



ANNUAL REPORT 2019



This annual report provides a record of the activities of the Chaleur Regional Service Commission (CRSC) over its 2019 fiscal year, from January 1 to December 31. Since its creation in January 2013, the CRSC has undertaken a variety of projects of a regional scope, several of which were carried out over the last year. These will be described later in this document.



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MESSAGE FROM THE CHAIRMAN

Joseph Noel

In accordance with the Regional Service Delivery Act, I am pleased to present you the CRSC's annual report which describes its achievements throughout 2019.

This year was marked by the presentation of three important regional studies. The first study focused on the possible regionalization of the three police services in the Chaleur Region, the second on the assessment of possible structures for the establishment of a regional economic development agency and the third on the regional climate change adaptation plan (phase II).

In addition, the electric generator at the Red Pine landfill in Allardville has operated for a full year since its installation in August 2018. The installation of this methane-powered generator was made possible thanks to a 20-year agreement with NB Power which has committed to purchase approximately 6,000 megawatt hours of energy per year. You will have the opportunity to see the total production of the generator in 2019 and the income generated for that same period.

As chairman of the CRSC, I am proud to see the projects undertaken and completed by the CRSC. I believe, for the well-being of all of our communities, that we should continue to support other regional initiatives in the years to come. I would like to thank the employees of the CRSC who work hard every day to provide quality services. I would also like to thank the members of the Executive Committee for supporting me throughout the year and the board members for their excellent contributions and collaboration. Lastly, I would like to thank the elected representatives of the provincial and federal governments for their ongoing support for this regional organization.

I therefore invite you to look over the following pages, in which you will find a summary of the activities undertaken by the CRSC in 2019.

Enjoy your read!

Joseph Noel





REPORT OF THE EXECUTIVE DIRECTOR

Jocelyne Hachey

It is with pleasure that we present to you a review of the year 2019. This period was marked by the submission of a few regional studies, among others, the regionalization of the police services and the establishment of a regional structure for economic development. These will allow the Board of Directors to look into the future of these services for the Chaleur Region. In addition, the Planning Department has completed phase two of its regional climate change adaptation plan.

2019 also marks the first full year of generating electricity from methane generated at the Red Pine landfill.

The Tourism Office, which has already completed its third year of operation, highlighted its promotional efforts again this year. According to data from the Bathurst Visitor Information Centre, tourist traffic in the Chaleur Region increased by 12% compared to the previous year. The region has also found itself on the charts of several publications, and travel sites recognized around the world. Among those, the region benefited from significant media coverage on the program "Salut Bonjour", broadcasted on TVA.

It is also important to note that the CRSC has operated within its budget. The audited financial statements appended to this report presents the 2019 financial position of the CRSC.

In closing, I would like to acknowledge the outstanding work of all the employees and thank them sincerely for their commitment and professionalism. Their support made carrying out my day-to-day responsibilities much easier. I would also like to thank the Executive Committee and board members for their essential support throughout the year, thus ensuring the success of the CRSC.

Jocelyne Hachey

Mandate

The CRSC is required to provide the following mandatory services:

- Local planning services in Local Service Districts (LSD)
- Solid Waste Management

The Commission also has the power to facilitate and coordinate agreements between communities regarding cost-sharing for services and infrastructure.

The CRSC also has the authority to expand its mandate to include the following:

- Local planning in municipalities
- Regional collaboration in the matter of policing services
- Regional planning for emergency measures
- Planning for regional recreational, cultural and sports activities, including cost-sharing for any such facilities
- Regional planning



Corporate and collaborative services

The head office is run by the two following employees:

- Jocelyne Hachey, Executive Director
- Carolle Roy, Assistant to the Executive Director

Dossiers Related to Collaborative Services

Regional Policing Study

In 2018, the CRSC created a committee responsible for overseeing a study on the regionalization of police services. The study presented the various options available for more uniform policing across the region, while eliminating duplication and ensuring a more equitable distribution of costs.

This study, carried out by the Catalyst Consulting Inc. firm, was presented to the Board of Directors of the CRSC on February 12, 2019, during a public meeting.

The Board then had to take a position on the consultant's recommendations, but this decision was postponed, pending the results of another study underway by the Department of Public Safety. This study will examine various models to ensure an adequate level of service to all New Brunswickers and that costs are shared equitably. The CRSC hopes to see this dossier progress in 2020.



Study on the creation of a regional structure for economic development

On December 4, 2018, the CRSC held a forum on economic development with the goal of assessing the current economic situation in the Chaleur Region and studying the possibility of creating a regional entity that could make up for the shortcomings in this sector. At the end of this meeting, it was agreed that a committee would be created to analyze possible structures for a regional economic development agency and submit its recommendations to the Chaleur RSC board.

The committee members included:

- Joseph Noel, CRSC Board member and Chairman of the committee
- Denis Roy, Executive Director, CBDC
- Kim Chamberlain, Bathurst City Councillor and Director of The Hive
- Linda Chamberlain, Councillor, Petit-Rocher
- Roger Guitard, Councillor, Pointe-Verte
- Michael Petrovici, local entrepreneur
- Bernard Cormier, Opportunities NB
- Jeff Christie, Executive Director, Chaleur Chamber of Commerce

The committee's efforts continued in 2019 and its recommendation report was presented to the Board at a public meeting on June 18. The report is available on the CRSC website.

The committee's recommendations were studied by the Board as well as the respective municipal councils and advisory committees. This dossier will continue in 2020.



This study is overseen by a committee named by the CRSC board.

Its members are:

- Paolo Fongemie, Chairman
- Normand Doiron, B.N.P.P.
- Joseph Noel, Belledune
- Donald Roy, representing the LSDs
- Ernest Boudreau, Chief of Police, Bathurst
- Charles Comeau, Chief of Police, B.N.P.P.

Governance and administration

Composition of the Board of Directors

The CRSC is composed of the mayors of the six municipalities and four representatives from the region's 15 Local Service Districts (LSD). The number of representatives from the LSDs is based on population ratio and tax base.

During 2019, the CRSC held 14 public meetings. The agendas and minutes of these meetings can be found on the CRSC website at www.chaleurrsc.ca.



The Board of Directors is composed of the following mayors and representatives for the LSDs:

Members	Attendance	Absences
Paolo Fongemie, Mayor of Bathurst	12	2
Jean Guy Grant, Mayor of Beresford	13	1
Charles Doucet, Mayor of Nigadoo	14	0
Luc Desjardins, Mayor of Petit-Rocher	9	5
Normand Doiron, Mayor of Pointe-Verte	9	5
Joseph Noel, Mayor of Belledune	14	0
Normand Plourde, LSD	13	1
Charles Comeau, LSD	13	1
Donald Gauvin, LSD	14	0
Carole Caron, LSD	14	0

Committees

Executive Committee

From January 1 to May 29, 2019, the Executive Committee was made up of the following members:

Members	Attendance	Absences
Mayor Jean Guy Grant, Chairman	3	0
Mayor Joseph Noel, Vice-Chairman	3	0
Mayor Paolo Fongemie, 3 rd Director	3	0

The members met three times, on January 10, February 19 and April 2, to discuss the following subjects:

- Study on the regionalization of police services;
- Follow-up to the regional economic development forum and next steps to be taken;
- Janeville-Bertrand bypass.

From May 30 to December 31, the Executive Committee was composed of the following members:

Members	Attendance	Absences
Mayor Joseph Noel, Chairman	3	0
Mayor Paolo Fongemie, Vice-Chairman	3	0
Mayor Charles Doucet, 3 rd Director	3	0

The members met on June 19, July 23 and November 25, and the main subjects addressed were:

- A service agreement for sorting recyclable materials from the Chaleur Region and the Greater Miramichi;
- Follow-up of the committee's study for the establishment of a regional structure for economic development.

Support and Oversight Committee

The Support and Oversight Committee met twice in 2019. The first meeting involved reviewing the 2018 audited financial statements and the second concentrated on reviewing the 2020 budget.

The committee is composed of the following members:

Members	Attendance	Absences
Sonia Gauvin, CPA, CMA, City Manager, Bathurst	2	0
Marc-André Godin, City Manager, Beresford	2	0
Vincent Poirier, City Manager, Nigadoo and Pointe-Verte (January to May 2019)	1	-
Donna Landry, City Manager, Nigadoo and Pointe-Verte (June to December 2019)	-	1
Guy Chiasson, City Manager, Petit-Rocher	2	0
Landon Lee, City Manager, Belledune	1	1
Denis Bujold, Local Services Manager	2	0



Planning Department

The mandate of the Planning Department is to perform a wide variety of tasks deriving from the Community Planning Act. Planning services for all the municipalities and Local Service Districts (LSDs) in the Chaleur RSC are provided by the Planning Department, with the exception of the City of Bathurst, which has its own Planning Department. These municipalities are all equipped with tools governing urban planning, construction and subdivision on their respective territories. The Roberville, Dunlop, North Tetagouche, Big River and Bathurst LSDs are (in part) regulated by a rural plan that includes zoning regulations.

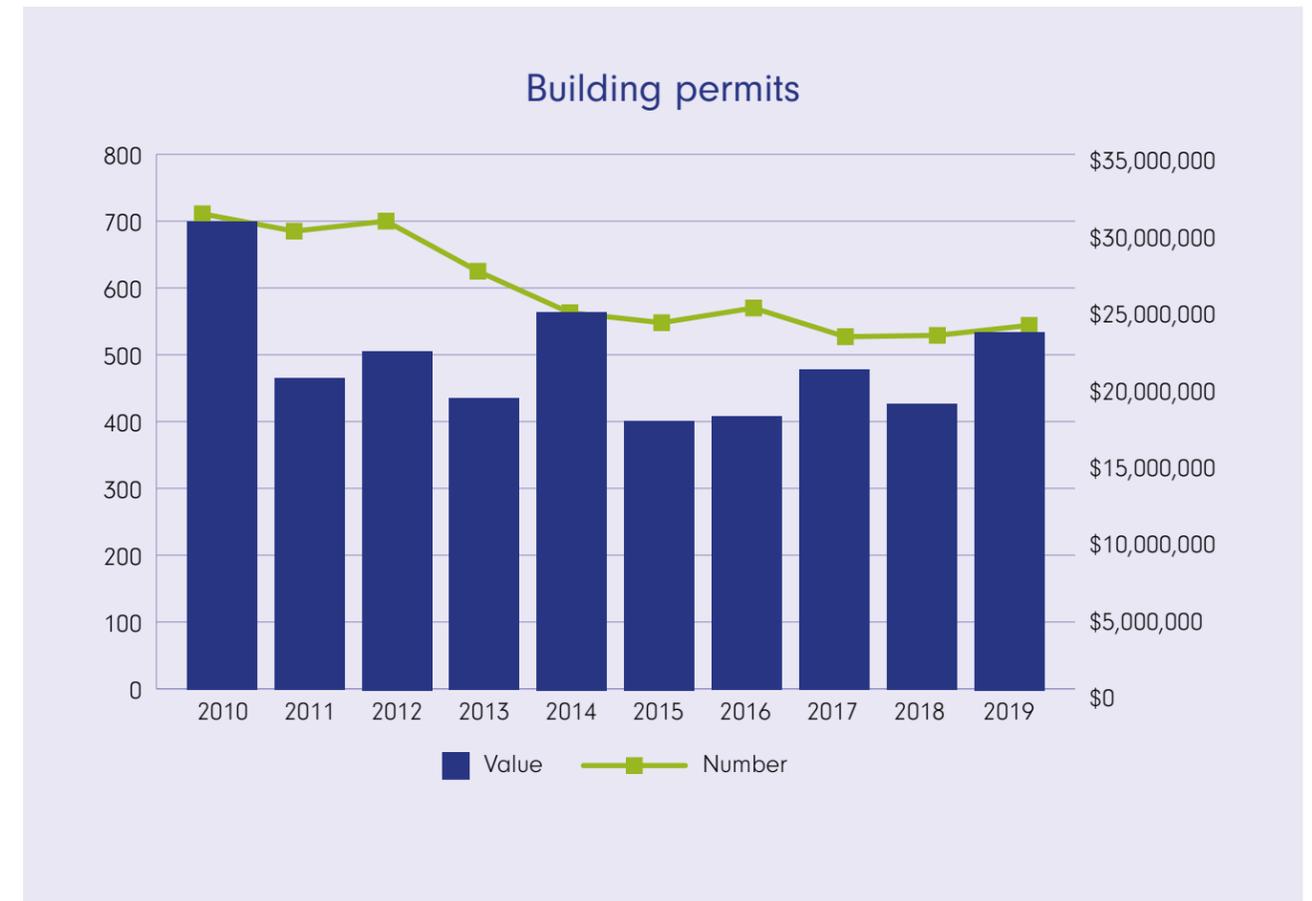
Over the last decade, land use plans and zoning provisions in the municipalities of Beresford, Nigadoo, Pointe-Verte and Belledune have been subjected to major reviews. At present, Planning Department personnel are working with a planning committee set up by the Village of Petit-Rocher to review its rural plan. This review of the rural plan should be completed in 2020.

A number of rural plans are currently in force in the Chaleur RSC LSDs. The Planning Department is now working with a committee of representatives from the North Tetagouche, Big River and Bathurst LSDs to prepare a rural plan for the overall territory. This project should be completed in 2020.

Each year, urban planning documents are amended to allow for non-conforming or unplanned use. In 2019, the Planning Department worked on two projects involving amendments or rezoning. One of these amendments involved the installation of a mobile home in Belledune and the other involved a bulk petroleum facility in the Big River LSD.

Before granting a building permit, the inspectors must review the plans and ensure that the projects are in compliance with existing municipal planning regulations and the standards prescribed by the National Building Code. Once a permit has been granted, the inspectors must inspect the site at intervals to ensure that the work performed complies with the standards. In 2019, 517 inspection records were closed. All Chaleur RSC inspectors are members of the New Brunswick Building Officials Association (NBBOA). Two inspectors are certified Level 3. The third inspector is certified Level 2 and qualified Level 3.

In 2019, the Planning Department issued 544 building permits for a total value of \$23.3 million: \$12.5 million in the municipalities and \$10.8 million in the unincorporated areas. The number of permits issued increased by 3% compared to last year and the value has increased by 25%.



