

"The Southwest New Brunswick Service Commission is dedicated to providing effective and efficient services to our Region."

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MESSAGE FROM THE CO-CHAIRS

March 31, 2014

Dear Southwest New Brunswick Service Commission Stakeholders:

On behalf of the Board of Directors and the staff of the Southwest New Brunswick Regional Service Commission, we are pleased to present this Annual Report for Fiscal Year 2013.

As expected for the first year of any new organization, 2013 proved to be a challenging one for all involved. Presented with a steep learning curve the Board had to find a way to work together and address a number of policy and operational challenges. Despite the challenges, there are a number of accomplishments we are pleased to highlight beginning with the fact that all of the formative structures were put in place as required by provincial legislation. Each, although functioning to varying degrees provides an important role in the region. The Board of Directors table provides a forum for regional discussions and collaborative communications lending to an increased level of transparency and accountability.

The Board completed the first phase of a strategic planning process, which provided a common set of values and priorities presented in this report. We look forward to working with our first Executive Director to develop a realistic work plan for the region to accomplish those. A mission statement, presented on our cover page, highlights the Board's commitment to collaboration and transparency. Although this too has been challenging, breaking down the political and traditional barriers of regional planning remains a focus for the Board.

We know that more challenges lie ahead for such a large and diverse region and we recognize that the new local governance model has its challenges as a new system not fully accepted by all involved. As such, the Board is committed to continuing to develop place-based policies that serve to address the needs of its citizens, educate the Board on its legal requirements and ensure effective operational structures are implemented.

We would like to extend a sincere thank you to all Board members, volunteers that make up the committees, commission staff and the public at large their patience and efforts as we have all strived to find a way to make this this new governance model work for Southwest New Brunswick.

Best Regards,

Susan Farquharson

Dan Dow

BRIEF HISTORY

As part of its Action Plan for a new Local Governance System, the Province of New Brunswick initiated the process to establish a regional service commission system across the province in 2012. Following a transition process lead by consultants acting on behalf of the province, on January 1st, 2013, 12 regional service commissions became official, legal entities.

One of these is Regional Service Commission 10, which covers a geographic territory encompassing nearly all of Charlotte County (except the northeastern corner) plus the southwestern portion of York County. Within this territory, there are approximately 33,000 residents. Nearly half of those live within our municipalities and rural community while the other half reside in our rural territory administered by the Local Service District system.

This commission has a 17 member Board of Directors comprised of representatives of the municipalities (mayors), rural communities (mayors) and LSDs (Advisory Committee Chair) across the region. The Board approved the change of the name of this commission to the Southwest New Brunswick Service Commission shortly after it came into being.

GEOGRAPHIC SCOPE

The Southwest New Brunswick Service Commission encompasses:

The Local Service Districts of: Bayside, Beaver Harbour, Chamcook, Dennis-Weston, Dufferin, Dumbarton, Fundy Bay, Lepreau, Manners Sutton, McAdam, Pennfield, Saint Croix, Saint David, Parish of Saint George, Parish of Saint James, Parish of Saint Patrick, Parish of Saint Stephen, Western Charlotte, West Isle and, White Head Island;

The Villages of Blacks Harbour, Grand Manan, Harvey and McAdam,

The Towns of St. Andrews, St. George, and St. Stephen;

The Rural Community of Campobello Island and;

As previously mentioned, this commission has a 17 member Board of Directors. Cumulatively, these members speak for the entire region and all its residents. Irrespective of what part of the region they come from, the expectation is that Board members are to come to the Board table to work in the best interest of the region as a whole and not for the benefit of their home constituency or any other segment of the region.

VALUES

The commission developed its goals during a facilitated process involving the entire Board. By extension, these are believed to be those held by the majority of the population living within this region and served by this commission.

The result of this process was the “*Report to the Southwest New Brunswick Service Commission: Priority Setting Workshop Outcome and Findings – Part I and II*” unanimously endorsed by the Board.

