REGIONAL SERVICE COMMISSION 11
COMMISSION DE SERVICES RÉGIONAUX 11

ANNUAL REPORT
RAPPORT ANNUEL

2014

Contents

Chairperson's Report

On behalf of the Regional Service Commission (RSC) 11 Board of Directors I am pleased to present the 2014 Annual Report.

I would like to thank the Commission staff for its diligent work and support to the Board during this past year. I believe their effort provided a solid foundation from which RSC 11 was able to carry out its responsibilities.

The mandated services under RSC 11 continued as usual. However, in the case of Regional Planning there was an increase in the number of communities receiving services and Solid Waste Management initiated improvements to its power generation capabilities with the approval of the H2S Landfill System.

In addition, 2014 was a year of continued growth for the Commission as it explored its mandate. This was facilitated through a number of information sessions covering a variety of topics such as, but not limited to policing, recreation and transportation.

A review of the Commission's by-laws took place. This will become an annual process that allows the Board of Directors to ensure it has the tools to assist in facilitating a positive and cooperative environment to carry out its business.

The Regional Commission Chairs of New Brunswick had the opportunity to meet with the Minister of Environment and Local Government on two occasions. These discussions proved beneficial in bringing the concerns, shared by all 12 commissions, to the attention of the Minister. Although these meetings were beneficial, additional time is required to properly convey to the Minister the issues that each Commission is facing.

The Regional Service Commission structure holds great potential and opportunity for collaboration, efficiencies and success. It is my belief that the main challenge facing the Commission at this time is entrusting the staff to fulfill their responsibilities. This would allow the Board of Directors to focus on ensuring the Commission realizes its potential by finding additional ways to cooperate and collaborate.

What follows is a summary of the past year from our committee chairs and our operating divisions. The Commission's audited financial report for the year 2014 is also included.

Original Signed by:

Michael Blaney
Chairperson – 2014
Regional Service Commission 11

Governance Committee Report

The Governance Committee was formed as a result of changes to the Commission's by-laws on April 8, 2014. The duties assigned to the Committee are:

- To annually review the By-Laws recommending such changes as are necessary;
- To monitor training practices for Board members and make recommendations for new practices as are necessary; and
- To ensure that a procedure for evaluating the functioning of the Board is in place and those evaluations are conducted on a regular basis.

During the year the committee met on three occasions.

At its meeting on July 23, 2014 the members reviewed their mandate and set the program of work for the year. The committee also developed and recommended a series of governance policies for recommendation to the Board which were adopted at the September 2, 2014 meeting. These policies are:

- Gov-01: Board Members Code of Conduct;
- Gov-02: Board Chair Responsibilities;
- Gov-03: Board Member Responsibilities;
- Gov-04: Executive Director's Responsibilities to the Board.

At this meeting the committee also directed staff to prepare an Orientation Guide for new Board Members. This guide was completed and subsequently reviewed by the committee and the Board.

In December the committee began the process of the Board's annual self-assessment by distributing a questionnaire. Eleven responses to the survey were received and one Board Member submitted a narrative response. This represents a participation rate of 63%.

This questionnaire examined the Board's opinion of its performance in the following areas:

- Board Governance Process;
- Board and Committee Effectiveness;
- Stakeholder Engagement and Interaction.

The committee reviewed in detail the responses to the survey and identified a number of potential training and possible Board development issues which included: Best practices in meeting procedures; Sharing of members "resumes"; "Three things we should know about you". A decision was also made that a review of the Commission's by-laws was not necessary given the extensive review undertaken in April of 2014.

The committee reported to the Board on the self-assessment survey. It was noted that on average the scores in all areas represented an improvement over the results of the previous year, but there is still room for improvement. There were a number of themes that were identified in the responses to the narrative questions which included: frustration over members coming to meetings without reviewing the material in advance; a desire for more "educational" sessions; frustration with the Board focusing on operations rather than policy; frustration with disruptive member(s); and a concern over "punitive" by-laws.

I would like to close by taking this opportunity to thank staff for their work in compiling the data received into a format that was easy to review and the members of the committee for their professional work during the year. Members of the Committee are:

Scott Smith – Vice Chair	Michael Blaney
Nancy Cronkhite	Don Fitzgerald (ex-officio)

Original Signed by:

Gary Mersereau
Governance Chair

Community Policing Committee Report

The Community Policing Committee is unique in Regional Service Commission 11. It has both an executive group and an advisory group.

The Executive Group is appointed by the Chair and Vice Chair of the RSC and is comprised of Mayors and Local Service District Chairs, or their representatives, of communities in Regional Service Commission 11 to a maximum of five members. The Chair and Vice Chair of the Committee are to be members of the Board of Directors of the RSC.

In 2014 the Executive was comprised of:

Robert Powell – Vice Chair	Dale Mowry	Mary Mesheau
Eric Barnett	Gary Mersereau	Don Fitzgerald (ex-officio)

The Advisory Group is comprised of the Executive Group together with all other Mayors and Local Service District Chairs, or their representatives, of communities in the region. In addition, the Advisory Group includes the Royal Canadian Mounted Police Western District Detachment Commanders responsible for police services in Region 11. The Advisory Committee may also include representatives of other law enforcement agencies and related organizations as required by the Committee.

The Advisory Group represents the former Community Council Policing Committee (CCPC) which had been operating for approximately ten years prior to the formation of the Regional Service Commissions. It is through this group that there is the public forum for communication and liaising with law enforcement. The Executive Group could be best described as the link between the broad community forum and the RSC Board of Directors.

The 2014 year was one of considerable change in our Region. From the RSC perspective considerable effort was expended integrating the operating model and successes of the former CCPC in such a way that allowed this successful group to continue to represent the Region's communities. At the same time, the RCMP in our region experienced a large number of staff transfers such that all of our key management and operational contacts changed.

During the year the Executive Group met with the new RCMP management team to brief them on the history of collaboration between the partners and to inform themselves on the structural changes that flowed out of the RCMP changes to their delivery model. These discussions are ongoing and it is the committee's view that we will have to be particularly attentive to this relationship building.

The Advisory Group continued its efforts for the ongoing development of the group with the establishment of sub-committees in the areas of Planning and Priorities, Governance and Resource and Finance.

The Governance Sub-Committee under the leadership of Rob Amos, Chair of the New Maryland LSD expended considerable effort in the development of a Governance Policy and Procedural Manual for the Committee. Numerous drafts were reviewed and currently the RCMP is vetting the manual which we anticipate being able to present to the Board of the RSC for adoption in the near future.

The Planning and Priorities Sub-Committee under the leadership of Deputy Mayor Giséle McCaie-Burke of New Maryland led two priority planning sessions, one in September 2014 and the other in January 2015, finalizing the group's priorities at the March meeting.

The Resource and Finance Sub-Committee initiated the delivery of the presentation on the new funding model for policing to the RSC 11 Board of Directors.

Additionally the Advisory Group received a presentation on Human Trafficking by the RCMP, and another presentation by Safer Communities and Neighbourhoods (SCAN) is scheduled for the May meeting.

The RCMP has developed a standardized operational report that is provided to members at each meeting. There is also an invitation to members to participate in the Police Observer Program which would allow committee members to ride along with the RCMP members during a regular shift. Inspector Warr has indicated that he would like committee members to periodically attend their operational briefings that are held every six weeks.

Original Signed by:

Susan Cassidy - Community Policing Chair

Finance & Budget Committee Report

In addition to reviewing on a monthly basis the operating results of the Commission, the Finance & Budget Committee met seven times throughout the year.

Three of these meetings focused on the development of the 2015 budget which was approved by the Board on November 15th 2014. While this approval missed the legislative deadline of November 1st it does represent an improvement over the previous year when the budget was approved on December 3rd.

We are very much aware that our member communities require the information in our annual budget to prepare their operating budgets, and I am confident that as we move forward and continue to mature as an organization and committee that we will be able to meet this deadline on a consistent basis.

During 2014 the committee developed recommendations for the Board for the acquisition and financing of a system to treat the harmful H2S gas produced by the landfill. This system, commonly referred to as a “scrubber”, will minimize the unpleasant odor produced as well as protect the equipment used in our power generation division.

We also recommended to the Board, and had adopted, a policy for operating and capital reserves. This policy set targeted levels the Commission will be working towards over the near term. The establishment and maintenance of reserves is an important financial tool used to protect our communities and their taxpayers from unanticipated spikes in costs.

I have had the privilege of being on the Finance Committee for two years, the last as Chair. It has been my observation that the committee approached its work in a thorough and responsible manner. We have tried to find the correct balance between oversight of the existing operations and planning for the future. Based on this experience I have a few recommendations I would like to make to the Commission:

1. That the June Board meeting be set aside for brief presentations by the general managers of the Planning and Solid Waste Divisions focused on the coming year. Following those presentations the Board can have a general discussion on the 2016 budget.
2. That the September meeting be set aside for the Budget and Finance Committee to present a draft 2016 budget and then open it up for discussion.
3. That reporting to the Board on operating results take place on a quarterly basis. The Executive Director could give a brief summary of the monthly results in his monthly report, and only in the event of unforeseen problems would the Board spend much time on operating results. This would allow more time at our regular meetings to have guest speakers and allow for a question/answer period.

In closing I would like to take this opportunity to thank the members of the committee for their work during the year.

Members of the Committee are:

Judy Wilson-Shee – Vice Chair	Edward Farris	Eric Megarity	Nancy Cronkhite
Don Fitzgerald (ex-officio)	Daryl Prince	Peter Morrison	Mike Chamberlain

Original Signed by:

Mark Foreman
Finance & Budget Chair

Planning Management Committee Report

The Planning Management Committee is composed of members of the Board of Directors who represent member communities which receive their planning, development and building inspection services from the Commission. The Board cannot consider significant matters related to Community Planning, including an annual budget, unless the proposal is accompanied by a recommendation of the Planning Management Committee.

Care must be taken not to confuse this committee with the Board's Planning Review and Adjustment Committee (PRAC) which is a statutory committee appointed pursuant to the Provisions of the Community Planning Act with specific legislated duties outlined under that Act. PRAC's report is included elsewhere in this document.

The Planning Management Committee met on five occasions in 2014. The committee regularly reviewed the financial performance of the Planning & Development Services Division and thoroughly reviewed and recommended to the Board the division's annual budget proposal.

During the year staff was successful in reaching agreements with a number of municipalities to provide a full range of planning and development services, and this resulted in pressure to either increase the size of PRAC or perhaps establish a second PRAC. The committee explored these alternatives and came to the conclusion that that the current size of the PRAC was adequate for the Region's needs.

We also tasked staff with finding operational efficiencies in their work process. Since planning is a professional service the costs of the division are primarily salaries and benefits. We received regular reports about work process improvements that had both a financial and productivity improvement. We also examined the possibility of moving away from paying building inspectors and development officers a mileage allowance in favour of purchasing vehicles or renting. It was determined that the existing model is the low cost option.

Finally, in December the committee met to formulate reserve allocation recommendations, in line with the Board's finance policies, which the Board subsequently approved. The establishment of these reserves will allow the division to replace and renew their capital assets with minimal impact on the annual budget and the operating reserves will serve as a buffer against unforeseen developments.