Employees

- Marc Bouffard, Planning Director
- Yvon Frenette, Development Officer
- Marcel Doiron, Building Inspector
- Stéphane Doucet, Building Inspector
- Mariette Hachey-Boudreau, GIS Technician
- Line Cormier St-Cyr, Administrative Secretary





Building Report per Municipalities

Sector	Belledune (v)		Beresford (t)		Nigadoo (v)		Petit-Rocher (v)		Pointe-Verte (v)	
	Nbr	value	Nbr	value	Nbr	value	Nbr	value	Nbr	value
Mobile and recreational	2	\$29,000	12	\$402,900	0	\$0	0	\$0	0	\$0
Residential: 1 and 2 family	9	\$287,600	56	\$1,894,100	18	\$522,400	25	\$941,300	16	\$540,900
Residential: multi	1	\$500	2	\$653,200	0	\$0	1	\$500,000	0	\$0
Commercial	2	\$6,000	4	\$82,500	3	\$181,500	5	\$4,510,700	1	\$70,000
Industrial	1	\$2,000	0	\$0	0	\$0	0	\$0	0	\$0
Institutional	0	\$0	8	\$256,500	0	\$0	4	\$774,000	2	\$36,000
Accessory and misc.	5	\$46,700	42	\$416,500	13	\$189,950	13	\$153,900	9	\$40,700
Total	20	\$371,800	124	\$3,705,700	34	\$893,850	48	\$6,879,900	28	\$687,600

Building Report in LSDs

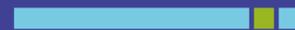
Sector	Allardville (p)		Bathurst (p)		Beresford (p)		New Bandon (p)		Total	
	Nbr	value	Nbr	value	Nbr	value	Nbr	value	Nbr	value
Mobile and recreational	4	\$77,500	13	\$201,150	7	\$190,000	6	\$79,600	44	\$980,150
Residential: 1 and 2 family	12	\$404,600	45	\$3,281,900	69	\$3,705,850	8	\$495,500	258	\$12,074,150
Residential: multi	0	\$0	0	\$0	0	\$0	0	\$0	4	\$1,153,700
Commercial	1	\$6,000	4	\$105,000	3	\$18,500	0	\$0	23	\$4,980,200
Industrial	1	\$2,200	2	\$101,000	2	\$9,500	0	\$0	6	\$114,700
Institutional	1	\$165,000	2	\$53,000	0	\$0	1	\$40,000	18	\$1,324,500
Accessory and misc.	15	\$279,100	40	\$807,900	50	\$727,300	4	\$45,500	191	\$2,707,550
Total	34	\$934,400	106	\$4,549,950	131	\$4,651,150	19	\$660,600	544	\$23,334,950

There has been an increase of 59% in residential construction. In 2019, 46 new single-family dwellings were built compared with 27 in the preceding year.

New single-family dwellings



Dwelling units created



The Beresford and Petit-Rocher municipalities each have a new multi-family dwelling. Based on records of a decline between 2011 and 2015, the number of new housing units created in new constructions, renovations or extensions has been on the rise as of 2016. Since 2010, 85 new housing units have been created on average each year.



To give a more representative picture of construction activity throughout the territory served by the Chaleur RSC, construction data from the Chaleur RSC Planning Department has been combined with data from the City of Bathurst. In all, 866 permits were issued for the whole area, for a value of \$42.8 million.

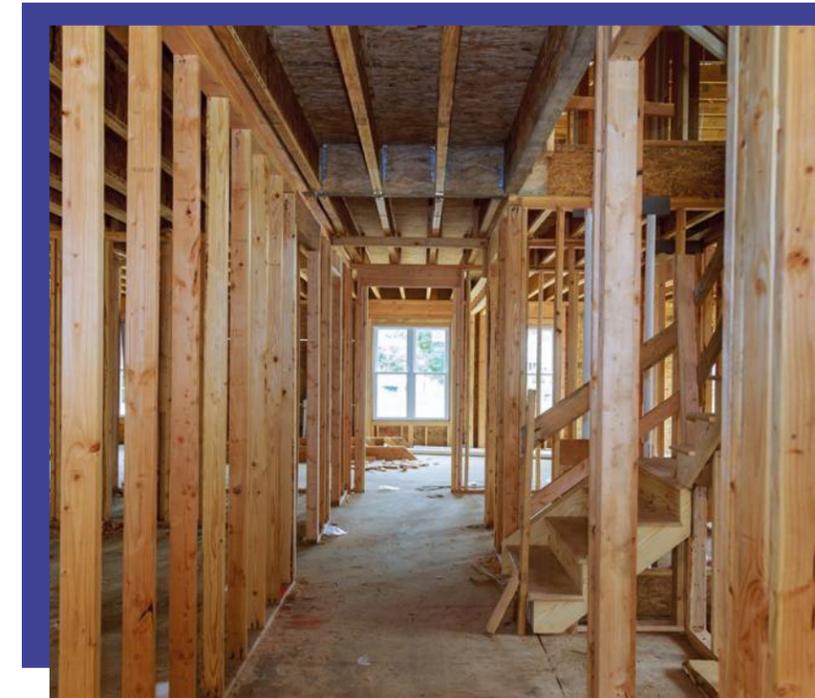
Cumulative Building Report

Sector	Bathurst (c)		CRSC Municipalities		CRSC LSD		Total		
	Nbr	value	Nbr	value	Nbr	value	Nbr	value	Nbr
Mobile & recreational	0	\$0	14	\$431,900	30	\$548,250	44	\$980,150	2%
Residential- 1 & 2 family	163	\$3,150,154	124	\$4,186,300	134	\$7,887,850	421	\$15,224,304	36%
Residential-multi	19	\$7,679,361	4	\$1,153,700	0	\$0	23	\$8,833,061	21%
Commercial	51	\$3,265,605	15	\$4,850,700	8	\$129,500	74	\$8,245,805	19%
Industrial	2	\$290,000	1	\$2,000	5	\$112,700	8	\$404,700	1%
Institutional	7	\$4,458,000	14	\$1,066,500	4	\$258,000	25	\$5,782,500	13%
Accessory & misc.	80	\$656,734	82	\$847,750	109	\$1,859,800	271	\$3,364,284	8%
Total	322	\$19,499,854	254	\$12,538,850	290	\$10,796,100	866	\$42,834,804	100%

Investments were most numerous in the one and two-family residential sector, followed by the multi-family and commercial sectors.

The Planning Department approved 34 subdivision plans in 2019 that created 38 building lots and 6 parcels. No new public streets were created. Since 2007, the Planning Department has approved a total of 618 plans creating 774 lots. The Planning Department also approved several deeds, rights of way, easements and survey plans.

Geomatics is an essential tool in the operation of the Planning Department. The Department has begun its transition to the more modern and collaborative ArcGIS Pro and ArcGIS Online systems.

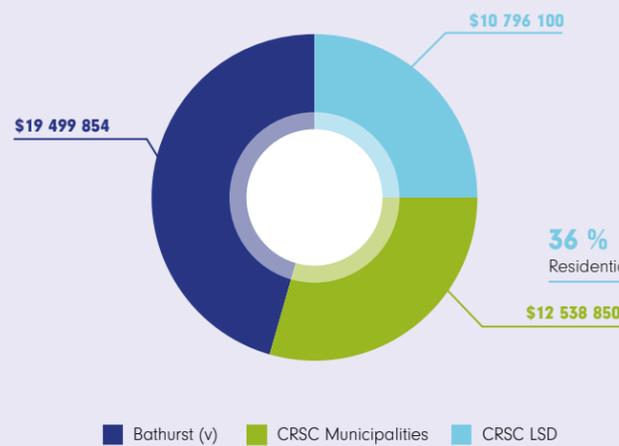


Housing and dwellings

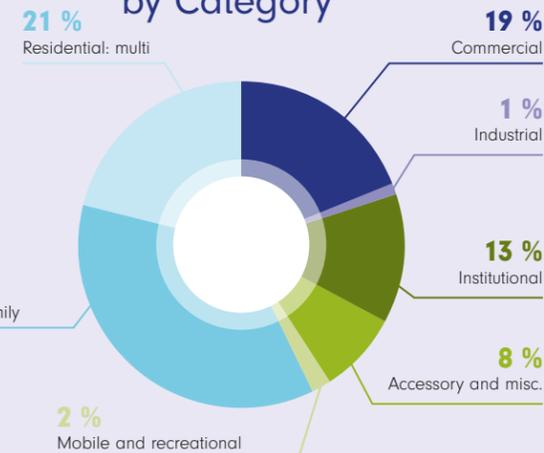
Most of the dwellings in the Chaleur Region are single detached houses. Conversely, the proportion of apartments in multi-family units is lower than the provincial average.

The percentage of rented housing units is lower than the provincial average: 77% of the housing units in the Chaleur Region are occupied by the owner compared with 74.4% overall in the province.

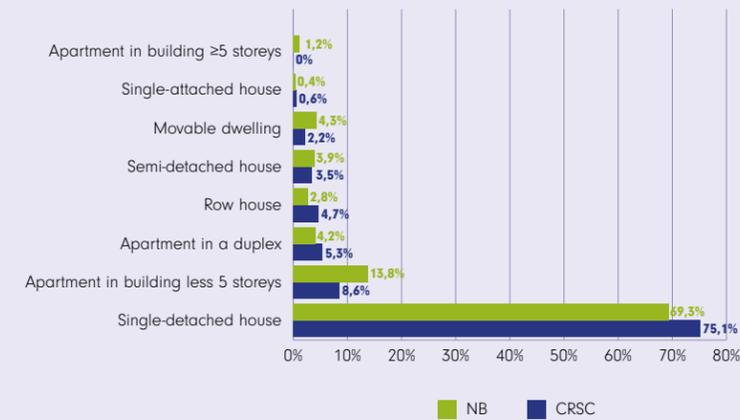
Total value of building permits in 2019



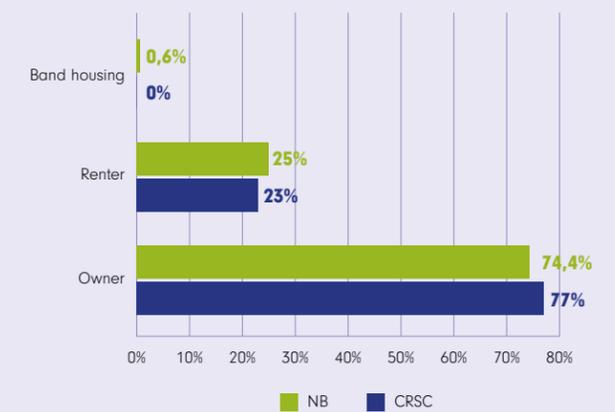
Building Permits by Category



Household and dwelling characteristics



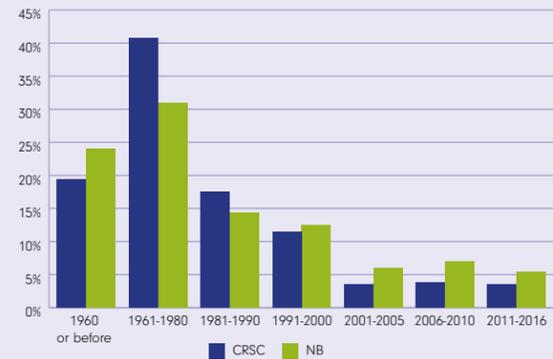
Private household by tenure





Compared with the rest of New Brunswick, most of the occupied private dwellings were built between 1961 and 1990. This trend has reversed since 1991 and goes hand in hand with the reduction of the number of permits issued for the construction of new single-family dwellings. This means that the occupied private housing stock in the Chaleur Region is a little older than the provincial average, since 78% of the private homes were built before 1990 compared with 69% throughout the whole province.

Occupied private dwellings by period of construction



Regional Planning Advisory Committee (RPAC)

The Regional Planning Advisory Committee comprises seven members, all of whom are non-elected citizens. Each municipality is represented by one citizen and there are two representatives from the LSDs. Each member may be nominated for a maximum of two 4-year terms. The terms are staggered so that there will always be experienced members in the group. The primary responsibility of this committee is to approve applications for variances to existing zoning regulations and subdivision standards. The committee must also provide an opinion on any project for the adoption or amendment of a rural plan. Lastly, the committee has certain powers with regards to temporary permits, private access and public streets.

The president of this committee is Patrick Mallet, and Lévis Roy is vice-president.

Regional Planning Advisory Committee 2019

Member	Representing	Attendance	End of term (December...)
Alain Gauvin	Beresford	3 out of 8	2019
Elizabeth Lanteigne	Belledune	8 out of 8	2021
Lévis Roy	LSD	6 out of 8	2021
Jeannot Gionet	LSD	6 out of 8	2019
Patrick Mallet	Petit-Rocher	7 out of 8	2019
Paul Desjardins	Pointe-Verte	8 out of 8	2021
Jean-Louis Arseneau	Nigadoo	6 out of 8	2021

In principle, the committee meets on the third Tuesday of each month, except when there are no requests to justify holding a meeting. The committee met 8 times in 2019 to examine two proposals for amendments to a rural plan and to give its opinion to the municipal or provincial authorities involved. The committee also studied 15 proposals for variances to a rural plan. Overall, the committee reviewed 17 applications, as follows:

		Private access, location of public street	Opinion on proposed rezoning or adoption of a bylaw	Conditional use	Approval (permits) temporary	Non-conforming use	Variances to zoning or subdivision bylaw
Municipality	Belledune	0	1	0	0	0	1
	Beresford	0	0	0	0	0	4
	Nigadoo	0	0	0	0	0	2
	Petit-Rocher	0	0	0	0	0	2
	Pointe-Verte	0	0	0	0	0	0
Parish	Allardville	0	0	0	0	0	1
	Bathurst	0	1	0	0	0	3
	Beresford	0	0	0	0	0	2
	New Bandon	0	0	0	0	0	0
Total		0	2	0	0	0	15

Regional Action Plan Regarding Climate Change

The process of drafting a Regional Action Plan Regarding Climate Change for the Chaleur Region is well under way. This project, which began in 2017, is meant to make the communities in the Chaleur Region more resilient and better adapted to coping with the impacts of climate change. Three reports have been produced to date. Two reports have provided a diagnosis of the situation at a regional level; the Coastal Zones Research Institute Inc. which was presented in 2018 and WSP presented in 2019. The Régenord consultant firm also provided a report on coastal erosion within the Petit-Rocher and Nigadoo municipalities and the LSDs of Petit-Rocher Nord and Petit-Rocher Sud. This study permitted to analyse the coastline in order to measure historical rates of erosion and make projections for the future. These projects were made possible by financial contributions from the Environmental Trust Fund (ETF).

Two other projects have been granted to WSP at the end of 2019. The first study was done to analyse the coastline in the Beresford and Belledune municipalities. The second project aims to develop tools to better plan development in high-risk areas.