“It is these priorities that staff utilizes in developing an effective, workable Annual Work Plan, which designed to turn these policy items into action at the operational level. Over time, these priorities will constantly change as conditions change and representation on the Board changes”...Executive Director

VALUES: Honest/trustworthy; Accountable, responsible, open, transparent; Integrity; Risk-taking, innovative, visionary; Making a difference; Leadership

PRIORITIES

PRIORTIES:

Maintain an affordable, balanced budget

Review and determine asset amalgamation and other cost-sharing opportunities within Emergency Services (Police, Fire and Emergency, such as off-road rescue)

Increase regional lobbying efforts and work toward improved rapport with the Region’s MPs and MLAs.

Seek ways to expand existing partnerships to improve the region’s Tourism marketing

Continue discussions focused on - regional transportation, economic development and land-use planning

GOVERNANCE

A17 member Board of Directors cumulatively speak for the entire region and all its residents, irrespective of the region they come from, the Board members are bound to come to the Board table to work in the best interest of the region as a whole.

2013 Board Members:

Carla Brown, LSD Advisory Committee Chair for St. David

Dan Dow (Board Co-Chair), LSD Advisory Committee Chair for Western Charlotte

Darrell Weare (Board Co-Vice Chair), LSD Advisory Committee Chair for Bayside

Dennis Green, Mayor of the Village of Grand Manan

Frank Carroll (Board CO-Vice Chair), Mayor of the Village of McAdam

Frank McCallum, LSD Advisory Committee Chair for Beaver Harbour

Garry Christie, LSD Advisory Committee Chair for St. Patrick

John Quartermain, Mayor of the Town of St. Stephen

Pat Dodd, LSD Advisory Committee Chair for Pennfield

Sharon Tucker, Mayor of the Town of St. George

Stan Choptiany, Mayor of the Town of St. Andrews

Stephen Smart, Mayor of the Rural Community of Campobello

Susan Farquharson (Board Co-Chair), LSD Advisory Committee Chair for Lepreau

Terry James, Mayor of the Village of Blacks Harbour

Vern Faulkner, LSD Advisory Committee Chair for Dennis Weston

Nick Cleghorn: LSd Advisory Committee Chair for Manners Sutton

Winston Gamblin, Mayor of the Village of Harvey

In order to ensure that all jurisdictions can have consistent representation at Board meetings, the provincial government has stipulated that all Deputy Mayors can act as an Alternate for their mayor at meetings of the Board.

Two additional LSD Advisory Committee Chairs, Larry Parker and Heather Hatt, were designated to act as Alternates for any LSD member on the Board that is not able to attend.

During 2013 there were several attempts made to organize governance training for our new Board here within our region. For a variety of reasons this effort did not come to fruition. As a result and as a “second choice” this commission partner with the regional service commission in the Fredericton region and invite our Board members to attend training that was being held in Fredericton. Unfortunately only a couple of Board members were able to attend this valuable training at that time and location. The possibility of pursuing additional Board governance training is under discussion at the Board level.

COMMITTEES

The Commission was required to form Standing Committees. While the Board has recently completed a revision of their procedural bylaws, for fiscal 2013 the following Committees were in place;

- Executive Committee
- Audit Committee
- Finance and Budget Committee
- Community Policing Committee
- Planning Management Committee
- Technical Advisory Committee, Solid Waste Services

Additionally, committees were established to address specific priority matters:

- Ad Hoc Corporate Office Location Committee
- Ad Hoc Procedural Bylaws Review Committee

These committees held meetings as required in order to carry out their responsibilities as found in their terms of reference. All committees, with the exception of the Planning Review and Adjustment Committee provide recommendations to the Board to base final decisions made by the full Board.

While not a committee that is under the normal control of the Board, this Board and commission had administrative responsibility for the

- Planning Review and Adjustment Committee, which operates under its own bylaws as prescribed by the Province, tasked with providing arm’s length review and decision-making on land-use planning issues within our region.

ADMINISTRATION

As with all Commissions, the Board's has one direct employee, the Executive Director. The Executive Director is responsible for taking the policies developed and agreed to by the Board, via motions, and turning them into action on the operational level.

The Executive Director has staff as per the Commission policies to carry out the day-to-day work involved in delivering the services and implementing the policies.

