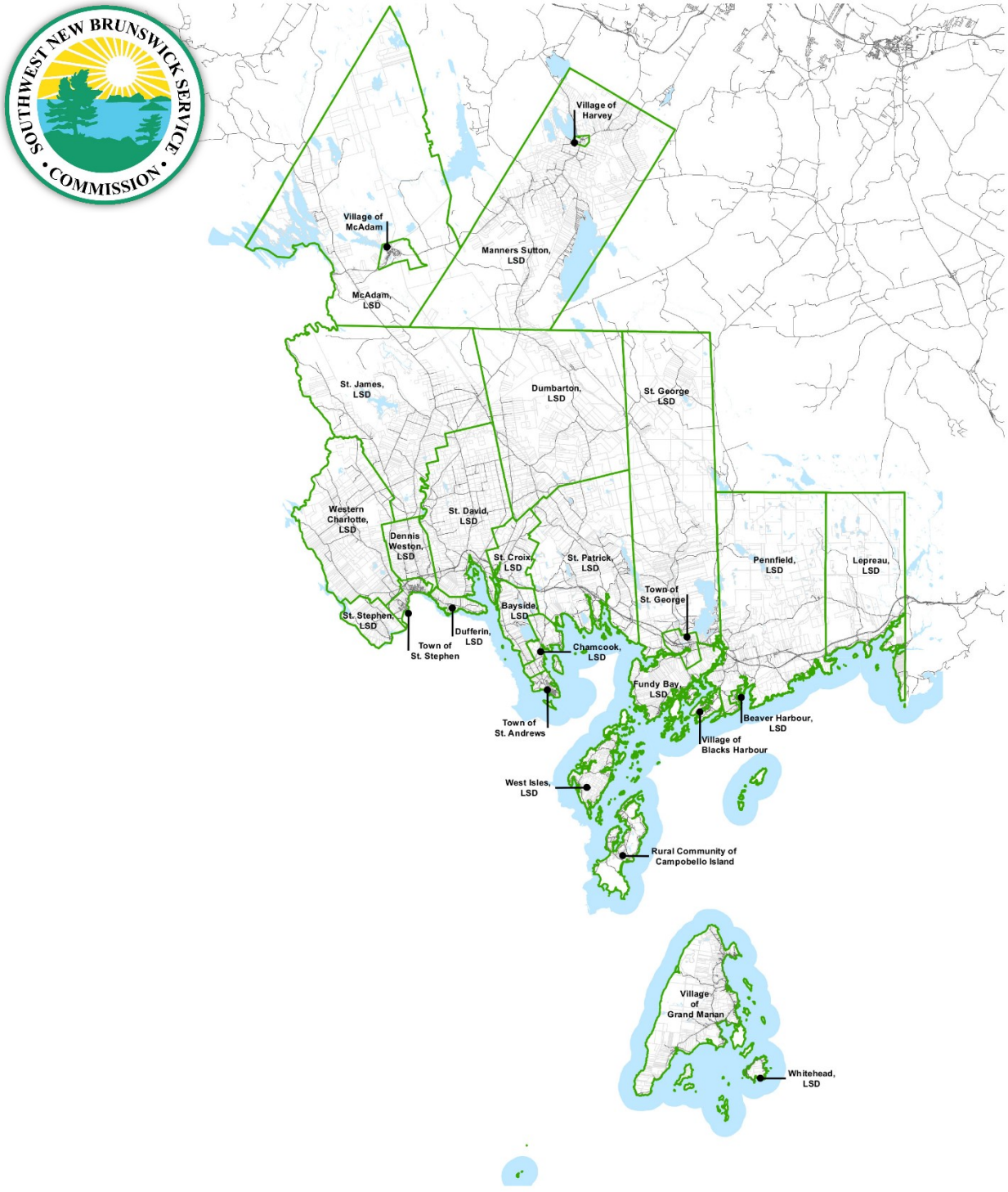


Southwest New Brunswick Service Commission

2020 Annual Report

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Joint Message from the Chair and the Executive Director

Dear Southwest New Brunswick Service Commission Stakeholders:

On behalf of the Board of Directors and the staff of the Southwest New Brunswick Service Commission, we are pleased to present the Annual Report for 2020. Understandably, this past year has presented significant challenges to governance of the SNBSC with the impact of Covid-19 and adjusting to the requirements of operating differently during a pandemic.

We are happy to report that the Board did not slow down despite the restrictions placed upon it. The rapid adoption of video conferencing technology enabled the Board to not miss a step in any meetings or committee work. We have adapted 100%, using virtual video conference, teleconference, and a hybrid of multi-office and virtual presence to get the job done, along with in-person meetings of small committees while observing the mandatory orders of the province. Except for the fact that we held no AGM for the 2019 fiscal year, no initiative or regularly required work was put off or delayed due to pandemic restrictions as the Board adapted as fast as needed.

The organization as a whole has kept up with ever-changing pandemic response requirements for operations throughout. Since the services we provide are essential, shutting down was never an option. We were able to arrange some work-from-home opportunities in the more clerical roles for a period of time, and easily adapted to the physical arrangements for those who were required to remain on-site. As a result, none of the divisions or projects were delayed or stalled; the Commission had another successful year of growth.

The year started with the development and introduction of a new Strategic Plan, Vision and Mission Statement. The direction given in the plan aims high and has goals that will make significant impacts on our region, communities and organizational performance. It has its focus on efficiency, fiscal responsibility and expanded service. Throughout the year this plan saw many of its goals initiated, developed, or achieved, and the results are already starting to pay off for the citizens of the region.

