

Table of Contents

Joint Message from the Chair and the Executive Director	2
Values and Priorities	3
Governance	4
Committees	6
PRAC	6
Mandates and Progress	7
Meeting Attendance & Expenses	21

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 2021.

It is safe to say nobody anticipated that the Covid-19 pandemic would continue as it did throughout 2021, presenting challenges in the operation and governance of SNBSC. That said, SNBSC still rose to the challenges and was able to move forward on many fronts.

The discussion that dominated 2021 was local governance reform, both for our directors in their respective local governments and the impact on regional service commissions. SNBSC was proactive in setting up to take new directions, with a start on discussions around the adoption of Community Development within our mandate. SNBSC had already taken large steps towards incorporating recreation infrastructure cost-sharing, with the Board voting to adopt a new recreation policy in April of 2021.

The year saw the construction and opening of a new Public Drop Off at Hemlock Knoll Solid Waste, along with continued landfill cell construction and other site improvements.

Our Planning division saw record numbers of building permits being processed and unprecedented growth, which is a good indication of the overall growth in our region. The new construction was not limited to residential, but also many complicated commercial and industrial builds.

With affordable housing being an ever-growing challenge, the Board saw fit to divest from some property that was acquired with the Wall Street property purchase, and gave it away to a developer with the expressed intent of building more affordable housing units.

The Board also took on a new initiative by forming a regional health planning committee, with the intent of addressing the primary health care shortage within our region.

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.

Sincerely,

Ken Stannix

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 outlined 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.

2021 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 created 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. 2021 was a municipal and LSD election year, and so we had some changes on the Board.

2021 Board Members (year ending)

Ken Stannix, Chair	Mayor, Village of McAdam
Jim Tubbs, Vice Chair	LSD Advisory Committee Chair, Dumbarton
Glen Hawkins, Member-at-Large	LSD Advisory Committee Chair, St George
Wade Greenlaw	LSD Advisory Committee Chair, Dufferin
Heather Hatt	LSD Advisory Committee Chair, Fundy Bay
Bonnie Morse	Mayor, Village of Grand Manan
Winston Gamblin	Mayor, Village of Harvey
Sheena Young	LSD Advisory Committee Chair, West Isles
Wayne MacQuarrie	LSD Advisory Committee Chair, Pennfield
Brad Henderson	Mayor, Town of St. Andrews
Dennis Blair	LSD Advisory Committee Chair, St. Croix / McAdam
Brian Glebe	LSD Advisory Committee Chair, Chamcook
John Detorakis	Mayor, Town of St. George
John Craig	Mayor, Village of Blacks Harbour
Allan MacEachern	Mayor, Town of St. Stephen
Harvey Matthews	Mayor, Rural Community of Campobello
Sam Walsh	LSD Advisory Committee Chair, Chamcook

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:

Adam Hatt	Deputy Mayor, Blacks Harbour
Roger Fitzsimmons	Deputy Mayor, Grand Manan
Richard Corey	Deputy Mayor, Harvey
Taylor Gallant	Deputy Mayor, McAdam
Kate Akagi	Deputy Mayor, St. Andrews
Ghislaine Wheaton	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
Annette Townes	LSD Advisory Chair, St. James

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 2021 list of standing committees for this Commission:

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

The Commission also had an ad hoc By-law Review committee that worked to update the by-laws which wrapped up in April, started a new ad hoc Regional Health Planning Committee to address primary health care concerns, and a special purpose Property Review and Adjustment committee.

PRAC (Property Review and Adjustment Committee)

Annual Address from PRAC Chair to SNBSC Board:

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. It is also worth noting, that PRAC had one (1) 2021 appeal successfully filed against it, but this decision will be judicially reviewed by the Court of Queen's Bench in 2022.

PRAC met thirteen (13) times in 2021 in total. Once (1) was a special meeting. During our meetings, PRAC handled at total of 65 (sixty-five) applications or files:

- *Gave its views on twelve (12) planning by-laws for municipal Councils;*
- *Gave its views on four (4) rural planning regulations for the Minister;*
- *Eight (8) terms and condition applications;*
- *Nine (9) variance applications;*
- *One (1) legal non-conforming use application;*
- *One (1) similar to or compatible with application;*
- *Three (3) temporary use authorization applications; and,*
- *Twenty-seven (27) type-2 subdivision applications (lots with no public road frontage).*

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 2021 Summary

In 2021, SNBSC focused on the idea of providing easy access to digital permit applications as well as making more planning and building information publicly available online. SNBSC's website draws large internet traffic due to its building code knowledge base section. The website is filled with National Building Code information for common searchable terms that newer contractors or homeowners might search when they are figuring out how to do a construction project (eg. Google: "wheelchair ramps in NB").

In 2021, SNBSC Planning website started to offer one of the most user-friendly zoning by-law search experiences for residents and developers alike. To find out what zoning rules apply to a particular piece of property in Southwest NB, one only must visit: snbsc-planning.com/planning/planning-by-laws-or-regulations/ and click 'regional map' where you can type the property address in the map's search bar. Once you do that, it will zoom up to the property and, if you click on the property, it will show you what zone it is in and will provide you a link to the section of by-law or planning regulation that applies. This is very quick and saves time for both residents and staff at SNBSC.

