

Commission de services
régionaux de Kent



Kent Regional
Service Commission

ANNUAL REPORT 2020



Kent RSC's Annual Report – 2020

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1. INTRODUCTION

The purpose of the 2020 Annual Report is to present the activities carried out by the Kent Regional Service Commission (KRSC) in 2020. 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.

2. MESSAGE FROM THE CHAIR

Dear residents of Kent region. It is with great pleasure that I submit my report to you as Chair of the Kent Regional Services Commission (KRSC). 2020 was certainly a unique year to be Chair. My first one-year term was renewed for a second year without elections, as were the terms of the other KRSC committee members, due to the pandemic. The Board of Directors learned new technologies quickly to be able to continue with activities and meetings. Having access to various virtual-meeting platforms was very useful in ensuring service continuity. These new ways of meeting have changed the way things are done at the KRSC, and some changes are here to stay. I am very proud to chair this organization, which excels at regional and community collaboration. The KRSC is seen as an organization that knows how to establish good relationships among communities and find ways to work together. The Commission also plays a very proactive and collaborative role with dozens of organizations dedicated to social, environmental, and economic development in our region.

Despite the significant challenges posed by the pandemic, especially in the spring when we were all confined to our homes, projects and initiatives continued to be implemented. One service that was in high demand was building inspections. 2020 was the KRSC's busiest year ever in terms of the number of building permits issued and their total value. The Solid Waste Department was also kept busy. Some services had to be suspended because of the pandemic, but residents participated in large numbers when the services resumed in the fall. One of the KRSC's main projects in 2020 was mobilizing residents in the area of health. Last February, the provincial government announced the overnight closure of the emergency room at the Stella-Maris-de-Kent Hospital. The KRSC took the threat seriously and mobilized resources to impress upon the government the importance of maintaining health services in rural areas. Even after the government announced the reversal of its decision, the KRSC continued its mobilization efforts in anticipation of the public consultations slated to take place in 2021. A study on the region's health care services and needs was carried out in the summer, and the document will be useful to the KRSC as it prepares its demands.

We continued working with our public safety organizations to increase service offerings. Whether it is through our Public Safety Committee or initiatives like the positive ticketing program, we at the KRSC believe it is critical to foster ties between the community and public safety service providers. In 2020, the region also implemented a new service: municipal by-law and zoning regulations enforcement. The new service fills a long-standing void. Our collaborative approach at the regional level allows all communities to receive services at an affordable cost.

We continued our efforts in the area of agriculture. The KRSC assigned an agricultural specialist to work on recruiting Amish and Mennonite families to revitalize the farming sector in Kent. The Board recognizes the importance of local food and support for local farming to the region's development. Our efforts are ongoing, and once the borders with other Canadian provinces reopen, we will be able to continue recruiting more proactively.

Despite our considerable successes, we also face significant challenges. The region is experiencing a labour shortage. Our companies are struggling to find staff to fill available positions. As a result, many are

recruiting internationally to bridge the gap. Our aging population and demographic changes in our communities also bring challenges. Residents are getting older, and the youth in our communities are not returning as much as we would like. Our communities have the dual challenge of providing services to current residents while also finding ways to attract young families. If we want our young people to return, we need housing, but there is currently a housing shortage in the region. The cost of building materials is a definite barrier to building new affordable housing for seniors, youth and newcomers. Development also depends on having staff who are skilled and dedicated to the region. Immigration has become an integral part of life in Kent County. The influx of newcomers continues, and we have a responsibility as a region to make sure that these people stay and make Kent their home. Initiatives will be forthcoming in 2021 aimed at doing just that.

The KRSC is working to expand current community transportation services. Transportation is vitally important to the region, and we are trying to diversify the current offer of services to include the needs of all residents. A business plan is in the works and will be presented in spring 2021.

Acknowledgements

I would like to thank all Board members for their dedication to, and keen interest in, the Kent region. At the monthly Board meetings, it is clear that all 17 members have the entire region at heart, and it is that unity that allows us to achieve great things for the region. Municipal elections will be held in May. Some Board members have already resigned, and others have indicated they will not be re-offering. The same thing is happening in the LSDs, but over a longer period of time. The LSDs will be holding elections between February and May. Some LSD members may not be able to re-offer. I wish all Board members the best. Your contribution to the region has been invaluable, and you have helped to move the KRSC's agenda forward. I would also like to thank the staff for their professionalism and dedication to the Kent region, especially during the pandemic. We are privileged to have employees who believe in the region's potential and want to see it succeed. It has been a pleasure for me to represent you this past year, and I hope that my work has met your expectations.

Pierrette Robichaud, KRSC Chair



3. EXECUTIVE DIRECTOR REPORT

ACHIEVEMENTS AND CHALLENGES OVER THE LAST YEAR

2020 was certainly an exceptional year. COVID-19 wreaked havoc with our operations. In March, the world came to a complete standstill for almost two months. Most KRSC employees were asked to work from home. This new way of working forced employees to be creative, flexible, and available. Although regular office hours did not change, working at home brought its share of challenges, such as balancing work and family life, technology-access issues, and the loss of opportunities to gather with colleagues. However, staff quickly adapted to this new reality. Virtual meetings became common practice and wearing masks in office hallways and adapting to new technologies are now part of everyday life for staff. I sincerely thank all our employees for being incredibly open to change and for their desire to serve residents despite the COVID-related restrictions. I am proud of this team, which has been able to deliver services as efficiently, if not more, than before the pandemic. Residents and clients were very well served, and we adapted nimbly to this new reality as soon as the pandemic was declared.

Significant changes were also made to Board procedures. Physical distancing requirements and the restrictions related to the red, orange, and yellow phases forced Board members to change how they met. The Board quickly got used to using virtual-meeting and teleconferencing software. The lack of in-person contact created challenges in the first few months, but by the summer, face-to-face meetings were once again permitted. As physical distancing and mask wearing became mandatory, the Board was forced to move to another location that had audio-visual equipment so as to be able to hold face-to-face Board and committee meetings. The KRSC conference room will likely not be used for Board meetings until a vaccine has been widely administered.

Despite the operational challenges brought about by the pandemic, some habits changed, and for the better. Travel to Fredericton for meetings lasting only a few hours is now a thing of the past. Virtual meetings can be held efficiently while limiting travel and reducing greenhouse gases. Staff can now work from home if need be, without negatively impacting service delivery. The Board can hold public meetings virtually when the weather is bad. None of this would probably have happened without the pandemic.

The Board also said goodbye to one of its members. Rexton mayor Randy Warman tendered his resignation in October. We sincerely thank him for his contribution to the KRSC and will not forget his sense of humour and his keen interest in making progress on issues affecting the region. Randy passed the torch on to deputy mayor Albert Corcoran, who has been on the Board since November. The cancellation of elections in May had a significant effect on municipal councils in New Brunswick, and the Kent Region was no exception. Three out of seven municipalities in the region have had at least one elected official resign since May.

In September 2020, New Brunswickers re-elected a Progressive Conservative government, with a majority this time. The Blaine Higgs government communicated its intention to undertake a major reform of local governance. A minister from southeastern New Brunswick was appointed to begin the reform, which is eagerly awaited by community leaders. Consultations and meetings with communities have begun. Although we do not yet know the details of the reform, we expect that the KRSC will have an important role to play in its implementation.

2020 was definitely not an easy year, but we managed to continue offering quality services to residents, launch new projects and, more importantly, stay healthy and safe despite the rise in COVID-19 cases in neighbouring provinces.

Projects completed in 2020.

This section describes the initiatives and projects carried out in 2020. Several initiatives were simply continuations from previous years, while others were new.

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, sharing of municipal services, local governance, and communications. Though the other issues are also important, they were not the focus of efforts in 2020. The Board also reviewed its strategic plan in November 2019, and a renewed version was approved in 2020.

Economic development, immigration, and tourism

This file saw ups and downs in 2020. The pandemic significantly impacted the KRSC's efforts to play a greater role in tourism development. The Board's intention of assuming greater responsibility for tourism did not materialize after the month of March and the cancellation of a forum with tourism entrepreneurs scheduled for March 30. The Board will have to sit down and re-examine the role it hopes to play, with a view to identifying the best approaches and tools needed to promote the region.

There were, however, some interesting initiatives. The KRSC received funding from the Atlantic Canada Opportunities Agency and the Regional Development Corporation to study the recruitment of Amish and Mennonite families to the region. The project led to substantial progress on the agricultural revitalization file. Two Amish families from Prince Edward Island came to visit in September to explore settlement opportunities. The visit was productive, with nearly 20 families subsequently asking for more information about properties for sale, the settlement process, utilities, etc. This information was sent out in December and we are waiting for news. We are pleased to see that there are families interested in settling here. All that is needed now is to make sure that we welcome them and accommodate them as much as possible.

The pandemic impacted the arrival of newcomers to the region. However, the Board recognizes that immigration is important and necessary for the region's development. The KRSC is working closely with MAGMA Kent to ensure that newcomers who choose to settle here feel at home. 2021 should be an interesting year for the KRSC, which expects to play an even greater role in immigration.

To counter the pandemic's effects, two buy-local campaigns were launched. The first one, which took place in the summer, was a success. Businesses and residents participated enthusiastically in the various initiatives aimed at encouraging shopping in Kent County. The second campaign focused on the importance of contributing to the region's four food banks that help our families. Residents who donated food or other items at the various collection points were entered for a chance to win local products. Residents showed great generosity, and the campaign was a huge success.

Sharing of municipal services

The KRSC launched a new by-law enforcement service in 2020. The service was officially launched on March 1, but work to develop it began in 2019. Maritime Enforcement Services is the company hired to work with municipalities and LSDs. Enforcement work in LSDs is limited to planning by-law infractions only because LSDs do not have other by-laws, unlike some of the region's larger communities. Communities greatly appreciate the service and would not want to do without it now that it is available. Municipalities and LSDs kept the enforcement officers busy in their first few months on the job. The KRSC renewed its contract in 2021 for another year.