In the Solid Waste division, the curbside recycling program continues to be a success although a challenge was encountered in 2020 in respect to the Quebec processor that was previously taking our recyclables. Covid-19 restrictions dictated changes in their operation that caused the cost to SNBSC to rise significantly. To add to the problem, shipping became a bigger challenge, again due to new restrictions, causing that cost to rise as well. The answer came in the form of locating and negotiating with a new processor within New Brunswick, where we gained additional efficiencies by filling otherwise empty trucks with recyclable materials going back to our new partner. We wished our previous processor success and left that door open should situations change in the future.

The landfill continued to expand in a controlled fashion, and 2020 saw the beginning use of the new “row” of cells along with the closure of the final cell in the first row. The timing for this matched the

opening of the newly expanded leachate treatment system which has set up the landfill for reliable and safe use for many years to come.

The Planning department of SNBSC saw significant growth in the volume of work during 2020. Another community in the region signed on to get its development and inspection services from the SNBSC, and the year also saw unprecedented levels of building permit activity. A building was purchased and renovated to house the expanding department, resulting in lower costs than the previous location and a better, more productive work environment.

The Regional & Cooperative Planning division also advanced during 2020, with further development and steps taken towards an innovative regional cost sharing strategy for recreation support. We also saw the grand opening of the first leg of the Coastal Link Trail in St. Stephen, a project supported by SNBSC and other partners. The Regional Housing Study was also completed, and was recently featured in an article in the local newspaper. The Climate Adaptation Plan, which the SNBSC partnered with Eastern Charlotte Waterways to see come to fruition, was also completed and has become a valuable tool for the SNBSC and the entire region.

Despite all the unprecedented challenges of 2020, the SNBSC ended the year once again in a healthy financial position and saw further growth. The Board of Directors and the staff rose to the challenge once again, adapting with positivity, hard work and determination to see progress. We would like to sincerely thank all Board and committee members for their leadership and dedication to our mission: to excel at the provision of regional services which increase the economic and environmental success of our communities and the quality of life for the residents of the region. We also sincerely thank each and every staff member for their resilience and commitment, because without them a Board can have all the grand ideas in the world, but no way to see those visions come to fruition for the region. It truly is a team effort, and this Commission's Board and Staff should certainly be proud of the way it proves that we truly are "better together."

It has been an honor to work with you all through this craziest of times, and a year like no other, and we are looking forward to seeing what the next year will bring to this region.

Sincerely,

Joyce Wright
Chair, Board of Directors

Hollis Bartlett
Executive Director

Values and Priorities

The Southwest New Brunswick Service Commission continues to operate in accordance with the guiding principles outlines in the 2013 document "Report to the Southwest New Brunswick Service Commission: Priority Setting Workshop Outcome and Findings – Part I and II", which was unanimously endorsed by the Board of the day.

The Key Values of the Commission as identified in that document are:

Honest, trustworthy;

Accountable, responsible, open, transparent;

Integrity;

Risk-taking, innovative, visionary;

Making a difference, Leadership

The Board took on the task of creating a new Strategic Plan in early 2020 that resulted in new Vision and Mission statements:

Our Vision:

Southwest New Brunswick is a vibrant, sustainable region with an exceptional quality of life, economic success, and community co-operation.

Our Mission:

To excel at the provision of regional services which increase the economic and environmental success of our communities and the quality of life of our residents.

2020 saw the Commission follow this new Strategic Plan along with many other initiatives and growth, building a strong organization positioned to support Southwest New Brunswick in more efficient and better ways.

Governance

As prescribed by a formula in the legislation that creation the Regional Service Commissions, the Southwest New Brunswick Service Commission has a 17-member Board of Directors which cumulatively speaks for the entire region and all its residents. Irrespective of the location they come from, Board members are duty bound to come to the Board table to work in the best interest of the region as a whole. Throughout 2020 we maintained one vacant LSD spot on the Board which was filled by an alternate.

2020 Board of Directors

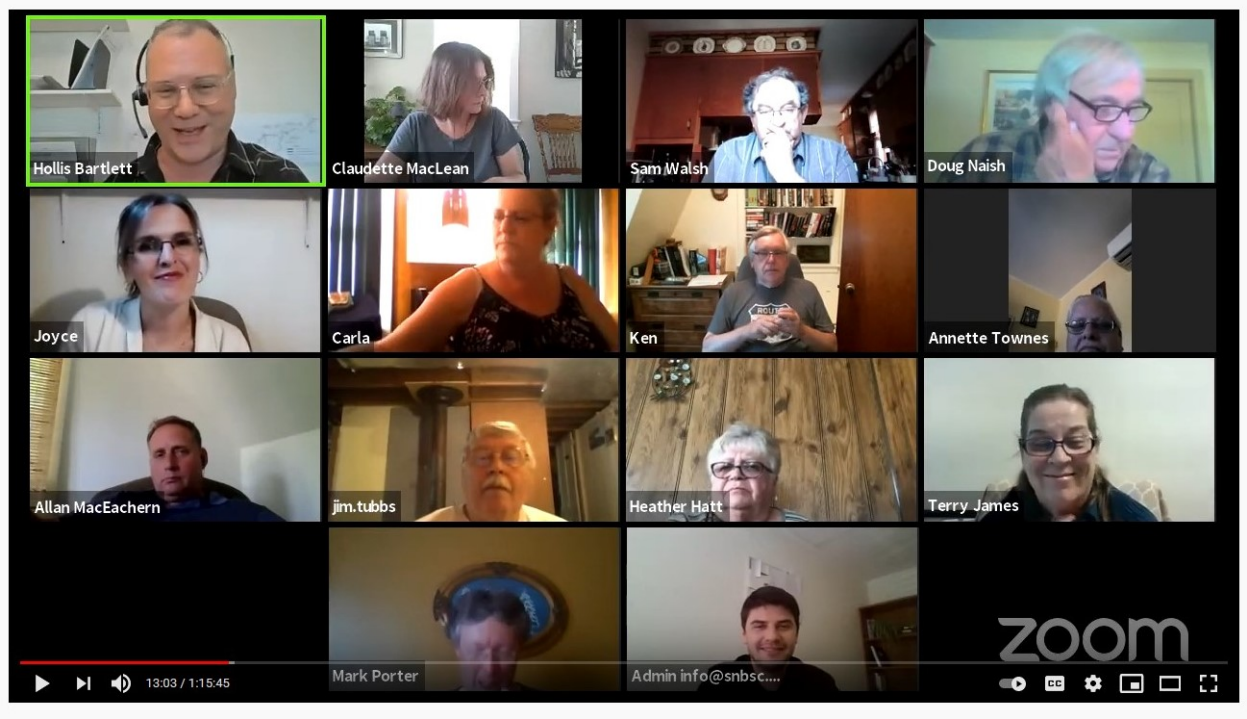
Joyce Wright	LSD Advisory Committee Chair, Dennis Weston
Terry James	Mayor, Village of Blacks Harbour
Jim Tubbs	LSD Advisory Committee Chair, Dumbarton
Wade Greenlaw	LSD Advisory Committee Chair, Dufferin
Heather Hatt	LSD Advisory Committee Chair, Fundy Bay
Dennis Green	Mayor, Village of Grand Manan
Winston Gamblin	Mayor, Village of Harvey
Ken Stannix	Mayor, Village of McAdam
Wayne MacQuarrie	LSD Advisory Committee Chair, Pennfield
Doug Naish	Mayor, Town of St. Andrews
Dennis Blair	LSD Advisory Committee Chair, St. Croix / McAdam
Carla Brown	LSD Advisory Committee Chair, St. David
Faith Avery	Acting Mayor, Town of St. George
Annette Townes	LSD Advisory Committee Chair, St. James
Allan MacEachern	Mayor, Town of St. Stephen
Richard Isabelle	Representative for Campobello

