



ANNUAL REPORT



2018

This annual report provides a record of the activities of the Chaleur Regional Service Commission (CRSC) over its 2018 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

Jean Guy Grant

I am pleased to present the 2018 annual report covering the key achievements of the CRSC.

One most notable success is the start-up of a generator at the Red Pine landfill site in Allardville. The installation of this generator, which converts methane into electrical power, was made possible thanks to a 20-year agreement with NB Power for the purchase of approximately 6,000 megawatt hours of electricity per year. This project has been taking shape over the last 10 years in collaboration with various local, regional and provincial stakeholders, and we are extremely proud to see it become a reality. Converting biogas to electricity helps reduce our carbon footprint and, in the long term, has a positive influence on our operating budget. You will have the chance to look at the figures for the generator's total production in 2018 and revenue generated over this same period.

Another important project is a study on policing services in the region. The Chaleur Region is currently served by three police forces. This study will make it possible for municipalities and Local Service Districts in the CRSC area to assess the various options available for providing a more uniform service overall throughout the region, for avoiding redundancies and ensuring a more equitable allocation of costs. This dossier will be prioritized among the CRSC projects for 2019.

Finally, on December 4, the CRSC held a forum on economic development in the Chaleur Region. Many stakeholders from the business community participated in this event, as did provincial and federal partners. This forum initiated the creation of a committee whose mandate will be to study whether a regional structure is necessary to ensure, among other things, a concerted vision of economic development in the region. This dossier will be continued in 2019.

This report also highlights some regional and interregional issues on which the CRSC has taken an official stand.

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 our communities, that we should continue to support other such initiatives in the years to come.



I would like to thank the employees of the CRSC who work hard every day to provide quality service. 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 2018.

Enjoy your read!

Jean Guy Grant



REPORT OF THE EXECUTIVE DIRECTOR

Jocelyne Hachey

We are extremely proud to present this overview of 2018. The year produced markedly satisfying results, including the start-up of a new generator at the Allardville landfill site. This generator has been producing electricity using methane generated in the Red Pine landfill since August 14. This project stems from a 20-year agreement with NB Power.

The Tourism Office, which is completing its second year of operation, has also been recognized for its efforts. In 2018, the Chaleur Region was featured in many world-renowned publications and travel sites. This recognition proves that efforts to promote our beautiful region are paying off.

It is very important to note here that this year, the CRSC has again operated within its budget. The audited financial statements appended to this report present the 2018 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 indispensable support all through the year.

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

Conducting a regional study of policing services

The CRSC created a committee mandated to lead a study on the regionalization of police services. This study, carried out by Catalyst Consulting Inc., will allow us to assess the services provided by the region's three police forces. In addition, the committee is mandated to explore a variety of options that could make policing services in the region more efficient and effective. In 2019, the CRSC board will take a position on the consultant's recommendation.

The committee also called on the following resource persons with experience in the area of policing

- Edward Huzulack
- Alain Tremblay

Once this study has been completed, the public will be able to consult the report on the CRSC website.

Construction of a bypass linking the Chaleur Region to the Acadian Peninsula

In 2017, the boards of the Chaleur Regional Service Commission (CRSC) and the Acadian Peninsula Regional Service Commission (APRSC) joined forces and voted in favour of a resolution giving priority to the construction of a bypass road between Janeville and Bertrand. The goal of their respective resolutions was to stress the importance of the economic benefits that would be advantageous for both regions. The provincial government was approached several times in 2018 to move forward on this dossier. Clearly, this matter will be given priority by the board members in the upcoming year.



Study on the creation of a regional structure for economic development

On December 4, 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. This committee will continue to function in 2019.

Members of this committee:

- Joseph Noel, board member, CRSC
- 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

Regional emergency measures

Last May, the CRSC completed a risk analysis exercise for the Chaleur Region. Identification of potential risks helps inform and reinforce municipal emergency plans.

In addition, on June 13, municipal stakeholders from the Chaleur Region participated in a province-wide emergency preparedness exercise. The goal of this exercise, known as Brunswick Alpha 2018, gave the municipalities and LSDs an opportunity to practise their respective roles during an emergency. This event was organized by the Canadian Armed Forces, Joint Task Force Atlantic.



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 2018, the CRSC held 15 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	15	0
Jean Guy Grant, Mayor of Beresford	14	1
Charles Doucet, Mayor of Nigadoo	15	0
Luc Desjardins, Mayor of Petit-Rocher	12	3 *
Normand Doiron, Mayor of Pointe-Verte	13	2
Joseph Noel, Mayor of Belledune	14	1
Normand Plourde, LSD	13	2
Charles Comeau, LSD	15	0
Donald Gauvin, LSD	15	0
Carole Caron, LSD	14	1

*Replaced by the deputy mayor, Réjean Guitard

Committees

Executive Committee

The Executive Committee met eight times in 2018 to discuss, among other things, the following:

- Study on regionalization of policing services
- Possible integration of Chaleur Bay Watersheds into the CRSC structure
- Forum on regional economic development
- Variety of tourist dossiers relating to the Chaleur Region

The Executive Committee is composed of the following:

Members	Attendance	Absences
Mayor Jean Guy Grant, Chairman	8	0
Mayor Joseph Noel, Vice-Chairman	8	0
Mayor Paolo Fongemie, 3rd Director	8	0

Support and Oversight Committee

The Support and Oversight Committee met twice in 2018. The first meeting involved reviewing the 2017 audited financial statements and the second concentrated on reviewing the 2019 budget.

The committee is composed of the following members:

Members	Attendance	Absences
Todd Pettigrew, City Manager, Bathurst	2	0
Marc-André Godin, City Manager, Beresford	2	0
Vincent Poirier, City Manager, Nigadoo and Pointe-Verte	2	0
Open position, City Manager, Petit-Rocher	0	2
Landon Lee, City Manager, Belledune	0	2
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 urban planning service. 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.

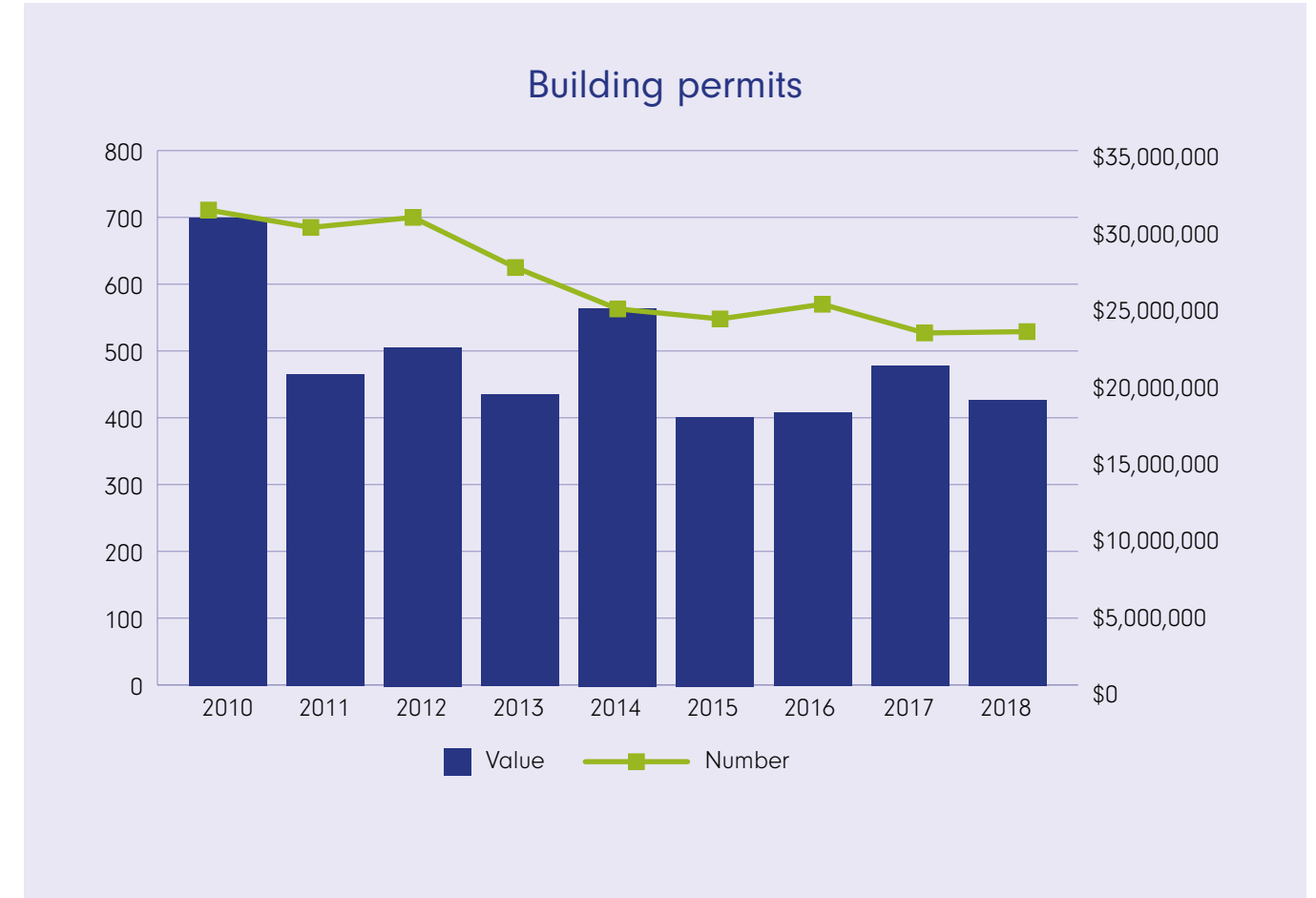
Over the last decade, land use plans and zoning provisions in the municipalities of Beresford, Nigadoo, Pointe-Verte and Belledune have been subjected to major reviews. At present, planning department personnel are working with a planning committee set up by the Village of Petit-Rocher to review its rural plan. This review of the rural plan should be completed in 2019.

A number of rural plans are currently in force in the Chaleur RSC LSDs. The rural plans for Roberville and Dunlop LSDs have been under a single rural plan adopted in 2017. 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 2019.

Each year, urban planning documents are amended to allow for non-conforming or unplanned use. In 2018, the Planning Department worked on three projects involving amendments or rezoning. Two of these amendments, in Belledune and in Beresford, involved developing sites for the installation of recreational vehicles.

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 2018, 514 inspection records were closed. All Chaleur RSC inspectors are members of the New Brunswick Building Officials Association (NBBOA). Two inspectors are certified Level 3. A third inspector is certified Level 2 and is presently completing his Level 3 qualification.

In 2018, the Planning Department issued 529 building permits for a total value of \$18.6 million: \$11.5 million in the municipalities and \$7.1 million in the unincorporated areas. Although the same number of permits were issued as in the preceding year, the value is 11% lower.