These digital services that SNBSC conveniently provided in 2021 also extended to the Planning Review and Adjustment Committee (PRAC). These meetings have remained online or hybrid since COVID-19 hit New Brunswick in early 2020. Despite restrictions lifting mid-summer of 2021, SNBSC kept the hybrid format available because it is not only easier to host meetings and it also provided the PRAC and the public greater convenience. SNBSC has to ensure that its planning services become easier to access online to keep up with the expectations of the public in the 21st century.

Planning & Reform

With the biggest changes to the local governance system in New Brunswick in a generation announced in 2021, planning has been a major topic of consideration. The Local Government and Local Governance Reform Minister Daniel Allain has said this of the various ‘pillars’ of reform: “Planning is one of the most important, if not the most important pillars right now” (Telegraph Journal, Dec. 2021). The reform changes include the requirement for all restructured municipalities and the former local service districts (the rural district) to have a new land use plan by 2027. Minimum standards will also be required. For example, it will no longer be possible to have a non-certified person oversee planning services and the creation of planning by-laws for a community. All communities will be required to have access to a certified professional planner.



Schedule A / Annexe A
Pennfield and Beaver Harbour Planning Area Zoning Map
Carte de Zonage de la Zone d'Aménagement de Pennfield et Beaver Harbour

In addition, the Provincial Government announced it will be adopting its own Statements of Public Interest as part of the reform. These policy statements will be used to guide the creation of local and regional plans. Any new plan that is created by a municipal entity or the rural district will have to conform with these high-level policies, in the opinion of the Minister. Provincial planning policies are currently applied in most Canadian provinces. They usually cover topics like settlement patterns, climate change, agriculture, and natural resources.

In 2021 the Province proclaimed the Building Code Administration Act (BCAA) with its regulations. This significantly changed building inspection throughout the Province. The regulations under this Act mandated the adoption of the 2015 National Building Code for both municipalities and LSDs. There was some back-and-forth with the Province and SNBSC and other jurisdictions on the new requirements that eliminated Code-exempt camps and accessory buildings (i.e. use of unstamped lumber). One significant change is that the laws related to building inspection are now being administered by the Department of Public Safety, through a Building Code Administrator. The Building Code Administrator announced to SNBSC and other jurisdictions about their Department's plan to set minimum standards for building inspector qualifications, starting in 2023. SNBSC has already trained or is training all its building inspectors to comply under the provincially recognized New Brunswick Building Officials Association (NBBOA) standard. The other key change with the adoption of the BCAA in 2021 was that it put all existing municipal building by-laws on notice. They are to come into conformity with the BCAA by January 1st, 2023, or they are nullified. SNBSC has researched how to prepare for the BCAA and can draft building by-laws for municipalities to meet its requirements.



Increasing Activity

	Totals for SNBSC Planning Per Year		
Year	2019	2020	2021
Total Construction Value (\$)	\$ 18,336,854.86	\$ 33,532,155.37	\$ 59,162,087.98
Building Permits	190	173	292
Development Approvals	200	425	299
Subdivisions Approvals	35	64	67

Increasing development volume

Overall, the volume of development that SNBSC has approved has increased year-on-year, as reflected in the total construction value. While development permits decreased in 2021, these are less complex than building permits as they are simply zoning approvals for typically smaller structures (shed, detached deck) which are exempt from the building code.

Increasing inspections capacity

Starting in 2021, an SNBSC employee with extensive background as a commercial contractor has also been working in the Planning Division as a building inspector. They are being mentored and is working hard to achieve Level I - New Brunswick Building Officials Association (NBBOA) qualification. This qualification is expected to be the bare minimum requirement for all building inspectors across the Province starting in 2023.

Regional planning & housing data

SNBSC's Planning Division continues to develop, highly valuable, region-wide planning data for housing on all communities in Southwest NB (including Grand Maman and Campobello):

- In Nov. 2021, Canada Mortgage and Housing Corporation (CMHC) provided a grant to support further regional housing data research;
- SNBSC is communicating with private and non-profit housing developers to better understand barriers to developing affordable housing;
- SNBSC has been invited to speak at provincial and national learning exchanges on the topic of planning for affordable housing in rural communities.

