



**REGIONAL SERVICE COMMISSION  
OPERATING & CAPITAL BUDGETS  
2021**

**Regional Service Commission 11**

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**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**

- Page RSC-1 is signed and sealed
  - Fund Surplus' and Deficits are brought forward in accordance with paragraphs 27(7) and 27(8) of the *Regional Service Delivery Act*
  - Cooperative & Regional Planning Services Fund
  - Local Planning Services Fund
  - Solid Waste Services Fund
  - Electricity Generation Facility Fund
  - 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
  - Other Shared Services Fund
- Copies have been forwarded to member Municipalities, Rural Communities, Local Service Districts, the Community Finances Branch and the respective Local Services Manager of the Department of Environment and Local Government

Confirmed by: Original Signed by  
D. R. Fitzgerald Date: October 23, 2020

Title: Executive Director

**REGIONAL SERVICE COMMISSION 11**

**2021 REGIONAL SERVICE COMMISSION OPERATING & CAPITAL BUDGETS**

**OPERATING BUDGET**

1. Cooperative & Regional Planning Services Fund (from page CRP-1)	\$ 110,176
2. Local Planning Services Fund (from page LP-1)	\$ 1,487,427
3. Solid Waste Services Fund (from page SW-1)	\$ 9,114,582
4. Electricity Generation Facility Services Fund (from page GF-1)	\$ 920,100
5. Other Shared Services Fund (from page OT-1)	\$
<b>Total Regional Service Commission Operating Budget</b>	<b>\$ 11,632,285</b>

**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)	\$ 8,000
4. Total Capital Cost - Solid Waste Services Fund (from page SW-1)	\$ 1,245,000
5. Total Capital Cost - Electricity Generation Facility Services Fund (from page GF-1)	\$ 69,500
6. Total Capital Cost - Other Shared Services Fund (from page OT-1)	\$
<b>Total Regional Service Commission Capital Budget</b>	<b>\$ 1,322,500</b>

THIS IS TO CERTIFY that on the 22 day of October, 2020 the Board of the REGIONAL SERVICE COMMISSION OF Regional Service Commission 11 RESOLVED that the total operating budget for the Regional Service Commission for the 2021 calendar year would consist of total Revenue of \$ 11,632,285 and total expenditures of \$ 11,632,285 and that the capital budget would consist of total expenditures of \$ 1,322,500.

Adopted this 22 day of October, 2020 by the Board of the REGIONAL SERVICE COMMISSION 11.

Executed this 23 day of October, 2020 by the Executive Director of said Commission.

Original Signed by

Judy Wilson-Shee

Chairman

Donald Richard Fitzgerald

Executive Director

REGIONAL SERVICE COMMISSION 11

2021 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	Other Shared Services Budget	Subtotal	Amortization TCA (Add)	Controlled Entities (Add)	Other (Please explain) (Add /Subtract)	Transfers (Add /Subtract)	Total PSA Budget
<b>Revenue</b>												
Member Charges		\$ 73,059	\$ 1,477,464	\$ 3,209,085			4,759,608					\$ 4,759,608
Sales of services			3,000	5,553,405	\$ 800,000		6,356,405					\$ 6,356,405
Government Transfers							-					\$ -
Transfers from own and other funds	\$ 617,663						698,075				- 698,075	\$ -
Other transfers							-					\$ -
Interest				18,000	1,000		19,000					\$ 19,000
Surplus of second previous year		37,117	6,963	249,092	38,688		331,860			- 331,860		\$ -
Other revenue				85,000			85,000					\$ 85,000
<b>Total Revenue</b>	<b>617,663</b>	<b>110,176</b>	<b>1,487,427</b>	<b>9,114,582</b>	<b>920,100</b>	<b>-</b>	<b>12,249,948</b>	<b>-</b>	<b>-</b>	<b>(331,860)</b>	<b>(698,075)</b>	<b>\$ 11,220,013</b>
<b>Expenditures</b>												
Governance	61,500						61,500					\$ 61,500
Administration	547,859	90,176	633,517	1,461,379	20,053		2,752,984				-\$ 617,663	\$ 2,135,321
Regional planning		20,000					20,000					\$ 20,000
Regional policing collaboration							-					\$ -
Regional emergency measures planning							-					\$ -
Regional sport, recreation & culture infrastructure planning & cost-sharing							-					\$ -
Other services provided to all members							-					\$ -
Planning and building inspection services			830,558				830,558	4,800		4,500		\$ 839,858
Operations - Solid Waste Service				6,152,771	484,135		6,636,906	1,912,000		8,000	- 480,000	\$ 8,076,906
Financial Services							-					\$ -
- Interest				51,420	30,172		81,592					\$ 81,592
- Other Financing Charges	3,500		5,000	5,000	3,740		17,240					\$ 17,240
- Transfer to the Capital Fund - Debt Repayment				930,000	382,000		1,312,000				- 1,312,000	\$ -
- Transfer to the Capital Fund - Asset Acquisition			8,000	30,000			38,000				- 38,000	\$ -
- Transfer to the Generation Facility Operating Fund				80,412			80,412				- 80,412	\$ -
- Transfer to the Operating Reserve							-					\$ -
Closure & Post-closure expense				251,600			251,600					\$ 251,600
Second previous year deficit							-					\$ -
Other Fiscal services	4,804		10,352	152,000			167,156					\$ 167,156
<b>Total Expenditure</b>	<b>617,663</b>	<b>110,176</b>	<b>1,487,427</b>	<b>9,114,582</b>	<b>920,100</b>	<b>-</b>	<b>12,249,948</b>	<b>1,916,800</b>	<b>-</b>	<b>12,500</b>	<b>(2,528,075)</b>	<b>\$ 11,651,173</b>
<b>Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,916,800)</b>	<b>-</b>	<b>(344,360)</b>	<b>1,830,000</b>	<b>\$ (431,160)</b>