I appreciated the work and support of the committee members during the year. Members of the Committee are:

Dale Mowry – Vice Chair	Blair Cummings	Susan Cassidy
Gerard Daly	Don Fitzgerald (ex-officio)	

Original Signed by:

Mike Chamberlain
Planning Management Chair

Audit Committee Report

The Audit Committee performs an important function on behalf of the Board. It is the direct link between the external auditors and the Board and is charged with ensuring, among other things that the independent auditors are truly independent of management. The Audit Committee is the only standing committee of the Board on which the Executive Director is not an ex-officio member.

The Canadian Public Accountability Board describes this function as follows:

> **"Audit committees are responsible for overseeing the work of the auditors. Among other things, they need to understand the audit strategy, be satisfied that it addresses the major audit risks, and make sure the auditors exercise appropriate professional skepticism. They also need to ensure that the auditor has an appropriately independent mindset from management and is truly objective. Ultimately, this will enable the audit committee to draw conclusions about the effectiveness of the audit."**

The Audit Committee met on two occasions with respect to the preparation and review of the draft audited statements that will be presented to the Board at the Annual General Meeting.

In the first meeting we reviewed in detail with MacMillan, Lawrence & Lawrence, our auditors, the Audit Engagement Letter and the Audit Plan, both of which we found to be satisfactory. Staff also made a presentation reviewing the Public Sector Accounting Board standards that are used in the audit and highlighted the differences with the Municipal Method we use for budgeting and monitoring throughout the year.

We also met in camera with the firm to address any potential areas of concern with management. I am pleased to report there were none.

The execution of our audit this year was protracted, primarily due to the New Year's Eve fire at the landfill. Since that event happened on the last day of our fiscal year the impact had to be recorded in this year's financial results.

In our second meeting we reviewed the results of the audit with MacMillan Lawrence & Lawrence and satisfied ourselves that the process and draft statements were appropriate. I want to close by thanking the members of the committee for their diligence.

Members of the Committee are:

Eric Megarity – Vice Chair
Gerard Daly
Scott Smith

Original Signed by:

Beverly Forbes
Audit Chair

Planning Review and Adjustment Committee Report

In 2014 the Planning Review and Adjustment Committee (PRAC) began to review files from the Village of Millville and Village of Stanley along with the new Rural Community of Hanwell as a result of the Commission's Planning & Development Services Division becoming the supplier of services to those communities.

During the year the PRAC by-law was amended to set a maximum of twelve members on the committee. The previous by-law allowed for each municipality to have a seat on PRAC and the unincorporated areas would also get an additional seat to maintain a 50-50 balance of committee members. With the success the Planning Division experienced in marketing their services to municipalities we were looking at a situation where the size of the committee could become unmanageable.

Throughout the year there were 77 applications heard by the committee. No applications were rejected but there were amendments. The addition of the new municipal partners helped offset the effect of a somewhat slower year in our traditional territory.

PRAC also commented (as mandated in legislation) on three Rural Plans. These included the LSDs of Rusagonis-Waasis, the Village of Tracy Rural Plan, and the Village of Gagetown.

Respectfully submitted,

Original Signed by

Eldon Hunter
Chairperson,
Region 11 PRAC

Planning and Development Services Division

With the addition of six more municipal partners the Planning and Development Division continued to grow in 2014. The municipalities of Gagetown, Stanley, Millville, Tracy, Nackawic and the Rural Community of Hanwell all opted to receive the full slate of planning and building inspection services from the Commission.

As a result, staff from all of the departments was engaged in working on new building by-laws, new subdivision by-laws as well as new municipal plans for many of these municipalities. Staff was also trained on 911 addresses and can now issue addresses for all of our municipal partners. Staff also developed new parking, signage, building stop up and street closure and subdivision by-laws for some of our municipal partners.

During the year the division also went through an efficiency review process which identified a number of improved procedures and cost saving measures that had no adverse impact on the delivery of our lines of business.

Building Inspection Department

The continued construction of the Mill Cove nursing home, five new commercial buildings in the new Industrial Park in the Rural Community of Hanwell as well as site work that has commenced at the Kingswood resort for a new 140 room hotel kept the building inspectors busy during 2014.

2014 saw the villages of Millville, Stanley and the Rural Community of Hanwell start receiving building inspection services from us. Building Inspectors have adapted very well to the differences that each municipality has when dealing with building permits and inspections.

Staff completed a new building by-law for the Village of Millville.

Over the year building permit numbers were up by 12 permits over 2013, but the value of construction was down to $33.6 million. The reduction in value from 2013 was mainly due to the fact that 2013 had several multi-million dollar project applications in that year.

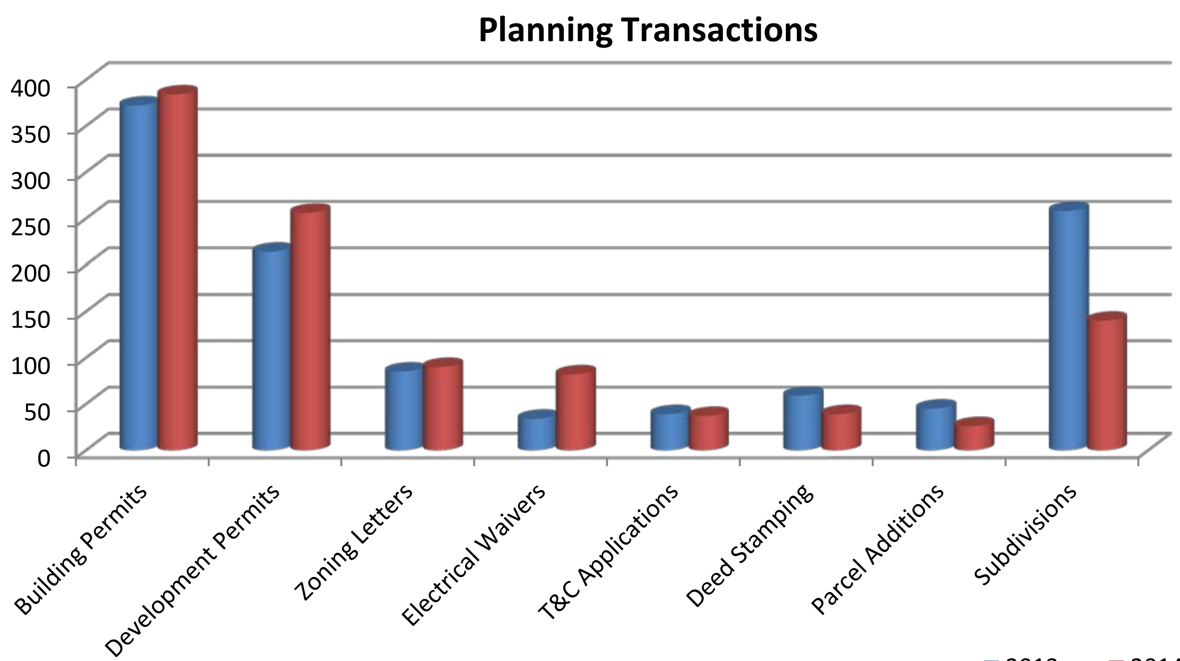
Major projects in 2014 included the new $8 million Geary school, the continued construction of the new Mill Cove nursing home which is coming to a close, and a new ambulance facility in Jemseg.

The Planning Department

The Planning Department had another busy year in 2014. Major projects that were underway for all or part of 2014 were: Dumfries Rural Plan; Prince William Rural Plan; Review of the Lincoln Rural Plan; Review of Village of Tracy Rural Plan; Review of Rusagonis-Waasis Rural Plan; Commencement of Review of Town of Nackawic Municipal Plan; and preparations for a Rural Plan for the LSD’s of Cambridge and

Waterborough. In addition to the new plans and plan reviews, the Planning Department also deals with rezonings and plan amendments, of which there were seven (7) in 2014.

The total value of building permits issued in 2014 was $33.6 million as compared to $41.7 million in 2013. It should be noted that in 2013 the total included a single permit for the Geary school of $4,738,000. Other transaction data is shown in the chart below.



The GIS division assists the Planners in review of permits, and responding to zoning inquiries, in addition to providing GIS services on all plan amendments and new mapping for all of the new municipal and rural plans.

Development Officers Department

The Development Officers Department went through some changes with Kelly Brewer off on maternity leave starting in August and the addition of new municipalities.

Development Officer work load has increased with the additional of municipalities – consultation, special meetings, site visits and enforcement.

The department drafted a new subdivision by-law for the Village of Millville and added a new fee structure to bring the municipality in line with the other communities and local service districts to bring continuity to more areas of RSC11.

The department also started dealing with the issuing of 911 addresses for our municipalities. In the past, these municipalities would have to deal with the Department of Public Safety which could take in excess of six weeks to receive a 911 civic address. Now RSC11 staff takes less than a week to have the numbers assigned.

Development Officers continued to deal with the Planning Review and Adjustment Committee (PRAC) which has a quasi judicial function separate from the RSC main Board.

The Planning Review and Adjustment Committee deals with subdivisions, variances, temporary uses, similar to or compatible uses, and terms and conditions in municipalities serviced by RSC11 and all of the unincorporated areas of the region. There were 12 meetings last year. The number of PRAC members has grown to 12 members.

Solid Waste Division (SWD)

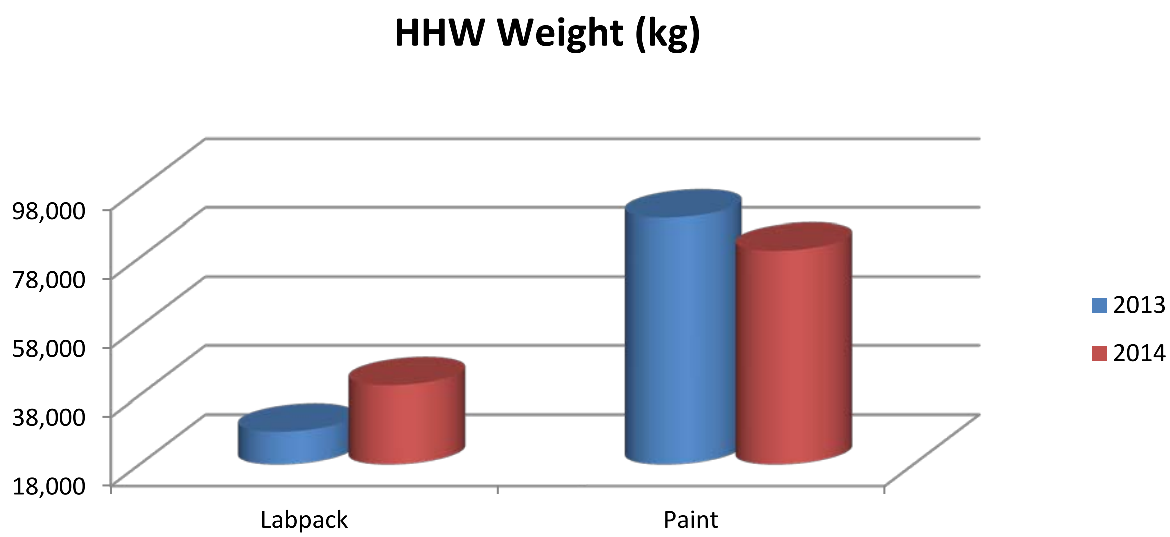
The SWD operates the Region's landfill and recycling programs and also operates a power generation facility. Garbage is received from an expanding population base and is baled and placed in properly constructed cells. Recycling material is sorted and sold on the commodity markets. Electrical power is generated from decaying garbage and is sold to NB Power under a 20 year agreement.

