REGIONAL SERVICE COMMISSION
OPERATING & CAPITAL BUDGETS

2027

Commission

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

To be submitted to the:
Department of Environment and Local Government
Community Finances Branch
P.O. Box 6000, 2nd Floor, Marysville Place
Fredericton, NB E3B 5H1

Please note: This checklist is part of the Budget Form and must be completed, signed and returned with your budget.

Regional Service Commission Budget

X	Page RSC-1 is signed and sealed
	Funds' Surpluses and Deficits are brought forward in accordance with paragraphs 27(7) and 27(8) of the *Regional Service Delivery Act*
X	- Cooperative & Regional Planning Services Fund
X	- Local Planning Services Fund
X	- Solid Waste Services Fund
	- Electricity Generation Facility Fund
X	- Regional Mandate - Tourism Promotion Fund
X	- Regional Mandate - Economic Development Fund
X	- Regional Mandate - Community Development Fund
X	- Regional Transportation Service Fund
X	- Public Safety Committee Fund
X	- Support to facilitation of cost-sharing - Sport, Recreation and
	- Other Shared Services Fund
	Interest and Principal payments on long term debt are correct
	- Cooperative & Regional Planning Services Fund
	- Local Planning Services Fund
	- Solid Waste Services Fund
	- Electricity Generation Facility Fund
	- Regional Mandate - Tourism Promotion Fund
	- Regional Mandate - Economic Development Fund
	- Regional Mandate - Community Development Fund
	- Regional Transportation Service Fund
	- Public Safety Committee Fund
	- Support to facilitation of cost-sharing - Sport, Recreation and Cultural Infrastructure Fund Fund
	- Other Shared Services Fund
X	Copies have been forwarded to member Local Governments and Rural District, the Community Finances Branch and the Rural District Manager of the Department of Environment and Local Government

Confirmed by: _____ Date: _____

Title: _____

Other items will be added as required.

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL SERVICE COMMISSION OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Cooperative & Regional Planning Services Fund (from page CRP-1)	$	68,479
2. Local Planning Services Fund (from page LP-1)		1,051,845
3. Solid Waste Services Fund (from page SW-1)		4,933,585
4. Electricity Generation Facility Services Fund (from page GF-1)		-
5. Regional Mandate - Tourism Promotion Fund (from page TP-1)		223,807
6. Regional Mandate - Economic Development Fund (from page ED-1)		706,584
7. Regional Mandate - Community Development Fund (from page CD-1)		391,811
8. Regional Transportation Service Fund (from page RT-1)		70,786
9. Public Safety Committee Fund (from page PSC-1)		5,717
10. Support to facilitation of cost-sharing - Sport, Recreation and Cultural Infrastructure Fund (from page SRC-1)		815,617
11. Other Shared Services Fund (from page OT-1)		-
Total Regional Service Commission Operating Budget	**$**	**8,268,231**

CAPITAL BUDGET

1. Total Capital Cost - Corporate Services (from page CS-1)	$	-
2. Total Capital Cost - Cooperative & Regional Planning Services Fund (from page CRP-1)		-
3. Total Capital Cost - Local Planning Services Fund (from page LP-1)		12,000
4. Total Capital Cost - Solid Waste Services Fund (from page SW-1)		2,305,000
5. Total Capital Cost - Electricity Generation Facility Services Fund (from page GF-1)		-
6. Total Capital Cost - Regional Mandate - Tourism Promotion Fund (from page TP-1)		-
7. Total Capital Cost - Regional Mandate - Economic Development Fund (from page ED-1)		-
8. Total Capital Cost - Regional Mandate - Community Development Fund (from page CD-1)		-
9. Total Capital Cost - Regional Transportation Service Fund (from page RT-1)		-
10. Total Capital Cost - Public Safety Committee Fund (from page PSC-1)		-
11. Total Capital Cost - Support to facilitation of cost-sharing - Sport, Recreation and Cultural Infrastructure Fund (from page SRC-1)		-
12. Total Capital Cost - Other Shared Services Fund (from page OT-1)		-
Total Regional Service Commission Capital Budget	**$**	**2,317,000**

This is to certify that on the 22nd day of October, 2026 the Board of the Southwest New Brunswick Service Commission resolved that the total operating budget for the Southwest New Brunswick Service Commission for the 2027 calendar year would consist of total revenue of $ 8,268,231 and total expenditures of $ 8,268,231 and that the capital budget would consist of total expenditures of $ 2,317,000.

Adopted this 22nd day of October, 2026 by the Board of the Southwest New Brunswick Service Commission

Executed this _____ day of October, 2026 by the Chief Executive Officer of said Commission.

Chairperson

Chief Executive Officer

RSC-1

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL SERVICE COMMISSION OPERATING BUDGET

Reconciliation of Operating Budget to PSA Budget

	Corporate Services Budget	Cooperative & Regional Planning Services Budget	Local Planning Services Budget	Solid Waste Services Budget	Generation Facility Budget	Regional Mandate - Tourism Promotion Budget	Regional Mandate - Economic Development Budget	Regional Mandate - Community Development Budget	Regional Transportation Service Budget	Public Safety Committee Budget	Support to facilitation of cost-sharing - Sport, Recreation and Cultural Infrastructure Budget	Other Shared Services Budget	Subtotal	Amortization TCA (Add)	Controlled Entities (Add)	Other (Please explain) (Add/ Subtract)	Transfers (Add/ Subtract)	Total PSA Budget
Revenue																		
Member Charges	$ -	$ 68,479	$ 963,779	$ 966,236	$ -	$ 103,540	$ 113,016	$ 45,905	$ 5,586	$ 5,717	$ 809,034	$ -	$ 3,087,312					$ 3,097,312
Sales of services			-	3,437,750	-								3,437,750					3,637,750
Government Transfers		-		2,000		111,452	593,368	345,906	63,769	-	-	-	1,116,694					1,116,694
Transfers from own and other funds	872,100	-	60,000	-	-	-	-	-	-	-	-	-	1,032,100				(1,032,100)	-
Other transfers													-					-
Interest		-	-	80,000	-	-	-	-	-	-	-	-	80,000					80,000
Surplus of second previous year		-	8,066	224,679	-	8,915	-	-	1,432	-	16,583	-	263,575				(263,575)	-
Other revenue				22,900	-							-	22,900				(22,900)	-
Total Revenue	872,100	68,479	1,031,845	4,933,565	-	223,907	706,384	391,811	70,786	5,717	815,617	-	8,240,331	-	-	-	(1,318,575)	7,931,756
Expenditures													-					-
Governance	51,100												51,100					51,100
Administration	921,000	52,360	323,145	872,696	-	223,907	543,373	398,933	70,785	605	105	-	3,165,814				(1,055,000)	2,140,814
Regional Services		12,000	711,700	3,106,930	-					2,600	815,512		4,649,012	1,280,076				5,929,088
Other services provided to all members											-		-					-
Operations													-					-
Financial Services													-					-
- Interest	-	-	-	-	-	-	-	-	-	-	-	-	-					-
- Other Financing Charges	-	-	5,000	13,875	-	-	-	-	-	-	-	-	18,875					18,875
- Transfer to the Capital Fund - Debt Repayment	-	-	-	-	-	-	-	-	-	-	-	-	-				-	-
- Transfer to the Capital Fund - Asset Acquisition	-	-	12,000	732,714	-	-	-	-	-	-	-	-	744,714				(744,714)	-
- Transfer to the Capital Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-				-	-
- Transfer to the Operating Reserve	-	-	-	-	-	-	75,000	-	-	-	-	-	75,000					75,000
Closure & Post-closure expense				365,000									365,000					365,000
Second previous year deficit		3,614	-	-	-	-	89,211	2,878	1	2,512	-	-	98,216				(98,416)	-
Other Fiscal services				22,400	-							-	22,400					22,400
Total Expenditure	972,100	68,479	1,051,845	4,933,565	-	223,907	706,584	401,811	70,786	5,717	815,617	-	9,240,331	1,280,076	-	-	(1,898,130)	8,622,277
Surplus (Deficit)	$ -	$ -	$ -	$ -	$ -	$ -	$ (200)	$ (10,000)	$ -	$ -	$ -	$ -	$ (200)	$ (1,280,076)	$ -	$ -	$ 579,555	$ (690,521)

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NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 CORPORATE SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Corporate Services Budget (from page CS-4)	$ 972,100
2. Less: Revenue from other sources (from page CS-2)	-
Net Budget to be allocated to other funds:	$ 972,100
Cooperative & Regional Planning Services (to page CRP-3)	$ 52,365
Local Planning Services (to page LP-3)	162,745
Solid Waste Services (to page SW-3)	475,596
Electricity Generation Facility Services (to page GF-3)	-
Regional Mandate - Tourism Promotion (to page TP-3)	115,260
Regional Mandate - Economic Development (to page ED-3)	77,505
Regional Mandate - Community Development (to page CD-3)	67,634
Regional Transportation Service (to page RT-3)	20,785
Public Safety Committee (to page PSC-3)	105
Support to facilitation of cost-sharing - Sport, Recreation and Cultural Infrastructure(to page SRC-3)	105
Other Shared Services (to page OT-3)	-
Total Allocation	**$ 972,100**

CAPITAL BUDGET

Total Capital Cost - Corporate Services (from page CS-Capital)	$ -
Less: Total sources of funds	-
Total Long-term borrowing	$ -

CS- 1

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 CORPORATE SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
1.1.0.0.0	**CORPORATE SERVICES**		
1.1.2.0.0	**REVENUE FROM OTHER SOURCES**		
1.1.2.5.0	**Government Transfers**		
1.1.2.5.1	(Specify).....	.....	.....
1.1.2.5.2	(Specify).....	.....	.....
1.1.2.7.0	**Other Revenue (Specify).....**		
1.1.2.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ -	$ -