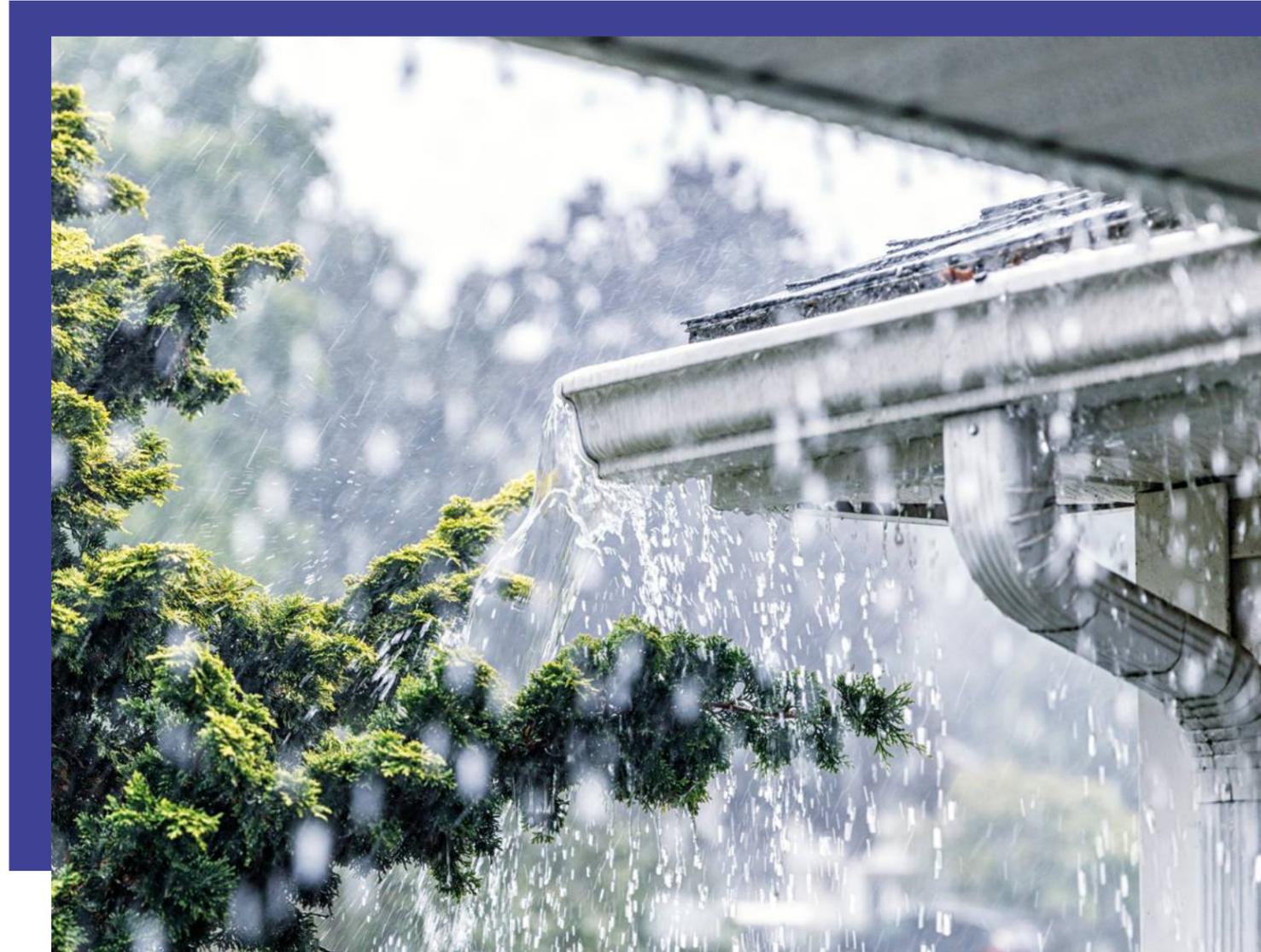
The most recent scenarios, published in 2017, suggest that sea-level rise will be higher than previously predicted (R.J. Daigle Enviro). Using these new scenarios and LIDAR mapping, the Chaleur RSC geomatics technician mapped the flood-risk areas along the coast.

This whole process is headed by the Chaleur Regional Advisory Committee on Climate Change Adaptation Plan, which is composed of citizens and professionals who are interested in and concerned by these phenomena. The mandate of this committee is to advise the board of the Chaleur RSC on any matters related to planning, adaptation and resilience measures that are related to climate change in our region.



Members, Chaleur Regional Advisory Committee on Climate Change Adaptation (CRACCCA)

Name	Representing	Expertise
Donald Gauvin, Chairman of the committee	Chaleur RSC	-
Brigitte Couturier	Representing the town of Beresford	Municipal Councillor
Donald McLaughlin	Representing the city of Bathurst	Planning Technician
Alain Guitard	Representing the village of Nigadoo	Municipal Councillor and member of the Chaleur Watershed Group
Christian Boudreau	Representing the village of Petit-Rocher	Water and sewage system operator
Jamie O'Rourke	Representing the village of Belledune	Agriculture Economic and Community Development
Ronnie Arseneau	Representing the village of Pointe-Verte	Retired, former manager of SNB assessment service
Frederick Dion	Citizen at large	CEO of the (Association francophone des municipalités du NB)
Raymond Bryar	Representing LSD	Retired, former director-Solid Waste Chaleur RSC
Jeffrey David	Citizen at large	Engineering Director Port of Belledune
Robert Capozzi	Climate Change Secretariat-MEGL	-



Support Committee

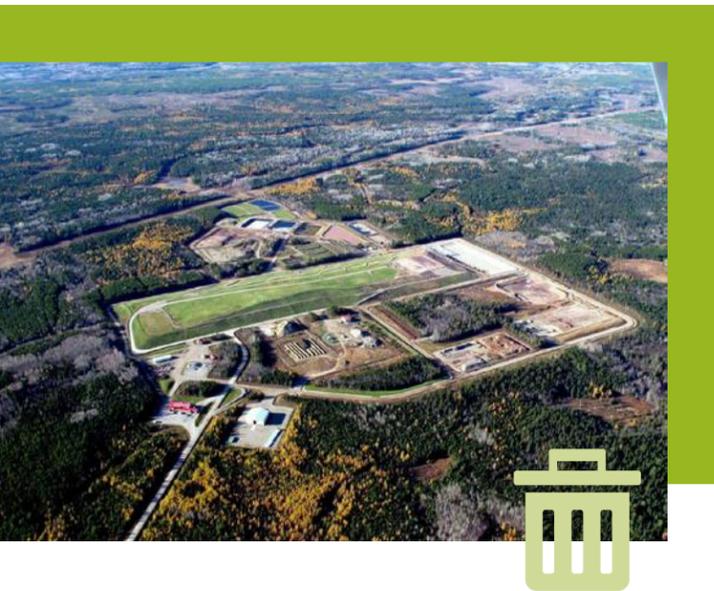
Name	Representing
Dominique Bérubé	Coastal Geomorphologist-DNRED
Jocelyne Hachey	Executive Director Chaleur RSC
Marc Bouffard	Planning Director Chaleur RSC
Mariette Hachey-Boudreau	GIS Technician Chaleur RSC



Solid Waste Management

Services provided

The Solid Waste Division of the CRSC provides residential and commercial waste management services to the region. These services are provided through a waste collection and a recycling collection program. We operate an engineered sanitary landfill which includes a construction and demolition (C&D) area. We also extend our services to include a household hazardous waste (HHW) on-site depot and mobile unit collection, along with the collection of electronic waste. Since 1995, the Red Pine landfill has provided waste disposal services to the Restigouche, Acadian Peninsula and Greater Miramichi regions. Furthermore, the Greater Miramichi Regional Service Commission (GMRSC) has been taking advantage of our recycling program since 2017.



Technical Committee

The Solid Waste Division of the CRSC obtains advice and guidance from the Solid Waste Technical Committee. Their role is to evaluate the technical requirements with regards to the operations, maintenance and construction activities. The committee met twice (2) in 2019 to discuss the following topics:

- 2019 Infrastructure work
- Update on the Generation facility
- Infrastructure work proposed for 2020

Technical Committee - Solid Waste Management

- Carole Caron, LSD representative, Chairperson (attended 2/2 meetings)
- Charles Doucet, mayor of Nigadoo (attended 1 meeting - term ended May 2019)
- Charles Comeau, LSD representative (attended 1 meeting - replaced Charles Doucet)
- Rhéal Hébert, representative for the public (attended 1 meeting)
- Paul Losier, representative for the public (attended 1 meeting)

Technical Landfill

The majority of the Solid Waste Management Services are related to operating the landfill. In fact, waste management accounts for more than 85% of the CRSC's activities.

2019 Revenues and Quantities of Waste Managed at the Landfill Site

In 2019 the total quantity of waste received on site was 81,389 metric tons (mt), an increase of 2% from 2018 (79,746 mt) of which 18,558 mt originated in the Chaleur Region. The CRSC received 61,429 mt of waste from Greater Miramichi, the Acadian Peninsula and Restigouche regions. An additional 13,276 mt of construction and demolition debris (C&D) was received (16,320 mt in 2018), 6,073 mt of which came from the Chaleur Region. We also treated 1,402 mt of sewage sludge (1,532 mt in 2018) from the City of Bathurst sewage treatment plant. This means that in 2019, the technical landfill operations team managed 94,665 metric tons of waste, a decrease of 2,933 mt, down 3% from 2018. Total revenue from disposal for the Solid Waste Division in 2019 was \$5,499,000 which is an increase of 3.2% from 2018.

Tonnage area	2019 Metric tons	2018 Metric tons	2017 Metric tons	2016 Metric tons
Chaleur- regular waste	18,558	18,436	17,724	18,604
APRSC	26,682	24,757	25,952	24,460
Restigouche RSC	14,660	15,674	15,380	16,508
Greater Miramichi RSC	20,087	20,879	20,296	19,237
C & D	13,276	16,320	11,825	11,559
Sludge - City of Bathurst	1,402	1,532	1,416	1,298
TOTAL	94,665 mt	97,598 mt	92,593 mt	91,666 mt



Construction and Demolition

The amount of Construction & Demolition waste decreased significantly in 2019, down 18.6% from 2018 (from 16,320 mt to 13,276 mt). This decrease was primarily due to cleaning a C&D area at the First Nation of Esgenoopeitj in 2018, resulting in over 4,000 mt being received.

Tipping Fees

In 2019, the tipping fee for landfill waste in the Chaleur Region was \$65.00/mt which has remained unchanged since 2016. The following table shows the various tipping fees on-site for the past 4 years. The difference in the rate for the Chaleur Region, for regular waste, is primarily due to our recycling collection program. However, we have been gradually increasing the other RSC's to have a unified tipping fee for all regions by 2020.



Service	2018	2017	2016	2015
Regular waste-Chaleur	\$65	\$65	\$65	\$65
Regular waste-Greater Miramichi	\$62	\$58	\$55.50	\$52
Regular waste RSC-PA	\$62	\$58	\$55.50	\$52
Regular waste-Restigouche	\$62	\$58	\$55.50	\$52
C&D -all regions	\$30	\$30	\$30	\$30
Recyclables	\$0	\$0	\$0	\$54
HHW/E-waste	\$0	\$0	\$0	\$0



Please note that the collection and disposal of Household Hazardous Waste, as well as Electronic Waste is free to all citizens of the Chaleur region.

Environmental monitoring

Monitoring wells

The Solid Waste Division (Redpine landfill) currently has a total of 20 monitoring wells and 8 under drains around the property. Groundwater samples are collected on a quarterly basis by Pollu-tech, an independent monitoring company. Sampling was conducted according to the current industry standards. The focus of the monitoring program is to assess the potential environmental impacts of the landfill on surface water and ground water systems within the vicinity of the landfill. GEMTEC was retained by the CRSC to complete a monitoring report which was then forwarded to the Department of Environment, as per our COA.



Photo - Monitoring Well No. 102

Sedimentation ponds

All surface water runoff and leachate produced are directed to our primary and secondary sedimentation ponds. The water is analysed quarterly for total suspended solids (TSS). All the water treated at the Red Pine landfill is then discharged in the Red Pine Brook.



Photo - Sedimentation Ponds



Leachate treatment

The landfill treated leachate is sampled weekly at various locations to ensure proper treatment levels are achieved. Both raw and treated leachate are analysed and then compared to understand the efficiency of our water treatment system. Our water treatment system is based on a complex series of aeration ponds and biofilters to treat the leachate from the landfill.

Power Generation Facility

In 2017, NB Power signed an agreement to purchase approximately 6,000 megawatt hours of energy annually from the Chaleur Regional Service Commission for the next 20 years. The energy is produced by an electrical generator powered by biogas. In 2019, the generator produced a total of 5,529 megawatts of energy for total revenue of \$599,016, which represents an overall efficiency of 93%.



Recycling

Environmental protection has been at the heart of our operations for many years. Having started a green shift in 2008, we continue to intensify our efforts to be present in our community and to offer high quality services.

Door-To-Door Collection Of Recyclables

Recyclable materials from the Chaleur and the Greater Miramichi areas are received at the CRSC's transshipment building at the Red Pine landfill site in Allardville. In 2019, recyclable materials collected in the territories of CRSC and GMRSC were sent to a sorting center in Rivière-du-Loup, Quebec. This sorting center is managed by the Société V.I.A.



Capital investments

To ensure the ongoing efficiency of Solid Waste Management activities and operations at the Red Pine landfill site, the CRSC invested in capital additions.

Landfill-related infrastructure

In 2019, as with every year, the Solid Waste Management Service commissioned the development and maintenance of the infrastructure used for the technical landfilling of waste.

The 2019 Infrastructure work included the following:

- The closure (phase 3 of 3) of cell 12 and the development of an unloading area.
- Cell 13 soil conditioning (in anticipation of the 2020 infrastructure work) and the closure of cell 13 (phase 1 of 3).
- Cell 14 soil conditioning (in anticipation of the 2020 infrastructure work) and the construction of drains and trenches.
- Outlet pipes for new cell block 14 to 17.
- The management of clean and clayey surface water and the construction of a spillway at the storage area of service road 2.

- Construction of the access road 7000; construction of an access road to the flare area (phase 2 of 2) and the installation of a retaining rail at mid-slope of the unloading area of cell 12.
- Biogas collection – construction of a horizontal extraction gallery in cell 12 and the construction of well heads at the lower west slope of cell 13.
- Leachate treatment – installation of a floating water intake at storage tank no 3 and the installation of jersey barriers.

The 2019 Infrastructure work was awarded to LCL Excavation (2006) Inc.

Other improvement projects:

- In line with our Emergency Response Plan, which is required by the Province, we proceeded to develop an emergency access road on site. Phase 1 was completed in 2019 which resulted in 650 meters of road being developed. The total cost amounted to \$10,000.



