

Commission de services
régionaux de Kent



Kent Regional
Service Commission

ANNUAL REPORT 2021



2021 Kent RSC Annual Report

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1. INTRODUCTION

The purpose of this report is to present the activities carried out by the Kent Regional Service Commission (KRSC) in 2021. The report also contains the Commission's financial statements for the year in question. The electronic version is available on our website (www.krsc.ca).

2. MESSAGE FROM THE CHAIR

Dear Kent region residents, it is with great pleasure that I submit my report to you as Chair of the Kent Regional Service Commission (KRSC). 2021 was another unprecedented year. It was also an election year, and the Board of Directors (Board) once again placed its trust in me as KRSC Chair. Unlike 2020, which was characterized by the introduction of new technologies and new ways of doing things, 2021 was more about using those technologies on a daily basis. The Board purchased computers so that all members could attend meetings virtually and easily access the same technologies.

In addition to the pandemic keeping us on our toes throughout the year, the election of a new Board was also a major change for us. Roughly half of the Board membership changed, and we welcomed new leaders who are passionate about their communities and the region. Thanks to the work of KRSC staff, we were able to provide new Board members, as well as the members of the municipal councils and Local Service District (LSD) advisory committees, with over 15 orientation sessions on the various roles played by local service providers. These sessions allowed the elected officials to become familiar with the players involved in service delivery in the Kent region.

Immigration has become a very important file for the Kent region. Our agreement with the Multicultural Association of the Greater Moncton Area was officially dissolved on March 31, and a new partnership was established with the New Brunswick Multicultural Council. Our region is now part of a rural settlement network and has access to the expertise of others in New Brunswick who face the same challenges as we do. The KRSC Board recognizes the importance of immigration in job creation and community vitality and hopes to invest more time and resources to ensure that people who want to settle here stay for the long term. We are aware that access to affordable housing is critical, which is why the Board is committed to preparing a housing study as soon as the 2021 Census is released.

One service that is closely linked to immigration is community transportation. The services currently offered by Transport Kent are greatly appreciated by users. Working with the Kent Community Inclusion Network, the KRSC has begun to look at expanding the service, with a view to making it more flexible and accessible to more people. Committee work began in the fall, but since transportation will become a legislated responsibility of Regional Service Commissions (RSCs) beginning in 2023, a more official transition will take place in 2022. At that point, the Board will be able to determine the level of service desired by current and potential users. A study conducted by Black Arcs will allow the region to better determine the costs and scope of the service in the region.

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 addition, the KRSC partnered with the RCMP in 2021 to help food banks in the area. Three food drives were held in the region, and the public responded in large numbers.

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 executive director and our agricultural consultant travelled to Ontario in October to make presentations to people interested in settling in the region. The meetings were productive, and we hope to welcome the first families in spring 2022 if all goes as planned.

The file that occupied most of our time and energy was that of local governance reform. After the many public consultations that took place following the publication of the green paper last spring and the meetings held between communities, the region's elected officials were very eager to learn what would become of their communities after the white paper. That document was finally presented on November 18. The changes proposed are major for the Kent region, which will end up with six municipalities, as well as one rural district that will be comprised of a few communities in the northern part of the county. In addition, five new services will be added to the mandate of RSCs: economic development, community transportation, community development, recreation collaboration, and tourism. It remains to be determined how each of these services will be implemented within the KRSC. Everything must be ready by January 1, 2023.

Acknowledgements

I would like to thank all Board members for their dedication to, and keen interest in, the Kent region. It is clear at the monthly Board meetings that all 17 members have the entire region at heart, and it is that unity that allows us to achieve great things for our residents. The current slate of 17 Board members has only one year left to work together. Despite the Board's large size, there is a clear sense of harmony in the group and an ongoing desire to collaborate. The Board's contribution to the region has been invaluable, and Board members have helped to move the KSRC's agenda forward. I would also like to thank the staff for their professionalism and dedication to the Kent region, especially in these pandemic times. We are privileged to have employees who believe in the region's potential and want to see it continue to succeed. It was a pleasure for me to represent you this past year, and I hope that my work has lived up to your expectations.

Pierrette Robichaud | Chair



3. EXECUTIVE DIRECTOR'S REPORT

ACHIEVEMENTS AND CHALLENGES OF THE PAST YEAR

The years go by and no two are alike. The pandemic continued to play a major role in our lives, and the Commission continued to evolve. The KRSC adapted quickly to new ways of working, new technologies, virtual meetings, and so on. We have become accustomed to change, and the staff and Board showed creativity and determination throughout the year. How many times did we have to shift to virtual meetings because of a new variant or exposure risk! This is now a part of everyday life at the KRSC.

2021 was also a year of significant transformation in terms of local governance. The Minister of Local Government and Governance Reform presented a green paper on local governance reform in the spring, and a white paper released in November outlining the proposed reforms was then officially adopted by the Legislative Assembly in December. Major changes are coming, including changes to the role of RSCs. Five new services—economic development, tourism promotion, community development, community transportation, and cost sharing for recreational, community, and cultural infrastructure—will be added to those currently provided by RSCs. The creation of a regional public safety committee is another service being added. The map of our region will end up looking very different because of numerous mergers between Local Service Districts (LSDs) and municipalities.

The KRSC Board itself also underwent significant changes. We had to say goodbye to almost half of our members. Some decided not to seek re-election in their respective communities, while others lost their seats in the May election. The following individuals no longer sit on the board: Jean-Charles Daigle from Pointe-Sapin, Roger Doiron from Richibucto, Al Corcoran from Rexton, Roland Fougère from Bouctouche, Maurice Maillet from Sainte-Marie, Ricky Gautreau from Saint-Antoine, Jean Hébert from Cocagne, and Pierre LeBlanc from Grande-Digue. Sadly, a few months after the election, Al Corcoran of Rexton passed away following an illness. We thank these individuals for their dedication to the region. The Board saw the addition of new members who quickly took up the mantle: Éric Tremblay from Saint-Ignace, Stella Richard from Richibucto, Wayne Carpenter from Rexton, Aldéo Saulnier from Bouctouche, Jacques Cormier from Saint-Paul, Jean-Pierre Richard from Saint-Antoine, Marc Goguen from Cocagne, and Daniel Bourgeois from Grande-Digue. We welcome them and wish them success in their new roles!

On the administrative side, our solid waste director, Eric Demers, made a career change in October. He had been on our management team since the KRSC's creation in 2013 and was director of the solid waste commission for a few years prior. We wish him success in his new job. Isabelle Godin, who was the KRSC's communications coordinator and assistant executive director, was promoted to the solid waste director position and assumed those responsibilities in October. We welcomed Nicholas Berry as our public relations coordinator, replacing Alexandria Arsenault, who is currently on parental leave. We also hired Caroline Roy as a building inspector. Caroline has a diploma in civil engineering from NBCC and will be a great addition to the planning department team. Finally, Louise Girouard joined us as a part-time administrative assistant. These three new employees have brought positive energy with them to the Commission.

The KRSC was also forward-thinking in organizing orientation sessions on various topics directly related to the responsibilities of elected officials. Session themes included KRSC services, as well as various departments, agencies and groups that provide services to municipalities and LSDs in the region.

I sincerely thank all staff for their exemplary open-mindedness and their desire to serve residents despite the constraints caused by COVID-19. I am very proud of the work done by the team, which has been able to deliver services as effectively as, or better than, before the pandemic. Residents and clients received excellent service, and we adapted very quickly to the new conditions created by the pandemic. Our staff take the region's development to heart, and their personable approach with residents is greatly appreciated.

Projects completed in 2021

The KRSC again did a standout job on various files that contribute to the region's well-being. Major changes to the make-up of the Board, along with the local governance reforms slated to take effect in 2022, impacted our ongoing efforts to implement the strategic plan. Despite this, many initiatives were nevertheless carried out, and they are listed below. A number of initiatives were simply continuations from previous years, while others were new. Planning and solid waste department initiatives are presented in more detail in their respective sections of this report.

Strategic plan

The KRSC continued to implement its strategic plan. The five-year plan identifies nine key issues.