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 CORPORATE SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
5.1.0.0.0	**CORPORATE SERVICES**		
5.1.1.0.0	**GOVERNANCE**		
5.1.1.1.0	**Board Members**		
5.1.1.1.1	Honorariums	$ 26,600	$ 26,600
5.1.1.1.2	Travel	16,500	16,500
5.1.1.1.3	Training and Development	5,000	5,000
5.1.1.1.9	Other (Legal, communication, meeting expense).....	3,000	3,000
5.1.1.T.T	**TOTAL GOVERNANCE**	51,100	51,100
5.1.2.0.0	**ADMINISTRATION**		
5.1.2.1.0	**Chief Executive Officer's Office**		
5.1.2.1.1	Salaries & Benefits	415,100	442,500
5.1.2.1.2	Travel	2,500	2,500
5.1.2.1.3	Training and Development	8,000	8,000
5.1.2.1.9	Other (Specify).....	2,000	2,000
5.1.2.2.0	**Human Resources**		
5.1.2.2.1	Salaries & Benefits		
5.1.2.2.2	Travel		
5.1.2.2.3	Training and Development		
5.1.2.2.9	Other (Consultant).....	7,000	7,000
5.1.2.3.0	**Financial Management**		
5.1.2.3.1	Salaries & Benefits	186,200	255,300
5.1.2.3.2	Travel	3,500	3,500
5.1.2.3.3	Training and Development	2,000	2,000
5.1.2.3.5	External Audit Fees	21,800	21,800
5.1.2.3.6	External Accounting Fees		
5.1.2.3.7	Other Financial Management		
5.1.2.3.9	Other (Specify).....		
5.1.2.4.0	**Other Administration Services**		
5.1.2.4.1	Advertising and Public Relations	8,000	8,000
5.1.2.4.2	Liability Insurance	30,200	30,200
5.1.2.4.3	Professional Services	2,000	2,000
5.1.2.4.4	Legal Services	5,000	5,000
5.1.2.4.5	Office Building	87,200	87,200
5.1.2.4.6	Office Equipment & Supplies	13,000	13,000
5.1.2.4.7	Printing and Copying	-	-
5.1.2.4.8	Telecommunications	5,000	5,000
5.1.2.4.9	Other (Information Technology and Vehicle).....	26,000	26,000
5.1.2.T.T	**TOTAL ADMINISTRATION**	824,500	921,000
5.1.4.0.0	**FISCAL SERVICES**		
5.1.4.1.0	**Interest**		
5.1.4.1.1	Current Operations		

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 CORPORATE SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
5.1.4.1.2	Short-Term borrowing for capital projects		
5.1.4.1.3	Long-Term Debt		
5.1.4.2.0	**Other Financing Charges**		
5.1.4.2.3	Banking Service Charge		
5.1.4.2.9	Other (Specify).....		
5.1.4.3.0	**Transfers to Funds and Reserves**		
5.1.4.3.1	Capital Fund - Debt Repayment		
5.1.4.3.2	Capital Fund - Asset Acquisition	-	-
5.1.4.3.3	Capital Reserve		
5.1.4.3.4	Operating Reserve		
5.1.4.4.0	**Other Fiscal Services**		
5.1.4.4.9	Other (Specify).....		
5.1.4.T.T	**TOTAL FISCAL SERVICES**	-	-
5.1.T.T.T	**TOTAL CORPORATE SERVICES**	$ 875,600	$ 972,100

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 CORPORATE SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS							
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1							$ -	$ -	
2							-	-	
3							-	-	
4							-	-	
5							-	-	
6							-	-	
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

FUNDING DETAILS

Capital Grant	Amount	Purpose/Description
1		
2		
3		

Other Sources of Funding	Amount	Purpose/Description
1		
2		

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

CS-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 COOPERATIVE & REGIONAL PLANNING SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Cooperative & Regional Planning Services Budget (from page CRP-3)	$ 68,479
2. Less: Revenue from other sources (from page CRP-2)	-
Net Budget to be raised from members	**$ 68,479**

MEMBER CHARGES

	Member	2021 Census Population	2026 Tax Base	Member Share*
1	Fundy Shores	2,050	740,306,752	12,433
2	Eastern Charlotte	7,325	831,022,521	13,956
3	Grand Manan	2,595	299,217,857	5,025
4	Campobello Island	950	129,286,548	2,171
5	Saint Andrews	2,950	747,901,707	12,560
6	St. Stephen	8,165	843,691,433	14,170
7	McAdam	1,175	65,805,016	1,105
8	Southwest Rural District	3,235	420,328,799	7,059
9	. . . . .	. . . . .	. . . . .	. . . . .
10	. . . . .	. . . . .	. . . . .	. . . . .
11	. . . . .	. . . . .	. . . . .	. . . . .
12	. . . . .	. . . . .	. . . . .	. . . . .
13	. . . . .	. . . . .	. . . . .	. . . . .
14	. . . . .	. . . . .	. . . . .	. . . . .
15	. . . . .	. . . . .	. . . . .	. . . . .
	Total	28,445	$ 4,077,560,633	$ 68,479

CAPITAL BUDGET

Total Capital Cost - Cooperative & Regional Planning Services Fund (from page CRP-Capital)	$ -
Less: Total sources of funds	$ -
Total Long-term borrowing	$ -

CRP- 1

*** Note:** Allocation on 50-50 proportional basis of population and tax base

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 COOPERATIVE & REGIONAL PLANNING SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
1.2.0.0.0	**COOPERATIVE AND REGIONAL PLANNING**		
1.2.2.0.0	**REVENUE FROM OTHER SOURCES**		
1.2.2.5.0	**Government Transfers**		
1.2.2.5.1	(Specify) Tourism, Heritage and Culture		
1.2.2.5.2	(Specify)		
1.2.2.6.0	**Transfers from Own and Other funds**		
1.2.2.6.1	Second Previous Year Surplus	2,124	-
1.2.2.6.2	Operating Reserve Fund	-	-
1.2.2.7.0	**Other Revenue**		
1.2.2.7.1	Interest Income		
1.2.2.7.2	HST Rebate		
1.2.2.7.9	Other (Specify)		
1.2.2.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ 2,124	$ -

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 COOPERATIVE & REGIONAL PLANNING SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
5.2.0.0.0	**COOPERATIVE AND REGIONAL PLANNING SERVICES**		
5.2.3.0.0	**REGIONAL SERVICES**		
5.2.3.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	$ 50,052	$ 52,365
5.2.3.1.0	**Regional Planning**		
5.2.3.1.1	Personnel	11,800	12,300
5.2.3.1.2	Administration	-	-
5.2.3.1.3	Travel	-	-
5.2.3.1.4	Professional Services		
5.2.3.1.9	Other (Specify).....		
5.2.3.1.S.T	**Subtotal**	11,800	12,300
5.2.3.2.0	**Other Service Provided to All Members (Specify)**		
5.2.3.2.2	Administration		
5.2.3.2.3	Travel		
5.2.3.2.4	Professional Services		
5.2.3.2.9	Other (Health care professionals recruitment).....	-	-
5.2.3.2.S.T	**Subtotal**	-	-
5.2.3.3.0	**Other Service Provided to All Members (Specify)**		
5.2.3.3.2	Administration		
5.2.3.3.3	Travel		
5.2.3.3.4	Professional Services		
5.2.3.3.9	Other (Specify).....		
5.2.3.3.S.T	**Subtotal**	-	-
5.2.4.0.0	**FISCAL SERVICES**		
5.2.4.1.0	**Interest**		
5.2.4.1.1	Current Operations		
5.2.4.1.2	Short-Term borrowing for capital projects		
5.2.4.1.3	Long-Term Debt		
5.2.4.2.0	**Other Financing Charges**		
5.2.4.2.3	Banking Service Charge		
5.2.4.2.9	Other (Specify).....		
5.2.4.3.0	**Transfers to Funds and Reserves**		
5.2.4.3.1	Capital Fund - Debt Repayment		
5.2.4.3.2	Capital Fund - Asset Acquisition	-	-
5.2.4.3.3	Capital Reserve		
5.2.4.3.4	Operating Reserve		
5.2.4.4.0.	**Other Fiscal Services**		
5.2.4.4.3	Second Previous Year Deficit		3,814
5.2.4.4.9	Other (Specify).....		
5.2.4.T.T	**TOTAL FISCAL SERVICES**	-	3,814
5.2.T.T.T	**TOTAL EXPENDITURES**	$ 61,852	$ 68,479

CRP-3

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 COOPERATIVE & REGIONAL PLANNING SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS							
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1							$ -	$ -	
2							-	-	
3							-	-	
4							-	-	
5							-	-	
6							-	-	
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

FUNDING DETAILS

Capital Grant	Amount	Purpose/Description
1		
2		
3		

Other Sources of Funding	Amount	Purpose/Description
1		
2		

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

CRP-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 LOCAL PLANNING SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page LP-4)		$ 1,051,845
2. Less: Revenue from other sources (from page LP-2)		68,066
Net Budget to be raised from members		**$ 983,779**
Portion of net budget relating to Planning Services	$ 540,729	
Portion of net budget relating to Inspection Services	$ 443,050	
	$ 983,779	

MEMBER CHARGES

Member	2026 Tax Base	Planning Service	Inspection Service	Member Share
1 Fundy Shores	$ 740,306,752	$ 98,173	$ 105,648	$ 203,821
2 Eastern Charlotte	$ 831,022,521	$ 110,203	$ 118,594	$ 228,797
3 Grand Manan	$ 299,217,857	$ 39,680	$ 42,701	$ 82,381
4 Campobello Island	$ 129,286,548	$ 17,145		$ 17,145
5 Saint Andrews	$ 747,901,707	$ 99,180	$ 106,732	$ 205,912
6 St. Stephen	$ 843,691,433	$ 111,882		$ 111,882
7 McAdam	$ 65,805,016	$ 8,726	$ 9,391	$ 18,117
8 Southwest Rural District	$ 420,328,799	$ 55,740	$ 59,984	$ 115,724
9				
10				
11				
12				
13				
14				
15				
Total	$ 4,077,560,633	$ 540,729	$ 443,050	$ 983,779

CAPITAL BUDGET

Total Capital Cost - Local Planning Services Fund (from page LP- Capital)	$ 12,000
Less: Total sources of funds	12,000
Total Long-term borrowing	$ -

LP- 1

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 LOCAL PLANNING SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
1.3.0.0.0	**LOCAL PLANNING SERVICES**		
1.3.2.0.0	**REVENUE FROM OTHER SOURCES**		
1.3.2.1.0	**Fees and Services**		
1.3.2.1.1	Planning and Development	$ -	$ -
1.3.2.1.2	Inspection		
1.3.2.1.9	Other (Specify).....		
1.3.2.6.0	**Transfers from Own and Other funds**		
1.3.2.6.1	Second Previous Year Surplus	21,985	8,066
1.3.2.6.2	Operating Reserve Fund	60,000	60,000
1.3.2.7.0	**Other Revenue**		
1.3.2.7.1	Interest Income		
1.3.2.7.2	HST Rebate		
1.3.2.7.9	Other (Federation on Canadian Municipalities).....	-	-
1.3.2.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ 81,985	$ 68,066