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

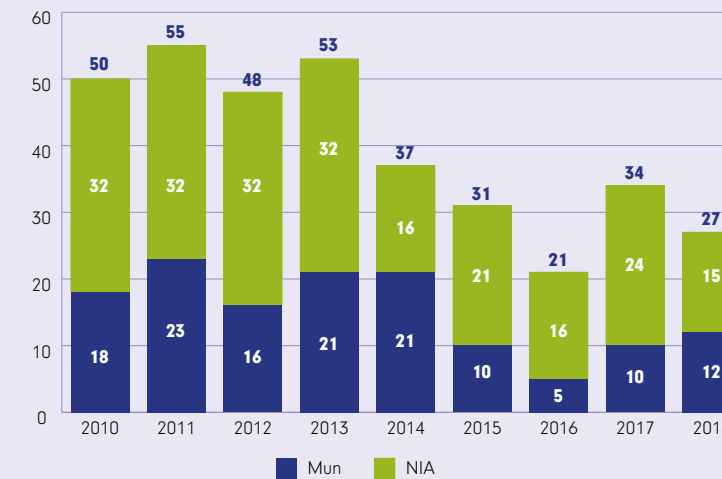
Sector	Belledune (v)		Beresford (t)		Nigadoo (v)		Petit-Rocher (v)		Pointe-Verte (v)	
	N°	value	N°	value	N°	value	N°	value	N°	value
Mobile and recreational	3	\$44,000	10	\$42,800	0	\$ -	3	\$14,000	4	\$18,000
Residential: 1 and 2 family	11	\$130,100	48	\$1,793,600	12	\$1,191,400	26	\$239,100	26	\$1,066,800
Residential: multi	0	\$ -	3	\$651,500	0	\$ -	4	\$350,000	0	\$ -
Commercial	2	\$176,000	9	\$1,182,500	0	\$ -	0	\$ -	2	\$61,200
Industrial	2	\$3,085,752	2	\$154,500	1	\$15,000	0	\$ -	0	\$ -
Institutional	0	\$ -	1	\$35,000	0	\$ -	3	\$41,000	2	\$9,600
Accessory and misc.	5	\$54,700	43	\$614,401	13	\$143,200	21	\$193,200	18	\$183,700
Total	23	\$3,488,552	116	\$4,474,301	26	\$1,349,600	57	\$837,300	52	\$1,339,300

Building Report in LSDs

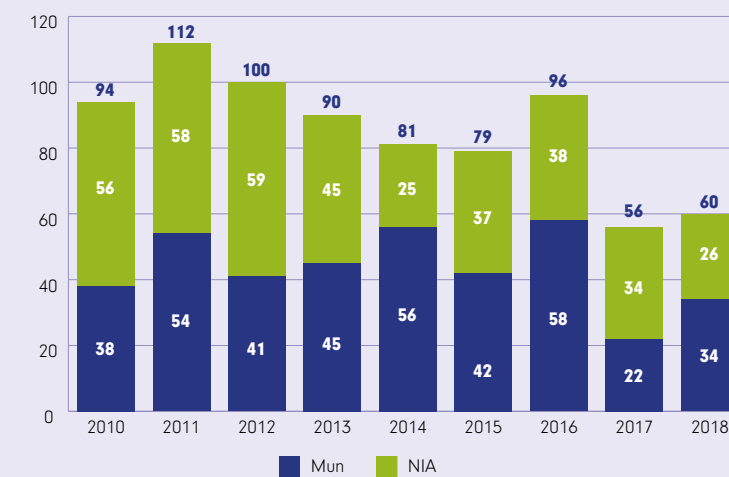
Sector	Allardville (p)		Bathurst (p)		Beresford (p)		New Bandon (p)		Total	
	N°	value	N°	value	N°	value	N°	value	N°	value
Mobile and recreational	3	\$38,000	12	\$534,500	11	\$413,000	3	\$57,400	49	\$1,161,700
Residential: 1 and 2 family	12	\$368,700	43	\$807,300	64	\$2,707,600	7	\$140,000	249	\$8,444,600
Residential: multi	0	\$ -	0	\$ -	1	\$6,000	0	\$ -	8	\$1,007,500
Commercial	0	\$ -	0	\$ -	0	\$ -	0	\$ -	13	\$1,419,700
Industrial	0	\$ -	1	\$2,000	2	\$800,000	0	\$ -	8	\$4,055,252
Institutional	1	\$182,000	0	\$ -	0	\$ -	1	\$40,000	8	\$307,600
Accessory and misc.	17	\$269,200	29	\$329,300	41	\$319,700	7	\$124,500	194	\$2,231,901
Total	33	\$857,900	85	\$1,673,100	119	\$4,246,300	18	\$361,900	529	\$18,628,253

There has been a decrease in residential construction. In 2018, 27 new single-family dwellings were built compared with 34 in the preceding year.

New single-family dwellings



Dwelling units created



This reduction is partially offset by increased investments in the construction of multiple-unit buildings with two or more residential units. Two new multi-family housing units were built in Beresford and in Petit-Rocher. That said, the number of new housing units created in new constructions, renovations or extensions has been declining since 2011, in spite of a bump in 2016.



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, 879 permits were issued for the whole area, for a value of \$35.8 million.

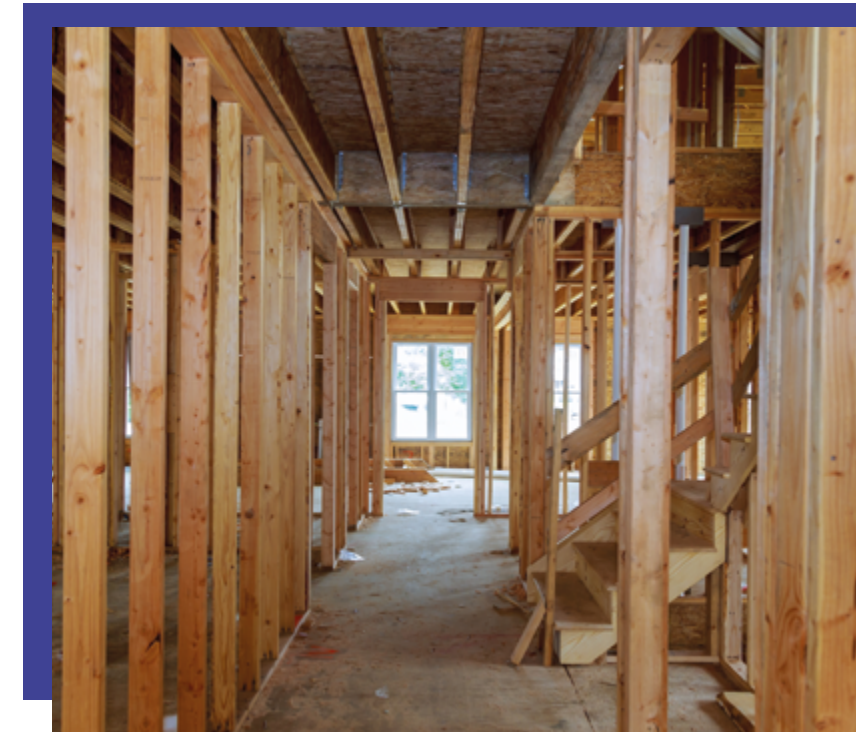
Cumulative Building Report

Sector	Bathurst (c)		CRSC Municipalities		CRSC LSD		Total		
	N°	value	N°	value	N°	value	N°	value	%
Mobile & recreational	0	\$ -	20	\$118,800	29	\$1,042,900	49	\$1,161,700	3%
Residential- 1 & 2 family	201	\$4,092,351	123	\$4,421,000	126	\$4,023,600	450	\$12,536,951	35%
Residential-multi	11	\$2,909,200	7	\$1,001,500	1	\$6,000	19	\$3,916,700	11%
Commercial	61	\$7,023,925	13	\$1,419,700	0	\$ -	74	\$8,443,625	24%
Industrial	4	\$1,615,950	5	\$3,253,252	3	\$802,000	12	\$5,671,202	16%
Institutional	6	\$840,005	6	\$85,600	2	\$222,000	14	\$1,147,605	3%
Accessory & misc.	67	\$740,654	100	\$1,189,201	94	\$1,042,700	261	\$2,972,555	8%
Total	350	\$17,222,085	274	\$11,489,053	255	\$7,139,200	879	\$35,850,338	100%

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

The Planning Department approved 30 subdivision plans in 2018 that created 33 building lots and 10 parcels. No new public streets were created. Since 2007, the Planning Department has approved a total of 584 plans creating 736 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.

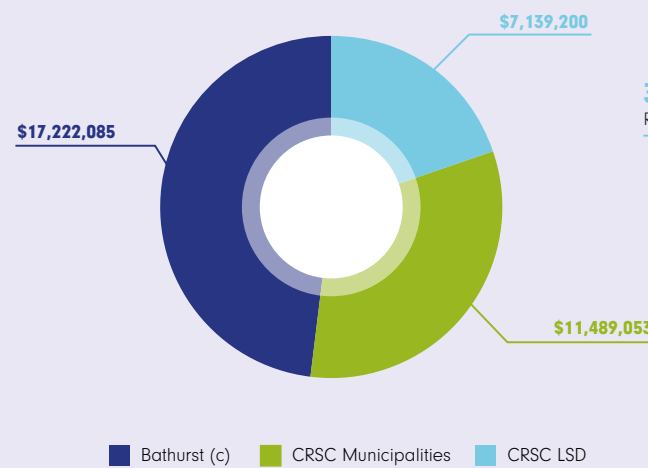


Housing and dwellings

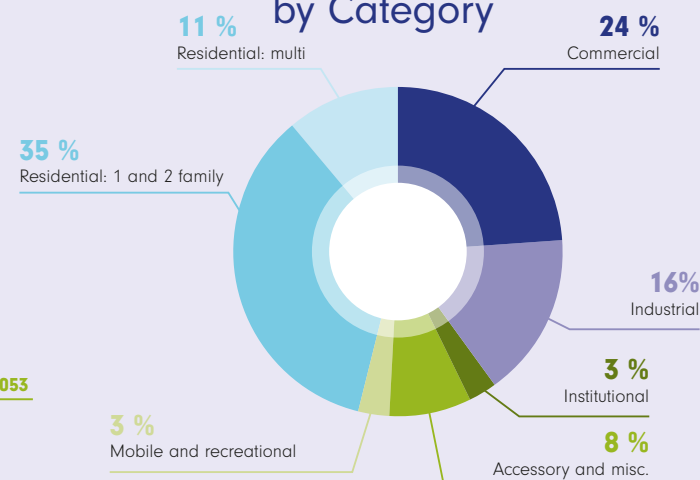
Most of the dwellings in the Chaleur Region are single detached houses. Conversely, the proportion of apartments in multi-family units is lower than the provincial average.

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.