Economic development, immigration and tourism

There were interesting developments in this file in 2021. The Board focused on two initiatives under this component. The first was the transfer of newcomer integration services from the Multicultural Association of the Greater Moncton Area (MAGMA) to a rural settlement network led by the New Brunswick Multicultural Council (NBMC). Owing to this partnership with the NBMC, the Kent region is now part of a larger network of other rural regions of the province. The NBMC hired Sonia Mazerolle as a settlement officer, and she works from our Richibucto and Bouctouche offices. The pandemic did not stop the arrival of newcomers, who appreciated the services offered by the settlement office in Kent.

The second ongoing initiative is that of attracting Amish and Mennonite families to settle in Kent, with a view to revitalizing our agricultural sector. Amish families visited the region in the fall, and both our executive director and our agricultural consultant, Gérard Thébeau, travelled to Ontario to promote development opportunities to Amish and Mennonite families. The Ontario visit allowed the KRSC to gauge the interest of families in settling in the region. The visit generated considerable interest among families, and we hope to see the first ones settle here in spring 2022. This unique project also drew the attention of a Université de Moncton professor who specializes in the Anabaptist movement, and our region was cited in an internationally recognized academic journal.

From February to June, we hosted local high school students, with a view to helping them gain work experience. Janie Gaudet, a student in her final year at École Clément-Cormier, was part of this cohort and was with us for eight months. The KRSC enjoys an excellent relationship with the region's schools, which allows students to better understand the KRSC's role and raises student awareness of job opportunities in the field.

Sharing of municipal services

The KRSC continued to provide by-law enforcement services. The communities, municipalities and LSDs appreciate the work done by Maritime Enforcement Services. 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.

The KRSC executive director meets monthly with the seven municipal executive directors, as well as the LSD local service managers, to discuss various opportunities for sharing services. These meetings allow our executive director to communicate projects and initiatives underway in the KRSC.

Emergency measures and public safety

The KRSC is a member of the Canadian Municipal Network on Crime Prevention (CMNCP). This network has become an expert in the preparation of community safety plans. The KRSC Board had set funds aside to develop a community safety plan in 2021-22. The Board committed to hiring the CMNCP to carry out the plan. The work will begin in 2022 and continue until the plan is adopted, which is expected to happen in late 2022. We will be the first region in New Brunswick to have a community safety plan.

We are fortunate to have a community program officer from the RCMP. Jean-François LeBlanc works for the RCMP as a civilian member and delivers crime prevention and community safety programs in schools and communities. Well-known initiatives include presentations at local schools and the showcasing of wrecked vehicles in municipal parking lots to raise public awareness of the dangers of driving under the influence of drugs and alcohol. In partnership with the RCMP, we nominated Jean-François this year for a recognition award from the Crime Prevention Association of New Brunswick. Jean-François received the award in December for his dedication to the region.

The **positive ticketing** program was back in the summer and fall. The project allows Kent region police officers to build relationships with local youth by rewarding them for good behaviour rather than just punishing offenders. Ticketed youth were given a coupon for a prize redeemable at participating local businesses, plus a chance to win one of four \$500 gift certificates and three \$250 gift certificates from Mike's Bike Shop. The initiative is very popular among residents.

In December, during the holiday season, the KRSC partnered with the RCMP to hold three evening events aimed at collecting food and money for the region's food banks. Public response was very strong. More than \$3,000 in food and \$3,000 in monetary donations were raised at the events. We thank Kent region residents for their generous contributions.

Communication

Communication is 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 communication tools include our bi-annual newsletter, radio ads, mail-outs, a Facebook page, our website, and our mobile application. There are ample opportunities for people in the region to stay abreast of what is happening in the KRSC, and our efforts to keep the public informed are ongoing. We also redesigned our website. People now have easier access to public notices and information about the Commission. We encourage residents to explore the site at www.krsc.ca.

Other projects

Health reform

From January to May, Martine McIntyre, a master's student in health services management from the Université de Moncton, helped the Board get ready for the Department of Health's consultations on health reform. The Department appreciated the documents she prepared. The work done by the KRSC allowed Minister Shephard to understand the region's health priorities and how the region can help with the delivery of services in Kent.

Ms. McIntyre's work was overseen by an ad hoc committee made up of elected officials, residents, and health experts. This same committee prepared the terms of reference of a standing committee on health. That committee, chaired by Roger Doiron, began sitting in September. Its mandate is to make recommendations to the Board on various positions to adopt with respect to health issues in the Kent region. With the changes being proposed in the health action plan of the Department of Health, the committee will play an active role in ensuring that the Kent region does not lose services and can also add new ones.

Regional newspaper

The owner of *Le Moniteur acadien* came to make a few presentations to the KRSC Board to discuss the possibility of launching a weekly regional newspaper, like the one in the Shediac and Cap-Pelé regions. Elected officials were very interested in the owner's proposal and pledged to support the process. It remains to be seen when and how this potential newspaper will be implemented in the region.



Acknowledgements

Once again this year, the Board demonstrated leadership and a great willingness to work together. 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. 2022 will be a transformative year with a smaller number of entities in the region and the addition of new services offered by the KRSC. It will be crucial that we continue to work together so that all Kent region communities benefit from the reforms. The KRSC will always be there to support communities through these major changes. It will be a pleasure for me to continue working for you in 2022 to make the Kent region stronger and more resilient.

Paul Lang | Executive Director



4. COMMISSION MANDATE AND BACKGROUND

The Kent Regional Service Commission (KRSC) began operations on January 1, 2013. The *Regional Service Delivery Act* sets out the roles and responsibilities of all 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 management 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 one another. The KRSC is also recognized as one of the most successful of 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 Local Service District (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 six municipalities (two towns and four villages), one rural community, 20 LSDs, six taxation authorities, and three 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 the KRSC 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 the Southeast RSC (SERSC). 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