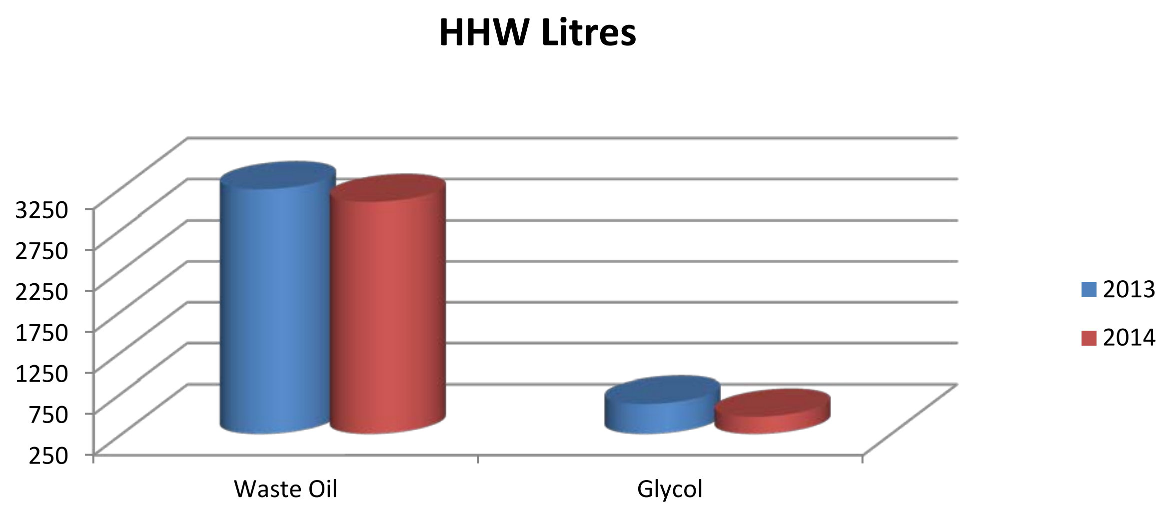
Our Household Hazardous Waste (HHW) program continues to gain community acceptance, and offering three remote HHW collection days for our region-wide residents allows for increased community contributions.

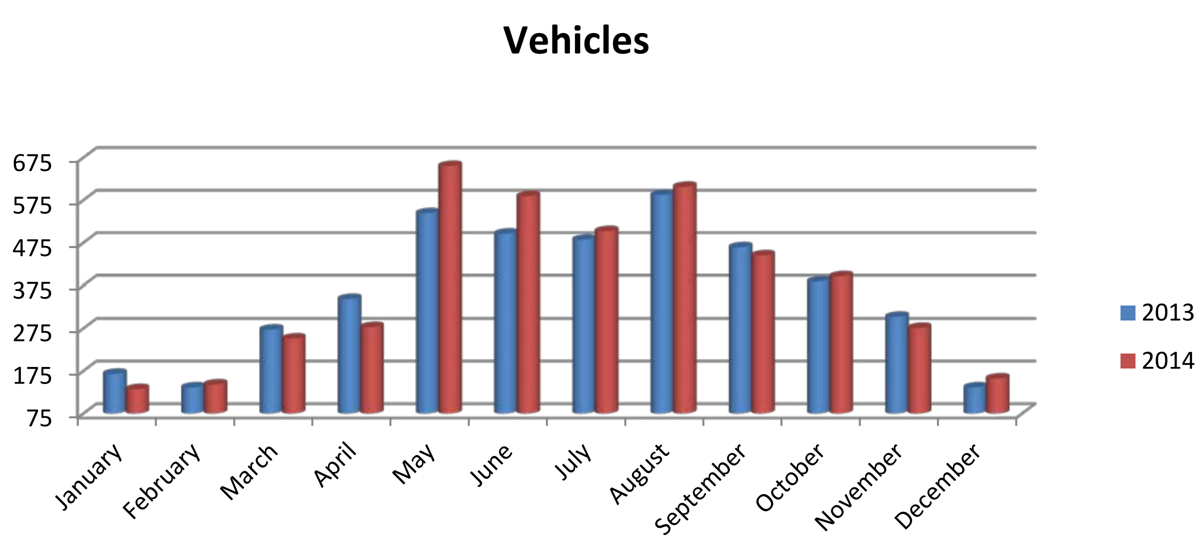
We were dealt a disheartening blow on Dec. 31 when fire destroyed our Material Storage Facility. Members of our diligent staff actually participated in helping extinguish the fire with work on excavators and plows. It was also a credit to our operations that recycling collection service was not interrupted and a change was made to begin 2015 with recycling product in our garbage baling facility.

Household Hazardous Waste (HHW) Days

The Household Hazardous Waste Depot, located at the landfill, operated each Wednesday from 7:30 a.m. to 4 p.m. and each Saturday from 7:30 a.m. to 3 p.m. In addition, three successful remote HHW days were held in 2014 including Gagetown (May), Chipman (August) and Keswick Ridge (October). The Keswick Ridge event was one of our most successful events with just under 200 vehicles. All three remote days ran from 11 a.m. to 3 p.m. The total annual results for HHW are shown in the following charts:


HHW Weight (kg)
98,000
78,000
58,000
38,000
18,000
Labpack
Paint
2013
2014


HHW Litres
3250
2750
2250
1750
1250
750
250
Waste Oil
Glycol
2013
2014

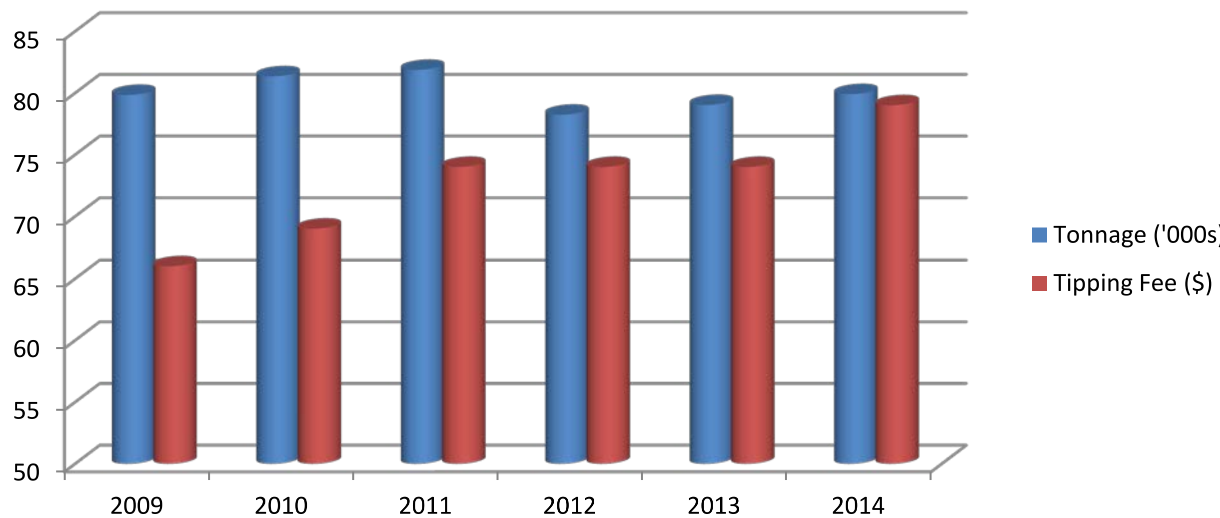

Vehicles
675
575
475
375
275
175
75
January
February
March
April
May
June
July
August
September
October
November
December
2013
2014

Landfill

In 2014, work focused on the construction of a new site for Elmtree Environmental Ltd, expansion of the Landfill Gas Collection System, and bringing existing landfill cells B1 and B2 to final elevation in preparation for final cover. We also dealt with a fire in the Material Recovery Facility on December 31, 2014. Reconstruction and repairs of the facility are schedule to begin in 2015.

The following chart shows the garbage tonnage and tipping fee for each of the last six years. The tipping fee for 2014 was $79 per metric tonne. Garbage intake for 2014 was 79,898 metric tonnes.

Tonnage



The landfill has a leachate treatment pond which was constructed in 2000. This pond receives leachate generated in the landfill cells and provides treatment through biological activity supported by an aeration system. Leachate remains in the pond for approximately 127 days prior to discharge to the Fredericton Area Pollution Control Commission for final treatment. In 2014, a total of 65,853,451 litres of treated liquid were discharged from the leachate treatment pond.

The Construction and Demolition site (C&D) increased. The 2014 total was 6,728 metric tonnes, an increase of 1,794 metric tonnes from a year ago. The tipping fee was $34 a tonne. In 2014, a total of 65,153 vehicles crossed the weigh scales, an average of 224 per day.

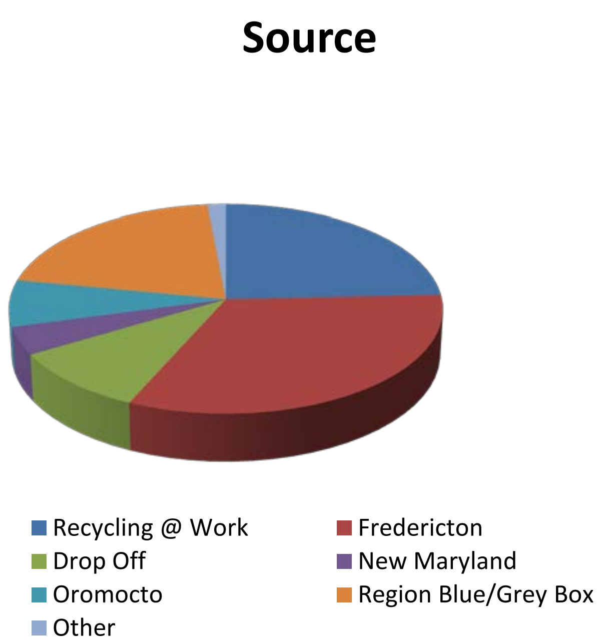
A cell designed for the disposal of ash generated by the University of New Brunswick's physical plant was constructed in late fall of 2001. UNB reimburses the landfill for capital and operational costs associated with the ash cell. In 2014, a total of 805.50 metric tonnes of ash were received from UNB. The revenue was $63,634.50.

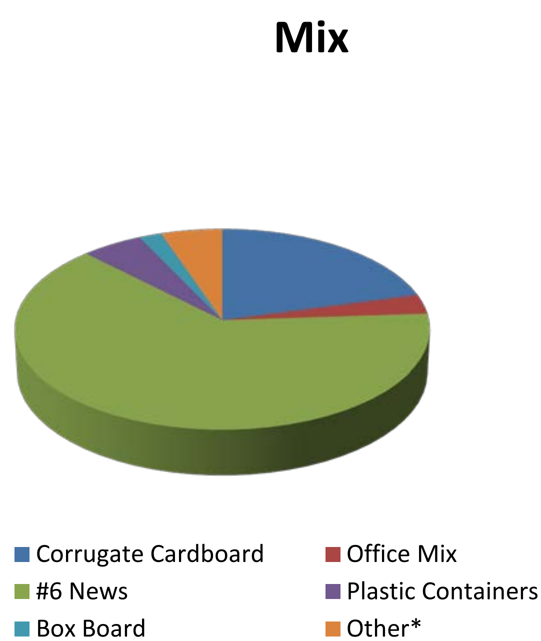
The landfill also continues to accept asbestos from a variety of construction sites. In 2014, the site had 349.77 cubic metres delivered.

