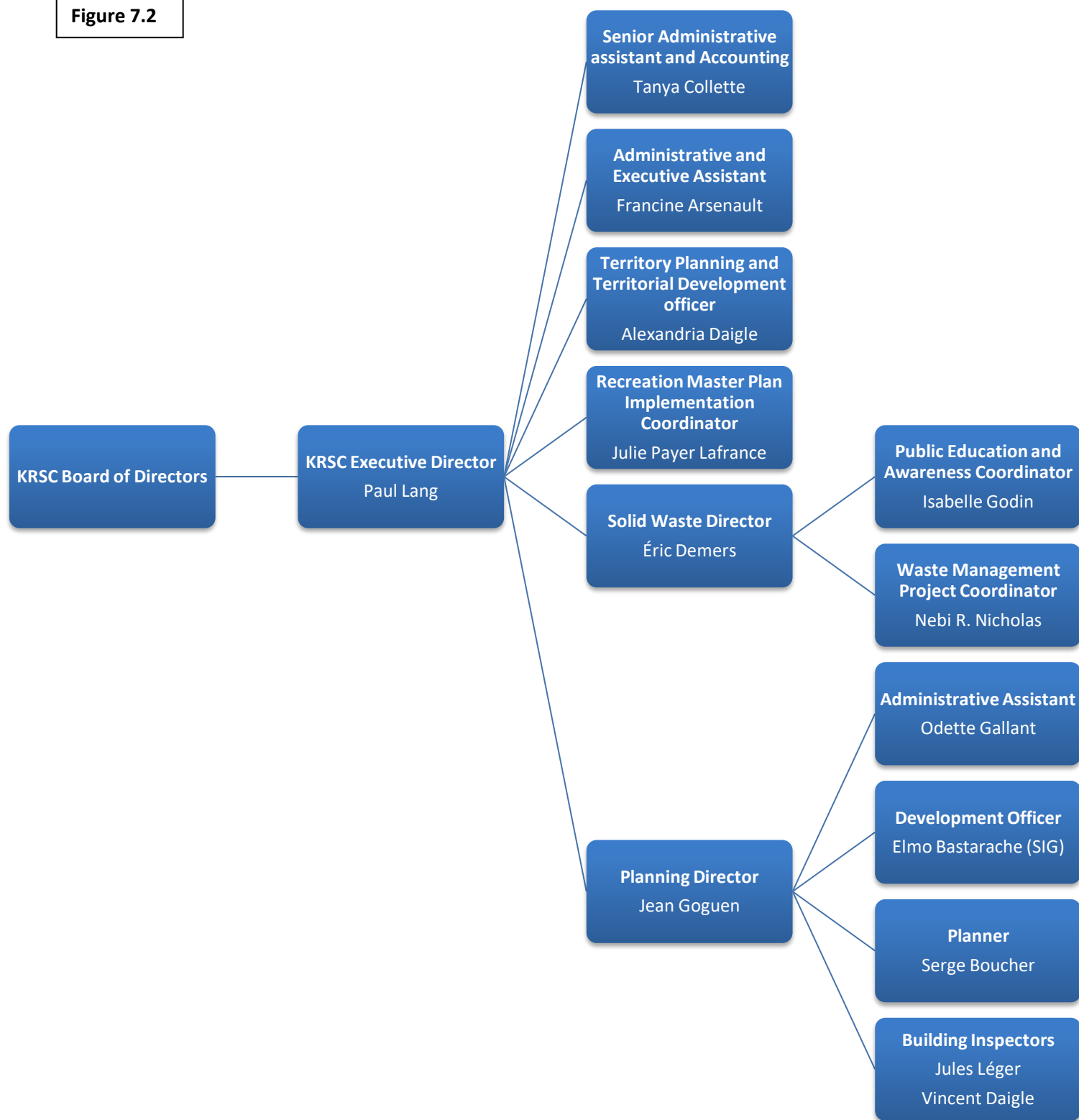
**Figure 7.1**



<b>Members of the Board and Committees</b>	<b>HONORARIUMS</b>	<b>EXPENSES/TRAVEL</b>
BEERS, Tina	2550.00	1910.56
CORMIER, Docile	1050.00	143.50
CORMIER, Eugène	1500.00	372.50
CORMIER, Jacques	150.00	41.00
DAIGLE, Jean-Charles	600.00	150.88
DESPRÉS, Roger	150.00	41.00
DOIRON, Roger	2425.00	207.46
DOUCETTE, Bruno	750.00	252.97
DUGAS, Danielle	1450.00	75.43
FONTAINE, Gisèle	2175.00	275.52
FOUGERE, Roland	1425.00	270.60
GAUTREAU, Ricky	0.00	0.00
HÉBERT, Jean	1650.0	447.72
HÉBERT, Pauline	75.00	24.50
LEBLANC, Claude	3775.00	369.00
LEBLANC, Pierre	1350.00	426.81
LIRETTE, Paul	2700.00	446.49
MAILLET, Maurice	3935.00	1454.23
MOREY, Kris	1050.00	245.18
RICHARD, Roger	1575.00	514.96
ROBICHAUD, Pierrette	5662.00	1572.33
WARMAN, Randy	1600.00	0.00



**Figure 7.2**



## 8. 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 2019.

A great deal of land use planning is underway in our region, with staff working on plans for the communities of Richibucto, Bouctouche, Aldouane and Saint-Antoine.

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.

2019 was another successful year, with over \$25 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 eighty-five (85) 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:

Ten (10) cases requiring a recommendation to municipal councils

Thirty-eight (38) subdivision plans

Thirty-four (34) building variances

#### MEETING ATTENDANCE

Members present	Meetings
Rhéal Leblanc	12
Norman Bourque	10
Pauline Hébert	12
Richard Thébeau	11
Laurent Brideau	11
Gérard Thébeau	12