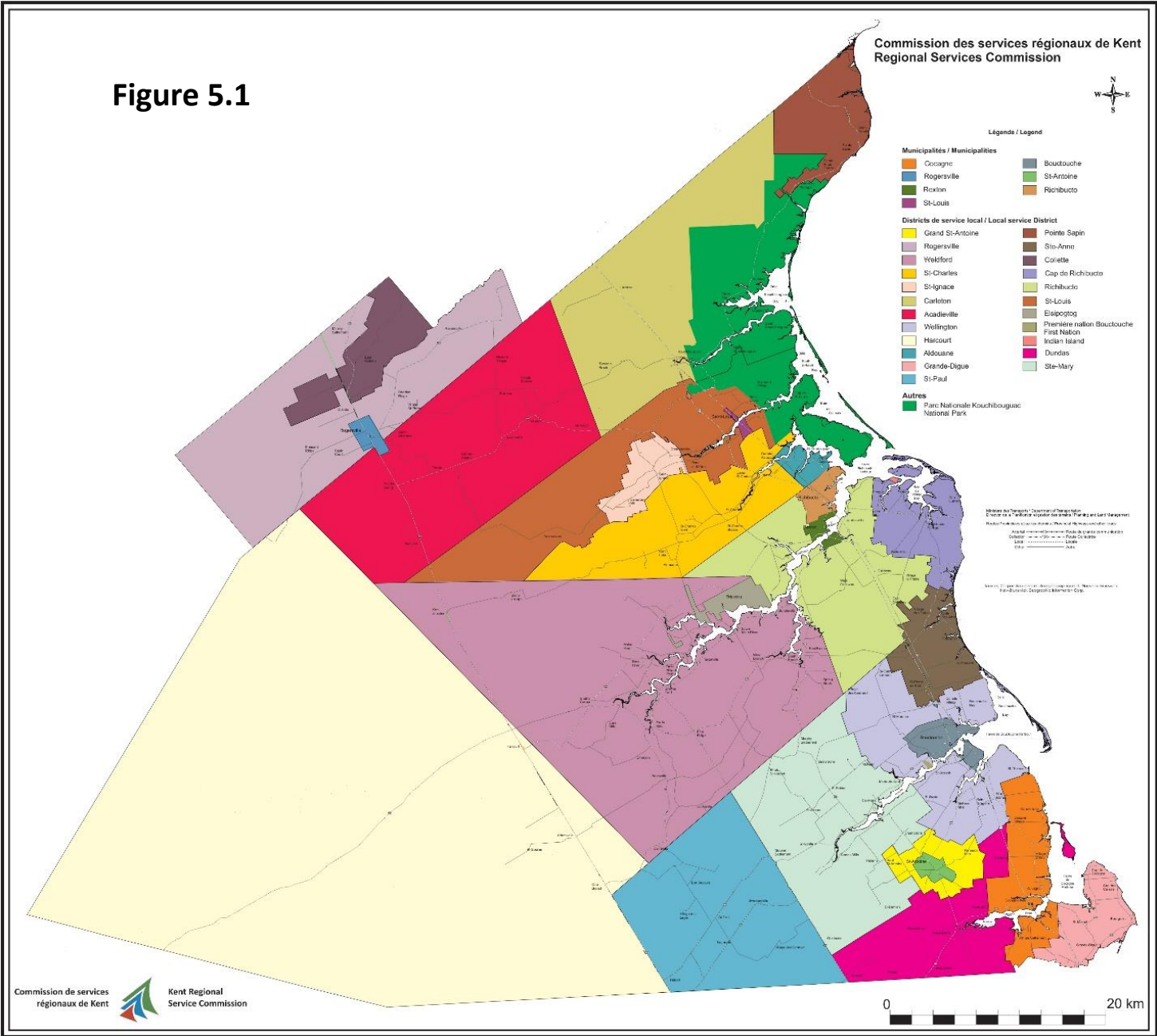


Table 5.1 - Communities in the Region			
Municipalities / Rural Communities	Local Service Districts	Taxation Authorities	First Nations
Rogersville Saint-Louis-de-Kent Richibucto Rexton Bouctouche Saint-Antoine Cocagne	Collette Rogersville Acadieville Saint-Louis Carleton Pointe-Sapin Saint-Ignace Aldouane 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 STRATEGIC OBJECTIVES

The Kent Regional Service Commission (KRSC) Board adopted a five-year strategic plan in January 2017. The Board revised its main strategic objectives in 2021. Below is the new plan with its operational plan dated December 2020.

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 service
 - New strategy: the KRSC will act as a resource and support for local initiatives
 - Concrete actions: 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) Communication with the general public
 - Initial strategy: improve communication 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 Transport Kent and Black Arcs



7. GOVERNANCE AND ADMINISTRATION

a. Organizational structure, committees, and meetings

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

Table 7.1 – BOARD MEETING ATTENDANCE AND EXPENSE REPORT

MEMBERS OF THE BOARD AND SUBSTITUTES	MEETING ATTENDANCE (Board only)	HONORARIUMS (Board, committees & other events)	EXPENSES (Board, committees & other events)
BASTARACHE, Achille	1	\$150.00	\$22.88
BEERS, Tina	10	\$2,875.00	\$593.23
BOURGEOIS, Daniel	7	\$1,225.00	\$341.61
BOURQUE, Jimmy	1	\$150.00	\$0.00
CARPENTER, Wayne	6	\$1,350.00	\$40.14
CORCORAN, Albert	3	\$450.00	\$0.00
CORMIER, Docile	10	\$2,000.00	\$285.91
CORMIER, Eugène	1	\$525.00	\$138.17
CORMIER, Jacques	7	\$1,175.00	\$394.78
DAIGLE, Jean-Charles	3	\$300.00	\$68.88
DOIRON, Roger	3	\$1,000.00	\$0.00
DOUCETTE, Bruno	2	\$150.00	\$51.25
DUGAS, Danielle	9	\$1,225.00	\$71.25
FONTAINE, Gisèle	10	\$3,200.00	\$370.22
FOUGERE, Roland	3	\$825.00	\$73.80
GAUTREAU, Ricky	1	\$350.00	\$50.00
GOGUEN, Marc	7	\$1,525.00	\$283.74
HÉBERT, Jean	3	\$900.00	\$137.76
LEBLANC, Claude	9	\$4,500.02	\$339.28
LEBLANC, Pierre	3	\$375.00	\$134.48
LIRETTE, Paul	10	\$2,850.00	\$208.49
MAILLET, Maurice	3	\$1,075.00	\$113.98
MOREY, Kris	7	\$1,075.00	\$265.15
RICHARD, Jean-Pierre	6	\$1,000.00	\$210.16
RICHARD, Roger	7	\$1,200.00	\$337.90
RICHARD, Stella	7	\$1,500.00	\$20.56
RICHARD, Stephan	1	\$150.00	\$36.34
ROBICHAUD, Pierrette	9	\$6,363.04	\$870.80
SAULNIER, Aldéo	5	\$1,125.00	\$161.40
TREMBLAY, Éric	6	\$1,100.00	\$94.14
VAUTOUR, Howard	1	\$150.00	\$11.62