Emergency measures and public safety

Work on the emergency measures file was limited in 2020. The pandemic prevented staff from holding focus groups to determine communications needs during emergencies. On the public safety front, we continued our positive ticketing initiative in partnership with the RCMP. This year we gave three awards to local youth for good habits and safe practices.

Our partnership with the Université de Moncton criminology department continued in 2020. However, the pandemic did have an impact on activities in this area. Distance-learning and data-access issues negatively affected the practicum. Data collection will continue in 2021. The partnership with the criminology department has definite advantages. In 2021, the Board set money aside in its budget to develop a community safety plan, and we will be calling upon the criminology department for its expertise in developing that plan.

Communications

Communications are a necessary part of our duties as KRSC managers. With the myriad of services and initiatives that the Commission offers residents, we have a duty to properly communicate with the community. Our communications tools include our bi-annual newsletter, radio ads, mail-outs, a Facebook page, our website, and a mobile application. There are ample opportunities for people in the region to keep abreast of what is happening in the KRSC, and our efforts to keep the public informed are ongoing. We also began a complete overhaul of our website. The site structure is eight years old and was becoming obsolete. A new website will be launched in winter 2021.

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 Université de 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. 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. The manuscript was completed in 2020 and will soon proceed to the revision and translation phase. The official launch of the book and website is slated for fall 2021.

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 a Fredericton firm, Black Arcs, to design a public transit system that could meet the challenges of serving the region's dispersed population. Work continued in 2020, and Black Arcs is preparing a business plan and the necessary administrative infrastructure. The KRSC expects to receive the documents in spring 2021.

Health and local governance reform

Two important reforms in the areas of health and local governance began in 2020. The KRSC's work on health reform started in February when the provincial government announced the overnight closure of emergency rooms in six hospitals, including the Stella-Maris-de-Kent facility. The government later reversed that decision, but the region's leaders went to work and proceeded with a health needs study. The KRSC hired a Master's student in health services management from the Université de Moncton, and her report was received and approved by the Board in November. A committee of elected officials and health experts was struck to guide the student in her work, as well as following the report's approval, so as to be prepared when public consultations take place.

The local governance reform process did not get underway until the fall. The KRSC, through its Executive Director, sits on a committee established by the Department of Environment and Local Government. The Minister met with the Board to give them a sense of what the reform might look like. This is certainly one of the files that the Board will follow closely in 2021.

Acknowledgements

Municipal elections were slated for May 2020 but will be held in May 2021 instead, because of the pandemic. Also, the election of new advisory committee members will continue between January and May so that new members are ready to fill vacant Board positions as of July 1. It is still too early to know who will remain on the Board after May and who will be passing the torch to someone else, but I would like to thank the KRSC Board and staff for their support this year. Once again, you have demonstrated leadership and a great 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 the staff and Board great success and look forward to working with you in 2021. Here's hoping the coming year will be more "conventional" than 2020!

Executive Director
Paul Lang



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.

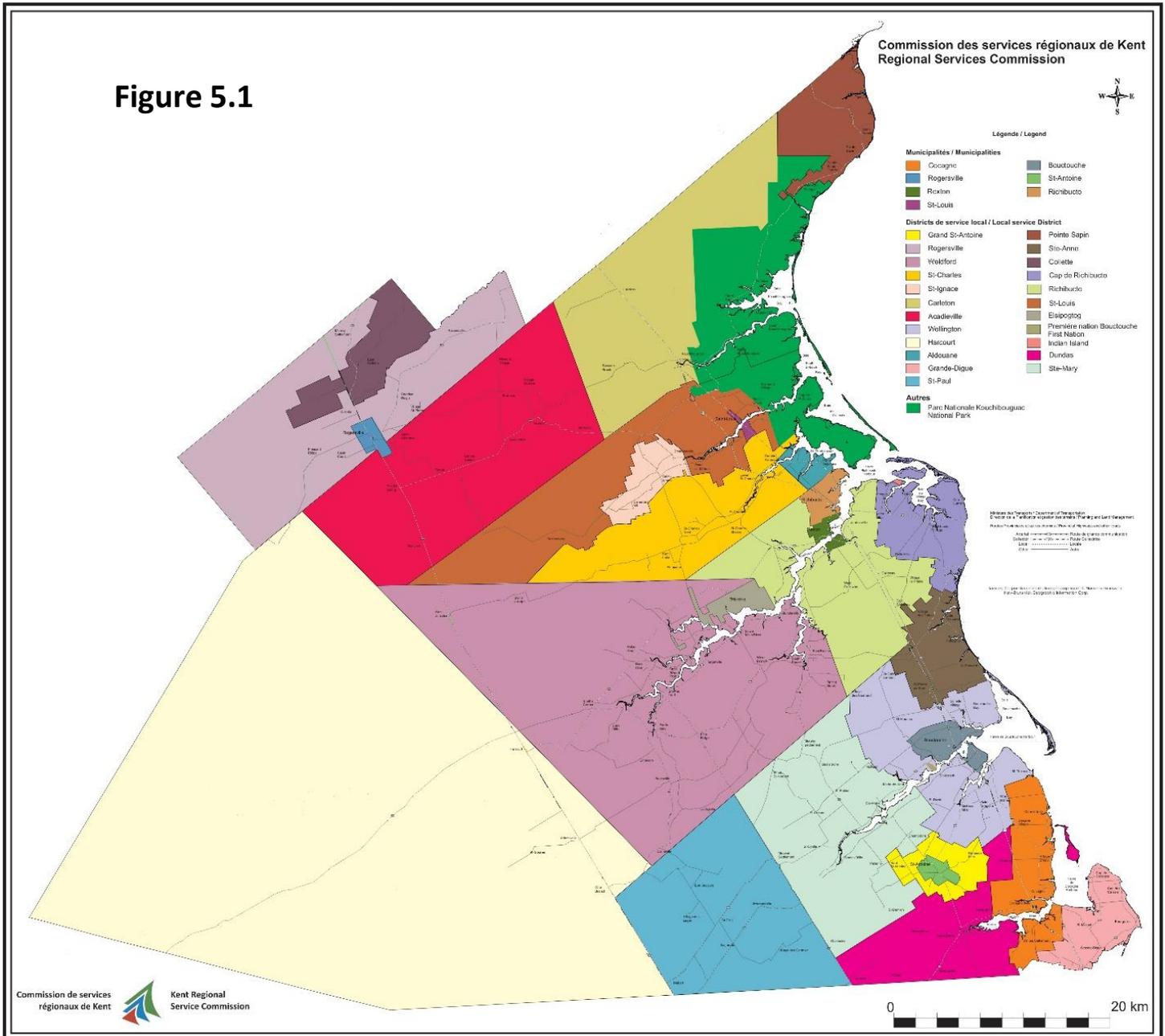
5. REGIONAL PROFILE

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 Figure 5.1). The territory has a total land area of 4,886.2 km² 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. The region also shares an Emergency Measures Coordinator. 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.

Figure 5.1



| Table 5.1 – Communities in the Region | | | |
|--|---|--|---|
| Municipalities / Rural Communities | 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 rd Bouctouche Cove Saint-Grégoire Wellington-Desroches Wellington-Dixon Point- Route 134 | Elsipogtog Indian Island Bouctouche |

6. FIVE-YEAR STRATEGY OBJECTIVES

The KRSC Board adopted a five-year strategic plan in January 2017. The Board revised its main strategic objectives for 2020. Below is the new plan with its operational component as of December 2019.

1. Introduction

The KRSC Board met on November 25, 2019 to update its strategic plan, which was initially approved in 2017. The Commission had hired a consultant to guide the exercise and carry out the main consulting and drafting work involved in the plan, and the same consultant was retained to facilitate the 2019 meeting and write the update.

2. Vision, Mission and Value Statements

No change

3. Strategies

3.1 Regional cooperation

- a) Municipal services
 - Initial strategy: consolidate some municipal services
 - New strategy: continue working towards adding a by-law enforcement service in municipalities and LSDs. For other services, intervene on a case-by-case basis
 - Concrete action: implement a by-law enforcement service by spring 2020

- b) Emergency measures
 - Initial strategy: consultation
 - New strategy: enhance service effectiveness and develop plans that meet the communities' needs
 - Concrete action: coordinate with municipalities and LSDs to implement the recommendations of the Ad Hoc Committee on Emergency Measures
- c) Governance model
 - Initial strategy: choose a governance model for the region
 - New strategy: abandon the strategy
 - Concrete actions: none
- d) Political influence
 - Initial strategy: increase the region's political influence
 - New strategy: pursue the strategy and incorporate the demands of local communities
 - Concrete actions: a) mention local community projects during lobbying meetings and/or offer a letter of support for those projects b) increase the number of meetings with provincial and federal elected officials to better inform them of KRSC issues.