Table 1 – Quantities of recyclable materials received at the Red Pine site since 2016

Region	2019	2018	2017	2016
Chaleur	1,636 mt	1,723 mt	1,829 mt	1,613 mt
Greater Miramichi	1,520 mt	1,590 mt	1,640 mt	1,520 mt
TOTAL	3,156 mt	3,313 mt	3,469 mt	3,133 mt

Table 2 – Quantities of waste and proportion of recyclable materials collected along the roadside within the Chaleur Region

Region	Recyclable Materials (tm)	Waste (tm)	Total (tm)	Recyclable Materials (%)
Bathurst	504	2,685	3,189	15.8
Belledune	63	462	525	12.0
Beresford	205	1,209	1,414	14.5
Nigadoo	52	283	335	15.5
Petit-Rocher	108	631	739	14.6
Pointe-Verte	49	284	333	14.7
C1 – Dunlop to Free Grant	147	940	1,087	13.5
C2 – North & South Tetagouche	126	791	917	13.7
C3 – Madran to Tremblay	124	814	938	13.2
C4 – Big River to Goodwin Mill	71	493	564	12.6
C5 – Allardville to Saint-Sauveur	80	473	553	14.5
C6 – Salmon Beach to Pokeshaw	46	251	297	15.5
Pabineau First Nation	2	73	75	2.7
ICI	59	9,169	9,228	0.7
Chaleur Region	1,636	18,558	20,194	

Other waste diversion services

Our communication and education program continues to have an impact on all of our waste diversion services, particularly with the participation rates of our citizens in our household hazardous waste and electronic waste collection.



Household Hazardous Waste (HHW)

In 2019, as in previous years, the CRSC offered free collection of household hazardous waste for residents of the region. The service is provided through an on-site HHW depot located at the Redpine Solid Waste Facility, and a mobile HHW unit, which offered six collections in our community: three in the spring and three in the fall. We received a total of 1,767 participants in our mobile HHW collection in the Chaleur Region.

The following is a list of materials received as part of the CRSC's 2019 HHW Program:

Material	2019	2018	2017
Acids	80 L	400 L	560 L
Bases	400 L	1,280 L	1,200 L
Flammable liquids	4,640 L	10,160 L	9,760 L
Oxidizing liquids	240 L	560 L	720 L
Pesticides	240 L	560 L	800 L
Flammable aerosols	480 L	1,680 L	1,920 L
Aerosol paint	1,280 L	1,680 L	1,920 L
Propane (camping)	570 L	2,000 L	2,000 L
Batteries	600 Kg	900 Kg	1,800 Kg
Paint	25,520 L	51,040 L	63,800 L
Fuel/gas	820 L	1,435 L	2,050 L
Antifreeze	1,150 L	2,255 L	2,255 L
Used oil	7,000 L	13,000 L	16,000 L
Propane tanks	2,150 L	4,660 L	6,820 L
Automobile batteries	1,342 Kg	2,052 Kg	4,104 Kg



E-Waste

The CRSC continued to accept residential electronic waste in 2019. The waste is collected year round through an on-site drop off location, as well as, six times per year with our HHW mobile unit. The electronic waste is free of charge for all citizens in the Chaleur Region. The volume of E-Waste sent for recycling in 2019 went up from 2018 with a total of 42.99 mt being recycled.

YEAR	TOTAL RECYCLED
2019	42.99 mt
2018	36.71 mt

Encorp Atlantic Inc.

The NB Beverage Containers Program was established in 1992 to reduce the amount of waste going into landfills. Every consignee bottle collected through the residential curbside recycling program is sorted at the sorting center in Rivière-du-Loup. The returnable bottles are then shipped and recycled within the province of NB at one of Encorp Atlantic Inc. redemption centers. In 2019, a total of 1,612,192 containers were recycled with the residential curbside recycling program for a total revenue of \$80,610.

Atlantic Dairy Council

The CRSC signed an agreement with the Atlantic Dairy Council (ADC) on September 1, 2016 to recycle plastic coated fiber containers received through our residential recycling program. The agreement is for a 10 year term. The Commission agrees to receive fluid milk packaging through its recycling program and ship it to the sorting center. Furthermore, the ADC agrees to pay the CRSC a direct recycling fee of \$260/mt of plastic coated fibre collected plus \$159.25/mt processed at our recycling facility for a total of \$419.25/mt. In 2019, a total of 37.52 mt were received for a total revenue of \$11,037.

New Brunswick Environmental Trust Fund

In May 2019 the Minister of the NB Department of Environment and Local Government, announced the projects funded by the 2019-2020 Environmental Trust Fund. The CRSC received funding for the following projects:

- Community Awareness of Eco-Responsible Waste Management - \$35,000

As part of the "Community Awareness of Eco-Responsible Waste Management", we want to continually raise the awareness of citizens about the importance of their participation in waste diversion program offered by the CRSC. In addition, with the help of funding from the New Brunswick Environmental Trust Fund, the CRSC is able to facilitate and stimulate the recovery of recyclable materials in public places. The quantities of recyclable materials coming from our local schools continue to increase, demonstrating the effectiveness of the program.

In September 2018, the CRSC in partnership with the GMRSC conducted a characterization audit of recyclable materials and waste received at the sanitary landfill. Chamard Environmental Strategies was retained to perform the composition audit and the study was funded by the NB Environmental Trust Fund. The results showed that the recovery rate of recyclable materials represents great potential for improvement. As recyclable fibers make up from 8.3% to 9.0% of the buried materials, better recovery of these would have a considerable impact both on the recovery rate and on the reduction of buried materials. In conclusion, there will always be room for improvement and CRSC will continue these education and awareness campaigns so that residents of the Chaleur Region can participate in the reduction of recyclable materials which are unfortunately buried.

A "NB Waste Reduction Campaign" is underway and should be completed by late spring. Household Hazardous Waste (HHW) and recycling programs are offered in all Regional Service Commissions in New Brunswick. A provincial awareness campaign in both official languages will be much more efficient than 12 individual campaigns. By continuing to work together, we are able to create material and use media that are not necessarily accessible by a region alone. In 2019 provincial waste audits were completed for the winter, summer and fall; however the spring audit will be done in 2020. The expected results are to increase the diversion rate which will result in less hazardous materials and recyclables ending up in landfills around the province.



Photo – CRSC Kiosk – Beresford
Regional, Commercial and Industrial
Exposition 2018

Communication, increased awareness, mobilization, participation, behaviour modification

For several years, we have placed more importance on communications with our citizens. We are present in our communities through various means in order better educate our citizens of the importance of eco-responsible waste management. For example, we participate in many educational activities in our schools and at the NBCC, Bathurst campus. In addition to offering the youth a wide variety of presentations related to waste diversion, we offer composting workshops in many municipalities in the spring and fall. We try to be as active as possible in our communities through various means of communication and activities.

Human resources

October 23, 2019, marked the 30 anniversary of the Landfill. We are very proud of the work accomplished in 2019 and sincerely thank all our employees for their hard work and commitment in the delivery of our services.

List of Employees

Dayna Carroll, Director of Solid Waste Management

Claudia Gionet, Secretary
Jacqueline Raïche, Receptionist
Stéphanie Richard, Scale Operator
Bernard Guignard, Security Guard
René Paulin, Security Guard
Marc André Plourde, Security Guard

Jonathan Plourde, Environmental Manager

Yvon Richard, Environmental Technologist

Robert Boulay and Aziz Essalhi – Operations Managers

André Plourde, Operations Supervisor
Sylvain Parisé, Maintenance Attendant
Éric Doucet, Heavy Equipment Operator
Conrad Larocque, Heavy Equipment Operator
Bruno LeBouthillier, Heavy Equipment Operator

Michel Hachey, Labourer
Martin Noël, Labourer
Irénée Didier Plourde, Labourer
Serge Plourde, Labourer
Jimmy Lee Mazerolle, Labourer
Stéphane Robichaud, Labourer

Denis Comeau, Seasonal Labourer
Norbert Gionet, Seasonal Labourer

Ricky Chiasson, occasional
Michel Robichaud, occasional
Gabriel Savoie, occasional





Chaleur Tourism Office

Mandate

The mission of the Chaleur Tourism Office is to collaborate with various local and regional stakeholders to contribute to the development and promotion of the tourism industry in the Chaleur Region.

The various spheres of activities are:

- Communication, marketing and promotion of the region
- Education and awareness, both regionally and externally
- Tourism representation and partnerships

The Tourism Office has the two following employees:

- Janine Daigle, Director
- Mylène Doucet, Communication and Marketing Coordinator

Action Plan 2019-2021

The tourism office developed its first plan of action for the next 3 years. The collective goals of the tourism industry and the action plan are to:

- Increase the appeal of the Chaleur Region;
- Enhance the Chaleur Region's image as a destination;
- Attract new visitors and inspire to stay longer;
- Encourage the development and delivery of authentic experiences.

Six major pillars have been identified:

- | | |
|------------------|--------------|
| ■ Branding | ■ Research |
| ■ Communication | ■ Leadership |
| ■ Infrastructure | ■ Innovation |

Chaleur Tourism Committee

Mandate

Under the approval of the CRSC Board of Directors, this standing committee is mandated to advise the Director of the Chaleur Tourism Office on the development and promotion of the Chaleur Region tourist industry.

The committee comprises 14 members appointed by the CRSC by resolution from a list of individuals who have been recommended, as follows:

- 7 representatives from the municipalities (1 per municipality and 2 from Bathurst)
- 2 representatives from the Local Service Districts (LSDs)
- 1 representative from the Pabineau First Nation, chosen by the Pabineau administration (conditional on the First Nation becoming a member)
- 4 general members from businesses or organizations that are wholly or partially involved in tourism in the region and who would be interested in working on this committee

The support staff includes the Tourism Office Director and the Communication and Marketing Coordinator.

The Chaleur Tourism Committee met three times in 2018 to discuss the following topics:

- Action Plan 2019-2021
- Partnership with Northern Odyssey and Tourism NB
- Tourism trade shows
- Tourism guidebook
- Marketing and Website
- Budget and KPI
- Product Development
- Forum

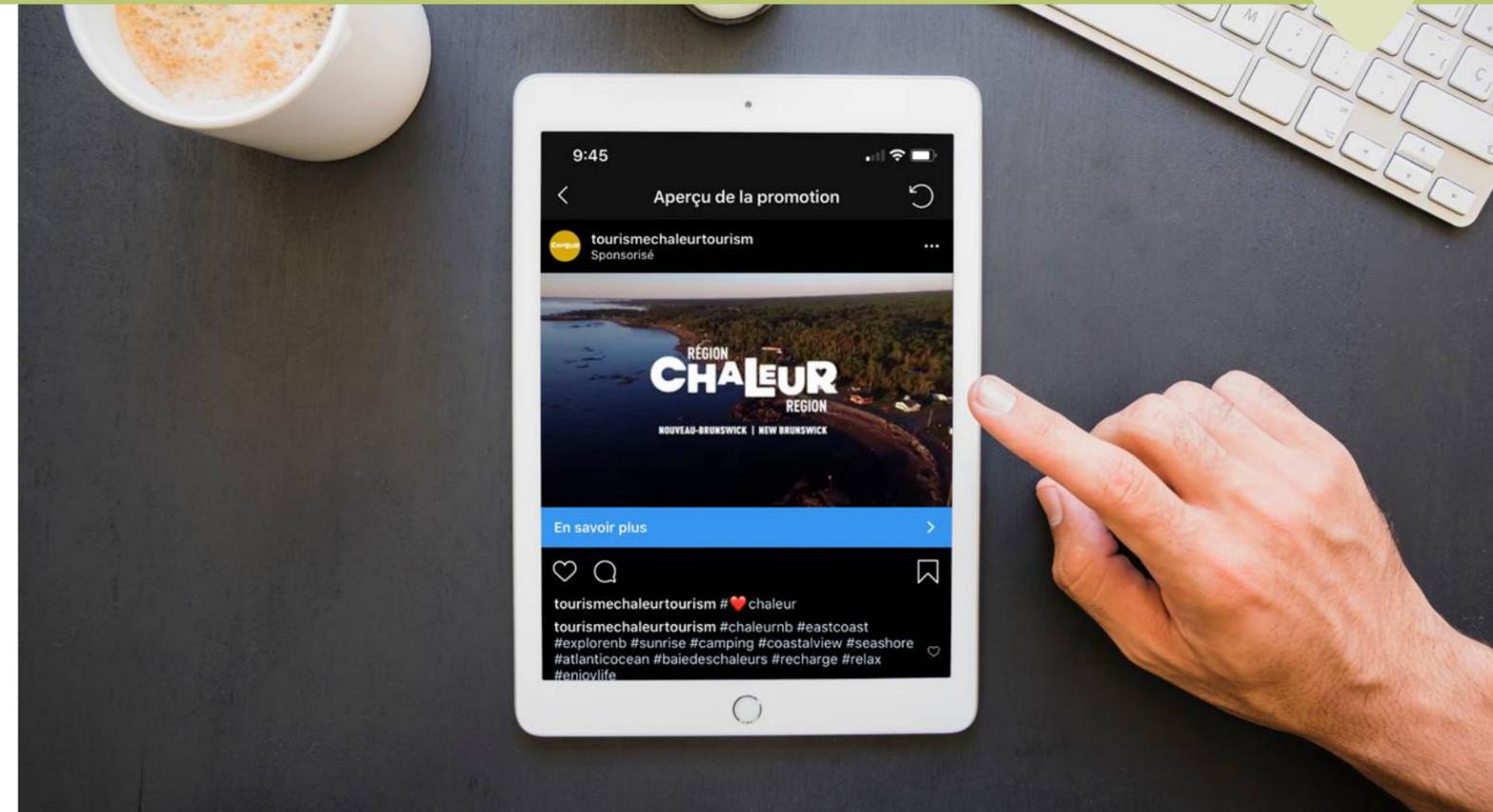


Fall Tourism Forum



The members of the committee are:

Name	Representing	Attendance	Mandate
Barbara Thibodeau	Pointe-Verte	3/3	Full year
George Frachon	Nigadoo	2/3	Full Year
Kim Chamberlain	Bathurst	2/3	Full year
Luc Foulem	Bathurst	1/3	Full year
Emmie Flanagan	Belledune	1/3	Full year
Julie Walton	Local Service Districts	3/3	Full year
Nancy Jubinville-Guérette	Local Service Districts	0/1	Ended in February
Jim Fournier	Chaleur Green Trails	2/3	Full year
Isabelle Morrier	Events Bathurst Chaleur	1/1	Started in September
Vincent Poirier	Beresford	2/2	Started in March



At the end of December, the Petit-Rocher seat as well as two general members' seats from businesses or tourism organizations were vacant. The mandate and composition of the committee will be reviewed in early 2020 to do a reorganization.