Increasing local planning activity

In 2021, SNBSC has completed substantial planning work through the following documents:

Dufferin Planning Area Rural Plan Regulation;

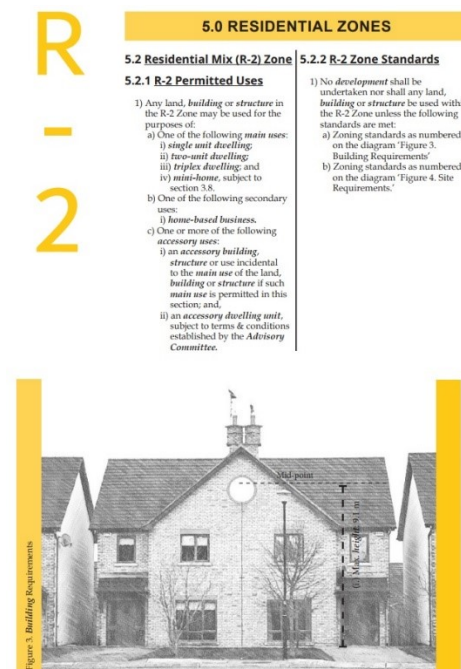
- Pennfield and Beaver Harbour Planning Area Rural Plan Regulation;
- St. David Planning Area Rural Plan amendment;
- St. George zoning by-law update;
- New St. Stephen zoning by-law;
- Saint Andrews rezonings and amendments;
- McAdam rural plan amendments;
- St. Croix Corridor South Planning Area overhaul (unchanged since 1994);
- Harvey rural plan amendments;
- Development incentive by-laws; and,
- Draft development scheme by-laws & concept plans (for housing).

New innovations in local planning

In 2021, SNBSC experimented in several ways when it comes to community planning. Traditionally, zoning by-laws or municipal plans were written as highly-technical tomes that are not user friendly. See the two images with the title 'R-2,' a residential zone in the brand-new St. Stephen zoning by-law. In the previous by-law, to find this same information you would have to look through several pages and cross-reference multiple tables. What this new by-law has done is condense this complex information into easy-to-understand pictures. This document has received compliments from residents and other planning commissions who have copied its style. This notion of making planning more visual, user-friendly, and less text-heavy is one of the new concepts that will continue to be explored.

Large workload for PRAC

In 2021, PRAC handled fifty-five (55) development applications in 2021 - one (1) appeal that led to a judicial review. Even though the Town of Saint Andrews re-formed its Planning Advisory Committee (PAC) later in the summer of 2021, taking some of the workload off PRAC, the year was still busy and the development decisions that the committee had to make continued to be increasingly complex.



Recreation

The Service Commission's mandate for recreation is to provide services for the development and planning of regional recreation initiatives, including common or regional sport, recreational and cultural facilities. This often involves collaboration with various local and regional stakeholders to contribute to the development and promotion of recreation in the region.

Various activities that encompass this service are:

- Recreation needs assessments, recreation master planning, and the coordination of recreation development,
- Communication, marketing, and promotion of recreation activities, organizations, and events in the region
- Facilitating administrative, financial, and cost-sharing agreement to support the mandate
- Recreation asset and trail mapping

2020-2021 Action Plan

Delivery of the 2018 Recreation Master Plan structured much of the annual action plan, with a key focus on the following pillars:

- Regional collaboration to overcome financial barriers for recreation
- Regional Cost-share policy development
- Regional Recreation Guide
- Implementation of the regional Coastal Link Trail
- Inventory and needs assessments
- Partnerships, marketing, and awareness

Regional Collaboration

The 2018 Recreation Master Plan served as a road map to enhance the wellness of Southwest New Brunswick residents and their communities. The means was to build a regional approach by strengthening the RSC to overcome the barriers to collaboration that had inhibited recreation development within the towns, villages, municipalities, and LSDs comprising the Southwest New Brunswick region.

In April 2021, the Regional Recreation Master Plan policy (RMP-1) was adopted by the board of directors, and work commenced on the implementation of the policy and the regional cost-share administration.

Recreation Guide

The <https://swrecreationhub.ca/> went live in January of 2021 to act a sustainable option to promote recreation programs, events, and organizations in the region. Despite the pandemic and the decline in program offerings across the region, the website boasted over 400 programs or recreation-based activities to explore in the region. During the website's first year, it steadily gained awareness and new traffic, and has supported SNBSC initiative to foster creative, active, and healthy communities.

Average Yearly page views	Average Yearly Sessions	Average Yearly New Visitors
3.6K	1.0K	814

Recreation Asset Inventory Assessments

The Office hired a summer student under the SEED program to assist with preparing detailed asset inventory assessments of the facilities, trails, parks and sport fields for the entire Southwest region. The assessments contain important data that enabled us to better analyze the current capital infrastructure needs of the region, as well as forecast a 5–10-year infrastructure plan needs assessment.

Coastal Link Trail

The Coastal Link trail continued to gain momentum in its development across the region as well as establishing its awareness as a future Provincial Signature Trail destination for the Southwest region. The organization's signature trail branding was unveiled to the public, which aligned with the launch of their new website and new social media presence on Facebook

Key Highlights of the Coastal Link Trail in 2021:

- Launch of coastallinktrail.ca
- Wayfinding and branding developed & installed in St. Stephen
- 1st installation of the Peskotomuhkati Nation interpretive panel unveiled
- St. George and Spruce Lake segments fully engineered and shovel ready for 2022 construction



Partnerships

- TRANS CANADA TRAIL (NATIONAL)- NB Representative Provincial advisory committee
- GOVERNMENT OF NB- Provincial Trails advisory committee member (Transportation, signature trails and Trails action plan working groups)
- TOURISM, HERITAGE AND CULTURE- Partnerships were strengthened this year, while communications with the New Brunswick Department of Tourism, Heritage and Culture significantly improved. Several meetings and discussions were held throughout the year between the Office and various other groups, including future St. Stephen and Charlotte County Regional Tourism Association.