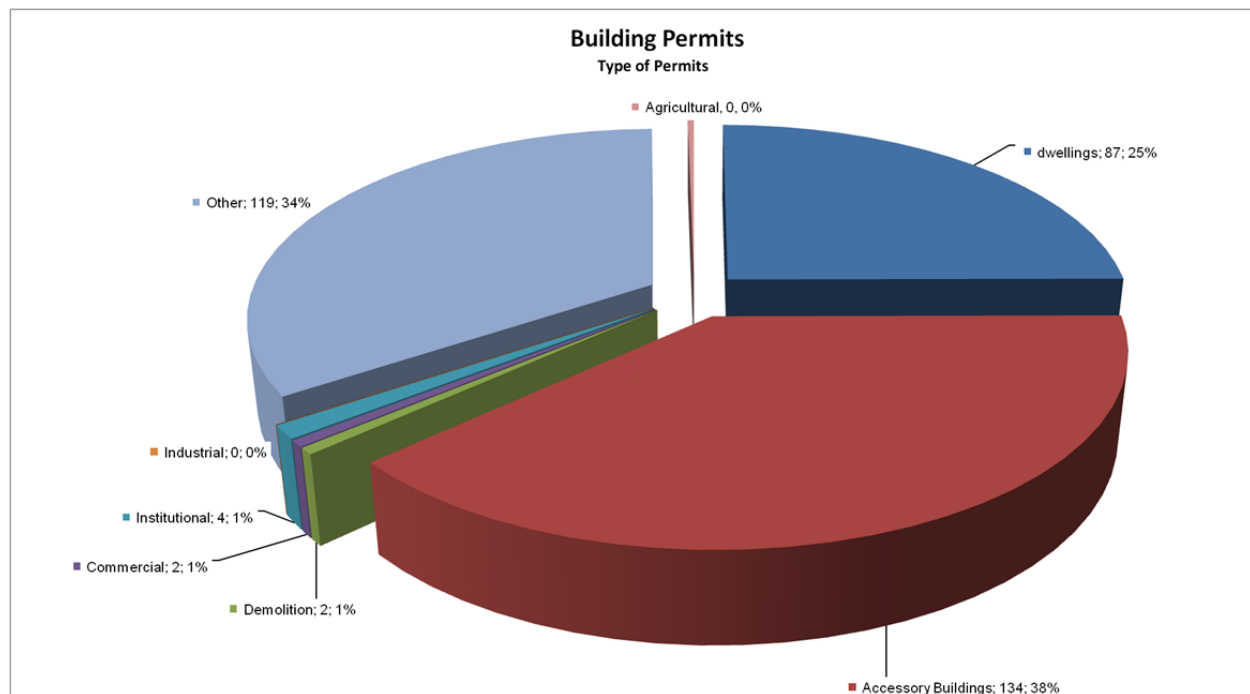
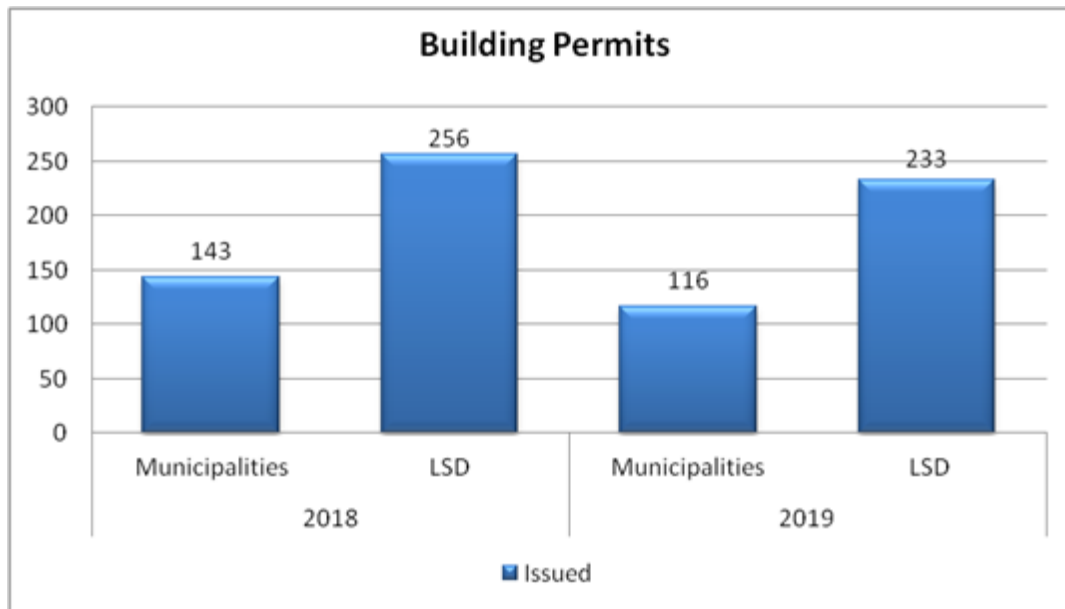
#### PRAC EXPENSE REPORT

2019 PRAC members	Honorariums	Expenses
Rhéal Leblanc	1200.00	393.60
Norman Bourque	750.00	451.00
Pauline Hébert	900.00	295.20
Richard Thébeau	825.00	225.50
Laurent Brideau	825.00	0.00
Gérard Thébeau	900.00	0.00

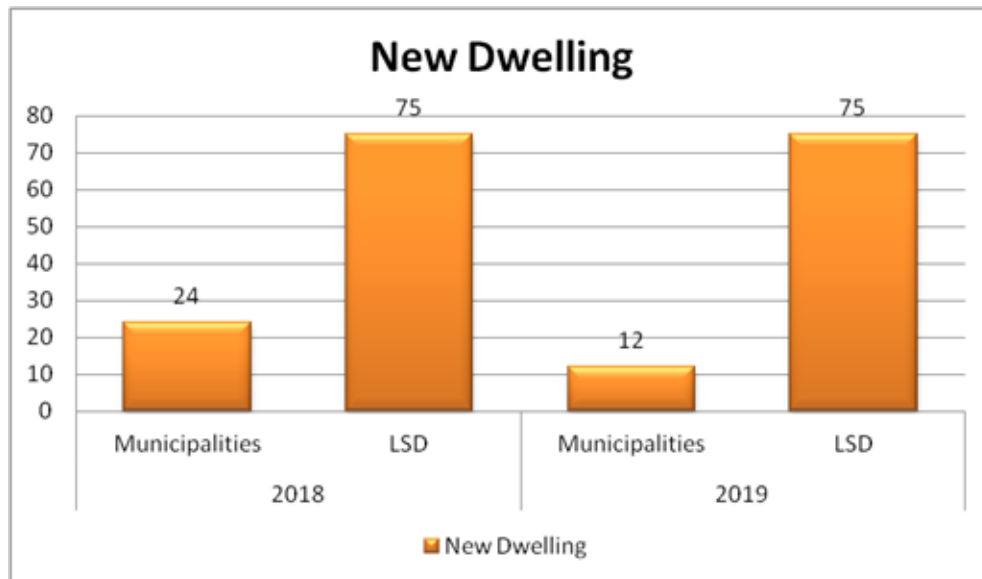
In 2019, the Commission issued three hundred and forty-nine (349) building permits, worth a total of \$25,690,300 (2019 Construction Report).

- The building permit figures for the municipal areas were of one hundred and sixteen (116) for a total value of \$8,496,700 (see Table).

- The building permit figures for the rural areas (LSDs) were of two hundred and thirty-three (233), for a total value of \$17,193,600 (see Table).