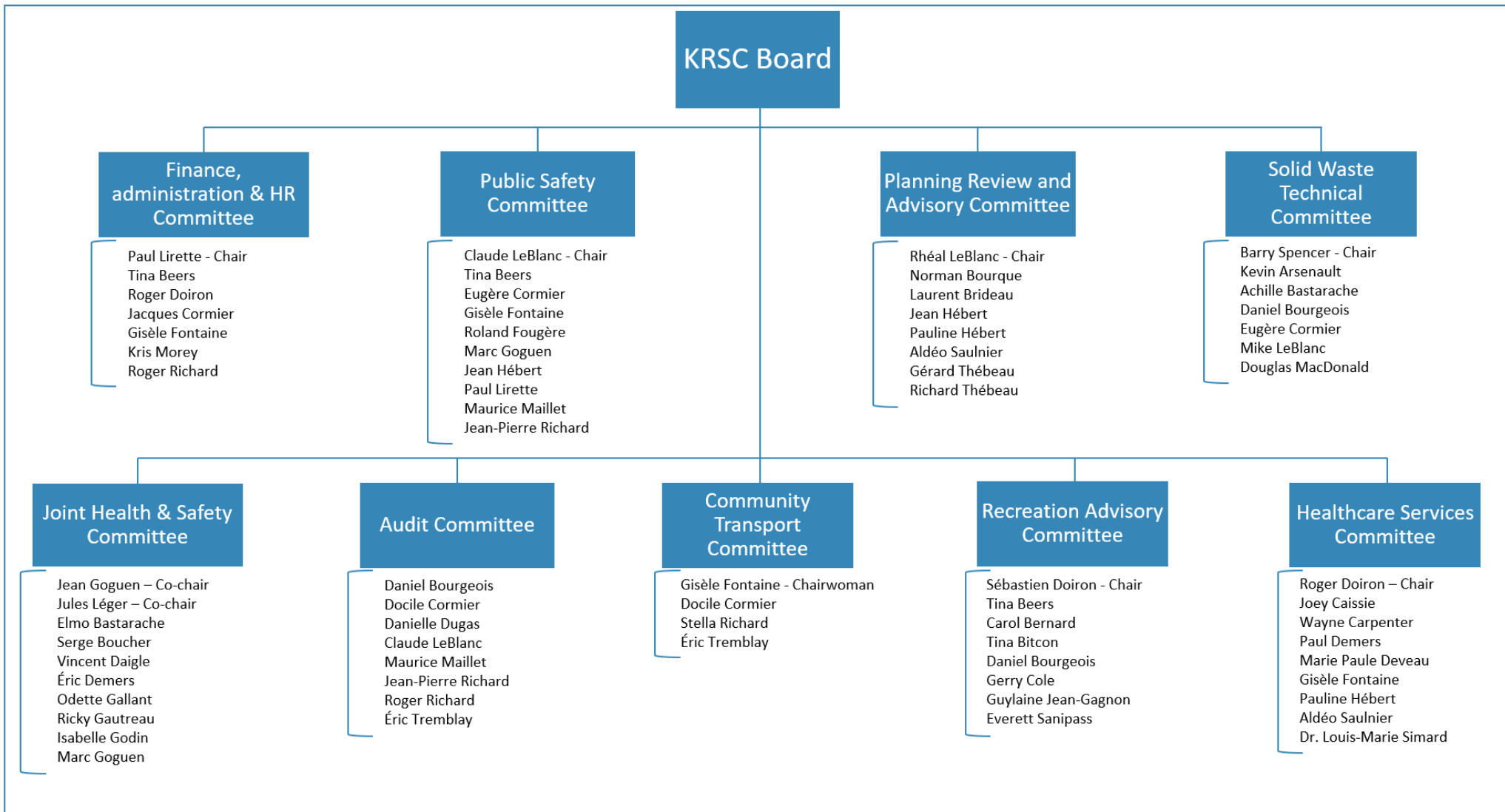
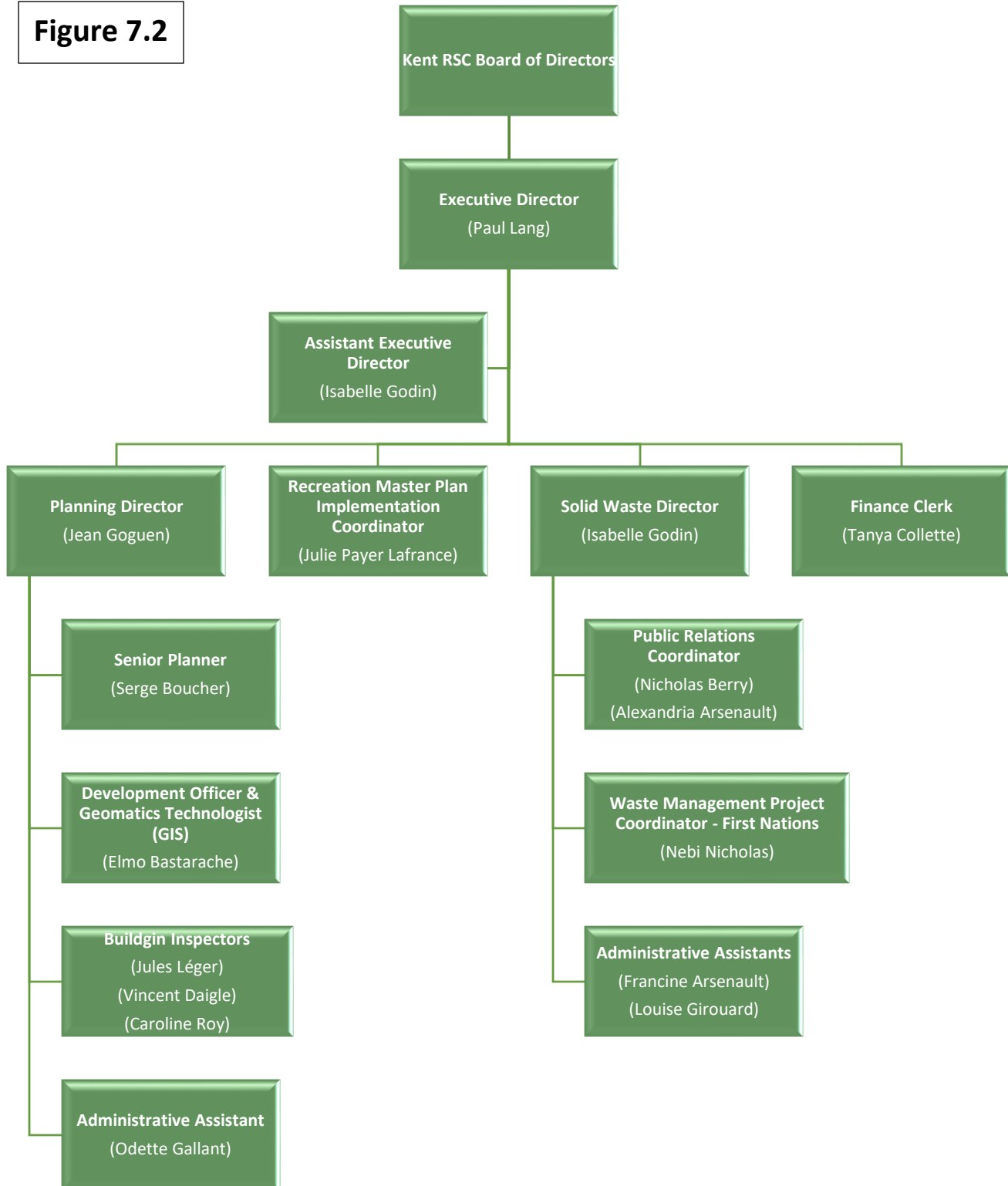


Figure 7.2



8. PLANNING DEPARTMENT REPORT

The Kent Regional Service Commission (KRSC) offers land use planning services. As director, I am very pleased to present this report on the department's activities for 2021.

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

Despite the pandemic, we were able to carry out an impressive 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 \$50 million in permits issued, a new record for the region. We were able to maintain a professional level of service, and our inspectors continue to stay at the cutting edge of their profession. Vincent Daigle, an inspector who was part of our team for 20 years, announced his retirement, and we wish him success in this next phase of his life. The KRSC hired someone to replace him. Caroline Roy joined us last June and is a great addition to our customer service team. Our inspectors attended training sessions offered by the New Brunswick Building Officials Association.

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 a number of internal departments and always manages to keep on top of 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 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), and we thank outgoing members Laurent Brideau and Norman Bourque for their service and expertise over the years. Welcome to Aldéo Saulnier and Jean Hébert, who have joined the committee as new members. The PRAC continues to play a vital role. It exercises an advisory and quasi-judicial decision-making function on behalf of communities, which is crucial to the ongoing review and administration of land use plans, zoning by-laws, subdivisions, and construction 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 aim is to promote land use planning and encourage consistent, strategic development that benefits the entire community.

Monthly meetings

The PRAC met 12 times and reviewed 198 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 comprised of the following:

7 cases requiring a recommendation to municipal councils

95 subdivision plans

96 building variances

ATTENDANCE AND EXPENSES OF PRAC MEMBERS

Attendance	Regular meetings	Honorariums	Expenses
Rhéal Leblanc	12 + interviews	\$1,500.00	\$468.10
Norman Bourque	4	\$300.00	\$180.40
Pauline Hébert	11	\$975.00	\$281.40
Richard Thébeau	12	\$1,075.00	\$256.50
Laurent Brideau	5	\$400.00	\$0.00
Gérard Thébeau	12	\$1,075.00	\$0.00
Jean Hébert	6	\$600.00	\$220.20
Aldéo Saulnier	6	\$600.00	\$161.58

In 2021, the Commission issued 622 building permits, worth a total of \$50,034,900.

- 211 permits were issued in the municipalities, for a total value of \$12,918,600.

- 411 permits were issued in the LSDs, for a total value of \$37,116,300.