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.

Major 2021 projects.

Ongoing waste cell construction:

In 2021 we concentrated our efforts on preparing the subgrade and containment berms for Cell 12. Material was excavated and put in place to provide the shape of the new containment cell. The slopes and berms provide the base for the layers of screened clay material that will make up part of the liner system. Excess excavation material was stockpiled and screened for future use in the construction of the Cell 12 liner system.

Granular material for the cell drainage layers were screened offsite and trucked to site. The stockpiled granular material will be placed after the HDPE liner has been installed in 2022. Land clearing for Cell 13 was completed. Topsoil and grubblings were removed to expose the clay material that will eventually be excavated and reshaped to become the slopes and berms for Cell 13. This area also acts as a laydown area for excavated and screened material that will be used in the Cell 12 liner system.

Public drop off project:

The public drop off area was opened in July to provide a safe and convenient unloading area for non-commercial and small vehicle customers.

This public drop off area is used for MSW waste, recycling, construction debris, metals, HHW as well as Recycle NB programs for Paint, Waste oil and Tires are provided in this area for non-commercial and small vehicle customers.

Public drop off project construction:

Site excavated material was moved to the public drop off site and graded to provide the drainage and elevation suitable for the public drop off area. Drainage and environmental control valving were installed. The retaining walls and concrete unloading areas were constructed. Granular material was placed and graded, then overlaid with asphalt. Guard rails and traffic control barriers were installed.

HHW, Paint and Waste oil storage facilities were moved from various location to the public drop off area.

Leachate Treatment System controls upgrade project (SCADA):

The work was undertaken to integrate the control system for all aspects of the leachate treatment system. The treatment system was built in various stages over the years leading to a patchwork of control systems and safety controls. Each part of the process, storage capacity, flow rate, pond elevation and discharge were managed separately. All of these aspects of the system depend on each other to maintain treatment quality and safe operation. The updated SCADA system integrates control of all lift pumps, ponds, and filters. This enables the system operator to balance the flow through the system, monitor pond levels, as well as, provide receive alarms for problems that arise in the system.

SCADA construction:

The existing manual controls and existing PLC controls were replaced, upgraded or integrated into one system. Manual controls were left at strategic locations as a backup. The blower control building and the 3 pump buildings were linked utilizing the site's fiberoptic system to a central computer system. New underground wiring and radio links were installed for lift stations that required additional sensors and level controls. The central computer now manages everything as a system. The 8 lift stations, 2 storage ponds, 4 treatment ponds, 4 filters, and the effluent discharge operate together depending on what is required of each component in the system.

Landfill Capping:

Capping of the landfill is done to control or limit the flow of rainwater infiltration into the waste cells, thus creating additional leachate. A combination of intermediate and final capping was performed on various parts of the landfill. Parts of the waste cells that waste will be added to in the near future are capped with intermediate cover. Parts of the landfill that are not going to receive waste in the foreseeable future are final capped. Intermediate cap consists of permeable gravel. The final cap is an engineered specification of a gravel layer followed by screened clay layers then covered with topsoil then seeded for slop stabilization.

Ongoing landfill capping:

Work was undertaken to place intermediate cap on the "to grade" portions of cell 11. The waste was shaped and sloped for runoff, then covered with a layer of gravel. Final capping and final cap repairs were performed on cells 7,8,9 and 10. Repairs were made due to the installation of gas collection piping.

Landfill gas collection:

Landfill gas that is produced from the decomposition of waste is collected and destroyed. The system consists of wells drilled into the waste to collect the gas, a piping system to carry the gas to the flare and a waste gas flaring system to destroy the gas. In 2019 a project was undertaken to expand the amount of landfill gas wells to collect additional gas. The existing wells did not provide adequate gas production to operate the flare and get proper destruction of the waste gas. The new additional wells were redesigned to provide greater gas recovery and were installed in more recent waste placement areas. In 2021 piping was extended to allow for collection from the expanded well field. In 2022 the new wells will be connected to complete the collection system and the recommissioning of the flare system

will be complete allowing for collection and destruction of the waste gas. Once the gas system is fully operational and a steady state of gas flow is verified, decisions can be made on the future uses for the gas.