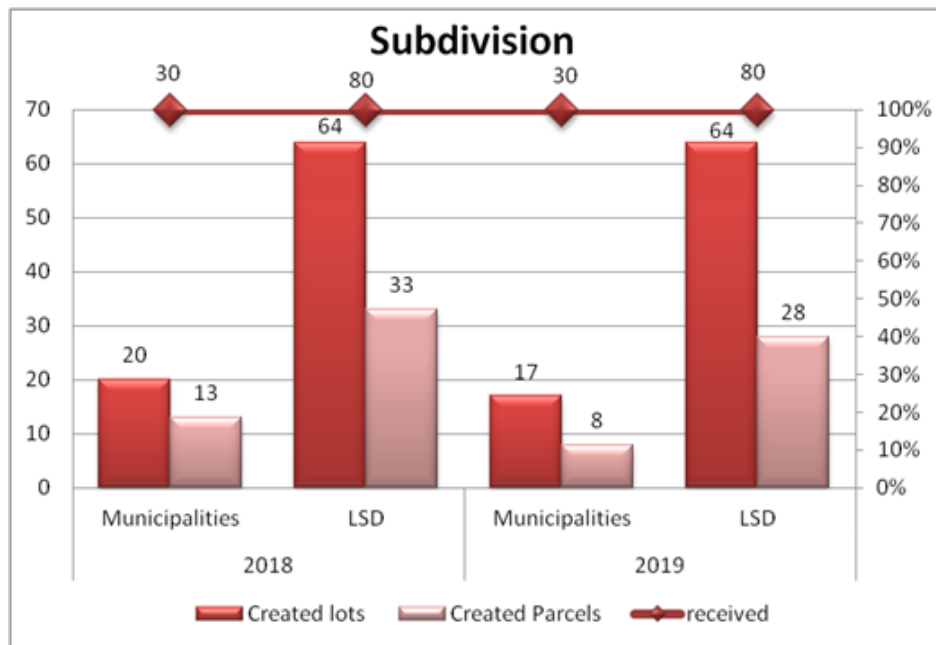


For example, the region's municipalities gained twelve (12) new residential buildings, for a total value of \$2,992,000.00 and the unincorporated areas gained seventy-five (75), for a total value of \$13,393,000.00.



In addition, two hundred and fifty-five (255) permits were issued in the municipalities and rural areas.

In 2019, one hundred and twenty-three (123) subdivision plans were reviewed and eight-five (85) were approved, leading to the development of seventeen (17) new lots and eighteen (8) new parcels in the municipal sector, and sixty-four (64) new lots and twenty-eight (28) new parcels in the unincorporated sector.



In 2018, nine (9) survey plans and eighty-six (86) transfers were approved.

### Financing and budget

The total planning services budget in 2019 was \$843,000. This amount comes from the KRSC's global budget. The municipalities and LSDs contribute to the budget through property assessments.

### **Training and Conferences**

Our planners attended the annual Canadian Institute of Planners conference in July and the New Brunswick Association of Planners annual meeting in October. Our inspectors took part in the following activities: New Brunswick Building Officials Association Conference in April and three certification training sessions. Jules Léger is now a level 3 Building Inspector and representative on the Association's Executive for the north-east sector. Our planning officer attended a two-day provincial training session in Miramichi related to their profession.

### **Municipal and Rural Plans**

The Aldouane's plan was completed, but is not yet endorsed by the Minister. The replacement of the planning perspective statement requires the approval the Lieutenant Governor in Council; once the approval is obtained, Aldouane's rural plan will be implemented. This last phase will only be completed by 2020. The work is continuing for the Richibucto, Saint-Antoine and Bouctouche regions. Several working group meetings took place among the various boards and LSDs to develop relevant topics required by the *Community Planning Act*. Enduring efforts are being pursued to prepare the open doors meetings and public hearings in the respective regions.

A total of twenty-six (26) zoning compliance 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 PRC, 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  
CSRK Planning Director

## **9. SOLID WASTE DEPARTMENT REPORT**

As Solid Waste Director, I am pleased to present my Department's Annual Report for 2019. Once again, 2019 proved to be a very eventful year for the department, filled with great achievements. As you will see, the steps taken by the Board with respect to solid waste management ensured ongoing improvement of services offered to the public. Following a Commission-wide restructuring of human resources, some of the employees' duties and responsibilities changed. However, there was no impact on services to residents. There is also an increasing variety of communications methods to inform residents of the services that are available. 2019 also marked the implementation of a few studies led by the Province and the Commissions aimed at finding efficiencies within existing programs.

## MEETING ATTENDANCE

<b>Members of the Solid Waste Technical Committee</b>	<b>(7) meetings</b>
<b>Mike LeBlanc</b>	3
<b>Barry Spencer</b>	7 + 4 meetings of the Ad Hoc Committee on Solid Waste Collection
<b>Eugère Cormier</b>	7
<b>Douglas MacDonald</b>	7
<b>Achille Bastarache</b>	5 + 4 meetings of the Ad Hoc Committee on Solid Waste Collection
<b>Kevin Arsenault</b>	5

## EXPENSE REPORT

<b>Members of the Solid Waste Technical Committee</b>	<b>Honorariums</b>	<b>Expenses</b>
<b>Mike LeBlanc</b>	\$225.00	\$12.30
<b>Barry Spencer</b>	\$1,100.00	\$308.73
<b>Eugère Cormier</b>	\$525.00	\$94.71
<b>Douglas MacDonald</b>	\$525.00	\$331.28
<b>Achille Bastarache</b>	\$675.00	\$98.40
<b>Kevin Arsenault</b>	\$375.00	\$143.50

The KRSC relies on various partners to help it deliver services to residents. The Board wished to thank all the following partners and others who work in solid waste management.

- Province of New Brunswick
- Recycle NB
- South-East Regional Service Commission
- Acadian Peninsula Regional Service Commission
- Regional Service Commission 8
- Other RSCs
- Committee for waste reduction in N.B.
- Product Care
- Municipalities and rural community of the Kent region
- Kent County LSDs

- IGAs (Richibucto, Bouctouche and Pointe-Sapin)
- Recyclage Kent Recycling inc. of Saint-Louis-de-Kent
- Cocagne Variety
- Caissie's Recycling of Rogersville
- Saint-Antoine Bottle Exchange
- Centre communautaire d'Acadieville
- Home Hardware stores (Rogersville, Richibucto and Saint-Antoine)

Following is an overview of the Department's accomplishments in 2019.

### **Management of collection contracts**

2019 was the first year of contract management following the substantial increases of 2018. The department is constantly working with the residential waste collection companies to improve collection efficiency. Over the course of the year, the department was able to raise awareness about the changes made and keep residents informed. For example, the bulky waste requirements were implemented on an ongoing basis by all the collection companies. Some improvement was noted compared to 2018. It is, therefore, vital to maintain constructive and positive communication with the public.

The KRSC also adopted a new policy on residential collection ("policy 2019-2029"), via the Board, aimed at implementing best practices in residential waste collection and putting collection staff safety at the forefront. We hope that this policy will allow for better control of all aspects of solid waste management. Parts of the policy have already been implemented by the collection companies to ensure proper and safe service to residents.

As you will read in the communications section of this report, the communications methods used by the Commission are the envy of many organizations at the provincial level. Hence, we are in good hands with our communications staff. Customer service still remains a challenge for staff with regard to the management of residential contracts. The department is currently exploring various avenues to lighten the customer service workload.

Finally, a local entrepreneur was able to secure a collection contract for a three-year period following a call for tenders issued in 2019. The department is very excited about working with them over the next few years.