RSC-PSA

REGIONAL SERVICE COMMISSION 11

2021 CORPORATE SERVICES OPERATING & CAPITAL BUDGETS

**OPERATING BUDGET**

1. Total Corporate Services Budget (from page CS-4)	\$ 617,663
2. Less: Revenue from other sources (from page CS-2)	<u>0</u>
<b>Net Budget to be allocated to other funds:</b>	<b><u>\$ 617,663</u></b>
Cooperative & Regional Planning Services (to page CRP-3)	90,177
Local Planning Services (to page LP-3)	185,371
Solid Waste Services (to page SW-3)	331,062
Electricity Generation Facility Services (to page GF-3)	11,053
Other Shared Services (to page OT-3)	<u>          </u>
<b>Total Allocation</b>	<b><u>\$ 617,663</u></b>

**CAPITAL BUDGET**

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

2021 CORPORATE SERVICES OPERATING BUDGET

		REVENUE	
		2020 BUDGET	2021 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	=====	=====

REGIONAL SERVICE COMMISSION 11

2021 CORPORATE SERVICES OPERATING BUDGET

EXPENDITURE

		2020 BUDGET	2021 BUDGET
<b>2.1.0.0.0</b>	<b>CORPORATE SERVICES</b>		
<b>2.1.1.0.0</b>	<b>GOVERNANCE</b>		
<b>2.1.1.1.0</b>	<b>Board Members</b>		
2.1.1.1.1	Honorariums	53,634	45,000
2.1.1.1.2	Travel	13,500	5,000
2.1.1.1.3	Training and Development	3,000	7,500
2.1.1.1.9	Meetings	2,000	4,000
<b>2.1.1.T.T</b>	<b>TOTAL GOVERNANCE</b>	<u>72,134</u>	<u>61,500</u>
<b>2.1.2.0.0</b>	<b>ADMINISTRATION</b>		
<b>2.1.2.1.0</b>	<b>Executive Director's Office</b>		
2.1.2.1.1	Salaries & Benefits	250,308	257,357
2.1.2.1.2	Travel	4,000	2,500
2.1.2.1.3	Training and Development	1,000	1,000
2.1.2.1.9	Memberships and Subscriptions	2,000	2,000
<b>2.1.2.2.0</b>	<b>Human Resources</b>		
2.1.2.2.1	Salaries & Benefits		
2.1.2.2.2	Travel		
2.1.2.2.3	Training and Development		
2.1.2.2.9	Other (Specify).....		
<b>2.1.2.3.0</b>	<b>Financial Management</b>		
2.1.2.3.1	Salaries & Benefits	126,762	144,903
2.1.2.3.2	Travel		
2.1.2.3.3	Training and Development	1,000	1,000
2.1.2.3.5	External Audit Fees	21,522	22,134
2.1.2.3.6	External Accounting Fees		
2.1.2.3.7	Other Financial Management		
2.1.2.3.9	Other (Specify).....		
<b>2.1.2.4.0</b>	<b>Other Administration Services</b>		
2.1.2.4.1	Advertising and Public Relations	2,500	2,500
2.1.2.4.2	Liability Insurance	46,700	46,000
2.1.2.4.3	Professional Services	16,000	16,000
2.1.2.4.4	Legal Services	6,000	5,000
2.1.2.4.5	Office Building	22,708	23,265
2.1.2.4.6	Office Equipment & Supplies	10,000	12,000
2.1.2.4.7	Printing and Copying	2,000	2,000
2.1.2.4.8	Telecommunications	3,000	3,200
2.1.2.4.9	Translation	7,500	7,000
<b>2.1.2.T.T</b>	<b>TOTAL ADMINISTRATION</b>	<u>523,000</u>	<u>547,859</u>
<b>2.1.4.0.0</b>	<b>FISCAL SERVICES</b>		
<b>2.1.4.1.0</b>	<b>Interest</b>		
2.1.4.1.1	Current Operations		