In order to ensure that all jurisdictions can have consistent representation at Board meetings, the provincial government has stipulated that all Deputy Mayors can act as an Alternate for their mayor at meetings of the Board. They were:

David Mahar	Deputy Mayor, Blacks Harbour
Wayne Surgeon	Deputy Mayor, Grand Manan
Richard Corey	Deputy Mayor, Harvey
Taylor Gallant	Deputy Mayor, McAdam
Brad Henderson	Deputy Mayor, St. Andrews
Jason Carr	Deputy Mayor, St. Stephen

Two additional LSD Advisory Committee Chairs were designated to act as Alternates for any LSD member on the Board that is not able to attend. They were:

Kathy Curtis	LSD Advisory Chair, Manners Sutton
Sam Walsh	LSD Advisory Chair, St. Patrick



Zoom & YouTube gave us the opportunity for meeting and public access in 2020

Committees

The Commission has several standing committees, and has the ability to form ad hoc committees as needed. All of these committees are growing in importance in getting the Commission's business completed in a timely fashion. The following is the 2020 list of standing committees for this Commission:

- Executive
- Human Resources
- Finance & Audit
- Planning Management
- Technical Advisory
- Regional Collaborative Oversight

The Commission also had an ad hoc By-law Review committee that worked to update the by-laws, and a special purpose Property Review and Adjustment committee.

These committees met as often as the business they were tasked with required, with some meeting monthly or more frequently, and others only a few times as needed. All committees have the mandate to make recommendations to the Board but it is only the full Board that has the power to approve and enact the recommended actions coming from committees.

There was also a standing Community Policing committee that met once in early 2020 but did not meet subsequent to that. The Board made a decision to disband this committee and instead have the RCMP report directly to the whole Board in the name of efficiency.



Zoom became in important technology for committees and Board meetings in 2020

PRAC (Property Review and Adjustment Committee)

Annual Address from PRAC Chair to SNBSC Board

Unlike all the other committees that are under the normal control of SNBSC's Board, this Board has only administrative responsibility for the Planning Review and Adjustment Committee (PRAC). PRAC has its own set of procedural bylaws and carries-out the regional service commission's roles prescribed under the Community Planning Act. SNBSC's Board has administrative responsibility of the Commission to oversee:

- Ensuring that our committee is in place, positions are filled, and that we are carrying out the RSC's duties;
- Ensuring that accounting and financial management are in place for our committee to operate;
- Adjusting PRAC's bylaws in order for us better fulfil the RSC's mandate.

PRAC Activities in 2020

PRAC met thirteen (13) times in 2020 in total. Once (1) was a special meeting to conduct a dangerous and unsightly premises appeal hearing for the Town of St. George's Council. During our regular meetings, PRAC did the following things:

- Gave its views on eleven (11) planning by-laws for municipal Councils; One (1) planning regulation for the Minister;
- Approved six (6) Terms and Conditions applications;
- Approved twelve (12) Variance applications;
- Approved one (1) Legal Non-Conforming Use application;
- Denied one (1) Similar to or Compatible With application;
- Approved one (1) Similar to or Compatible With application;
- Approved fifteen (15) Type 2 Subdivisions (lots with no public road frontage);
- Approved nine (9) Type 2 Subdivision re-approvals; and,
- Gave our views to Minister/Council on two (2) public road subdivision applications.

In 2020, PRAC was busier than any past year. We continue to handle challenging and complex files that require significant training and high-capacity from members. I would like to extend a special thanks to all PRAC Members for their continued service and commitment over the past year especially with the new way of holding public meetings via Zoom. It is also worth noting, that PRAC had one (1) 2019 appeal successfully filed against it but this decision was judicially reviewed quashed by the Court of Queen's Bench in 2020 in favour of PRAC.