3.2 Development

- a) Economic and community development
 - Initial strategy: obtain the necessary authorization from communities to access funding that would allow for the creation of an economic development department
 - New strategy: the KRSC will act as a resource and support for local initiatives
 - Concrete actions: the KRSC will: a) stand ready to support any request for assistance or information from local communities; b) support MAGMA in its efforts to streamline the integration of newcomers to the community and in the development of infrastructure and programs; c) ensure the implementation of the recommendations from the Agricultural Forum held in Acadieville in March 2019.
- b) Tourism
 - Initial strategy: create a partnership with the Cultural Coast
 - New strategy: to be developed
 - Concrete action: hold a forum in spring 2020 bringing together the various tourism stakeholders

3.3 Services

- a) Planning:
 - Initial strategy: better respond to the increase in planning demands
 - New strategy: strategy completed
 - Concrete action: continue to provide services
- b) Solid waste
 - Initial strategy: expand the recycling program and reduce waste
 - New strategy: continue the current strategy
 - Concrete actions: a) develop a solid waste management master plan; b) work more with the institutional, commercial and industrial sector to expand the service
- c) Communications with the general public
 - Initial strategy: improve communications with the general public
 - New strategy: continue the current strategy and redouble efforts to take illiteracy into account and to promote all services
- d) Public safety (new strategy)
 - Strategy: develop crime prevention initiatives

- Concrete actions: a) adopt a community safety plan; b) work with the RCMP to develop crime prevention initiatives
- e) Community transportation (new strategy)
 - Strategy: develop an affordable and flexible public transit system available to all Kent residents
 - Concrete actions: continue the work already undertaken with Kent Community Transportation and Black Arcs

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 (Table 7.1). The committees that answer to the Board include five standing committees and ad hoc committees established to address specific issues.

Figure 7.1

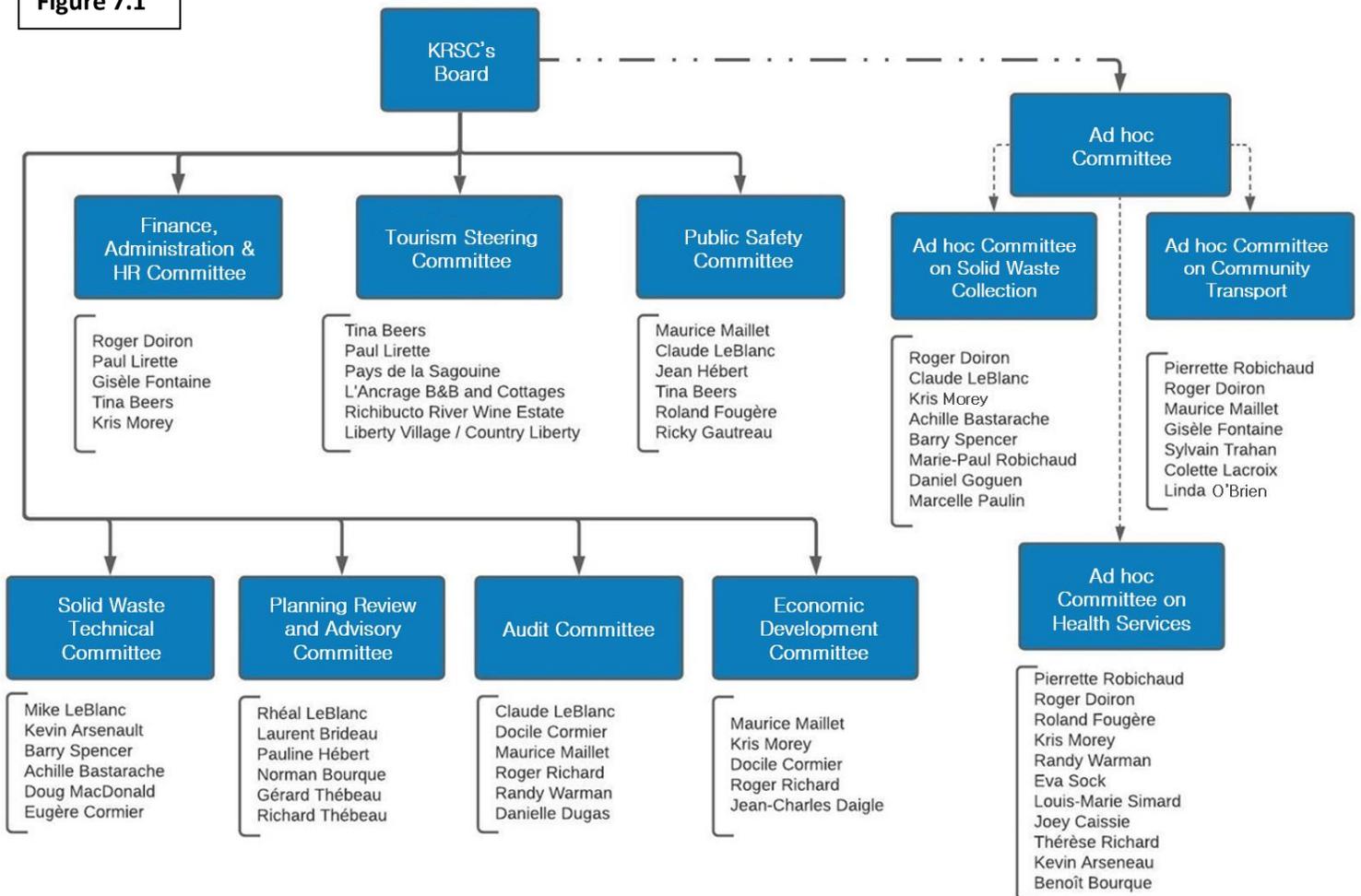
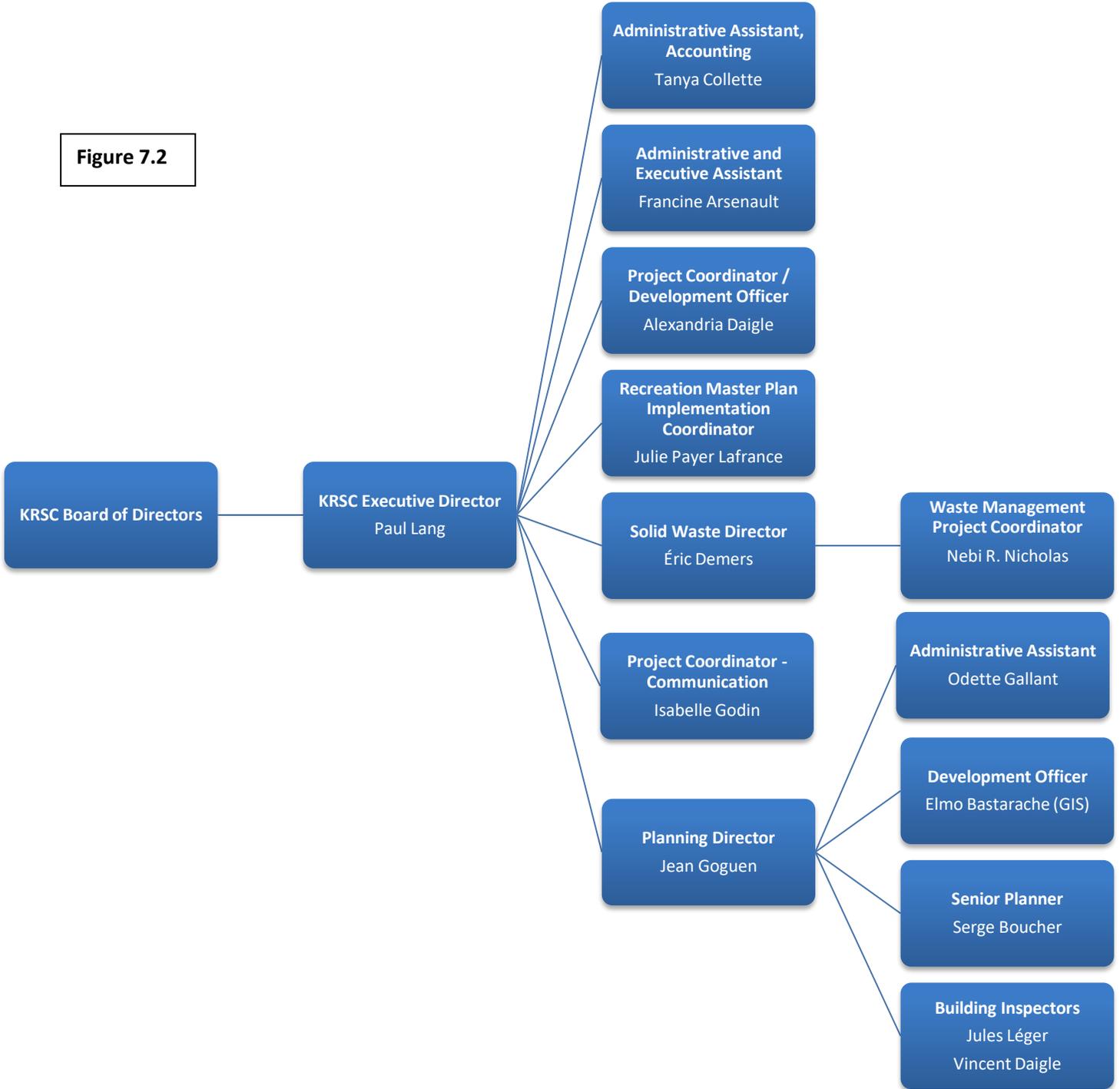


Table 7.1 – BOARD MEETING ATTENDANCE AND EXPENSE REPORT

| MEMBERS OF THE BOARDS AND SUBSTITUTES | MEETING ATTENDANCE (board only) | HONORARIUMS (board, committees & other events) | EXPENSES (board, committees & other events) |
|--|--|---|--|
| BABINEAU, Noëlla | 1 | 150.00 | 49.20 |
| BEERS, Tina | 12 | 2475.00 | 712.36 |
| CORCORAN, Al | 4 | 750.00 | 0.00 |
| CORMIER, Docile | 11 | 1350.00 | 102.50 |
| CORMIER, Eugène | 12 | 2100.00 | 412.05 |
| CORMIER, Jacques | 1 | 0.00 | 0.00 |
| DAIGLE, Jean-Charles | 6 | 900.00 | 182.87 |
| DOIRON, Roger | 12 | 3125.00 | 86.70 |
| DOUCETTE, Bruno | 5 | 600.00 | 159.90 |
| DUGAS, Danielle | 12 | 1500.00 | 71.23 |
| FONTAINE, Gisèle | 12 | 2325.00 | 292.17 |
| FOUGERE, Roland | 11 | 2025.00 | 331.28 |
| GAUTREAU, Ricky | 0 | 0.00 | 0.00 |
| HÉBERT, Jean | 12 | 2475.00 | 464.53 |
| LEBLANC, Claude | 12 | 5175.00 | 318.98 |
| LEBLANC, Pierre | 10 | 1200.00 | 329.64 |
| LIRETTE, Paul | 12 | 2550.00 | 178.76 |
| MAILLET, Maurice | 12 | 2525.00 | 511.27 |
| MOREY, Kris | 7 | 900.00 | 180.40 |
| RICHARD, Roger | 11 | 1800.00 | 324.72 |
| ROBICHAUD, Pierrette | 11 | 6542.00 | 1405.07 |
| WARMAN, Randy | 8 | 1050.00 | 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 2020.