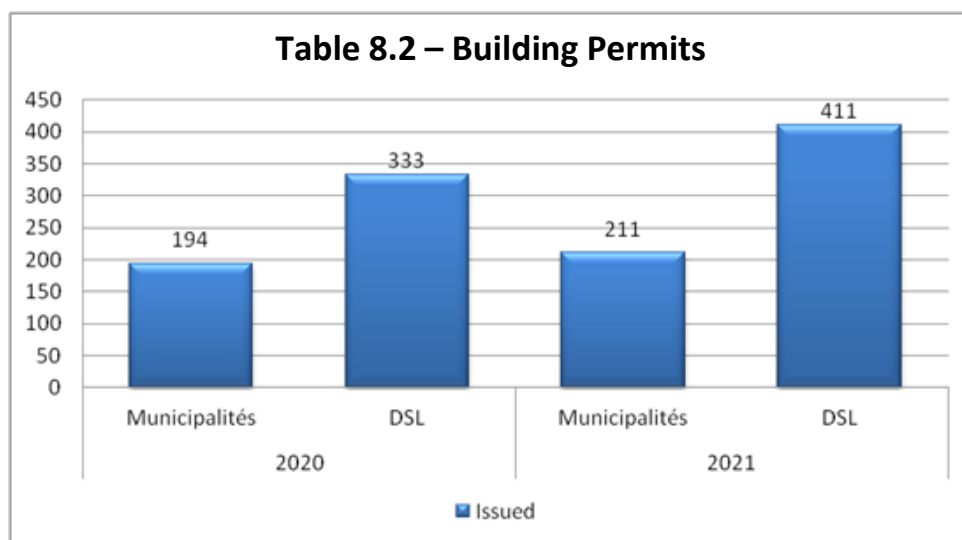
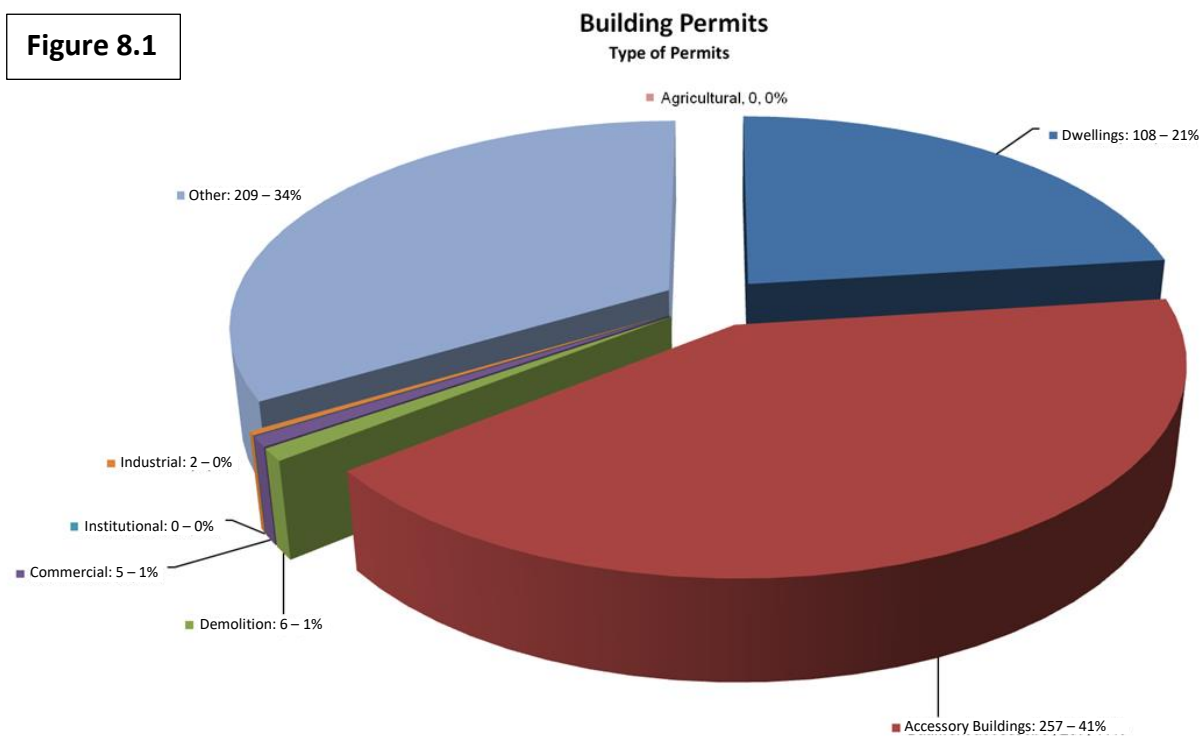
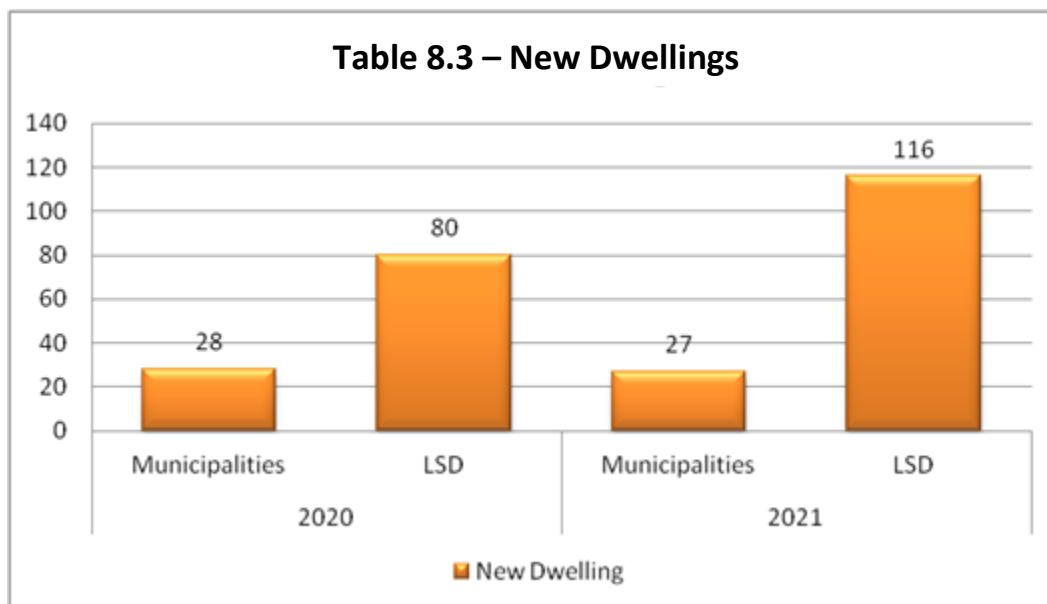


Figure 8.1

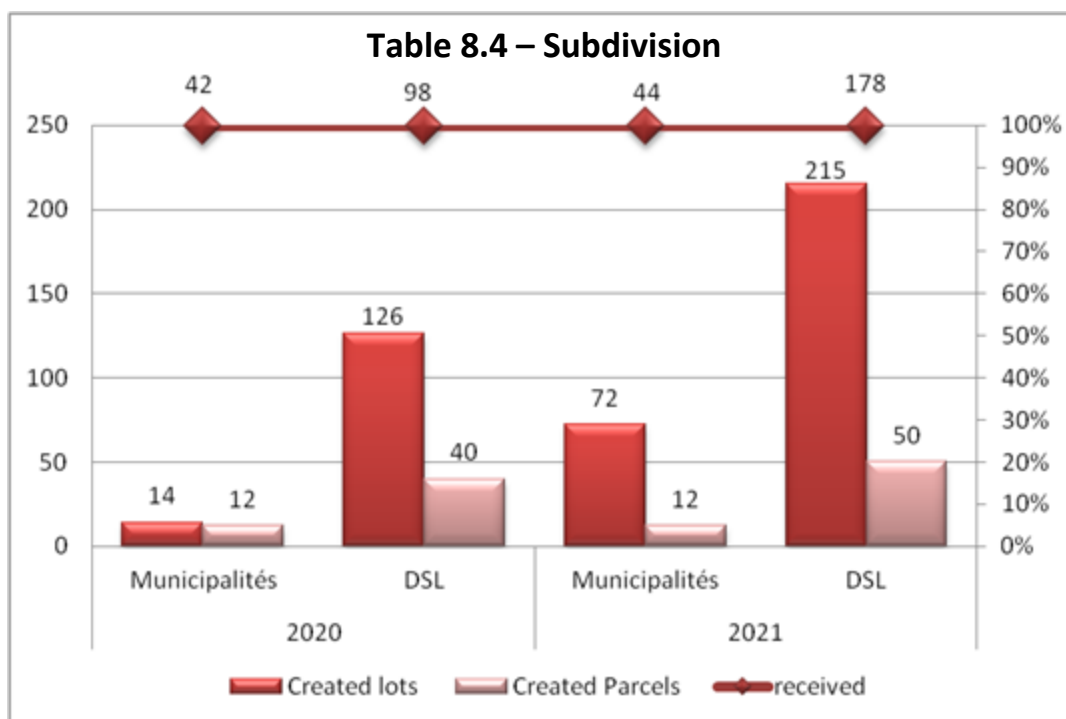


- The region saw the construction of 27 residential buildings in the municipal sector and 116 in the LSDs.