Capital purchases in 2014 were made using money from the operating fund and borrowing from the New Brunswick Municipal Finance Corporation. Some of the larger purchases included a rock truck, excavator and forklift. Land was also purchased from the Province of New Brunswick adjacent to the southern portion of the landfill that could eventually be used for site expansion including PID 60034444 (5,120 square metres); PID 75289272 (4.66 Hectare); PID 60164845 (15.62 Hectare) and PID 60164852 (12.86 Hectare).

Recycling

The overall tonnage handled by the Materials Recovery Facility (MRF) was 5,666 metric tonnes. Revenues totaling $20,240 were received in 2014 on five and ten cent refundable units. The following chart shows the source and mix of that material.





*Other includes Coated Book, Plastic Bags, Metal Cans Milk Cartons, Aluminum Cans and Hardpack.

The annual Blue Box/Grey Box program calendar was produced for Fredericton and New Maryland. Approximately 27,000 copies were distributed to households and businesses for public pickup for those using the weekly blue and grey recycling box program. Participating weekly residents were also provided with a number of centrally located businesses or service locations to pick up in their City of Fredericton or Village of New Maryland neighbourhood.

Landfill Gas Management System (Utilization of Gas)

The utilization of the landfill gas management system continues to be an environmental and financial success. Since signing its deal with NB Power, the system has received positive media response and has worked well toward the continued goal of sustainability from an environmental impact to the contractual success of the extended contract with the provincial utility. In 2014, 8,797,711 Kwh's were produced.

Public Relations Campaigns

In 2014, SWD was the recipient of key media exposure for environmental stewardship and remained in a visible position in its region, throughout the province and Atlantic Canada through a series of Environmental Moments campaign that was well received. Public education campaigns promoted recycling, milk carton recycling, landfill gas management system, household hazardous waste and recycling.

Staff members of SWD attended a number of workshops, provided media interviews, delivered tours and classroom visits for elementary through university age groups along with numerous off-site presentations to businesses and departments of various governmental agencies. A new web site and video through New Brunswick Environmental Trust Fund was also launched.

We have a long history of partnership with The University of New Brunswick Fredericton (UNBF) in a wide range of our operations. In addition to having provided UNBF reliable paper recycling services for more than 15 years, we are regular contributors to UNBF programs and continue working with UNBF to provide ash disposal services.

We also continued our partnership with St. Thomas University. We provide bins for all residences at STU, providing boxes for each classroom as well as desk side boxes and dollies allowing for paper recycling.

We also have continued our association with Minto-based Minlak and supplied a letter of support in its pursuit of New Brunswick Environmental Trust Fund grants. Minlak provides a diverse range of services that support individual choices and facilitates quality lifestyles for adults with disabilities. Part of those services also includes a dedication and commitment to recycling in the Minto and Grand Lake area. Other media coverage included:

The Daily Gleaner	FRED FM	Joy FM
Grant Harvey Centre	Here Magazine	Canadian Recycling Magazine
Astral Radio	CBC Radio	New Brunswick Telegraph Journal
Riverside Neighbours	CBC Television	New Brunswick Environmental Trust Fund
CJPN Radio	CTV (Atlantic)	Waterborough Newsletter Lion's Club
Grand Lake Mirror	Global Television	YouTube
Rogers Television	Twitter Account	Oromocto Post-Gazette
Aitken University Centre	Jemseg News	

Appendix A – Member Communities

Village of Cambridge-Narrows	Village of Chipman	The City of Fredericton
Village of Fredericton Junction	Village of Gagetown	Village of Millville
Village of Minto	Town of Nackawic	Village of New Maryland
Town of Oromocto	Village of Stanley	Village of Tracy
Rural Community of Hanwell	Parish of Bright	Parish of Burton
Parish of Cambridge	Parish of Canning	Parish of Chipman
Parish of Clarendon	Parish of Dumfries	Estey's Bridge
Parish of Douglas	Upper Gagetown	Parish of Gladstone
Hampstead	Parish of Blissville	Keswick Ridge
Parish of Kingsclear	Parish of Lincoln	Parish of Maugerville
Parish of New Maryland	Noonan	Parish of Northfield
Parish of Prince William	Parish of Queensbury	Rusagonis-Waasis
Parish of Saint Mary's	Parish of Sheffield	Parish of Southampton
Parish of Stanley	Parish of Waterborough	Wirral-Enniskillen

Appendix B - Board Composition December 2014 and Expenses

Director	Representing	Expenses[1]
Robin Anderson	Local Service Districts	$131
Kris Austin	Minto	143
Eric Barnett	Minto	2,100
Michael Blaney	Gagetown	2,435
Susan Cassidy	Hanwell	3,850
Mike Chamberlain	Local Service Districts	4,672
Stephen Chase	Fredericton	1,007
Nancy Cronkhite	Nackawic	2,716
Blair Cummings	Cambridge-Narrows	2,964
Gerard Daly	Local Service Districts	3,163
Edward Farris	Chipman	4,238
Beverly Forbes	Millville	1,405
Mark Foreman	Stanley	3,839
Eric Megarity	Fredericton	1,170
Gerald McCann	Local Service Districts	157
Doug Mercer	Nackawic	440
Gary Mersereau	Fredericton Junction	1,863
Mary Mesheau	Local Service Districts	2,892
Peter Morrison	Local Service Districts	4,368
Dale Mowry	Tracy	3,573
Robert Powell	Oromocto	2,762
Daryl Prince	Local Service Districts	4,123
Scott Smith	Local Service Districts	2,120
Judy Wilson-Shee	New Maryland	2,398
Brad Woodside	Fredericton	nil
Don Fitzgerald	Executive Director	1,983

[1] Members of the Board are paid $100 per meeting ($125 for the Chair) and are reimbursed for mileage at a rate of 41 cents per kilometer. Meal allowances of up to $37.50 per day are also available when on Commission business.

Appendix C - Meeting Attendance 2014

Community	Representative	Meetings
Cambridge-Narrows	Blair Cummings	16 of 16
Chipman	Ed Farris	16 of 16
Fredericton	Brad Woodside	0 of 16
	Stephen Chase	6 of 7
	Eric Megarity	9 of 9
Fredericton Junction	Gary Mersereau	10 of 16
Gagetown	Michael Blaney	16 of 16
Hanwell	Susan Cassidy	15 of 16
Millville	Bev Forbes	16 of 16
Minto	Eric Barnett	11 of 16
	Kris Austin	1 of 1
Nackawic	Nancy Cronkhite	14 of 16
	Doug Mercer	1 of 1
New Maryland	Judy Wilson -Shee	14 of 16
Oromocto	Robert Powell	15 of 16
Stanley	Mark Foreman	13 of 16
Tracy	Dale Mowry	16 of 16
LSD Representatives	Robin Anderson	1 of 1
	Mike Chamberlain	15 of 16
	Gerard Daly	16 of 16
	Mary Mesheau	14 of 16
	Peter Morrison	15 of 16
	Daryl Prince	15 of 16
	Scott Smith	8 of 12

Regional Service Commission 11

Audited Financial Statements

December 31, 2014

MacMillan Lawrence & Lawrence
Chartered Professional Accountants

Regional Service Commission 11

December 31, 2014

Contents

MacMillan Lawrence & Lawrence
Chartered Professional Accountants

Independent Auditors' Report

To the Commissioners of
Regional Service Commission 11

We have audited the accompanying financial statements of Regional Service Commission 11, which comprise the statement of financial position as at December 31, 2014, and the statement of operations, accumulated surplus, changes in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Regional Service Commission 11 as at December 31, 2014, and the results of its operations, changes in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

MacMillan Lawrence & Lawrence

Fredericton, NB
April 18, 2015

Chartered Professional Accountants

Regional Service Commission 11

Statement of Financial Position

December 31, 2014

		2014		2013
Financial assets				
Cash and cash equivalents (Note 3)	$	1,640,085	$	908,847
Receivables (Note 4)		2,115,132		1,724,277
Interest receivable		5,802		5,131
Inventory		-		41,545
Investments (Note 5)		3,611,322		3,301,720
		7,372,341		5,981,520
Liabilities				
Payables and accruals		1,037,580		899,278
Deferred revenue		3,065		7,514
Funds held in trust (Note 15)		104,881		104,246
Retiring allowance (Note 9)		466,600		444,500
Long term debt (Note 7)		5,070,000		5,261,000
Accrued post-closing costs (Note 6)		2,477,611		2,200,933
		9,159,737		8,917,471
Net debt		(1,787,396)		(2,935,951)
Non-financial assets				
Tangible capital assets (Schedule 1)		11,147,140		12,547,741
Prepaid expenses		102,855		104,379
Deferred financing charges		34,310		35,281
		11,284,305		12,687,401
Accumulated surplus	$	9,496,909	$	9,751,450

See accompanying notes to financial statements

Contingencies and commitments (Note 12 & 13)

Approved by the Commission:

Original Signed by Michael Blaney
________________________________ Member

Original Signed by Judy Wilson-Shee
________________________________ Member

Regional Service Commission 11

Statement of Operations and Accumulated Surplus

Year ended December 31, 2014

	(Unaudited) Budget 2014	2014	Actual 2013
Revenue			
Sale of services (Schedule 6)	$ 5,430,410	$ 5,344,790	$ 5,309,108
Member charges (Schedule 6)	3,813,537	3,951,464	3,297,518
Other (Schedule 6)	79,198	55,098	130,610
Grants - Environmental Trust Fund	-	15,250	40,270
Insurance recovery (Note 17)	-	817,207	-
Interest	15,000	24,053	34,796
	9,338,145	10,207,862	8,812,302
Expenditures			
Administration (Schedule 6)	1,728,290	1,913,058	1,719,056
Fiscal services	393,935	392,652	168,022
Governance (Schedule 6)	51,075	58,527	60,710
Planning and building inspection services (Schedule 6)	649,748	632,760	594,903
Post-closing costs	183,384	214,414	199,070
Solid waste services (Schedule 6)	6,983,122	7,317,455	6,076,996
	9,989,554	10,528,866	8,818,757
Annual deficit before unrealized losses on investments	(651,409)	(321,004)	(6,455)
Unrealized gains (losses) on investments		66,463	(39,690)
Annual deficit		(254,541)	(46,145)
Accumulated surplus, beginning of year		9,751,450	9,797,595
Accumulated surplus, end of year		$ 9,496,909	$ 9,751,450

See accompanying notes to financial statements

Regional Service Commission 11

Statement of Changes in Net Debt

Year ended December 31, 2014

	2014	2013
Annual deficit	$ (254,541)	$ (46,145)
Acquisition of tangible capital assets	(1,143,673)	(696,391)
Writedown of tangible capital assets due to fire	779,512	-
Amortization of tangible capital assets	1,764,762	1,457,457
	1,146,060	714,921
Change in deferred financing charges	971	(35,281)
Change in prepaid expenses	1,524	11,428
Decrease in net debt	1,148,555	691,068
Net debt, beginning of the year	(2,935,951)	(3,627,019)
Net debt, end of year	$ (1,787,396)	$ (2,935,951)