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 LOCAL PLANNING SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
5.3.0.0.0	**LOCAL PLANNING SERVICES**		
5.3.2.0.0	**ADMINISTRATION**		
5.3.2.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	$ 153,127	$ 162,745
5.3.2.1.0	**Planning Director**		
5.3.2.1.1	Salaries & Benefits	90,200	92,300
5.3.2.1.2	Travel	2,000	2,000
5.3.2.1.3	Training and Development	4,000	4,000
5.3.2.1.9	Other (Specify).....		
5.3.2.2.0	**Other Administration Services**		
5.3.2.2.1	Advertising & Public Relations	2,000	2,000
5.3.2.2.2	Liability Insurance	2,000	2,000
5.3.2.2.3	Professional Services	5,000	5,000
5.3.2.2.4	Legal Services	25,000	25,000
5.3.2.2.5	Office Building	-	-
5.3.2.2.6	Office Equipment & Supplies	19,000	19,000
5.3.2.2.7	Printing and Copying	2,000	2,000
5.3.2.2.8	Telecommunications	4,100	4,100
5.3.2.2.9	Other (Specify) Professional memberships.....	3,000	3,000
5.3.2.T.T	**TOTAL ADMINISTRATION SERVICES**	311,427	323,145
5.3.3.0.0	**PLANNING AND BUILDING INSPECTION SERVICES**		
5.3.3.1.0	**Planning Services**		
5.3.3.1.1	Salaries & Benefits	344,500	355,700
5.3.3.1.2	Travel	4,000	4,000
5.3.3.1.3	Training and Development	2,500	2,500
5.3.3.1.4	Maps and Reference Material	2,500	2,500
5.3.3.1.5	GIS Operating and Planet	4,800	4,800
5.3.3.1.6	Advertising (Legislatively Required)	500	500
5.3.3.1.7	Planning Review & Adjustment Committee	15,400	15,400
5.3.3.1.9	Other (GIS database project).....	-	-
5.3.3.1.S.T	**Subtotal**	374,200	385,400
5.3.3.2.0	**Inspection Services**		
5.3.3.2.1	Salaries & Benefits	274,500	264,200
5.3.3.2.2	Travel	11,500	11,500
5.3.3.2.3	Training and Development	6,500	6,500
5.3.3.2.4	Maps and Reference Material	500	500
5.3.3.2.5	GIS Operating and Planet	4,800	4,800
5.3.3.2.9	Other (Operating expenses and contracted inspection services).....	38,800	38,800
5.3.3.2.S.T	**Subtotal**	336,600	326,300
5.3.3.T.T	**TOTAL PLANNING AND INSPECTION SERVICES**	710,800	711,700

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 LOCAL PLANNING SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
5.3.4.0.0	**FISCAL SERVICES**		
5.3.4.1.0	**Interest**		
5.3.4.1.1	Current Operations		
5.3.4.1.2	Short-Term borrowing for capital projects		
5.3.4.1.3	Long-Term Debt		
5.3.4.2.0	**Other Financing Charges**		
5.3.4.2.1	Debenture Discounts		
5.3.4.2.2	Cost of Issuing & Selling New Debentures		
5.3.4.2.3	Banking Service Charge	5,000	5,000
5.3.4.2.9	Other (Specify).....		
5.3.4.3.0	**Transfers to Other Funds**		
5.3.4.3.1	Capital Fund - Debt Repayment		
5.3.4.3.2	Capital Fund - Asset Acquisition	12,000	12,000
5.3.4.3.3	Capital Reserve Fund	-	-
5.3.4.3.3	Operating Reserve Fund		
5.3.4.4.0	**Other Fiscal Services**		
5.3.4.4.3	Second Previous Year Deficit	-	-
5.3.4.4.9	Other (Specify).....		
5.3.4.T.T	**TOTAL FISCAL SERVICES**	17,000	17,000
5.3.T.T.T	**TOTAL EXPENDITURES**	$ 1,039,227	$ 1,051,845

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 LOCAL PLANNING SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS							
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1 GIS MODULES	$ 12,000			$ 12,000			$ 12,000	$ -	
2							-	-	
3							-	-	
4							-	-	
5							-	-	
6							-	-	
TOTAL	$ 12,000	$ -	$ -	$ 12,000	$ -	$ -	$ 12,000	$ -	

FUNDING DETAILS

Capital Grant	Amount	Purpose/Description
1		
2		
3		

Other Sources of Funding	Amount	Purpose/Description
1		
2		

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

LP-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 SOLID WASTE SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page SW-5)	$ 4,933,585
2. Less: Revenue from other sources (from page SW-2)	3,967,329
Net budget to be raised through tipping fees	**$ 966,256**

TIPPING FEES

	Category	Tonnage	Tipping Fees	Total Tipping Fees
	Member			
1	Fundy Shores	568	101	57,335
2	Eastern Charlotte	2,012	101	203,185
3	Grand Manan	1,310	101	132,271
4	Campobello Island	2	101	234
5	Saint Andrews	868	101	87,646
6	St. Stephen	1,265	101	127,766
7	McAdam	335	101	33,810
8	Southwest Rural District	3,208	101	324,009
	TOTAL REVENUE FROM MEMBER TIPPING FEES	9,567		**$ 966,256**

CAPITAL BUDGET

Total Capital Cost - Solid Waste Services Fund (from page SW-Capital)	$ 2,305,000
Less: Total sources of funds	$ 2,305,000
Total Long-term borrowing	$ -

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 SOLID WASTE SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
1.4.0.0.0	**SOLID WASTE SERVICES**		
1.4.2.0.0	**REVENUES FROM OTHER SOURCES**		
1.4.2.1.0	**Tipping Fees from Other Sources**		
1.4.2.1.1	Industrial/Commercial/Institutional	$ 1,035,930	$ 1,109,420
1.4.2.1.2	Construction and Demolition	100,000	112,230
1.4.2.1.3	Other Regional Service Commissions	812,020	907,700
1.4.2.1.4	First Nations		
1.4.2.1.8	Other (Foreign source waste).....	1,091,300	1,263,100
1.4.2.1.9	Other (Specify).....		
1.4.2.2.0	**Special Waste**		
1.4.2.2.1	Cover material.....	131,600	157,400
1.4.2.2.2	Regulated Waste.....	1,000	1,000
1.4.2.3.0	**Recycling**		
1.4.2.3.1	Fibre	12,000	-
1.4.2.3.2	Refundables Products	-	-
1.4.2.3.3	Shredding	-	-
1.4.2.3.4	Metals	6,000	6,000
1.4.2.3.5	Paints	1,500	2,500
1.4.2.3.9	Other (transfer station fee & e-waste).....	77,800	78,400
1.4.2.4.0	**Other Operational Revenue**		
1.4.2.4.1	Organics		
1.4.2.4.2	Compost		
1.4.2.4.9	Other (Specify).....		
1.4.2.5.0	**Government Transfers**		
1.4.2.5.1	(Specify) Employment assistance.....	2,000	2,000
1.4.2.5.2	(Specify).....		
1.4.2.6.0	**Transfers from Own and Other funds**		
1.4.2.6.1	Second Previous Year Surplus	718,493	224,679
1.4.2.6.2	Operating Reserve Fund		
1.4.2.6.3	Generation Facility Operating Fund		
1.4.2.7.0	**Other Revenues**		
1.4.2.7.1	Interest Income	80,000	80,000
1.4.2.7.2	HST Rebate		
1.4.2.7.9	Other (Building Rental)	22,900	22,900
1.4.2.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ 4,092,543	$ 3,967,329

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 SOLID WASTE SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
5.4.0.0.0	**SOLID WASTE SERVICES**		
5.4.2.0.0	**ADMINISTRATION**		
5.4.2.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	$ 366,888	$ 475,596
5.4.2.1.0	**Director's Office**		
5.4.2.1.1	Salaries & Benefits	143,500	146,400
5.4.2.1.2	Travel		
5.4.2.1.3	Training and Development	7,000	7,000
5.4.2.1.9	Other (Specify) Technical advisory committee.....	1,000	1,000
5.4.2.4.0	**Other Administration Services**		
5.4.2.4.1	Advertising and Public Relations		
5.4.2.4.2	Liability Insurance	16,200	16,200
5.4.2.4.3	Professional Services		
5.4.2.4.4	Legal Services		
5.4.2.4.5	Office Building		
5.4.2.4.6	Office Equipment and Supplies	19,500	19,500
5.4.2.4.7	Printing and Copying		
5.4.2.4.8	Telecommunications	7,000	7,000
5.4.2.4.9	Other (Specify).....		
5.4.2.5.0	**Public Education**		
5.4.2.5.1	Advertising, tours, promotional		
5.4.2.5.2	Travel		
5.4.2.5.9	Other (Specify).....		
5.4.2.T.T	**TOTAL ADMINISTRATION**	561,088	672,696
5.4.3.0.0	**OPERATIONS**		
5.4.3.1.0	**Station and Building**		
5.4.3.1.1	Repairs and Maintenance	51,000	51,000
5.4.3.1.2	Electricity	8,400	8,400
5.4.3.1.3	Janitorial	13,500	13,500
5.4.3.1.4	Insurance	54,900	56,500
5.4.3.1.5	Property Taxes	85,600	88,200
5.4.3.1.9	Other (Heating).....	23,000	23,000
5.4.3.1.S.T	**Subtotal**	236,400	240,600
5.4.3.2.0	**Machinery & Equipment**		
5.4.3.2.1	Vehicles		
5.4.3.2.2	Small Equipment (non-capital)	30,000	30,000
5.4.3.2.3	Operating Leases (non-capital leases)		
5.4.3.2.4	Fuel	300,000	300,000
5.4.3.2.5	Repairs and Maintenance	415,300	415,300
5.4.3.2.6	Insurance	24,000	24,000
5.4.3.2.9	Other (Specify).....		
5.4.3.2.S.T	**Subtotal**	769,300	769,300