Land planning continues to be a growing sector, with staff working on plans for Richibucto, Bouctouche, Saint-Antoine and Rogersville.

Throughout the pandemic, the Planning Department has carried out a surprising number of consultations with partners, clients, and developers to ensure appropriate development. A number of by-law amendments were introduced to allow projects that occasionally did not meet the requirements of current by-laws. Our administrative mandate obligates us to ensure that all development complies with legislation and regulations while also meeting our short-, medium- and long-term goals.

This was a noteworthy year, with just over \$38.5 million in permits. We maintained a professional level of service throughout the region, and our inspectors continue to stay on the cutting edge of their profession. One of our inspectors attended an exceptional training session at the National Research Centre in Ottawa.

Our planning officers continue to provide outstanding service. Owing to their 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, which is why the Commission has invested in ArcGIS software. 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 reception staff are the glue that holds our organization together and facilitates the smooth delivery of services.

In compliance with requirements, the KRSC Board 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 eleven (11) times and reviewed on one hundred and twelve (112) 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:

Five (5) cases requiring a recommendation to municipal councils (rezoning)

Forty-four (44) subdivision plans

Sixty-three (63) building variances

Table 8.1 – MEETING ATTENDANCE

| Members present | Meetings | Virtual Meetings |
|-----------------|----------|------------------|
| Rhéal Leblanc | 8 | 2 |
| Norman Bourque | 5 | 2 |
| Pauline Hébert | 9 | 2 |
| Richard Thébeau | 9 | 2 |
| Laurent Brideau | 9 | 2 |
| Gérard Thébeau | 9 | 2 |

Table 8.2 – PRAC EXPENSE REPORT

| 2020 PRAC members | Honorariums | Expenses |
|-------------------|-------------|----------|
| Rhéal Leblanc | 1000.00 | 262.40 |
| Norman Bourque | 525.00 | 225.50 |
| Pauline Hébert | 825.00 | 221.40 |
| Richard Thébeau | 825.00 | 184.50 |
| Laurent Brideau | 825.00 | 0.00 |
| Gérard Thébeau | 825.00 | 0.00 |

In 2020, the Commission issued five hundred and twenty-seven (527) building permits, worth a total of \$38,542,060.

The building permit figures for the municipal areas were of one hundred and ninety-four (194) for a total value of \$12,817,700 (see Table 8.3).

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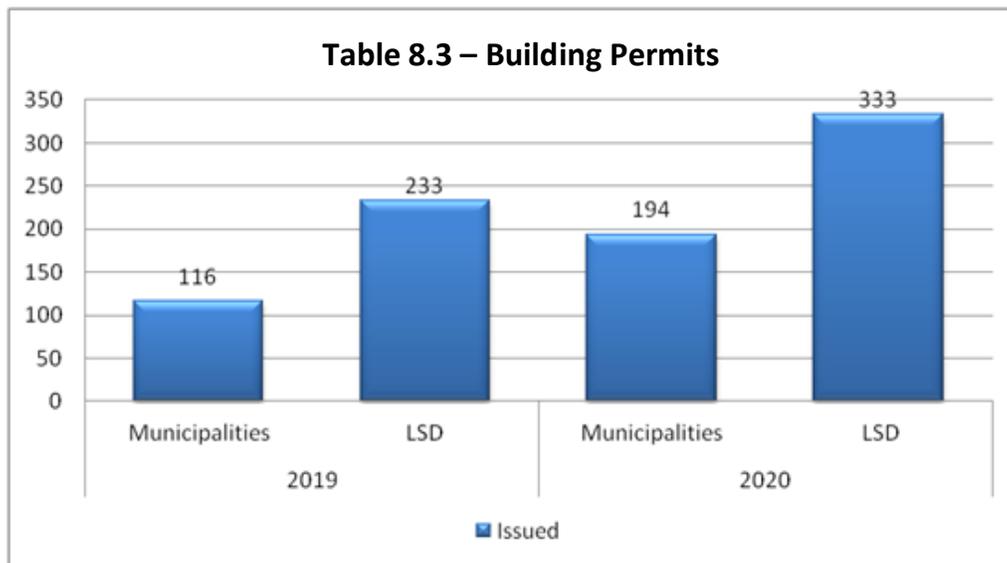
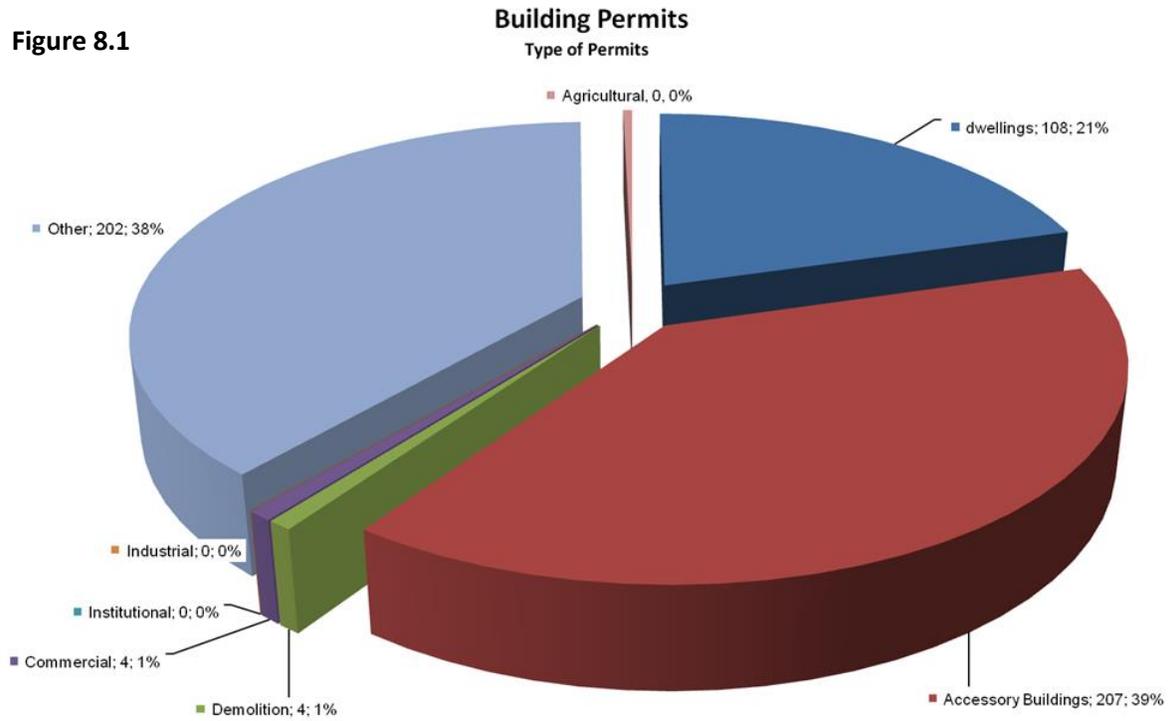
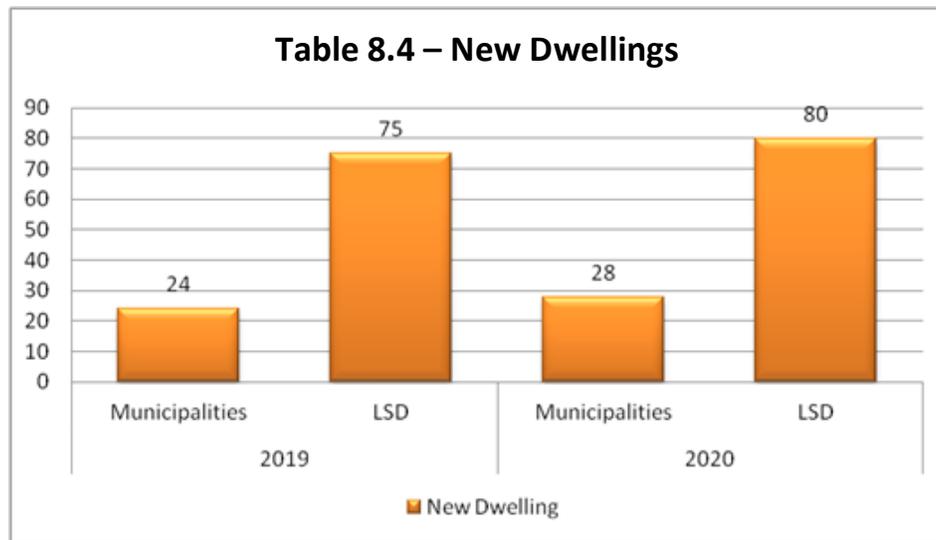