### **Ad Hoc Committee on Solid Waste Collection**

The department also continued working with the ad hoc committee set up by the Board to identify ways to create fiscal and service stability, evaluate existing services and explore possible services for the ICI sector. After many meetings, the committee recommended that the Board proceed with a request for proposals (RFP) for a feasibility study aimed at developing an integrated management plan for integrated waste.

Such a plan will play a vital role in enabling the KRSC to strategically plan its solid waste management. From collection to program delivery, an integrated management plan will allow for the development of initiatives at the residential level and even within the ICI sector. Following the adoption of the recommendations in October 2019, the study will begin in the spring of 2020.

Initially, this was to start in 2019, but with the various studies already underway at the provincial level, the department felt it best to wait for some of the conclusions from the studies mentioned in order to minimize uncertainty in the Commission's study.



### **3-Stream Program**

In terms of waste diversion through the 3-Stream Program, 2019 was a year of continuity. Since a feasibility study will be carried out in 2020, the department chose to maintain the status quo with regard to this program. Nevertheless, the KRSC continued its public awareness campaigns to increase compliance with the various directives. Garbage collectors are also applying parts of policy 2019-29, which greatly assists with compliance.

The 3-Stream Program seems to have been adopted by residents since its introduction in 2016. The department has established various forms of communication to promote greater participation among residents. Needless to say, the Program's success depends on ongoing education.

The department wants to implement evaluation systems to increase the rate of waste diversion at the landfill site. This approach is part of the RFP developed in 2019 with the ad hoc solid waste committee. This could, therefore, reduce the rate of contamination and increase the market value of recyclable materials.

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 tonnage production**

In terms of residential tonnage produced in 2019, there was very little change compared to 2018. The fluctuation in tonnage in recent years seems to be a thing of the past with similar figures in 2018 and 2019. We hope this trend will continue in the years to come.

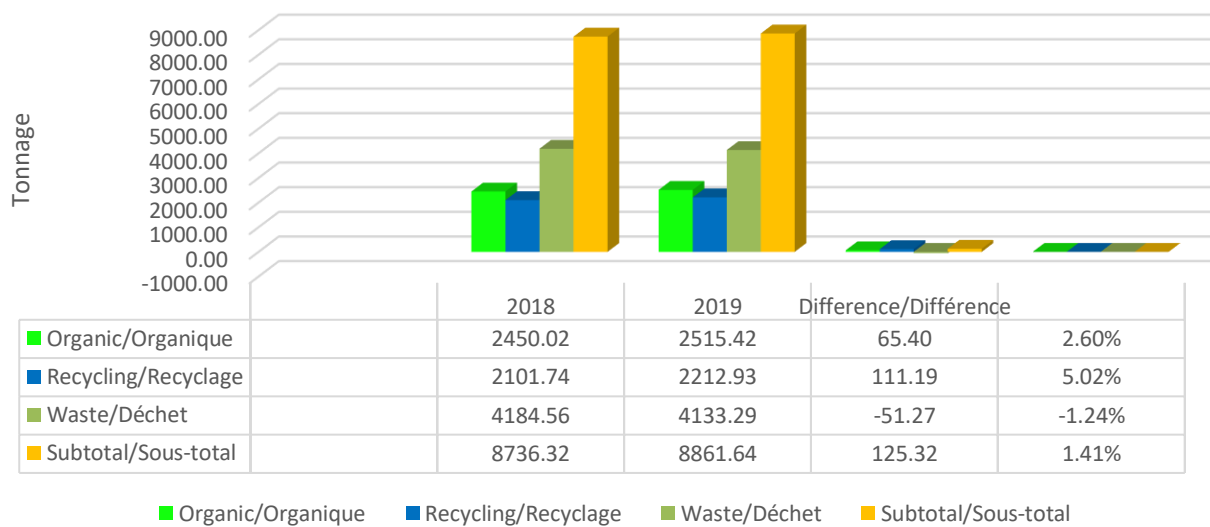
Compared to 2018, residential tonnage was up 125.32 tons for all Kent County communities in 2019. This represents a 1.43% increase relative to 2018. The increase is due to a 47.96-ton rise in tonnage from the municipality of Bouctouche compared to 2018. We also noted increases of 52.24 tons for the K1 collection area and 55.93 tons for K3 compared to the amounts in 2018.

In contrast, the department saw decreases of 50.02 tons in the K2 collection area and 14.28 tons for the municipality of Saint-Antoine compared to 2018.

It is difficult to understand what is driving increases in some areas and decreases in others. The department is unable to explain the fluctuation in residential tonnage in 2019.

