SOUTHWEST NEW BRUNSWICK
SERVICE COMMISSION

Regular Board Meeting
Thursday, November 26, 2026
33 Wall Street, St. Stephen

CEO Report to the Board

November 2026 · Covering activity since the October 22 Board meeting

50,399 MT
Solid waste, year to date
+3.6% vs. 2025 · +3.1% vs. 2024

5,156 MT
October tonnage
−10.6% vs. Oct. 2025

42,946
snbsc.ca page views
Last 32 weeks · 20,091 visitors

5
Items for Board decision
Airport, RTSF, Strategic Plan, two letters

Items for Board decision this month

- **Saint John Airport Inc. Board:** reappointment of the Commission's representative for a second three-year term (tabled in October). The Airport Board meets December 4.
- **Rural Transit Solutions Fund (RTSF):** resolution needed to begin the grants and contributions agreement for the accessible mini-bus and van project (carried over from October).
- **Strategic Plan 2027–2031, Gate 1:** approval of the project charter and schedule, and confirmation of director champion roles.
- **Regional transportation letter to Premier Holt:** endorsement and Chair's signature on the joint RSC letter, requested by November 30.
- **Canada FIRM Challenge:** authorization for a Commission letter of support for a regional bioeconomy (BDO Zone) application.

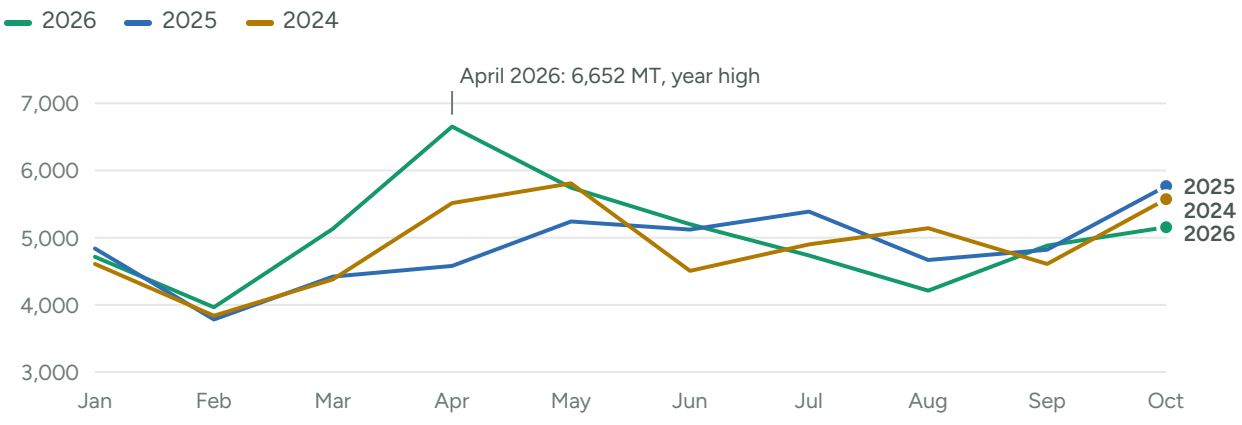
1 Solid Waste

Totals, end of October: 2026 – 50,399 MT | 2025 – 48,628 MT | 2024 – 48,880 MT

Year-to-date tonnage at Hemlock Knoll is +3.6% ahead of 2025 (1,771 MT more) and +3.1% ahead of 2024. October came in at 5,156 MT, up from September (4,884 MT) but 612 MT below October 2025 (5,769 MT) and below October 2024 (5,573 MT). As a result, our lead over last year narrowed from 2,384 MT at the end of September to 1,771 MT. Valley Waste returned to normal fall volumes in October (1,005 MT) after a quiet summer, but remained below last October (1,469 MT).