Landfill gas piping installation:

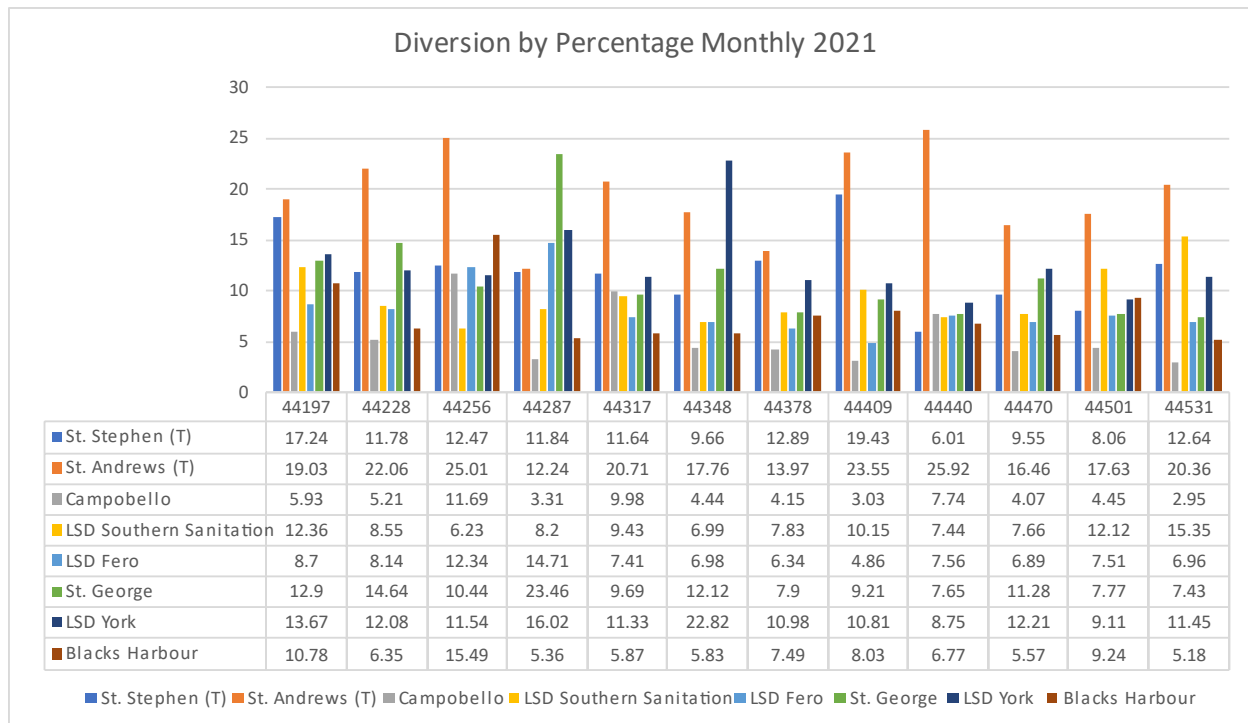
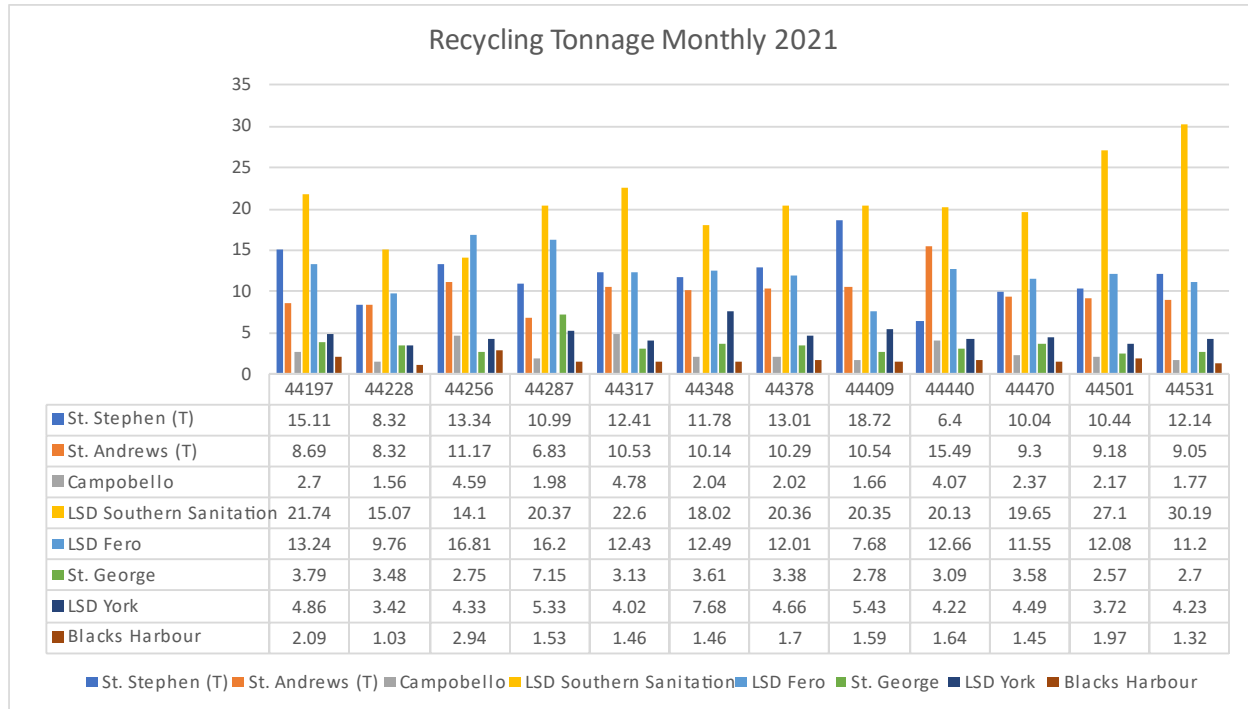
HDPE piping was installed in a grid system to collect gas from each new well. Stubs were installed to allow for future connection as the landfill waste placement grows. The existing HDPE was excavated and exposed to allow for connection of the additional newer piping. Trenches were excavated through the clay cap and into the waste to provide proper frost protection for the pipe. Almost a kilometer of pipe was placed, as well as control valves and sample points.