2013 STAFF:

Corporate Division:

Frank Tenhave	Executive Director
Claudette MacLean	Administrative Supervisor
Tammi McCrum	Administrative Coordinator

Solid Waste Division:

Dan Harrington	Director of Solid Waste
Brian Gardner	Landfill Technician
Caroll Legace	Scale Operator/Administrative Assistant
Dale Stewart	Operations Coordinator
Ellen Mansfield	Environmental Operations Officer
Ira Arsenault	Waste Management Technician
Ivan Noddin	Landfill Technician
Jamie Cogswell	Landfill Technician/Diesel Mechanic
Jamie Scullin	Seasonal Operational
Joel MacDougall	Landfill Technician
Johnny Jordan	Waste Management Technician
Mark Vail	Recycling Technician
Michael Hall	Landfill Technician/Building Inspector Trainee
Michael Young	Site Supervisor
Murray Whittier	Landfill Technician

Nicole Doucet	Recycling Technician
Pat Way	Diesel Mechanic
Philip Holmes	Environmental Monitoring Officer
Ross Wilson	Recycling Technician
Ryan LeBlanc	Recycling Technician
Tim LeBlanc	Seasonal Operations
Wade Townes	Landfill Technician

Planning Division:

Dan Harrington	Interim Director of Planning;
Don Leachman	Building Inspector/ Regional Development Officer
Judy Harford	Development Officer/Office Assistant



"All staff were impacted by the new model, expected to take on additional duties while learning how to operate within the new structure, each one accepted the challenge to which I am grateful"

Executive Director.

MANDATE

The Regional Service Commission structure was put in place with a clearly defined mandate set out by the Provincial Government, specifically the Department of Environment and Local Government. The following taken directly from documentation prepared by that Department, describes what the commissions are responsible for delivering:

Regional Planning

The Regional Service Commissions are responsible for the development of a Regional Plan, the aim of which is better-coordinated and managed development and land use within each of the 12 regions.

- The Southwest New Brunswick Regional Service Commission formed the PMC in 2013 with the intent that once the province has determined the template and resources for planning will lead the process.

Local Planning in Local Service Districts

The Regional Service Commissions provide land use planning services to all Local Service Districts.

- To date the Southwest New Brunswick Regional Service Commission has provided planning services to LSDs.

Solid Waste Management

The Regional Service Commissions provide solid waste disposal services to the Municipalities, Rural Communities and Local Service Districts within their respective regions, a role previously performed by the Solid Waste Commissions.

- Southwest New Brunswick Regional Service Commission provides solid waste services via the Hemlock Knoll landfill station.

Regional Policing Collaboration

The Regional Service Commissions serve as a forum through which the effectiveness and efficiency of policing services is reviewed and evaluated on a regional basis.

- The Southwest New Brunswick Regional Service Commission - Community Policing Model has identified issues of concern within the region and provides direction to the Board on priorities for policing services.

Regional Emergency Measures Planning

The Southwest New Brunswick Regional Service Commission serves as the vehicle through which Municipalities, Rural Communities and Local Service Districts can plan, coordinate and pool resources on a regional basis in order to enable effective responses to emergencies.

- The Board will move this priority forward in 2014 in light of the climate change events affecting our region most recently in December of 2013.

Regional Sport, Recreational, and Cultural Infrastructure Planning and Cost-Sharing

The Southwest New Brunswick Regional Service Commission is responsible for facilitating the planning and cost sharing of major sport, recreational and cultural facilities within each of their respective regions.

- The Southwest New Brunswick Regional Service Commission will identify and reach consensus on the need, the scope and the financing required for such new facilities (could include the expansion / renovation of existing facilities).

Additional Services

The Southwest New Brunswick Regional Service Commission can also provide other services as supported by their member communities on either a regional (all commission members) or sub-regional basis (one or more interested members, depending on the service)..

Service Arrangements

Based on the future direction of Southwest New Brunswick Regional Service Commission we do have the authority to facilitate and oversee arrangements and agreements between communities for cost sharing on services and infrastructure.

- This will be important for future cost sharing needs such as building, renovating, or repairing a sports facility in an area within a given region where, the Commission can facilitate the dialogue between communities to determine interest,

Collaboration on Regional Issues

One of the most important roles of the new Southwest New Brunswick Regional Service Commission is to collaborate on regional issues and service decisions such as:

- Making regional planning decisions on the location of community-based infrastructure or land use, which affects more than one community.
- Accessing or applying for provincial and federal funding, where applicable, to benefit region-wide service delivery.
- Working together to seek new investments within a region, including those with economic benefits.