REGIONAL SERVICE COMMISSION 11

2021 CORPORATE SERVICES OPERATING BUDGET

EXPENDITURE

		2020 BUDGET	2021 BUDGET
2.1.4.1.2	Short-Term borrowing for capital projects	.....	.....
2.1.4.1.3	Long-Term Debt	.....	.....
<b>2.1.4.2.0</b>	<b>Other Financing Charges</b>		
2.1.4.2.3	Banking Service Charge	3,500	3,500
2.1.4.2.9	Other (Specify).....	.....	.....
<b>2.1.4.3.0</b>	<b>Transfers to Funds and Reserves</b>		
2.1.4.3.1	Capital Fund - Debt Repayment	.....	.....
2.1.4.3.2	Capital Fund - Asset Acquisition	.....	.....
2.1.4.3.3	Capital Reserve	.....	.....
2.1.4.3.4	Operating Reserve	.....	.....
<b>2.1.4.4.0</b>	<b>Other Fiscal Services</b>		
2.1.4.4.9	Non-refundable HST	4,960	4,804
<b>2.1.4.T.T</b>	<b>TOTAL FISCAL SERVICES</b>	<u>8,460</u>	<u>8,304</u>
<b>2.T.T.T.T</b>	<b>TOTAL CORPORATE SERVICES</b>	<u>603,594</u>	<u>617,663</u>



2021 CORPORATE SERVICES CAPITAL BUDGET

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

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

CS-Capital

**REGIONAL SERVICE COMMISSION 11**

**2021 COOPERATIVE & REGIONAL PLANNING SERVICES OPERATING & CAPITAL BUDGETS**

**OPERATING BUDGET**

1. Total Cooperative & Regional Planning Services Budget (from page CRP-4)	\$ 110,176
2. Less: Revenue from other sources	<u>37,117</u>
<b>Net Budget to be raised from members</b>	<b><u>\$ 73,059</u></b>

**MEMBER CHARGES**

Member	2016 Census Population	2020 Tax Base	Member Share*
1 Cambridge Narrows	562	96,433,550	\$ 411
2 Chipman	1,104	68,803,450	\$ 492
3 Fredericton	58,636	7,601,756,637	\$ 36,458
4 Fredericton Junction	704	42,145,750	\$ 309
5 Gagetown	711	62,584,800	\$ 365
6 Millville	273	9,920,400	\$ 103
7 Minto	2,305	105,854,850	\$ 928
8 Nackawic	941	93,299,500	\$ 510
9 New Maryland	4,174	353,014,900	\$ 2,102
10 Oromocto	9,223	1,221,435,050	\$ 5,802
11 Stanley	412	30,161,150	\$ 195
12 Tracy	608	25,877,750	\$ 239
13 Hanwell	4,700	531,500,000	\$ 2,718
14 LSDs	<u>45,131</u>	<u>3,700,054,444</u>	<u>\$ 22,426</u>
	<u>129,484</u>	<u>13,942,842,231</u>	<u>\$ 73,059</u>

**CAPITAL BUDGET**

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

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

2021 COOPERATIVE & REGIONAL PLANNING SERVICES OPERATING BUDGET

REVENUE

		2020 BUDGET	2021 BUDGET
<b>1.2.0.0.0</b>	<b>COOPERATIVE AND REGIONAL PLANNING</b>		
<b>1.2.2.0.0</b>	<b>REVENUE FROM OTHER SOURCES</b>		
<b>1.2.2.5.0</b>	<b>Government Transfers</b>		
1.2.2.5.1	(Specify).....	.....	.....
1.2.2.5.2	(Specify).....	.....	.....
<b>1.2.2.6.0</b>	<b>Transfers from Own and Other funds</b>		
1.2.2.6.1	Second Previous Year Surplus	36,744	37,117
1.2.2.6.2	Operating Reserve Fund	.....	.....
<b>1.2.2.7.0</b>	<b>Other Revenue</b>		
1.2.2.7.1	Interest Income	.....	.....
1.2.2.7.2	HST Rebate	.....	.....
1.2.2.7.9	Other (Specify).....	.....	.....
<b>1.2.2.T.T</b>	<b>TOTAL REVENUE FROM OTHER SOURCES</b>	<u>36,744</u>	<u>37,117</u>