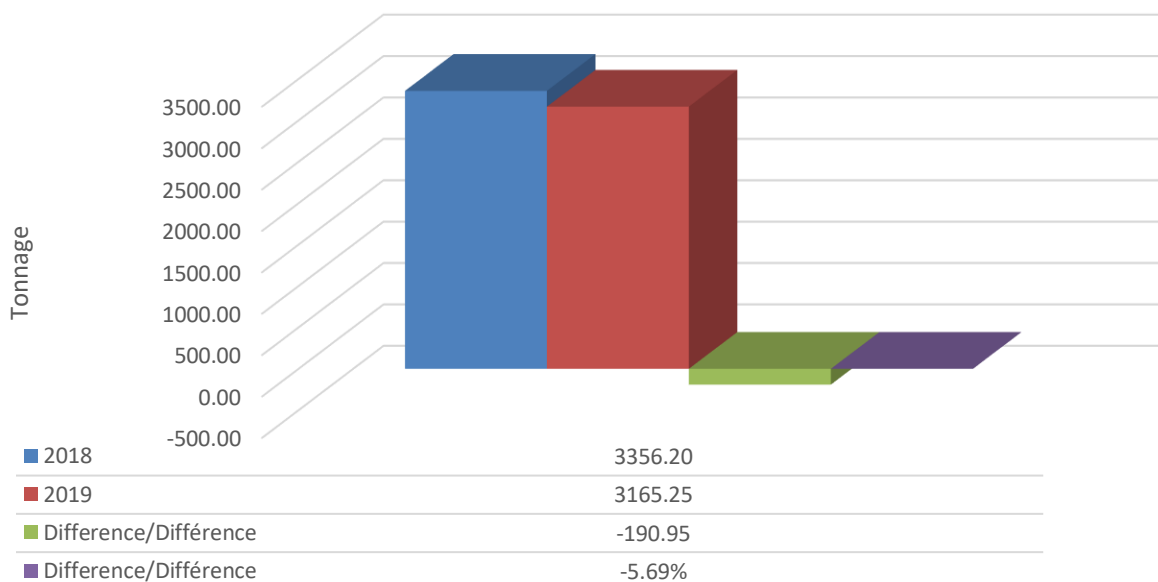
Kent Waste Report/Rapport de déchets pour Kent																	
For 2019/Pour 2019																	
Non optimized communities/Communautés non optimisées	Jan	Fév	Mars	Avril	Mai	Juin	Juillet	Aout	Sept	Oct	Nov	Dec	Dec-18	YTD/CAJ	YTD/CAJ	YTD/CAJ	%
	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Dec-18	2018	2019	Difference	%
Elsipogtog First Nation Band	23.17	9.47	27.56	31.50	29.34	28.23	28.84	5.03	33.01	10.65	23.80	11.06	25.92	334.24	261.66	-72.58	-21.71%
Municipality of Bouctouche	55.93	40.79	43.02	45.06	125.92	43.46	58.20	48.36	49.49	123.18	45.96	52.00	42.66	683.41	731.37	47.96	7.02%
Municipality of St-Antoine	27.35	23.86	26.47	34.54	60.03	29.44	32.41	26.49	34.08	52.85	26.36	24.82	31.60	412.98	398.70	-14.28	-3.46%
Indian Island First Nation Band	4.36	3.70	3.37	2.75	24.83	10.56	3.66	22.89	4.77	33.02	22.64	23.35	4.43	83.93	159.90	75.97	90.52%
Subtotal/Sous-total	110.8	77.82	100.42	113.85	240.12	111.69	123.11	102.77	121.35	219.70	118.76	111.23	104.61	1514.56	1551.63	37.07	2.45%
Optimized collection/Collecte optimisée																	
K1 (Fero)	172.4	104.77	138.16	161.61	191.62	399.36	209.52	284.21	190.50	332.07	145.98	141.28	145.82	2419.21	2471.45	52.24	2.16%
Gladeside/Dundas/St-Damien/Pelerin																	
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)	62.67	46.00	48.88	54.37	85.94	86.12	66.11	101.29	49.30	124.07	50.66	54.35	48.06	879.78	829.76	-50.02	-5.69%
Ste-Marie-de-Kent/St-Paul/Hébert/Birch Ridge																	
Coal Branch/Adamsville/Clairville/Beersville																	
Calls Mills/Smith's Corner/Fords Mills/Browns Yard																	
Pine Ridge/Ford Bank/West Branch/St-Norbert/Balla Philip																	
K3 (Fero)	130.1	100.78	104.89	150.70	173.84	281.93	160.39	204.22	145.20	241.41	124.97	117.73	110.00	1880.22	1936.15	55.93	2.97%
Bouctouche Cove/Buctouche 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/Mundleville/Childs Creek/Upper Rexton																	
Bass River/Targetville/Main River																	
Municipality of Rexton/Municipality of Richibucto																	
K4 (Miller Waste)	49.30	36.31	55.47	57.29	48.95	95.49	48.80	60.75	53.66	49.69	76.22	55.01	48.95	689.14	686.94	-2.20	-0.32%
Murray Settlement/Collette/Rosaireville																	
Rogersville-Est/Rogersville-Ouest/Acadieville																	
Acadie Siding/Noinville/Kent Junction/Harcourt																	
Municipality of Rogersville																	
K5 (Fero)	100.4	62.62	84.53	100.97	222.03	99.50	105.54	111.56	109.55	203.52	95.42	90.11	84.47	1353.41	1385.71	32.30	2.39%
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	514.8	350.48	431.93	524.94	722.38	962.40	590.36	762.03	548.21	950.76	493.25	458.48	437.30	7221.76	7310.01	88.25	1.22%
Total Residential Waste/Déchets résidentiels total	625.60	428.30	532.35	638.79	962.50	1074.09	713.47	864.80	669.56	1170.46	612.01	569.71	541.91	8736.32	8861.64	125.32	1.43%
ICI Waste/Déchets ICI	218.9	198.68	280.42	212.01	334.96	255.90	345.76	330.59	262.90	306.92	216.40	201.84	216.50	3356.20	3165.25	-190.95	-5.69%
CD Waste/Déchets CD	0.00	0.00	3.01	0.00	0.00	0.00	0.00	2.78	0.00	0.00	0.00	0.00	0.00	2.36	5.79	3.43	145.34%
Grand Total	844.47	626.98	815.78	850.80	1297.46	1329.99	1059.23	1198.17	932.46	1477.38	828.41	771.55	758.41	12094.88	12032.68	-62.20	-0.51%
Eco-Depot tonnage/Tonnage éco-dépôt	NA	10.28	9.00	19.52	11.92	NA	22.57	8.31	24.08		12.77		NA	NA	118.45		
# of vehicles at the Eco-Depots/# de véhicules aux éco-dépôts	NA	197	114	557	153	NA	271	167	467		303		NA	NA	2229		

### Residential tonnage/Tonnage résidentiel

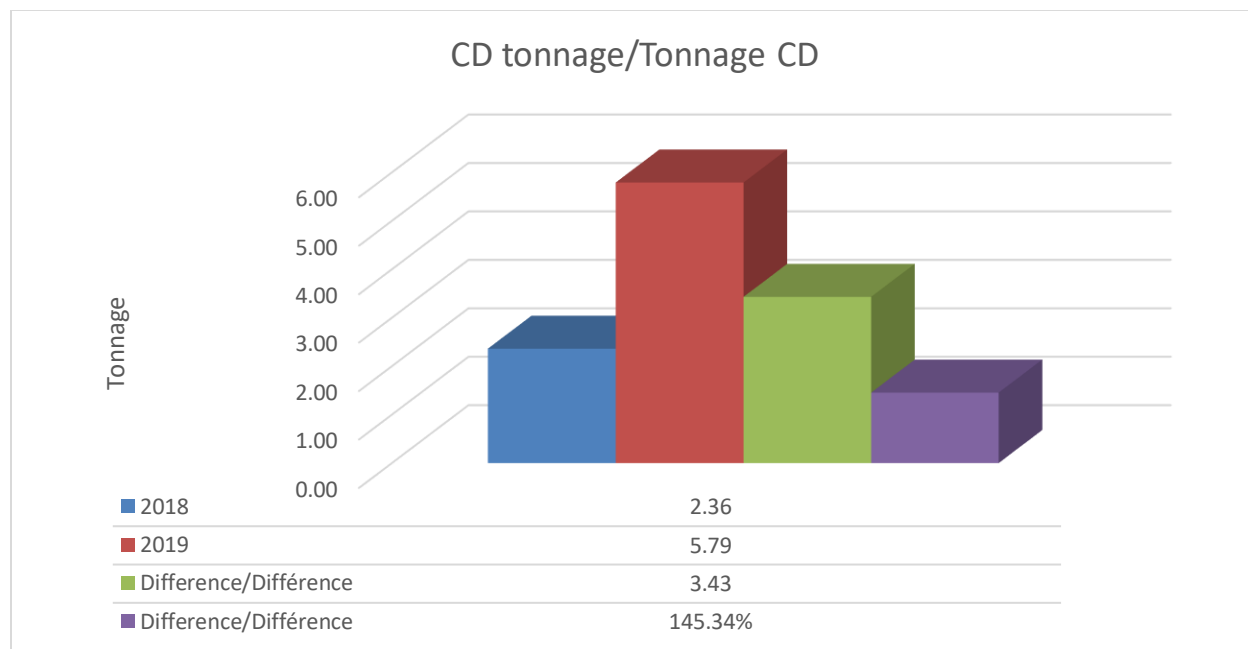


As for the ICI sector, the tonnage produced in 2019 decreased by 190.95 tons compared to 2018. The total tonnage of 3,165.25 in 2019 is comparable to that of 2015, which was 3,075.76 tons. Again, the department is unable to explain the 5.69% reduction for 2019 compared to 2018. One possibility is that commercial garbage collectors may not be correctly identifying the tonnage coming from Kent County.

