Southwest New Brunswick Service Commission

Annual Report 2022



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JOINT MESSAGE FROM
THE CHAIR AND
CHIEF EXECUTIVE OFFICER

Dear Southwest New Brunswick Service Commission Stakeholders:

On behalf of the Board of Directors and the staff of the Southwest New Brunswick Service Commission (SNBSC), we are pleased to present the annual report for the year 2022. We are proud of the progress we have made this year and are committed to continuing to provide quality services to the communities we serve.

As we emerged from the restrictions caused by the COVID-19 pandemic, we faced new challenges throughout 2022 tackling the changes brought about by local governance reform. While we worked through planning for fundamental changes in our service delivery, we also faced a fundamental change to the governance structure of the Commission, which culminated in the dissolution of the Board of 17 members as we knew it. We welcomed the new Board of eight at the end of the year.

We saw the birth of two brand-new municipalities in our region, the reinvention of two others and the creation of the rural district. Although there were four full municipal elections and one by-election, the end result returned seven of eight previous members and added one brand-new member to the Board. In 2022, we also saw our Executive Director enter the newly created position of Chief Executive Officer.

The Commission completed the adoption of Vibrant Communities Charlotte County (VCCC). We hired the Executive Director of VCCC as the new Community Development Coordinator and adopted VCCC's previous mandate to continue the good work of that organization and strengthen that service.

The recreation coordinator, now the Director of Recreation and Tourism Services, began work with the new mandates before the end of the year to enable us to hit the ground running in 2023.

After having seen further growth, SNBSC ended the year once again in a healthy financial position, ready to accept the challenges of new Provincial mandates and able to deliver these services in a meaningful way for our residents. We would like to sincerely thank all Board and committee members for their leadership and dedication to our mission: to excel at the provision of regional services that increase the economic and environmental success of our communities and the quality of life for the residents of the region. We also sincerely thank each and every staff member for their resilience and commitment, especially during this time of fundamental change to our organization.

The Southwest New Brunswick Service Commission is proud of the progress we have made in 2022. We remain committed to providing quality services to the communities we serve and to working towards a sustainable future for Southwest New Brunswick. We look forward to continuing to serve our communities in the years to come.

Sincerely,

Ken Stannix
Chair, Board of Directors

Hollis Bartlett
Chief Executive Officer

VALUES & **PRIORITIES**

The Southwest New Brunswick Service Commission continues to operate in accordance with the guiding principles outlined in the 2013 document *Report to the Southwest New Brunswick Service Commission: Priority Setting Workshop Outcome and Findings – Part I and II,* which was unanimously endorsed by the Board of the day.

The Commission's key values, as identified in that document, are as follows:

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

The Board took on the task of creating a new strategic plan in early 2020, which resulted in new vision and mission statements.

OUR VISION

Southwest New Brunswick is a vibrant, sustainable region with an exceptional quality of life, economic success, and community cooperation.

OUR MISSION

To excel at the provision of regional services which increase the economic and environmental success of our communities and the quality of life of our residents.

In 2022, the Commission followed this strategic plan, building a strong organization positioned to support Southwest New Brunswick in more efficient and better ways.

GOVERNANCE

As prescribed by a formula in the legislation that created the regional service commissions, the Southwest New Brunswick Service Commission began the year with a 17-member Board of Directors, which, together, spoke for the entire region and all its residents. During 2022, legislated changes in governance resulted in an eight-member Board of Directors.

2022 BOARD MEMBERS (YEAR BEGINNING)

Ken Stannix, Chair	Mayor, Village of McAdam
Jim Tubbs, Vice-Chair	LSD* Advisory Committee Chair, Dumbarton
Glen Hawkins, member-at-large	LSD Advisory Committee Chair, St. George
Wade Greenlaw	LSD Advisory Committee Chair, Dufferin
Heather Hatt	LSD Advisory Committee Chair, Fundy Bay
Bonnie Morse	Mayor, Village of Grand Manan
Winston Gamblin	Mayor, Village of Harvey
Sheena Young	LSD Advisory Committee Chair, West Isles
Wayne MacQuarrie	LSD Advisory Committee Chair, Pennfield
Brad Henderson	Mayor, Town of Saint Andrews
Dennis Blair	LSD Advisory Committee Chair, St. Croix / McAdam
Brian Glebe	LSD Advisory Committee Chair, Chamcook
John Detorakis	Mayor, Town of St. George
John Craig	Mayor, Village of Blacks Harbour
Allan MacEachern	Mayor, Town of St. Stephen
Harvey Matthews	Mayor, Rural Community of Campobello
Sam Walsh	LSD Advisory Committee Chair, Chamcook

*LSD = local service district

DEPUTY MAYOR ALTERNATES

In order to ensure that all jurisdictions could have consistent representation at Board meetings, the provincial government stipulated that all deputy mayors could act as alternates for their mayors at meetings of the Board. The alternates were:

Adam Hatt	Deputy Mayor, Blacks Harbour
Roger Fitzsimmons	Deputy Mayor, Grand Manan
Richard Corey	Deputy Mayor, Harvey
Taylor Gallant	Deputy Mayor, McAdam
Kate Akagi	Deputy Mayor, Saint Andrews
Ghislaine Wheaton	Deputy Mayor, St. Stephen

LOCAL SERVICE DISTRICT ALTERNATES

In order to ensure that all jurisdictions could have consistent representation at Board meetings, the provincial government stipulated that all deputy mayors could act as alternates for their mayors at meetings of the Board. The alternates were:

Kathy Curtis	LSD Advisory Chair, Manners Sutton
Annette Townes	LSD Advisory Chair, Saint James

2022 BOARD MEMBERS (YEAR ENDING)

Ken Stannix	Mayor, Village of McAdam
Jim Tubbs	Chair, Rural District Advisory Committee
Brad Henderson	Mayor, Town of Saint Andrews
John Craig	Mayor, Rural Community of Eastern Charlotte
Allan MacEachern	Mayor, Municipal District of St. Stephen
Harvey Matthews	Mayor, Rural Community of Campobello
Bonnie Morse	Mayor, Village of Grand Manan
Denny Cogswell	Mayor, Rural Community of Fundy Shores

The new Board did not meet until early in 2023, so the chair, vice-chair, member-at-large and alternates were not yet known at the end of 2022.