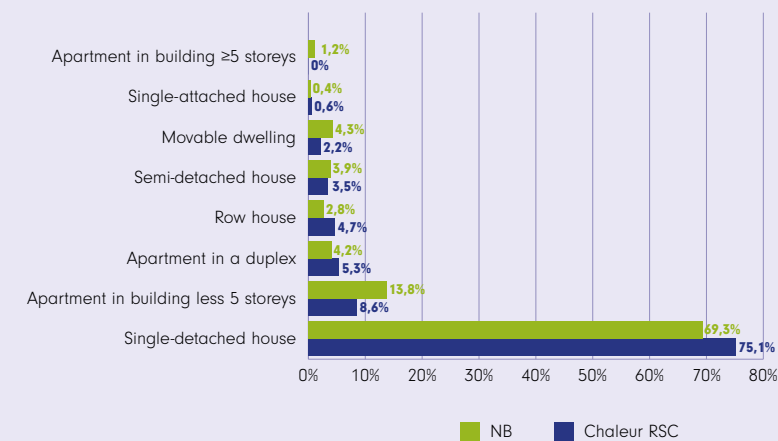
Total value of building permits in 2018



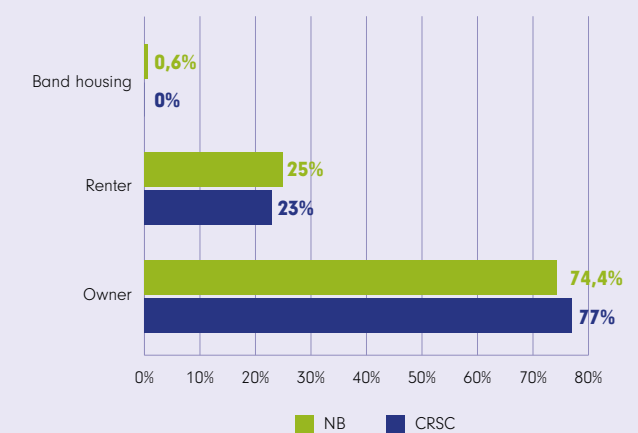
Building Permits by Category



Household and dwelling characteristics



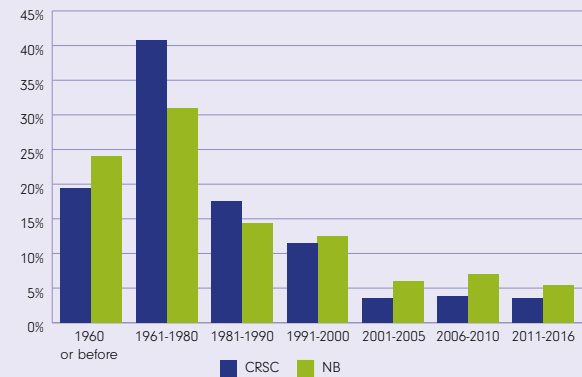
Private household by tenure





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 elected 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 regard 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 2018

Member	Representing	Attendance	End of term (December...)
Alain Gauvin	Beresford	8 out of 10	2019
Elizabeth Lanteigne	Belledune	9 out of 10	2021
Lévis Roy	LSD	9 out of 10	2021
Jeannot Gionet	LSD	9 out of 10	2019
Patrick Mallet	Petit-Rocher	9 out of 10	2019
Paul Desjardins	Pointe-Verte	10 out of 10	2021
Jean-Louis Arseneau	Nigadoo	8 out of 10	2019

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 10 times in 2018 to examine four proposals for amendments to a rural plan and to give its opinion to the municipal or provincial authorities involved. The committee also studied 27 proposals for variances to a rural plan. Overall, the committee reviewed 37 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	3
	Beresford	0	1	0	0	0	7
	Nigadoo	2	2	0	0	0	2
	Petit-Rocher	0	0	0	1	0	3
	Pointe-Verte	0	0	0	0	0	6
Parish	Allardville	0	0	0	0	0	0
	Bathurst	1	0	0	0	0	2
	Beresford	1	0	0	0	0	3
	New Bandon	1	0	0	0	0	1
Total		5	4	0	1	0	27

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, 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. The report on Phase 1 of the study was presented to the Chaleur RSC by the selected consultant, Coastal Zones Research Institute Inc. This project was made possible by financial contributions from the Environmental Trust Fund (ETF). Phase 1 essentially provided a diagnosis of the situation.

Thanks to a financial contribution of \$40,000 from the ETF, the contract for the execution of Phase 2 of the study was granted to WSP. The ETF allocated a further sum of \$35,000 to analyze part of our area's coastline in order to measure historical rates of erosion and make projections for the future.

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	Represent	Expertise
Donald Gauvin	Chaleur RSC	-
Brigitte Couturier	Represent the town of Beresford	Municipal Councillor
Donald McLaughlin	Represent the city of Bathurst	Planning Technician
Alain Guitard	Represent the village of Nigadoo	Municipal Councillor and member of the Chaleur Watershed Group
Christian Boudreau	Represent the village of Petit-Rocher	Water and sewage system operator
Jamie O'Rourke	Represent the village of Belledune	Agriculture Economic and Community Development
Ronnie Arseneau	Represent the village of Pointe-Verte	Retired, former manager of SNB assessment service
Frederick Dion	Citizen at large	Resident of Petit-Rocher
Raymond Bryar	Represent 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	Represent
Paul Fournier	Executive Director-MEGL
Denis Bujold	Administrator local service-MEGL
Dominique Bérubé	Geomorphologue-MDER
Happyne Kana	Chaleur Bay Watershed
Jocelyne Hachey	Executive Director Chaleur RSC
Marc Bouffard	Planning Director Chaleur RSC
Mariette Hachey-Boudreau	GISTechnician CSR Chaleur



Solid Waste Management

Services provided

The Solid Waste Division of the Chaleur Regional Service Commission (CRSC) provides residential and commercial waste management services to the region. These services are provided through a waste collection program 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 (e-waste). Since 1995, the CRSC has been offering waste disposal services to the Restigouche Regional Service Commission (RRSC), the Acadian Peninsula Regional Service Commission (APRSC) and the Greater Miramichi Regional Service Commission (GMRSC). Furthermore, 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 times) in 2018 to discuss the following topics:

- 2018 infrastructure work
- Update of biogas project
- Update of fiveyear infrastructure plan (2019-2023)
- Infrastructure work proposed for 2019

Technical Committee - Solid Waste Management

- Carole Caron, LSD representative, Chairperson (attended 2/2 meetings)
- Charles Doucet, mayor of Nigadoo (attended 2/2 meetings)
- Rhéal Hébert, representative for the public (attended 1/2 meetings)
- Paul Losier, representative for the public (attended 2/2 meetings)

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.

2018 Revenues and Quantities of Waste Managed at the Landfill Site

In 2018, the total quantity of waste received on-site was 79,746 metric tons (mt), an increase of 0.4% compared with 2017 (79,352 mt) of which 18,436 mt originated in the Chaleur region. The CRSC received 61,310 mt of waste from Greater Miramichi, the Acadian Peninsula and Restigouche regions. An additional 16,320 mt of construction and demolition debris (C&D) was received (11,825 mt in 2017), 6,437 mt of which came from the Chaleur region. We also treated 1,532 mt of sewage sludge (1,416 mt in 2017) from the City of Bathurst sewage treatment plant. This means that in 2018, the technical landfill operations team managed 97,598 mt of waste, an increase of 5,005 mt, up 5.4% from 2017. Total revenue from disposal for the Solid Waste Division in 2018 was \$5,329,000, which is an increase of 6.4% compared with 2017.

Tonnage area	2018 Metric tons	2017 Metric tons	2016 Metric tons	2015 Metric tons
Chaleur- regular waste	18,436	17,724	18,604	18,078
APRSC	24,757	25,952	24,460	23,417
Restigouche RSC	15,674	15,380	16,508	16,501
Greater Miramichi RSC	20,879	20,296	19,237	20,871
C & D	16,320	11,825	11,559	11,746
Sludge - City of Bathurst	1,532	1,416	1,298	1,546
TOTAL	97,598 mt	92,593 mt	91,666 mt	92,159 mt



Construction and demolition

The amount of construction and demolition (C&D) waste increased in 2018, up 38% from 2017 (from 11,825 mt to 16,320 mt, respectively). This increase is primarily due to cleaning a C&D area at the First Nations of Esgenoopeitj, which resulted in more than 4,000 mt being received. The increase in tonnage is reflected in our revenue.

Tipping Fees

In 2018, the tipping fee for landfill waste in the Chaleur region was \$65/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 RSCs to have a unified tipping fee for all regions by 2020.



Service	2018	2017	2016	2015
Regular waste -Chaleur	\$65	\$65	\$65	\$58.40
Regular waste Greater Miramichi RSC	\$58	\$55.50	\$52	\$48.40
Regular waste APRSC	\$58	\$55.50	\$52	\$48.40
Restigouche RSC	\$58	\$55.50	\$52	\$48.40
C&D - all regions	\$30	\$30	\$30	\$27
Recyclables	\$0	\$0	\$54	\$54
HHW/E-waste	\$0	\$0	\$0	\$0



Please note that the collection and disposal of household hazardous waste (HHW) as well as electronic waste (e-waste) is free to all citizens of the Chaleur region.

Environmental monitoring

Monitoring wells

The Solid Waste Division (Red Pine landfill) currently has a total of 20 monitoring wells and 8 underdrains around the property. Groundwater samples are collected on a quarterly basis by Pollu-tech, an independent company. Sampling was conducted according to current industry standards. The focus of the monitoring program is to assess the potential environmental impacts of the landfill on surface water and groundwater 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.

On October 30 and 31, Logan Excavation, under the supervision of Roy Consultants, drilled three monitoring wells. The existing wells were beyond repair and were decommissioned.



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 analyzed quarterly for total suspended solids (TSS). All the water treated at the Red Pine landfill is then discharged into the Red Pine Brook.

In early June, water toxicity testing at the last manhole before release into the environment showed lethal results. After investigation, it was noted that the colour and odour of the sediments collected in the secondary silation pond indicated that they had been exposed to a toxic environment and had become septic. It was therefore necessary to clean both the primary and secondary sedimentation ponds.



Photo - Sedimentation Ponds



Leachate treatment

The landfill-treated leachate is sampled weekly at various locations to ensure that proper treatment levels are achieved. Both raw and treated leachate are analyzed and then compared in order 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.



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 2018, as it does every year, the Solid Waste Management Service commissioned the development and maintenance of the infrastructure used for the technical landfilling of waste.

Infrastructure work in 2018 included the following:

- Construction to access an existing road for its conversion into an emergency road
- Improved entry to an access road
- Construction of an access road to the flare and to the granular stockpiles
- Modifications to the output structure at the sedimentation pond
- Modifications for the reduction of infiltrations

The 2018 infrastructure work was awarded to Christian Larocque Services.

Other improvement projects:

- Work related to the construction of a concrete slab to hold the e-waste and HHW at the recycling area was granted by contract to Construction Neptune Inc. The purchase of four containers to store the e-waste and HHW was also completed.
- Improvements to the sludge and mineralization pond by the installation of a floating platform to enable future dredging activities
- Purchase and installation of guardrails at the landfill site and at the Gordon Meadow Pit

Biogaz

In 2017, NB Power signed an agreement to purchase approximately 6,000 megawatt hours of energy annually from the CRSC for the next 20 years. The energy will be produced by an electrical generator powered by biogas. The generator was awarded by contract to Gas Drive and the site preparation contract for the installation of the generator was awarded to St-Isidore Asphalte. The commissioning of the generator was completed on August 8, 2018, one month ahead of schedule. The total project amounted to \$3,210,000. The generator produced 2,260 megawatts of energy from August 8 to December 31, 2018 for total revenue of \$242,655. We have seen outstanding results to date running at approximately 93% efficiency.



Recycling

Environmental protection has been at the heart of our operations since 1987. Having started a green shift in 2008, we are intensifying 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. Currently, recyclable materials collected in the territories of CRSC and GMRSC are sent to a sorting centre in Rivière-du-Loup, Quebec. This sorting centre is managed by the Société V.I.A.