See accompanying notes to financial statements

Regional Service Commission 11

Statement of Cash Flows

Year ended December 31, 2014

	2014	2013
Increase (decrease) in cash and cash equivalents		
Operating activities		
Annual deficit	$ (254,541)	$ (46,145)
Amortization of tangible capital assets	1,764,762	1,457,457
Gain on disposal of tangible capital assets	-	(6,520)
Writedown of tangible capital assets due to fire	779,512	-
Unrealized (gain) loss on investments	(66,463)	39,690
Net non-cash balances transferred (Note 1)	-	(450,752)
	2,223,270	993,730
Change in non-cash working capital		
Receivables	(390,855)	(1,724,277)
Interest receivable	(671)	(5,131)
Inventory	41,545	(41,545)
Payables and accruals	138,302	899,278
Deferred revenue	(4,449)	7,514
Funds held in trust	635	104,246
Retiring allowance	22,100	444,500
Accrued post-closing costs	276,678	2,200,933
Prepaid expenses	971	(104,379)
Deferred finance charges	1,524	(35,281)
	85,780	1,745,858
Cash flows provided by operating activities	2,309,050	2,739,588
Capital activities		
Acquisition of tangible capital assets	(1,143,673)	(696,391)
Proceeds from disposal of capital assets	-	6,520
Cash flows used in capital activities	(1,143,673)	(689,871)
Financing activities		
Short term financing	-	(3,100,000)
Long term debt (net)	(191,000)	3,316,000
Cash flows (used in) provided by financing activities	(191,000)	216,000
Investing activities		
Investments	(243,139)	(1,356,870)
Cash flows used in investing activities	(243,139)	(1,356,870)
Net increase in cash and cash equivalents	731,238	908,847
Cash and cash equivalents, beginning of year	908,847	-
Cash and cash equivalents, end of year	$ 1,640,085	$ 908,847

See accompanying notes to financial statements

1. Nature of operations

The Commission was established under a special act of the New Brunswick legislature with a mandate to provide or facilitate the provision of regional planning services and solid waste disposal services to all its members, and to all its members that are local service districts, a land use planning service. Regional Service Commission 11 (the "Commission") was created effective January 1, 2013.

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 Fredericton Region Solid Waste Commission and the Rural Planning District Commission, with the exception of $4,146 in capital assets, are transferred to and become the assets, liabilities, rights, obligations, powers and responsibilities of Regional Service Commission 11.

2. Significant accounting policies

Basis of accounting
The financial statements of the Commission have been prepared in accordance with Canadian generally accepted accounting principles as recommended by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Professional Accountants.

Reporting entity
The financial statements of the Commission reflect the assets, liabilities, revenues and expenses and changes in net debt and cash flows of the reporting entity. Inter-fund balances and transactions have been eliminated.

Revenue recognition
Revenues are recognized as they are earned and measurable. Tipping fees are recorded when the waste is delivered to the landfill facility and when collection is reasonably assured. Recycling commodity sales are recognized upon shipment of the recyclables to the customer and when collectability is reasonably assured. Planning fees are recognized as they are earned or upon issuance of a permit.

Financial instruments
The Commission initially measures its financial assets and financial liabilities at fair value. The Commission subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Financial assets measured at amortized cost include cash and cash equivalents, receivables and investments.

Financial liabilities measured at amortized cost include payables and accruals.

Financial assets measured at fair value include investment in bond funds and term deposits.

The fair value of investments in bond funds are determined by reference to the latest closing transactional net asset value of each respective bond fund.

2. Significant accounting policies (continued)

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

Inventory
Inventory held for sale is valued at the lower of cost and net realizable value with cost being determined on the first-in, first-out basis.

Investments
Investments are managed in accordance with the New Brunswick Trustees Act.

Non-financial assets
Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

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:

	Useful Lives
Land	Indefinite
Land improvements:	
Paving	20 years
Fencing	10 years
Gas collection system	20 years
Landfill cells	Estimated capacity of cell
Buildings	15 - 40 years
Machinery and equipment	5 - 40 years
Vehicles	5 years
Electronic equipment	5 years
Furniture and fixtures	10 years

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

Deferred financing charges
Financing charges related to the issuance of long term debt are deferred and amortized over the terms of the related debt.

Leases
Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to the ownership or property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

2. Significant accounting policies (continued)

Expense recognition
Expenses are recorded on the accrual basis as they are incurred and measurable based on the receipt of goods or services and legal obligation to pay.

Landfill closure and post closure liability
The Commission accrues landfill closure and post-closure care requirements that include final covering and landscaping of the landfill, pumping of ground water and leachate from the site, and ongoing environmental monitoring, site inspection and maintenance. The reported liability is based on estimates and assumptions using the best information available to management as documented in Note 6.

Future events may result in significant changes to the estimated total expenses, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate when applicable.

Segmented information
The Commission's operations are broken down into five distinct areas which encompass a wide range of services. 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. Commission services are provided by departments as follows:

Co-operative and Regional Planning
This department is responsible for providing its members with a forum in order to initiate cooperative action among its members, which include discussions with respect to regional planning, regional policing collaboration, regional emergency measures planning, regional sport, recreation and culture infrastructure planning and cost-sharing.

Local Planning Services
This department is responsible to oversee building inspection, development and planning services.

Landfill Operations
This department is responsible for the acceptance and disposition of waste received at the landfill site, including, but not limited to, garbage, construction and demolition waste, and household hazardous waste.

SWC Recycling
This department is responsible for the collection and acceptance of recyclable material, including its sorting and subsequent sale.

Power Generation
This department is responsible for the generation of electricity which is sold to the New Brunswick Power Commission.

2. Significant accounting policies (continued)

Employee future benefits

The Commission has a sick leave benefit as documented in Note 8.

Certain Commission employees, having five years of continuous service, are entitled to a retirement allowance of five days for each full year of continuous service not exceeding 125 days at the employee's regular rate of compensation at retirement. The liability is actuarially determined as documented in Note 9.

The Commission provides a defined contribution money purchase pension plan for eligible planning and development employees. The amount of the member's benefit is not determined until the time the benefit is provided. The Commission's responsibility is limited to matching contribution to a maximum of 5.0% to 7.0% of gross pay of the employee and upon retirement the Commission has no further responsibility to the plan. Total benefit expense for the year ended December 31, 2014 was $41,945 (2013 - $38,381).

The Commission's solid waste employees are members of the City of Fredericton Shared Risk Pension Plan, which is a multi-employer shared risk pension plan. The plan is accounted for as a defined contribution plan in accordance with Public Sector Accounting Handbook PS3250 - Retirement Benefits.

Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Significant estimates include assumptions used in estimating useful lives of tangible capital assets, landfill closure and post-closure liability and in performing actuarial valuations of employee future benefits. 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.

3. Cash and cash equivalents

	2014	2013
Cash and cash equivalents - restricted	$ 809,799	$ 117,134
Cash and cash equivalents - unrestricted	830,285	791,713
	$ 1,640,084	$ 908,847

The Commission has a revolving line of credit of $300,000, which was not utilized at December 31, 2014. Interest at prime less 0.5% secured by letter from the Chairman of the Commission, under seal, authorizing the Commission to borrow for the purpose of bridging normal member funding and financing receivables.

4. Receivables

	2014	2013
Planning and development	$ (625)	$ 1,157
Solid waste	968,678	1,130,322
Recycling (Note 17)	849,080	95,783
Power generation	117,323	64,916
Legal fees recoverable	107,671	104,509
HST rebate	78,337	332,922
	$ 2,120,464	$ 1,729,609
Less: allowance for doubtful accounts	(5,332)	(5,332)
	$ 2,115,132	$ 1,724,277

5. Investments

	2014		2013	
	Amortized Cost	Fair Value	Amortized Cost	Fair Value
Cash	$ 96,666	$ 96,666	$ 43,280	$ 43,280
Term deposits	410,300	412,153	286,500	286,500
Bond funds	1,843,547	1,868,467	1,790,874	1,751,184
	2,350,513	2,377,286	2,120,654	2,080,964
Guaranteed investment certificates	1,234,036	1,234,036	1,220,756	1,220,756
	$ 3,584,549	$ 3,611,322	$ 3,341,410	$ 3,301,720

Fair values have been determined based on quoted market rates supplied by ScotiaMcLeod.

The balance of cash, term deposits and bond funds is restricted for future closure and post closure costs.

The guaranteed investment certificates have maturity dates and interest rates as follows:

January 14, 2015	1.10%
June 20, 2015	1.33%
December 2, 2015	1.00%

5. Investments (continued)

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

	Interest receivable basis	2014 Effective rates (% range)	2013 Effective rates (% range)
Term deposits	At maturity	1.7 to 2.05%	1.7 to 1.9%

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

6. Accrued post-closing costs

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 $503,100 per year, in future dollars, for a period of 30 years commencing in 2037.

Post-closing costs are discounted at a rate of 4.84% (6.99% nominal rate less 2.15% assumed inflation) for a current estimate of $16,874,084 required by the end of 2036 to fund post closure expenses.

At December 31, 2014 the capacity of the landfill had been estimated at 2,750,423 metric tonnes of which 1,776,000 (2013 - 1,863,000) metric tonnes remains unused as at December 31, 2014.

At December 31, 2014 the estimated post closure liability is $2,477,611 (2013 - $2,200,933) of which the Commission has funded with cash, term deposits, and bond funds with a cost of $2,350,513 (2013 - $2,120,654) with maturities from one to two years and a market value of $2,377,286 (2013 - $2,080,964) for a shortfall of $100,325 (2013 - $119,969) based on market value at year end. Investment detail is documented in Note 5.

7. Long term debt

New Brunswick Municipal Finance Corporation	2014	2013
Debentures:		
AV58 4.15% - 4.45%, due 2016, OIC 06-0011	$ 996,000	$ 1,116,000
BD51 1.5% - 3.85%, due 2015, OIC 08-0011, 10-0028	89,000	176,000
BF46 1.35% - 3.45%, due 2016, OIC 00-0017	73,000	108,000
BH47 1.35% - 3.8%, due 2017, OIC 10-0107	189,000	250,000
B152 1.35% - 4.0%, due 2023, OIC 11-0005	3,281,000	3,611,000
BL47 1.2% - 3.7%, due 2019, OIC 14-0003	442,000	-
	$ 5,070,000	$ 5,261,000

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

Principal payments required in each of the next five years are as follows:

2015	$ 732,000
2016	1,398,000
2017	498,000
2018	444,000
2019	453,000

In 2016, debenture AV58 will mature with a final amount due of $871,000, however $740,000 of this payment is expected to be refinanced during that year for an additional five year term.

8. Accrued sick leave

The Commission provides sick leave that accumulates at 1.25 days per month for full-time employees. These employees can accumulate a maximum of 150 sick days for planning and development division employees and 200 sick days for solid waste division employees.

An actuarial valuation was performed on the 56 employee plan in accordance with PSA 3255 at December 31, 2011. 2014 estimates are based on roll forward amounts from the December 31, 2011 actuarial valuation. The actuarial method used was the Projected Unit Credit pro-rated on service to expected usage. 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.