Sincerely.
Sam Walsh, PRAC Chair

Mandates and Progress

The Regional Service Commission structure was put in place with a clearly defined mandate set out by the Provincial government, specifically the Department of Environment and Local Government. It should be noted that beyond the pre-existing planning and solid waste services that were absorbed into the new commission structures, the commissions have no authority from the Province enabling them to force any fundamental changes or additional services within their regions. Currently any such initiatives require the voluntary participation and approval of the Board. The following, taken directly from documentation prepared by the Department of Environment and Local Government describes what the commissions are responsible for delivering followed by a commentary regarding where this commission is relative to it.

Regional Planning

The Regional Service Commissions are responsible for the development of a Regional Plan, the aim of which is better coordinated and managed development and land use within each of the 12 regions.

Planning Division 2020 Summary

2020 was again a time of very rapid growth in the Planning Division of SNBSC. The Division began providing services to the Town of St. Stephen, and continued to provide service to St. George, St. Andrews, McAdam and Harvey. Expanded service offerings included appropriate levels of by-law/regulation enforcement.

In 2020 SNBSC's Planning Division assessment cost to LSDs was within the range of recent years due to municipal clients joining with them to obtain services. The department expanded once again in 2020 with an increase in capacity in planning staff, and more professional development of building inspectors. This growth has led to a positive increase in the professional capacity and quality of the Planning Division overall. As a result, the SNBSC Planning Division provides a level of professional services on par with any other region of New Brunswick.



2020 was also the year when the Planning division outgrew their previous space on River Street, and moved into new SNBSC owned and newly renovated premises at 33 Wall Street.

SNBSC Planning Division: Year End Report 2020

- Increase of 53% in total permits in 2020 compared to 2019
- 7,087 public inquiries and responses staff; fully-staffed through pandemic
- Critically-important regional housing study published by SNBSC Planning Division
- New municipal planning partner: Town of St. Stephen
- New modern, low-cost office to house SNBSC Planning Division purchased and renovated in 2020

53%
more permits

Building & Permits

Building Code Compliance

- 593 building/development permits issued in 2020
- 293 plans reviews, 478 separate building inspections

Subdivisions

Lot and Property Line Approvals

- 134 subdivision files (including deeds) approved in 2020
- 67 lot and parcel applications in 2020 vs. 50 in 2019

Development Review

Zoning Compliance

- 712 zoning files (including zoning confirmations) in 2020

Enforcement

Enforcement Actions

- 59% increase in enforcement files in 2020 from 2019
- 208 enforcement files launched in 2020, 176 brought into compliance

Local Planning

Local Planning Work

- 299 planning files in 2020 (including PRAC, Council, short-range, and long-range)
- Four (4) new LSD rural plans drafted (St. Croix x2, Pennfield/Beaver, Dufferin)
- Town of Saint Andrews municipal planning by-laws - major overhaul
- Town of St. Stephen new visual-based zoning by-law drafted
- Town of St. George subdivision by-law rewrite
- Village of McAdam rural plan updated with new provisions/mapping
- Village of Harvey rural plan updated with new policy/mapping

Regional Planning

Regional Planning Work

- Regional Housing Study & Strategy
- Regional Climate Change Adaptation Plan (SNBSC partnership with ECW)
- Exploration into a Regional Economic Strategy