COMMITTEES

The Commission had several standing committees and the ability to form ad hoc committees as needed. All of these committees were important in completing the Commission's business in a timely fashion. The following is the 2022 list of standing committees for this Commission:

- Executive
- Human Resources
- Finance and Audit
- Planning Management
- Technical Advisory
- Regional Collaborative

These committees effectively stopped as the end of the year approached, as the Commission anticipated a new committee structure for 2023.



Above: The public drop-off area at Hemlock Knoll Solid Waste Facility

ANNUAL REPORT FROM PRAC CHAIR TO SNBSC BOARD

I would like to extend a thanks to all Property Review and Adjustment Committee (PRAC) members for their continued service and commitment over the past year. For PRAC, 2022 saw a slightly decreased workload compared to 2021, which was a banner year. In fall 2021, the Town of Saint Andrews reconstituted its own Planning Advisory Committee (PAC), and this meant that all 2022 planning files in Saint Andrews were no longer handled by PRAC. In spring 2022, the Village of Blacks Harbour began to use the planning services of PRAC, as they disbanded their PAC.

It is also worth noting that PRAC lost a judicial review over a decision by the Assessment and Planning Appeals Board (APAB) at the Court of Queen's Bench in 2022. Additionally, a "similar to or compatible with" application that PRAC approved in fall 2022 has been appealed to the APAB, but no ruling on that appeal has taken place yet.

In 2022, PRAC met 12 times. During its meetings, PRAC handled a total of 58 applications or files. This was seven fewer files than in 2021 (see the +1 or -1 to compare with 2021). The committee

- gave its views on 10 planning by-laws or rezonings for municipal councils; -2
- gave its views on one public road subdivision layout to a municipal council; +1
- gave its views on one rural planning regulation for the Minister; -3
- reviewed one terms and conditions application; -7
- reviewed six variance applications; -3
- reviewed one legal non-conforming use application; 0
- reviewed three similar to or compatible with applications; +2
- reviewed two temporary-use authorization applications; -1
- reviewed 32 type-2 subdivision applications (lots with no public road frontage); and, +5
- reviewed one subdivision plan rejection for unsuitable lots. +1

Sincerely,



Sam Walsh
Chair, Property Review and Adjustment Committee

MANDATES
AND PROGRESS

The Province's Department of Environment and Local Government clearly defined the structure and mandate for all regional service commissions. It should be noted that, prior to the local governance reforms, the Province did not grant the commissions the authority to force fundamental changes or add services within their regions beyond the pre-existing planning and solid waste services. Any such initiatives required the voluntary participation of the service providers themselves and the approval of the SNBSC Board.

In 2022, the Commission planned, prepared for, and implemented the new mandates, with the exception of economic development, which reached implementation phase at the beginning of 2023.

The Commission's mandates now include:

- solid waste
- land use planning
- community development
- economic development (started in 2023)
- recreation cost-sharing
- tourism promotion
- public safety committee



SOLID WASTE **MANAGEMENT**

The Southwest New Brunswick Service Commission continues to provide solid waste services to the region via the Hemlock Knoll Solid Waste Facility. The facility also provides services to customers in the Saint John River Valley (Western Valley Regional Service Commission) as well as to customers in eastern Maine. Major 2022 projects included ongoing waste cell construction, ongoing landfill capping, landfill gas collection, landfill gas system work and other upgrades.

ONGOING WASTE CELL CONSTRUCTION

Hemlock Knoll's major project for 2022 was the completion of Cell 12, the newest of the landfill's individual waste-holding units. Final construction of the subgrade, which creates the basic shape of the landfill cell, and exposure of neighbouring liner tie-ins was completed in late spring. Liners create a barrier between the waste above and the ground below. Exposing the edges of neighbouring cell liners allows new and existing cell liners to connect, creating a complete liner under the entire landfill cell area site.

Two different gradations of clay were placed above the subgrade layer portion. A high-density polyethylene (HDPE) liner system, which consists of two layers of HDPE mats, were laid on the clay to complete the engineered liner system. After installing the HDPE, we completed the leachate collection system piping, which moves the liquid that leaches from landfill solids, and the liner protection aggregate. Cell 12 was completed in mid-August, and the first load of waste was placed in mid-September.



Above: Cell 12 subgrade completion



Above: Capping a landfill cell

ONGOING LANDFILL CAPPING

Landfills are capped to control or limit the flow of rainwater into waste cells, thus minimizing leachate. A combination of intermediate and final capping was placed on various parts of the landfill. Parts of the waste cells that waste will be added to in the near future were capped with intermediate cover. Intermediate cap consists of permeable gravel. Parts of the landfill that are not going to receive waste in the foreseeable future are final-capped. Engineers require that the final cap consists of a gravel layer followed by screened clay layers, which are then covered with topsoil and seeded for slope stabilization.

Final capping began on Cell 10 and a portion of Cell 11.

LANDFILL GAS COLLECTION

Landfill gas (LFG) produced from the breakdown of waste is collected and destroyed by an LFG collection and flare system. Wells that are drilled into the waste collect the gas, a piping system carries the gas to the flare, and a waste-gas flaring system destroys the gas.