Figure 8.1



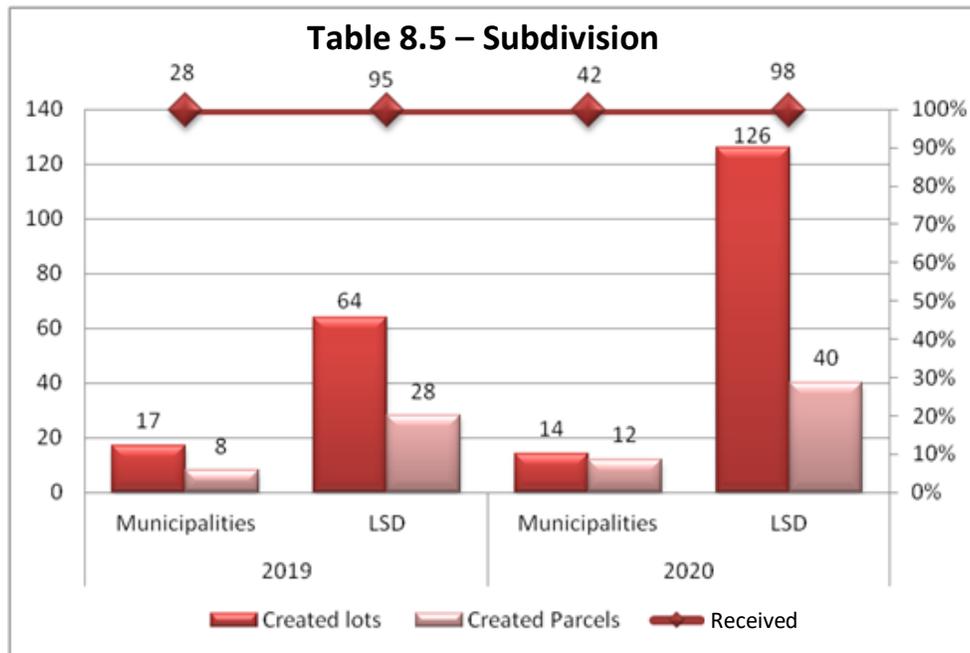
For example, the region’s municipalities gained twenty-eight (28) new residential buildings in the municipal sector and eighty (80) in unincorporated areas (Table 8.4).



In addition, one hundred and fifty-one (151) permits were issued in the municipalities and rural areas.

In 2020, one hundred and forty-six (146) subdivision plans were reviewed and one hundred and two (102) were approved, leading to the development of fourteen (14) new lots and twelve (12) new parcels in the municipal sector, and one hundred and twenty-six (126) new lots and forty (40) new parcels in the unincorporated sector.

In the same year, one hundred and sixty-five (165) survey plans and were approved.



Financing and budget

The total planning services budget in 2020 was \$831,553. This amount comes from the KRSC’s global budget. The municipalities and LSDs contribute to the budget through property assessments.

Training and Conferences

Due to the pandemic, our planners participated in numerous online training courses to meet their obligations as members of the Canadian Institute of Planners. As the southeast representative on the executive committee of the New Brunswick Building Officials Association, Jules Léger had the chance to visit the NRC’s Construction Research Centre. Our planner/cartographer participated in several online training sessions to develop his knowledge of ArcGIS, a software used by cartographers.

Municipal and Rural Plans

The plans for Aldouane and Richibucto were completed and came into effect in 2020. Work continues on the plans for the Saint-Antoine and Bouctouche areas. Several working committee meetings were held among the various councils and LSDs to gather the information required by the *Community Planning Act*. Work also continues in earnest to prepare for the open house sessions and public hearings in the respective regions.

A total of five (5) 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 REPORT

Who could have imagined that we would be facing a worldwide pandemic in 2020? COVID-19 changed our lives on many levels, and we are still experiencing the repercussions of the global pandemic. Telework and virtual meetings have become the norm, while handshakes and hugs have virtually disappeared. In spite of it all, the Department was able to provide KRSC residents with essential solid waste management services.

Here is the Department's annual report for 2020. As you will see, it was a modest year in terms of achievements. However, despite the challenges posed by COVID-19, we believe that the services provided to the community were largely unaffected. Ongoing communication with the Commission's various partners played a key role in service continuity, as did extra messaging when needed.

Table 9.1 – MEETING ATTENDANCE

| Members of the Technical Committee on Solid Waste Management | Meetings |
|---|--|
| Mike LeBlanc | 3 |
| Barry Spencer | 5 + 1 meetings of the Ad Hoc Committee on Solid Waste Collection |
| Eugère Cormier | 5 + 1 meetings of the Ad Hoc Committee on Solid Waste Collection |
| Douglas MacDonald | 5 + 1 meetings of the Ad Hoc Committee on Solid Waste Collection |
| Achille Bastarache | 5 + 1 meetings of the Ad Hoc Committee on Solid Waste Collection |
| Kevin Arsenault | 5 + 1 meetings of the Ad Hoc Committee on Solid Waste Collection |

Table 9.2 – EXPENSE REPORT

| Members of the Technical Committee on Solid Waste Management | Honorariums | Expenses |
|---|--------------------|-----------------|
| Mike LeBlanc | 225,00 \$ | 49,20 \$ |
| Barry Spencer | 600,00 \$ | 88,56 \$ |
| Eugère Cormier | 450,00 \$ | 373,00 \$ |
| Douglas MacDonald | 450,00 \$ | 129,56 \$ |
| Achille Bastarache | 450,00 \$ | 97,58 \$ |
| Kevin Arsenault | 450,00 \$ | 166,00 \$ |

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
- Regional Services Commissions
- Committee for waste reduction in N.B.
- Product Care
- Gaia Project
- Pays de Cocagne Sustainable Development Group
- 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)

Management of Collection Contracts

In 2020, the Commission continued to manage the same contracts it oversaw in 2019, and collection costs were stable for the most part. The KRSC was in weekly communication with collection companies between March and May to keep abreast of the evolving COVID-19 situation. The result was continuity of collection services to residents. However, sorting of recyclable and organic materials had to be suspended at the Eco360 facilities for a period of time in the spring, due to health restrictions. The reduction in sorting did not affect residents.

The Department is very engaged and constantly works with the residual waste collection companies. This collaboration is key to improving the efficiency of public data collection and ensuring safe service delivery.

In addition, the KRSC Board approved amendments to Policy 2019-029 in 2020 that will allow the Department to better manage the residential collection program. A good example is the requirements related to bulky waste collection where the Department has seen a marked improvement in compliance by residents. It is therefore vital to continue constructive and positive communication with the community.

Ad Hoc Committee on Solid Waste Collection

The Ad Hoc Committee on Solid Waste Management was not very active in 2020, mainly because of COVID-19. It should, however, be noted that the Committee did complete a request for proposals (RFP) for a feasibility study to develop an integrated residual waste management plan, but, as the RFP places a great deal of emphasis on public consultation, the Committee felt it necessary to hold off on issuing the RFP in order to be able to hold face-to-face meetings with the public and KRSC stakeholders.

It should also be noted that the Province has initiated a review of the solid waste management service model across the province. This also includes a possible program to manage packaging and printed paper. These studies may have a significant impact on the RFP's objectives and contents. Once the Commission

has a better idea of the direction the Province is considering based on the findings of the studies underway, the necessary changes will be made to the RFP.

Despite the delays mentioned above, the Ad Hoc Committee and the Solid Waste Technical Committee were able to meet with Gary LeBlanc of the Acadian Peninsula Regional Service Commission. The meeting dealt with various aspects of managing a fleet of residential waste collection trucks.

3-Stream Program

The 3-Stream Waste Recovery Program has enabled residents to divert recyclables and organics from the Eco360 landfill since 2016. However, awareness-raising and public education continue to play a vital role in reducing contamination from various sources. The KRSC fine-tuned the way it communicates via social media, mail-outs, and local radio stations.

There were no major changes to KRSC messaging to residents or the work done by garbage collectors, and the 3-Stream Program remains an important part of good solid waste management. As with any program or service, adjustments are always necessary to increase efficiency.

One trend that seems to be emerging is the increase in packaging waste owing to greater use of online shopping and home delivery. Though not a new phenomenon, it has become more widespread in 2020 with the health crisis. The Commission will need to take this variable into account in how it delivers solid waste management services in the coming years.

The KRSC is grateful for the support of its partners and for the work done at various levels to ensure that the 3-Stream Program continues to run smoothly. People are increasingly aware of the benefits of recycling and the importance of good solid waste management.

Analysis of waste tonnage production

In terms of residential tonnage produced in 2020, we noticed a change compared to 2019 for the whole territory. Various variables can have an impact of residential waste production. Some answers are offered in the analysis below. 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 2019, residential tonnage was up 546.40 tons for all Kent County communities in 2020. This represents a 9.17% increase relative to 2019. The highest increase is of 28.26 tons from Elsipogotg First Nation. We have to point out that Elsipogotg and Indian Island share a collection service and that the Indian Island production has decreased of 16.75%, i.e., 26.78 tons. That said, the average increase for both communities was 23.58 tons, or 5.76%, in 2020.

There was also an increase of 53.14 tons, or 13.33%, in the municipality of Saint-Antoine compared to 2019. The same applies to collection areas K1 and K3, which recorded increases of 165.44 tons (6.69%) and 189.74 tonnes (9.80%), respectively, in 2020.

The Department noted waste generation levels similar to 2019 for collection area K5, with only a slight increase of 0.40 tons, or 0.03%, in 2020.

It is difficult to understand what drove the increases in 2020. As mentioned earlier, online shopping and home delivery have changed residents' consumption habits. It was at the height of the lockdown between

March and May that residential waste production surged. Moreover, with only four mobile Eco-Depots held in 2020, bulky waste collection increased somewhat in spring and fall 2020.