REGIONAL SERVICE COMMISSION 11

2021 COOPERATIVE & REGIONAL PLANNING SERVICES OPERATING BUDGET

EXPENDITURE

		2020 BUDGET	2021 BUDGET
<b>2.2.0.0.0</b>	<b>COOPERATIVE AND REGIONAL PLANNING SERVICES</b>		
<b>2.2.3.0.0</b>	<b>REGIONAL SERVICES</b>		
<b>2.2.3.0.1</b>	<b>ALLOCATION FROM CORPORATE SERVICES (from page CS-1)</b>	94,774	90,176
<b>2.2.3.1.0</b>	<b>Regional Planning</b>		
2.2.3.1.1	Personnel		
2.2.3.1.2	Administration		
2.2.3.1.3	Travel		
2.2.3.1.4	Professional Services	20,000	20,000
2.2.3.1.9	Other (Specify).....		
<b>2.2.3.1.S.T</b>	<b>Subtotal</b>	20,000	20,000
<b>2.2.3.2.0</b>	<b>Regional Policing Collaboration</b>		
2.2.3.2.2	Administration		
2.2.3.2.3	Travel		
2.2.3.2.4	Professional Services		
2.2.3.2.9	Other (Specify).....		
<b>2.2.3.2.S.T</b>	<b>Subtotal</b>		
<b>2.2.3.3.0</b>	<b>Regional Emergency Measures Planning</b>		
2.2.3.3.2	Administration		
2.2.3.3.3	Travel		
2.2.3.3.4	Professional Services		
2.2.3.3.9	Other (Specify).....		
<b>2.2.3.3.S.T</b>	<b>Subtotal</b>		
<b>2.2.3.4.0</b>	<b>Regional Sport, Recreation and Culture Infrastructure Planning and Cost-Sharing</b>		
2.2.3.4.2	Administration		
2.2.3.4.3	Travel		
2.2.3.4.4	Professional Services		
2.2.3.4.9	Other (Specify).....		
<b>2.2.3.4.S.T</b>	<b>Subtotal</b>		
<b>2.2.3.5.0</b>	<b>Other Service Provided to All Members</b>		
2.2.3.5.2	Administration		
2.2.3.5.3	Travel		
2.2.3.5.4	Professional Services		
2.2.3.5.9	Other (Specify).....		
<b>2.2.3.5.S.T</b>	<b>Subtotal</b>		
<b>2.2.4.0.0</b>	<b>FISCAL SERVICES</b>		
<b>2.2.4.1.0</b>	<b>Interest</b>		
2.2.4.1.1	Current Operations		
2.2.4.1.2	Short-Term borrowing for capital projects		
2.2.4.1.3	Long-Term Debt		
<b>2.2.4.2.0</b>	<b>Other Financing Charges</b>		

REGIONAL SERVICE COMMISSION 11

2021 COOPERATIVE & REGIONAL PLANNING SERVICES OPERATING BUDGET

EXPENDITURE

		2020 BUDGET	2021 BUDGET
2.2.4.2.3	Banking Service Charge	.....	.....
2.2.4.2.9	Other (Specify).....	.....	.....
<b>2.2.4.3.0</b>	<b>Transfers to Funds and Reserves</b>		
2.2.4.3.1	Capital Fund - Debt Repayment	.....	.....
2.2.4.3.2	Capital Fund - Asset Acquisition	.....	.....
2.2.4.3.3	Capital Reserve	.....	.....
2.2.4.3.4	Operating Reserve	.....	.....
<b>2.2.4.4.0.</b>	<b>Other Fiscal Services</b>		
2.2.4.4.3	Second Previous Year Deficit	.....	.....
2.2.4.4.9	Other (Specify).....	.....	.....
<b>2.2.4.T.T</b>	<b>TOTAL FISCAL SERVICES</b>	=====	=====
<b>2.T.T.T.T</b>	<b>TOTAL EXPENDITURES</b>	<u>114,774</u>	<u>110,176</u>

2021 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									
<b>TOTAL</b>									

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			
<b>TOTAL BORROWING</b>		<u>                    </u>	
		<u>                    </u>	