Table 1 – Quantities of recyclable materials received at the Red Pine site since 2015

Region	2018	2017	2016	2015
Chaleur	1,723 mt	1,829 mt	1,613 mt	1,791 mt
Greater Miramichi	1,590 mt	1,640 mt	1,520 mt	730 mt
TOTAL	3,313 mt	3,469 mt	3,133 mt	2,521 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	532	2,690	3,222	16.5
Belledune	64	472	536	11.9
Beresford	211	1,215	1,426	14.7
Nigadoo	58	282	340	17.0
Petit-Rocher	114	653	767	14.8
Pointe-Verte	48	290	338	14.2
C1 – Dunlop to Free Grant	155	950	1,105	14.0
C2 – North & South Tetagouche	136	751	887	15.3
C3 – Madran to Tremblay	128	850	978	13.0
C4 – Big River to Goodwin Mill	82	497	579	14.1
C5 – Allardville to Saint-Sauveur	87	482	569	15.2
C6 – Salmon Beach to Pokeshaw	48	251	299	16.0
Pabineau First Nation	4	73	77	5.1
ICI	56	8,980	9,037	0.6
Chaleur Region	1,723	18,436	20,160	

Other waste diversion services

Our communications continue to have an impact on all of our waste diversion services, particularly with the participation rates of our citizens in our HHW and e-waste collections.

Household Hazardous Waste (HHW)

In 2018, as in previous years, the CRSC offered free collection of HHW for residents of the region. We also extended our HHW and e-waste collection services to the Greater Miramichi and the Acadian Peninsula areas. The service is provided through an on-site HHW depot located at the Red Pine 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 had a total of 1,588 participants in our mobile HHW collection in the Chaleur region.

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

Material	2018	2017	2016
Acids	400 L	560 L	400 L
Bases	1,280 L	1,200 L	880 L
Flammable liquids	10,160 L	9760 L	8,160 L
Oxidizing liquids	560 L	720 L	720 L
Pesticides	560 L	800 L	640 L
Flammable aerosols	1,680 L	1,920 L	1,520 L
Aerosol paint	1,680 L	1,920 L	1,360 L
Propane (camping)	2,000 L	2,000 L	1,360 L
Batteries	900 Kg	1,800 Kg	1,200 Kg
Paint	51,040 L	63,800 L	55,440 L
Fuel/gas	1,435 L	2,050 L	1,640 L
Antifreeze	2,255 L	2,255 L	1,435 L
Used oil	13,000 L	16,000 L	14,000 L
Propane tanks	4,660 L	6,820 L	4,840 L
Automobile batteries	2,052 Kg	4,104 Kg	4,482 Kg





E-Waste

The CRSC continued to accept residential e-waste in 2018. 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 e-waste collection is free of charge for all citizens in the Chaleur region. The volume of e-waste sent for recycling in 2018 decreased compared with 2017, with a total of 36.71 mt being recycled. The amount in 2017 was much higher due to the accumulation of e-waste on-site for years prior to the start of the program.

YEAR	TOTAL RECYCLED
2018	36.71 mt
2017	64.22 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 centre in Rivière-du-Loup. The returnable bottles are then shipped and recycled within the province of NB at one of Encorp Atlantic Inc.'s redemption centres. In 2018, a total of 1,747,220 containers were recycled through the residential curbside recycling program for a total revenue of \$87,361.

Atlantic Dairy Council

The CRSC signed an agreement with the Atlantic Dairy Council (ADC) on September 1, 2016 to recycle plastic-coated fibre containers received through our residential recycling program. The agreement is for a 10-year term. The Commission has agreed to receive fluid milk packaging through its recycling program and ship it to the sorting centre in Rivière-du-Loup. 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 2018, a total of 25.75 mt were received for a total revenue of \$10,795.

New Brunswick Environmental Trust Fund

In April 2018, the Minister of the Department of Environment and Local Government announced the projects that would be funded by the 2018–2019 Environmental Trust Fund. The CRSC received funding for the following projects:

- Community Awareness of Eco-Responsible Waste Management: \$40,000
- Recyclables Composition Audit: \$50,000
- NB Waste Reduction Campaign: \$70,000

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 the waste diversion program offered by the CRSC. In addition, with the help of funding from the New Brunswick Environmental Trust Fund, the CRSC was 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.

The CRSC along with GMRSC collect the same commodities through the residential curbside recycling program. As there is no sorting done locally we cannot determine the quality and compliance of the items collected. Therefore, the objective of the “Recyclables Composition Audit” project is to conduct an audit to determine the composition of recyclable materials entering the facility and to determine the amount rejected or contaminated as well as the amount from industrial sectors mixed with residential material. The study will evaluate the effectiveness of the current waste diversion program as well as problematic areas and locations. Upon issuing a RFP, we retained Chamard Environmental Strategies to conduct the composition audit. The final report will be received in 2019.

This year, we received funding for a third project, “NB Waste Reduction Campaign.” 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 one region alone. Our expected results are to increase the diversion rate, which will result in fewer 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 to better educate our citizens regarding the importance of eco-responsible waste management. For example, we participate in many educational activities in our schools and at the Bathurst Campus of the NBCC. 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

Labour relations between unionized employees and management representatives are friendly and harmonious. We are very proud of the work accomplished in 2018 and sincerely thank all our employees for their hard work and commitment in the delivery of our services.

Employees

Stéphanie Doucet-Landry, Director until October

**Dayna Carroll, Acting Director/
Administrative Manager**

Claudia Gionet, Secretary

Jacqueline Raïche, Receptionist

Stéphanie Richard, Scale Operator

Denis Comeau, Security Guard

Bernard Guignard, Security Guard

Marc André Plourde, Security Guard

Jonathan Plourde, Environmental Manager

Yvon Richard, Environmental Technologist

Robert Boulay, Operations Manager

André Plourde, Operations Supervisor

Sylvain Parisé, Maintenance Attendant

Éric Doucet, Heavy Equipment Operator

Conrad Larocque, Heavy Equipment Operator

Bruno LeBouthillier, Heavy Equipment Operator

Norbert Gionet, Labourer

Michel Hachey, Labourer

Martin Noël, Labourer

Irénée Didier Plourde, Labourer

Serge Plourde, Labourer

Jimmy Lee Mazerolle, Labourer

Stéphane Robichaud, seasonal

René Paulin, occasional

Gabriel Savoie, occasional

Michel Robichaud, temporary





Chaleur Tourism Office

After 22 months in operation and thanks to the Regional Tourism Committee's efforts, the work of the Chaleur Tourism Office (the "Office") is starting to bear fruit. The Office now has two full-time employees, Janine Daigle, Director, and Mylène Doucet, Marketing and Communication Coordinator. The year 2018 was a busy one with the successful deployment of the region's branding and the launch of the official website.

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 and promotion of the region
- Education and awareness, both regionally and externally
- Tourism representation and partnerships
- Membership: all tourism businesses and organizations located within the territory serviced by the Chaleur Tourism Office can become members (details to be developed in 2019)

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 six times in 2018 to discuss the following topics:

- Branding and communication strategy
- Partnership with Northern Odyssey and Tourism NB
- Tourism trade shows
- Tourism guidebook
- Website and social media
- Budget and strategic plan
- Marketing
- Forum



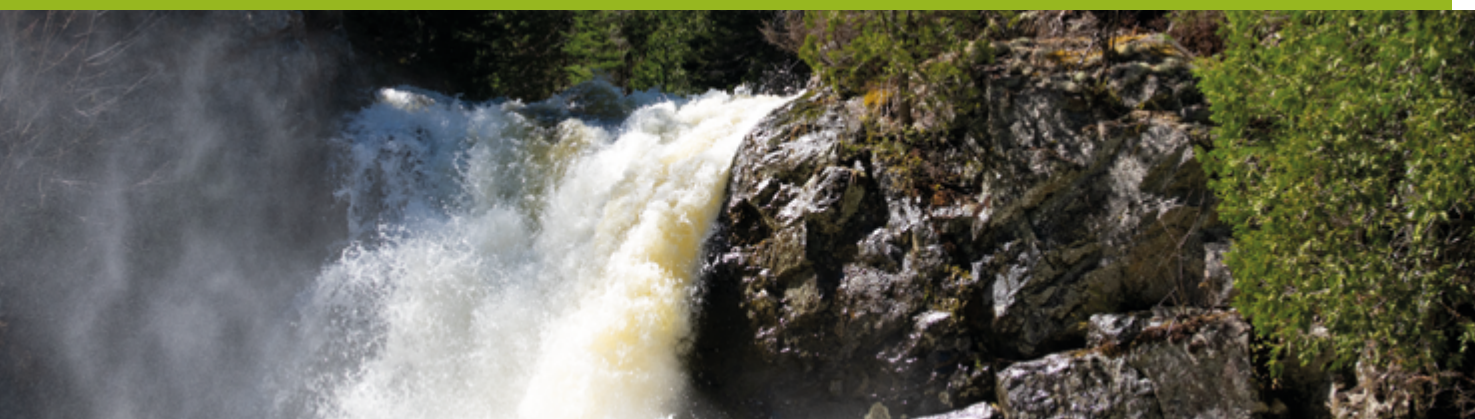
Fall Tourism Forum



The members of the committee are:

Name	Representing	Attendance	Mandate
Barbara Thibodeau	Pointe-Verte	5/6	Full year
George Frachon	Nigadoo	4/5	Started in May
Kim Chamberlain	Bathurst	4/6	Full year
Luc Foulem	Bathurst	5/6	Full year
Gaston Frenette	Petit-Rocher	2/2	Started in September
Emmie Flanagan	Belledune	4/6	Full year
Julie Walton	Local Service Districts	6/6	Full year
Nancy Jubinville-Guérette	Local Service Districts	4/6	Full year
Mireille Roy	Festivals (Blues d'la Baie)	0/6	Full year
Jim Fournier	Chaleur Green Trails	5/6	Full year
Linda Chamberlain	Petit-Rocher	1/4	Ended in May
Katherine Lanteigne	Bathurst Regional Airport	3/5	Ended in September
Isabelle Morrier	Events Bathurst Chaleur	1/1	Ended in January
Donna Landry	Beresford	3/4	Ended in June
Vincent Poirier	Pointe-Verte	1/1	Ended in February

As of the end of December, the Beresford seat was vacant, as were two seats among those representing general members from businesses or organizations that are wholly or partially involved in tourism. Efforts will be made in 2019 to fill the available seats.



2018 Highlights

Marketing and Communication Coordinator

On April 23, Mylène Doucet was named Marketing and Communication Coordinator with the Chaleur Regional Service Commission.

In this new post at the Tourism Office, she oversees and coordinates all marketing, promotion and communication activities for the entire office, including all activities related to social media and websites.

Tourism Forum

Two forums were held in 2018:

- The spring forum, on April 23, was a half-day session attended by more than 35 participants. It provided an opportunity for operators to share information and have group discussions on marketing strategies.
- The fall forum was a full-day session held on November 28. Over 25 individuals attended the forum and had open discussions, sharing their overview of the 2018 season as well as giving their input on the preliminary plan of action for 2019. An online presence workshop was also presented during this event.

Communication strategy

The brand communication strategic plan was finalized in January and rolled out during the year. With all communication outlets and platforms combined, we can comfortably say that the Chaleur brand was seen by over 2 million people.