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 SOLID WASTE SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
5.4.3.3.0	**Landfill Operations**		
5.4.3.3.1	Personnel	1,138,600	1,169,300
5.4.3.3.2	Small Equipment (non capital)		
5.4.3.3.3	Site and Road Maintenance	60,000	60,000
5.4.3.3.4	Monitoring	200,000	200,000
5.4.3.3.5	Site Security	25,000	25,000
5.4.3.3.6	Special Waste Handling		
5.4.3.3.7	Cells	6,000	6,000
5.4.3.3.8	Leachate & Siltation Management	196,000	196,000
5.4.3.3.9	Other (Landfill gas management and engineering services).....	209,000	204,000
5.4.3.3.S.T	**Subtotal**	1,834,600	1,860,300
5.4.3.4.0	**Transfer Station Operations**		
5.4.3.4.1	Personnel		
5.4.3.4.2	Small Equipment (non capital)		
5.4.3.4.3	Site and Road Maintenance		
5.4.3.4.4.	Site Security		
5.4.3.4.5	Contracted Services		
5.4.3.4.6	Special Waste Handling		
5.4.3.4.9	Other (Specify).....		
5.4.3.4.S.T	**Subtotal**	-	-
5.4.3.5.0	**Scale house**		
5.4.3.5.1	Personnel	83,300	85,700
5.4.3.5.2	Small Equipment (non capital)	-	-
5.4.3.5.3	Supplies	14,000	14,000
5.4.3.5.9	Other (Specify).....		
5.4.3.5.S.T	**Subtotal**	97,300	99,700
5.4.3.6.0	**Waste Diversion**		
5.4.3.6.1	Personnel	50,200	52,200
5.4.3.6.2	Recycling	45,000	45,000
5.4.3.6.3	Collection		
5.4.3.6.4	Equipment Maintenance	6,000	6,000
5.4.3.6.5	Contracted Services		
5.4.3.6.9	Other (Specify).....		
5.4.3.6.S.T	**Subtotal**	101,200	103,200
5.4.3.7.0	**Composting Program**		
5.4.3.7.1	Personnel		
5.4.3.7.2	Processing		
5.4.3.7.3	Demonstration Site		
5.4.3.7.9	Other (Specify).....		
5.4.3.7.S.T	**Subtotal**	-	-
5.4.3.8.0	**Hazardous Household Waste**		
5.4.3.8.1	Personnel	14,700	15,800
5.4.3.8.2	Collection		
5.4.3.8.2	Disposal	18,000	18,000

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 SOLID WASTE SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
5.4.3.8.9	Other (Specify).....		
5.4.3.8.S.T	**Subtotal**	32,700	33,800
5.4.3.T.T	**TOTAL OPERATIONS**	3,071,500	3,106,900
5.4.4.0.0	**FISCAL SERVICES**		
5.4.4.1.0	**Interest**		
5.4.4.1.1	Current Operations		
5.4.4.1.2	Short-Term borrowing for capital projects		
5.4.4.1.3	Long-Term Debt		
5.4.4.2.0	**Other Financing Charges**		
5.4.4.2.1	Debenture Discounts		
5.4.4.2.2	Cost of Issuing & Selling New Debentures		
5.4.4.2.3	Banking Service Charge	13,875	13,875
5.4.4.2.9	Other (Specify).....		
5.4.4.3.0	**Transfers to Other Funds**		
5.4.4.3.1	Capital Fund - Debt Repayment		
5.4.4.3.2	Capital Fund - Asset Acquisition	1,003,000	732,714
5.4.4.3.3	Capital Reserve Fund		
5.4.4.3.4	Operating Reserve Fund		
5.4.4.3.5.	Generation Facility Operating Fund		
5.4.4.4.0	**Other Fiscal Services**		
5.4.4.4.1	Bad Debt Expense	2,000	2,000
5.4.4.4.2	Asset Retirement Obligation Expense	385,000	385,000
5.4.4.4.3	Second Previous Year Deficit	-	-
5.4.4.4.9	Other (Investment management fees).....	20,400	20,400
5.4.4.T.T	**TOTAL FISCAL SERVICES**	1,424,275	1,153,989
5.4.T.T.T	**TOTAL EXPENDITURES**	$ 5,056,863	$ 4,933,585

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 SOLID WASTE SERVICES CAPITAL BUDGET

	CAPITAL EXPENDITURES	SOURCES OF FUNDS							
	Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1	Waste containment cells	$ 1,200,000		$ 818,543	$ 381,457			$ 1,200,000	$ -	
2	Leachate treatment aeration upgrade	500,000		341,060	158,940			500,000	-	
3	Excavators	550,000		375,166	174,834			550,000	-	
4	Other equipment and RTVs	55,000		37,517	17,483			55,000	-	
5					-			-	-	
6					-			-	-	
7					-			-	-	
8								-	-	
	TOTAL	$ 2,305,000	$ -	$ 1,572,286	$ 732,714	$ -	$ -	$ 2,305,000	$ -	

FUNDING DETAILS

	Capital Grant	Amount	Purpose/Description
1			
2			
3			

	Other Sources of Funding	Amount	Purpose/Description
1			
2			

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

SW-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 GENERATION FACILITY OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page GF-4)	$ -
2. Less: Revenue from other sources (from page GF-2)	-
Net Budget to be raised from sale of service	**$ -**

SALE OF SERVICE

User	# Kilowatts	$/Kilowatt	Sale of Service
		$	$
		$	$
		$	$
TOTAL SALE OF SERVICE			**$**

CAPITAL BUDGET

Total Cost Capital - Electricity Generation Facility Services Fund (from page GF-Capital)	$ -
Less: Total sources of funds	$ -
Total Long-term borrowing	$ -

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 GENERATION FACILITY OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
1.5.0.0.0	**GENERATION FACILITY**		
1.5.2.0.0	**REVENUE FROM OTHER SOURCES**		
1.5.2.5.0	**Government Transfers**		
1.5.2.5.1	(Specify).....	.....	.....
1.5.2.5.2	(Specify).....	.....	.....
1.5.2.6.0	**Transfers from Own and Other funds**		
1.5.2.6.1	Second Previous Year Surplus	.....	.....
1.5.2.6.2	Operating Reserve Fund	.....	.....
1.5.2.6.3	Solid Waste Services Operating Fund	.....	.....
1.5.2.7.0	**Other Revenue**		
1.5.2.7.1	Interest Income	.....	.....
1.5.2.7.9	Other (Specify).....		
1.5.2.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ -	$ -

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 GENERATION FACILITY OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
5.5.0.0.0	**GENERATION FACILITY**		
5.5.2.0.0	**ADMINISTRATION**		
5.5.2.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	0	0
5.5.2.1.0	**Personnel**		
5.5.2.1.1	Salaries & Benefits		
5.5.2.1.2	Travel		
5.5.2.1.3	Training and Development		
5.5.2.1.9	Other (Specify).....		
5.5.2.2.0	**Other Administrative Services**		
5.5.2.2.1	Advertising and Public Relations		
5.5.2.2.2	Liability Insurance		
5.5.2.2.3	Professional Services		
5.5.2.2.4	Legal Services		
5.5.2.2.5	Office Building		
5.5.2.2.6	Office Equipment & Supplies		
5.5.2.2.7	Printing and Copying		
5.5.2.2.8	Telecommunications		
5.5.2.2.9	Other (Specify).....		
5.5.2.T.T	**TOTAL ADMINISTRATION**	-	-
5.5.3.0.0	**OPERATIONS**		
5.5.3.1.0	**Personnel**		
5.5.3.1.1	Salaries & Benefits		
5.5.3.1.2	Travel		
5.5.3.1.3	Training and Development		
5.5.3.1.9	Other (Specify).....		
5.5.3.2.0	**Machinery & Equipment**		
5.5.3.2.1	Vehicles		
5.5.3.2.2	Small Equipment (non-capital)		
5.5.3.2.3	Operating Leases (non-capital)		
5.5.3.2.4	Fuel		
5.5.3.2.5	Repairs and Maintenance		
5.5.3.2.6	Insurance		
5.5.3.2.9	Other (Specify).....		
5.5.3.T.T	**TOTAL OPERATIONS**	-	-
5.5.4.0.0	**FISCAL SERVICES**		
5.5.4.1.0	**Interest**		
5.5.4.1.1	Current Operations		
5.5.4.1.2	Short-Term borrowing for capital projects		
5.5.4.1.3	Long-Term Debt		
5.5.4.2.0	**Other Financing Charges**		
5.5.4.2.1	Debenture Discounts		

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 GENERATION FACILITY OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
5.5.4.2.2	Cost of Issuing & Selling New Debentures		
5.5.4.2.3	Banking Service Charge		
5.5.4.2.9	Other (Specify).....		
5.5.4.3.0	**Transfers to Funds and Reserves**		
5.5.4.3.1	Capital Fund - Debt Repayment		
5.5.4.3.2	Capital Fund - Asset Acquisition		
5.5.4.3.3	Capital Reserve		
5.5.4.3.4	Operating Reserve		
5.5.4.3.5.	Solid Waste Services Operating Fund		
5.5.4.4.0	**Other Fiscal Services**		
5.5.4.4.3	Second Previous Year Deficit		
5.5.4.4.9	Other (Specify).....		
5.5.4.T.T	**TOTAL FISCAL SERVICES**	-	-
5.5.T.T.T	**TOTAL EXPENDITURES**	$ -	$ -

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 GENERATION FACILITY CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS							
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1							$ -	$ -	
2							-	-	
3							-	-	
4							-	-	
5							-	-	
6							-	-	
7									
8									
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

FUNDING DETAILS		
Capital Grant	Amount	Purpose/Description
1		
2		
3		
Other Sources of Funding	Amount	Purpose/Description
1		
2		
Long-Term Borrowing Summary	Amount	
20 Years		
15 Years		
10 Years		
7 Years		
5 Years		
TOTAL BORROWING		

GF-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL TOURISM PROMOTION SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page TP-3)		$ 223,807
2. Less: Revenue from other sources (from page TP-2)		120,267
Net Budget to be raised from participating members		$ 103,540

MEMBER CHARGES

	Member	2021 Census Population	2026 Tax Base	Member Share*
1	Fundy Shores	2,050	$ 740,306,752	$ 18,798
2	Eastern Charlotte	7,325	$ 831,022,521	21,102
3	Grand Manan	2,595	$ 299,217,857	7,598
4	Campobello Island	950	$ 129,286,548	3,283
5	Saint Andrews	2,950	$ 747,901,707	18,991
6	St. Stephen	8,165	$ 843,691,433	21,424
7	McAdam	1,175	$ 65,805,016	1,671
8	Southwest Rural District	3,235	$ 420,328,799	10,673
9	. . . . .	. . . . .	. . . . .	. . . . .
10	. . . . .	. . . . .	. . . . .	. . . . .
	Total	28,445	$ 4,077,560,633	$ 103,540

CAPITAL BUDGET

Total Cost Capital - Regional Tourism Promotion Services Fund (from page TP-Capital)	$ -
Less: Total sources of funds	$ -
Total Long-term borrowing	$ -

* Note: Allocation based on proportion of tax base.