SNBSC Planning Division: Year End Report 2020

2020 Enforcement Map

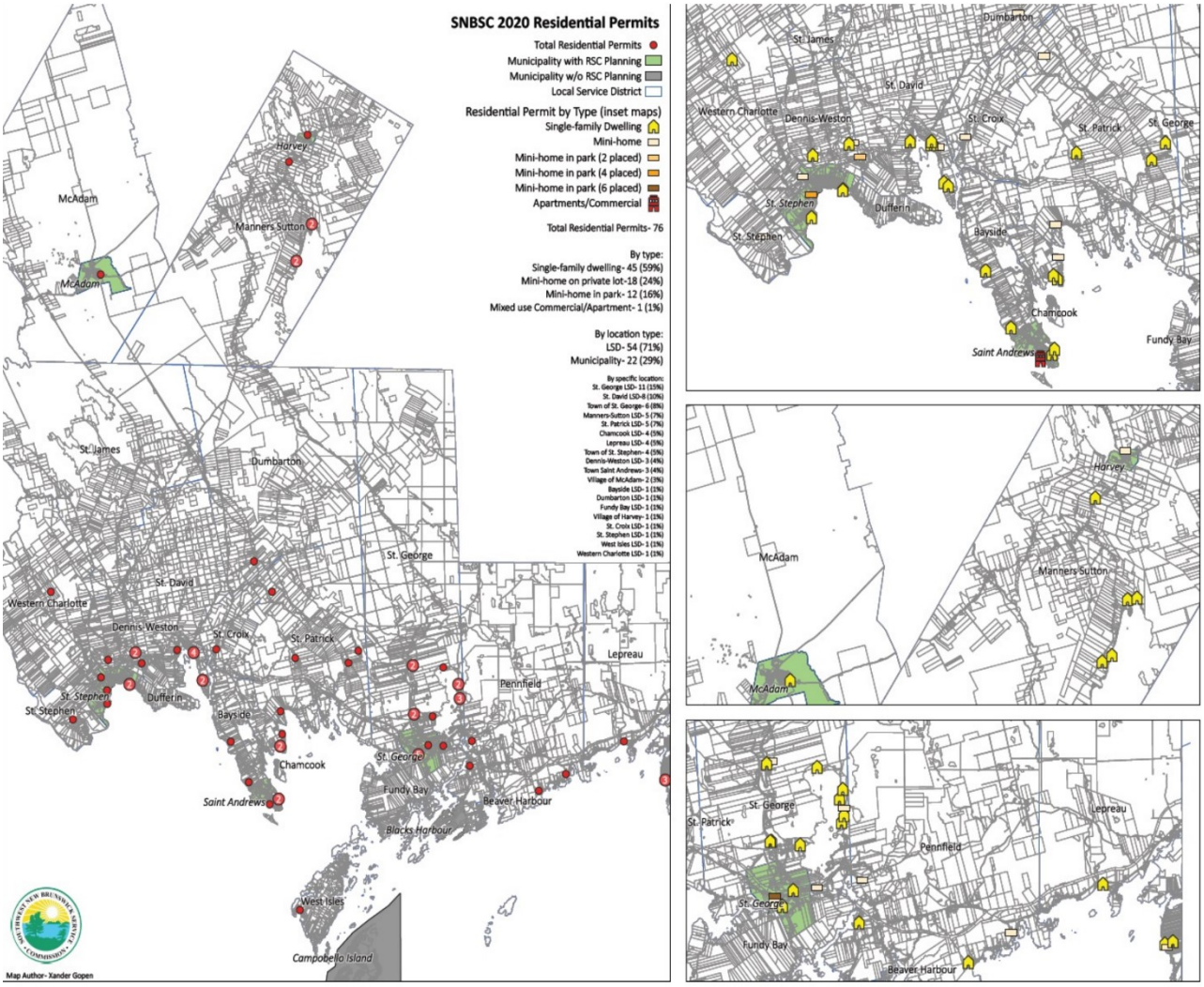


Upper right: Through the year, 35 Orders to Comply (Stop Work Orders) were issued for both building regulation and planning regulation infractions.

Main image: a heatmap of 2020 enforcements (Alexander Gopen GIS work)

SNBSC Planning Division: Year End Report 2020

New Housing Starts Map



Solid Waste Management

The Regional Service Commissions provide solid waste disposal services to the municipalities, rural communities and local service districts within their respective regions, a role previously performed by the Solid Waste Commissions.

The Southwest New Brunswick Service Commission continues to provide solid waste services to our region via the Hemlock Knoll Solid Waste Facility. The facility provides services to customers in the Saint John River Valley (RSC 12) as well as to our customers in eastern Maine. Tonnage from these customers located outside our region plays a critical role in maintaining the cost structure of operating this capital-intensive business. Expansion of this business to outside areas has resulted in a continued increase in revenue in 2020. Given the situation in Maine, our landfill remains a viable option for our USA customers and we don't anticipate any change in that situation and our tonnage from Maine should continue to increase.

Leachate Treatment System Upgrade

With the ever-increasing size of the landfill, the leachate treatment system was due for an upgrade with increased capacity and further resilience for major weather events. To that end, staff worked with Stantec to engineer a new 50,000m3 surge pond and 10,000m3 retention pond in 2018, along with all the associated infrastructure. This expansion was largely enabled by the Gas Tax Fund. That work saw final completion in 2020.