On March 27, the Tourism Office held a press conference for the launch of its branding and logo. It was a great success with tremendous participation from the media and the public. Following the brand launch, the Office carried out a series of periodic campaigns in order to create awareness continuity:

- The official website, www.chaleurtourism.ca, was successfully launched on April 16 during the Annual General Meeting of the Chaleur RSC.
- On June 25, a postcard mailout was addressed to all residential and business postal codes within the Chaleur Region. The images chosen on the card were the branding image as well as an image representing the outdoors and nature. The slogan "Take your time. Fall in love." was included, along with an invitation to visit the website and social media platforms.
- As recommended by the Tourism Committee, the Office collaborated with three local radio stations (CKLE, MAX 104.9 and Phantom FM) in organizing a brand awareness campaign. The Office organized a "Staycation Chaleur" contest designed to get people to consult the Chaleur Tourism website. This brand awareness campaign was broadcast on all three local radio stations, as well as on their respective social media platforms, between July 9 and July 31.
- The "Staycation Chaleur" campaign was also pushed on Instagram and Facebook during the last three weeks of July.
- The Office printed new promotional items for distribution at trade shows. These same items have been and will be distributed in the Chaleur Region to initiate the local pride strategy. A Chaleur "photo booth" was conceptualized in May and has been showcased at several locations and events.



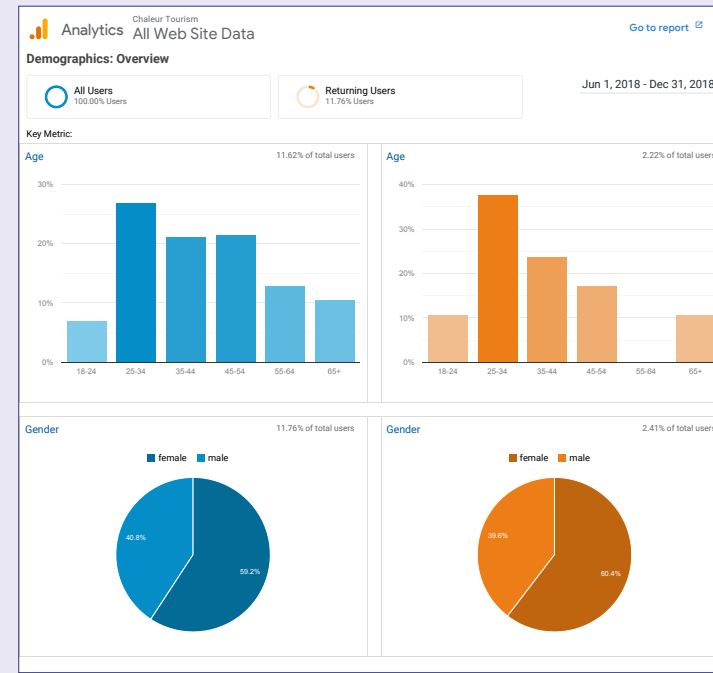
Website

Since its launch, the website has had a total of 45,861 page views. The website was promoted through social media and the various communication campaigns deployed throughout the summer. The Office is still working on optimizing the website and adding operators' information. As we move forward, new content will be developed in order to maximize the performance on Google searches. In 2019, an emphasis will be placed on developing content for the website and increasing search engine results for the chaleurtourism.ca and tourismchaleur.ca domains.

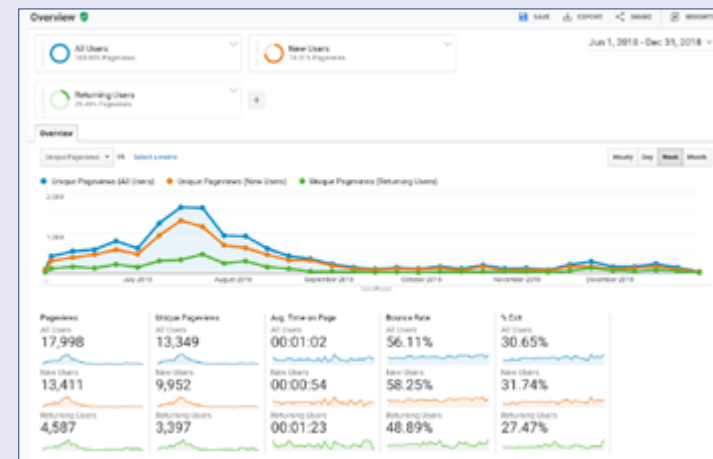
In July and August, the Office launched a Google Ads pilot project, targeting priority regions (Quebec, Nova Scotia, Prince Edward Island and New Brunswick) for the purpose of promoting the Chaleur Region. Refined key phrases were targeted and customized optimized content developed to introduce some of the attractions of the region to target audiences. In the July-August campaign, Tourism Chaleur outperformed in terms of traffic generated from specific camping-search phrases. With specific campaigns, we can make sure that Google is displaying our content and site in a positive light. More Google Ads campaigns will be executed in 2019.

Site traffic was levelling off by the end of 2018. An average of 10.9% of website traffic was from returning visitors, which is a key performance indicator. With a total of 9,274 users on the Chaleur website, approximately 82% are Canadians, with another 18% from foreign countries. The session length per visitor is close to 3 minutes, which is a respectable average.

Website Users Demographic



Website Users



Since this is the first year following the launch, this collected data gives us a good baseline for future performance analyses. Moving forward, the website's forecast is looking very promising.

Social Media

Efforts are constantly being made to increase the number of followers on Tourisme Chaleur Tourism Instagram and Facebook accounts.

Throughout 2018, the Office tested several types of content on social media to get a good understanding of what the current fans like to interact with. Some of the concepts tested were the "Coup de cœur Chaleur," a photo gallery with longer written content, a new business showcase, Chaleur (interviews with local residents).

The Office also experimented with several different types of videos to encourage interaction on social media: natural attractions, stories showing the human side of our region and videos with comedian Nathan Dimitroff, to insert a humorous note. Videos were the most successful publications for reaching users, with a total of 340,600 views. These are therefore very important initiatives and strategies to pursue.



The numbers continue to increase on the Instagram account. We published a total of 175 times on Instagram in addition to "Stories." One ad was posted for a week, reaching 6,828 people and resulting in 120 clicks through to the Chaleur website. During 2018, the Office increased the number of subscribers by approximately 308%.



The number of followers on the "Tourisme Chaleur Tourism" Facebook page increased from 1,127 to 2,866, a significant growth of 154%.

- The majority of our fans, 46.1%, fall in the 35-55 age group.
- 67% of our fan base have their setting in English, and 32%, in French.
- Approximately 250 events were shared.

In 2018, the Facebook page had a total reach of 1,183,124: 83.7% organic reach and the remainder from 76 days of paid ads. This represents an average of 3,241 users per day.

Five different types of campaigns/ads were developed at the end of 2018. A fall campaign was created, targeting hikers across the Atlantic provinces and Canada, reaching a total of 57,341 people. Similar campaigns were created in November and December for winter activities, such as snowmobiling, ice fishing and snowshoeing, reaching a total of 72,317 people.

Facebook Post Reach



Facebook Followers Demographic





Northern Odyssey booth at the Quebec Snowmobile and ATV Show

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 2018 and 2019 trade and tourism shows
- Budget and partnerships
- Marketing preparations for 2019
- Media opportunities

The Office attended four trade shows with the Northern Odyssey team:

- Montreal RV show (March 1-4)
- Quebec RV show (March 22-25)
- Drummondville National ATV-Snowmobile Show (Oct. 18-21)
- Quebec Snowmobile and ATV Show (Nov. 1-4)

Every year, the Northern Odyssey prints waterproof snowmobiling maps of northern New Brunswick trails. This year, the ATV trails are also featured on the map to better serve our tourists. There were 11,000 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 \$23,000 toward online campaigns.

Statistics

There is currently no coordinated or standardized system or approach that would allow tourism operators in the Chaleur Region to collect detailed information on the number and places of origin of tourists. The Director met with New Brunswick partners and a pilot project will be implemented in 2019 for the collection of statistics.

The Director initiated several discussions with the camping, cottage and hotel operators of the Chaleur Region to collect statistical data on tourist traffic. Very few operators were able to provide concrete data. A working tool will be developed to carry out this collection of information. However, several operators confirmed an increase in numbers compared with 2017. Based on some of their reports, the busiest days are Sunday through Tuesday. It was noticed that some tourists, mostly international, are coming later in the summer and/or fall.

Bathurst Visitor Information Centre (VIC)

Again this year, the employees at the VIC in Bathurst collected postal codes and statistics. Tourist traffic increased by approximately 3% from June to October compared with 2017. It should be noted that these statistics include only those visitors who come into the VIC, while the new trend is to search online and not necessarily walk into a visitor information centre.

New Brunswick Tourism, Heritage and Culture

The New Brunswick roofed accommodations statistics show a slight increase of 1 percentage point in the monthly occupancy rates in the Chaleur Region (54% in 2017 to 55% in 2018). New Brunswick's total occupancy rate is 58%. Based on the 2018 Tourism Indicators, September's and October's occupancy rates for the northern regions are significantly higher. The room sales were 9% and 15% higher, respectively, in those two months compared with 2017.

Sentier NB Trail

A single trail counter was installed on one small section of the 147 km-long Nepisiguit Mi'gmaq Trail and it captured approximately 1,200 hikers between the end of June and November 1. A survey was done in 2018, but the results are still pending. The Daly Point Nature Reserve registered the presence of 21,881 visitors.

New Brunswick Federation of Snowmobile Clubs

The 2018 season was the busiest year the local clubs have ever had for grooming hours. The number of hotels and annual trail pass holders also surpassed the previous years. The number of overnight stays at all the local hotels exceeded 5,000 room nights.

There were 100 three-day passes distributed at the Nova Scotia Snowmobile Association's AGM (cost covered by Northern Odyssey), and 30% of these permits were claimed.





Training

The Office participated in several information technology and marketing workshops on topics such as web marketing communication, communication on social media and the development of a client database.

Marketing

- 25,000 guides were printed at the end of February. The official launch took place during a press conference held on March 27. The Office distributed the guides in person throughout the province this year and found it beneficial to have one-on-one conversations to promote the Chaleur Region.
- The Office helped coordinate several bloggers' visits to the region. A crew of six bloggers, including three professional photographers, stayed in the region for four days, resulting in several online blogs and numerous social media posts viewed by thousands of people.
- **In 2018, the Chaleur Region was recognized in numerous articles. To name a few:**
 - The Chaleur Region was showcased in an episode of Du haut des airs on TVA Sports, highlighting our tourism adventure product and our beautiful outdoor attributes. They featured the kayaking, biking, fishing, hiking and canoeing in the region. This initiative came about through a connection made with the Office's representatives at the Outdoor Adventure Show in Montreal in the spring.
 - The Nepisiguit Mi'gmaq Trail was featured in Magazine Découverte in August and was the subject of several news reports on Radio-Canada and CBC Radio.
 - The Chaleur Region was mentioned in several travellers' blogs, including blogs by road bike travellers, adventure tourists, foodies and more.
 - An article was published in the Journal de Montréal in March 2018.



Events

The Chaleur Region was represented at the Expo-Gaspésie trade show from April 6 to 8, and at the Outdoor, Adventure and Travel Show in Montreal on that same weekend.

From May 20 to May 24, the Conférence des ministres de l'Éducation des États et gouvernements de la Francophonie was held in Bathurst. The Director took part in several meetings with organizers in order to provide support to the volunteers for the different activities available in the region. The Tourism Office set up a booth at the K.C. Irving Regional Centre throughout the week to represent the Chaleur Region, answer any enquiries and hand out tourism guidebooks and promotional items.

In June, the Chaleur Tourism Office had a presence during conferences of the Association of Municipal Administrators of New Brunswick. The Director offered a presentation and the Office had a booth on-site.

In September, the Gowan Brae Golf and Country Club hosted the Canadian Men's Senior Golf Championship, an international event, welcoming more than 300 visitors to the region. Economic benefits from this event in the Bathurst area were estimated at approximately \$817,000.