### ICI tonnage/Tonnage ICI



We can say that construction and demolition (CD) waste was virtually non-existent. Compared with 2019, we have observed a reduction of 5.79 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.



### Eco-Depot 2019

The Eco-Depot service was offered for the first time in 2019 and was a huge success with residents. The new service replaces the collection of hazardous materials. The turnout was good at all the events that took place in Kent County. The service was made possible with the cooperation of Eco360. The KRSC also received very positive feedback from residents about the efficiency and professionalism of Eco360 staff at the events. We counted a total of 2,229 vehicles and picked up a total of 118.45 tonnes for all eight locations.

An application to the Environmental Trust Fund (ETF) was also completed in 2019, to boost advertising efforts geared to residents. If the ETF funding application is accepted, this will greatly assist the Commission in continuing to inform and educate people about using the Eco-Depot service. In turn, stable participation on the part of residents could have a positive impact on the collection of bulky waste in future years.

As mentioned earlier, the Eco360 team visited a total of eight locations in 2019. Here is an overview of the items and tonnage collected during those visits.

2019 eco-depot/éco-dépôt 2019		
Number of vehicles/Nombre de véhicules		Total tonnage/Tonnage total
2,229		118.45 tonnes
Items/Articles	Description/Description	Quantity/Quantité
Tires/Pneus	Total tires/Total de pneus	1,311
Metal/Métal	Number of Cages/Nombre de cages	44.5
Ashes/Cendres	Number of Drums/Nombre de Barils	5.25
Glass/Verre	Number of Totes/Nombre de sacs	2.75
E-Waste/Électroniques	Number of Cages/Nombre de cages	10.75
Appliances/ Électroménagers	Fridge/Réfrigérateur	19
	Freezer/Congélateur	7
	Stove/Poêle	10
	Dishwasher/ Lave-vaisselle	6
	Washer/Laveuse	14
	Dryer/Sécheuse	8
	Microwave/Micro-onde	16
	Dehumidifier/Déshumidificateur	18
	Air Conditioner/Climatiseur	8
	Water Cooler/ Refroidisseur d'eau	7
	TV/Téléviseur	57
Bathroom items/Articles de salle de bain	Bathtub/Bain	2
Yard items/Articles de jardin	Lawn mower/Tondeuse	7
	BBQ/Barbecue	7
	Garden tiller/Motoculteur de jardin	2
	Snow Blower/Souffleuse à neige	4
Office equipment/Équipements de bureau	Chair/Chaise	2
Sports equipment/Équipements de sport	Treadmill/Tapis de course	5
Items total tonnage/Tonnage total des articles		26.69 tonnes
Cardboard/Carton		4.20 tonnes
CD waste/Déchets CD		23.58 tonnes
Yard waste/Déchets de jardin		0 tonnes
Bulky waste/Déchets encombrants		31.48 tonnes
Hazardous waste/Déchets dangereux		32.50 tonnes
Total tonnage/Tonnage total		91.79 tonnes

\* 1 Cage/1 Cage = 4' x 3' x 3'

\* 1 Tote/1 Sac = 3.5' x 3.5' x 3.5'

## ICI Sector

The department had the opportunity to work with organizations and companies in the ICI (industrial, commercial and institutional) sector to evaluate the possibility of implementing recycling programs. This was done in partnership with Eco360 to allow for the proper assessment of needs and the implementation of waste audits.

## Kouchibouguac National Park

The Commission is proud to have been able to implement a 2-stream program at various campsites with the help of Eco360. The joint initiative increased the diversion rate of recyclable materials from the landfill. The partnership will continue into 2020 and involve refining certain aspects related to visitor awareness, increasing services offered in other areas of the park, and managing hazardous materials like propane tanks.



### **2019 World Acadian Congress (WAC)**

The 3-Stream Program was offered during the various events that took place in Kent County and southeastern New Brunswick, a first for the WAC. With Eco360's support, the Commission provided collection bins for blue, green and clear bags to enable sorting. Moreover, the bins are essentially a legacy donation from the KRSC, as they can be used for future events in the region.



### **Pays de la Sagouine**

A partnership was developed with Pays de la Sagouine to find efficiencies in waste management and identify ways to boost the diversion rate of recyclable and organic materials from the landfill. In cooperation with Eco360, two waste audits were carried out in 2019, showing significant potential for the recovery of recyclable materials. The Pays de la Sagouine organization is already doing a great job with regard to organic matter in the kitchen, which it redistributes among the local farmers who supply food to the tourist attraction. This is an excellent example of a circular economy at the local level. The partnership between the Commission and Pays de la Sagouine will continue in 2020, with a view to creating a program that works for them.

### **Pilot project with three schools**

Plans to develop a pilot project with three schools in the region (Grande-Digue, Cocagne and Notre-Dame) got underway in 2019. The project's aim is to implement the 3-Stream Program in those schools. A number of meetings were held with the various partners (Eco360, school custodians and principals, and the District scolaire francophone Sud). In principle, the pilot project will be launched in March 2020 and will make it possible to collect data, with a view to eventually recommending the implementation of the 3-Stream Program in all District schools in the southeast region (Kent, Moncton and Dieppe).

As you can see, the Commission was very active in the ICI sector in 2019 and hopes to continue in that direction in the coming years. One issue that garnered the department's attention was the challenge of isolated waste collection. The collection equipment used in those situations differs from that used for residences. This makes it difficult to collect recyclable and organic materials separately. Moreover, there are very few requests for isolated collection from businesses and organizations because of the additional fee charged by collection companies.

### **First Nation employee**

A new employee was hired in 2019 for a three-year period, whose duties and responsibilities will be to assess the solid waste management needs of the communities of Elsipogtog and Indian Island. Work on that file began as soon as Nebi Nicholas was hired.

### **Projects for 2020**

In 2020, we will focus on continuing to offer the services already in place and working with the Commission's various partners. The feasibility study to be conducted in 2020 will engage the Commission's various partners in developing an integrated waste management plan. The department also wants to find ways to reduce the customer service workload.

### **In closing**

As you can see, 2019 was a very successful year for the department and its partners, but some challenges remain. 2020 also shows promise, especially with the implementation of the feasibility study.

I want to take this opportunity to thank the Board and express my appreciation for their dedication and support in providing high-quality solid waste management services. I would also like to thank our partners for their work in 2019. Finally, I wish to acknowledge the support of the technical committee on solid waste management.

Thanks to everyone's efforts, the Commission can be proud of its accomplishments in maintaining quality, safe services for the residents of Kent County.

Respectfully yours,

Éric Demers  
KRSC Director of Solid Waste

## **10. RECREATION MASTER PLAN REPORT**

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. Twenty (20) recommendations are being carried out; of those, five (5) are completed.