Branding

Instagram

Facebook

The numbers continue to increase on the Instagram account.

- We published a total of 154 posts on Instagram in addition to the "Stories."
- One ad was posted for a week, reaching 15,728 people.
- During 2019, the Office increased the number of subscribers by approximately 43%.

The number of followers on the "Tourisme Chaleur Tourism" Facebook page had a growth of 25% in 2019.

- The majority of our fans, 45.6%, fall in the 35-55 age group.
- 67% of our fan base have their setting in English, and 32%, in French.
- Approximately 420 events were shared. This represents an increase of over 100 events compared to 2018. A Facebook event module is now inserted into the website to provide more information to visitors.

In 2019, the Facebook page accumulated a total reach of 747,707: 83% organic reach and the remainder from paid ads.





Website and Google Ads

Great efforts were made this year to create content to the website. A total of 19 stories have been successfully published (eg ... Top things not to miss) and have helped position the region advantageously on Google.

<https://www.tourismchaleur.ca/en/stories>

- The website had a total of 42,934 users; 362.95% increase compared to 2018.
- The website has had a total of 109,110 page views, representing 138% more than last year.
- The organic search on Google has increased over ten times from last year reaching to over 288,000 impressions with 5,650 clicks.

The traffic was generated from various campaigns targeting Ontario, Quebec and the Atlantic provinces. Different types of campaigns/ads were designed in the theme of "Unplug and Play" with the goal of generating brand awareness and driving traffic to the Website. For four months, other search campaigns were also created in the goal of increasing the downloads of the PDF version of the guide.



Here's an example of the ads (keeping in mind that they are animated and not still pictures).

The office was able to collect 496 emails and 425 subscribers to the newsletter.

The Google Ads were found to be the most cost-effective way to promote the Chaleur brand, at an average of 2.59 cost per thousand. In our efforts, we managed to reach 2.9 million impressions of the Chaleur Branding.

Thanks to AI (artificial intelligence), we now have a better understanding of what a "Good" user looks like, and we'll be using all that to optimize future display campaigns.

Marketing

The Chaleur Region was showcased in various articles, blogs and shows. To name a few:

- The Office accompanied the filming of TVA's adventure segment for the show "Salut Bonjour" who reaches over 3 Million viewers per week. The show aired on television as well as on social media. The segment received more than 170,000 views on Salut Bonjour's Facebook page.
- The TV show "Hors Québec" was broadcasted on TVA a 30-minute program about life in Petit-Rocher and the Chaleur Region.
- The Nepisiguit Mi'gmaq Trail featured in Canada's East Coast Saltscapes magazine and in AFAR, a magazine from California.
- Camping and RV in the Chaleur Region was featured in "Le Journal de Québec", as well as in a published book by Marie-France Bornais who featured many campgrounds, activities and special features of the Chaleur Region.
- An article about the region was published in the popular "L'Express" magazine in France.
- Motomagazine.com came to the region and wrote an online article.

Others

20,000 guides and 30,000 maps were printed in January. Over 50 participants attended the launching that was held at Au Bootlegger in Bathurst on March 19. Once again, the Office distributed the guides in person throughout the province and found it beneficial to have one-on-one conversations to promote the Chaleur Region.

The production of the 2020 guide was done earlier this year and printed before year-end to be launched early in 2020.

Since the Acadie-Bathurst Titan hockey team is a great ambassador of the region, the Office has partnered with them to proudly display the Chaleur logo on their bus to showcase our branding to everybody in all areas of the QMHL.





Communication

The spring forum took place on April 16 on a half a day schedule and brought together more than 30 participants. Among other things, a roundtable discussion on 2020 objectives was on the agenda as well as a training of best practices online on Tripadvisor.

The fall forum took place over a half-day on November 19. More than 30 people attended the forum and had open discussions, sharing their overview of the 2019 summer season and providing input on a data collection strategy.

The Office discussed on a regular basis with the Bathurst Visitor Information Center Coordinator and his team to share ideas, challenges and solutions.

The Office shared approximately 13 emails throughout the year to all operators containing information on courses amongst other things, on the industry.

Infrastructure

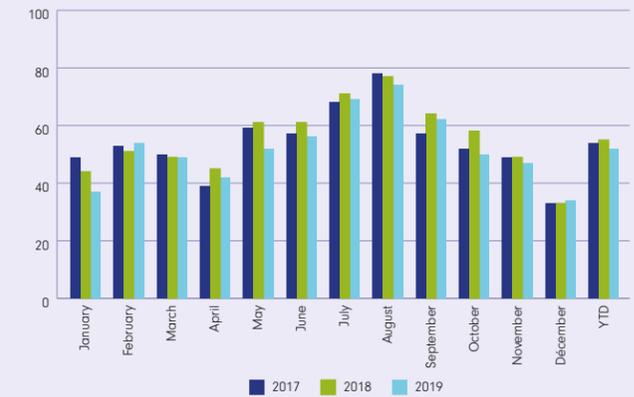
A first sign near Allardville on highway 8, was placed in December. The other will be installed in Spring 2020 near Belledune on highway 11.



Occupancy rate in Bathurst- TNB

The occupation rate registered by the New Brunswick Department of Tourism, Heritage and Culture shows a slight decrease of 2%, a similar tendency across the province that could be due to the weather. However, the AirBNB platform, which is not included in the calculations, is gaining more and more popularity and could affect occupancy rates.

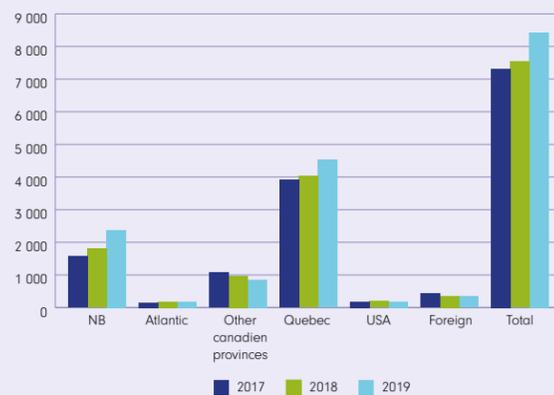
Occupancy rate in Bathurst- TNB



Research

The Bathurst Information Center showed a visitor traffic increase of 12% in June, July and August, compared to 2018. The highest percentages of our visitors' origins are Quebec with 51%, New Brunswick with 28%, and Ontario with 8%.

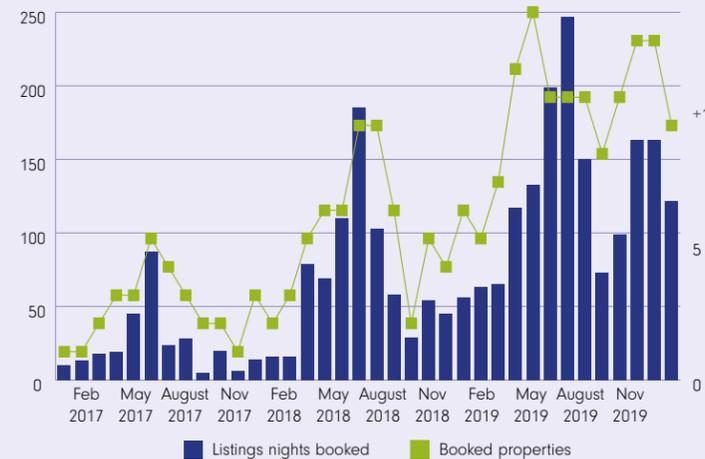
Visitors' Origins at Bathurst VIC



Number of Visitors at Bathurst VIC



Demand Growth



AirBNB accommodation

Here is a table of demand growth for Airbnb accommodation in this region. Though the number of available accommodations is not considerably high, the active listings did go up by 167% compared to 2017, representing 2452 nights booked in 2019.

The Office plans to hire a supplier to help us calculate the return on investment (ROI) in the tourism sector. A more comprehensive report will be presented in 2020.



Destination Think

Destination Think provided a “Chaleur Tourism Sentiment Index” (TSI) report with a holistic view of how the region is perceived and discussed among consumers as a travel destination. The report allows us to benchmark the performance of our tourism industry and how we compare to our competition – a key performance indicator (KPI) and measurement tool.

“Nature photography” and “Beaches & Shoreline” are the two tourism assets where the Chaleur excels in generating positive perceptions. It is important to ensure that they remain competitive and make positive impressions. “Hiking and rock climbing” and “festivals and events” are assets that stood out as potential growth opportunities. These assets did not generate the most volume but have a high level of sentiment.

Leadership

Partnerships

Several meetings and discussions were exchanged throughout the year between the Office and various groups, including the New Brunswick Department of Tourism, to obtain an update from the department and share our strategies, the ATV Federation of NB, the Snowmobile Clubs Federation of NB, the NB Economic Development and Employability Network (RDÉE), etc.

Events Bathurst-Chaleur

The Director met several times with the members of the hotel association, Events Bathurst-Chaleur, to suggest a strategic plan. The members agreed to join their marketing efforts with Chaleur Tourism. Events Bathurst-Chaleur invested in creating extra content to the Chaleur Website as well as online campaigns. This partnership allows us to double our efforts on campaigns and generate even more traffic.

Northern Odyssey

The Northern Odyssey partners come from Edmundston and region, the City of Campbellton, the Chaleur Region and the Acadian Peninsula.

The Director attended five meetings with Northern Odyssey partners. The main topics were:

- Participation in the 2019-2020 trade and tourism shows
- Budget and partnerships
- Marketing preparations for 2020
- Snowmobile and Quad maps
- Web Site

The Office attended four trade shows with the Northern Odyssey team, seeing over 85,000 visitors:

- Montreal motorbike take out show (January)
- Montreal bike and outdoor show (February)
- Quebec RV show (March)
- Quebec Snowmobile and Quad Show (October)

There were 11,000 snowmobiling and quad maps printed, 7,000 of which were distributed in the Gaspésie by Tourism NB. The balance was distributed at trade shows and across the regions. Tourism NB has once again assisted Northern Odyssey in promoting the snowmobiling product by investing \$100,000 toward media campaigns (TV, print and online).

New Website: The Northern Odyssey partners have contracted a marketing firm from Bathurst to revamp our outdated website and make it more modern, user-friendly and include better content for the visitors like suggested itineraries. The NB Department of Tourism has contributed to the management of the site and Google ads, as well as to direct any traffic directly to our site, contrary to past years.

Events

Atlantic Canada Showcase

In September, the Director participated in the Atlantic Canada Showcase (ACS) in St. John's. The ACS is a biennial tourism marketplace designed especially for the motor coach, groups, fully independent travel and specialty travel industry. Northern NB was well presented and has made a positive impression on buyers, in such to generate an interest to create North-Eastern tours.

The last week of February, Atlantic Host welcomed over 100 snowmobilers from The Great Northern Ride, a snowmobiling charity event from Ontario, generating an approximative economic impact of close to \$200,000 to the region.

The Office participated in the Expo-Gaspésie from April 5 to 7 in Carleton-sur-Mer, Quebec. The event welcomes approximately 3,000 visitors, and close to 300 guides were distributed.

In September, Bathurst welcomed Kraft Hockeyville which was won by the community of Renous. Although it's not the Tourism Office's initiative, it's worth mentioning the positive economic impact for the region in terms of food sales, hotel reservations and shopping. Those that have never stepped foot in the region were impressed with the friendliness of the community and have expressed their interest to come back.

Workshops

The Office participated in several summits and workshops:

- Tourism Workforce Summit.
- Travel Trade Readiness Workshop.
- “Golden Dragon certification and marketing workshop”.
- Stakeholder consultation for the renewal of the New Brunswick Local Food and Beverages Strategy.
- “Google Analytics Individual Qualification” online training course of which covers the basic and advanced concepts of “Google Analytics”.
- Contemporary Management course at the Université de Moncton, Shippagan Campus.
- “Volet économique”, tourism theme, of CMA2019.



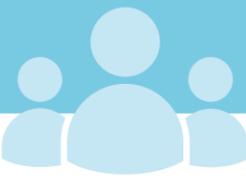
Innovation

“Taste of Chaleur”: The Tourism Director met with the “Réseau de développement économique et d'employabilité” (RDÉE) and the other regional partners to work on the last few details of the project. The official launch is expected in 2020.

Experiential tourism: A few meetings also took place with Marie-Ève Michon of the «RDÉE» to examine the possibility of a working partnership with the RDÉE.

The Director participated in the “Ignite program”, a workshop designed for rural tourism businesses and communities. Its purpose is to give an insight on how to deliver memorable experiences that focus beyond what the visitor can see and do by harnessing the unique assets of the community in its people, culture, and regional identity.

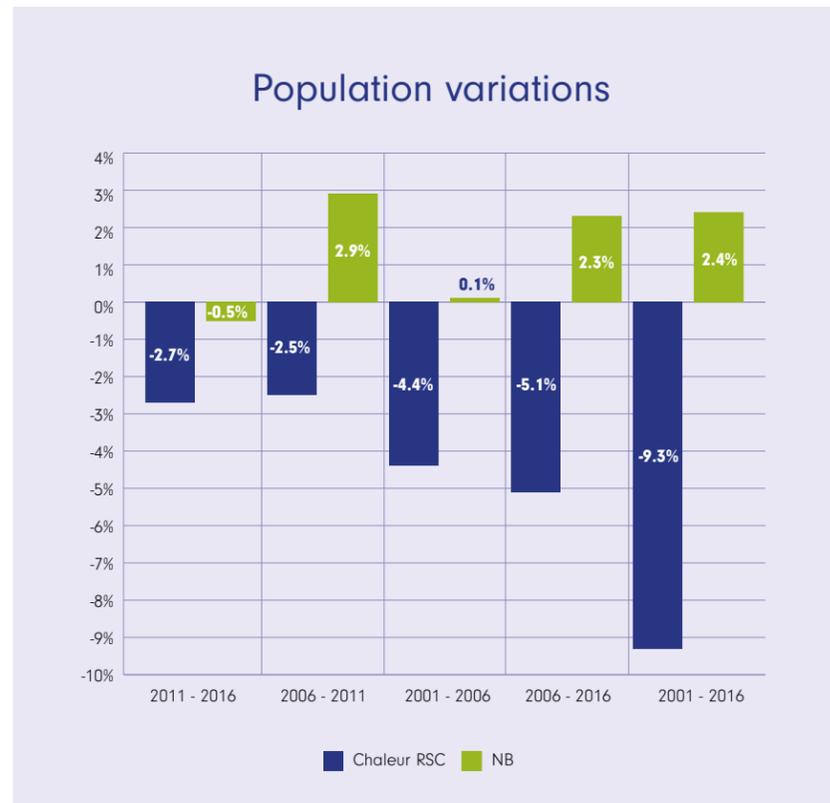
Several ideas were drawn from the Forums to develop “self-tours” and will be developed in 2020.