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL TOURISM PROMOTION SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
2.1.0.0.0	**REGIONAL TOURISM PROMOTION SERVICES**		
2.1.2.0.0	**REVENUE FROM OTHER SOURCES**		
2.1.2.5.0	**Government Transfers**		
2.1.2.5.1	RSSF	$ 106,115	$ 111,452
2.1.2.5.2	PETL Funding	-	-
2.1.2.5.3	Tourism, Heritage and Culture	-	-
2.1.2.5.4	Atlantic Canada Opportunities Agency	-	-
2.1.2.5.5	(Specify)		
2.1.2.5.6	(Specify)		
2.1.2.6.0	**Transfers from Own Sources**		
2.1.2.6.1	Second Previous Year Surplus		8,815
2.1.2.6.2	Operating Reserve Fund		
2.1.2.7.0	**Other Revenue**		
2.1.2.7.1	Interest Income		
2.1.2.7.2	HST Rebate		
2.1.2.7.9	Other (Specify)		
2.1.T.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ 106,115	$ 120,267

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL TOURISM PROMOTION SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
6.1.0.0.0	**REGIONAL TOURISM PROMOTION SERVICES**		
6.1.2.0.0	**ADMINISTRATION**		
6.1.2.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	103,209	115,260
6.1.2.1.0	**Personnel**		
6.1.2.1.1	Salaries and Benefits	-	-
6.1.2.1.2	Travel	-	-
6.1.2.1.3	Training and Development	-	-
6.1.2.1.9	Other (Specify).....	-	-
6.1.2.2.0	**Other Administrative Services**		
6.1.2.2.1	Advertising and Public Relations	50,000	50,000
6.1.2.2.2	Liability Insurance		
6.1.2.2.3	Professional Services	50,000	50,000
6.1.2.2.4	Legal Services		
6.1.2.2.5	Office Building		
6.1.2.2.6	Office Equipment and Supplies	2,000	2,000
6.1.2.2.7	Printing and Copying		
6.1.2.2.8	Telecommunications	1,500	1,500
6.1.2.2.9	Other (Committee expense)	5,047	5,047
6.1.2.T.T	**TOTAL ADMINISTRATION**	211,756	223,807
6.1.4.0.0	**FISCAL SERVICES**		
6.1.4.1.0	**Interest**		
6.1.4.1.1	Current Operations		
6.1.4.1.2	Short-Term borrowing for capital projects		
6.1.4.1.3	Long-Term Debt		
6.1.4.2.0	**Other Financing Charges**		
6.1.4.2.1	Debenture Discounts		
6.1.4.2.2	Cost of Issuing & Selling New Debentures		
6.1.4.2.3	Banking Service Charge		
6.1.4.2.9	Other (Specify).....		
6.1.4.3.0	**Transfers to Funds and Reserves**		
6.1.4.3.1	Capital Fund - Debt Repayment		
6.1.4.3.2	Capital Fund - Asset Acquisition		
6.1.4.3.3	Capital Reserve		
6.1.4.3.4	Operating Reserve		
6.1.4.4.0	**Other Fiscal Services**		
6.1.4.4.3	Second Previous Year Deficit	1,291	-
6.1.4.4.9	Other (Specify).....		
6.1.4.T.T	**TOTAL FISCAL SERVICES**	1,291	-
6.1.T.T.T	**TOTAL EXPENDITURES**	$ 213,047	$ 223,807

TP-3

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL TOURISM PROMOTION SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS							
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1							$ -	$ -	
2							-	-	
3							-	-	
4							-	-	
5							-	-	
6							-	-	
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

FUNDING DETAILS

Capital Grant	Amount	Purpose/Description
1		
2		
3		

Other Sources of Funding	Amount	Purpose/Description
1		
2		

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

TP-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL ECONOMIC DEVELOPMENT SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page ED-3)	$ 706,584
2. Less: Revenue from other sources (from page ED-2)	593,568
Net Budget to be raised from participating members	**$ 113,016**

MEMBER CHARGES

	Member	2021 Census Population	2026 Tax Base	Member Share*
1	Fundy Shores	2,050	$ 740,306,752	$ 20,519
2	Eastern Charlotte	7,325	$ 831,022,521	23,033
3	Grand Manan	2,595	$ 299,217,857	8,293
4	Campobello Island	950	$ 129,286,548	3,583
5	Saint Andrews	2,950	$ 747,901,707	20,729
6	St. Stephen	8,165	$ 843,691,433	23,385
7	McAdam	1,175	$ 65,805,016	1,824
8	Southwest Rural District	3,235	$ 420,328,799	11,650
9	. . . . .	. . . . .	. . . . .	. . . . .
10	. . . . .	. . . . .	. . . . .	. . . . .
	Total	28,445	$ 4,077,560,633	$ 113,016

CAPITAL BUDGET

Total Cost Capital - Regional Economic Development Services Fund (from page ED-Capital)	$ -
Less: Total sources of funds	-
Total Long-term borrowing	$ -

* Note: Allocation based on proportion of tax base.

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL ECONOMIC DEVELOPMENT SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
2.2.0.0.0	**REGIONAL ECONOMIC DEVELOPMENT SERVICES**		
2.2.2.0.0	**REVENUE FROM OTHER SOURCES**		
2.2.2.5.0	**Government Transfers**		
2.2.2.5.1	RSSF	$ 303,796	$ 315,792
2.2.2.5.2	PETL	227,776	227,776
2.2.2.5.3	Department of Health	50,000	50,000
2.2.2.5.4	Federal Government (CanExport SMEs program)	-	-
2.2.2.5.5	Zonal Immigration Partnership	49,365	-
2.2.2.5.6	(Specify).....		
2.2.2.6.0	**Transfers from Own Sources**		
2.2.2.6.1	Second Previous Year Surplus	28,942	-
2.2.2.6.2	Operating Reserve Fund		
2.2.2.7.0	**Other Revenue**		
2.2.2.7.1	Interest Income		
2.2.2.7.2	HST Rebate		
2.2.2.7.9	Other (Admission fees and sponsorships).....	45,000	-
2.2.T.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ 704,879	$ 593,568

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL ECONOMIC DEVELOPMENT SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
6.2.0.0.0	**REGIONAL ECONOMIC DEVELOPMENT SERVICES**		
6.2.2.0.0	**ADMINISTRATION**		
6.2.2.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	$ 98,622	$ 77,505
6.2.2.1.0	**Personnel**		
6.2.2.1.1	Salaries and Benefits	181,900	129,800
6.2.2.1.2	Travel	2,000	2,000
6.2.2.1.3	Training and Development	2,000	2,000
6.2.2.1.9	Other (Specify).....	-	-
6.2.2.2.0	**Other Administrative Services**		
6.2.2.2.1	Advertising and Public Relations	260,000	210,000
6.2.2.2.2	Liability Insurance		
6.2.2.2.3	Professional Services	160,000	110,000
6.2.2.2.4	Legal Services		
6.2.2.2.5	Office Building		
6.2.2.2.6	Office Equipment and Supplies	2,000	2,000
6.2.2.2.7	Printing and Copying		
6.2.2.2.8	Telecommunications	2,000	2,000
6.2.2.2.9	Other (Committee expense).....	7,068	7,068
6.2.2.T.T	**TOTAL ADMINISTRATION**	715,590	542,373
6.2.4.0.0	**FISCAL SERVICES**		
6.2.4.1.0	**Interest**		
6.2.4.1.1	Current Operations		
6.2.4.1.2	Short-Term borrowing for capital projects		
6.2.4.1.3	Long-Term Debt		
6.2.4.2.0	**Other Financing Charges**		
6.2.4.2.1	Debenture Discounts		
6.2.4.2.2	Cost of Issuing & Selling New Debentures		
6.2.4.2.3	Banking Service Charge		
6.2.4.2.9	Other (Specify).....		
6.2.4.3.0	**Transfers to Funds and Reserves**		
6.2.4.3.1	Capital Fund - Debt Repayment		
6.2.4.3.2	Capital Fund - Asset Acquisition		
6.2.4.3.3	Capital Reserve		
6.2.4.3.4	Operating Reserve		75,000
6.2.4.4.0	**Other Fiscal Services**		
6.2.4.4.3	Second Previous Year Deficit	-	89,211
6.2.4.4.9	Other (Specify).....		
6.2.4.T.T	**TOTAL FISCAL SERVICES**	-	164,211
6.2.T.T.T	**TOTAL EXPENDITURES**	$ 715,590	$ 706,584

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL ECONOMIC DEVELOPMENT SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS							
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1							$ -	$ -	
2							-	-	
3							-	-	
4							-	-	
5							-	-	
6							-	-	
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

FUNDING DETAILS

Capital Grant	Amount	Purpose/Description
1		
2		
3		

Other Sources of Funding	Amount	Purpose/Description
1		
2		

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

ED-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 COMMUNITY DEVELOPMENT SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page CD-3)	$ 391,811
2. Less: Revenue from other sources (from page CD-2)	345,906
Net Budget to be raised from participating members	**$ 45,905**

MEMBER CHARGES

	Member	2021 Census Population	2026 Tax Base	Member Share*
1	Fundy Shores	2,050	$ 740,306,752	$ 5,821
2	Eastern Charlotte	7,325	$ 831,022,521	10,588
3	Grand Manan	2,595	$ 299,217,857	3,778
4	Campobello Island	950	$ 129,286,548	1,494
5	Saint Andrews	2,950	$ 747,901,707	6,590
6	St. Stephen	8,165	$ 843,691,433	11,339
7	McAdam	1,175	$ 65,805,016	1,319
8	Southwest Rural District	3,235	$ 420,328,799	4,976
9	. . . . .	. . . . .	. . . . .	. . . . .
10	. . . . .	. . . . .	. . . . .	. . . . .
	Total	28,445	$ 4,077,560,633	$ 45,905