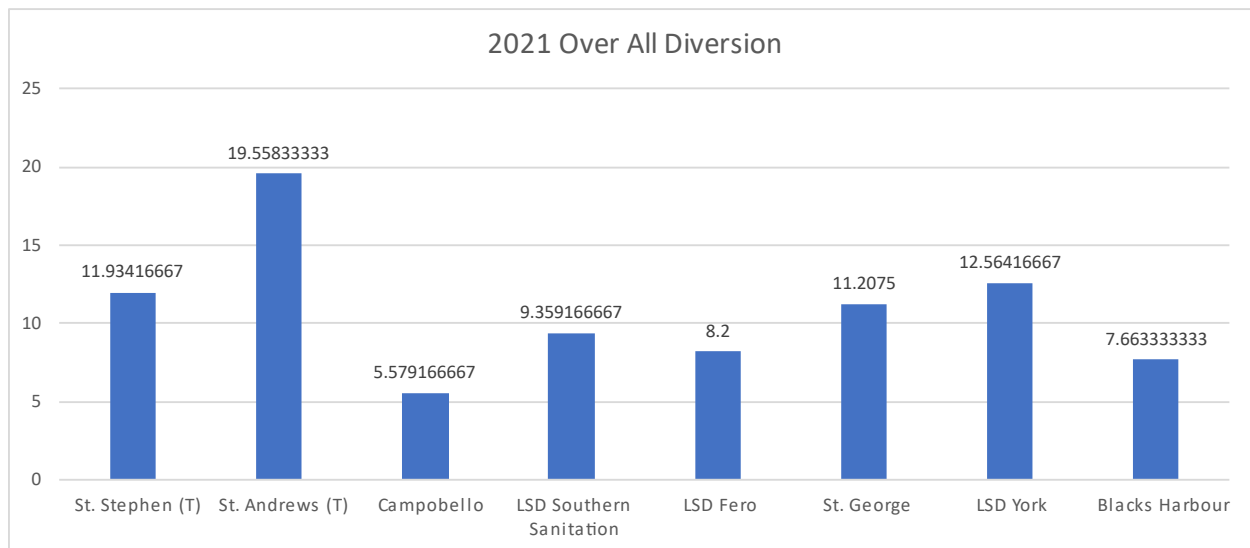
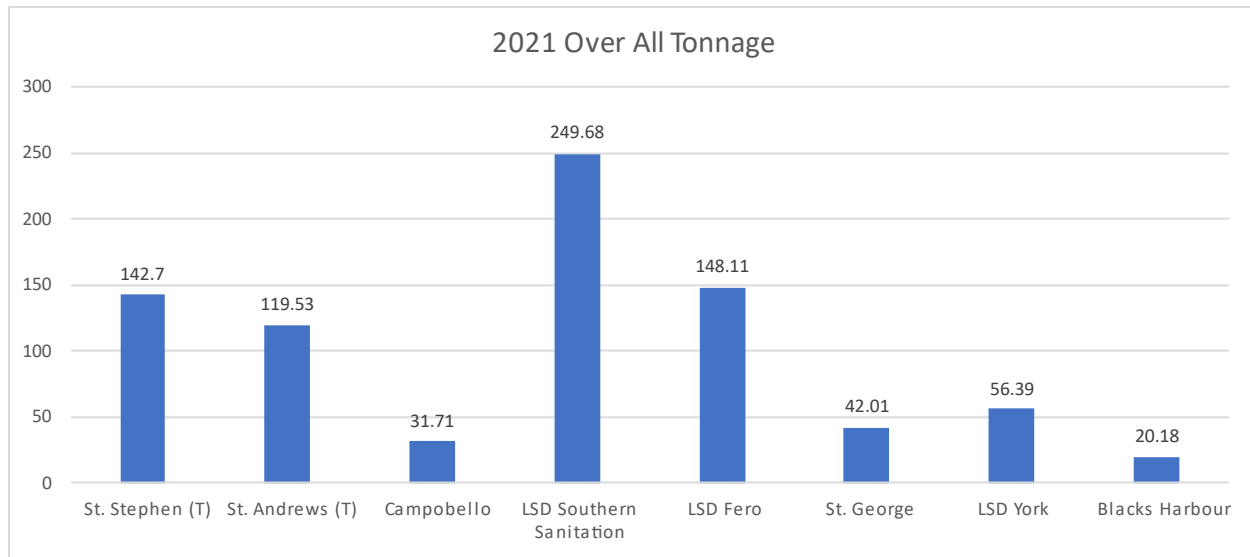
Other projects:

Some smaller, but noteworthy, projects were also undertaken in 2021. These projects were building lifecycle maintenance projects combined with energy saving upgrades. The heating and cooling system at the landfill main office was upgraded to a modern geothermal system. The new system will provide improved energy consumption as well as better performance. Due to the improved energy consumption, we were able to take advantage of government incentives to subsidize the costs of the new system. Systems at the recycle building were also upgraded. The fire sprinkler system was modified from a wet system to a dry system in order to eliminate the need to heat the warehouse portion of the building in the winter. The heating system in the maintenance bay of the recycle building was upgraded to a propane fired system to replace the failing oil-fired units.