Population

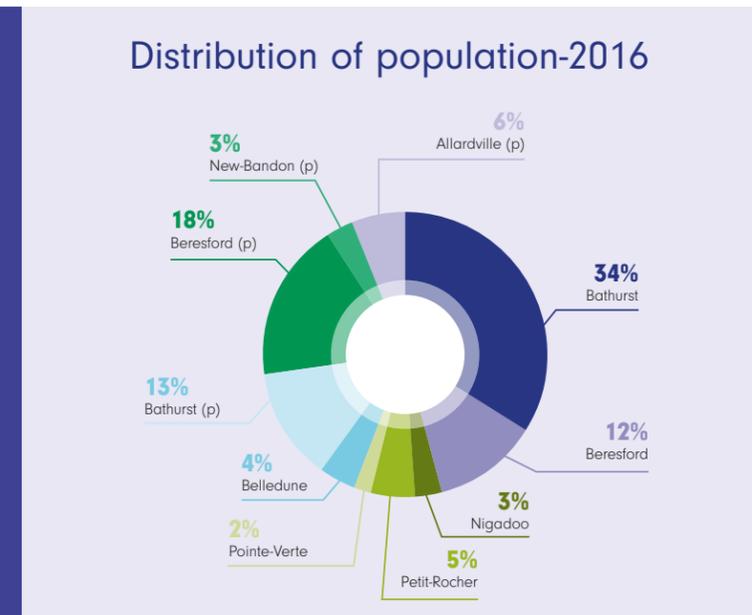
The territory of the Chaleur Regional Service Commission includes six municipalities and four parishes divided into 15 Local Service Districts. Most of the Chaleur Region is located in Gloucester County, which also includes the territory of the Acadian Peninsula Regional Service Commission. Part of the Village of Belledune is in the Restigouche County.

In 2016, there were 35,489 residents in the Chaleur RSC territory, 4.7% of the total population of New Brunswick. The population of the Chaleur Region has been declining for several decades now. Between 2001 and 2016, the Chaleur Region lost 3,622 residents (9.3% of its population), while New Brunswick registered an overall gain of 2.4%. This decline was more prominent in the Chaleur Region than in Gloucester County as a whole, where a decrease of 5.4% was registered. Between 2006 and 2016, the population decreased by 5.1%. Nevertheless, this decline was less pronounced over the last two census periods compared with 2001 and 2006.



Population distribution

The City of Bathurst alone represents nearly one third of the total population of the Chaleur Region, followed by the parishes of Beresford (18%) and Bathurst (13%). The Town of Beresford sits in fourth place with 12% of the region's population. The four municipalities in the BNPP and Belledune contain 27% of the region's population compared with 40% in the four parishes.



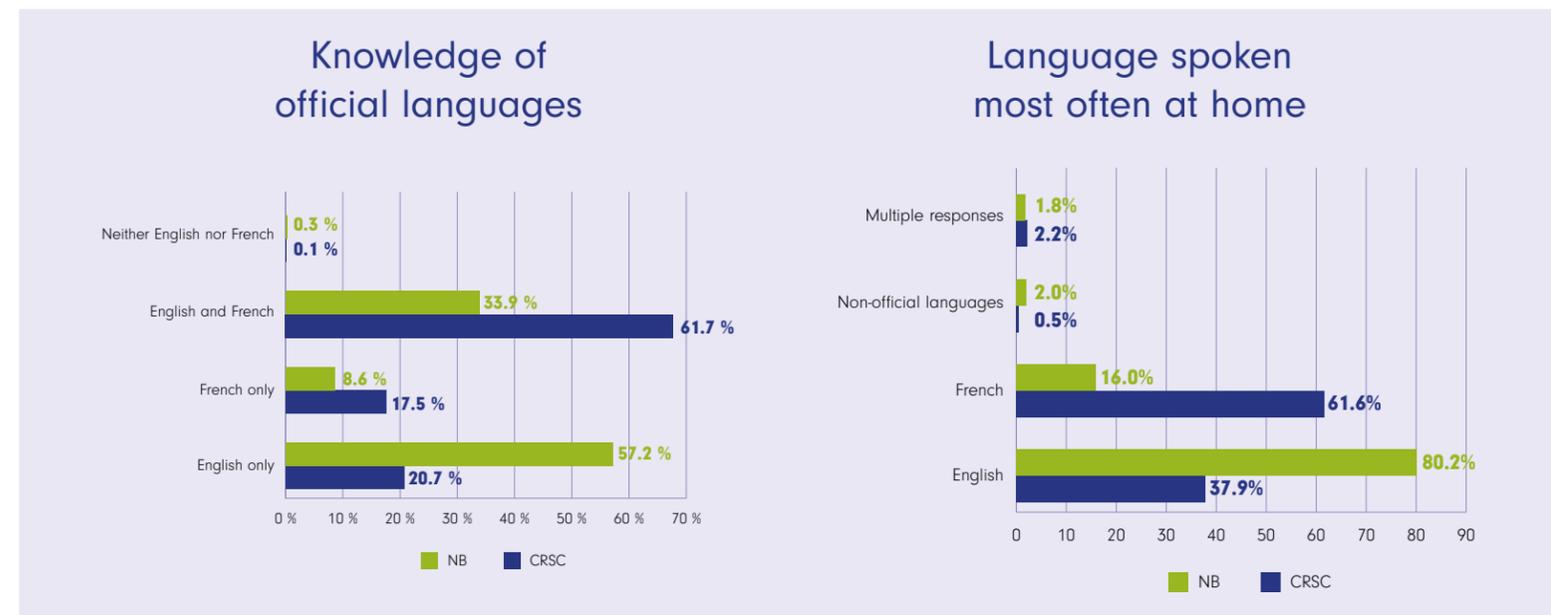
Languages

The vast majority of the population in the Chaleur Region (61.7%) has some knowledge of both official languages. This rate is much higher than for the rest of the province, where 34% of the population is bilingual.

French is the language spoken in 61.6% of the homes compared with 16% overall in the province.

Population Variation from 2001 to 2016

	Chaleur RSC	Gloucester	NB
Population 2016	35,489	78,444	74,101
Population 2011	36,459	79,943	751,171
Population 2006	37,383	78,948	729,997
Population 2001	39,111	82,929	729,498
Area	3,297.27	4,743.67	71,388
Density (2016)	10.8	16.5	10.5
Total private dwellings	17,932	38,789	359,721
Private dwelling occupied by usual residents	16,057	3,401	319,773
Variation 2011-2016	- 2.7%	- 1.9%	- 0.5%
Variation 2006-2011	- 2.5%	1.3%	2.9%
Variation 2001-2006	- 4.4%	- 4.8%	0.1%
Variation 2006-2016	- 5.1%	- 0.6%	- 2.3%
Variation 2001-2016	- 9.3%	- 5.4%	2.4%





CHALEUR REGIONAL SERVICES COMMISSION

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED
DECEMBER 31, 2019



CHALEUR REGIONAL SERVICES COMMISSION

Index

to the consolidated financial statements

For the year ended December 31, 2019

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1.

Chaleur Regional Services Commission
Consolidated financial statements
Year ended December 31, 2019

Management's responsibility for the consolidated financial statements

The accompanying consolidated financial statements of the Chaleur Regional Services Commission (the "Commission") are the responsibility of the Commission's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards as described in Note 2 to the consolidated financial statements. The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Commission's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

The general manager and board members meet with management to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by Allen, Paquet & Arseneau, LLP, independent external auditors appointed by the Commission. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Commission's consolidated financial statements.

Jocelyne Hachey
Executive Director



INDEPENDENT AUDITORS' REPORT

2.

To the executive director
and members of the board of the Chaleur Regional Services Commission

Opinion

We have audited the consolidated financial statements of the Chaleur Regional Services Commission, which comprise the consolidated statement of financial position as at December 31, 2019, and the consolidated statement of operations, change in net debt and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Chaleur Regional Services Commission as at December 31, 2019, and the consolidated results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles as outlined in the Public Sector Accounting (PSA) Handbook.

Basis of Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the commission in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements
Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with PSAB, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the commission or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the commission's financial reporting process.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

INDEPENDENT AUDITORS' REPORT (cont'd)

3.

We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the commission's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Bathurst, NB

To be determined

Chartered professional accountants



CHALEUR REGIONAL SERVICES COMMISSION
Consolidated statement of operations
For the year ended December 31

	(Unaudited) Budget Note 24	2019 Actual	2018 Actual
REVENUE (Note 25)			
Sale of services	\$ 4,817,960	\$ 4,901,598	\$ 4,341,693
Member fees	2,304,109	2,364,362	2,400,198
Other	210,500	331,443	318,131
Interest	3,000	182,864	159,820
	7,335,569	7,780,267	7,219,842
EXPENDITURES (Note 26)			
Administration	2,362,145	1,236,791	1,166,747
Financial services	60,400	326,530	293,315
Governance	43,500	35,694	35,772
Planning and building inspection services	481,973	471,745	424,934
Post-closing costs	373,506	541,394	501,626
Electricity generation facility	356,020	288,341	53,920
Solid waste services	3,340,702	4,252,494	4,354,025
	7,018,246	7,152,989	6,830,339
ANNUAL SURPLUS (Note 21)	\$ 317,323	627,278	389,503
ACCUMULATED SURPLUS, beginning of year		12,311,119	11,921,616
ACCUMULATED SURPLUS, end of year		\$ 12,938,397	\$ 12,311,119

CHALEUR REGIONAL SERVICES COMMISSION
Consolidated statement of financial position
As at December 31

	2019	2018
FINANCIAL ASSETS		
Cash (Note 3)	\$ 2,953,512	\$ 2,490,993
Investments (Note 4)	34,349	33,709
Accounts receivable	565,295	477,595
Receivable from government agencies (Note 5)	63,216	454,153
Post employment benefits receivable (Note 12)	141,400	151,000
Assets for education and communication plan (Note 6)	188,304	236,946
Funds held in trust (Note 7)	69,943	68,487
Assets for site closure and post-closure care (Note 8)	6,162,224	5,616,390
	10,178,243	9,529,273
LIABILITIES		
Bank loan (Note 9)	550,724	30,543
Accounts payable and accrued liabilities	342,090	544,383
Long term debt (Note 10)	8,244,000	9,011,000
Accrued sick leave (Note 11)	190,000	167,700
Deferred revenue (Note 13)	86,553	135,195
Funds held in trust (Note 7)	69,943	68,487
Site closure and post-closure liability (Note 14)	6,137,642	5,596,248
	15,620,952	15,553,556
NET DEBT (Page 6)	(5,442,709)	(6,024,283)
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 20)	41,967,008	40,147,873
Accumulated amortization	(23,585,902)	(21,812,471)
	18,381,106	18,335,402
ACCUMULATED SURPLUS	\$ 12,938,397	\$ 12,311,119

Approved by

_____ Administrator

_____ Administrator



CHALEUR REGIONAL SERVICES COMMISSION		
Consolidated statement of changes in net debt		
For the year ended December 31	2019	2018
Annual surplus	\$ 627,278	\$ 389,503
Acquisition of tangible capital assets	(1,819,135)	(3,379,040)
Amortization of tangible capital assets	1,773,431	1,764,867
DECREASE (INCREASE) IN NET DEBT	581,574	(1,224,670)
NET DEBT, beginning of year	(6,024,283)	(4,799,613)
NET DEBT, end of year	\$ (5,442,709)	\$ (6,024,283)

CHALEUR REGIONAL SERVICES COMMISSION		
Consolidated statement of cash flow		
For the year ended December 31	2019	2018
OPERATING TRANSACTIONS		
Annual surplus	\$ 627,278	\$ 389,503
Amortization of tangible capital assets	1,773,431	1,764,867
Accounts receivable	(87,700)	1,517,188
Receivable from government agencies	390,937	182,191
Accounts payable and accrued liabilities	(202,293)	(885,475)
Change in deferred revenue	(48,642)	2,588
Change in accrued sick leave	22,300	-
Change in post employment benefits payable	9,600	(83,900)
	2,484,911	2,886,962
CAPITAL TRANSACTIONS		
Acquisition of tangible capital assets	(1,819,135)	(3,379,040)
FINANCING TRANSACTIONS		
Bank loan	520,181	(2,976,846)
Site closure and post-closure liability	541,394	501,626
Repayment of long term debt	(767,000)	(486,000)
Proceeds of long term debt	-	4,960,000
	294,575	1,998,780
INVESTING TRANSACTIONS		
Change in investments	(640)	360,467
Assets for education and communication plan	48,642	(2,588)
Assets for site closure and post-closure care	(545,834)	(503,879)
	(497,832)	(146,000)
NET INCREASE IN CASH AND CASH EQUIVALENTS	462,519	1,360,702
CASH AND CASH EQUIVALENTS, beginning of year	2,490,993	1,130,291
CASH AND CASH EQUIVALENTS, end of year	\$ 2,953,512	\$ 2,490,993



CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

1. PURPOSE OF THE ORGANIZATION

Chaleur Regional Services Commission was formed on January 1, 2013, resulting from a process of reform of local governance. The Commission's role is to ensure or improve the delivery of services required for different locations, facilitate service agreements between them and facilitate regional collaboration. Mandatory services offered by RSC are regional planning, local planning in the case of LSD, the management of solid waste, emergency planning measures and the collaboration of police, planning and cost sharing of regional infrastructure for sport, leisure and culture; other services could be added to this list.

In accordance with a Ministerial Order, Sections 41 and 48 of the *Regional Service Delivery Act*, SNB 2012, c.37 effective January 1, 2013, all assets, liabilities, rights, obligations, powers and responsibilities of the Nepisiguit-Chaleur Solid Waste Commission and the Belledune District Planning Commission were transferred to and became the assets, liabilities, rights, obligations, powers and responsibilities of the Chaleur Regional Services Commission.

2. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the Commission are the representations of management prepared in accordance with Canadian generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Professional Accountants.

The focus of PSA consolidated financial statements is on the financial position of the Commission and the changes thereto. The Consolidated Statement of Financial Position includes all of the assets and liabilities of the Commission.

Significant aspects of the accounting policies adopted by the Commission are as follows:

(a) Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenues, expenditures and changes in net debt and cash flows of the Commission. The Commission is comprised of all organizations and enterprises accountable for the administration of their affairs and resources to the Commission and which are owned or controlled by the Commission.

Interdepartmental and organizational transactions and balances are eliminated.