LANDFILL GAS SYSTEM WORK

Flare upgrade work continued throughout the summer and fall, finally being completed just before the end of the year. Staff installed LFG wellheads throughout the new wellfield. Wellheads are control valves and test port structures that manage the flow and test the composition of the gas being produced by each individual well in the field. Waste does not always decompose at the same rate. Different wells often produce gas that differs in volume and makeup. Moisture, compaction and nutrient concentration all affect gas-well production. Testing results enable the wellfield operator to optimize each well to best suit the LFG flare requirements, which



Above: Landfill gas wellhead

ensures gas is properly destroyed. Now that the flare upgrade work and wellfield work are completed, staff will begin testing equipment and working out any errors in the system.

OTHER PROJECTS

The treatment system was maintained and upgraded this year. The system features a weir wall—a floating membrane wall that separates one large pond into ponds 1 and 2. The purpose of the weir wall is to slow the flow of leachate through the system, which allows living, helpful bacteria to treat the leachate more efficiently. The original wall had been installed as part of the initial treatment construction in 1997, and, due to general and weather-related wear and tear, it needed to be replaced.

Another small project that was completed was the replacement and upgrade of the aeration system in Pond 3. The new system replaces the worn-out, original aerators installed in 1997 with new-style units. The new units are easier to maintain and deliver better air flow and mixing to the pond.



Above: Treatment pond weir wall

LOCAL AND **REGIONAL PLANNING**

PROCESS IMPROVEMENT IN 2022

In 2022, SNBSC's planning department focused on (a) providing convenient digital-permit applications and (b) making more planning and building information publicly available online.

SNBSC launched an online permit application system in 2022. To do this, the department not only created an online permit application but also a new back-end database and workflow system. This new system does not require paper forms for any part of the process. SNBSC staff developed this new system using reliable, fast and time-tested software. Having the data automatically stored in the corporate database reduces the need for document filing and repetitious data entry. The new digital system covers every permit or planning approval process in the planning division. This overhaul is set to make the permitting process faster for staff and more convenient for residents and developers, enabling them to apply from anywhere.

DEVELOPMENT TRENDS

The volume of development that SNBSC has approved has decreased since 2021, but it has increased overall in comparison to 2020, 2019 or earlier. While development activity decreased in 2022, the department approved significantly more subdivisions.

	Totals for SNBSC Planning Per Year			
Year	**2019**	**2020**	**2021**	**2022**
Total Construction Value ($)	**$ 18,336,855.00**	**$ 33,532,155.00**	**$ 59,162,088.00**	**$ 44,950,431.00**
Building Permits	190	173	292	253
Development Approvals	200	425	299	267
Subdivision Approvals	35	64	67	107



ENFORCEMENT CHALLENGES

In the past, electricians had to obtain a building permit waiver before they could get an electrical permit. In 2022, however, the Department of Public Safety introduced the new *Building Code Administration Act,* which no longer requires electricians to first apply for the building permit. This has led to several new homes being placed in illegal locations (wetlands, highway setbacks, etc.) even though the electricians obtained valid electrical permits.

New Brunswick has thus lost one of its most effective tools to prevent illegal construction. The building permit waiver for electrical permits prevented these types of developments from being connected to the grid in the first place. Previously, new buildings could not be energized at all prior to the building or development permit being issued.

In 2022, SNBSC inspectors had to dedicate more time to enforcement related to already-built structures. Residents who may not be aware that their contractors may not have been obtaining all the necessary permits are facing hardships. The unfortunate result is that some residents must take costly retroactive actions to bring their non-permitted structures into compliance with the laws that apply to building and development.

REGIONAL PLANNING AND HOUSING DATA

SNBSC's planning division continues to develop highly valuable, region-wide planning data for housing on all communities in Southwest New Brunswick. SNBSC received a $75,000 grant from the Canada Mortgage and Housing Corporation to perform an

update to the 2020 housing study that was developed in-house by SNBSC planners. In early 2022, SNBSC hired Turner Drake & Partners to take on the work. Their report analyzes current and future housing needs as well as possible issues for each of the municipalities in Southwest New Brunswick.

COMMUNITY OUTREACH AND ENGAGEMENT

In July 2022, at Hemlock Knoll, the planning division's building inspectors hosted a lunch-and-learn event on construction techniques for insulated concrete form (ICF) shear walls. Shear walls resist horizontal forces, which is important given the unique seismic activity in southwestern New Brunswick. The presenter was Keven Rector, head of the technical department for Nudura Inc., a company that specializes in ICF construction. This event was attended by 15 people.

In September 2022, the planning division's planners hosted a housing symposium at Dominion Hill that included funders, municipalities, private and non-profit developers, and interested contractors. It was attended by over 50 people and featured in media. The joint purposes of the event were to make developers more aware of development opportunities in Southwest New Brunswick, to give local stakeholders more awareness of provincial and federal funding and to promote dialogue among participants in the housing sector. Recordings of the housing symposium can be found on SNBSC's YouTube channel.