All in all, the KRSC considers 2020 an outlier year in terms of residential waste generation. We hope to see more stability in 2021 and future years, but the consumption habits of residents will need to be monitored. Awareness-raising and education continue to be essential to reducing waste at the source, focusing on the reuse of goods, and enabling proper waste management through recycling programs.

Table 9.3 – RESIDENTIAL TONNAGE

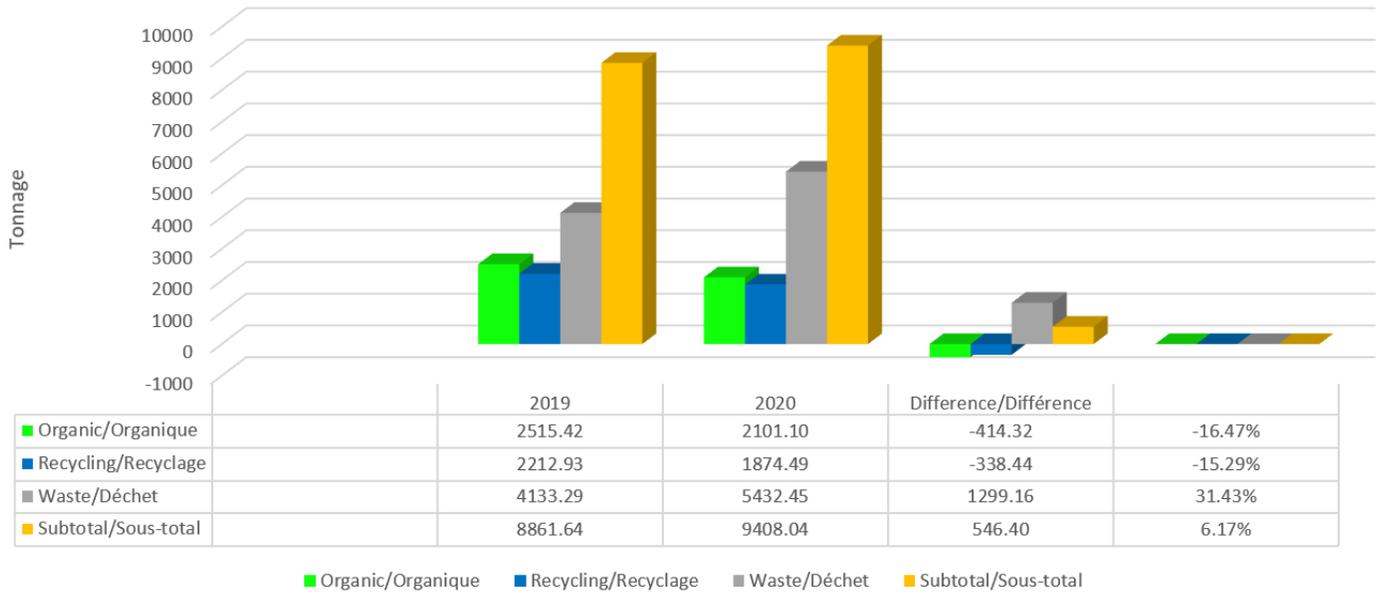


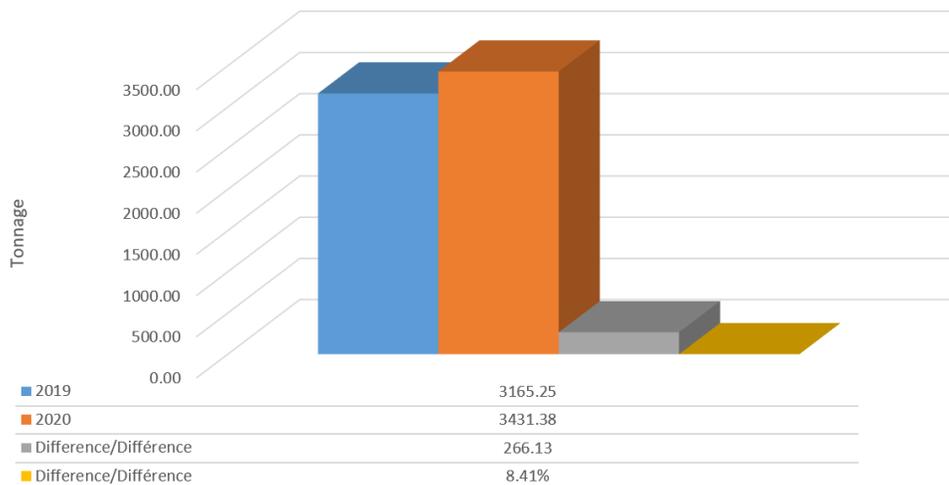
Table 9.4 – KENT SOLID WASTE REPORT 2020

| Kent Waste Report/Rapport de déchets pour Kent For 2020/Pour 2020 | | | | | | | | | | | | | | | | | |
|--|---------------|---------------|---------------|---------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|---------------|---------------|-----------------|-----------------|---------------|----------------|
| Non optimized communities/Communautés non optimisées | Jan | Fév | Mars | Avril | Mai | Juin | Juillet | Aout | Sept | Oct | Nov | Dec | Dec-19 | YTD/CAJ | YTD/CAJ | YTD/CAJ | |
| | Jan | Feb | Mar | Apr | May | June | Jul | Aug | Sept | Oct | Nov | Dec | Dec-19 | 2019 | 2020 | Difference | % |
| Elsipogtog First Nation Band | 27.06 | 23.93 | 27.93 | 13.11 | 18.59 | 29.26 | 32.73 | 34.27 | 31.10 | 35.24 | 35.59 | 26.79 | 11.06 | 261.66 | 335.60 | 73.94 | 28.26% |
| Municipality of Bouctouche | 49.19 | 39.58 | 47.31 | 60.38 | 92.13 | 58.52 | 48.96 | 48.96 | 62.95 | 116.10 | 51.81 | 63.73 | 52.00 | 731.37 | 739.62 | 8.25 | 1.13% |
| Municipality of St-Antoine | 28.02 | 33.67 | 21.22 | 43.29 | 77.73 | 27.29 | 39.26 | 26.41 | 37.87 | 45.20 | 35.02 | 36.86 | 24.82 | 398.70 | 451.84 | 53.14 | 13.33% |
| Indian Island First Nation Band | 4.78 | 2.26 | 3.73 | 24.37 | 41.90 | 8.21 | 4.85 | 5.42 | 0.00 | 22.18 | 0.00 | 15.42 | 23.35 | 159.90 | 133.12 | -26.78 | -16.75% |
| Subtotal/Sous-total | 109.05 | 99.44 | 100.19 | 141.15 | 230.35 | 123.28 | 125.80 | 115.06 | 131.92 | 218.72 | 122.42 | 142.80 | 111.23 | 1551.63 | 1660.18 | 108.55 | 7.00% |
| Optimized collection/Collecte optimisée | | | | | | | | | | | | | | | | | |
| K1 (Fero) | 172.61 | 127.55 | 152.49 | 189.74 | 194.17 | 461.73 | 211.52 | 276.99 | 212.22 | 283.92 | 173.33 | 180.62 | 141.28 | 2471.45 | 2636.89 | 165.44 | 6.69% |
| 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) | 50.78 | 44.07 | 62.10 | 65.25 | 134.43 | 64.19 | 67.24 | 98.83 | 64.55 | 84.98 | 59.82 | 64.24 | 54.35 | 829.76 | 860.48 | 30.72 | 3.70% |
| 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) | 134.99 | 99.79 | 122.31 | 155.09 | 348.96 | 177.37 | 153.30 | 201.02 | 160.16 | 290.97 | 138.75 | 143.18 | 117.73 | 1936.15 | 2125.89 | 189.74 | 9.80% |
| 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/McAction) | 45.59 | 37.92 | 55.95 | 53.87 | 116.04 | 54.70 | 47.78 | 76.18 | 66.08 | 82.67 | 47.23 | 54.48 | 55.01 | 686.94 | 738.49 | 51.55 | 7.50% |
| Murray Settlement/Collette/Rosaireville | | | | | | | | | | | | | | | | | |
| Rogersville-Est/Rogersville-Ouest/Acadieville | | | | | | | | | | | | | | | | | |
| Acadie Siding/Noirville/Kent Junction/Harcourt | | | | | | | | | | | | | | | | | |
| Municipality of Rogersville | | | | | | | | | | | | | | | | | |
| K5 (Fero) | 97.37 | 73.13 | 93.98 | 106.42 | 170.19 | 115.24 | 92.64 | 128.50 | 109.98 | 190.48 | 101.55 | 106.63 | 90.11 | 1385.71 | 1386.11 | 0.40 | 0.03% |
| 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 | 501.34 | 382.46 | 486.83 | 570.37 | 963.79 | 873.23 | 572.48 | 781.52 | 612.99 | 933.02 | 520.68 | 549.15 | 458.48 | 7310.01 | 7747.86 | 437.85 | 5.99% |
| Total Residential Waste/Déchets résidentiels total | 610.39 | 481.90 | 587.02 | 711.52 | 1194.14 | 996.51 | 698.28 | 896.58 | 744.91 | 1151.74 | 643.10 | 691.95 | 569.71 | 8861.64 | 9408.04 | 546.40 | 6.17% |
| ICI Waste/Déchets ICI | 224.73 | 278.62 | 249.60 | 238.41 | 206.08 | 288.12 | 257.32 | 277.37 | 308.09 | 440.90 | 389.15 | 272.99 | 201.84 | 3165.25 | 3431.38 | 266.13 | 8.41% |
| CD Waste/Déchets CD | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15.86 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 8.28 | 0.00 | 5.79 | 24.14 | 18.35 | 316.93% |
| Grand Total | 835.12 | 760.52 | 836.62 | 949.93 | 1400.22 | 1300.49 | 955.60 | 1173.95 | 1053.00 | 1592.64 | 1032.25 | 973.22 | 771.55 | 12032.68 | 12863.56 | 830.88 | 6.91% |
| Eco-Depot tonnage/Tonnage éco-dépôt | NA | Storm | COVID | COVID | COVID | COVID | NA | 15.07 | 28.39 | 15.48 | 13.99 | NA | NA | 118.45 | 72.93 | -45.52 | -38.43% |
| # of vehicles at the Eco-Depots/# de véhicules aux éco-dépôts | NA | Storm | COVID | COVID | COVID | COVID | NA | 657 | 584 | 252 | 295 | NA | NA | 2229 | 1788 | -441 | -19.78% |

The tonnage produced by the institutional, commercial, and industrial (ICI) sector in 2020 was also up compared to 2019. Waste production climbed from 3,165.25 tons in 2019 to 3,431.38 tons in 2020, an increase of 266.13 tons, or 8.41%, over the previous year.