Projects

The Tourism Director met four times in 2018 with the Réseau de développement économique et d'employabilité (RDÉE) and other regional partners to work on a project to better highlight Chaleur Region local products. "Taste of Chaleur" is expected to launch in April 2019.

The Northern New Brunswick Beer Trail was announced on July 25. This campaign was made possible by our partners from the Northern Odyssey and a group of 9 microbreweries, and 25 restaurants, bars, bistros and cafes spread over a distance of 320 km in northern NB. More than 16,000 flyers promoting microbreweries and their products will be printed and distributed throughout northern NB and beyond.

The Chaleur Tourism Office is helping to coordinate the application process for hosting the Congrès mondial acadien (CMA) 2024 on behalf of the Chaleur and Restigouche RSCs and the Municipalités régionales de comté (MRC) of Avignon and Bonaventure in Québec.

Action Plan

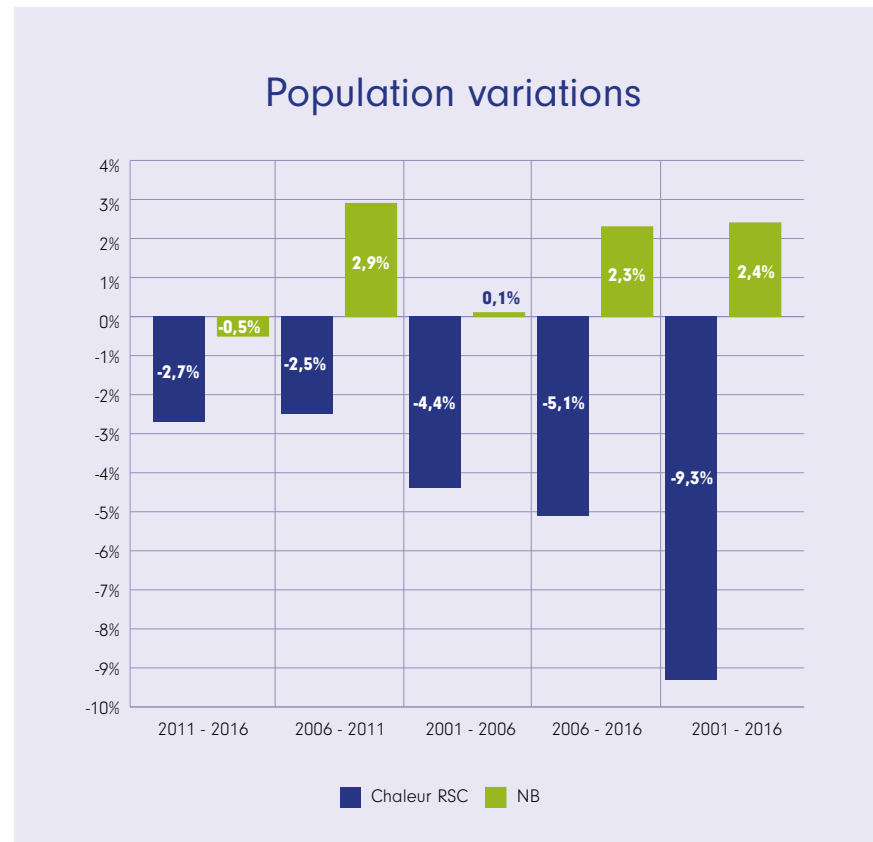
Now that the Chaleur brand has been launched and communicated, a plan of action needs to be developed and implemented. The Director met with each municipality individually to have discussions and exchanges on this subject. The committee brainstormed some of the major proposals and these were presented at the Fall Tourism Forum on November 28. More than 25 people attended the forum, engaged in discussion and shared ideas and opinions. The Office, with the help of the committee, will now compile all the information and finalize the Chaleur Tourism Action Plan, which will be presented to the CRSC Board of Directors for approval early in 2019.



Population

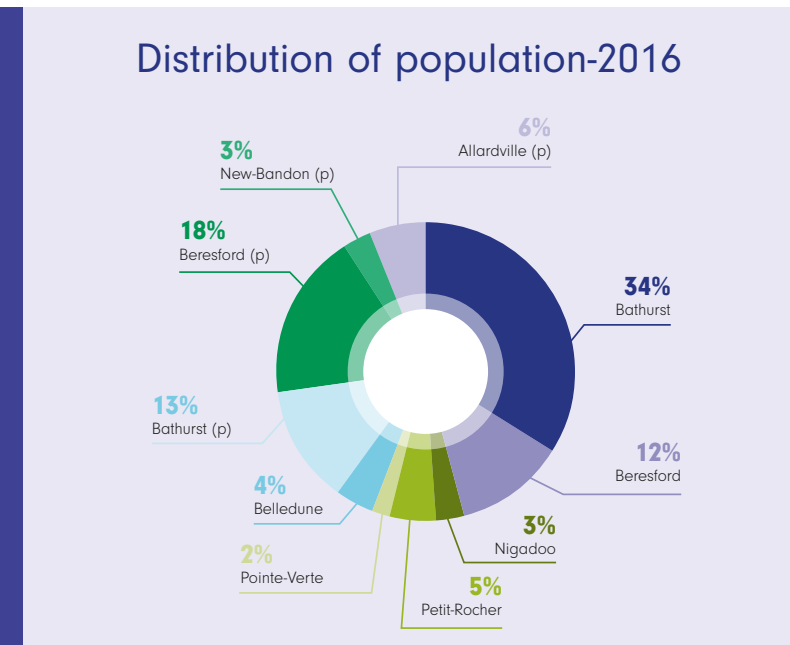
The territory of the Chaleur Regional Service Commission includes six municipalities and four parishes divided into 15 Local Service Districts. Most of the Chaleur Region is located in Gloucester County, which also includes the territory of the Acadian Peninsula Regional Service Commission. Part of the 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 (14%). 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.



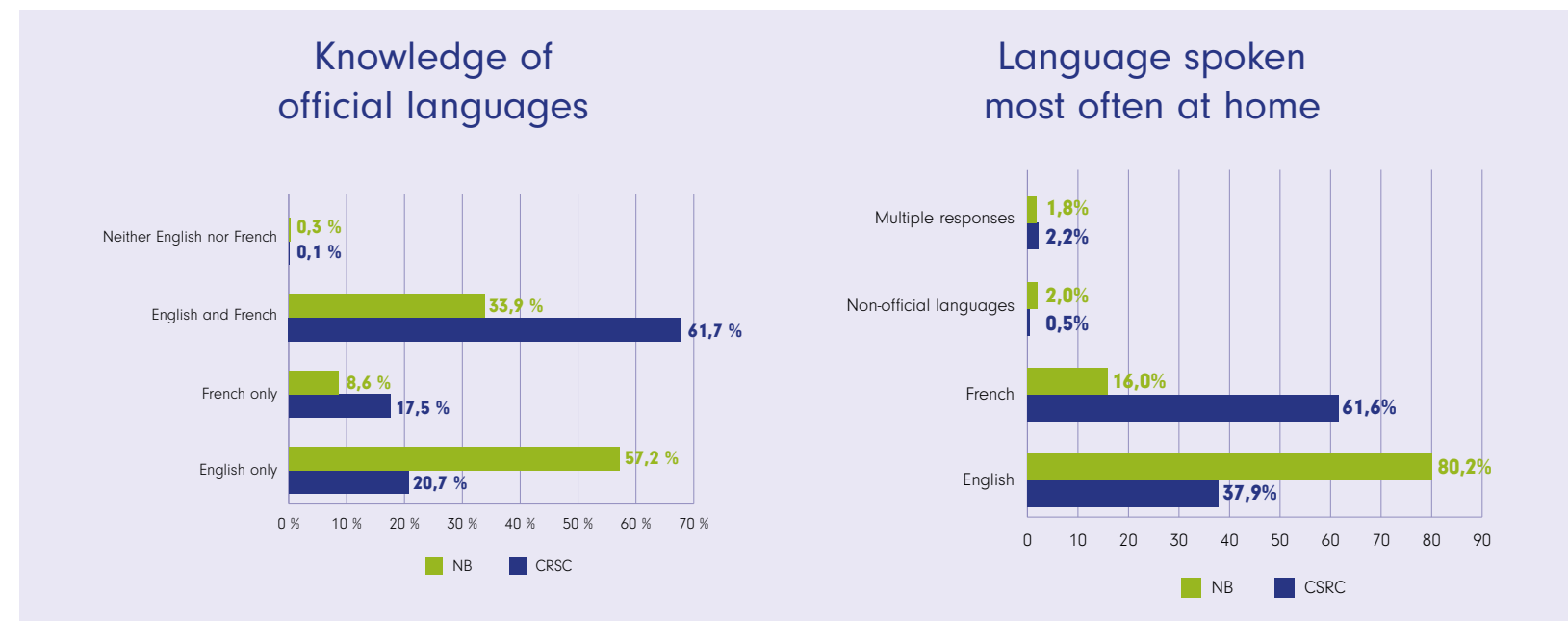
Languages

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 61.7% 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	36459	79943	751171
Population 2006	37383	78948	729997
Population 2001	39111	82929	729498
Area	3297,27	4743,67	71388
Density (2016)	10,8	16,5	10,5
Total private dwellings	17932	38789	359721
Private dwelling occupied by usual residents	16057	3401	319773
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 %





Corporate

702 Principale Street
Petit-Rocher, NB E8J 1V1
info@csrchaleurrsc.ca

Planning Department

702 Principale Street
Petit-Rocher, NB E8J 1V1
+1 (506) 542-2688

Solid Waste Management

1300, route 360
Allardville, N.-B. E8L 1H5
+1 (506) 725-2402

Tourism

702 Principale Street
Petit-Rocher, NB E8J 1V1
www.chaleurtourism.ca

 csrchaleurrsc.ca



CHALEUR REGIONAL SERVICES COMMISSION

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED
DECEMBER 31, 2018

CHALEUR REGIONAL SERVICES COMMISSION

Index

to the consolidated financial statements

For the year ended December 31, 2018

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Chaleur Regional Services Commission
Consolidated financial statements
Year ended December 31, 2018

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

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, 2018, 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, 2018, and the 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)

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

Chartered professional accountants

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

	(Unaudited) Budget <u>Note 22</u>	2018 <u>Actual</u>	2017 <u>Actual</u>
REVENUE (Note 23)			
Sale of services	\$ 3,939,800	\$ 4,341,693	\$ 3,808,484
Member fees	2,283,902	2,400,198	2,137,707
Other	216,000	318,131	1,567,359
Interest	2,000	159,820	155,471
	<hr/> 6,441,702	<hr/> 7,219,842	<hr/> 7,669,021
EXPENDITURES (Note 24)			
Administration	1,339,405	1,166,747	980,088
Financial services	51,400	293,315	191,270
Governance	40,700	35,772	39,765
Planning and building inspection services	462,645	424,934	415,456
Post-closing costs	368,788	501,626	488,221
Solid waste services	4,257,842	4,367,925	3,856,383
Electricity generation facility	69,100	40,020	-
	<hr/> 6,589,880	<hr/> 6,830,339	<hr/> 5,971,183
ANNUAL SURPLUS (Note 19)	(148,178)	389,503	1,697,838
ACCUMULATED SURPLUS, beginning of year		11,921,616	10,223,778
ACCUMULATED SURPLUS, end of year		<hr/> \$ 12,311,119	<hr/> \$ 11,921,616