CAPITAL BUDGET

Total Cost Capital - Community Development Services Fund (from page CD-Capital)	$ -
Less: Total sources of funds	-
Total Long-term borrowing	$ -

* Note: Allocation on 50-50 proportional basis of population and tax base

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 COMMUNITY DEVELOPMENT SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
2.3.0.0.0	**COMMUNITY DEVELOPMENT SERVICES**		
2.3.2.0.0	**REVENUE FROM OTHER SOURCES**		
2.3.2.5.0	**Government Transfers**		
2.3.2.5.1	RSSF	$ 200,177	$ 195,906
2.3.2.5.2	ESIC - CINC Administraion	70,236	50,000
2.3.2.5.3	Justice & Public Safety -Regional Resiliency	50,000	50,000
2.3.2.5.4	ESIC - Community Action	50,000	50,000
2.3.2.5.5	Horizon Health	-	-
2.3.2.5.6	(Specify).....		
2.3.2.6.0	**Transfers from Own Sources**		
2.3.2.6.1	Second Previous Year Surplus	26,038	-
2.3.2.6.2	Operating Reserve Fund		
2.3.2.7.0	**Other Revenue**		
2.3.2.7.1	Interest Income		
2.3.2.7.2	HST Rebate		
2.3.2.7.9	Other (Admission fees and sponsorships).....	-	-
2.3.T.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ 396,451	$ 345,906

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 COMMUNITY DEVELOPMENT SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
6.3.0.0.0	**COMMUNITY DEVELOPMENT SERVICES**		
6.3.2.0.0	**ADMINISTRATION**		
6.3.2.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	$ 82,660	$ 67,634
6.3.2.1.0	**Personnel**		
6.3.2.1.1	Salaries and Benefits	182,600	185,700
6.3.2.1.2	Travel	1,000	1,000
6.3.2.1.3	Training and Development	2,000	2,000
6.3.2.1.9	Other (Specify).....	-	-
6.3.2.2.0	**Other Administrative Services**		
6.3.2.2.1	Advertising and Public Relations	6,000	6,000
6.3.2.2.2	Liability Insurance		
6.3.2.2.3	Professional Services	18,000	18,000
6.3.2.2.4	Legal Services		
6.3.2.2.5	Office Building		
6.3.2.2.6	Office Equipment and Supplies	1,500	1,500
6.3.2.2.7	Printing and Copying		
6.3.2.2.8	Telecommunications	2,000	2,000
6.3.2.2.9	Other (Committee expense & project funding).....	104,599	105,099
6.3.2.T.T	**TOTAL ADMINISTRATION**	400,359	388,933
6.3.4.0.0	**FISCAL SERVICES**		
6.3.4.1.0	**Interest**		
6.3.4.1.1	Current Operations		
6.3.4.1.2	Short-Term borrowing for capital projects		
6.3.4.1.3	Long-Term Debt		
6.3.4.2.0	**Other Financing Charges**		
6.3.4.2.1	Debenture Discounts		
6.3.4.2.2	Cost of Issuing & Selling New Debentures		
6.3.4.2.3	Banking Service Charge		
6.3.4.2.9	Other (Specify).....		
6.3.4.3.0	**Transfers to Funds and Reserves**		
6.3.4.3.1	Capital Fund - Debt Repayment		
6.3.4.3.2	Capital Fund - Asset Acquisition		
6.3.4.3.3	Capital Reserve		
6.3.4.3.4	Operating Reserve		
6.3.4.4.0	**Other Fiscal Services**		
6.3.4.4.3	Second Previous Year Deficit	-	2,878
6.3.4.4.9	Other (Specify).....		
6.3.4.T.T	**TOTAL FISCAL SERVICES**	-	2,878
6.3.T.T.T	**TOTAL EXPENDITURES**	$ 400,359	$ 391,811

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 COMMUNITY DEVELOPMENT SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS							
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1							$ -	$ -	
2							-	-	
3							-	-	
4							-	-	
5							-	-	
6							-	-	
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

FUNDING DETAILS

Capital Grant	Amount	Purpose/Description
1		
2		
3		

Other Sources of Funding	Amount	Purpose/Description
1		
2		

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

CD-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL TRANSPORTATION SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page RT-3)	$ 70,786
2. Less: Revenue from other sources (from page RT-2)	65,200
Net Budget to be raised from participating members	$ 5,586

MEMBER CHARGES

	Member	2021 Census Population	2026 Tax Base	Member Share*
1	Fundy Shores	2,050	$ 740,306,752	$ 708
2	Eastern Charlotte	7,325	$ 831,022,521	1,288
3	Grand Manan	2,595	$ 299,217,857	460
4	Campobello Island	950	$ 129,286,548	182
5	Saint Andrews	2,950	$ 747,901,707	802
6	St. Stephen	8,165	$ 843,691,433	1,380
7	McAdam	1,175	$ 65,805,016	160
8	Southwest Rural District	3,235	$ 420,328,799	606
9	. . . . .	. . . . .	. . . . .	. . . . .
10	. . . . .	. . . . .	. . . . .	. . . . .
	Total	28,445	$ 4,077,560,633	$ 5,586

CAPITAL BUDGET

Total Cost Capital - Regional Transportation Services Fund (from page RT-Capital)	$ -
Less: Total sources of funds	-
Total Long-term borrowing	$ -

* Note: Allocation on 50-50 proportional basis of population and tax base

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL TRANSPORTATION SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
2.4.0.0.0	**REGIONAL TRANSPORTATION SERVICES**		
2.4.2.0.0	**REVENUE FROM OTHER SOURCES**		
2.4.2.5.0	**Government Transfers**		
2.4.2.5.1	RSSF	$ 19,989	$ 13,768
2.4.2.5.2	ESIC Funding	50,000	50,000
2.4.2.5.3	(Specify).....		
2.4.2.5.4	(Specify).....		
2.4.2.5.5	(Specify).....		
2.4.2.5.6	(Specify).....		
2.4.2.6.0	**Transfers from Own Sources**		
2.4.2.6.1	Second Previous Year Surplus	-	1,432
2.4.2.6.2	Operating Reserve Fund		
2.4.2.7.0	**Other Revenue**		
2.4.2.7.1	Interest Income		
2.4.2.7.2	HST Rebate		
2.4.2.7.9	Other (Specify).....		
2.4.T.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ 69,989	$ 65,200

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL TRANSPORTATION SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
6.4.0.0.0	**REGIONAL TRANSPORTATION SERVICES**		
6.4.2.0.0	**ADMINISTRATION**		
6.4.2.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	$ 19,978	$ 20,785
6.4.2.1.0	**Personnel**		
6.4.2.1.1	Salaries and Benefits		
6.4.2.1.2	Travel		
6.4.2.1.3	Training and Development		
6.4.2.1.9	Other (Specify).....		
6.4.2.2.0	**Other Administrative Services**		
6.4.2.2.1	Advertising and Public Relations		
6.4.2.2.2	Liability Insurance		
6.4.2.2.3	Professional Services		
6.4.2.2.4	Legal Services		
6.4.2.2.5	Office Building		
6.4.2.2.6	Office Equipment and Supplies	-	-
6.4.2.2.7	Printing and Copying		
6.4.2.2.8	Telecommunications		
6.4.2.2.9	Other (Committee expenses, Dial-a-Ride).....	50,000	50,000
6.4.2.T.T	**TOTAL ADMINISTRATION**	69,978	70,785
6.4.4.0.0	**FISCAL SERVICES**		
6.4.4.1.0	**Interest**		
6.4.4.1.1	Current Operations		
6.4.4.1.2	Short-Term borrowing for capital projects		
6.4.4.1.3	Long-Term Debt		
6.4.4.2.0	**Other Financing Charges**		
6.4.4.2.1	Debenture Discounts		
6.4.4.2.2	Cost of Issuing & Selling New Debentures		
6.4.4.2.3	Banking Service Charge		
6.4.4.2.9	Other (Specify).....		
6.4.4.3.0	**Transfers to Funds and Reserves**		
6.4.4.3.1	Capital Fund - Debt Repayment		
6.4.4.3.2	Capital Fund - Asset Acquisition		
6.4.4.3.3	Capital Reserve		
6.4.4.3.4	Operating Reserve		
6.4.4.4.0	**Other Fiscal Services**		
6.4.4.4.3	Second Previous Year Deficit	3,188	1
6.4.4.4.9	Other (Specify).....		
6.4.4.T.T	**TOTAL FISCAL SERVICES**	3,188	1
6.4.T.T.T	**TOTAL EXPENDITURES**	$ 73,166	$ 70,786

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL TRANSPORTATION SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS							
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1							$ -	$ -	
2							-	-	
3							-	-	
4							-	-	
5							-	-	
6							-	-	
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

FUNDING DETAILS

Capital Grant	Amount	Purpose/Description
1		
2		
3		

Other Sources of Funding	Amount	Purpose/Description
1		
2		

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

RT-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL PUBLIC SAFETY COMMITTEE SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page PSC-4)	$ 5,717
2. Less: Revenue from other sources (from page PSC-2)	-
Net Budget to be raised from participating members	$ 5,717

MEMBER CHARGES

	Member	2021 Census Population	2026 Tax Base	Member Share*
1	Fundy Shores	2,050	$ 740,306,752	$ 1,038
2	Eastern Charlotte	7,325	$ 831,022,521	1,165
3	Grand Manan	2,595	$ 299,217,857	420
4	Campobello Island	950	$ 129,286,548	181
5	Saint Andrews	2,950	$ 747,901,707	1,049
6	St. Stephen	8,165	$ 843,691,433	1,183
7	McAdam	1,175	$ 65,805,016	92
8	Southwest Rural District	3,235	$ 420,328,799	589
9	. . . . .	. . . . .	. . . . .	. . . . .
10	. . . . .	. . . . .	. . . . .	. . . . .
	Total	28,445	$ 4,077,560,633	$ 5,717

CAPITAL BUDGET

Total Cost Capital - Regional Public Safety Committee Services Fund (from page PSC-Capital)	$ -
Less: Total sources of funds	$ -
Total Long-term borrowing	$ -