Exceptionally, the Department is encouraged by this increase because it indicates that companies have been able to continue their economic activities. Some of the waste produced in March and April may be spoiled food from businesses that had to close during the pandemic, but the increase continued through summer and fall 2020.

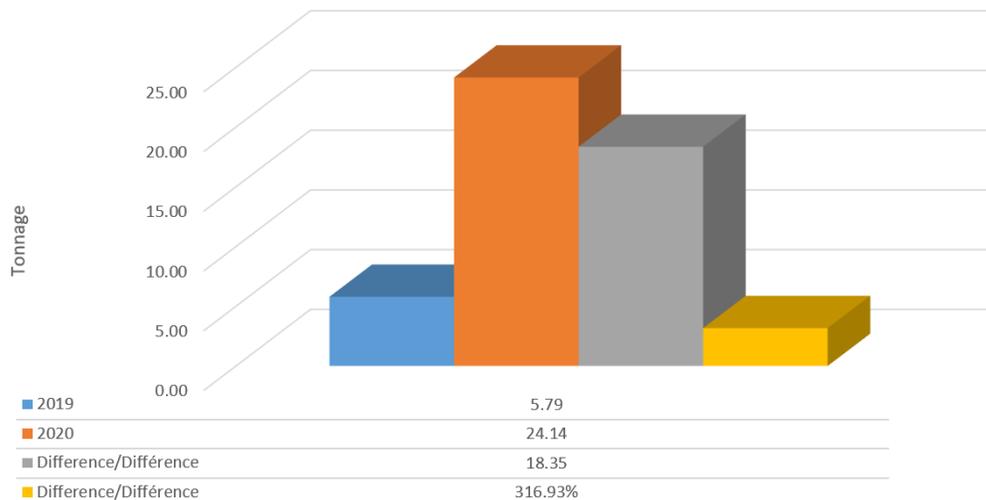
Table 9.5 – ICI TONNAGE



With respect to construction and demolition (CD) waste, a slight increase was observed in 2020 compared to 2019. A total of 24.14 tons was produced in 2020, a huge increase of 18.35 tons, or 316.93%, over the previous year. The total in 2019 was 5.79 tons.

As mentioned in previous reports, private sites can have an impact on CD waste tonnage, as costs per ton are considerably lower than at the Eco360 site. Companies may also not be correctly identifying CD waste at the Eco360 weigh station.

Table 9.6 – CD TONNAGE



Eco-depot 2020

Following the success of the first Eco-Depots in 2019, the Commission offered the service again in 2020. Some \$35,000 was received from the Environmental Trust Fund, which allowed the Commission to pay for promotion and other costs related to the Eco-Depot program. Residents participated in the program, despite a reduction from eight to four depots due to the pandemic.

The Commission is encouraged by the participation rate, even though the numbers were down with 1,788 vehicles compared to 2,229 vehicles in 2019 and 72.93 tons compared to 118.45 the previous year. The KRSC was also pleased to be able to offer the Eco-Depot service to Elsipogtog First Nation for the first time, in 2020. By establishing a rotating list of communities that host Eco-Depots, the Department believes it is meeting the needs of all residents in the region. The service is made possible with the collaboration of Eco360, and our staff did an efficient and professional job of delivering it in 2020.

As mentioned earlier, the Eco360 team visited four communities this year. Here is a breakdown of the items and tonnage collected through the service.

Table 9.7 – ECO-DEPOT 2020

| Number of vehicles/Nombre de véhicules | | Total tonnage/Tonnage total |
|---|-------------------------------------|-----------------------------|
| 1,788 | | 72.93 tonnes |
| Items/Articles | Description/Description | Quantity/Quantité |
| Tires/Pneus | Total tires/Total de pneus | 768 |
| Metal/Métal | Number of Cages/Nombre de cages | 32.50 |
| Ashes/Cendres | Number of Drums/Nombre de Bari | 3 |
| Glass/Verre | Number of Totes/Nombre de sacs | 2.50 |
| E-Waste/Électroniques | Number of Cages/Nombre de cages | 5.75 |
| Appliances/ Électroménagers | Fridge/Réfrigérateur | 17 |
| | Freezer/Congélateur | 1 |
| | Stove/Poêle | 9 |
| | Dishwasher/ Lave-vaisselle | 1 |
| | Washer/Laveuse | 5 |
| | Dryer/Sécheuse | 4 |
| | Microwave/Micro-onde | 12 |
| | Dehumidifier/Déshumidificateur | 18 |
| | Air Conditioner/Climatiseur | 11 |
| | Water Cooler/ Refroidisseur d'eau | 6 |
| | TV/Téléviseur | 40 |
| Bathroom items/Articles de salle de bain | Bathtub/Bain | 0 |
| Yard items/Articles de jardin | Lawn mower/Tondeuse | 1 |
| | BBQ/Barbecue | 2 |
| | Garden tiller/Motoculteur de jardin | 0 |
| | Snow Blower/Souffleuse à neige | 1 |
| Office equipment/Équipements de bureau | Chair/Chaise | 1 |
| Sports equipment/Équipements de sport | Treadmill/Tapis de course | 2 |
| Items total tonnage/Tonnage total des articles | | 19.24 tonnes |
| Cardboard/Carton | | 0.32 tonnes |
| CD waste/Déchets CD | | 10.54 tonnes |
| Yard waste/Déchets de jardin | | 0 tonnes |
| Bulky waste/Déchets encombrants | | 25.67 tonnes |
| Hazardous waste/Déchets dangereux | | 17.17 tonnes |
| Total tonnage/Tonnage total | | 72.93 tonnes |

ICI Sector

A pilot project that was supposed to take place with three schools in the region between March and June unfortunately did not go ahead because of the pandemic. The Commission did, however, help the District scolaire francophone sud change its RFP documents for collection contracts at various schools. The changes will now allow schools to implement the 3-Stream Program. Posters about sorting were also prepared to help schools reduce contamination of recyclables and organics.

The challenge schools were facing was related to collection, not implementation, so the KRSC will continue working with schools that show an interest in participating in the 3-Stream Program.

The collection challenge in schools is the same as for most of the ICI sector. Very few companies are able to sort recyclable materials, and it is because of how they collect them. Nevertheless, the Commission remains open to working with the sector to find solutions.



Another area of cooperation with the ICI sector and that affects mainly coastal communities is that of marine waste management. The Commission did some work with the Conservation Council of New Brunswick (CCNB) in 2020, but that project, which is led by the CCNB, is on hold for now. Despite the pause, there seems to be a willingness among the region's partners to better manage marine waste.

First Nations

Although the pace of work slowed somewhat in 2020 because of COVID-19, projects are underway and recommendations are being implemented. A full complement of residential solid waste management services are being planned for Elsipogtog and Indian Island. The project coordinator has developed partnerships and is working with organizations that have expertise in solid waste management.

The main need identified in the two First Nations communities is a collection system that would allow people to recycle their residential waste. The residential sorting system that will eventually be implemented will have to take collection equipment into consideration, and standardizing the equipment used is also a possibility being looked at.

This collaboration between the KRSC and Elsipogtog and Indian Island First Nations is unique in New Brunswick. The steps taken in 2019 and 2020 have provided an overview of existing services and future opportunities. The KRSC looks forward to continuing to work collaboratively to implement efficient services that meet the solid waste management needs of residents.

Projects for 2021

The focus for 2021 will be on continuing to provide services that are already offered, as well as collaborating with the Commission's partners. It is hoped that the feasibility study will begin in 2021 to allow the KRSC to develop a management plan to increase diversion and the recovery of recyclable and organic materials.

The Department also plans to develop a system for auditing residential collection in partnership with interested municipalities. This will provide relevant data that will help the Commission improve its approach to communicating with the public.

The Commission will continue to support educational institutions and other ICI sector organizations with solid waste management projects and programs.

It will be important to closely monitor the Province's actions following the recommendations of the studies carried out between 2019 and 2020. The creation of a program for managing packaging and printed paper could have a substantial impact on the way recyclables are recovered.

In closing

As you can see, 2020 was about providing essential services to residents. Despite the spring lockdown and the various health restrictions, the Department was able to make progress on some issues.

I would like to take this opportunity to acknowledge and thank the Board for their dedication to, and support in, offering high-quality solid waste management services. I would also like to thank our partners for their work in 2020. Finally, I want to highlight the support of the Solid Waste Technical Committee and the Ad Hoc Committee on Solid Waste Management.

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

Respectfully submitted,

Director of the Solid Waste
Eric Demers



10. COMMUNICATIONS ACTIVITY REPORT

Although some projects were set aside to comply with Public Health guidelines, 2020 was still a busy year on the communications front. Our employees were not able to participate in community events as they normally would, but the KRSC did not lack visibility.

Promotional tools and publications

Let's talk Kent!