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

	2018	2017
FINANCIAL ASSETS		
Cash (Note 3)	\$ 2,490,993	\$ 1,130,291
Investments (Note 4)	33,709	394,176
Accounts receivable	477,595	1,994,783
Receivable from government agencies (Note 5)	454,153	636,344
Post employment benefits receivable (Note 12)	151,000	67,100
Assets for education and communication plan (Note 6) 264,380		236,946
Funds held in trust (Note 7)	68,487	67,937
Assets for site closure and post-closure care (Note 8)	5,616,390	5,112,511
	<u>9,529,273</u>	<u>9,637,500</u>
LIABILITIES		
Bank loan (Note 9)	30,543	3,007,389
Accounts payable and accrued liabilities	544,383	1,429,858
Long term debt (Note 10)	9,011,000	4,537,000
Accrued sick leave (Note 11)	167,700	167,700
Deferred revenue (Note 13)	135,195	132,607
Funds held in trust (Note 7)	68,487	67,937
Site closure and post-closure liability (Note 14)	5,596,248	5,094,622
	<u>15,553,556</u>	<u>14,437,113</u>
NET DEBT (Page 5)	(6,024,283)	(4,799,613)
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 18)	40,147,873	36,768,833
Accumulated amortization	(21,812,471)	(20,047,604)
	<u>18,335,402</u>	<u>16,721,229</u>
ACCUMULATED SURPLUS	\$ 12,311,119	\$ 11,921,616

Approved by

Administrator_____
Administrator

CHALEUR REGIONAL SERVICES COMMISSION**Consolidated statement of changes in net debt****For the year ended December 31**

	2018	2017
Annual surplus	\$ 389,503	\$ 1,697,838
Acquisition of tangible capital assets	(3,379,040)	(5,429,282)
Amortization of tangible capital assets	1,764,867	1,441,068
INCREASE IN NET DEBT	(1,224,670)	(2,290,376)
NET DEBT, beginning of year	(4,799,613)	(2,509,237)
NET DEBT, end of year	\$(6,024,283)	\$(4,799,613)

CHALEUR REGIONAL SERVICES COMMISSION**Consolidated statement of cash flow****For the year ended December 31**

	2018	2017
OPERATING TRANSACTIONS		
Annual surplus	\$ 389,503	\$ 1,697,838
Amortization of tangible capital assets	1,764,867	1,441,068
Accounts receivable	1,517,188	(1,356,331)
Receivable from government agencies	182,191	(190,229)
Accounts payable and accrued liabilities	(885,475)	638,691
Change in deferred revenue	2,588	(30,022)
Accrued sick leave	-	18,300
Post employment benefits payable	(83,900)	-
	<u>2,886,962</u>	<u>2,219,315</u>
CAPITAL TRANSACTIONS		
Acquisition of tangible capital assets	(3,379,040)	(5,429,282)
FINANCING TRANSACTIONS		
Bank loan	(2,976,846)	2,369,278
Site closure and post-closure liability	501,626	464,534
Repayment of long term debt	(486,000)	(395,000)
Proceeds of long term debt	4,960,000	920,000
	<u>1,998,780</u>	<u>3,358,812</u>
INVESTING TRANSACTIONS		
Investments	360,467	359,985
Assets for education and communication plan	(2,588)	30,022
Assets for site closure and post-closure care	(503,879)	(461,481)
	<u>(146,000)</u>	<u>(71,474)</u>
NET INCREASE IN CASH AND CASH EQUIVALENTS	1,360,702	77,371
CASH AND CASH EQUIVALENTS, beginning of year	1,130,291	1,052,920
CASH AND CASH EQUIVALENTS, end of year	\$ 2,490,993	\$ 1,130,291

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 December 1, 2017.

(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, 2018**

2. SIGNIFICANT ACCOUNTING POLICIES (continued)**(e) 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

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 residents. 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.

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, 2018**

3. CASH

	2018	2017
Cash (restricted)	\$ 696,590	\$ 2,414
Cash (unrestricted)	1,794,403	1,127,877
	\$ 2,490,993	\$ 1,130,291

4. INVESTMENTS

	2018	2017
Term deposit, 1.85%, matured on November 15, 2018	\$ -	\$ 355,463
Term deposit, 1.57%, matured on November 16, 2018	-	5,316
Term deposit, 0.93%, matured on June 6, 2018	-	33,397
Term deposit, 1.90%, maturing on June 6, 2019	33,709	-
	\$ 33,709	\$ 394,176

5. RECEIVABLE FROM GOVERNMENT AGENCIES

	2018	2017
Canada revenue agency (HST refund)	\$ 368,653	\$ 465,344
Province of New Brunswick - Recycling bins	85,500	171,000
	\$ 454,153	\$ 636,344

6. ASSETS FOR EDUCATION AND COMMUNICATION PLAN

	2018	2017
Cash and term deposits	\$ 233,342	\$ 230,081
Accrued interest receivable	3,604	4,277
	\$ 236,946	\$ 234,358

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 1.90% and matures in 2019.

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, 2018

6. ASSETS FOR EDUCATION AND COMMUNICATION PLAN (continued)

During the prior year, \$30,000 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, 2018.

8. ASSETS FOR SITE CLOSURE AND POST-CLOSURE CARE

	2018	2017
Cash and term deposits	\$ 5,594,651	\$ 5,094,605
Accrued interest receivable	21,739	17,906
	\$ 5,616,390	\$ 5,112,511

The assets for site closure and post-closure care exceeds the site closure and post-closure liabilities by \$20,142 (\$17,889 in 2017). This excess represents the current year's excess of revenue over expenses and will be eliminated by reducing the transfer of funds in 2019.

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

9. BANK LOAN

	2018	2017
Line of Credit	\$ -	\$ 2,461,739
Line of Credit	30,543	545,650
	\$ 30,543	\$ 3,007,389

The Commission has an authorized line of credit at prime +3.20% of \$700,000 for the Operating Fund which \$700,000 is unused at December 31, 2018 (\$700,000 in 2017).

The Commission had an authorized line of credit at prime +3.20% of \$4,368,000 for its Capital Fund which \$4,368,000 is unused at December 31, 2018 (\$1,906,261 in 2017).

The Commission had an authorized line of credit at prime +3.20% of \$3,433,000 for its Capital Fund which \$3,402,457 is unused at December 31, 2018 (\$2,887,350 in 2017).

CHALEUR REGIONAL SERVICES COMMISSION**Notes to the consolidated financial statements****For the year ended December 31, 2018**

10. LONG-TERM DEBT

	2018	2017
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	\$ 407,000	\$ 445,000
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	199,000	212,000
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	613,000	663,000
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	382,000	452,000
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	1,615,000	1,845,000
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	835,000	920,000
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	1,750,000	-
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	3,210,000	-
	\$ 9,011,000	\$ 4,537,000

10. LONG-TERM DEBT (continued)

Principal payments of long term debt are due as follows:

2019	\$	767,000
2020		1,022,000
2021		827,000
2022		674,000
2023		669,000
Subsequent years		5,052,000
		<hr/>
		\$ 9,011,000

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 3%
- the discount rate used to determine the accrued benefit obligation is 3.48%;
- the proportion of earned sick days used each year is 9.9 days for the planning services and 6.1 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 \$167,700 on December 31, 2018 (\$167,700 on December 31, 2017).

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2018

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 \$132,066 in 2018 (\$114,695 in 2017). Total benefit payments to retirees during 2018 were estimated to have been Nil (2017 was Nil).

Actuarial valuations for accounting purposes are preformed every three years using the benefit accrual method. The most recent actuarial valuation was prepared on June 29, 2018, and at that time the pension plan had an accrued benefit obligation of \$2,012,700. The Commission was in a net funded position as follows for the year ended December 31, 2018:

	Estimated 2018
Fair market value of plan assets	\$ 2,151,100
Accrued benefit obligation	2,284,900
Funded status	(133,800)
Unamortized actuarial gains	284,800
Accounting pension assets	\$ 151,000

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 2018
Employer current service cost	\$ 63,900
Interest on accrued benefit obligation	115,000
Expected return on assets	(106,500)
Experience loss	21,900
Pension expense	\$ 94,300

13. DEFERRED REVENUE

	2018	2017
Education and communication plan	\$ 117,196	\$ 114,608
Funds restricted for translation purposes	17,999	17,999
	\$ 135,195	\$ 132,607

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 2017), 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 \$10,246,112 (\$9,711,954 in 2017).

At December 31, 2018, the remaining capacity of the landfill had been estimated at 4,025,848 metric tonnes of which approximately 1,827,000 metric tonnes remains unused as at December 31, 2018 (1,914,000 in 2017).

At December 31, 2018, the estimated post closure liability is \$5,596,248 (\$5,094,622 in 2017) of which the Commission has funded with term deposits with market value of \$5,616,390 (\$5,112,511 in 2017) which mature on November 15, 2022, for a surplus of \$20,142 (surplus of \$17,889 in 2017).

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

	Interest receivable basis	2018 Effective rate	2017 Effective rate
Term deposit	at maturity	3.05%	3.00%

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 that 25% of the amount budgeted for that service. In 2018, 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 in compliance with the requirements.

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2018

17. RECONCILIATION OF ANNUAL SURPLUS BY FUND ACCOUNTING

	2018	2017
Net debt (Page 4)	\$(6,024,283)	\$(4,799,613)
Add:		
Long term debt	9,011,000	4,537,000
Short term assets (liability)	2,986,717	(262,613)
Less:		
Prior year annual surplus:		
- Co-operative planning	28,800	26,751
- Development and planning	56,772	9,378
- Solid waste management	452,046	6,353
Net current liability in capital funds	(1,099,159)	(3,245,619)
Reserve fund	3,151,688	2,402,906
	2,590,147	(800,231)
Operating surplus	\$ 396,570	\$ 537,618
Current 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
	\$ 396,570	\$ 537,618

CHALEUR REGIONAL SERVICES COMMISSION

Notes to the consolidated financial statements

For the year ended December 31, 2018

18. SCHEDULE OF TANGIBLE CAPITAL ASSETS

	Land	Facilities	Fleet	Land improvements	Computer	Machinery and equipment	Transportation	Waste management	Electricity Generation Facility	2018 Total	2017 Total
COST											
Balance, beginning of year	\$ 159,089	\$ 2,665,558	\$ 354,169	\$ 619,810	\$ 47,611	\$ 3,313,243	\$ 4,590,129	\$ 24,491,041	\$ 528,183	\$ 36,768,833	\$ 31,339,551
Add: Net additions during the year	-	46,809	-	125,524	-	55,698	-	483,807	2,667,202	3,379,040	5,429,282
BALANCE, END 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
ACCUMULATED AMORTIZATION											
Balance, beginning of year	-	671,193	231,967	137,019	36,075	981,739	1,537,977	16,451,634	-	20,047,604	18,606,536
Add: Amortization during the year	-	84,421	27,051	28,039	4,613	284,903	159,793	1,162,148	13,899	1,764,867	1,441,068
BALANCE, END 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
NET BOOK VALUE OF CAPITAL ASSETS	\$ 159,089	\$ 1,956,753	\$ 95,151	\$ 580,276	\$ 6,923	\$ 2,102,299	\$ 2,892,359	\$ 7,361,066	\$ 3,181,486	\$ 18,335,402	\$ 16,721,229