Table 8.3 – New Dwellings



- In addition, 161 development permits were issued in the municipalities and LSDs.
- 222 subdivision plans were reviewed, 185 were approved, leading to the development of 72 new lots and 25 new parcels in the municipal sector, and 215 new lots and 50 new parcels in the LSDs.



- 165 documents (survey plans and transfer deeds) were approved.
- To ensure compliance in some files, 42 zoning confirmation reports were obtained before certain projects were allowed to proceed.

Financing and budget

The total budget for planning services in 2021 was \$858,500. This amount comes from the KRSC's overall budget. The municipalities and LSDs contribute to the budget through property assessments.

Training and conferences

Owing to pandemic restrictions, our planners participated in numerous online training courses to meet their obligations as members of the Canadian Institute of Planners. Jules Léger is the southeast representative on the executive committee of the New Brunswick Building Officials Association.

Elmo Bastarache, our planning officer/cartographer participated in a number of online training sessions to develop his knowledge of ArcGIS, a software program used by cartographers.

Municipal/rural plans

The plans for Aldouane, Richibucto, Bouctouche and Saint-Antoine plans were completed and took effect for the 2021 season. Updates of other related by-laws continue for the Village of Saint-Antoine and the town of Bouctouche. A number of working committee meetings were held among the various councils and LSDs to gather the information required under the *Community Planning Act*. Work also continues in earnest to prepare for the open house sessions and public hearings in the respective regions. In addition, the announcement of provincial changes to local governance (i.e., the green and white papers) prompted us to analyze various scenarios and how they may impact our region. Our leaders are naturally looking for answers to their questions.

Acknowledgements

I want to thank the KRSC Board, the PRAC, the various municipal councils, and especially staff, for their support this past year. All worked tirelessly in discharging their land planning duties. I am proud of the exemplary planning services that the KRSC offers not only to its citizens, but also to individuals from outside the region who often contact us before making substantial investments.

Jean Y. Goguen, MCIP, API, RPP | Director of Planning



9. RECREATION MASTER PLAN REPORT

Regional recreation planning involves the active participation of Kent region communities. In 2020, the Board chose to prioritize five components of the master plan, and this was the direction taken in 2021. A work plan was presented, and the executive director approved it. In keeping with the plan, a number of files were updated and progress was made.

Committees and partnerships

Wellness | During the year, we rejoined the Kent Wellness Network (KWN) board of directors and participated in the development of the Network's mission and vision. Work on the organization's structure played an important role in 2021. The strategic positioning of the Network's tools will benefit our residents, and we are pleased that the KWN has decided to consider putting its page and tools on our website.

Resiliency | We worked with this subcommittee, through the Pathways component of the Kent Community Capacity and Resilience Regional Committee (KCCRRC), to connect partners with groups. The Kent Trail Guide will serve to improve resident well-being while supporting tourism development efforts in the region.

Leisure, sport and culture | A resolution was presented to the KRSC Board in November 2021 aimed at creating a leisure, sport and culture committee. Tina Beers, president of the LSD of Harcourt, and Daniel Bourgeois, president of the LSD of Grande-Digue, offered to sit on the committee's board of directors. No meetings were held in 2021, but the committee is ready to move forward and start the next year on the right foot.

Trails | The KCCRRC trail guide subcommittee approached the volunteers of each trail committee. Discussions began aimed at greater collaboration and cohesion in regional development.

Finally, over the course of the year, progress was made on a number of recommendations thanks to the ongoing work of the KRSC team and Board. It is difficult to quantify the impact of leisure in the region, but we see it every day in the participation of residents in the various activities and the desire of partners to continue working with us. The pandemic has further increased residents' desire for new activities. This has forced communities to excel and innovate, and recreation staff have met the challenge with flying colours.

Julie Payer Lafrance | Recreation Master Plan Implementation Coordinator

10. SOLID WASTE DEPARTMENT REPORT

In 2020, the arrival of the pandemic wreaked havoc around the world and significantly affected the services that the department offers. Fortunately, 2021 was characterized by a “new normal” that allowed us to return to the high standard of service delivery that residents expect of us.

Here is the department’s annual report for 2021. Note that while the usual programs were successfully delivered, little progress was made in major projects and partnerships. Staffing changes were the main cause of this slowdown; the departure of director Éric Demers led to internal restructuring and the hiring of a public relations coordinator.

Table 10.1 – ATTENDANCE AND EXPENSES OF COMMITTEE MEMBERS

2021 Solid Waste Committee Members	Meetings (4)	Honorariums	Expenses
Kevin Arsenault	3	\$275.00	\$20.40
Achille Bastarache	4	\$350.00	\$75.60
Daniel Bourgeois	2	\$200.00	\$48.84
Eugère Cormier	4	\$350.00	\$107.10
Mike LeBlanc	2	\$150.00	\$49.20
Douglas MacDonald	4	\$350.00	\$65.52
Barry Spencer	4	\$450.00	\$41.85

The KRSC relies on various partners to help it deliver services to residents. Without their support, our residents would not be able to benefit from such a diverse and accessible service offering. The Board sincerely thanks the following organizations:

- Province of New Brunswick
- Recycle NB
- Regional Service Commissions
- New Brunswick Solid Waste Reduction Committee
- Product Care
- Gaïa Project
- Pays de Cocagne Sustainable Development Group
- Kent region municipalities and rural community
- Kent region LSDs
- IGAs and Tradition markets (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)

Integrated waste management plan

This project was put on hold in 2021 as the provincial government continues to analyze a model for solid waste management services on a provincial scale. Legislation was put in place in fall 2021 to open the way for a new Extended Producer Responsibility (EPR) program that would divert packaging and paper products (PPPs) from landfills in the province. The province is working with the institutions involved in these changes, the RSCs, and industry to have the program ready for launch in 2023.

In addition, a discussion paper that will lead to a strategic plan for solid waste management in New Brunswick in 2022 was circulated among the province's solid waste managers. Work on the plan is progressing rapidly. The KRSC participated in two meetings with the Department of the Environment and Local Government on this topic in the fall. The province estimates that it will have a final document ready for approval in spring 2022.

The PPP program and the strategic plan will have a direct impact on waste management in Kent, which is why the KRSC does not see the point of starting to implement a management plan before these changes are formalized by the province. However, the KRSC recognizes the importance of implementing an integrated management plan in the region, which is why a Request for Proposals to identify our waste-management assets, capacities, needs, and opportunities has been prepared and is ready to issue when the time comes.

Management of collection contracts

Two new collection contracts were signed in 2020 and took effect in February 2021. Once again, the KRSC faced considerable increases in contract costs, which continues to justify the importance of a study on implementing an integrated management plan for residual materials in the region. In addition, because these two contracts were signed when the cost of diesel at the pump was very low, the KRSC had to exercise the fuel price-adjustment clause for the first time since taking over management of the collection contracts in 2016.

Household waste-collection companies experienced more problems than ever this year in recruiting workers. These issues caused significant delays in bulky waste collection in the summer. Add to that the intense heat in the weeks scheduled for the special collections, and collection activities were not completed until mid-September. It is high time that we find long-term solutions to improve this service for both the public and the contractors responsible for collection.

Analysis of waste tonnage generation

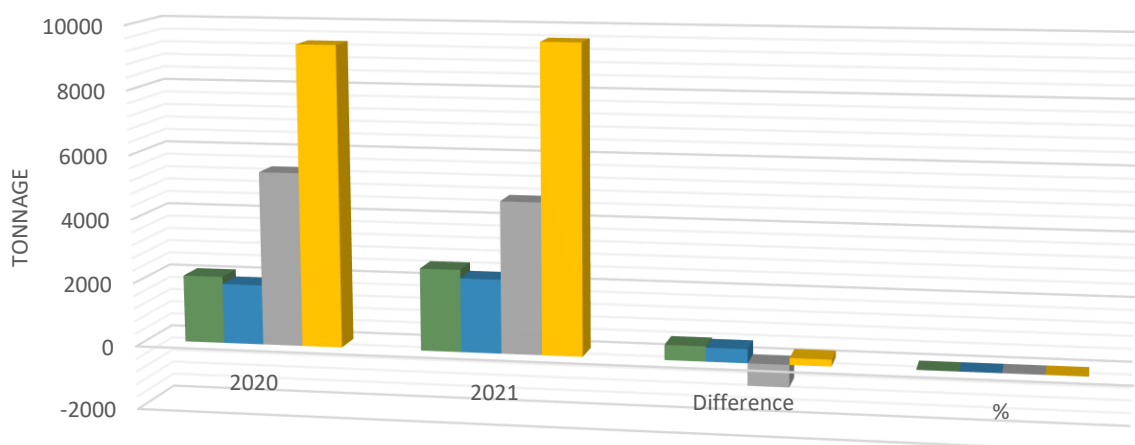
Residential waste generation changed little between 2020 and 2021, increasing only slightly by 212.41 tons, or 2.26%. We believe that the small increase is positive and shows that household waste production is stabilizing.