(b) Budget

The budget figures contained in these consolidated financial statements were approved by Council on November 22, 2018.

(c) Revenue recognition

Unrestricted revenue is recorded on an accrual basis and is recognized when collection is reasonably assured. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Other revenue is recorded when it is earned.

(d) Expenditures recognition

Expenditures are recorded on an accrual basis. Outstanding commitments for goods and services relating to the current year are accrued at the balance sheet date.

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(c) Deferred revenue

Deferred revenue represents funds received for specific purposes for which the related expenditures have not yet been incurred.

(f) Use of estimates

The preparation of the consolidated financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary, they are reported in earnings in the period in which they become known. Actual results may differ from those estimates.

(g) Financial instruments

The Commission's financial instruments consist of cash, short-term investments, accounts receivable, receivable from Government Agencies, payables and accruals and long-term debt. Unless otherwise noted, it is management's opinion that the Commission is not exposed to significant interest, currency or credit risk arising from these financial instruments. The fair value of these financial instruments approximates their carrying values, unless otherwise noted.

The Commission is subject to credit risk through accounts receivable. The Commission minimizes credit risk through ongoing credit management.

(h) Cash and cash equivalents

Cash and cash equivalents include cash on hand, balances with banks and short term deposits with original maturities of three months or less.

(i) Tangible capital assets

Effective January 1, 2011, the Commission adopted the provisions of PSA section 3150 Tangible Capital Assets. Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost of the tangible capital asset is amortized on a straight line basis over the estimated useful life as follows:

	<u>Years</u>
Land	N/A
Land improvements	20 - 30 years
Facilities	20 - 47 years
Roads	20 - 47 years
Machinery and equipment	5 - 47 years
Fleet	5 - 20 years
Computer hardware, software and communication equipment	2.5 years
Waste management:	
Landfill cells	2.5 years
Leachate collection system	20 - 43 years
Treatment process	20 - 47 years
Electricity generation facility	20 - 30 years



CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(i) Tangible capital assets (continued)

Assets under construction are not amortized until the asset is available for productive use.

The Commission has a capitalization threshold of \$5,000. Any item purchased under this threshold is recorded as an expense in the year the item is acquired. An exception is groups of assets of a similar nature.

All grants, donations from subdivision developers and other third party contributions are recorded as income in the year the expenditure for the capital asset is incurred. The full cost of the asset is capitalized during the year the asset is substantially complete and put into use.

No amortization is calculated on the acquisitions of the current year.

(j) Segmented information

The Commission provides a wide range of services to its clients. For management reporting purposes, the Commission's operations and activities are organized and reported by function. This presentation was created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. Services are provided by departments as follows:

General services

This department is responsible for the overall governance and financial administration of the Commission. This includes council functions, general and financial management, legal matters and compliance with legislation as well as civic relations.

Chaleur Tourism Office

The purpose of the Chaleur Tourism Office is to contribute to the development and promotion of the tourism industry of the Chaleur Regional Service Commission's territory, in conjunction with various local and regional stakeholders.

Environmental development services

This department is responsible for planning and zoning, community development, tourism and other development and promotion services.

Solid waste management services

This department is responsible for the provision of waste collection and disposal.

Electricity generation facility

This department is responsible for the generation of electricity from methane at the landfill site.

(k) Post employment benefits

The Commission recognizes its obligations under post employment benefit plans and the related costs, net of the plan assets. The Commission has a sick leave benefit as documented in Note 11 and a pension plan as documented in Note 12.

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

3. CASH

	2019	2018
Cash (restricted)	\$ 1,537,949	\$ 696,590
Cash (unrestricted)	1,415,563	1,794,403
	\$ 2,953,512	\$ 2,490,993

4. INVESTMENTS

	2019	2018
Term deposit, 1.95%, maturing on June 6, 2020	\$ 34,349	\$ 33,709

5. RECEIVABLE FROM GOVERNMENT AGENCIES

	2019	2018
Canada revenue agency (HST refund)	\$ 63,216	\$ 368,653
Province of New Brunswick - Recycling bins	-	85,500
	\$ 63,216	\$ 454,153

6. ASSETS FOR EDUCATION AND COMMUNICATION PLAN

	2019	2018
Cash and term deposits	\$ 183,659	\$ 233,342
Accrued interest receivable	4,645	3,604
	\$ 188,304	\$ 236,946

As required by the Department of the Environment and in compliance with the May 10, 1995 Solid Waste Agreement entered into by the Commission, the Restigouche Solid Waste Corporation, the Commission de gestion des déchets solides de la Péninsule acadienne and the Northumberland Solid Waste Commission, the above amounts are restricted for the purpose of jointly establishing an education and communication plan. The Commission must obtain written authorization from the Minister of the Environment before disbursing any of the funds.

The term deposit bears interest at 1.95% and matures in 2020.

These externally restricted inflows are reported as deferred revenue and are recognized as revenue in the period the resources are used for the purpose specified above.



CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

6. ASSETS FOR EDUCATION AND COMMUNICATION PLAN (continued)

During the prior year, \$50,000 in expenditures were incurred for the establishment of an education and communication plan.

7. FUNDS HELD IN TRUST

The Commission has entered into an agreement with Elmtree Environmental Ltd. for the operation of a hydrocarbon soil bio-remediation facility. According to this agreement, Elmtree Environmental Ltd. must create a special environmental reserve fund which is to be held in trust by the Commission. The funds held in trust represent the balance of the special environmental reserve fund as of December 31, 2019.

8. ASSETS FOR SITE CLOSURE AND POST-CLOSURE CARE

	2019	2018
Cash and term deposits	\$ 6,138,794	\$ 5,594,651
Accrued interest receivable	23,430	21,739
	\$ 6,162,224	\$ 5,616,390

The assets for site closure and post-closure care exceeds the site closure and post-closure liabilities by \$24,582 (\$20,142 in 2018). This excess represents the current year's excess of revenue over expenses and will be eliminated by reducing the transfer of funds in 2020.

The term deposits bears interest at 2.20% and 3.05% and matures in 2022.

9. BANK LOAN

	2019	2018
Line of Credit - Capital Fund	\$ 550,724	\$ -
Line of Credit - Electricity Generation Facility	-	30,543
	\$ 550,724	\$ 30,543

The Commission has an authorized line of credit at prime + 3.95% of \$700,000 for the Operating Fund which \$700,000 is unused at December 31, 2019 (\$700,000 in 2018).

The Commission had an authorized line of credit at prime + 3.95% of \$4,368,000 for its Capital Fund which \$3,817,276 is unused at December 31, 2019 (\$4,368,000 in 2018).

The Commission had an authorized line of credit at prime + 3.95% of \$3,433,000 for its Electricity Generation Facility which \$3,433,000 is unused at December 31, 2019 (\$3,402,457 in 2018).

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

10. LONG-TERM DEBT

	2019	2018
2010 - New Brunswick Municipal Finance Corporation, debentures, variable interest rate from 1.50% to 3.85%, principal payable annually and interest semi annually, maturing in 2020, renewable to the year 2030. O.I.C. # BD 52-2010	\$ 368,000	\$ 407,000
2011 - New Brunswick Municipal Finance Corporation, debentures, variable interest rate from 1.35% to 3.45%, principal payable annually and interest semi annually, maturing in 2021, renewable to the year 2031. O.I.C. # BF 47-2011	186,000	199,000
2012 - New Brunswick Municipal Finance Corporation, debentures, variable interest rate from 1.35% to 3.80%, principal payable annually and interest semi annually, maturing in 2032. O.I.C. # BH 48-2012	562,000	613,000
2013 - New Brunswick Municipal Finance Corporation, debentures, variable interest rate from 1.25% to 3.70%, principal payable annually and interest semi annually, maturing in 2023. O.I.C. # BJ 47-2013	310,000	382,000
2014 - New Brunswick Municipal Finance Corporation, debentures, variable interest rate from 1.20% to 3.70%, principal payable annually and interest semi annually, maturing in 2034. O.I.C. # BL 48-2014	1,381,000	1,615,000
2017 - New Brunswick Municipal Finance Corporation, debentures, variable interest rate from 1.20% to 2.70%, principal payable annually and interest semi annually, maturing in 2027. O.I.C. # BQ 41-2017	749,000	835,000
2018 - New Brunswick Municipal Finance Corporation, debentures, variable interest from 2.10% to 3.48%, principal payable annually and interest semi annually, maturing in 2028. O.I.C. # BT 39-2018	1,596,000	1,750,000
2018 - New Brunswick Municipal Finance Corporation, debentures, variable interest from 2.55% to 3.70%, principal payable annually and interest semi annually, maturing in 2038. O.I.C. # BU 40-2018	3,092,000	3,210,000
	\$ 8,244,000	\$ 9,011,000



CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

10. LONG-TERM DEBT (continued)

Principal payments of long term debt are due as follows:

2020	\$ 1,022,000
2021	827,000
2022	674,000
2023	669,000
2024	603,000
Subsequent years	4,449,000
	\$ 8,244,000

Approval of the Municipal Capital Borrowing Board has been obtained for the above long term debt.

11. ACCRUED SICK LEAVE

The Commission provides sick leave that accumulates at a rate of 1.5 days per month for non-unionized employees and can accumulate to a maximum of 240 days. All non-unionized employees hired before 2013 can take a leave with pay for an amount of time equal to the accumulated sick leave to a maximum of 6 months (120 working days). This benefit is not available to all employee hired after 2013.

Unionized employees accumulate sick leave at a rate of 1.25 days per month and can accumulate to a maximum of 200 days. They cannot take a leave with pay for an amount of time equal to the accumulated sick leave.

An actuarial valuation was performed on the employees plan in accordance with PSA 3255. The actuarial method used was the projected unit credit pro-rated on service to the date of retirement. The valuation was based on a number of assumptions about future events, such as interest rates, wage and salary increases and employee turnover and retirement. The assumptions used reflect the Commission's best estimates.

The major assumptions in the valuation are:

- annual salary increase of 1.5%;
- the discount rate used to determine the accrued benefit obligation is 2.69%;
- the proportion of earned sick days used each year is 11.2 days for the planning services and 7.9 days for the solid waste management services per employee per year;
- no terminations, deaths or disabilities were assumed to occur prior to retirement; and
- retirement age is 60, or one year after the valuation date if age 60 or over.

The sick leave is an unfunded benefit. As such, there are no applicable assets. Benefits are paid out of general revenue as they come due. The unfunded liability was \$190,000 on December 31, 2019 (\$167,700 on December 31, 2018).

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

12. POST EMPLOYMENT BENEFITS RECEIVABLE

Pension benefits are provided to the Commission's employees under the NB MEPP. Employees make contributions equal to approximately 7.60% of their salary and the Commission contributes an amount equal to employee contribution amounts.

The Commission contributed an estimated amount of \$129,600 in 2019 (\$132,066 in 2018). Total benefit payments to retirees during 2019 were estimated to have been Nil (2018 was Nil).

Actuarial valuations for accounting purposes are performed every three years using the benefit accrual method. The most recent actuarial valuation was prepared on July 8, 2019, and at that time the pension plan had an accrued benefit obligation of \$2,244,700. The Commission was in a net funded position as follows for the year ended December 31, 2019:

	Estimated 2019
Fair market value of plan assets	\$ 2,223,100
Accrued benefit obligation	2,556,200
Funded status	(333,100)
Unamortized actuarial gains	474,500
Accounting pension assets	\$ 141,400

The actuarial valuation was based on a number of assumptions about future events, such as inflation rates, interest rates, wage and salary increases and employee turnover and mortality. The assumptions used reflect the Commission's best estimates.

The following summarizes the major assumptions in the valuation:

- annual salary increase of 3%;
- the expected inflation rate is 2.25%;
- the discount rate used to determine the accrued benefit obligation is 5.50%;
- the expected net rate of return is 5.50%;
- retirement age is 70% at earliest retirement age, without reduction, and remainder at age 65.

	Estimated 2019
Employer current service cost	\$ 84,300
Interest on accrued benefit obligation	128,500
Expected return on assets	(109,900)
Experience loss	39,500
Pension expense	\$ 142,400

13. DEFERRED REVENUE

	2019	2018
Education and communication plan	\$ 68,554	\$ 117,196
Funds restricted for translation purposes	17,999	17,999
	\$ 86,553	\$ 135,195



CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

14. SITE CLOSURE AND POST-CLOSURE LIABILITY

The Commission is responsible for the continued monitoring and treatment of the site following its closure.

The accrued liability for post-closing costs has been determined based on estimated post-closing costs of \$31,539,931 (\$31,539,931 in 2018), in future dollars required by the end of December 31, 2039 to fund post closure expenses.

Post-closing costs are discounted at a rate of 5.5% for a present value of \$10,809,648 (\$10,246,112 in 2018).

At December 31, 2019, the remaining capacity of the landfill had been estimated at 4,025,848 metric tonnes of which approximately 1,740,000 metric tonnes remains unused as at December 31, 2019 (1,827,000 in 2018).

At December 31, 2019, the estimated post closure liability is \$6,137,642 (\$5,596,248 in 2018) of which the Commission has funded with term deposits with market value of \$6,162,224 (\$5,616,390 in 2018) which mature on November 15, 2022, for a surplus of \$24,582 (surplus of \$20,142 in 2018).

Details of significant terms and conditions, exposure to interest rate and credit risk on bonds and term deposits are as follows:

	Interest receivable basis	2019 Effective rate	2018 Effective rate
Term deposit	at maturity	3.05%	3.05%

The maximum exposure to credit risk would be the fair value as indicated above.

In 2009, an independent study was performed to re-evaluate the site capacity, the site's remaining life and the estimated total expenditure for site closure and post-closure care. The site closure and post-closure liability was adjusted based on the information provided by this study.

15. REPORTING TO THE PROVINCE OF NEW BRUNSWICK

The Commission complies with PSAB accounting standards. The Commission is also required to comply with the Municipal Financial Reporting Manual prescribed by the Province of New Brunswick. Differences in accounting policies include the methodology for accounting for Tangible Capital Assets, and government transfers. PSAB also requires full consolidation of funds.

16. SHORT TERM BORROWINGS COMPLIANCE

Operating borrowing

As prescribed in the *Regional Service Delivery Act*, borrowing to finance operating expenses is limited to 5% of the amount budgeted for that service. With respect to a solid waste management service, the Commission shall not borrow for operating expenses for more than 25% of the amount budgeted for that service. In 2019, the Commission has complied with these restrictions.

Inter-fund borrowing

The Municipal Financial Reporting Manual requires the short-term inter-fund borrowings to be repaid in the next year unless the borrowing is for a capital project. The amounts payable between funds are not in compliance with the requirements.