8. Accrued sick leave (continued)

The following summarizes the major assumptions in the valuation:
- annual salary increase is 3.5%;
- the discount rate used to determine the accrued benefit obligation is 4.26%;
- retirement age is 60; and
- estimated net excess utilization of rate of sick leave varies with age.

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 $137,900 on December 31, 2014 (2013 - $129,200).

9. Retiring allowance

Solid waste division employees of the Commission become eligible for a retiring allowance after five years of full-time consecutive service. Qualifying employees are entitled to five days of regular pay for each full year of continuous employment to a maximum of 125 days. The accrued benefit becomes payable in the year an employee ceases working for the Commission by retirement. The Commission paid a retiring allowance of $21,050 (2013 - $nil) during the year.

10. Pension plan

The Commission's solid waste employees are members of the City of Fredericton Shared Risk Plan, which is a Shared Risk Pension Plan in accordance with the New Brunswick Pension Benefits Act. The Plan is administered by an independent Board of Trustees. Under the Plan, contributions are made by the Plan members and Regional Service Commission 11. The Plan was created effective March 31, 2013.

Plan members contribute at a rate of 9% of pensionable earnings. The Commission matches these contributions to form the Plan's Initial Contributions. In addition, the Commission is making Temporary Contributions in the amount of 4.25% of pensionable earnings for at least 10 years and at most 15 years beginning March 31, 2013. As per the Plan's Funding Policy, contributions may increase or decrease by 2.25% of payroll for both the Commission and the employees should certain funding levels be reached.

For service up to and including March 31, 2013, benefits accrue at a rate of 1.3% on the first $5,000 of earnings and 2.0% on the remainder of pensionable earnings, to a maximum benefit of $2,000 per year of pensionable service. For this period of pre-conversion service, benefits are available on an unreduced basis for members who retire on or after age 55 and whose age plus service total at least 80. For service after March 31, 2013, benefits accrued at a rate of 1.8% of pensionable earnings. For this period of post-conversion service, benefits are available on an unreduced basis for members who retire on or after age 65.

The last actuarial valuation of the Plan was conducted as at March 31, 2014. At that date, the open group funded ratio of the Plan was 103.8%.

Contributions to the plan in 2014 totalled $333,202 (2013 - $247,427).

11. Financial instrument risk management

(a) Credit risk

Credit risk is the risk of financial loss to the Commission if a debtor fails to make payments of interest and principal when due. The Commission is exposed to this risk relating to its debt holdings in its post closure investment fund.

The maximum exposure to credit risk and concentration of this risk with respect to debt holdings is referred to in Note 5.

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

(b) Interest rate risk

Interest rate risk is defined as the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Changes in the market interest rates of long-term debt with fixed interest rates only affects net income if such debt is measured at fair value. All of the Commission's fixed rate long-term debt is carried at amortized cost and therefore is not subject to interest rate risk. The bond fund faces interest rate risk and income risk.

(c) Currency risk

Currency risk relates to the Commission operating in different currencies and converting non Canadian earnings at different points in time at different foreign exchange levels when adverse changes in foreign currency exchange rates occur. All foreign currency transactions during the year have been made during the normal course of operations. The Commission does not hold foreign currency reserves, investments, or receivables at year end.

12. Contingency

The Commission previously entered into an agreement covering a ten year period commencing October 1, 1994 with a one time five year renewal option, to rent a portion of landfill property for use as a hydrocarbon contaminated soil remediation facility. The income from this project was being placed in a reserve account for future capital acquisitions (Note 15).

After the five year extension renewal option, exercised in 2004, expired September 2009 the lease has been subject to litigation. The Commission has not accepted rent or tonnage payments since September 2009 and is currently subject to a court injunction prohibiting the interference of daily operations of the former tenant.

The Commission has entered into Minutes of Settlement in relation to the litigation. Under the terms of the Minutes of Settlement, both parties have undertakings to perform before the settlement can be implemented. It is managements' estimate that the cost associated with the Minutes of Settlement is $230,000. This amount has been accrued in the financial statements as of December 31, 2014. Actual settlement costs may be materially different.

13. Commitments

The Commission rents office space for its planning and development division under an operating lease agreement covering the period of May 1, 2012 to April 30, 2019. The minimum annual lease payments for the next five years are as follows:

2015	$75,762
2016	78,568
2017	79,971
2018	79,971
2019	26,657

14. 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 more than 25% of the amount budgeted for that service. In 2014 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.

15. Funds held in trust

Represents funds held in trust by the Commission to cover any cleanup costs which may be required to support the tenant's obligation to remediate their leased land as referred to in Note 12. In the event that these trust funds drop below $100,000 as a result of payment for non-hydrocarbon remediation costs the tenant is obligated to pay an additional $2 per tonne until the trust fund once again reaches $100,000.

16. Budget

The financial plan is prepared on a revenue and expenditure basis. For comparative purposes, the Commission has modified its financial plan to prepare a budget that is consistent with the scope and accounting principles used to report the actual results. The budget figures used in these financial statements have been approved by the Board.

The reconciliation between the financial plan and the budget figures used in these statements is disclosed in Schedule 5 - Schedule of Operating Budget to PSA Budget.

17. Measurement uncertainty

Management has accrued an amount for a future insurance recovery related to the recycle facility fire on December 31, 2014. The range of reasonable possible amounts has not been disclosed as the insurance settlement has not been finalized as of the date of these financial statements. Actual insurance recovery amount may be materially different.

Regional Service Commission 11

Schedule 1: Schedule of Tangible Capital Assets

Year ended December 31, 2014

	Land	Land improvements	Buildings	Machinery and equipment	Vehicles	Electronic equipment	Furniture and fixtures	Assets Under Construction	2014
Cost									
Balance, beginning of year	$ 239,511	$ 3,110,968	$ 4,495,361	$ 13,582,135	$ 531,090	$ 103,853	$ 100,268	$ 1,574	$ 22,164,760
Add:									
Additions and transfers during the year	300,000	11,175	9,826	750,783	51,258	20,631	-	-	1,143,673
Less:									
Disposals and writedowns	-	-	(1,067,104)	(200,545)	(27,166)	-	(2,880)	-	(1,297,695)
Balance, end of year	539,511	3,122,143	3,438,083	14,132,373	555,182	124,484	97,388	1,574	22,010,738
Accumulated amortization									
Balance, beginning of year	-	1,622,501	1,778,648	5,744,229	323,327	83,059	65,255	-	9,617,019
Add:									
Amortization during the year	-	588,188	88,603	999,720	67,315	12,019	8,917	-	1,764,762
Less:									
Accumulated amortization on disposals and writedowns	-	-	(295,212)	(195,085)	(27,166)	-	(720)	-	(518,183)
Balance, end of year	-	2,210,689	1,572,039	6,548,864	363,476	95,078	73,452	-	10,863,598
Net book value of tangible capital assets	$ 539,511	$ 911,454	$ 1,866,044	$ 7,583,509	$ 191,706	$ 29,406	$ 23,936	$ 1,574	$ 11,147,140
Consists of:									
Local planning assets	$ -	$ -	$ -	$ -	$ -	$ 12,355	$ 1,569	$ -	$ 13,924
Landfill assets	539,511	888,005	1,070,015	4,096,590	86,795	17,051	-	1,574	6,699,541
Recycle assets	-	23,449	790,480	137,112	104,911	-	22,367	-	1,078,319
Power Generation assets	-	-	5,549	3,349,807	-	-	-	-	3,355,356
	$ 539,511	$ 911,454	$ 1,866,044	$ 7,583,509	$ 191,706	$ 29,406	$ 23,936	$ 1,574	$ 11,147,140

Regional Service Commission 11

Schedule 1: Schedule of Tangible Capital Assets

Year ended December 31, 2013

	Land	Land improvements	Buildings	Machinery and equipment	Vehicles	Electronic equipment	Furniture and fixtures	Assets Under Construction	2013
Cost									
Balance, beginning of year	$ 239,511	$ 2,037,907	$ 4,481,911	$ 13,316,679	$ 533,979	$ 104,894	$ 101,699	$ 710,057	$ 21,526,637
Add:									
Additions and transfers during the year	-	1,073,061	13,450	294,911	18,514	4,938	-	(708,483)	696,391
Less:									
Disposals and write downs	-	-	-	(29,455)	(21,403)	(5,979)	(1,431)	-	(58,268)
Balance, end of year	239,511	3,110,968	4,495,361	13,582,135	531,090	103,853	100,268	1,574	22,164,760
Accumulated amortization									
Balance, beginning of year	-	1,381,635	1,664,012	4,771,196	267,981	73,259	55,601	-	8,213,684
Add:									
Amortization during the year	-	240,866	114,636	1,002,488	76,749	12,992	9,726	-	1,457,457
Less:									
Accumulated amortization on disposals	-	-	-	(29,455)	(21,403)	(3,192)	(72)	-	(54,122)
Balance, end of year	-	1,622,501	1,778,648	5,744,229	323,327	83,059	65,255	-	9,617,019
Net book value of tangible capital assets	$ 239,511	$ 1,488,467	$ 2,716,713	$ 7,837,906	$ 207,763	$ 20,794	$ 35,013	$ 1,574	$ 12,547,741
Consists of:									
Local planning assets	$ -	$ -	$ -	$ -	$ -	$ 8,471	$ 1,910	$ -	$ 10,381
Landfill assets	239,511	1,463,140	1,120,184	4,180,641	60,887	12,323	-	1,574	7,078,260
Recycle assets	-	25,327	1,590,680	119,730	146,876	-	33,103	-	1,915,716
Power Generation assets	-	-	5,849	3,537,535	-	-	-	-	3,543,384
	$ 239,511	$ 1,488,467	$ 2,716,713	$ 7,837,906	$ 207,763	$ 20,794	$ 35,013	$ 1,574	$ 12,547,741

Regional Service Commission 11

Schedule 2: Schedule of Reconciliation of Annual Surplus

Year ended December 31, 2014

	Co-operative and Regional Planning Operating Fund	Planning and Development Operating Fund	Solid Waste Operating Fund	Generation Operating Fund	Planning and Development Capital Fund	Solid Waste Capital Fund	Sub-total Carry Forward
2014 annual surplus (deficit)	$ 15,121	$ 74,332	$ 1,675,909	$ 514,213	$ (6,022)	$ (2,350,223)	$ (76,670)
Adjustments to annual surplus (deficit) for funding requirements							
Second previous year's surplus	-	-	333,788	61,273	-	-	395,061
Transfer between funds							
Transfer elimination	-	(16,000)	(615,000)	(150,000)	-	-	(781,000)
Transfer elimination	-	(9,564)	(664,871)	-	9,564	664,871	-
Long-term debt principal repayment	-	-	(303,000)	(330,000)	-	303,000	(330,000)
Change in sick leave accrual	-	2,900	5,800	-	-	-	8,700
Amortization expense	-	-	-	-	6,022	1,570,711	1,576,733
Writedown of tangible capital assets due to fire	-	-	-	-	-	779,512	779,512
Unrealized gain on marketable securities	-	-	(66,463)	-	-	-	(66,463)
Insurance recovery	-	-	(817,207)	-	-	-	(817,207)
Total adjustments to 2014 annual surplus (deficit)	$ -	$ (22,664)	$ (2,126,953)	$ (418,727)	$ 15,586	$ 3,318,094	$ 765,336
	$ 15,121	$ 51,668	$ (451,044)	$ 95,486	$ 9,564	$ 967,871	$ 688,666
2014 annual surplus per PNB requirements	$ 15,121	$ 51,668	$ (451,044)	$ 95,486			