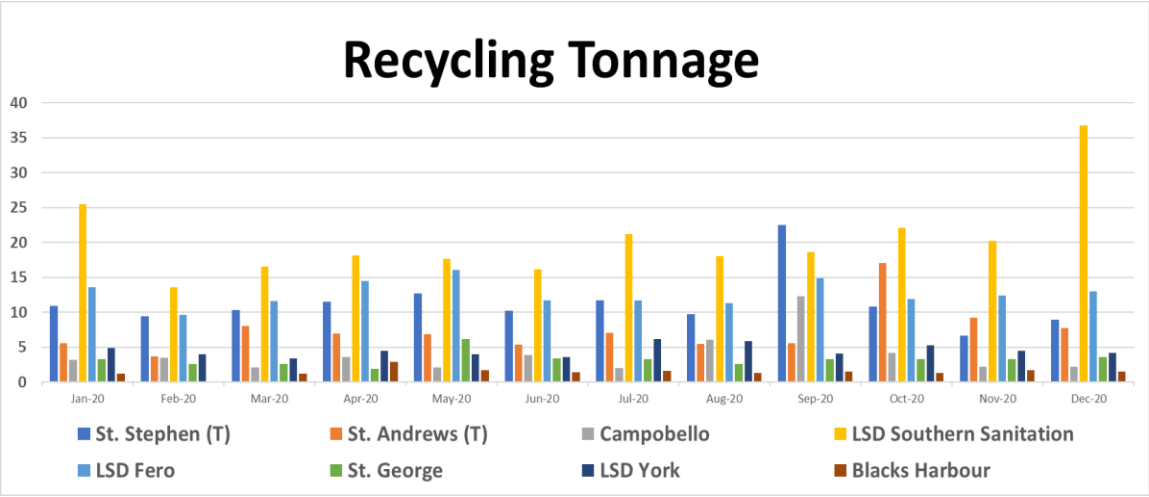
Landfill

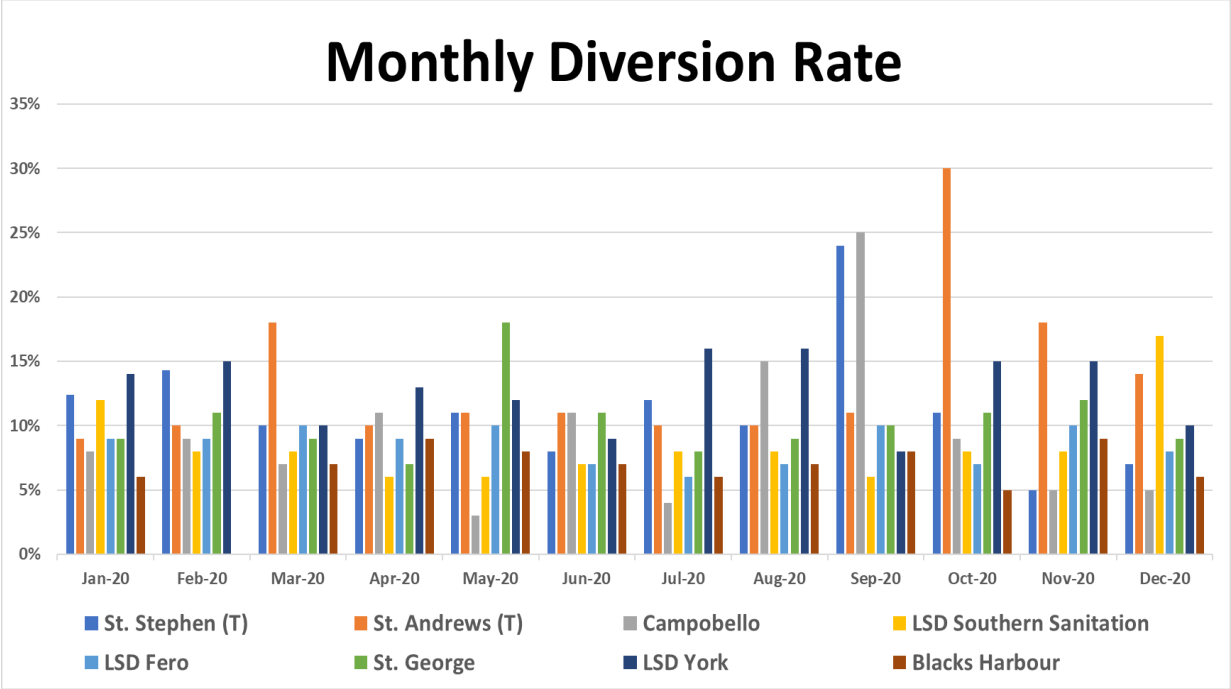
2020 also saw the completed use of the first row of landfill cells with the final capping of cell-10, completion of construction of cell-11 and it's commencement of use, and the start of construction for cell-12.