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2018

19. RECONCILIATION OF ANNUAL SURPLUS (DEFICIT)

	Operating fund			General reserve fund			2018 Total	
	Co-operative planning	Development and planning	Electricity Generation Facility	Solid waste management	Capital	Operating		Capital
2018 ANNUAL SURPLUS (DEFICIT) PER PSAB	\$ (123,024)	\$ 77,083	\$ 67,229	\$ 2,128,000	\$ (1,764,867)	\$ 5,082	\$ -	\$ 389,503
Second previous year's surplus	26,751	9,378	-	6,353	-	-	-	42,482
Transfer between funds:								
- General operating fund to capital fund	-	-	-	(565,500)	565,500	-	-	-
- General operating fund to capital reserve fund	-	-	-	(694,200)	-	-	694,200	-
- General operating fund to operating reserve fund	(23,000)	-	-	(26,500)	-	49,500	-	-
Long term debt principal repayment	-	-	-	(486,000)	486,000	-	-	-
Allocation to corporate services	193,904	(42,022)	-	(151,882)	-	-	-	-
Amortization expense	-	-	-	-	1,764,867	-	-	1,764,867
Total adjustments to 2018 annual surplus (deficit)	\$ 197,655	\$ (32,644)	\$ -	\$ (1,917,729)	\$ 2,816,367	\$ 49,500	\$ 694,200	\$ 1,807,349
2018 ANNUAL FUND SURPLUS (DEFICIT) FOR FUNDING PURPOSES	\$ 74,631	\$ 44,439	\$ 67,229	\$ 210,271	\$ 1,051,500	\$ 54,582	\$ 694,200	\$ 2,196,852

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2018

20. SCHEDULE OF SEGMENT DISCLOSURE

	General services	Environmental development services	Electricity Generation Facility	Solid waste management services	2018 Total	2017 Total
REVENUE						
Sale of services	\$ -	\$ -	\$ 196,425	\$ 4,145,267	\$ 4,341,692	\$ 3,808,484
Member fees	429,109	577,289	-	1,393,800	2,400,198	2,137,707
Other	136,248	9,165	-	172,718	318,131	1,567,359
Interest	-	-	-	159,820	-	155,471
	565,357	586,454	196,425	5,871,605	7,219,841	7,669,021
EXPENDITURES						
Salaries and benefits	347,663	413,560	-	1,412,697	2,173,920	2,141,993
Goods and services	170,861	92,310	40,020	1,620,077	1,923,268	1,671,968
Amortization	-	-	-	1,764,867	1,764,867	1,441,068
Interest	-	-	-	156,163	156,163	130,293
Other	169,857	3,501	89,176	549,586	812,120	585,861
	688,381	509,371	129,196	5,503,390	6,830,338	5,971,183
SURPLUS (DEFICIT) FOR THE YEAR	\$(123,024)	\$ 77,083	\$ 67,229	\$ 368,215	\$ 389,503	\$ 1,697,838

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2018

21. STATEMENT OF RESERVES

	Development and planning General reserve fund Operating	Capital	Solid waste management General reserve fund Operating	Capital	Total 2018	Total 2017
ASSETS						
Cash	\$ -	\$ -	\$ 696,590	\$ -	\$ 696,590	\$ 2,414
Term deposits	-	-	-	-	-	355,463
Accrued interest receivable	-	-	-	-	-	816
Receivable from general operating fund	38,000	10,000	1,318,245	1,088,853	2,455,098	2,044,213
ACCUMULATED SURPLUS	\$ 38,000	\$ 10,000	\$ 2,014,835	\$ 1,088,853	\$ 3,151,688	\$ 2,402,906
REVENUE						
Interest	\$ -	\$ -	\$ 5,106	\$ -	\$ 5,106	\$ 8,963
Transfer from general operating fund	23,000	-	26,500	694,200	743,700	350,000
	-	-	31,606	694,200	748,806	358,963
EXPENDITURES						
Bank charges	-	-	24	-	24	24
Transfer to general operating fund	-	-	-	-	-	34,500
	-	-	24	-	24	34,524
ANNUAL SURPLUS (DEFICIT)	\$ -	\$ -	\$ 31,582	\$ 694,200	\$ 748,782	\$ 324,439

Name of investment	Principal amount	Interest rate	Maturity
Cash	696,590 \$	- %	N/A

CHALEUR REGIONAL SERVICES COMMISSION

Notes to the consolidated financial statements

For the year ended December 31, 2018

21. STATEMENT OF RESERVES (continued)

Council motion regarding contribution from general operating fund (Resolution from August 22, 2018):

Moved by Donald Gauvin, seconded by Carole Caron that a contribution of \$294,200 be transferred from General Operating Fund to the Capital Reserve Fund.

Council motion regarding the contribution from general operating reserve fund (Resolution from August 22, 2018):

Moved by Charles Comeau, seconded by Carole Caron that a contribution of \$26,500 be transferred from the General Operating Fund to the Operating Reserve Fund.

Council motion regarding the contribution from general operating fund (Resolution December 12, 2018):

Moved by Paolo Fongemie, seconded by Carole Caron that a contribution of \$20,000 plus tax be made from the General Operating Fund to the Operating Reserve Fund for the installation of two highway signs.

Council motion regarding the contribution to the capital reserve fund (Resolution December 12, 2018):

Moved by Donald Gauvin, seconded by Charles Doucet that a contribution of \$400,000 be transferred from the General Operating Fund 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, 2018

22. OPERATING BUDGET TO PSA BUDGET

	Co-operative planning	Development and planning	Electricity generation facility	Solid waste management	Amortization	Transfers	Total
REVENUE							
Sale of services	\$ -	\$ -	\$ 156,750	\$ 3,783,050	\$ -	\$ -	\$ 3,939,800
Member fees	454,713	577,289	-	1,251,900	-	-	2,283,902
Other revenue	-	-	-	216,000	-	-	216,000
Interest	-	-	-	2,000	-	-	2,000
Surplus	26,751	9,378	-	6,353	-	(42,482)	-
Transfer from own funds	205,904	-	33,350	12,000	-	(251,254)	-
	687,368	586,667	190,100	5,271,303	-	(293,736)	6,441,702
EXPENDITURES							
Administration	634,668	81,600	1,125	623,137	-	-	1,340,530
Governance	40,700	-	-	-	-	-	40,700
Planning and building inspection services	-	462,645	-	-	-	-	462,645
Post-closing costs	-	-	-	368,788	-	-	368,788
Electricity generation facility	-	-	188,975	-	-	(121,000)	67,975
Solid waste services	-	-	-	2,683,483	1,764,867	(190,508)	4,257,842
Financial services:							
- Bad debts	-	-	-	1,000	-	-	1,000
- Interest and bank charges	-	400	-	30,000	-	-	30,400
- Other Financing Charges	-	-	-	20,000	-	-	20,000
- Transfer to internal fund	12,000	42,022	-	1,544,895	-	(1,598,917)	-
	687,368	586,667	190,100	5,271,303	1,764,867	(1,910,425)	6,589,880
SURPLUS	\$ -	\$ -	\$ -	\$ -	\$(1,764,867)	\$ 1,616,689	\$(148,178)

CHALEUR REGIONAL SERVICES COMMISSION
Notes to the consolidated financial statements
For the year ended December 31, 2018

23. REVENUE SUPPORT

	(Unaudited) 2018 Budget	2018 Actual	2017 Actual
REVENUE			
<u>Sale of services</u>			
Industrial, commercial and institutional tipping fees	\$ 3,435,050	\$ 3,545,733	\$ 3,370,719
Construction and demolition	330,000	500,341	404,379
Electricity generation	156,750	196,425	-
Recycling materials	18,000	99,194	33,386
	\$ 3,939,800	\$ 4,341,693	\$ 3,808,484
<u>Member fees</u>			
Cooperative and regional planning fees	\$ 454,713	\$ 429,109	\$ 280,546
Local planning and inspection services fees	577,289	577,289	576,883
Tipping fees	1,251,900	1,393,800	1,280,278
	\$ 2,283,902	\$ 2,400,198	\$ 2,137,707
<u>Other revenue</u>			
Planning and development	\$ -	\$ 9,165	\$ 4,537
Tourism	\$ -	\$ 83,122	\$ -
Climate change adptation plan	\$ -	\$ 53,126	\$ -
Solid waste	216,000	172,718	1,562,822
	\$ 216,000	\$ 318,131	\$ 1,567,359

CHALEUR REGIONAL SERVICES COMMISSION

Notes to the consolidated financial statements

For the year ended December 31, 2018

24. EXPENDITURES SUPPORT

	(Unaudited) 2018 Budget	2018 Actual	2017 Actual
EXPENDITURES			
<u>Administration</u>			
<i>Administrative</i>			
Executive director's office	\$ 195,091	\$ 229,511	\$ 166,098
<i>Financial management</i>			
External audit	21,700	31,659	15,857
<i>Other</i>			
Liability insurance	4,500	3,447	3,267
Professional services	3,000	838	271
Public relations	3,500	1,636	4,122
Office expenses	11,100	9,149	17,585
Translation	18,000	14,490	13,709
Regional EMO	24,700	22,042	19,814
Regional planning	127,500	49,536	17,997
Tourism	225,577	290,301	160,588
	417,877	391,439	237,353
<i>Local planning</i>			
Professional services	3,000	1,251	6,180
Public relations	17,000	13,069	11,155
Office expenses	61,600	70,101	54,652
	81,600	84,421	71,987
<i>Solid waste</i>			
Administrative	452,925	277,075	324,382
Liability insurance	58,512	45,436	58,417
Professional services	20,000	33,793	16,079
Office expenses	91,700	73,413	89,915
	623,137	429,717	488,793
	\$ 1,339,405	\$ 1,166,747	\$ 980,088
<u>Financial services</u>			
Interest and bank fees	\$ 30,400	\$ 86,840	\$ 40,284
Interest on long term debt	-	156,163	130,293
Bad debts	1,000	-	13,316
Cost of temporary financing	20,000	50,312	7,377
	\$ 51,400	\$ 293,315	\$ 191,270

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

	(Unaudited) 2018 Budget	2018 Actual	2017 Actual
EXPENDITURES (continued)			
<u>Governance</u>			
Honorariums	\$ 30,500	\$ 22,066	\$ 29,699
Travel	2,000	1,977	2,554
Meetings	8,200	11,729	7,512
	\$ 40,700	\$ 35,772	\$ 39,765
<u>Planning and building inspection services</u>			
Personnel	\$ 445,445	\$ 413,560	\$ 404,201
Advertising	250	-	365
Planning advisory committee	11,500	7,889	7,644
Other	5,450	3,485	3,246
	\$ 462,645	\$ 424,934	\$ 415,456
<u>Electricity generation facility</u>			
Personnel	\$ 16,700	\$ -	\$ -
Machinery and equipment	51,275	38,538	-
Other	1,125	1,482	-
	\$ 69,100	\$ 40,020	\$ -
<u>Solid waste services</u>			
Personnel	\$ 1,148,739	\$ 1,135,623	\$ 1,120,142
Station and building	414,386	438,741	357,478
Machinery and equipment	362,500	413,308	321,015
Landfill operations	432,350	405,514	434,442
Scale house	40,000	46,356	45,424
Waste diversion	75,000	76,081	61,050
Hazardous household waste	20,000	28,832	22,350
Environmental trust fund	-	58,603	53,414
Amortization	1,764,867	1,764,867	1,441,068
	\$ 4,257,842	\$ 4,367,925	\$ 3,856,383