As usual, the KRSC published and distributed two editions of *Let's talk Kent!*, one in the spring and the other in the fall of 2020. The mail-out of the spring edition had to be postponed by almost a month to ensure that the newsletter accurately reflected the new service conditions brought about by COVID-19. The delay made us realize that residents expect to receive the document around April, since we were contacted about it several times while it was in printing.



Other mail-outs

Other mail-outs were sent out to inform the public of changes to our programs. First, following a bidding process and subsequent change of contractor in the K4 region, the Commission sent out a reminder to residents of the 4 a.m. rule along with the contact information for McAction Enterprises Inc.



When COVID-19 restrictions were loosened, we were able to work with Southeast Eco360 and take over the Mobile Eco-Depot service. To communicate the new schedule to residents, a mini-promotional campaign was launched and included a mail-out, as well as radio and digital ads. The advertising costs were covered by money from the Environmental Trust Fund.

Finally, like every year, a residential waste collection calendar was sent to all households in the region. It continues to indicate the colour of the bags that will be picked up on any given week and also lists the public holidays that affect local waste collection. The calendar was mailed in November 2020, just in time to replace the old version.

Promotional tools

Although KRSC staff did not travel to meet the public at community events in 2020, we continued working on promotional tools. We constantly strive to represent all KRSC communities, and to that end we changed the graphic design of our notepads. From now on, they will display the slogan *Let's Talk Kent!* instead of *Let's Talk Trash!*. The notepad also lists the contact information for both our offices rather than just the Bouctouche location.

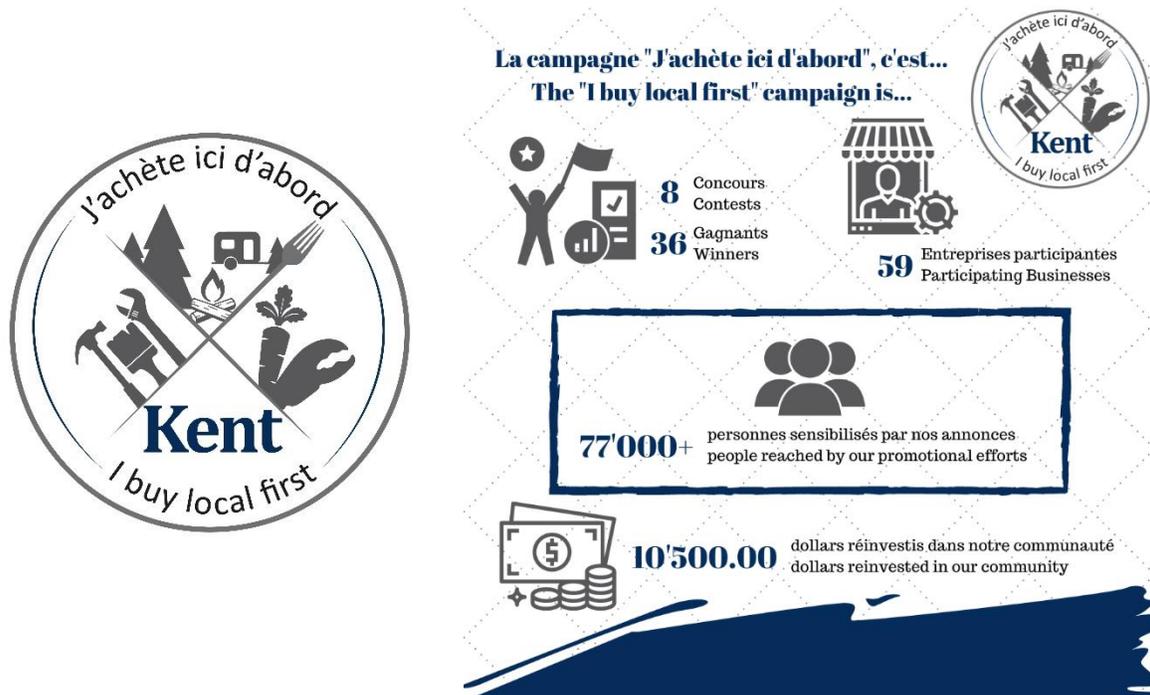
Website

We encountered format-related problems with our website in fall 2020. The template used when the site was created in 2013 no longer exists, which is a frequent source of headaches for our webmaster. Furthermore, although the website is complete in terms of content, it is no longer up to date and requires too many clicks to retrieve the desired information. The KRSC therefore decided to rehaul the site to make it more user-friendly for the public and more dynamic. Work began in 2020, and the aim is to launch the revamped version in early 2021.

***I Buy Local First* campaign**

Summer 2020

The KRSC launched a campaign to promote local buying in partnership with RDÉE NB and CBDC Kent. A promotional campaign on social media and radio was launched in June 2020 and featured new material until August. During the campaign, residents who purchased more than \$20 worth of goods at participating businesses were entered to win an *Explore Kent!* grand prize worth \$800, as well as two \$100 gift certificates from local businesses. The public response was extremely positive, businesses appreciated the support, and participation in the contests exceeded our expectations.



Fall 2020

Building on the summer campaign's success, the KRSC offered the *I Buy Local First* campaign in November to encourage holiday shopping in Kent. In addition to the buy-local messaging, an initiative was also developed with the region's four food banks. The Rogersville, Richibucto, Bouctouche, and Shediac food banks joined us in offering participation coupons to all who made monetary or food donations. Two baskets of local products valued at \$600 each were offered to the two winners of the draw.

This new initiative would not have been as successful without the support of our seven municipalities, which served as drop-off points for donations. Without their participation, residents may have been less inclined to bring their donations to the food banks. The initiative demonstrated, once again, the incredible

generosity of the people of Kent County. The municipalities collected more than \$1,000 in monetary donations and numerous gifts of food, personal hygiene products, toys, and clothing.



Partnership

Brunswick News

Changes were made to the agreement between KRSC and Brunswick News. Since *L'Étoile Kent* merged with *L'Étoile Sud-Est*, and with *Focus on Kent* no longer being printed, the KRSC had to withdraw from the newspaper-related part of the agreement. The agreement was therefore amended to ensure a stronger presence on social media, i.e., Facebook and Instagram. These publications bring us an average of nearly 90,000 "impressions" or views and 1,600 hits a month. The investment definitely boosts the visibility of our messaging.

Radio

With the withdrawal of newspapers from our agreement with Brunswick News, it was all the more important to diversify our agreements. To reach our French- and English-speaking residents, agreements were reached with Radio Beauséjour to place 18 weeks of ads on BOFM and CJSE. The same agreement was reached with Stingray Radio Stations for an identical number of weeks of ads aired on New Country 96. Due to the COVID-19-related restrictions, we did not use our full 18 weeks in 2020, but we are still very pleased with the agreements and will keep them for 2021.

Partnership with the RCMP

The **positive ticketing** program returned in 2020. The project has enabled police officers in the Kent region to build relationships with local youth by rewarding those who show good behaviour instead of just punishing offenders. Ticketed youth received a coupon that they could redeem for a prize at participating local businesses, in addition to a chance to win three gift certificates, one worth \$500 and two worth \$250 at Mike's Bike Shop. The prize winners were from Bouctouche, Saint-Antoine, and Elsipogtog. The reasons for issuing tickets and the percentage of tickets handed out are listed below:

- 35.3%** - Wearing a helmet
- 26.3%** - Wearing a seat belt
- 10.8 %** - Following public safety rules
- 9.6%** - Following COVID-19 rules
- 7.9%** - Doing what parents ask
- 2.9%** - Reporting motor vehicle infractions
- 2.4%** - Wearing a life jacket
- 2.4%** - Using a pedestrian crossing
- 1.2%** - Staying on the sidewalk
- 1.2%** - Safe use of skateboards

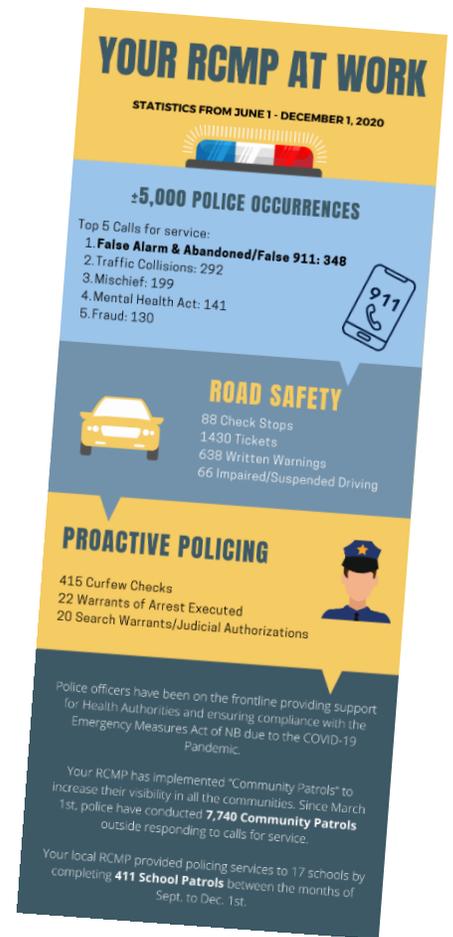
Again in 2020, the KRSC published reader-friendly, **quarterly RCMP reports** in the form of **graphics**. The picture-based and simplified approach summarizes the information and makes it more accessible to the public. In addition to statistics, the KRSC also published success stories from specific operations. The response to these publications is extremely positive and allows residents to better understand the significant work carried out by our police force.

Projects for 2021

Communications and promotion efforts will continue. The KRSC adapted quickly to the new conditions imposed by the pandemic and will continue adjusting its services in compliance with the various alert levels. We will continue diversifying our communications to reach as many residents as possible. We hope that our revamped website will make our services even more accessible to clients.

Project Coordinator - Communication

Isabelle Godin



Commission de services
régionaux de Kent



Kent Regional
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