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

17. COMPARATIVE FIGURES

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

18. SUBSEQUENT EVENTS

On February 13, 2020, the Commission issued a lockout notice to employees of the Canadian Union of Public Employees Local 4193. As at the date of the financial statement report, the negotiations between the Commission and the Local have not been resolved. Management advises that the Commission has had no change in their operations during this lockout and indicated that it will not have any significant effect on the results of the December 31, 2020, financial statements.

The spread of COVID-19 has significantly impacted the global economy. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government and central bank responses, remains unclear at this time. The Commission noticed a decrease in tonnage for 2020. In the first 4 months of 2020, the tonnage decreased by 1,380 tons from 2019. The tonnage significantly increased in the 5th month and management expects it to continue in the months to come.

19. RECONCILIATION OF ANNUAL SURPLUS BY FUND ACCOUNTING

	2019	2018
Net debt (Page 6)	\$ (5,442,709)	\$ (6,024,283)
Add:		
Long term debt	8,244,000	9,011,000
Short term assets (liability)	2,801,291	2,986,717
Less:		
Prior year annual surplus:		
- Co-operative planning	74,631	28,800
- Development and planning	44,439	56,772
- Electricity generation facility	67,229	-
- Solid waste management	210,271	452,046
Net current liability in capital funds	(1,981,294)	(1,099,159)
Reserve fund	4,078,363	3,151,688
	2,493,639	2,590,147
Operating surplus	\$ 307,652	\$ 396,570
Current year annual surplus:		
- Co-operative planning	\$ 117,858	\$ 74,631
- Development and planning	17,590	44,439
- Electricity generation facility	85,803	67,229
- Solid waste management	86,401	210,271
	\$ 307,652	\$ 396,570



CHALEUR REGIONAL SERVICES COMMISSION
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For the year ended December 31, 2019

20. SCHEDULE OF TANGIBLE CAPITAL ASSETS

	Land	Facilities	Fleet	Land improvements	Computer	Machinery and equipment	Transportation	Waste management	Electricity Generation Facility	2019 Total	2018 Total
COST											
Balance, beginning of year	\$ 159,089	\$ 2,712,367	\$ 354,169	\$ 745,334	\$ 47,611	\$ 3,368,941	\$ 4,590,129	\$ 24,974,848	\$ 3,195,385	\$ 40,147,873	\$ 36,768,833
Add: Net additions during the year	-	8,673	39,629	5,830	8,864	16,268	891,738	822,720	25,413	1,819,135	3,379,040
BALANCE, END OF YEAR	159,089	2,721,040	393,798	751,164	56,475	3,385,209	5,481,867	25,797,568	3,220,798	41,967,008	40,147,873
ACCUMULATED AMORTIZATION											
Balance, beginning of year	-	755,614	259,018	165,058	40,688	1,266,642	1,697,770	17,613,782	13,899	21,812,471	20,047,604
Add: Amortization during the year	-	93,782	27,051	35,463	2,768	294,747	159,792	1,012,568	147,260	1,773,431	1,764,867
BALANCE, END OF YEAR	-	849,396	286,069	200,521	43,456	1,561,389	1,857,562	18,626,350	161,159	23,585,902	21,812,471
NET BOOK VALUE OF CAPITAL ASSETS	\$ 159,089	\$ 1,871,644	\$ 107,729	\$ 550,643	\$ 13,019	\$ 1,823,820	\$ 3,624,305	\$ 7,171,218	\$ 3,059,639	\$ 18,381,106	\$ 18,335,402

CHALEUR REGIONAL SERVICES COMMISSION
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21. RECONCILIATION OF ANNUAL SURPLUS (DEFICIT)

	Operating fund				General reserve fund			2019 Total
	Co-operative planning	Development and planning	Electricity Generation Facility	Solid waste management	Capital	Operating	Capital	
2019 ANNUAL SURPLUS (DEFICIT) PER PSAB	\$(135,665)	\$ 16,481	\$ 376,803	\$ 2,143,115	\$(1,773,431)	\$(25)	\$ -	\$ 627,278
Second previous year's surplus	28,800	56,772	-	452,046	-	-	-	537,618
Transfer between funds:								
- General operating fund to capital reserve fund	-	-	(113,000)	(783,700)	-	-	896,700	-
- General operating fund to operating reserve fund	-	-	-	(30,000)	-	30,000	-	-
Capital expenses	-	-	-	(937,000)	937,000	-	-	-
Long term debt principal repayment	-	-	(118,000)	(649,000)	767,000	-	-	-
Allocation to corporate services	224,723	(55,663)	(60,000)	(109,060)	-	-	-	-
Amortization expense	-	-	-	-	1,773,431	-	-	1,773,431
Total adjustments to 2019 annual surplus (deficit)	\$ 253,523	\$ 1,109	\$(291,000)	\$(2,056,714)	\$ 3,477,431	\$ 30,000	\$ 896,700	\$ 2,311,049
2019 ANNUAL FUND SURPLUS (DEFICIT) FOR FUNDING PURPOSES	\$ 117,858	\$ 17,590	\$ 85,803	\$ 86,401	\$ 1,704,000	\$ 29,975	\$ 896,700	\$ 2,938,327



CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
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22. SCHEDULE OF SEGMENT DISCLOSURE

	General services	Environmental development services	Electricity Generation Facility	Solid waste management services	2019 Total	2018 Total
REVENUE						
Sale of services	\$ -	\$ -	\$ 653,388	\$ 4,248,210	\$ 4,901,598	\$ 4,341,692
Member fees	463,195	572,764	-	1,328,403	2,364,362	2,400,198
Other	158,951	1,686	-	170,806	331,443	318,131
Interest	-	-	-	182,864	182,864	159,820
	622,146	574,450	653,388	5,930,283	7,780,267	7,219,841
EXPENDITURES						
Salaries and benefits	386,440	448,650	22,000	1,497,672	2,354,762	2,173,920
Goods and services	121,866	93,318	141,081	1,535,326	1,891,591	1,923,268
Amortization	-	-	147,260	1,626,171	1,773,431	1,764,867
Interest	-	-	107,401	192,171	299,572	156,163
Other	249,505	16,001	6,103	562,024	833,633	812,120
	757,811	557,969	423,845	5,413,364	7,152,989	6,830,338
SURPLUS (DEFICIT) FOR THE YEAR	\$ (135,665)	\$ 16,481	\$ 229,543	\$ 516,919	\$ 627,278	\$ 389,503

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

23. STATEMENT OF RESERVES

	Development and planning General reserve fund		Solid waste management General reserve fund		Total 2019	Total 2018
	Operating	Capital	Operating	Capital		
ASSETS						
Cash	\$ -	\$ -	\$ -	\$ 1,537,949	\$ 1,537,949	\$ 696,590
Receivable from general operating fund	38,000	-	228,424	942,137	1,208,561	1,178,561
Receivable from capital fund	-	10,000	-	1,321,853	1,331,853	1,276,537
ACCUMULATED SURPLUS	\$ 38,000	\$ -	\$ 228,424	\$ 3,801,939	\$ 4,078,363	\$ 3,151,688
REVENUE						
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,106
Transfer from general operating fund	-	-	30,000	896,700	926,700	743,700
	-	-	30,000	896,700	926,700	748,806
EXPENDITURES						
Bank charges	-	-	25	-	25	24
ANNUAL SURPLUS	\$ -	\$ -	\$ 29,975	\$ 896,700	\$ 926,675	\$ 748,782

Name of investment	Principal amount	Interest rate	Maturity
Cash	- \$	- %	N/A



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23. STATEMENT OF RESERVES (continued)

Council motion regarding contribution from general operating fund (Resolution from June 19, 2019):

Moved by Donald Gauvin, seconded by Normand Plourde that a contribution of \$483,700 be transferred from General Operating Fund to the Capital Reserve Fund.

Council motion regarding the contribution to the capital reserve fund (Resolution November 20, 2019):

Moved by Charles Doucet, seconded by Carole Caron that a contribution of \$300,000 be transferred from the General Operating Fund to the Capital Reserve Fund.

Council motion regarding the contribution from general operating reserve fund (Resolution from January 15, 2020):

Moved by Charles Comeau, seconded by Jean Guy Grant that a contribution of \$30,000 be transferred from the General Operating Fund to the Operating Reserve Fund.

Council motion regarding the contribution from generation facility to the capital reserve fund (Resolution from February 19, 2020):

Moved by Normand Plourde, seconded by Donald Gauvin that a contribution of \$113,000 be transferred from the Generation Facility to the Capital Reserve fund

I hereby certify that the above resolutions are true and an exact copy of the motion adopted to the said meeting of the :

Jocelyne Hachey
Executive Director
Commission de services régionaux Chaleur / Chaleur Regional Services Commission

Date

Seal

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

24. OPERATING BUDGET TO PSA BUDGET

	Co-operative planning	Development and planning	Electricity generation facility	Solid waste management	Amortization	Transfers	Total
REVENUE							
Sale of services	\$ -	\$ -	\$ 714,760	\$ 4,103,200	\$ -	\$ -	\$ 4,817,960
Member fees	463,195	572,764	-	1,268,150	-	-	2,304,109
Other revenue	23,000	2,000	-	185,500	-	-	210,500
Interest	-	-	-	3,000	-	-	3,000
Surplus	28,800	56,772	-	452,046	-	(537,618)	-
Transfer from own funds	234,523	-	-	77,600	-	(312,123)	-
	749,518	631,536	714,760	6,089,496	-	(849,741)	7,335,569
EXPENDITURES							
Administration	696,218	93,500	20,000	1,572,427	-	-	2,382,145
Governance	43,500	-	-	-	-	-	43,500
Planning and building inspection services	-	481,973	-	-	-	-	481,973
Post-closing costs	-	-	-	373,506	-	-	373,506
Electricity generation facility	-	-	246,760	-	-	-	246,760
Solid waste services	-	-	-	1,685,531	1,773,431	-	3,458,962
Financial services:							
- Bad debts	-	-	-	1,000	-	-	1,000
- Interest and bank charges	-	400	-	30,000	-	-	30,400
- Transfer to internal fund	9,800	55,663	448,000	2,427,032	-	(2,940,495)	-
	749,518	631,536	714,760	6,089,496	1,773,431	(2,940,495)	7,018,246
ADJUSTED BUDGETED SURPLUS	\$ -	\$ -	\$ -	\$ -	\$ (1,773,431)	\$ 2,090,754	\$ 317,323



CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

25. REVENUE SUPPORT

	(Unaudited) 2019 Budget	2019 Actual	2018 Actual
REVENUE			
<u>Sale of services</u>			
Industrial, commercial and institutional tipping fees	\$ 3,710,700	\$ 3,791,960	\$ 3,545,733
Construction and demolition	390,000	414,754	500,341
Electricity generation	714,760	653,388	196,425
Recycling materials	2,500	41,496	99,194
	\$ 4,817,960	\$ 4,901,598	\$ 4,341,693
<u>Member fees</u>			
Cooperative and regional planning fees	\$ 463,195	\$ 463,195	\$ 429,109
Local planning and inspection services fees	572,764	572,764	577,289
Tipping fees	1,268,150	1,328,403	1,393,800
	\$ 2,304,109	\$ 2,364,362	\$ 2,400,198
<u>Other revenue</u>			
Planning and development	\$ 2,000	\$ 1,686	\$ 9,165
Tourism	23,000	87,665	83,122
Climate change adaptation plan	-	71,286	53,126
Solid waste	185,500	170,806	172,718
	\$ 210,500	\$ 331,443	\$ 318,131

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2019

26. EXPENDITURES SUPPORT

	(Unaudited) 2019 Budget	2019 Actual	2018 Actual
EXPENDITURES			
<u>Corporate Services</u>			
<i>Governance</i>			
Board members	\$ 206,021	\$ 260,363	\$ 229,511
<i>Administration</i>			
External audit	26,000	14,618	31,659
<i>Other</i>			
Liability insurance	4,500	2,307	3,447
Professional services	2,500	1,646	838
Public relations	-	2,347	1,636
Office expenses	42,100	25,545	9,149
Translation	19,000	8,831	14,490
Regional EMO	30,146	24,061	22,042
Regional planning	55,880	4,203	49,536
Tourism	310,071	378,193	290,301
	464,197	447,133	391,439
<u>Local planning</u>			
Professional services	3,000	5,981	1,251
Public relations	17,000	11,161	13,069
Office expenses	73,500	68,860	70,101
	93,500	86,002	84,421
<u>Solid waste</u>			
Administrative	1,384,219	254,775	277,075
Liability insurance	68,008	45,308	45,436
Professional services	25,000	45,223	33,793
Office expenses	95,200	83,369	73,413
	1,572,427	428,675	429,717
	\$ 2,362,145	\$ 1,236,791	\$ 1,166,747
<u>Financial services</u>			
Interest and bank fees	\$ 30,400	\$ 23,387	\$ 86,840
Interest on long term debt	-	299,571	156,163
Bad debts	1,000	1,072	-
Cost of temporary financing	29,000	2,500	50,312
	\$ 60,400	\$ 326,530	\$ 293,315



CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
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26. EXPENDITURES SUPPORT (continued)

	(Unaudited) 2019 Budget	2019 Actual	2018 Actual
EXPENDITURES (continued)			
<u>Governance</u>			
Honorariums	\$ 32,100	\$ 25,260	\$ 22,066
Travel	2,500	2,765	1,977
Training and development	1,000	-	-
Other	7,900	7,669	11,729
	\$ 43,500	\$ 35,694	\$ 35,772
<u>Planning and building inspection services</u>			
Personnel	\$ 459,723	\$ 448,650	\$ 413,560
Advertising	250	-	-
Planning advisory committee	11,500	7,317	7,889
Other	10,500	15,778	3,485
	\$ 481,973	\$ 471,745	\$ 424,934
<u>Electricity generation facility</u>			
Insurance	\$ 15,000	\$ 5,460	\$ -
Personnel	9,000	-	-
Machinery and equipment	179,760	132,164	38,538
Other	5,000	3,457	1,482
Amortization	147,260	147,260	13,900
	\$ 356,020	\$ 288,341	\$ 53,920
<u>Solid waste services</u>			
Personnel	\$ 364,896	\$ 1,264,897	\$ 1,135,623
Station and building	439,635	383,894	438,741
Machinery and equipment	361,000	418,002	413,308
Landfill operations	429,000	405,559	405,514
Scale house	48,000	58,844	46,356
Waste diversion	45,000	44,404	76,081
Hazardous household waste	27,000	14,508	28,832
Environmental trust fund	-	36,215	58,603
Amortization	1,626,171	1,626,171	1,750,967
	\$ 3,340,702	\$ 4,252,494	\$ 4,354,025



Corporate

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Planning Department

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