Monthly tonnage, January to October

Metric tonnes received at Hemlock Knoll, all streams (axis starts at 3,000)



Year to date by stream, 2026 vs. 2025

STREAM	2026 YTD (MT)	2025 YTD (MT)	CHANGE
Waste (incl. Grand Manan)*	21,210	16,833	+26.0%
Valley Waste	7,697	8,775	-12.3%
US Waste	6,377	7,852	-18.8%
Cover	6,187	6,955	-11.0%
Marion transfer station	5,052	5,167	-2.2%
Construction & demolition	2,941	2,121	+38.7%
Marion transfer C&D	678	644	+5.3%
US construction & demolition	245	275	-10.9%
Other (CFIA / asbestos)	11	6	—
Total	**50,399**	**48,628**	+3.6%

*2025 reported Grand Manan waste (1,102.98 MT) as a separate stream; it is combined with Waste here so the years compare like for like.
Source: Product Sales Summary and Tonnage Totals, October 2026.

Growth continues to come from general waste and construction and demolition, while US waste, Valley Waste and cover material are down from last year. Our current rates are $98/tonne for waste and $40/tonne for C&D, moving to $101 and $42 in 2027.

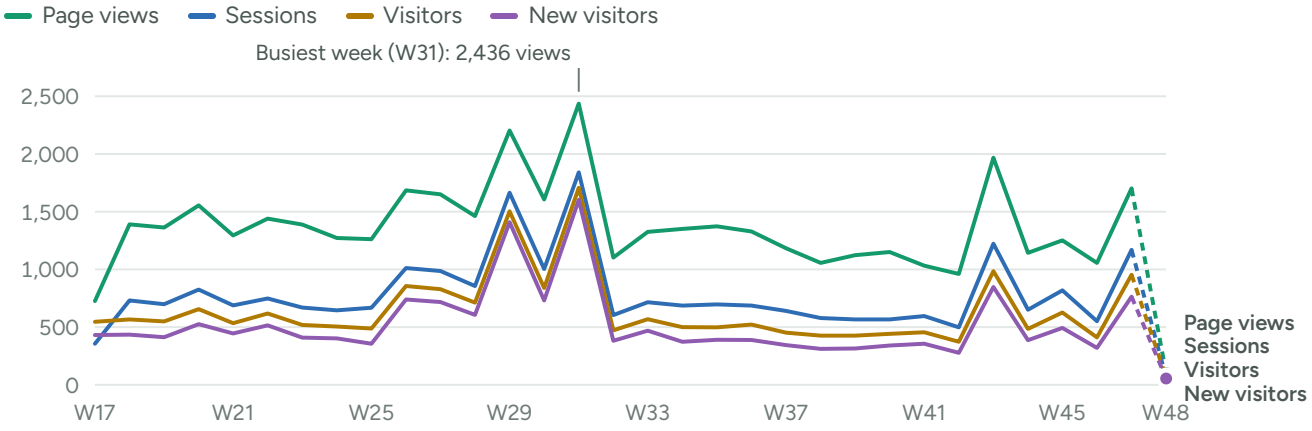
The Landfill Advisory Committee met at Hemlock Knoll on November 17 for an operations update from solid waste staff. At the November 12 Committee of the Whole, RBC Dominion Securities presented on the landfill closure fund. The portfolio has grown 36% over three years (about 7% a year) and remains within our investment policy; it will be rebalanced at quarter end to bring fixed income back within policy ranges.

2 snbsc.ca statistics

Over the last 32 weeks (late April to late November) the website recorded 42,946 page views, 24,709 sessions (1.74 pages per session) and 20,091 visitors, 82% of them first-time visitors. Traffic peaked in July (weeks 29 and 31). Fall traffic has been steady, with short spikes in week 43 (1,968 views) and week 47: the last three full weeks averaged 1,336 page views a week, against 1,276 for the four weeks before.

Weekly website traffic, last 32 weeks

Week 48 (dashed) is a partial week: data runs only to the start of the week



3 2027 Budget

The Board adopted the 2027 budget on October 22, including the $75,000 Regional Investment Fund for economic development. The approved budget has been posted to snbsc.ca, and billing breakdowns have gone to member CAOs. Following a question from one member, a correction to that member's billing summary sheet was identified and a revised summary is being issued. A policy for the new Regional Investment Fund will be brought forward for Board review.

4 Strategic Plan 2027–2031

In October the Board approved the strategic planning process, amended so that deputy mayors and alternates take part as non-voting participants from beginning to end. **Gate 1 is at this meeting:** the project charter, the confirmed schedule and the director champion assignments for each service. Session times will be set so that directors and alternates can attend, and we are exploring an all-council engagement session as part of the "what we heard" phase.