We continue to see the biggest tonnage variations in Elsipogtog (+10.07%) and Indian Island (-13.87%) First Nations. Both communities use the same collection company, which might indicate that waste is being misidentified at weighing. When we consider the total tonnage of both communities, there was a cumulative increase of 15.35 tons, or 3.27%, over 2020. This figure is reassuring because it is similar to what we are seeing in the region as a whole.

The Village of Saint-Antoine saw a significant decrease of 47.32 tons (-10.47%). It is almost impossible to determine the exact reasons for this fluctuation in tonnage, but in addition to the municipality's efforts to educate residents, it is possible that people returning to work has led to less residential waste.

Ultimately, the KSRC believes that while 2020 was an outlier year for residential waste generation, 2021 confirms that the amount of waste generated has indeed increased. With a return to a semblance of normalcy in our personal and professional lives, we would have expected to see a decrease in overall tonnage. This was not the case, which may mean that consumer habits have changed permanently since the pandemic began. Another plausible explanation is the population growth observed in the region since spring 2021. Awareness and education remain key components to reducing tonnage at the source, choosing to reuse products, and properly sorting recyclables and organics through the 3-Stream Program.

Table 10.2 - RESIDENTIAL TONNAGE



	2020	2021	Difference	%
Organics	2101.1	2574.51	473.41	22.53%
Recyclables	1874.49	2308.69	434.2	23.16%
Waste (including bulky waste)	5432.45	4737.25	-695.2	-12.80%
Subtotal	9408.04	9620.45	212.41	2.26%

Kent Waste Report/Rapport de déchets pour Kent For 2021/Pour 2021	Table 10.3 – KENT SOLID WASTE REPORT 2021																
Non optimized communities/Communautés non optimisées	Jan	Fév	Mars	Avril	Mai	Juin	Juillet	Aout	Sept	Oct	Nov	Dec	Dec-20	YTD/CAJ	YTD/CAJ	YTD/CAJ	
	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	Dec-20	2020	2021	Difference	%
Elisipogtog First Nation Band	33.93	16.81	32.25	32.86	38.89	25.52	35.04	28.61	29.64	33.23	34.96	27.67	26.79	335.60	369.41	33.81	10.07%
Municipality of Bouctouche	46.05	45.85	57.33	50.11	123.00	61.43	50.08	57.70	60.52	58.15	59.78	54.46	63.73	739.62	724.46	-15.16	-2.05%
Municipality of St-Antoine	29.35	20.36	32.97	36.13	50.45	32.72	36.07	31.81	29.63	54.15	23.25	27.63	36.86	451.84	404.52	-47.32	-10.47%
Indian Island First Nation Band	4.59	12.59	3.69	10.03	16.68	9.79	3.25	10.23	5.23	18.57	7.92	12.09	15.42	133.12	114.66	-18.46	-13.87%
Subtotal/Sous-total	113.92	95.61	126.24	129.13	229.02	129.46	124.44	128.35	125.02	164.10	125.91	121.85	142.80	1660.18	1613.05	-47.13	-2.84%
Optimized collection/Collecte optimisée																	
K1 (Fero)	154.73	142.04	167.30	158.42	211.50	452.23	199.53	313.81	217.86	302.27	215.04	167.89	180.62	2636.89	2702.62	65.73	2.49%
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)	49.39	51.27	58.67	67.95	64.54	152.99	72.15	102.68	81.53	91.36	88.36	54.38	64.24	860.48	935.27	74.79	8.69%
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)	136.28	103.67	144.12	128.66	143.54	279.86	140.27	178.80	213.11	212.89	135.04	144.42	143.18	2125.89	1960.66	-165.23	-7.77%
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 (McAction)	58.07	53.93	55.66	57.89	103.54	61.32	53.49	87.15	58.91	84.50	73.09	59.32	54.48	738.49	806.87	68.38	9.26%
Murray Settlement/Collette/Rosaireville																	
Rogersville-Est/Rogersville-Ouest/Acadieville																	
Acadie Siding/Noinville/Kent Junction/Harcourt																	
Municipality of Rogersville																	
K5 (Fero)	92.43	78.68	107.11	106.64	235.66	126.70	110.83	161.32	155.08	195.63	114.64	117.26	106.63	1386.11	1601.98	215.87	15.57%
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	490.90	429.59	532.86	519.56	758.78	1073.10	576.27	843.76	726.49	886.65	626.17	543.27	549.15	7747.86	8007.40	259.54	3.35%
Total Residential Waste/Déchets résidentiels total	604.82	525.20	659.10	648.69	987.80	1202.56	700.71	972.11	851.51	1050.75	752.08	665.12	691.95	9408.04	9620.45	212.41	2.26%
ICI Waste/Déchets ICI	334.24	199.81	268.19	276.80	228.52	296.26	348.17	263.64	374.22	323.24	270.29	302.49	272.99	3431.38	3485.87	54.49	1.59%
CD Waste/Déchets CD	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.28	24.14	0.00	-24.14	-100.00%
Grand Total	939.06	725.01	927.29	925.49	1216.32	1498.82	1048.88	1235.75	1225.73	1373.99	1022.37	967.61	973.22	12863.56	13106.32	242.76	1.89%
Eco-Depot tonnage/Tonnage éco-dépôt	NA	11.70	16.12	12.76	NA	18.66	17.75	NA	23.76	14.64	12.37	NA	NA	72.94	127.76	54.82	75%
# of vehiles at the Eco-Depots/# de véhicules aux éco-dépôts	NA	332	344	151	NA	426	294	NA	336	286	130	NA	NA	1788	2299	511	29%

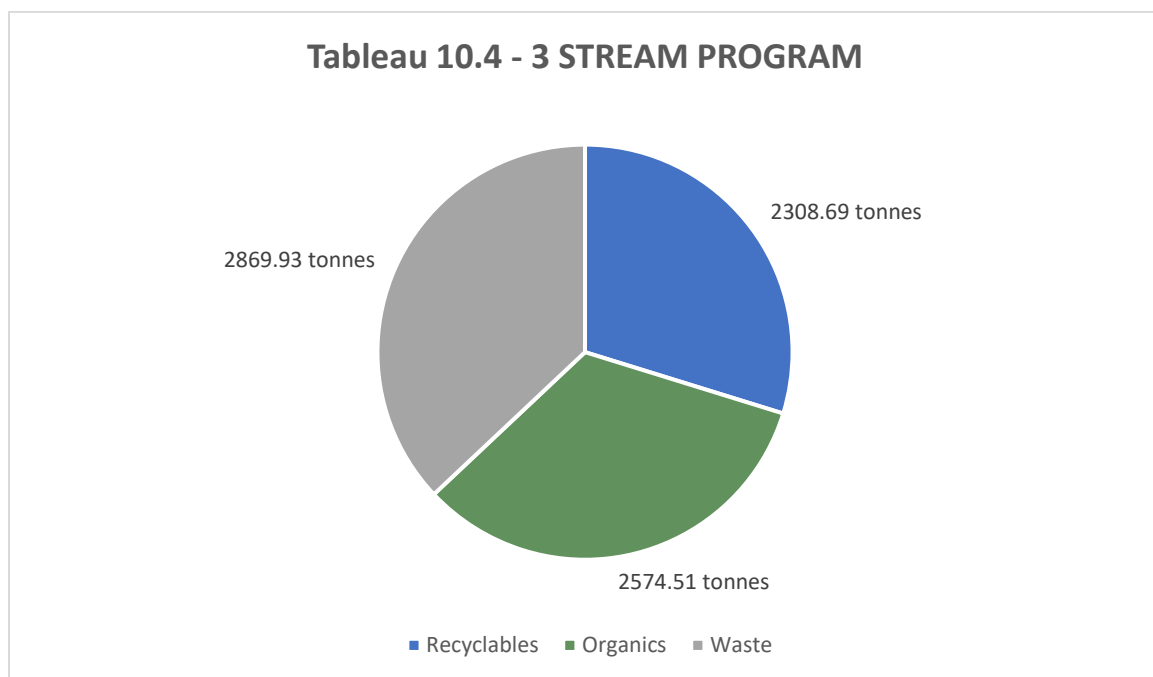
3-Stream Program

The 3-Stream Waste Recovery Program has enabled residents to divert recyclables and organics from the Eco360 landfill since 2016. It is encouraging to see that even five years later, the tonnage of bags entering the three Eco360 sites continues to hold steady at roughly one third for each stream.