**REGIONAL SERVICE COMMISSION 11**

**2021 LOCAL PLANNING SERVICES OPERATING & CAPITAL BUDGETS**

**OPERATING**

1. Total Budget (from page LP-4)	\$ 1,487,427
2. Less: Revenue from other sources (from page LP-2)	9,963
<b>Net Budget to be raised from members</b>	<b>\$ 1,477,464</b>
Portion of net budget relating to Planning Services	809,445
Portion of net budget relating to Inspection Services	668,019

**MEMBER CHARGES**

Member	2020 Tax Base	Planning Service	Inspection Service	Member Share
1 Cambridge Narrows	96,433,550	16,376	13,515	\$ 29,890
2 Chipman	68,803,450	11,684	9,642	\$ 21,326
3 Fredericton Junction	42,145,750	7,157	5,907	\$ 13,063
4 Gagetown	62,584,800	10,628	8,771	\$ 19,399
5 Hanwell	531,500,000	90,257	74,487	\$ 164,743
6 Millville	9,920,400	1,685	1,390	\$ 3,075
7 Minto	105,854,850	17,976	14,835	\$ 32,811
8 Nackawic	93,299,500	15,844	13,075	\$ 28,919
9 Stanley	30,161,150	5,122	4,227	\$ 9,349
10 Tracy	25,877,750	4,394	3,627	\$ 8,021
11 Local Service Districts	<u>3,700,054,444</u>	<u>628,324</u>	<u>518,543</u>	<u>\$ 1,146,867</u>
	<u>\$ 4,766,635,644</u>	<u>\$ 809,445</u>	<u>\$ 668,019</u>	<u>\$ 1,477,464</u>

**CAPITAL**

Total Capital Cost - Local Planning Services Fund (from page LP- Capital)	\$ 8,000
Less: Total sources of funds	\$ 8,000
Total Long-term borrowing	\$ -

2021 LOCAL PLANNING SERVICES OPERATING BUDGET

REVENUE		2020 BUDGET	2021 BUDGET
<b>1.3.0.0.0</b>	<b>LOCAL PLANNING SERVICES</b>		
<b>1.3.2.0.0</b>	<b>REVENUE FROM OTHER SOURCES</b>		
<b>1.3.2.1.0</b>	<b>Fees and Services</b>		
1.3.2.1.1	Planning and Development	5,000	3,000
1.3.2.1.2	Inspection		
1.3.2.1.9	Other (Specify).....		
<b>1.3.2.6.0</b>	<b>Transfers from Own and Other funds</b>		
1.3.2.6.1	Second Previous Year Surplus	20,128	6,963
1.3.2.6.2	Operating Reserve Fund		
<b>1.3.2.7.0</b>	<b>Other Revenue</b>		
1.3.2.7.1	Interest Income	3,000	-
1.3.2.7.2	HST Rebate		
1.3.2.7.9	Other (Specify).....		
<b>1.3.2.T.T</b>	<b>TOTAL REVENUE FROM OTHER SOURCES</b>	<u>28,128</u>	<u>9,963</u>



REGIONAL SERVICE COMMISSION 11

2021 LOCAL PLANNING SERVICES OPERATING BUDGET

EXPENDITURE		
	2020 BUDGET	2021 BUDGET
<b>2.3.0.0.0 LOCAL PLANNING SERVICES</b>		
<b>2.3.2.0.0 ADMINISTRATION</b>		
<b>2.3.2.0.1 ALLOCATION FROM CORPORATE SERVICES (from page CS-1)</b>	181,808	185,371
<b>2.3.2.1.0 Director's Office</b>		
2.3.2.1.1 Salaries & Benefits	265,949	270,881
2.3.2.1.2 Travel	7,000	8,000
2.3.2.1.3 Training and Development	3,000	2,000
2.3.2.1.9 Meetings	1,500	1,600
<b>2.3.2.2.0 Other Administration Services</b>		
2.3.2.2.1 Advertising & Public Relations	1,000	1,000
2.3.2.2.2 Liability Insurance	1,200	1,200
2.3.2.2.3 Professional Services	1,000	1,000
2.3.2.2.4 Legal Services	2,500	2,500
2.3.2.2.5 Office Building	113,598	120,765
2.3.2.2.6 Office Equipment & Supplies	14,300	20,200
2.3.2.2.7 Printing and Copying	3,000	3,500
2.3.2.2.8 Telecommunications	14,000	15,500
2.3.2.2.9 Other (Specify).....		
<b>2.3.2.T.T TOTAL ADMINISTRATION SERVICES</b>	<u>609,855</u>	<u>633,517</u>
<b>2.3.3.0.0 PLANNING AND BUILDING INSPECTION SERVICES</b>		
<b>2.3.3.1.0 Planning Services</b>		
2.3.3.1.1 Salaries & Benefits	455,631	453,492
2.3.3.1.2 Travel	5,000	8,000
2.3.3.1.3 Training and Development	6,500	3,000
2.3.3.1.4 Maps and Reference Material		
2.3.3.1.5 GIS Operating and Planet		
2.3.3.1.6 Advertising (Legislatively Required)	3,500	1,500
2.3.3.1.7 Planning Review & Adjustment Committee	16,700	13,500
2.3.3.1.9 Meetings and Memberships	4,500	6,500
<b>2.3.3.1.S.T Subtotal</b>	<u>491,831</u>	<u>485,992</u>
<b>2.3.3.2.0 Inspection Services</b>		
2.3.3.2.1 Salaries & Benefits	293,830	308,566
2.3.3.2.2 Travel	30,000	32,000
2.3.3.2.3 Training and Development	4,000	2,500
2.3.3.2.4 Maps and Reference Material		
2.3.3.2.5 GIS Operating and Planet		
2.3.3.2.9 Memberships and supplies	1,800	1,500
<b>2.3.3.2.S.T Subtotal</b>	<u>329,630</u>	<u>344,566</u>
<b>2.3.3.T.T TOTAL PLANNING AND INSPECTION SERVICES</b>	<u>821,461</u>	<u>830,558</u>