**Communication** | 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 2019, there were forty-eight (48) chronicles amounting to four hours and half (4.5) 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 on social media.

**Wellness** | Recommendation 1 of the wellness component was fulfilled with the incorporation of the Kent Wellness Network. The Network received \$13,488 for the 2019 operating year. Four (4) wellness days were organized in the Carleton, Notre-Dame, Harcourt and Sainte-Marie LSDs, as well as one (1) self-care evening, which saw close to 100 participants take part in meditation and conference activities.

**Tourism** | Last June, the KRSC terminated its agreement with New Brunswick Cultural and Tourism Coast, the regional tourism association representing the Kent and southeast regions. In recognition of the heavy

workload that tourism represents for current volunteers and given the sheer size of the region, the KRSC Board chose to focus exclusively on the Kent region's needs. A steering committee was struck, made up of five tourism operators from the region and two KRSC Board members. The committee's mandate is to recommend the direction that tourism will take in the region. To ensure that the tourism sector's needs are met. The steering committee met three (3) times in 2019.

**Acadian World Congress** | We would be remiss not to mention the fact that six (6) municipalities in our region hosted AWC events in August 2019. The mobilization of municipal employees and the volunteer time contributed by residents were impressive. Excellent events were held representing each community. The organizing committees worked hard to get direction and answers from the AWC team. It was not always easy, but we can be proud to have welcomed Acadians—both true and adopted—from here and elsewhere.

Finally, over the course of the year, progress was made on a number of recommendations through continued work on various projects. In 2019, communities developed the good habit of asking for help from the Recreation Master Plan coordinator. Whether it was for hiring permanent or student employees, support in applying for grants, or even activities targeting specific community needs. It is difficult to attribute an exact figure to the impact of recreation in the region, but we experience it on a daily basis through the participation of residents in various activities and the desire of partners to continue working with us.

**Julie Payer Lafrance** | Recreation Masterplan Implementation Coordinator

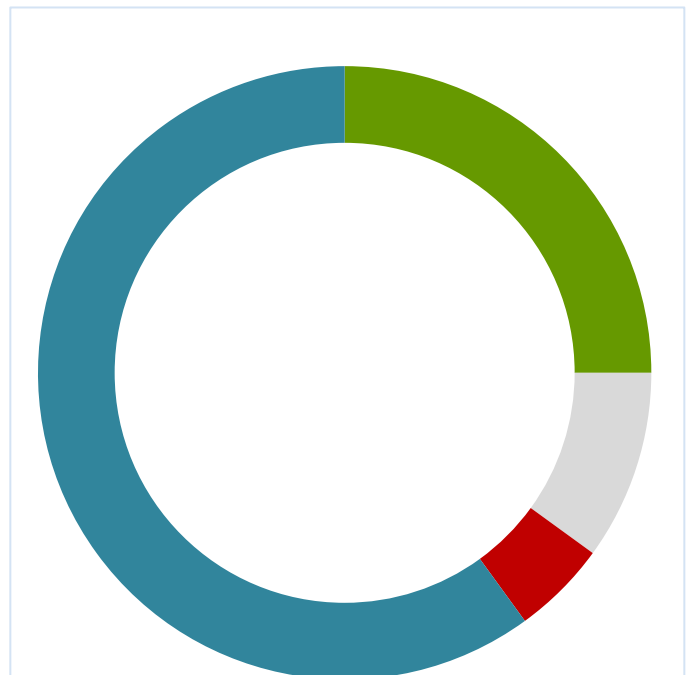
#### Recommendations

5/20 completed

2/20 elected

1/20 long term

12/20 active





## 11. PUBLIC SAFETY ACTIVITY REPORT

The KRSC continues to strive to support the various regional public safety and emergency measures organizations. 2019 saw the return of projects that proved successful last year, as well as new collaborative initiatives.

- **72-hour list**

In early 2018, each home received a 72-hour emergency preparedness list through the mail. The first round of mail outs sparked a productive conversation with residents and partners. As a result, we tweaked the list, reconfirmed the information on warming centres and sent out new, undated lists in early 2019. The new version will be used for the years to come and will only be reissued if there are changes to the warming centres that need to be communicated to residents.



- **Public Safety Day**

Following the success of the 2018 Public Safety Days, the KRSC decided to repeat the events in 2019. The municipalities of Saint-Louis de Kent and Saint-Antoine hosted free family days, featuring demonstrations, barbecues, exhibitions of emergency vehicles and equipment, and opportunities to meet and share ideas with the region's safety stakeholders. Once again this year, the events were successful and greatly appreciated by the many participants.



- **Partnership with our local RCMP**

New in 2019 was a rapprochement between the KRSC and the Richibucto Detachment of the Royal Canadian Mounted Police. Two partnerships were created between the organizations during the year. First, a new **positive ticketing** program was implemented in the summer and fall. The project enabled Kent region police officers to build relationships with local youth by rewarding good behaviour rather than simply punishing offences. Youth who received positive tickets were given coupons redeemable for prizes at participating local businesses, in addition to a chance to win a grand prize. The grand prize—a gift certificate for a bicycle at Mike's Bike Shop—was awarded to a youth from the rural community of Cocagne. Below is a list of the reasons for the tickets and the corresponding percentages:

**35%** - Use of head protection  
**19%** - Safe use of a bicycle  
**19%** - Use of a seatbelt  
**12%** - Use of pedestrian crossing  
**6%** - Safe practices during Halloween  
**4%** - Acts of kindness  
**2%** - Use of appropriate car seat  
**1%** - Safety in a boat  
**2%** - Others



This partnership also allows for a report to the population. **The quarterly reports** published by the local RCMP, once received by the KRSC, are presented as **infographics** and published afterwards on social media. Because of these quick and compact images, the information is more condensed and accessible to our public. The reactions to these publications are extremely positive and allow our citizens to see how much work our police force is doing.

- **What 2020 has in store for the Commission**

With regard to emergency measures, the KRSC wants to once again hold Public Safety Days. However, since the province will be in running its elections in the spring of 2020, it was decided that it would be best to hold only one event in the fall to allow those newly elected to play an active role. The partnerships with the local RCMP will continue throughout the year 2020 for the presentation of quarterly infographics and the positive ticket program will be back for the summer season. The KRSC employees will continue the work they are doing on the implementation of 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. Unless there are unforeseen changes, this tool should be available before the first storms of fall/winter 2020.

## 12.COMMUNICATION ACTIVITY REPORT

In terms of communications, the year 2019 allowed KRSC to continue its efforts to promote its various services, as it had done the previous year. The Commission staff tried to optimize communication efforts during the year to build on new agreements and mailings, including the annual mailing of the integrated waste collection calendar, continue updating KRSC's website and Facebook page, and use the 'Kent Services' app.

### Promotional tools and publications

- **'Let's Talk Kent!'**

The KRSC published and distributed two editions of 'Let's Talk Kent!' once again this year. The comments from the public continue to show that the communication method is efficient and appreciated. We are using these added-value publications, but also rely on more traditional media. It is actually the only place to find all information linked to the services offered by the Commission. To decrease the cost of these publications, pages were sold to Recycle NB and ARPE, allowing them to promote their recycling programs. This agreement proved to be successful and keeps people informed about the various implemented programs and the places where they can get rid of their electronic devices all year long.