Residential Curbside Recycling 2021





Mobile Recycling App Metrics

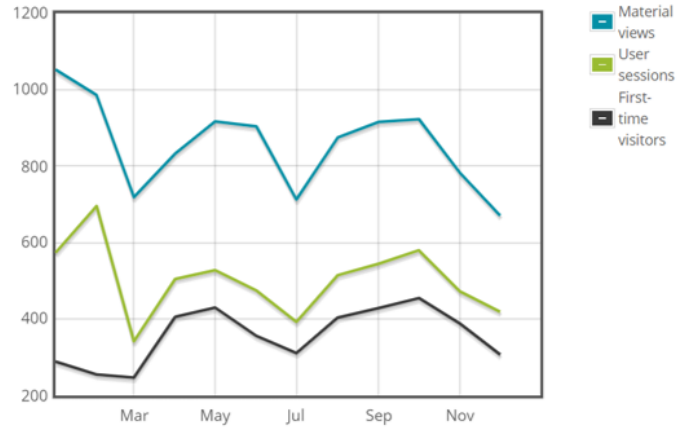


Jan 01, 2021 - Dec 31, 2021

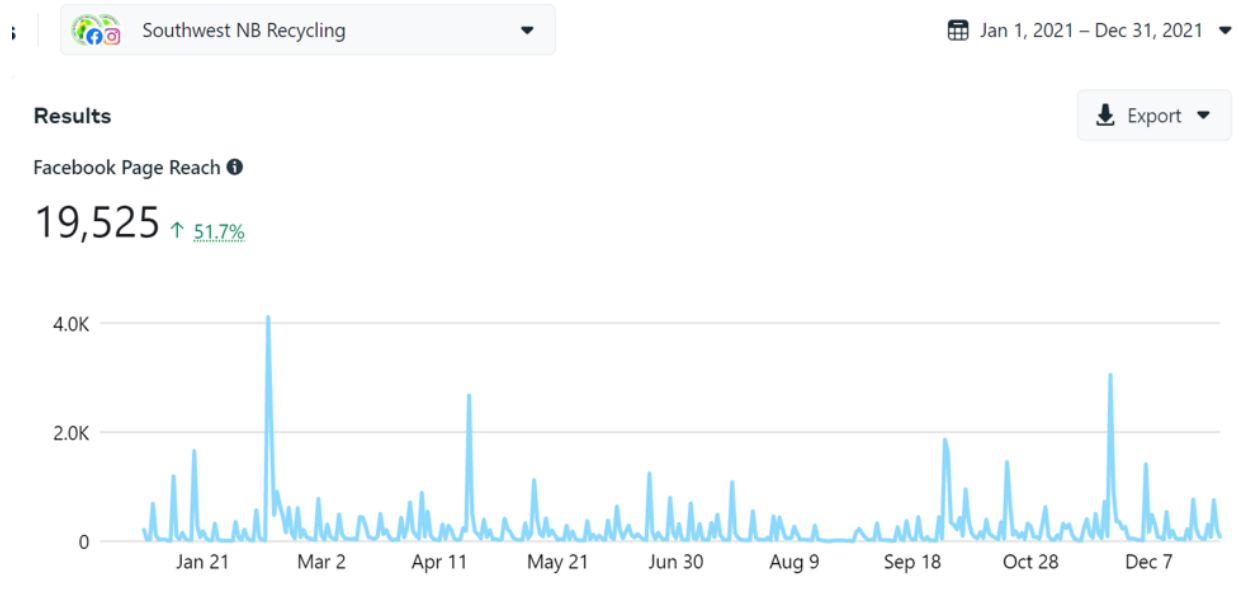
Metrics

About Analytics Data

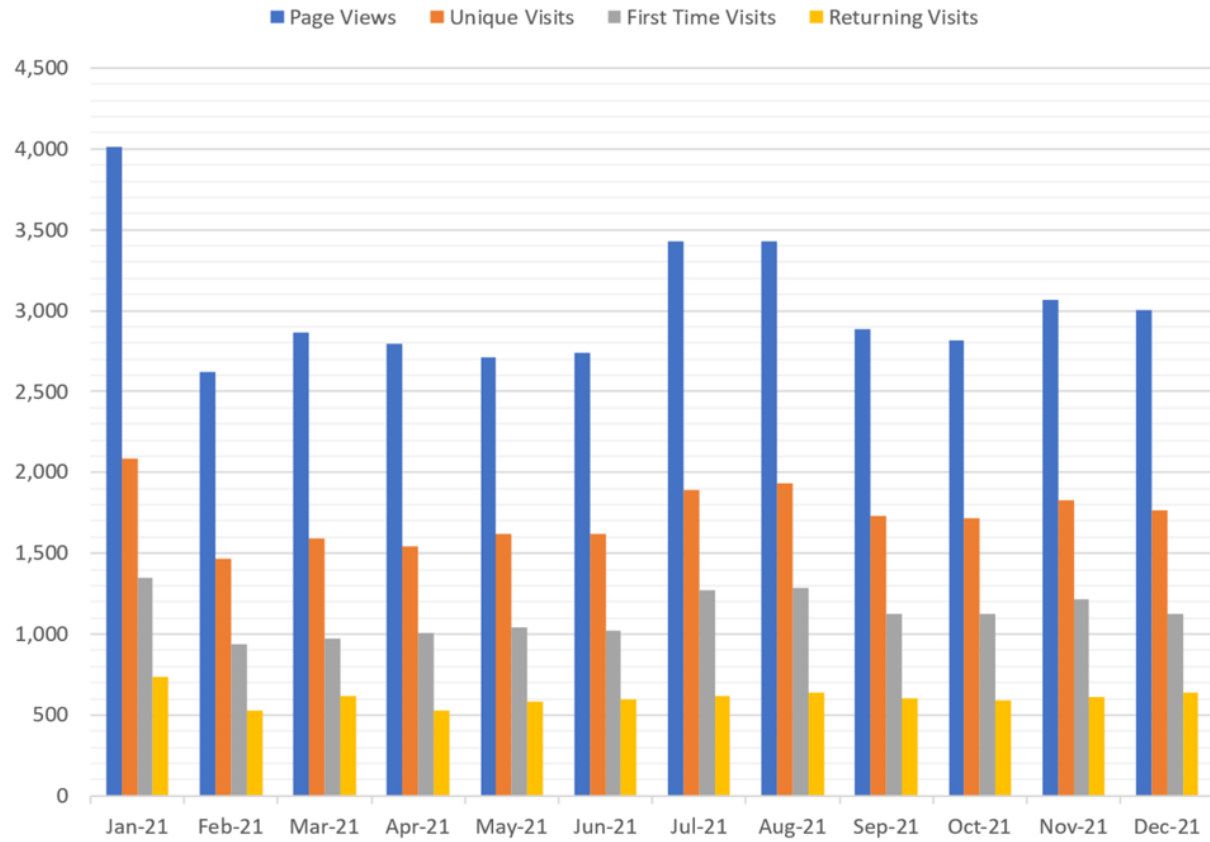
Chart



Southwestrecycles.com traffic



Southwestrecycles.com



2021 Meeting Attendance & Expenses

Community	Representative	Attendance	Per Diem	Expense
Municipalities				
Town of St Andrews	Doug Naish	4/10	\$682.50	\$85.90
	Brad Henderson	4/10		
	Kate Akagi	1/10		
Town of St George	Faith Avery	3/10	-	-
	John Detorakis	4/10	\$525.00	
Town of St Stephen	Allan MacEachern	8/10	\$1080.00	\$184.03
	Ghislaine Wheaton	1/10		
Village of Blacks Harbour	Terry James	4/10	\$1470.00	\$731.26
	John Craig	3/10		
	Adam Hatt	2/10		
Village of Grand Manan	Wayne Sturgeon	4/10	-	-
	Bonnie Morse	5/10	\$315.00	
Village of Harvey	Winston Gamblin	9/10	\$1417.50	\$356.90
Village of McAdam	Ken Stannix	10/10	\$2808.75	\$123.80