2021 LOCAL PLANNING SERVICES OPERATING BUDGET

EXPENDITURE

		2020 BUDGET	2021 BUDGET
<b>2.3.4.0.0</b>	<b>FISCAL SERVICES</b>		
<b>2.3.4.1.0</b>	<b>Interest</b>		
2.3.4.1.1	Current Operations	.....	.....
2.3.4.1.2	Short-Term borrowing for capital projects	.....	.....
2.3.4.1.3	Long-Term Debt	.....	.....
<b>2.3.4.2.0</b>	<b>Other Financing Charges</b>		
2.3.4.2.1	Debenture Discounts	.....	.....
2.3.4.2.2	Cost of Issuing & Selling New Debentures	.....	.....
2.3.4.2.3	Banking Service Charge	4,500	5,000
2.3.4.2.9	Other (Specify).....	.....	.....
<b>2.3.4.3.0</b>	<b>Transfers to Other Funds</b>		
2.3.4.3.1	Capital Fund - Debt Repayment	.....	.....
2.3.4.3.2	Capital Fund - Asset Acquisition	5,000	8,000
2.3.4.3.3	Capital Reserve Fund	.....	.....
2.3.4.3.3	Operating Reserve Fund	.....	.....
<b>2.3.4.4.0</b>	<b>Other Fiscal Services</b>		
2.3.4.4.3	Second Previous Year Deficit	.....	.....
2.3.4.4.9	Non-refundable HST	9,565	10,352
<b>2.3.4.T.T</b>	<b>TOTAL FISCAL SERVICES</b>	<u>19,065</u>	<u>23,352</u>
<b>2.T.T.T.T</b>	<b>TOTAL EXPENDITURES</b>	<u>1,450,381</u>	<u>1,487,427</u>

2021 LOCAL PLANNING SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS					Total Sources of Funds	Long-term Borrowing	Debt repayment term
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other			
1 Computer equipment	\$ 8,000			\$ 8,000			\$ 8,000		
2									
3									
4									
5									
6									
<b>TOTAL</b>	<b>\$ 8,000</b>			<b>\$ 8,000</b>			<b>\$ 8,000</b>		

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

LP-Capital

**REGIONAL SERVICE COMMISSION 11**

**2021 SOLID WASTE SERVICES OPERATING & CAPITAL BUDGETS**

**OPERATING BUDGET**

1. Total Budget (from page SW-5)	\$ 9,114,582
2. Less: Revenue from other sources (from page SW-2)	<u>5,905,497</u>
<b>Net budget to be raised through tipping fees</b>	<b><u>\$ 3,209,085</u></b>

**TIPPING FEES**

Category	Tonnage	Tipping Fees	Total Tipping Fees
<b>Member</b>			
Cambridge Narrows	245	\$ 99	\$ 24,255
Chipman	440	\$ 99	\$ 43,560
Fredericton	12,530	\$ 99	\$ 1,240,470
Fredericton Junction	215	\$ 99	\$ 21,285
Gagetown	230	\$ 99	\$ 22,770
Millville	75	\$ 99	\$ 7,425
Minto	890	\$ 99	\$ 88,110
Nackawic	315	\$ 99	\$ 31,185
New Maryland	1,055	\$ 99	\$ 104,445
Oromocto	2,290	\$ 99	\$ 226,710
Stanley	115	\$ 99	\$ 11,385
Tracy	155	\$ 99	\$ 15,345
Hanwell	1,265	\$ 99	\$ 125,235
Local Service Districts	12,595	\$ 99	<u>\$ 1,246,905</u>
<b>TOTAL REVENUE FROM MEMBER TIPPING FEES</b>			<b><u>\$ 3,209,085</u></b>