LOCAL PLANNING ACTIVITY

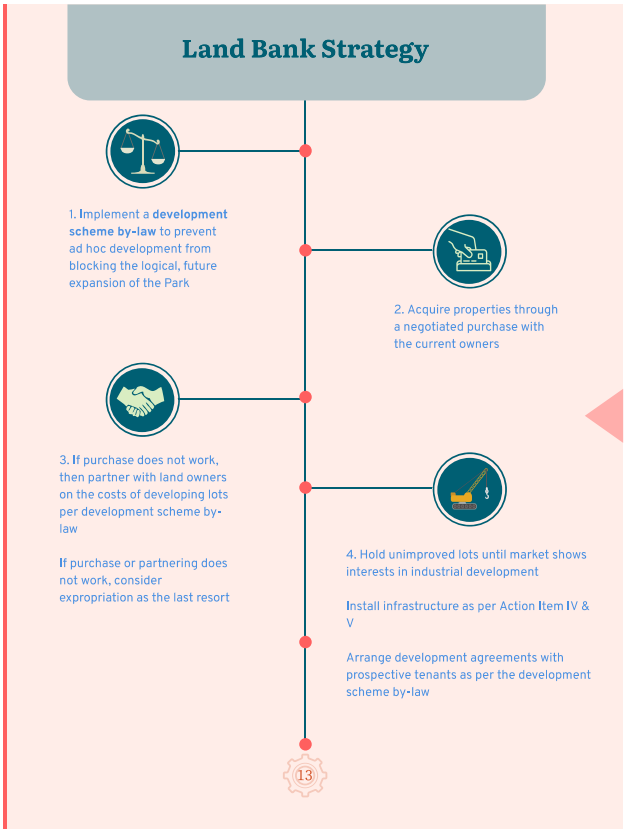
In 2022, SNBSC completed substantial planning work related to by-laws. The Commission

- drafted the *Fundy Bay Planning Area Rural Plan Regulation*;
- conducted planning background studies for McAdam, St. Stephen, St. George and Fundy Bay;
- completely overhauled the *St. George Municipal Plan & Zoning By-law*;
- amended the plan for the Village of Blacks Harbour;
- drafted the *Town of St. Stephen Industrial Park Secondary Municipal Plan*;
- amended the rural plan for the Village of McAdam; and
- drafted rezonings and amendments for the Town of Saint Andrews.

INNOVATIONS IN LOCAL PLANNING

In 2022, SNBSC continued innovating when it came to community planning. Traditionally, municipal plans are written as wordy, highly technical documents that are hard to understand. With its latest planning documents, SNBSC has worked to simplify and visualize complex information.

The image to the right is a sample taken from an appendix of a planning by-law about the redevelopment of an industrial park. The image clearly outlines the steps a municipality should take when seeking to acquire industrial land to turn over to development.



Above: Land Bank Strategy infographic.

To find this same information in a traditional, text-only plan, you would have to look through several pages and cross-reference complicated policies. This visual format condenses complex information into easy-to-understand diagrams. SNBSC is developing this concept of making planning more visual and user-friendly and less text heavy. SNBSC has used this concept for newer zoning by-laws drafted in 2022 for Southwest New Brunswick communities, including the Town of St. George.

RECREATION



In 2022, the Commission's recreation department focused on (a) providing services that would help local governments plan for and develop regional recreation initiatives and (b) implementing existing recreation policies.

In 2022, SNBSC began implementing the *Recreation Master Plan Policy,* RMP-1, which was adopted in 2021. The Commission also continued to provide project management support in the planning, development and construction of the Regional Signature Trail, the Coastal Link Trail.

The recreation services department's activities included

- implementing the *Recreation Master Plan Policy*, with key activities focused on improving municipalities' abilities to deliver their recreation services, facilitating cost-sharing arrangements between the parts of the region that share the same recreation facilities and analyzing which recreation programs and gaps exist in the region to support future municipal planning;
- constructing the main spine of the Coastal Link Trail throughout the region;
- classifying trails and performing trail inventories to enhance user experience and safety; and
- developing new and fostering existing partnerships, marketing campaigns and events to support the growth and development of the department's key services and initiatives.

REGIONAL COLLABORATION

The *Recreation Master Plan Policy*, enacted in April 2021, began being carried out in 2022. The intent behind the policy was to find ways to overcome the barriers that

had inhibited collaborative recreation development between the towns, villages, municipalities and LSDs that make up the Southwest New Brunswick region. Despite the municipal reform, which slowed progress, key pillars of the policy were advanced to support recreation growth in the region.

- The first multi-community, cost-shared agreement for a professional recreation leadership position in New Brunswick was created for the Saint Andrews catchment area between the former LSD communities of Chamcook, Bayside, Saint Patrick and the Town of Saint Andrews. The Department of Tourism, Heritage and Culture provided extra funds towards the position to support the participating members in advancing recreation growth and opportunity in the sub-region and to support SNBSC in achieving its recreation master plan objectives.
- Funds received under the Cooperative and Regional Planning budget allowed municipalities to expand recreation programs, which would not otherwise be available, for the region's parks, trails and recreation facilities. Various municipalities are adding new programs and events for all ages, such as outdoor paddleboarding equipment, improved after-school aquatic and skate programming, seniors' group fitness classes, enhanced teen club programs and renovations to pickleball and basketball courts.



- Select municipalities leveraged cost-sharing funds towards additional funding applications on significant recreation capital projects. Such was the case for Patrick Connors Arena, where the municipality secured additional funds for upgrading their ice plant and adding a separate women's change room. Likewise, St. Stephen was awarded a grant to enhance public parks and gathering spaces.

REGIONAL TRAIL INVENTORY AND CLASSIFICATION

SNBSC took on a regional trail classification and mapping project, which analyzed all 21 trails in the region. Using a system developed for the Trans Canada Trail, staff mapped each trail, then rated its difficulty, suitability, surface type and preparedness for trail improvements and increased use. The information gathered during the project will be used to publish a regional trail guide for visitors and locals looking to enjoy the many outdoor trails the Southwest region offers.

COASTAL LINK TRAIL

The Coastal Link Trail continued to gain momentum in its development across the region. It's being established as a future provincial Signature Trail destination for the Southwest region.