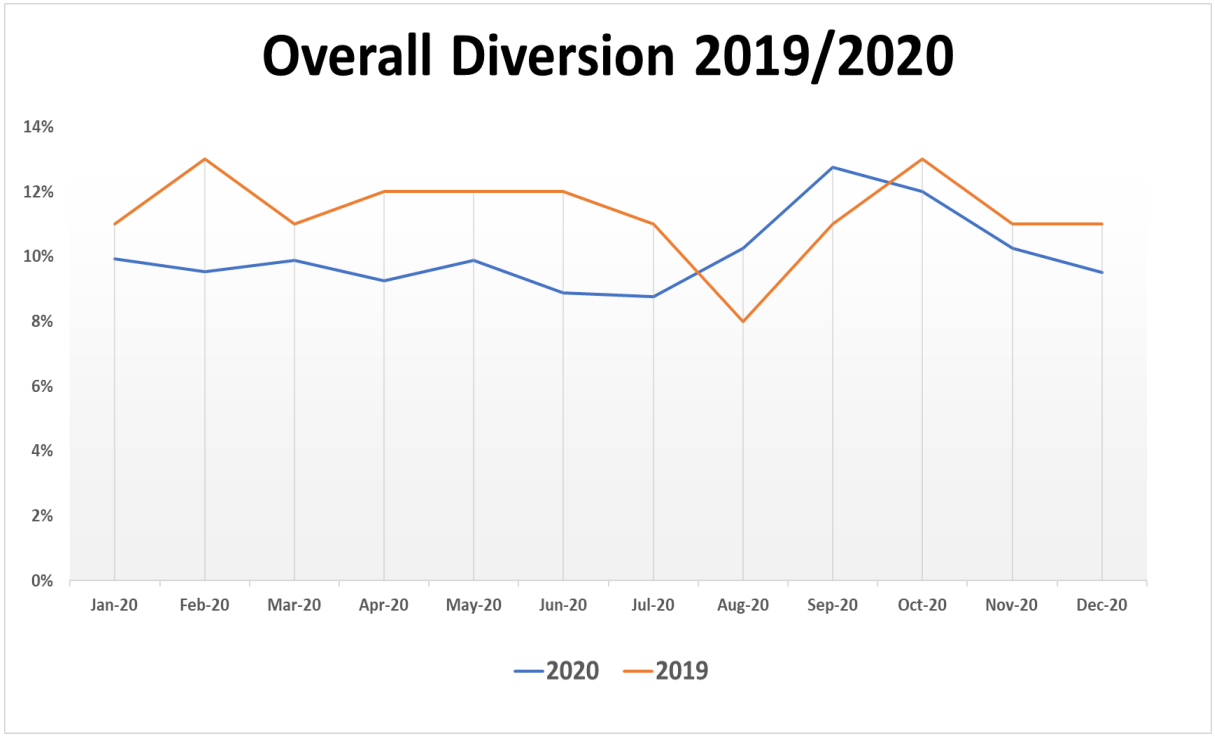


Residential Curbside Recycling January 2020 – December 2020

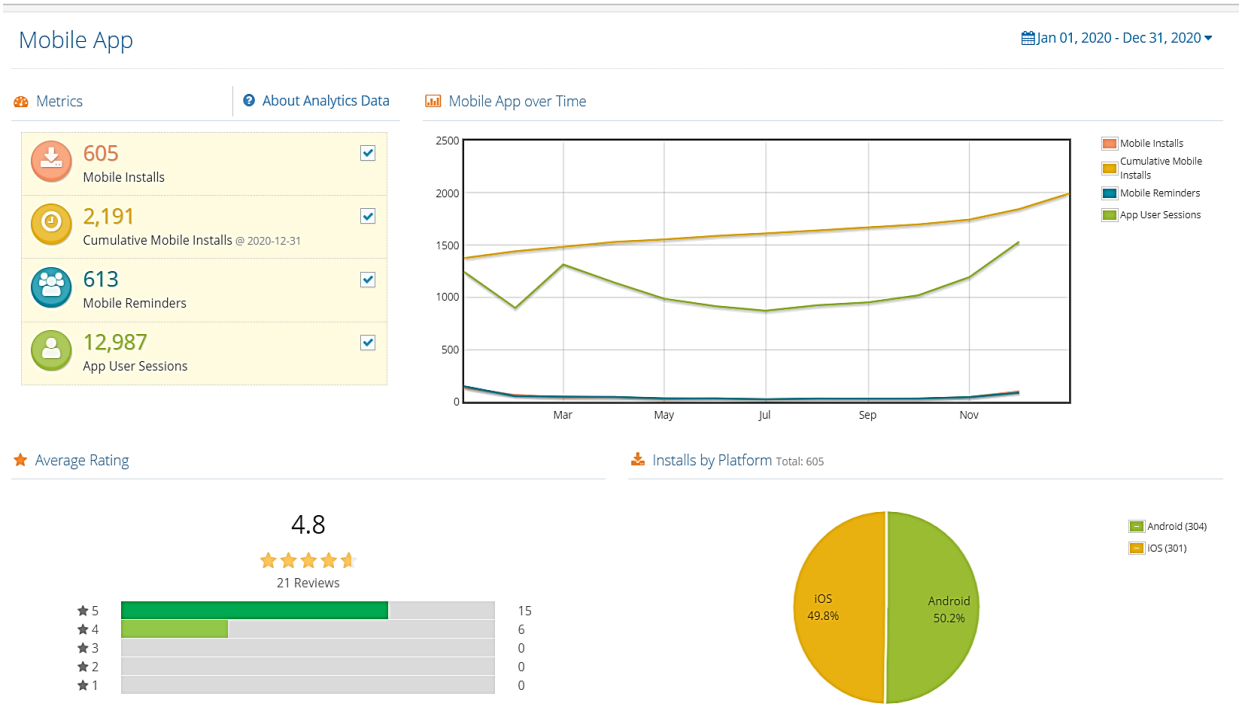
2020 marked Southwest New Brunswick's second full calendar year of recycling. As a region in the year of 2020, we successfully recycled 780.52 tonnes of plastic, paper and aluminum. This gave us a regional diversion rate to 10%.



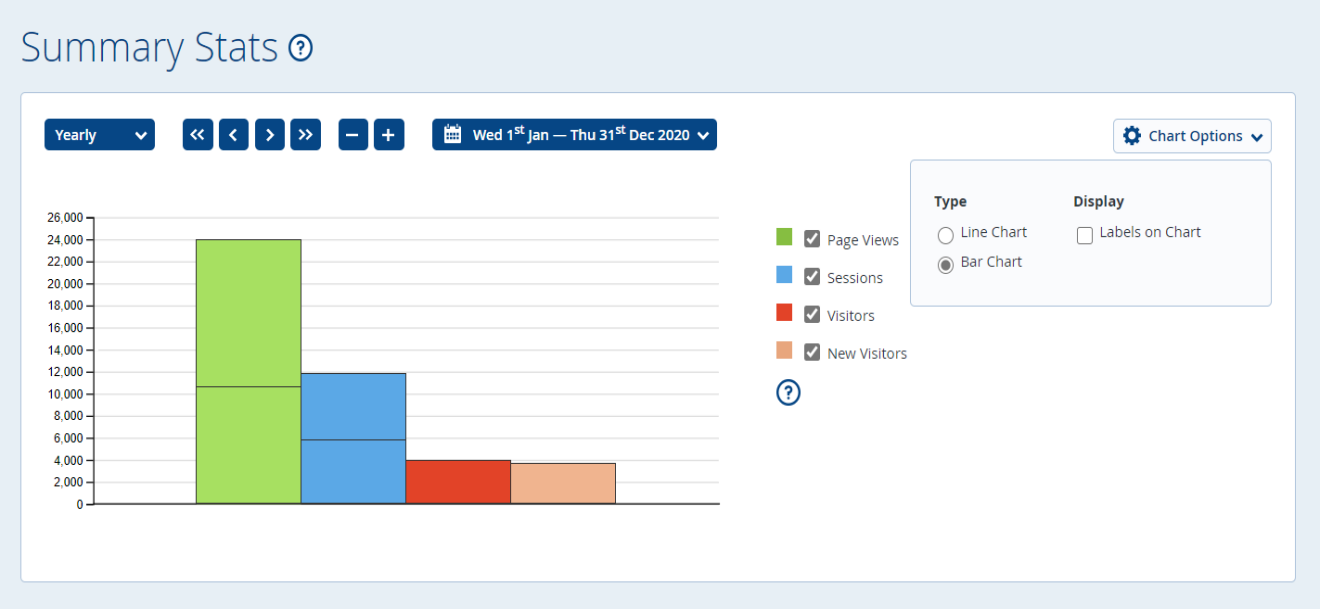

Monthly Diversion Rate
35%
30%
25%
20%
15%
10%
5%
0%
Jan-20
Feb-20
Mar-20
Apr-20
May-20
Jun-20
Jul-20
Aug-20
Sep-20
Oct-20
Nov-20
Dec-20
St. Stephen (T)
St. Andrews (T)
Campobello
LSD Southern Sanitation
LSD Fero
St. George
LSD York
Blacks Harbour


Overall Diversion 2019/2020
14%
12%
10%
8%
6%
4%
2%
0%
Jan-20
Feb-20
Mar-20
Apr-20
May-20
Jun-20
Jul-20
Aug-20
Sep-20
Oct-20
Nov-20
Dec-20
2020
2019

Mobile Recycling App Metrics



Southwestrecycles.com traffic



Service Arrangements

The Southwest New Brunswick Service Commission continues to explore potential cost savings opportunities and agreements with our communities for cost sharing on services and infrastructure.