Ongoing public education related to sorting is paramount. Efforts in this regard continued intermittently in 2021 due to labour-force changes. Despite this, our public messaging and the work done by garbage collectors allow the 3-Stream Program to continue to play a key role in effective solid waste management in the region.

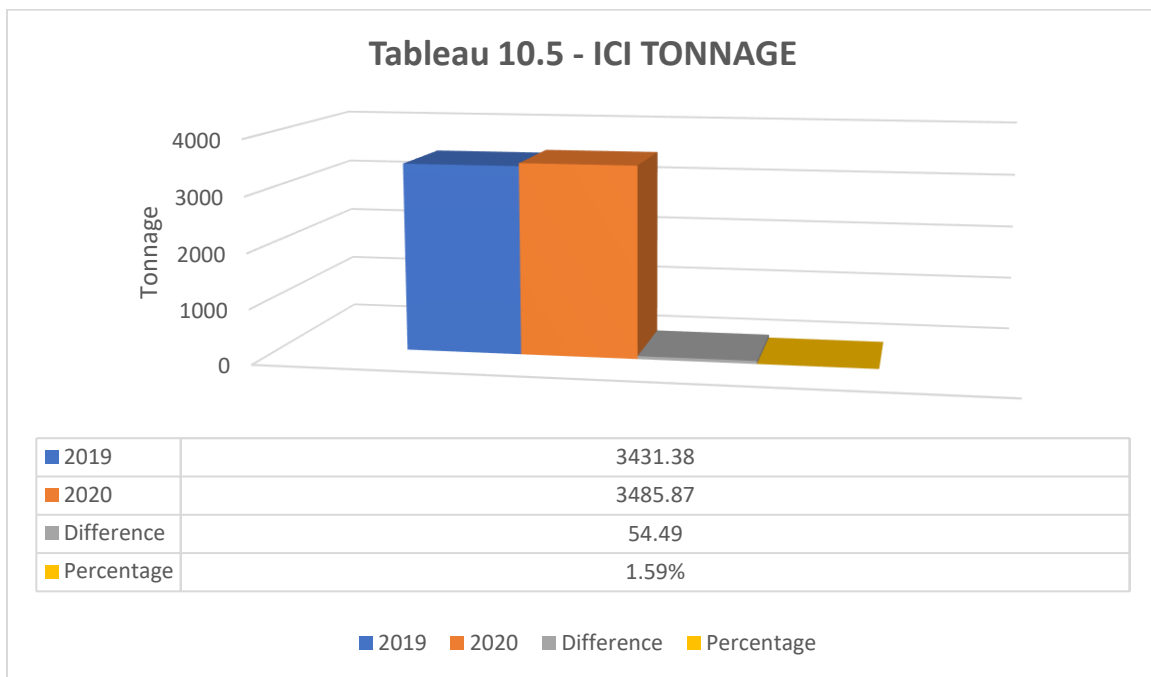
As in previous years, a colour-coded collection calendar was sent to all Kent region residences in November, showing which bags will be picked up each week, as well as the holidays affecting garbage collection in the region.

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 proper solid waste management.



Institutional, Commercial and Industrial (ICI) Sector

The tonnage produced by the ICI sector in 2021 was also up compared to 2020, though very slightly. Waste production climbed from 3,431.38 tons in 2020 to 3,485.87 tons in 2021, an increase of 54.59 tons, or 1.59%. It is good to see that our industries did well in 2021 and that the amounts remained stable despite the health restrictions.



Eco-Depot 2021

COVID-19 health restrictions forced us to reduce the number of Mobile Eco-Depots offered in Kent by half in 2020, but the proven success of our model allowed us to return to our regular eight events in 2021. A mail-out promoting the service was sent out at the beginning of the year.

It is not really possible to compare 2021 participation rates to those of 2020 given the external factors that impacted the number of events offered. Nevertheless, the KRSC is pleased to note that both the number of vehicles participating and the tonnage of waste collected surpassed the results of the two previous years. The eight events drew 2,299 vehicles and led to the collection of 127.76 tons of waste.

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. We are also pleased to have extended the Eco-Depot service to the residents of Pointe-Sapin; some 151 vehicles participated, and 12.76 tons were collected in April.

This service is made possible through the collaboration of Southeast Eco360 and funding from the Government of New Brunswick through the Environmental Trust Fund.

Tableau 10.6 – MOBILE ECO-DEPOTS 2021		
Number of vehicles /Participants		Total Tonnage
2299		127.76 tonnes
Items	Description	Quantity
Tires	Total tires	786
Metal	Number of Cages	44.5
Ashes	Number of Drums	8.25
Glass	Number of Bags	7.25
Electronics	Number of Cages	9.25
Appliances	Fridge	16
	Freezer	8
	Stove	11
	Dishwasher	3
	Washer	12
	Dryer	5
	Microwaves	11
	Dehumidifier	14
	Air Conditioner	4
	Water Cooler	5
	Televisions	97
Others	Lobster Trapes	35
	Barbecue	3
Items Total Tonnage		40.83 tonnes
Cardboard		2.06 tonnes
Construction & Demolition Waste		15.92 tonnes
Bulky Waste		38.71 tonnes
Household Hazardous Waste		30.24 tonnes
Total Tonnage		127.76 tonnes
GRAND TOTAL		117.09 tonnes
*1 Cage = 4' x 3' x 3'		
*1 Bag = 3,5' x 3,5' x 3.5'		

First Nations

The Elsipogtog and Indian Island First Nations project coordinator developed partnerships and collaborated with organizations that have expertise in solid waste management, with a view to implementing a collection system to divert recyclable and organic waste from the landfill. The main need identified for the two First Nations is to ensure the use of collection equipment that allows for sorting at the lowest possible cost to residents. A funding application is being drafted that would allow for the installation of facilities and the purchase of equipment to achieve optimal implementation that would meet the communities' needs.

This collaboration between the KRSC and Elsipogtog and Indian Island First Nations is unique in New Brunswick. The steps taken since 2019 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 these two First Nations.

Projects to come in 2022

The provincial government is planning many changes over the next few years that will have a direct impact on solid waste management. Already, local governance reforms will result in the annexation of new regions for which we will be responsible. Coordination and collaboration with the parties involved will be required to maintain existing collection contracts or assume responsibility for them. Moreover, the upcoming implementation of an Extended Producer Responsibility program for packaging and paper products, as well as a province-wide strategic plan for solid waste management, will affect collection methods and materials diverted from the landfill. The KRSC is committed to taking part in the consultations that accompany provincial initiatives, with a view to defending our region's needs, challenges and opportunities.

I thank our many partners, the members of the Solid Waste Technical Committee, the KRSC Board, and staff who support the provision of customer service and promotion of solid waste management services. 2021 was an eventful year marked by major staffing-related changes. I humbly agreed to take over the department after the departure of Eric Demers, who had been at its helm for nearly 15 years. I thank him for his years of service and his support during the transition, which was crucial to maintaining an excellent level of service in the region.

Isabelle Godin, MPA | Assistant Executive Director





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