FINANCIAL STATEMENTS

Helpful Information Re: the “Assets” of the Balance Sheet:

Bank Accounts:	Explanation:
Royal Bank- #103-643-3 Operating	This is the main operating account for the SNBSC i.e. this is where the day-to-day operations money flows in and out of.
Royal Bank - #103-644-1 Operating	This is what is referred to as the “forestry” account which came from the sale of wood when the land fill area was cleared. Is used for walking trail and other esthetic items on the landfill property.
Royal Bank #1000538 (Capital Res.)	This is the main capital reserve fund where income is set aside on a regular basis for replacing equipment, building new cells (for waste disposal), etc. at the landfill.
RBC Dominion # 3703181812 (Closure)	This is one of two investment accounts where the post-closure funds are kept and are growing this fund through prudent investments. This fund is for maintaining and monitoring the landfill site after the site actually closes.
RBC Dominion # 3703181812 (Closure)	This a second part of the account noted above and represents funds invested in a different investment vehicle within this same account.
RBC Dominion #2822620312 (Closure)	This is the second account where post-closure funds are invested as outlined above
RBC Dominion # 2822620213 (Operation)	This account is referred to as the “education bursary” account and contains the bulk of the money received from the sale of the wood when the landfill site was cleared. It is invested here and the investment gains (never the principle) are used to provide scholarships to local students studying forestry, environmental sciences, or any other related fields.

* It should be noted that once a Financial Officer is in place it is expected that the number of such accounts will be reduced and other adjustments will need to be made to ensure that these funds are all in keeping with accounting “best practices” for public sector entities.

Balance Sheet As at 12/31/2013**ASSET****CURRENT ASSETS**

Petty Cash - Planning	282.59	
Petty Cash - Solid Waste	286.41	
Cash Float	13,837.60	
Royal Bank - #103-643-3 Operating	1,036,477.07	
Royal Bank - # 103-644-1 Operating	35,933.36	
Loss/Gain on US Account	1,026.90	
US Dollar Account - # 4001467	5,487.53	
Royal Bank #1005404 (Capital Res)	57,424.91	
Royak Bank #1005412 (Operating Res)	176.95	
Total Cash & Bank		1,150,933.32
Accounts Receivable		329,881.56
Other Receivables		49,166.64
HST Collected	-2,568.41	
HST Rebate	84,697.69	
HST Receivable <Payable>		82,129.28
Royal Bank # 1000538 (Capital Res)	2,077,888.68	
RBC Dominion# 3703181812 (Closure)	824,856.30	
RBC Dominion# 3703181812 (Closure)	181,243.02	
RBC Dominion #2822620312 (Closure)	357,445.86	
RBC Dominion #2822620213 (Operatin)	110,041.79	
Total Portfolio Investments		3,551,475.65
Prepaid Expense		24,210.00
TOTAL CURRENT ASSETS		5,187,796.45

TANGIBLE CAPITAL ASSETS

Building	3,009,961.29
Accum Amort - Building	-1,218,890.32
Equipment	4,976,958.15
Accum Amort - Light Duty Equipment	-4,189,744.13
Equipment (Heavy duty)	2,327,911.55
Accum Amort - Heavy Duty Equipment	-1,565,962.70
Vehicle	423,356.18
Accum Amort - Vehicles	-382,919.04

Roads	1,465,814.57
Accum Amort - Roads	-1,197,167.26
Land	373,912.58
Pre-Operating Costs	1,309,375.52
Accum Amort - Pre Operating Costs	-1,309,375.52
Landfill Gas	2,054,410.87
Accum Amort - Landfill Gas	-480,167.71
Landfill Site	8,487,168.84
Accum Amort - Landfill site	-4,712,205.41
Landfill Cell Capping	187,041.51
Accum Amort - Cell Capping	-50,039.58
Containment Cells	5,165,973.47
Accum Amort - Containment Cells	-5,094,182.52
NET TANGIBLE CAPITAL ASSETS	9,581,230.34