KEY HIGHLIGHTS IN 2022

- Staff secured close to $850,000 through various federal, provincial and private grants to support the engineering and construction of the trail through the region.
- The St. George segment of the Coastal Link Trail was constructed and saw its grand opening in October.
- A group from New York's FreeWalkers organization walked the entire 171-km stretch of the trail from Saint John to St. Stephen in August, raising international awareness of the trail and its benefits. A small event to commemorate their achievement took place in St. Stephen during the International Homecoming Festival. The group's efforts were further recognized and captured by local artist Geoff Slater in a public mural, located near St. Stephen's Chocolate Park, of the trail and the group's organizer.

COMMUNITY **DEVELOPMENT**

In November 2021 the Service Commission was given the new mandate to play an important role in ensuring a coherent regional vision and plan for community development. The goal is to build collaboration, coordination and "a stronger cooperative approach, which will help ensure that investments in infrastructure and programs are more effectively delivered within the region and have a greater overall impact." [1]



Above: Vibrant Communities board members with Raymond Funk (right), now SNBSC's Community Development Coordinator.

Steps in developing this new mandate in 2022 included

- integrating the Community Inclusion Network, Vibrant Communities Charlotte County (VCCC), into the Regional Service Commission;
- establishing a partnership with the Economic and Social Inclusion Corporation; and
- building collaboration with the Regional Resiliency Team.

In November 2022, VCCC's Community Coordinator was hired by the Service Commission as the new Community Development Coordinator. The transfer of knowledge and experience from VCCC and its network will be valuable and ongoing as the Commission takes on its role and develops it further under the community development mandate.

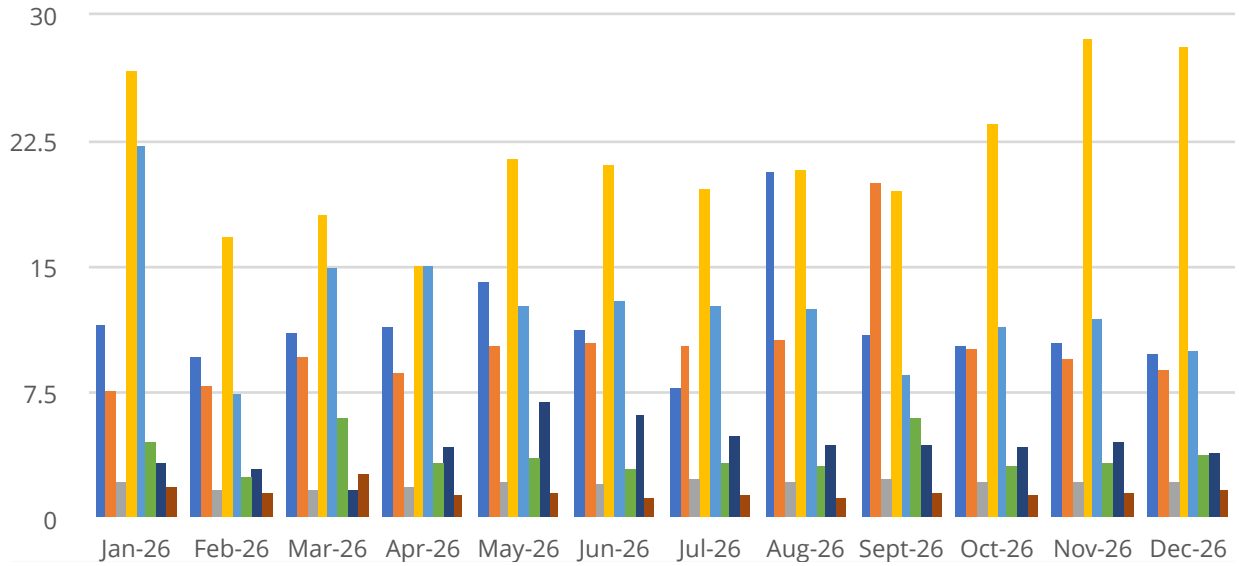
SNBSC's partnership with the Economic and Social Inclusion Corporation allows the Service Commission to provide funding opportunities that increase access and inclusion to the communities in our region.

Further planning for this mandated area will take place in 2023.