**CAPITAL BUDGET**

Total Capital Cost - Solid Waste Services Fund (from page SW-Capital)	\$ 1,245,000
Less: Total sources of funds	<u>\$ 730,000</u>
Total Long-term borrowing	<u>\$ 515,000</u>

## 2021 SOLID WASTE SERVICES OPERATING BUDGET

REVENUE		2020 BUDGET	2021 BUDGET
<b>1.4.0.0.0</b>	<b>SOLID WASTE SERVICES</b>		
<b>1.4.2.0.0</b>	<b>REVENUES FROM OTHER SOURCES</b>		
<b>1.4.2.1.0</b>	<b>Tipping Fees from Other Sources</b>		
1.4.2.1.1	Industrial/Commercial/Institutional	4,549,600	4,717,915
1.4.2.1.2	Construction and Demolition	255,000	255,000
1.4.2.1.3	Other Regional Service Commissions		
1.4.2.1.4	First Nations		
1.4.2.1.8	Toll Gate	33,750	25,500
1.4.2.1.9	Other (Specify).....		
<b>1.4.2.2.0</b>	<b>Special Waste</b>		
1.4.2.2.1	Asbestos	35,700	35,700
1.4.2.2.2	(Specify).....		
<b>1.4.2.3.0</b>	<b>Recycling</b>		
1.4.2.3.1	Fibre (News Print, Cardboard, Magazines etc.)	337,598	356,955
1.4.2.3.2	Refundables Products	9,000	8,000
1.4.2.3.3	Shredding	10,000	15,000
1.4.2.3.4	Metals	140,134	100,160
1.4.2.3.5	Paints	15,300	12,000
1.4.2.3.9	Plastics	23,797	27,175
<b>1.4.2.4.0</b>	<b>Other Operational Revenue</b>		
1.4.2.4.1	Organics		
1.4.2.4.2	Compost		
1.4.2.4.9	Rental	40,000	45,000
<b>1.4.2.5.0</b>	<b>Government Transfers</b>		
1.4.2.5.1	(Specify).....		
1.4.2.5.2	(Specify).....		
<b>1.4.2.6.0</b>	<b>Transfers from Own and Other funds</b>		
1.4.2.6.1	Second Previous Year Surplus	454,879	249,092
1.4.2.6.2	Operating Reserve Fund		
1.4.2.6.3	Generation Facility Operating Fund		
<b>1.4.2.7.0</b>	<b>Other Revenues</b>		
1.4.2.7.1	Interest Income	10,200	18,000
1.4.2.7.2	HST Rebate		
1.4.2.7.9	Disposal of Capital Assets	135,000	40,000
<b>1.4.2.T.T</b>	<b>TOTAL REVENUE FROM OTHER SOURCES</b>	<u>6,049,958</u>	<u>5,905,497</u>