* Note: Allocation on 50-50 proportional basis of population and tax base

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL PUBLIC SAFETY COMMITTEE SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
2.5.0.0.0	**REGIONAL PUBLIC SAFETY COMMITTEE SERVICES**		
2.5.2.0.0	**REVENUE FROM OTHER SOURCES**		
2.5.2.5.0	**Government Transfers**		
2.5.2.5.1	RSSF	$ -	$ -
2.5.2.5.2	PETL Funding		
2.5.2.5.3	(Specify).....		
2.5.2.5.4	(Specify).....		
2.5.2.5.5	(Specify).....		
2.5.2.5.6	(Specify).....		
2.5.2.6.0	**Transfers from Own Sources**		
2.5.2.6.1	Second Previous Year Surplus	3,454	-
2.5.2.6.2	Operating Reserve Fund		
2.5.2.7.0	**Other Revenue**		
2.5.2.7.1	Interest Income		
2.5.2.7.2	HST Rebate		
2.5.2.7.9	Other (Specify).....		
2.5.T.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ 3,454	$ -

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL PUBLIC SAFETY COMMITTEE SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
6.5.0.0.0	**REGIONAL PUBLIC SAFETY COMMITTEE SERVICES**		
6.5.2.0.0	**ADMINISTRATION**		
6.5.2.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	$ 532	$ 105
6.5.2.1.0	**Personnel**		
6.5.2.1.1	Salaries and Benefits		
6.5.2.1.2	Travel		
6.5.2.1.3	Training and Development		
6.5.2.1.9	Other (Specify).....		
6.5.2.2.0	**Other Administrative Services**		
6.5.2.2.1	Advertising and Public Relations	500	500
6.5.2.2.2	Liability Insurance		
6.5.2.2.3	Professional Services		
6.5.2.2.4	Legal Services		
6.5.2.2.5	Office Building		
6.5.2.2.6	Office Equipment and Supplies	-	-
6.5.2.2.7	Printing and Copying		
6.5.2.2.8	Telecommunications		
6.5.2.2.9	Other (Committee expenses).....	-	-
6.5.2.T.T	**TOTAL ADMINISTRATION**	1,032	605
6.5.3.0.0	**REGIONAL SERVICES**		
6.5.3.1.0	**Regional Policing Collaboration**		
6.5.3.1.2	Administration		
6.5.3.1.3	Travel		
6.5.3.1.4	Professional Services		
6.5.3.1.9	Other (Specify)...Speed trailer operating expenses.....	2,600	2,600
6.5.3.1.S.T	**Subtotal**	2,600	2,600
6.5.3.2.0	**Regional Emergency Measures Planning**		
6.5.3.2.2	Administration		
6.5.3.2.3	Travel		
6.5.3.2.4	Professional Services		
6.5.3.2.9	Other (Specify).....		
6.5.3.2.S.T	**Subtotal**	-	-
6.5.3.3.0	**Other Service Provided to All Members Specify**		
6.5.3.3.2	Administration		
6.5.3.3.3	Travel		
6.5.3.3.4	Professional Services		
6.5.3.3.9	Other (Specify).....		
6.5.3.3.S.T	**Subtotal**	-	-

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL PUBLIC SAFETY COMMITTEE SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
6.5.4.0.0	**FISCAL SERVICES**		
6.5.4.1.0	**Interest**		
6.5.4.1.1	Current Operations		
6.5.4.1.2	Short-Term borrowing for capital projects		
6.5.4.1.3	Long-Term Debt		
6.5.4.2.0	**Other Financing Charges**		
6.5.4.2.1	Debenture Discounts		
6.5.4.2.2	Cost of Issuing & Selling New Debentures		
6.5.4.2.3	Banking Service Charge		
6.5.4.2.9	Other (Specify).....		
6.5.4.3.0	**Transfers to Funds and Reserves**		
6.5.4.3.1	Capital Fund - Debt Repayment		
6.5.4.3.2	Capital Fund - Asset Acquisition		
6.5.4.3.3	Capital Reserve		
6.5.4.3.4	Operating Reserve		
6.5.4.4.0	**Other Fiscal Services**		
6.5.4.4.3	Second Previous Year Deficit	-	2,512
6.5.4.4.9	Other (Specify).....		
6.5.4.T.T	**TOTAL FISCAL SERVICES**	-	2,512
6.5.T.T.T	**TOTAL EXPENDITURES**	$ 3,632	$ 5,717

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL PUBLIC SAFETY COMMITTEE SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS							
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1							$ -	$ -	
2							-	-	
3							-	-	
4							-	-	
5							-	-	
6							-	-	
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

FUNDING DETAILS

Capital Grant	Amount	Purpose/Description
1		
2		
3		

Other Sources of Funding	Amount	Purpose/Description
1		
2		

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

PSC-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL SPORT, RECREATION AND CULTURAL INFRASTRUCTURE SUPPORT AND DEVELOPMENT SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page SRC-4)	$ 815,617
2. Less: Revenue from other sources (from page SRC-2)	10,583
Net Budget to be raised from participating members	$ 805,034

MEMBER CHARGES

	Member	2021 Census Population	2026 Tax Base	Member Share*
1	Fundy Shores	2,050	$ 740,306,752	$ 102,088
2	Eastern Charlotte	7,325	$ 831,022,521	185,688
3	Grand Manan	2,595	$ 299,217,857	66,258
4	Campobello Island	950	$ 129,286,548	26,206
5	Saint Andrews	2,950	$ 747,901,707	115,574
6	St. Stephen	8,165	$ 843,691,433	198,827
7	McAdam	1,175	$ 65,805,016	23,123
8	Southwest Rural District	3,235	$ 420,328,799	87,270
9	. . . . .	. . . . .	. . . . .	. . . . .
10	. . . . .	. . . . .	. . . . .	. . . . .
	Total	28,445	$ 4,077,560,633	$ 805,034

CAPITAL BUDGET

Total Cost Capital - Regional Sport, Recreation and Cultural Infrastructure Support and Development Services Fund (from page SRC-Capital)	$ -
Less: Total sources of funds	-
Total Long-term borrowing	$ -

* Note: Allocation on 50-50 proportional basis of population and tax base

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL SPORT, RECREATION & CULTURAL INFRASTRUCTURE SUPPORT AND DEVELOPMENT SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
2.6.0.0.0	**REGIONAL SPORT, RECREATION AND CULTURAL INFRASTRUCTURE SUPPORT AND DEVELOPMENT SERVICES**		
2.6.2.0.0	**REVENUE FROM OTHER SOURCES**		
2.6.2.5.0	**Government Transfers**		
2.6.2.5.1	RSSF	$ -	$ -
2.6.2.5.2	PETL Funding		
2.6.2.5.3	(Specify).....		
2.6.2.5.4	(Specify).....		
2.6.2.5.5	(Specify).....		
2.6.2.5.6	(Specify).....		
2.6.2.6.0	**Transfers from Own Sources**		
2.6.2.6.1	Second Previous Year Surplus	47,460	10,583
2.6.2.6.2	Operating Reserve Fund		
2.6.2.7.0	**Other Revenue**		
2.6.2.7.1	Interest Income		
2.6.2.7.2	HST Rebate		
2.6.2.7.9	Other (Specify).....		
2.6.T.T.T	**TOTAL REVENUE FROM OTHER SOURCES**	$ 47,460	$ 10,583

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL SPORT, RECREATION & CULTURAL INFRASTRUCTURE SUPPORT AND DEVELOPMENT SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
6.6.0.0.0	**REGIONAL SPORT, RECREATION AND CULTURAL INFRASTRUCTURE SUPPORT AND DEVELOPMENT SERVICES**		
6.6.2.0.0	**ADMINISTRATION**		
6.6.2.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	532	105
6.6.2.1.0	**Personnel**		
6.6.2.1.1	Salaries and Benefits	-	-
6.6.2.1.2	Travel	-	-
6.6.2.1.3	Training and Development	-	-
6.6.2.1.9	Other (Specify).....		
6.6.2.2.0	**Other Administrative Services**		
6.6.2.2.1	Advertising and Public Relations	-	-
6.6.2.2.2	Liability Insurance		
6.6.2.2.3	Professional Services		
6.6.2.2.4	Legal Services		
6.6.2.2.5	Office Building		
6.6.2.2.6	Office Equipment and Supplies	-	-
6.6.2.2.7	Printing and Copying		
6.6.2.2.8	Telecommunications	-	-
6.6.2.2.9	Other (Committee expenses, public meetings).....	-	-
6.6.2.T.T	**TOTAL ADMINISTRATION**	532	105
6.6.3.0.0	**REGIONAL SERVICES**		
6.6.3.1.0	**Regional Sport, Recreation and Culture Infrastructure Planning and Cost-Sharing**		
6.6.3.1.2	Administration	-	-
6.6.3.1.3	Travel	-	-
6.6.3.1.4	Professional Services		
6.6.3.1.9	Other ($.02 per $ 100 of 2026 tax base for cost sharing of recreational facilities).....	802,112	815,512
6.6.3.1.S.T	**Subtotal**	802,112	815,512
6.6.3.2.0	**Other Service Provided to All Members**		
6.6.3.2.2	Administration		
6.6.3.2.3	Travel		
6.6.3.2.4	Professional Services		
6.6.3.2.9	Other (Specify).....		
6.6.3.2.S.T	**Subtotal**	-	-
6.6.4.0.0	**FISCAL SERVICES**		
6.6.4.1.0	**Interest**		
6.6.4.1.1	Current Operations		
6.6.4.1.2	Short-Term borrowing for capital projects		
6.6.4.1.3	Long-Term Debt		
6.6.4.2.0	**Other Financing Charges**		
6.6.4.2.1	Debenture Discounts		
6.6.4.2.2	Cost of Issuing & Selling New Debentures		
6.6.4.2.3	Banking Service Charge		
6.6.4.2.9	Other (Specify).....		