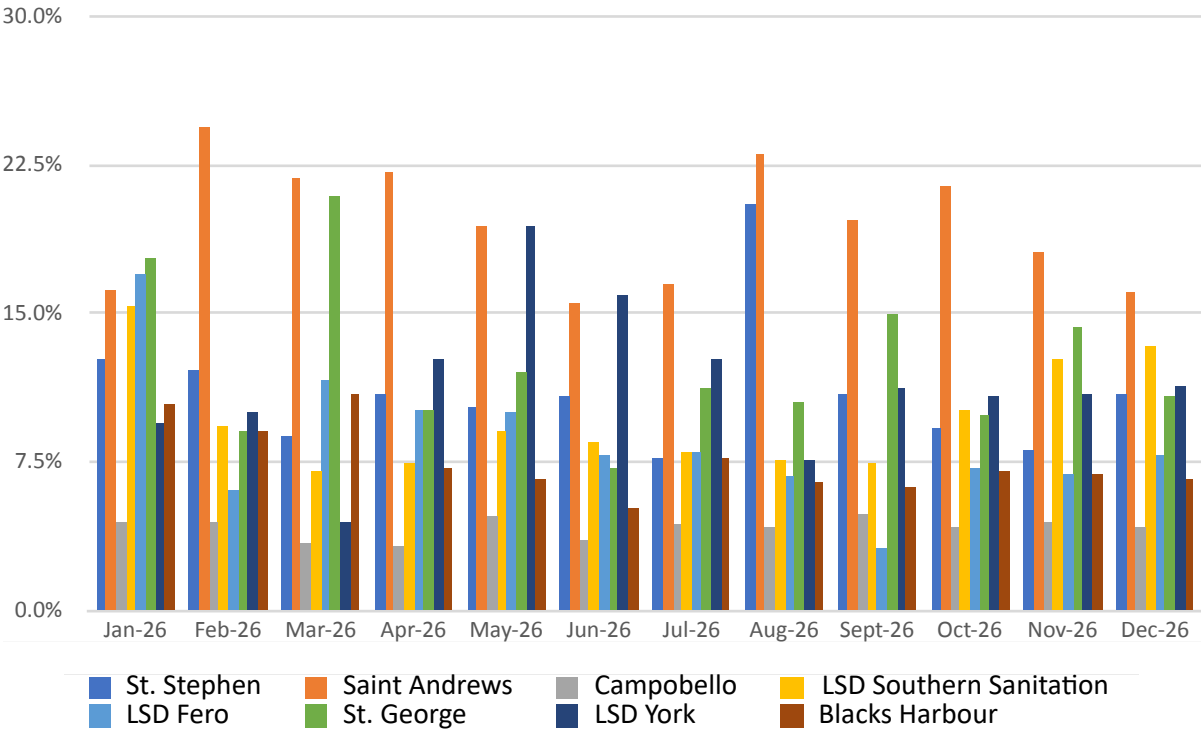
[1] Province of New Brunswick, Department of Environment and Local Government, *Working Together for Vibrant and Sustainable Communities, White Paper*, N.p., 2022. https://www2.gnb.ca/content/dam/gnb/Corporate/Promo/localgovreform/docs/WhitePaper-EN-Web.pdf.