MONTH	PHASE	BOARD GATE
Nov 2026	**Launch and mandate: charter, champion roles, director interviews**	**Nov 26**
Dec 2026	Where we are: situation report for each service	Dec 10
Jan 2027	What we heard: survey, pop-ups in all eight communities	Jan 28
Feb 2027	Where we're going: Board retreat on vision and priorities	Feb 25
Mar 2027	How we get there: six service plans and measures	Mar 25
Apr 2027	Adopt and launch	Apr 29

A further strategic planning session will also be held in December; date to be confirmed.

5 Regional transportation

The Board adopted the Terms of Reference for the Ad Hoc Transportation Committee in October. The committee will bring back a recommendation on deployment, ownership, procurement, the local share and long-term operating costs for the RTSF-funded accessible mini-bus and van. The grant covers 80% of the $287,000 project ($229,600), leaving a local share of $57,400. The resolution Infrastructure Canada needs to begin the contribution agreement is before the Board this month. We also plan to invite the Northeast region to present its flexible transit model in early spring.

Following the RSC network discussions in Edmundston in late October, the RSCs have prepared a joint letter to Premier Holt on provincial transportation investments and closer coordination with RSCs. Chairs are asked to sign by November 30 so the letter can go to the Premier and ministers in the first week of December.

6 Local economic development

At the November 12 Committee of the Whole I presented a discussion paper on expanding our support for local economic development, with an executive summary sent to all directors afterward. Its main proposal is a regional project manager on SNBSC staff, shared by members, to help move municipal and regional

projects forward. Members were asked to consider a placeholder in their 2027 budgets for cost-sharing. The proposal is the main topic at the November 30 regional CAO meeting.

On November 18 I met with the Mayor of McAdam about the McAdam inland port project and how SNBSC economic development and planning staff can support it. Separately, our Economic Development team is preparing an application with the Town of St. Stephen, Synergi and Future St. Stephen to the national Canada FIRM Challenge, which offers a fully funded Bioeconomy Development Opportunity (BDO) Zone Rating, worth about $150,000, to 15 forest regions. The initial application is due December 3, and a Commission letter of support is before the Board.

7 Regional collaboration

Regional CAO meetings

The October 26 regional CAO meeting covered the adopted budget, the strategic planning process, the new transportation committee, recycling and organics, and municipal waste collection tenders. Members also compared approaches to AI meeting notes and records retention. Interest in a backyard composting program was strong, and we are looking for funding and education partners. The last meeting of the year is November 30 by Zoom.

8 Provincial and network updates

- **Regional strategy:** the Department of Environment and Local Government released an updated Regional Strategy Development Guide (October 29), which will inform our strategic plan.
- **Land use planning:** the Province held sessions for RSCs on proposed improvements to land use planning (October 30, with a follow-up November 16).
- **Environmental Impact Assessment:** the Province held information sessions on proposed amendments to the EIA Regulation project list (November 23).
- **RCMP:** the RCMP shared its second-quarter report for RSC10 and a community engagement questionnaire, which has gone to members.
- **Community Capacity and Resiliency:** 2027 Resiliency Action Plans and funding applications are due November 27.
- **RSC CEOs:** weekly provincial CEO meetings continue. A relationship-building session between RSC CEOs and Horizon Health is scheduled for December 3.

9 Organization

AI use policy

Following discussion at the Committee of the Whole, we will develop an AI use policy for the Commission before expanding AI use internally. In the meantime we continue to test AI tools carefully, including automated meeting notes, which are being treated as transitional records.

Board governance training

Through our community development services, a board governance training session for local non-profit organizations was held on October 24 with facilitator Sari Labelle.

10 Upcoming dates

Dec 10	Regular Board meeting, 33 Wall Street (replaces the usual December Committee of the Whole)*
December	Strategic planning session (date to be confirmed)

*The December Board meeting moves to December 10 and replaces the Committee of the Whole meeting usually held that evening.

Respectfully submitted,

Hollis Bartlett
Chief Executive Officer