Campobello Rural Community	Richard Isabelle	3/10	\$815.00	-
	Harvey Matthews	3/10		
Local Service Districts				
LSD St James	Annette Townes	7/10	\$2310.00	\$469.23
LSD St David	Carla Brown	4/10	\$525.00	\$29.74
LSD Pennfield	Wayne MacQuarrie	9/10	\$1570.00	\$111.54
LSD Manners Sutton	Kathy Curtis	4/10	\$682.50	-
LSD McAdam / St Croix	Dennis Blair	10/10	\$3045.00	\$1013.90
LSD West Isles	Sheena Young	4/10		
LSD St Patrick	Sam Walsh	10/10	\$2350.00	\$751.83
LSD Chamcook	Brian Glebe	6/10		
LSD Fundy Bay	Heather Hatt	10/10	\$1785.00	\$140.72
LSD St George	Glen Hawkins	6/10		
LSD Dumbarton	Jim Tubbs	9/10	\$2415.00	\$41.28
LSD Dennis Weston	Joyce Wright	4/10	\$1575.00	\$136.69
LSD Dufferin	Wade Greenlaw	8/10	\$900.00	\$134.96

2021 was an election year, and therefore the Board changed part way through. The above chart indicates all member attendance regardless of the member's standing at the end of the year.

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