RESIDENTIAL
CURBSIDE RECYCLING

2022 RECYCLING TONNAGE - MONTHLY



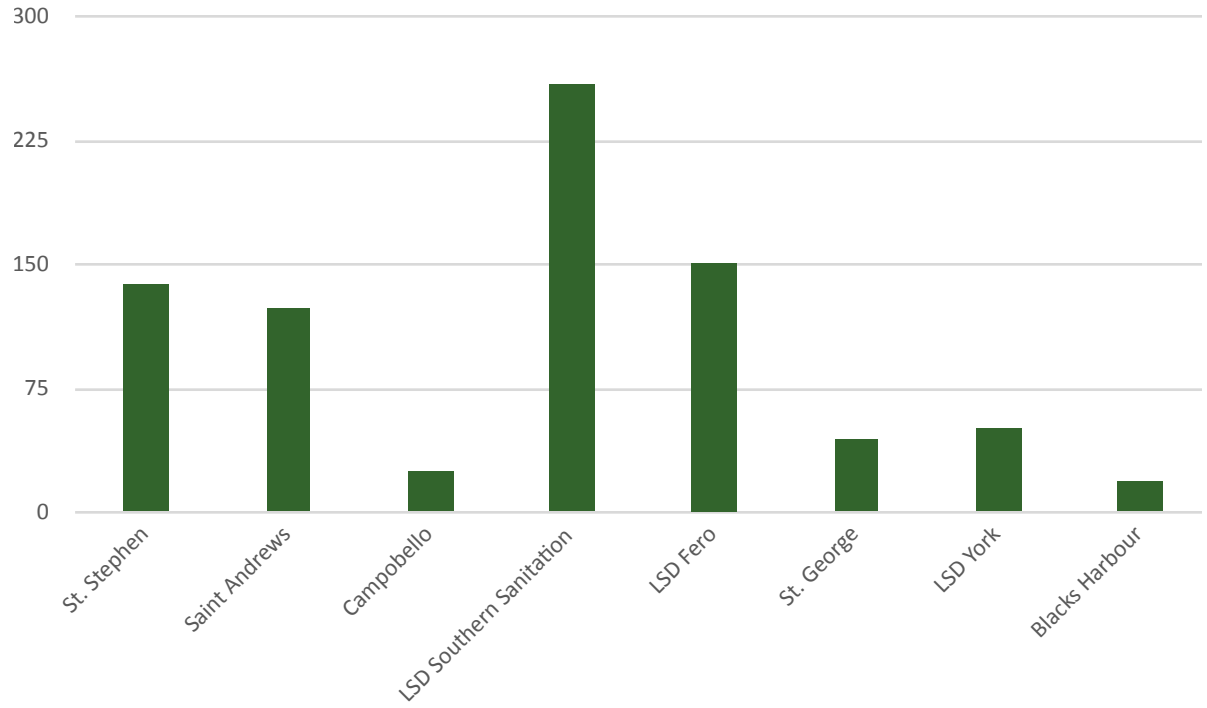
2022 DIVERSION PERCENTAGE - MONTHLY



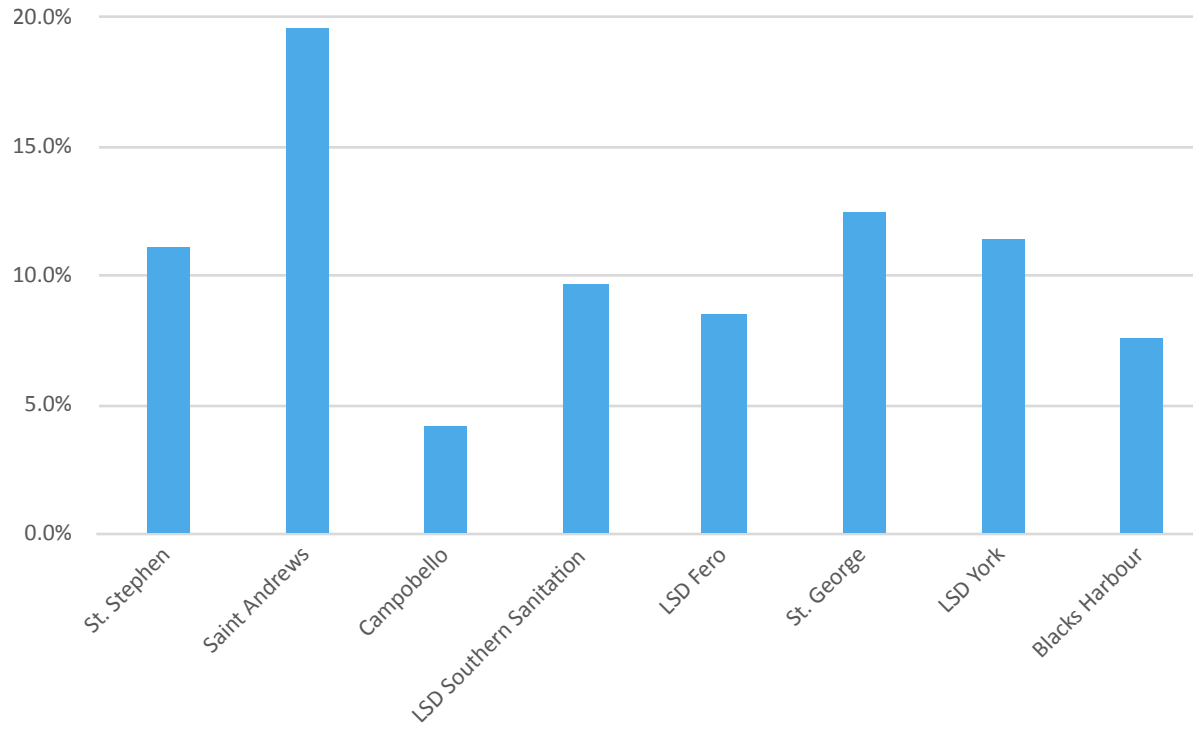
RESIDENTIAL
CURBSIDE RECYCLING

(Continued)

2022 OVERALL TONNAGE

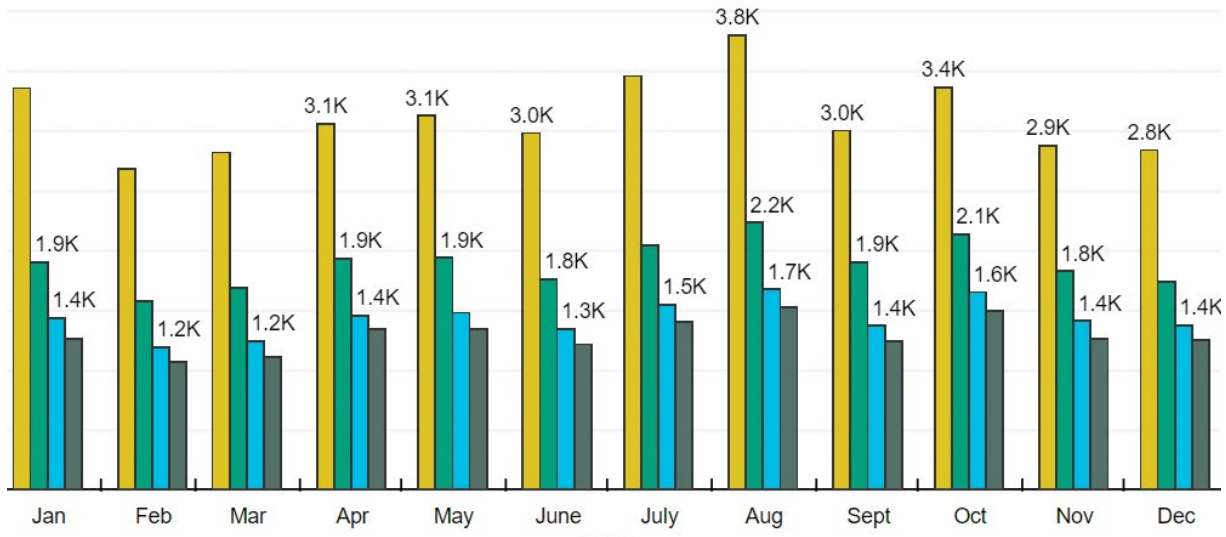


2022 OVERALL DIVERSION



SOUTHWESTRECYCLES.COM
ONLINE TRAFFIC

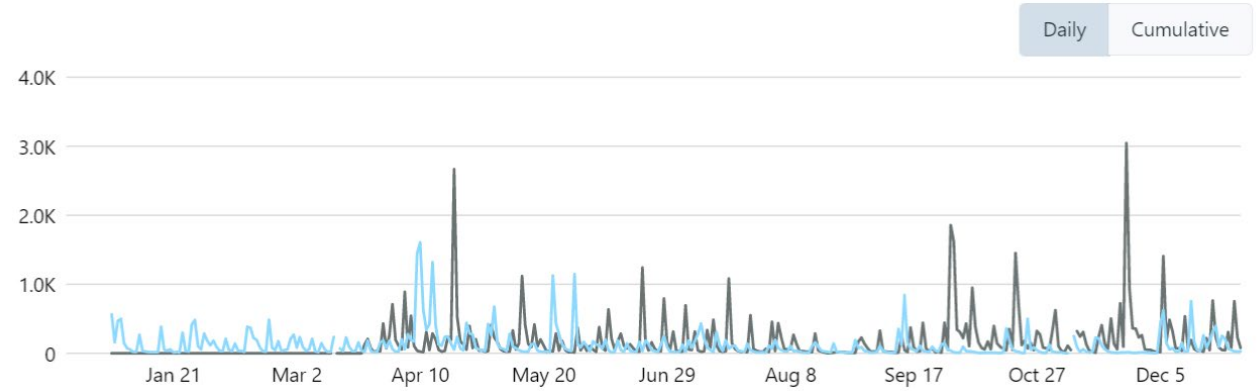
WEBSITE TRAFFIC (2022)