ASSETS UNDER CONSTRUCTION

Assets Under Construction	1,179,046.07
TOTAL ASSETS UNDER CONSTRUCTION	1,179,046.07

TOTAL ASSET	15,948,072.86
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LIABILITY**CURRENT LIABILITIES**

Building Permit & Subdivision Revenu	11,019.29
Accounts Payable	161,300.44
Group Insurance Payable	224.07
TOTAL CURRENT LIABILITIES	172,543.80

LONG TERM LIABILITIES

Landfill Closure Liability	1,276,080.46
TOTAL LONG TERM LIABILITIES	1,276,080.46

TOTAL LIABILITY	1,448,624.26
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EQUITY**EARNINGS**

Capital Reserve Fund	1,579,696.23
Operating Reserve Fund	196.47
Surplus (Deficit)	11,838,562.15
Current Earnings	1,080,993.75
TOTAL EARNINGS	14,499,448.60
 TOTAL EQUITY	 14,499,448.60
 LIABILITIES AND EQUITY	 15,948,072.86

Income Statement 01/01/2013 to 12/31/2013**REVENUE****REVENUE**

COOPERATIVE & REGIONAL PLANNING	350.00	
Member Charges	70,501.52	
TOTAL REGIONAL PLANNING FEES		70,851.52
SALE OF TANGIBLE CAPITAL ASSETS		11,880.00
GAIN(LOSS) ON SALE OF INVESTMENTS		0.00
GOVERNMENT TRANSFERS	0.00	
Environmental Trust Fund	18,033.75	
PNB - WEBSITE	4,000.00	
PNB - HHW	1,073.50	
HR Handbook	9,450.50	
Employment Grants	1,200.00	
TOTAL GOVERNMENT TRANSFERS - SW		33,757.75
OTHER REVENUE - SW	0.00	
Sale of Recyclable Material	17,507.60	
Sale of Metals	1,308.49	
Investment Income	21,520.24	
Wood Sales	0.00	
Other Income	2,163.90	
TOTAL OTHER REVENUE - SW		42,500.23
Province of NB- York	56,964.45	
Province of NB - Charlotte	474,338.74	
Province of NB- North York	0.00	
TIPPING FEES - PROVINCE OF NB	0.00	
Town of St. Stephen	109,791.00	
Town of St. Andrews	46,467.45	
Town of St. George	32,734.50	
Village of Blacks Harbour	20,751.00	
Village of Grand Manan	78,438.00	
Village of Canterbury	0.00	
Village of Meductic	0.00	
Village of Harvey	779.25	
Village of McAdam	26,741.65	

TOTAL TIPPING FEES - MEMBERS	847,006.04
TIPPING FEES - OTHER SOURCES	0.00
Valley Solid Waste	564,773.40
Commercial Waste	809,185.46
Construction & Demolition	113,994.95
Cover material	63,533.63
Regulated waste	0.00
Washington County	616,358.10
US EXCHANGE & 15% US DISCOUNT	-23,291.34
TOTAL - TIPPING FEES -OTHER SOURCES	2,144,554.20
LOCAL PLANNING SERVICES	0.00
Member Charges - Planning & Dev.	116,938.44
Member Charges - Inspection	137,275.56
Sale of Services	0.00
TOTAL LOCAL PLANNING FEES	254,214.00
2nd Previous Year Surplus - SW	0.00
2nd Previous Year Surplus - CRP	0.00
2nd Previous Year Surplus - LP	31,193.00
TOTAL 2ND PREVIOUS YEAR SURPLUS	31,193.00
TOTAL REVENUE	3,435,956.74
 TOTAL REVENUE	 3,435,956.74
 EXPENSE	
 AMORTIZATION	
AMORTIZATION EXPENSE	0.00
Total Amortization	0.00
 PAYROLL - (Solid Waste)	
Group Plan Benefits	105,520.56
RRSP Benefit	69,448.66
Employee Benefits	5,150.98
Landfill Operations	1,219,747.18
EI Expense	29,064.30
CPP Expense	50,923.64
WCB Expense	43,342.74

TOTAL STAFF	<u>1,523,198.06</u>
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FISCAL SERVICES - SOLID WASTE