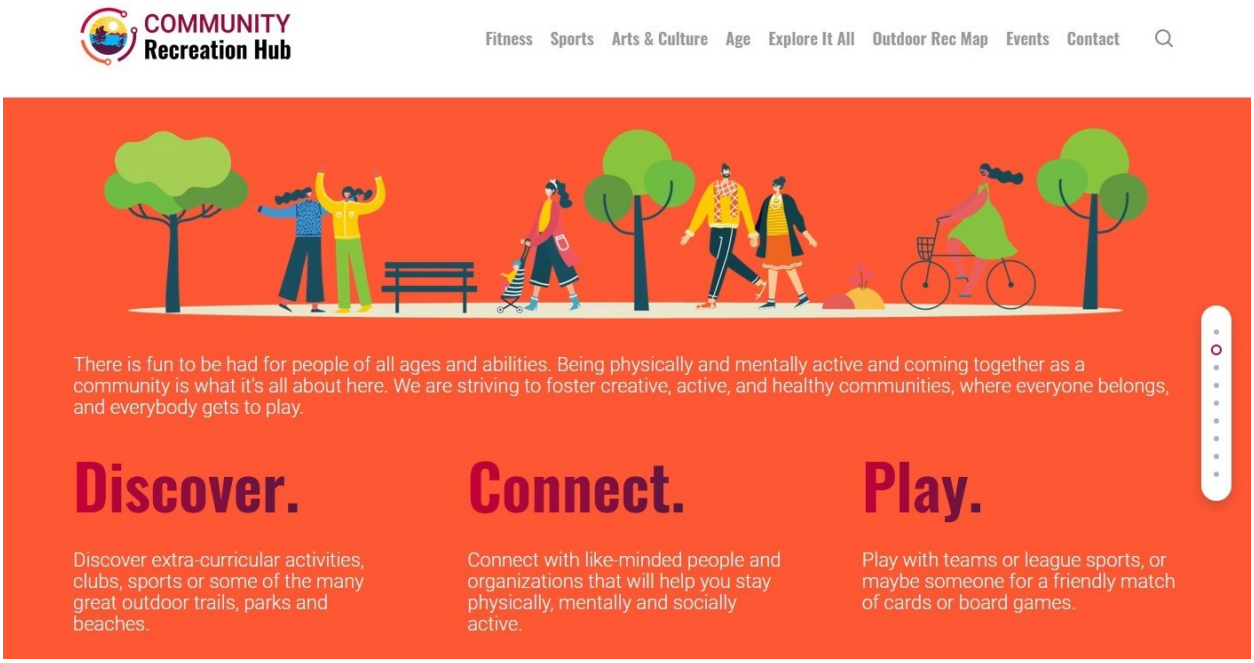
As villages and towns become more financially challenged, their cost reduction needs become more pressing. The Commission may be able to provide some lower cost services to them than they can provide themselves. There is difficulty in finding a critical base of demand for such services upon which to justify hiring of additional staff. Similarly, there has been discussions with other commissions about possible shared services as a means to provide service to our region at a lower cost, however there has not been any progress on this front.

Our expertise in the specialized services we provide, namely planning, development work and building inspection has proven to be where we can assist members and save them money by economy of scale.

Collaboration on Regional Issues

One of the most important roles of the Southwest New Brunswick Regional Service Commission is to collaborate on regional issues and service decisions.

2020 saw a focus on recreation in the region, with the launch of the Community Recreation Hub for Southwest New Brunswick (www.swrecreationhub.ca), the Coastal Link Trail grand opening in St. Stephen, and significant progress towards regional recreation cost sharing with the development of a Recreation Master Plan Policy RMP1 which, if adopted in 2021 would provide support to recreation facilities and assets from the entire region.





A ribbon cutting for the first segment of the Coastal Link Trail was held on Oct. 24. From left to right: Darren Turner, Costal Link Trail Inc. chair; Allan MacEachern, mayor of St. Stephen; Kathy Bockus, Saint Croix MLA; Tammy Scott-Wallace, Minister of Tourism, Heritage and Culture; Eric Gionet, Trans Canada Trail board director

The Coastal Link Trail Inc is an independent board which has received support from SNBSC in the form of personnel and financial management.

2020 Meeting Attendance & Expenses

Community	Representative	Attendance	Per Diem	Expense
Municipalities				
Town of St Andrews	Doug Naish	9/10	$2050.00	$85.90
Town of St George	Faith Avery	8/10	-	-
Town of St Stephen	Allan MacEachern	9/10	$1950.00	$184.03
Village of Blacks Harbour	Terry James	10/10	$3175.00	$731.26
Village of Grand Manan	Wayne Sturgeon	4/10	-	-
Village of Harvey	Winston Gamblin	9/10	$1250.00	$356.90
Village of McAdam	Ken Stannix	10/10	$2400.00	$123.80
Campobello Rural Community	Richard Isabelle	4/10	-	-
	Brett Newman	1/10	$300.00	$352.47
Local Service Districts				
LSD St James	Annette Townes	10/10	$3225.00	$469.23
LSD St David	Carla Brown	10/10	$1650.00	$29.74
LSD Pennfield	Wayne MacQuarrie	9/10	$1300.00	$111.54
LSD Manners Sutton	Kathy Curtis	7/10	$500.00	-
LSD McAdam / St Croix	Dennis Blair	10/10	$3900.00	$1013.90
LSD St Patrick	Sam Walsh	9/10	$2350.00	$751.83
LSD Fundy Bay	Heather Hatt	10/10	$2050.00	$140.72
LSD Dumbarton	Jim Tubbs	10/10	$3000.00	$41.28
LSD Dennis Weston	Joyce Wright	8/10	$3412.50	$136.69
LSD Dufferin	Wade Greenlaw	7/10	$900.00	$134.96

Note: per diems & expenses include board meetings, committee meetings & PRAC where applicable