Page Views | Sessions | Visitors | New Visitors

Avg. Monthly Page Views	Avg. Monthly Sessions	Avg. Monthly Visitors	Avg. Monthly New Visitors
3.1K	1.9K	1.4K	1.3K

FACEBOOK TRAFFIC (2021–2022)



Facebook page reach (Jan 1, 2022–Dec 31, 2022) | Facebook page reach (Jan 1, 2021–Dec 31, 2021)

METRICS:
MOBILE RECYCLING APP (2022)

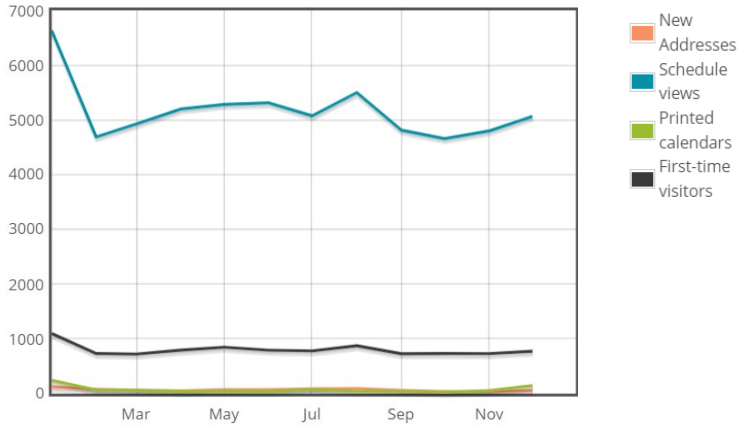
CALENDAR

847
New Addresses

61,957
Schedule views

893
Printed calendars

9,618
First-time visitors

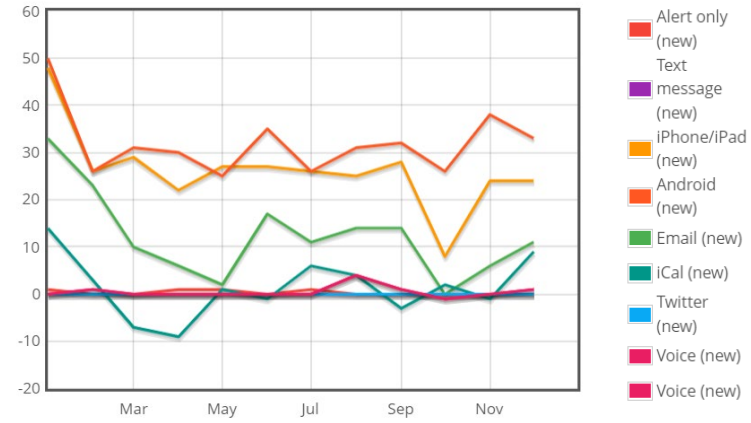


REMINDERS CREATED

872
Reminders created

4,259
Total reminders @ undefined

2,799
26.4%
Addresses with reminders

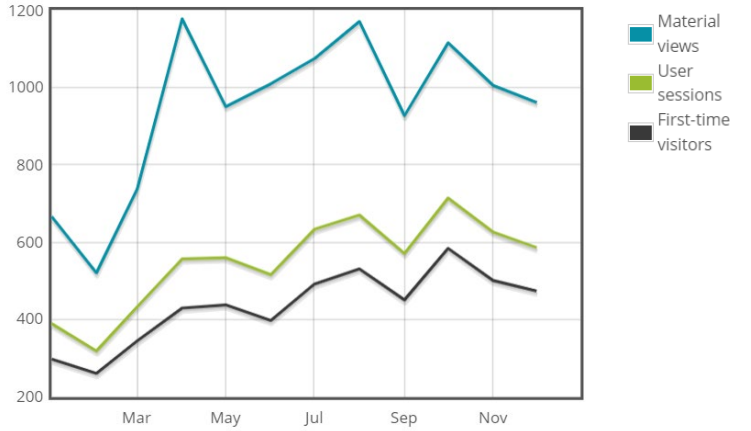


WASTE WIZARD

11,313
Material views

6,575
User sessions

5,203
First-time visitors



MEETING ATTENDANCE **AND EXPENSES (2022)**

Member's Name	Board Meetings Attended	Per Diems Paid in 2022 ($)	Mileage Paid ($)
Allan MacEachern	11	1288.94	40.31
Brian Glebe	5	787.50	32.65
Heather Hatt	12	1718.59	568.59
John Detorakis	12	1341.44	108.93
Sam Walsh	11	2786.40	206.65
Brad Henderson	6	0	0
Wayne MacQuarrie	10	1074.11	405.35
Harvey Matthews	8	0	0
Annette Townes	11	1924.40	59.62
Bonnie Morse	9	1016.78	525.09
John Craig	4	0	0
Sheena Young	3	0	0
Winston Gamblin	11	1340.23	256.63
Jim Tubbs	12	2148.28	512.55
Ken Stannix	12	4124.89	1484.55
Dennis Blair	12	2538.38	719.03
Glenn Hawkins	12	2504.91	1110.80
Wade Greenlaw	11	2349.82	29.93

Note: per diems and expenses are for Board meetings, committee meetings and PRAC, where applicable.