Transfer To Capital Reserve	0.00
Transfer to Operating Reserve	0.00
Interest on Long Term Debt	0.00
Principal Payment On Long Term Debt	0.00
Interest Current Operations	0.00
Bank Service Charges	2,917.54
US Exchange	-4,675.94
Management Fees RBC	0.00
Provision for Closure Costs	<u>-285,015.00</u>
TOTAL FISCAL SERVICES (SW)	<u>-286,773.40</u>

OPERATIONAL

Capital Expenditures	8,574.64
Scale House Personnel	0.00
Scale Expenses	<u>2,143.95</u>
Total Scale House	2,143.95
Equipment:Fuel	255,560.44
:Maintenance	131,118.28
Equipment Rental	4,621.16
White Goods Recycling	<u>2,648.06</u>
Equipment:Total	393,947.94
Electricity (Aeration Bldg)	49,293.84
Electricity (Refueling Bldg)	263.20
Electricity (Service Bldg)	13,663.73
Monitoring	82,124.26
Heat (Furnace Oil)	19,573.71
Household Hazardous Waste	1,675.61
Safety Equipment	17,935.30
Site Maintenance	58,755.25
Landfill Gas	9,096.90
Site Closure Costs	5,046.47
Supplies / Tools	24,697.28
Technical Services	0.00
Training, Travel & Meals	3,682.28
Vehicle: Gas	0.00

Repairs	0.00	
Registration	12,857.00	
Vehicle: Total		12,857.00
TOTAL OPERATIONAL		703,331.36

SOLID WASTE ADMINISTRATION

Advertising & Public Relations		10,338.50
Cleaning		6,239.44
Bad Debts		142.42
Electricity (Admin. Bldg.)		0.00
Insurance:Environmental	15,538.00	
Officers/Directors	0.00	
Office/Liability	11,995.00	
Vehicle & Equipment	17,010.00	
Insurance:Total		44,543.00
Office & Miscellaneous	4,384.99	
Shipping/Mailing	4,923.30	
Subscriptions	721.76	
Supplies	3,410.70	
Total Office		13,440.75
Professional Fees:Accounting	0.00	
Audit	0.00	
Legal	146.41	
Professional Fees:Total		146.41
Future Site Restoration Costs		0.00
Property Taxes		66,035.22
Telecommunications		3,961.98
TOTAL SOLID WASTE ADMINISTRATION		144,847.72

LOCAL PLANNING

PLANNING SERVICES	0.00
Planning Expenses	0.00
Salaries & Benefits	3,011.19
Advertising	84.71
N/A	0.00
GIS Operating & Planet	1,817.50
Maps & Reference Material	0.00
Training & Development	3,002.43

N/A	0.00	
Travel	441.05	
PRAC - Plan. Review. Advisory Comm	724.95	
Policing	220.00	
INSPECTION SERVICES	0.00	
Salaries & Benefits	0.00	
Travel	1,327.22	
Training & Development	91.53	
Maps & Reference Material	81.36	
GIS Operating & Planet	0.00	
TOTAL PLANNING AND INSPECTION SER.		10,801.94
ADMINISTRATION (LP)	0.00	
Salaries & Benefits	1,180.60	
Travel	2,500.50	
Training & Development	264.59	
Advertising & Public Relations	190.59	
Liability Insurance	3,495.00	
Professional Services	0.00	
Legal Services	2,347.91	
Memberships	0.00	
Office Building	10,729.32	
Office Equipment & Supplies	1,099.00	
Printing & Copying	636.08	
Telecommunications	1,710.82	
TOTAL ADMIN. SERVICES (LP)		24,154.41
FISCAL SERVICES (LP)	0.00	
Bank Service Charges	2,327.42	
TOTAL FISCAL SERVICES (LP)		2,327.42
TOTAL LOCAL PLANNING SERVICES		37,283.77
RECYCLING & WASTE REDUCTION		
Waste Diversion Personnel	0.00	
Advertising	440.31	
Public Meetings	0.00	
Total Communications		440.31
Baler Expenses	1,986.53	
Depot Repairs	311.04	