- **Mobile Eco-Depot**

The arrival of a new program in 2019 incited us to do more promotion to ensure that it is successful. This program replaces the hazardous waste collection that took place four times a year. Not only are the number of annual collections doubled, this new program allows residents to get rid of a variety of items, from hazardous waste to bulky waste, and even tires or ashes that are collected on the road curve.

So that people really understand what this service is all about, and since the first events took place before the first 'Let's Talk Kent!' newsletter was published, another mailing was sent in January, which only covered mobile Eco-Depots. Sent to 17,000 homes, the mailing greatly contributed to the success of the program throughout the year. To support the mailing, a new page was created on the Commission's web site containing the essential information on the program and also offering an FAQ section. Finally, events were added to the calendar of the 'Kent Services' mobile application and additional promotion was done for each event on our Facebook page and in community radio stations the week before the event took place.



**New Service:**  
**MOBILE ECO-DEPOT**

Together with Southwest Eco360, the Kent Regional Service Commission (KRSC) is proud to present the Mobile Eco-Depot program. This FREE service will allow you to dispose of bulky, hazardous, and other types of waste at a location near you. It will not affect roadside collection of bulky waste, which will continue as usual.

**✓ ACCEPTED:**  
Maximum quantity equivalent to what can be hauled in a huffon truck or utility trailer

- Large appliances and furniture
- Construction and demolition waste (Make sure it's easy and safe to transport)
- Household hazardous waste
- Small motorized tools (Must be emptied of oil and gasoline)
- Glass (The glass gathered during these collections will be recycled)
- Tires
- Ash
- Etc.

**✗ NOT ACCEPTED:**

- Car engines
- Fuel or gas tanks
- Regular waste eligible for regular roadside collection (blue, green and clear bags)
- Commercial waste

**WHEN AND WHERE WILL THE ECO-DEPOT STOP IN 2019?**

Saturday, February 2 – Richmond (9 a.m. to 4 p.m.) Municipal building, 5235 Main Street	Saturday, March 30 – Saint-Paul (9 a.m. to 4 p.m.) Golden Age seniors' club, 6532 Route 515
*Wednesday 3 and Thursday 4 of April – Sackville (noon to 8 p.m.) Festival arena parking lot, 141 Festival Street	Saturday, April 27 – Saint-Louis-de-Kent (9 a.m. to 4 p.m.) Municipal building, 10011 Principale Street
Saturday, May 25 – Bass River (9 a.m. to 4 p.m.) Country Club, 20 Pearson Cross Road	Saturday, July 20 – Cocagne (9 a.m. to 4 p.m.) Arena, 19 De la Marine Road
Saturday, August 24 – Rogersville (9 a.m. to 4 p.m.) Arena, 15 Des Cimes Street	*Wednesday 4 and Thursday 5 of September – Sackville (noon to 8 p.m.) Festival arena parking lot, 141 Festival Street
Saturday, September 14 – Bouctouche (9 a.m. to 4 p.m.) J. K. Centre, parking lot 11 Irving, 30 Evangeline Street	Saturday, November 30 – Saint-Antoine (9 a.m. to 4 p.m.) Municipal building, 4558 Principale Street

For more information and a more detailed list of acceptable and unacceptable items, see our website or contact us.

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506-743-5490 toll free 1-855-588-1125 [www.carsk.ca](http://www.carsk.ca)

- **Agreement with Brunswick News**

Although our mailings remain a very efficient way to reach our population, we are continuing our promotional efforts in various media. We recognize the increase popularity of digital ads, but we don't want to put aside the traditional media. It is in this optic that KRSC and Brunswick was signed to increase our visibility on the territory at a fixed price. The agreement therefore allowed us to publish 12 pages in the Kent Francophone paper *L'Étoile*, 12 pages in the Kent Anglophone paper Focus as well as ads on Facebook and Instagram every month. This way, we were able to reinforce messages contained in our newsletter and promote events such as the Public Safety Days and Green Fair.

## Events

- **Green Fair**

Green Fair is an initiative that started in 2018 in the Grand Miramichi area. Due to the popularity of this event, the provincial committee for waste reduction saw the opportunity to hold this event in various locations of the province so that it could take place each year at different regional service commission. Our project coordinator offered that Kent becomes the host region for 2019 and the project was accepted by the Environmental Trust Fund (ETF).



The event took place on Tuesday, October 22, 2019, at the J.K. Irving Centre in Bouctouche. Close to thousand people attended the event, including 800 students from the area. Feedback provided by exhibitors and participating schools were mostly positive with few leads to follow for improving future events.

- **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.

Because we did not have a summer student in 2019, our staff had to share the task of participating in these events and a decision was therefore made to assess the impact of our presence and reduce the costs associated with our participation. Since we did not have major changes to announce, we did not hold any public session throughout the year, thus reducing the frequency of our visits to various communities. In spite of these changes and with the addition of the Green Fair, we still managed to reach 2030 people, a 9% increase compared with the previous year.

<b>2018</b>				
<b>Date</b>	<b>Lieu/location</b>	<b>Type</b>	<b>Événements / Events</b>	<b># Participants</b>
06-02-2019	Richibucto	Présentation tri	Présentation scolaire	40
23-02-2019	Grande-Digue	Kiosque	Déjeuner Western	56
15-05-2019	Bouctouche	Kiosque	Farmer's Market	113
25-05-2019	St-Louis-de-Kent	Kiosque/Organisation	Journée de sécurité publique	150
22-07-2019	Bass River	Kiosque	Upriver Country Market	22
27-07-2019	Kouchibouguac	Kiosque	Farmer's Market	46
31-07-2019	Rogersville	Kiosque	P'tit Frolic - Festival Choux Bruxelles	57
11-08-2019	Saint-Antoine	Présentation tri	Souper Âge d'Or	76
21-08-2019	Cocagne	Kiosque	Célébration - CMA	86
22-08-2019	Sainte-Marie	Kiosque	Expo-Kent	97
23-08-2019	Sainte-Marie	Kiosque	Expo-Kent	50
24-08-2019	Sainte-Marie	Kiosque	Expo-Kent	60
05-10-2019	Saint-Antoine	Kiosque/Organisation	Journée de sécurité publique	194
22-10-2019	Bouctouche	Kiosque/Organisation	Green Fair	983
<b>Total</b>				<b>2030</b>

## **What 2020 has in store for the Commission**

We will by no means cease our communication and promotion attempts in the future. Other than our annual mailings, digital media and agreement with Brunswick News, we will start the year 2020 with two new agreements with community radio stations: Radio Beauséjour (CJSE and BoFM) and Stingray (New Country 96), offering us 18 weeks of ads to use during the year at a fixed price. We also hope to be able to continue attending several events, including the new Business and Job Fair organized by the Promo-Kent Group.

Commission de services  
régionaux de Kent



Kent Regional  
Service Commission

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