SRC-3

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL SPORT, RECREATION & CULTURAL INFRASTRUCTURE SUPPORT AND DEVELOPMENT SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
6.6.4.3.0	**Transfers to Funds and Reserves**		
6.6.4.3.1	Capital Fund - Debt Repayment		
6.6.4.3.2	Capital Fund - Asset Acquisition		
6.6.4.3.3	Capital Reserve		
6.6.4.3.4	Operating Reserve		
6.6.4.4.0	**Other Fiscal Services**		
6.6.4.4.3	Second Previous Year Deficit	-	-
6.6.4.4.9	Other (Specify).....		
6.6.4.T.T	**TOTAL FISCAL SERVICES**	-	-
6.6.T.T.T	**TOTAL EXPENDITURES**	$ 802,644	$ 815,617

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 REGIONAL SPORT, RECREATION AND CULTURAL INFRASTRUCTURE SUPPORT AND DEVELOPMENT SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS							
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1							$ -	$ -	
2							-	-	
3							-	-	
4							-	-	
5							-	-	
6							-	-	
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

FUNDING DETAILS

Capital Grant	Amount	Purpose/Description
1		
2		
3		

Other Sources of Funding	Amount	Purpose/Description
1		
2		

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

SRC-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 OTHER SHARED SERVICES OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page OT-3)	$ -
2. Less: Revenue from other sources (from page OT-2)	-
Net Budget to be raised from participating members	$ -

MEMBER CHARGES

Cost Sharing Data

	Member	2021 Census Population	2026 Tax Base	Member Share
1	Fundy Shores	2,050	740,306,752	0
2	Eastern Charlotte	7,325	831,022,521	0
3	Grand Manan	2,595	299,217,857	0
4	Campobello Island	950	129,286,548	0
5	Saint Andrews	2,950	747,901,707	0
6	St. Stephen	8,165	843,691,433	0
7	McAdam	1,175	65,805,016	0
8	Southwest Rural District	3,235	420,328,799	0
9	. . . . .	. . . . .	. . . . .	. . . . .
10	. . . . .	. . . . .	. . . . .	. . . . .
		28,445	$ 4,077,560,633	$ -

CAPITAL BUDGET

Total Cost Capital - Other Shared Services Fund (from page OT-Capital)	$ -
Less: Total sources of funds	$ -
Total Long-term borrowing	$ -

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 OTHER SHARED SERVICES OPERATING BUDGET

REVENUE

		2026 BUDGET	2027 BUDGET
3.1.0.0.0	**OTHER SHARED SERVICES**		
3.1.2.0.0	**REVENUE FROM OTHER SOURCES**		
3.1.2.5.0	**Government Transfers**		
3.1.2.5.1	RSSF		
3.1.2.5.2	PETL Funding		
3.1.2.5.3	(Specify).....		
3.1.2.5.4	(Specify).....		
3.1.2.5.5	(Specify).....		
3.1.2.5.6	(Specify).....		
3.1.2.6.0	**Transfers from Own Sources**		
3.1.2.6.1	Second Previous Year Surplus		
3.1.2.6.2	Operating Reserve Fund		
3.1.2.7.0	**Other Revenue**		
3.1.2.7.1	Interest Income		
3.1.2.7.2	HST Rebate		
3.1.2.7.9	Other (Specify).....		
3.1.T.T.T	**TOTAL REVENUE FROM OTHER SOURCES**		

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 OTHER SHARED SERVICES OPERATING BUDGET

EXPENDITURE

		2026 BUDGET	2027 BUDGET
7.1.0.0.0	**OTHER SHARED SERVICES**		
7.1.2.0.0	**ADMINISTRATION**		
7.1.2.0.1	**ALLOCATION FROM CORPORATE SERVICES (from page CS-1)**	0	$ -
7.1.2.1.0	**Personnel**		
7.1.2.1.1	Salaries and Benefits		
7.1.2.1.2	Travel		
7.1.2.1.3	Training and Development		
7.1.2.1.9	Other (Specify).....		
7.1.2.2.0	**Other Administrative Services**		
7.1.2.2.1	Advertising and Public Relations		
7.1.2.2.2	Liability Insurance		
7.1.2.2.3	Professional Services	0	-
7.1.2.2.4	Legal Services		
7.1.2.2.5	Office Building		
7.1.2.2.6	Office Equipment and Supplies		
7.1.2.2.7	Printing and Copying		
7.1.2.2.8	Telecommunications		
7.1.2.2.9	Other (Specify).....		
7.1.2.T.T	**TOTAL ADMINISTRATION**	-	-
7.1.4.0.0	**FISCAL SERVICES**		
7.1.4.1.0	**Interest**		
7.1.4.1.1	Current Operations		
7.1.4.1.2	Short-Term borrowing for capital projects		
7.1.4.1.3	Long-Term Debt		
7.1.4.2.0	**Other Financing Charges**		
7.1.4.2.1	Debenture Discounts		
7.1.4.2.2	Cost of Issuing & Selling New Debentures		
7.1.4.2.3	Banking Service Charge		
7.1.4.2.9	Other (Specify).....		
7.1.4.3.0	**Transfers to Funds and Reserves**		
7.1.4.3.1	Capital Fund - Debt Repayment		
7.1.4.3.2	Capital Fund - Asset Acquisition		
7.1.4.3.3	Capital Reserve		
7.1.4.3.4	Operating Reserve		
7.1.4.4.0	**Other Fiscal Services**		
7.1.4.4.3	Second Previous Year Deficit		
7.1.4.4.9	Other (Specify).....		
7.1.4.T.T	**TOTAL FISCAL SERVICES**	-	-
7.1.T.T.T	**TOTAL EXPENDITURES**	$ -	$ -

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION

2027 OTHER SHARED SERVICES CAPITAL BUDGET

	CAPITAL EXPENDITURES		SOURCES OF FUNDS							
	Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other	Total Sources of Funds	Long-term Borrowing	Debt repayment term
1								$ -	$ -	
2								-	-	
3								-	-	
4								-	-	
5								-	-	
6								-	-	
	TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	

FUNDING DETAILS

	Capital Grant	Amount	Purpose/Description
1			
2			
3			

	Other Sources of Funding	Amount	Purpose/Description
1			
2			

Long-Term Borrowing Summary	Amount
20 Years	
15 Years	
10 Years	
7 Years	
5 Years	
TOTAL BORROWING	

OT-Capital

NEW BRUNSWICK SOUTHWEST SERVICE COMMISSION
2027 BUDGET SUMMARY

MEMBER	2021 POPULATION	2026 TAX BASE	CRP	LP	SW	TP	ED	CD	RT	PSC	SRC	TOTAL REVENUE	RECREATION COST-SHARING TRANSFER TO MEMBERS
Fundy Shores	2,050	$ 740,306,752	$ 12,433	$ 203,821	$ 57,335	$ 18,798	$ 20,519	$ 5,821	$ 708	$ 1,038	$ 102,088	$ 422,561	$ 103,417
Eastern Charlotte	7,325	$ 831,022,521	$ 13,956	$ 228,797	$ 203,185	$ 21,102	$ 23,033	$ 10,588	$ 1,288	$ 1,165	$ 185,688	688,802	$ 188,105
Grand Manan	2,595	$ 299,217,857	$ 5,025	$ 82,381	$ 132,271	$ 7,598	$ 8,293	$ 3,778	$ 460	$ 420	$ 66,258	306,484	$ 67,121
Campobello Island	950	$ 129,286,548	$ 2,171	$ 17,145	$ 234	$ 3,283	$ 3,583	$ 1,494	$ 182	$ 181	$ 26,206	54,479	$ 26,547
Saint Andrews	2,950	$ 747,901,707	$ 12,560	$ 205,912	$ 87,646	$ 18,991	$ 20,729	$ 6,590	$ 802	$ 1,049	$ 115,574	469,853	$ 117,078
St. Stephen	8,165	$ 843,691,433	$ 14,170	$ 111,882	$ 127,766	$ 21,424	$ 23,385	$ 11,339	$ 1,380	$ 1,183	$ 198,827	511,356	$ 201,414
McAdam	1,175	$ 65,805,016	$ 1,105	$ 18,117	$ 33,810	$ 1,671	$ 1,824	$ 1,319	$ 160	$ 92	$ 23,123	81,221	$ 23,424
Southwest Rural District	3,235	$ 420,328,799	$ 7,059	$ 115,724	$ 324,009	$ 10,673	$ 11,650	$ 4,976	$ 606	$ 589	$ 87,270	562,556	$ 88,406
Total	28,445	$ 4,077,560,633	$ 68,479	$ 983,779	$ 966,256	$ 103,540	$ 113,016	$ 45,905	$ 5,586	$ 5,717	$ 805,034	$ 3,097,312	$ 815,512
												$ 3,097,312	$ 815,512
Municipal budget lines			2.1.2.9.2	2.2.9.2.9 2.6.1.1.2 2.6.1.2.1	2.4.3.3.2	2.6.9.1.8	2.6.7.1.5	2.6.3.1.1	2.3.3.3.1	2.2.9.7.1	2.7.5.1.1		1.3.1.7.4

SOLID WASTE TIPPING FEES ARE BASED ON ESTIMATED TONNAGE FOR THE NEW ENTITIES WITHIN OUR REGION. MUNICIPALITIES SHOULD REVIEW THESE ESTIMATES.

Monthly Member charges for 2027	CRP	LP	SW	TP	ED	CD	RT	PSC	SRC	TOTAL REVENUE
Fundy Shores	1,036.08	16,985.08		1,566.50	1,709.92	485.08	59.00	86.50	8,507.33	30,435.49
Eastern Charlotte	1,163.00	19,066.42		1,758.50	1,919.42	882.33	107.33	97.08	15,474.00	40,468.08
Grand Manan	418.75	6,865.08		633.17	691.08	314.83	38.33	35.00	5,521.50	14,517.74
Campobello Island	180.92	1,428.75		273.58	298.58	124.50	15.17	15.08	2,183.83	4,520.41
Saint Andrews	1,046.67	17,159.33		1,582.58	1,727.42	549.17	66.83	87.42	9,631.17	31,850.59
St. Stephen	1,180.83	9,323.50		1,785.33	1,948.75	944.92	115.00	98.58	16,568.92	31,965.83
McAdam	92.08	1,509.75		139.25	152.00	109.92	13.33	7.67	1,926.92	3,950.92
Southwest Rural District	588.25	9,643.67		889.42	970.83	414.67	50.50	49.08	7,272.50	19,878.92
	5,706.58	81,981.58	-	8,628.33	9,418.00	3,825.42	465.49	476.41	67,086.17	177,587.98
	"x 12	"x 12	"x 12	"x 12	"x 12	"x 12	"x 12	"x 12	"x 12	"x 12
Annual billings	68,478.96	983,778.96	-	103,539.96	113,016.00	45,905.04	5,585.88	5,716.92	805,034.04	2,131,055.76
Difference	0.04	0.04		0.04	-	(0.04)	0.12	0.08	(0.04)	