Equipment Rental	0.00	
Signage	0.00	
Tools/Supplies	<u>300.05</u>	
Total Equipment		2,597.62
Recycling Truck Driver		205.77
Processing	<u>2,794.12</u>	
Total Processing & Shipping		2,794.12
Vehicle:Diesel	0.00	
Registration	749.00	
Recyc. Equip. Maintenance	<u>29,656.81</u>	
Vehicle:Total		30,405.81
Building Maintenance		16,216.09
Electricity & Heat (Recycle)		40,131.79
Insurance	<u>0.00</u>	
W/R		<u>0.00</u>
W/R		<u>92,791.51</u>

CORPORATE SERVICES

Governance	0.00	
Board Member Honorariums	17,640.00	
Board Member Meals	1,705.88	
Board Member Travel	11,356.66	
Board Member Legal Fees	0.00	
Board Member Training & Development	2,514.75	
Board Member Communications	1,591.39	
Board Member Meeting Venues	1,620.74	
Board Member Other Expenses	<u>3,946.85</u>	
Total Governance		40,376.27
Administration	0.00	
Executive Director Office-Personnel	0.00	
Executive Director Office - Travel	4,061.48	
Exec. Dir. Office- Training & Devel	419.29	
Exec. Dir. Office - Other	155.64	
Human Resources	9,614.05	
Financial Management Salaries	0.00	
Financial Management Travel	90.07	
Financial Management Training & Dev	0.00	
External Audit	8,577.32	

External Accounting	22,637.87	
Advertising & Public Relations	336.69	
Liability Insurance	12,002.00	
Professional Services	0.00	
Legal Services	4,951.32	
Office Building Repairs	0.00	
Office Building Property Tax	7,889.40	
Office Building Power	10,819.59	
Office Equipment & Supplies	4,758.59	
Telecommunications	10,823.13	
Information Technology	1,166.28	
TOTAL ADMINISTRATION (Corporate)		98,302.72
Fiscal Services (Corporate)	0.00	
Interest - Current Operations	0.00	
Bank Service Charges	0.00	
Capital Expenditures	0.00	
Transfer to Capital Reserve	0.00	
Transfer to Operating Reserve	0.00	
N/A	0.00	
N/A	0.00	
Total Fiscal Services (Corporate)		0.00
TOTAL CORPORATE SERVICES		138,678.99
COOPERATIVE & REGIONAL PLANNING		
Regional Planning Personnel	0.00	
Regional Planning Administration	481.34	
Regional Planning Travel	267.53	
Regional Planning Prof. Services	0.00	
Total Regional Planning		748.87
Regional Policing Admin.	646.22	
Regional Policing Travel	209.89	
Regional Policing Prof. Services	0.00	
Total Regional Policing		856.11
Regional EMO Planning Admin.	0.00	
Regional EMO Planning Travel	0.00	
Regional EMO Planning Prof Services	0.00	
Regional EMO Planning Total		0.00

Regional Sport, Rec & Culture Admin	0.00	
Fiscal Services	0.00	
Interest Current Operations	0.00	
Bank Service Charges	0.00	
Capital Expenditures	0.00	
Transfer to Capital Reserve	0.00	
Transfer to Operating Reserve	<u>0.00</u>	
Total Fiscal Services		<u>0.00</u>
TOTAL COOP. & REGIONAL PLANNING		<u>1,604.98</u>
 TOTAL EXPENSE		 <u>2,354,962.99</u>
 NET INCOME		 <u><u>1,080,993.75</u></u>

Independent Auditor's Report

Note to Readers:

The next section is information provided by our Auditors for Fiscal 2013; Teed Saunders Doyle and Company

The financial information provided in this Annual Report is a DRAFT only. Further discussions between this company and the SNBSC will be taking place and revisions of these audited statements are expected.

When that process is completed and the final Audit is approved by the SNBSC Board of Directors (expected to be done in the next month or two), it will be posted on our website for public review (www.snbsc.ca).

Contact Information

Toll Free Telephone Number: 1-800-561-5615

General Telephone Number: 506-455-7830

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General E-Mail: info@snbsc.ca

Commission Information

Southwest New Brunswick Service Commission

Mailing Address:

P.O. Box 70
St. Stephen, N. B.
E3L 2W9

Office Location:

Administration Building
5749 Route 3
Lawrence Station, N. B.

Website: www.snbsc.ca