Continued

Regional Service Commission 11

Schedule 2: Schedule of Reconciliation of Annual Surplus (Continued)

Year ended December 31, 2014

	Sub-total Carry Forward	Generation Capital Fund	Planning and Development Capital Reserve Fund	Planning and Development Operating Reserve Fund	Solid Waste Operating Reserve Fund	Solid Waste Capital Reserve Fund	Generation Capital Reserve Fund	Total
2014 annual surplus (deficit)	$ (76,670)	$ (188,029)	$ -	$ -	$ 932	$ 4,541	$ 4,685	$ (254,541)
Adjustments to annual surplus (deficit) for funding requirements								
Second previous year's surplus	395,061	-	-	-	-	-	-	395,061
Transfer between funds							-	-
Transfer elimination	(781,000)	-	-	16,000	265,000	350,000	150,000	-
Transfer elimination	-	-	-	-	-	-	-	-
Long-term debt principal repayment	(330,000)	330,000	-	-	-	-	-	-
Change in sick leave accrual	8,700	-	-	-	-	-	-	8,700
Amortization expense	1,576,733	188,029	-	-	-	-	-	1,764,762
Writedown of tangible capital assets due to fire	779,512	-	-	-	-	-		779,512
Unrealized gain on marketable securities	(66,463)	-	-	-	-	-	-	(66,463)
Insurance proceeds due to fire	(817,207)	-	-	-	-	-		(817,207)
Total adjustments to 2014 annual surplus (deficit)	$ 765,336	$ 518,029	$ -	$ 16,000	$ 265,000	$ 350,000	$ 150,000	$ 2,064,365
	$ 688,666	$ 330,000	$ -	$ 16,000	$ 265,932	$ 354,541	$ 154,685	$ 1,809,824

Regional Service Commission 11

Schedule 2: Schedule of Reconciliation of Annual Surplus

Year ended December 31, 2013

	Co-operative and Regional Planning Operating Fund	Planning and Development Operating Fund	Solid Waste Operating Fund	Generation Operating Fund	Planning and Development Capital Fund	Solid Waste Capital Fund	Sub-total Carry Forward
2013 annual surplus (deficit)	$ 17,962	$ (90,615)	$ 1,083,692	$ 391,058	$ (5,445)	$ (1,264,133)	$ 132,519
Adjustments to annual surplus (deficit) for funding requirements							
Second previous year's surplus	-	123,564	165,321	-	-	-	288,885
Transfer between funds							
Transfer elimination	-	(8,000)	(450,000)	(350,000)	-	-	(808,000)
Transfer elimination	-	(1,645)	(452,700)	(5,999)	1,645	452,700	(5,999)
Long-term debt principal repayment	-	-	(295,000)	-	-	295,000	-
Change in sick leave accrual	-	34,226	10,900	-	-	-	45,126
Amortization expense	-	-	-	-	5,445	1,264,133	1,269,578
Unrealized losses on marketable securities	-	-	39,690	-	-	-	39,690
Total adjustments to 2013 annual surplus (deficit)	$ -	$ 148,145	$ (981,789)	$ (355,999)	$ 7,090	$ 2,011,833	$ 829,280
	$ 17,962	$ 57,530	$ 101,903	$ 35,059	$ 1,645	$ 747,700	$ 961,799
2013 annual surplus per PNB requirements	$ 17,962	$ 57,530	$ 101,903	$ 35,059			

Continued

Regional Service Commission 11

Schedule 2: Schedule of Reconciliation of Annual Surplus (Continued)

Year ended December 31, 2013

	Sub-total Carry Forward	Generation Capital Fund	Planning and Development Capital Reserve Fund	Solid Waste Operating Reserve Fund	Solid Waste Reserve Fund	Generation Capital Reserve Fund	Total
2013 annual surplus (deficit)	$ 132,519	$ (187,879)	$ -	$ 1,129	$ 7,946	$ 140	$ (46,145)
Adjustments to annual surplus (deficit) for funding requirements							
Second previous year's surplus	288,885	-	-	-	-	-	288,885
Transfer between funds							
Transfer elimination	(808,000)	-	8,000	-	450,000	350,000	-
Transfer elimination	(5,999)	5,999	-	-	-	-	-
Long-term debt principal repayment	-	-	-	-	-	-	-
Change in sick leave accrual	45,126	-	-	-	-	-	45,126
Amortization expense	1,269,578	187,879	-	-	-	-	1,457,457
Unrealized losses on marketable securities	39,690	-	-	-	-	-	39,690
Total adjustments to 2013 annual surplus (deficit)	$ 829,280	$ 193,878	$ 8,000	$ -	$ 450,000	$ 350,000	$ 1,831,158
	$ 961,799	$ 5,999	$ 8,000	$ 1,129	$ 457,946	$ 350,140	$ 1,785,013

Regional Service Commission 11

Schedule 3: Schedule of Segment Disclosure

Year ended December 31, 2014

	Co-operative and Regional Planning	Local Planning	Landfill	SWC Recycling	Power Generation	2014
Revenue						
Sale of services	$ -	$ -	$ 4,069,670	$ 398,565	$ 876,555	$ 5,344,790
Member charges	69,599	1,180,065	2,701,800	-	-	3,951,464
Other	-	8,892	45,375	831	-	55,098
Grants - Environmental Trust Fund	-	-	-	15,250	-	15,250
Interest	-	4,975	18,391	-	687	24,053
Insurance recovery	-	-	-	817,207	-	817,207
	69,599	1,193,932	6,835,236	1,231,853	877,242	10,207,862
Expenditures						
Salaries and benefits	36,920	872,582	2,296,469	585,663	71,493	3,863,127
Operating expenses	17,558	247,018	3,110,174	384,661	204,089	3,963,500
Amortization	-	6,022	1,470,857	99,854	188,029	1,764,762
Loss on disposal/writedown of assets	-	-	5,460	774,052	-	779,512
Interest	-	-	57,877	2,076	82,762	142,715
Other	-	-	-	15,250	-	15,250
	54,478	1,125,622	6,940,837	1,861,556	546,373	10,528,866
Unrealized gain on investments	-	-	66,463	-	-	66,463
Annual (deficit) surplus	$ 15,121	$ 68,310	$ (39,138)	$ (629,703)	$ 330,869	$ (254,541)

Regional Service Commission 11

Schedule 3: Schedule of Segment Disclosure

Year ended December 31, 2013

	Co-operative and Regional Planning	Local Planning	Landfill	SWC Recycling	Power Generation	2013
Revenue						
Sale of services	$ -	$ 105,906	$ 3,842,717	$ 476,246	$ 884,239	$ 5,309,108
Member charges	71,047	824,357	2,402,114	-	-	3,297,518
Other	-	27,425	99,185	4,000	-	130,610
Grants - Environmental Trust Fund	-	-	10,000	30,270	-	40,270
Interest	-	4,565	28,770	-	1,461	34,796
	71,047	962,253	6,382,786	510,516	885,700	8,812,302
Expenditures						
Salaries and benefits	21,653	819,367	2,172,545	598,990	68,381	3,680,936
Operating expenses	31,432	233,501	2,525,926	355,706	342,122	3,488,687
Amortization	-	5,445	1,120,111	144,023	187,878	1,457,457
Interest	-	-	64,842	2,566	83,999	151,407
Other	-	-	10,000	30,270	-	40,270
	53,085	1,058,313	5,893,424	1,131,555	682,380	8,818,757
Unrealized loss on investments	-	-	(39,690)	-	-	(39,690)
Annual (deficit) surplus	$ 17,962	$ (96,060)	$ 449,672	$ (621,039)	$ 203,320	$ (46,145)

Regional Service Commission 11

Schedule 4: Schedule of Statement of Reserves

Year ended December 31, 2014

	Local Planning Operating Reserve	Local Planning Capital Reserve	Solid Waste Operating Reserve	Solid Waste Capital Reserve	Generation Capital Reserve	2014 Total
Assets						
Cash	$ 16,000	$ 8,000	$ 17,458	$ 663,460	$ -	$ 704,918
Interest receivable	-	-	1,211	4,436	155	5,802
Due from Solid Waste Operating Fund	-	-	249,000	342,000	-	591,000
Due from Generation Facility Operating Fund	-	-	-	-	150,000	150,000
Investments	-	-	114,188	765,178	354,670	1,234,036
	16,000	8,000	381,857	1,775,074	504,825	2,685,756
Accumulated surplus	$ 16,000	$ 8,000	$ 381,857	$ 1,775,074	$ 504,825	$ 2,685,756
Revenue						
Operating fund transfer	$ 16,000	$ -	$ 265,000	$ 350,000	$ 150,000	$ 781,000
Interest	-	-	932	4,541	4,685	10,158
	16,000	-	265,932	354,541	154,685	791,158
Expenditures	-	-	-	-	-	-
Annual Surplus	$ 16,000	$ -	$ 265,932	$ 354,541	$ 154,685	$ 791,158

Name of Investment	Principal Amount	Interest Rate	Date of Maturity
Cashable GIC	$ 503,192	1.10%	January 14, 2015
Non-cashable GIC	$ 354,670	1.33%	June 20, 2015
Cashable GIC	$ 376,174	1.00%	December 2, 2015

Resolutions regarding transfers to and from reserves:

Motion: Be it resolved that Regional Service Commission 11 transfer a total of $16,000 for the Local Planning Services Operating Fund to the Local Planning Services Operating Reserve Fund. Motion by Judy Wilson-Shee, seconded by Susan Cassidy. Motion unanimously carried.

Motion: Be it resolved that Regional Service Commission 11 transfer a total of $265,000 from the Solid Waste Services Operating Fund to the Solid Waste Services Operating Reserve Fund. Motion by Nancy Cronkhite, seconded by Scott Smith.

Motion: Be it resolved that Regional Service Commission 11 transfer a total of $350,000 from the Solid Waste Services Operating Fund to the Solid Waste Services Capital Reserve Fund. Motion by Susan Cassidy, seconded by Mike Chamberlain. Motion unanimously carried.

Motion: Be it resolved that Regional Service Commission 11 transfer a total of $150,000 from the Generation Facility Operating Fund to the Generation Facility Capital Reserve Fund. Motion by Eric Megarity, seconded by Gary Mersereau. Motion unanimously carried.

I hereby certify that the above are true and exact copies of resolutions adopted at a Commission meeting on December 18, 2014.

Original Signed by

D.R. Fitzgerald
Executive Director, Regional Service Commission 11

April 18, 2015

Date

Regional Service Commission 11

Schedule 4: Schedule of Statement of Reserves

Year ended December 31, 2013

	Local Planning Capital Reserve	Solid Waste Operating Reserve	Solid Waste Capital Reserve	Generation Capital Reserve	2013 Total
Assets					
Cash	$ 8,000	$ 1,447	$ 3,440	$ -	$ 12,887
Interest receivable	-	1,065	3,926	140	5,131
Due from Regional Service Commission 8	-	333	5,491	-	5,824
Due from General Operating Fund	-	-	650,000	-	650,000
Investments	-	113,080	757,676	350,000	1,220,756
	8,000	115,925	1,420,533	350,140	1,894,598
Accumulated surplus	$ 8,000	$ 115,925	$ 1,420,533	$ 350,140	$ 1,894,598
Revenue					
Operating fund transfer	$ 8,000	$ -	$ 450,000	$ 350,000	$ 808,000
Interest	-	1,129	7,946	140	9,215
	8,000	1,129	457,946	350,140	817,215
Expenditures	-	-	-	-	-
Annual Surplus	$ 8,000	$ 1,129	$ 457,946	$ 350,140	$ 817,215

Name of Investment	Principal Amount	Interest Rate	Date of Maturity
Cashable GIC	$ 498,311	0.90%	January 14, 2014
Non-cashable GIC	$ 350,000	1.33%	June 20, 2014
Cashable GIC	$ 372,445	1.00%	December 2, 2014

Resolutions regarding transfers to and from reserves:

Motion: Be it resolved that Regional Service Commission 11 transfer a total of $8,000 for the Local Planning Services Operating Fund to the Local Planning Services Capital Reserve Fund. Motion by Judy Wilson-Shee, seconded by Mike Blaney.

Motion: Be it resolved that Regional Service Commission 11 transfer a total of $450,000 from the Solid Waste Services Operating Fund to the Solid Waste Services Capital Reserve Fund. Motion by Judy Wilson-Shee, seconded by Nancy Cronkhite.

Motion: Be it resolved that Regional Service Commission 11 transfer a total of $350,000 from the Generation Facility Operating Fund to the Generation Facility Capital Reserve Fund. Motion by Judy Wilson-Shee, seconded by Mary Mesheau.

I hereby certify that the above are true and exact copies of resolutions adopted at a Commission meeting on December 19, 2013.

Original Signed by

April 18, 2015

D.R. Fitzgerald
Executive Director, Regional Service Commission 11

Date

Regional Service Commission 11

Schedule 5: Schedule of Operating Budget to PSA Budget

Year ended December 31, 2014

	Corporate Services Operating Budget	Co-operative and Regional Planning Operating Budget	Local Planning Operating Budget	Solid Waste Operating Budget	Generation Facility Operating Budget	Amortization TCA	Other Sickleave	Transfers	Total
Revenue									
Member charges	$ -	$ 69,599	$ 1,137,728	$ 2,606,210	$ -	$ -	$ -	$ -	$ 3,813,537
Sale of services -	-	-	4,486,410	944,000	-	-	-	5,430,410	
Transfer from own or other fund	471,998	-	-	61,273	-	-	-	(533,271)	-
Interest	-	-	3,000	11,000	1,000	-	-	-	15,000
Surplus of second previous year	-	-	-	333,788	61,273	-	-	(395,061)	-
Other revenue	-	-	-	79,198	-	-	-	-	79,198
	471,998	69,599	1,140,728	7,577,879	1,006,273	-	-	(928,332)	9,338,145
Expenditures									
Governance	51,075	-	-	-	-	-	-	-	51,075
Administration	414,700	69,599	487,480	1,219,309	9,200	-	-	(471,998)	1,728,290
Regional planning	-	-	-	-	-	-	-	-	-
Regional policing collaboration	-	-	-	-	-	-	-	-	-
Regional emergency measures planning	-	-	-	-	-	-	-	-	-
Regional sport, recreation and culture infrastructure planning and cost sharing	-	-	-	-	-	-	-	-	-
Planning & building inspection services	-	-	639,748	-	-	9,000	1,000	-	649,748
Solid waste services	-	-	-	5,146,380	257,742	1,575,000	4,000	-	6,983,122
Post-closing costs	-	-	-	183,384	-	-	-	-	183,384
Fiscal services									
Interest	-	-	-	61,747	82,465	-	-	-	144,212
Other financing charges	3,600	-	4,500	2,500	500	-	-	-	11,100
Other fiscal services	2,623	-	-	236,000	61,273	-	-	(61,273)	238,623
Transfer to Capital Fund	-	-	9,000	343,559	330,000	-	-	(682,559)	-
Transfer to Capital Reserve Fund	-	-	-	385,000	100,000	-	-	(485,000)	-
	471,998	69,599	1,140,728	7,577,879	841,180	1,584,000	5,000	(1,700,830)	9,989,554
Surplus (deficit)	**$ -**	$ -	$ -	$ -	$ 165,093	$ (1,584,000)	$ (5,000)	$ 772,498	$ (651,409)

Regional Service Commission 11

Schedule 5: Schedule of Operating Budget to PSA Budget

Year ended December 31, 2013

	Co-operative and Regional Planning Operating Budget	Local Planning Operating Budget	Solid Waste Operating Budget	Generation Facility Operating Budget	Amortization TCA	Transfers	Total
Revenue							
Member charges	$ 71,047	$ 918,821	$ 2,461,246	$ -	$ -	$ -	$ 3,451,114
Sale of services	-	137,472	4,392,004	732,000	-	-	5,261,476
Interest	-	2,000	8,000	-	-	-	10,000
Surplus of second previous year	-	138,000	165,321	-	-	(303,321)	-
Other revenue	-	-	87,000	-	-	-	87,000
	71,047	1,196,293	7,113,571	732,000	-	(303,321)	8,809,590
Expenditures							
Governance	10,239	6,911	34,046	-	-	-	51,196
Administration	50,808	470,295	1,313,401	-	-	-	1,834,504
Regional planning	2,500	-	-	-	-	-	2,500
Regional policing collaboration	2,500	-	-	-	-	-	2,500
Regional emergency measures planning	2,500	-	-	-	-	-	2,500
Regional sport, recreation and culture infrastructure planning and cost sharing	2,500	-	-	-	-	-	2,500
Planning & building inspection services	-	713,087	-	-	5,445	-	718,532
Solid waste services	-	-	4,611,463	667,000	1,452,012	-	6,730,475
Post-closing costs	-	-	173,466	-	-	-	173,466
Fiscal services							
Interest	-	-	85,595	65,000	-	-	150,595
Other financing charges	-	6,000	9,600	-	-	-	15,600
Transfer to Capital Fund	-	-	636,000	-	-	(636,000)	-
Transfer to Capital Reserve Fund	-	-	250,000	-	-	(250,000)	-
	71,047	1,196,293	7,113,571	732,000	1,457,457	(886,000)	9,684,368
Surplus (deficit)	$ -	$ -	$ -	$ -	$ (1,457,457)	$ 582,679	$ (874,778)

Regional Service Commission 11

Schedule 6 - Schedule of Revenue and Expenditures

Year ended December 31, 2014

	(Unaudited) Budget 2014	Actual 2014	Actual 2013
Revenue			
Sale of services			
Other planning services	$ -	$ -	$ 105,906
Industrial/Commercial/Institutional tipping fees	3,734,790	3,772,109	3,543,306
Construction and demolition	200,600	229,352	249,241
Recycling materials	518,020	398,565	476,246
Power generation	944,000	876,555	884,239
Other	33,000	68,209	50,170
	$ 5,430,410	$ 5,344,790	$ 5,309,108
Member charges			
Cooperative and regional planning fees	$ 69,599	$ 69,599	$ 71,047
Local planning and inspection services fees	1,137,728	1,180,065	824,357
Tipping fees	2,606,210	2,701,800	2,402,114
	$ 3,813,537	$ 3,951,464	$ 3,297,518
Other			
Gain on disposal of capital assets	$ -	$ 500	$ 6,520
Other (Planning and Development)	-	8,892	27,425
Other (Solid Waste)	79,198	45,706	96,665
	$ 79,198	$ 55,098	$ 130,610
Expenditures			
Administration			
Executive Director's office	$ 205,564	$ 186,407	$ 115,145
Financial management			
External audit	19,500	27,110	24,335
Personnel	107,636	125,971	-
	127,136	153,081	24,335
Other			
Liability insurance	46,000	45,519	45,190
Professional services	5,000	8,350	4,733
Public relations	5,000	-	438
Office expense	11,000	10,625	9,273
Legal services	5,000	5,905	1,259
Translation	10,000	(1,822)	4,340
	82,000	68,577	65,233
Administration			
Local planning office	205,280	232,005	281,828
Liability insurance	6,000	4,885	6,202
Professional services	10,000	4,827	10,305
Public relations	1,000	3,525	946
Office expense	125,500	121,230	117,998
HST	-	6,079	-
Legal services	3,000	7,621	4,244
	350,780	380,172	421,523

Regional Service Commission 11

Schedule 6 - Schedule of Revenue and Expenditures (Continued)

Year ended December 31, 2014

	(Unaudited) Budget 2014	Actual 2014	Actual 2013
Administration			
Solid waste office	$ 459,110	$ 473,438	$ 503,589
Liability insurance	33,000	112,408	108,047
Professional services	81,000	207,044	130,145
Public relations and education	112,000	116,254	107,066
Office expense	113,500	120,015	124,397
Legal services	35,000	(12,891)	10,355
HST	120,000	99,631	66,334
	953,610	1,115,899	1,049,933
Administration			
Generation facility	9,200	8,922	7,041
Professional services	-	-	35,846
	9,200	8,922	42,887
	$ 1,728,290	$ 1,913,058	$ 1,719,056
Governance			
Honorariums	$ 32,575	$ 39,825	$ 40,725
Travel	13,000	13,083	14,389
Meetings	5,500	5,619	5,596
	$ 51,075	$ 58,527	$ 60,710
Planning and Building Inspection Services			
Planning services			
Personnel	$ 370,590	$ 368,142	$ 291,339
Advertising	6,000	2,393	5,026
Planning advisory committee	15,800	13,975	15,571
Amortization	4,500	3,011	2,723
Sickleave	1,000	2,899	-
Other	5,400	5,934	4,117
	403,290	396,354	318,776
Inspection Services			
Personnel	240,458	232,833	271,664
Supplies	1,500	562	1,740
Amortization	4,500	3,011	2,723
	246,458	236,406	276,127
	$ 649,748	$ 632,760	$ 594,903

Regional Service Commission 11

Schedule 6 - Schedule of Revenue and Expenditures (Continued)

Year ended December 31, 2014

	(Unaudited) Budget 2014	Actual 2014	Actual 2013
Solid Waste Services			
Station and building	$ 250,500	$ 362,588	$ 266,346
Machinery and equipment	1,179,270	835,696	819,706
Landfill operations	2,305,599	2,089,515	1,944,444
Scale house	244,211	192,870	196,411
Waste diversion	990,550	863,947	857,299
Hazardous household waste	176,250	150,336	135,073
Sickleave	4,000	5,800	-
Other - Environmental Trust Fund	-	15,250	40,270
Writedown of tangible capital of assets due to fire	-	779,511	-
Amortization	1,575,000	1,570,711	1,264,134
	6,725,380	6,866,224	5,523,683
Generation facility			
Personnel	80,300	71,493	68,381
Machinery and equipment	177,442	191,709	297,053
Amortization	-	188,029	187,879
	257,742	451,231	553,313
	$ 6,983,122	$ 7,317,455	$ 6,076,996