REGIONAL SERVICE COMMISSION 11

2021 SOLID WASTE SERVICES OPERATING BUDGET

EXPENDITURE

		2020 BUDGET	2021 BUDGET
<b>2.4.0.0.0</b>	<b>SOLID WASTE SERVICES</b>		
<b>2.4.2.0.0</b>	<b>ADMINISTRATION</b>		
<b>2.4.2.0.1</b>	<b>ALLOCATION FROM CORPORATE SERVICES (from page CS-1)</b>	315,765	331,062
<b>2.4.2.1.0</b>	<b>Director's Office</b>		
2.4.2.1.1	Salaries & Benefits	645,995	670,817
2.4.2.1.2	Travel	8,000	8,000
2.4.2.1.3	Training and Development	23,500	24,000
2.4.2.1.9	Other (Specify).....		
<b>2.4.2.4.0</b>	<b>Other Administration Services</b>		
2.4.2.4.1	Advertising and Public Relations	10,000	15,000
2.4.2.4.2	Liability Insurance	40,000	38,000
2.4.2.4.3	Professional Services	108,000	112,000
2.4.2.4.4	Legal Services	25,000	25,000
2.4.2.4.5	Office Building	50,000	52,000
2.4.2.4.6	Office Equipment and Supplies	16,000	18,500
2.4.2.4.7	Printing and Copying		
2.4.2.4.8	Telecommunications	45,000	45,000
2.4.2.4.9	Other (Specify).....		
<b>2.4.2.5.0</b>	<b>Public Education</b>		
2.4.2.5.1	Advertising, tours, promotional	120,000	120,000
2.4.2.5.2	Travel	2,000	2,000
2.4.2.5.9	Other (Specify).....		
<b>2.4.2.T.T</b>	<b>TOTAL ADMINISTRATION</b>	1,409,260	1,461,379
<b>2.4.3.0.0</b>	<b>OPERATIONS</b>		
<b>2.4.3.1.0</b>	<b>Station and Building</b>		
2.4.3.1.1	Repairs and Maintenance	40,500	43,000
2.4.3.1.2	Electricity	104,000	108,500
2.4.3.1.3	Janitorial	2,000	2,500
2.4.3.1.4	Insurance		
2.4.3.1.5	Property Taxes	110,700	115,000
2.4.3.1.9	Fuel	20,000	20,000
<b>2.4.3.1.S.T</b>	<b>Subtotal</b>	277,200	289,000
<b>2.4.3.2.0</b>	<b>Machinery &amp; Equipment</b>		
2.4.3.2.1	Vehicles		
2.4.3.2.2	Small Equipment (non-capital)		
2.4.3.2.3	Operating Leases (non-capital leases)		
2.4.3.2.4	Fuel	455,140	402,430
2.4.3.2.5	Repairs and Maintenance	547,608	886,000
2.4.3.2.6	Insurance	159,000	152,000
2.4.3.2.9	Equipment Rental	13,500	18,500
<b>2.4.3.2.S.T</b>	<b>Subtotal</b>	1,175,248	1,458,930

REGIONAL SERVICE COMMISSION 11

2021 SOLID WASTE SERVICES OPERATING BUDGET

EXPENDITURE

		2020 BUDGET	2021 BUDGET
<b>2.4.3.3.0</b>	<b>Landfill Operations</b>		
2.4.3.3.1	Personnel	1,521,926	1,651,121
2.4.3.3.2	Small Equipment (non capital)	2,000	2,500
2.4.3.3.3	Site and Road Maintenance	415,000	392,158
2.4.3.3.4	Monitoring	85,000	100,000
2.4.3.3.5	Site Security	15,000	15,000
2.4.3.3.6	Special Waste Handling		
2.4.3.3.7	Cells	462,400	450,000
2.4.3.3.8	Leachate & Siltation Management	60,000	72,000
2.4.3.3.9	Supplies	147,000	89,000
<b>2.4.3.3.S.T</b>	<b>Subtotal</b>	<u>2,708,326</u>	<u>2,771,779</u>
<b>2.4.3.4.0</b>	<b>Transfer Station Operations</b>		
2.4.3.4.1	Personnel		
2.4.3.4.2	Small Equipment (non capital)		
2.4.3.4.3	Site and Road Maintenance		
2.4.3.4.4	Site Security		
2.4.3.4.5	Contracted Services		
2.4.3.4.6	Special Waste Handling		
2.4.3.4.9	Other (Specify).....		
<b>2.4.3.4.S.T</b>	<b>Subtotal</b>		
<b>2.4.3.5.0</b>	<b>Scale house</b>		
2.4.3.5.1	Personnel	282,935	285,565
2.4.3.5.2	Small Equipment (non capital)		
2.4.3.5.3	Supplies		
2.4.3.5.9	Maintenance	20,000	30,000
<b>2.4.3.5.S.T</b>	<b>Subtotal</b>	<u>302,935</u>	<u>315,565</u>
<b>2.4.3.6.0</b>	<b>Waste Diversion</b>		
2.4.3.6.1	Personnel	958,548	789,700
2.4.3.6.2	Recycling	272,702	213,000
2.4.3.6.3	Collection		
2.4.3.6.4	Equipment Maintenance	101,000	85,500
2.4.3.6.5	Contracted Services		
2.4.3.6.9	Fuel	64,000	50,600
<b>2.4.3.6.S.T</b>	<b>Subtotal</b>	<u>1,396,250</u>	<u>1,138,800</u>
<b>2.4.3.7.0</b>	<b>Composting Program</b>		
2.4.3.7.1	Personnel		
2.4.3.7.2	Processing		
2.4.3.7.3	Demonstration Site		
2.4.3.7.9	Other (Specify).....		
<b>2.4.3.7.S.T</b>	<b>Subtotal</b>		
<b>2.4.3.8.0</b>	<b>Hazardous Household Waste</b>		
2.4.3.8.1	Personnel	45,616	38,697
2.4.3.8.2	Collection		
2.4.3.8.2	Disposal	135,000	140,000

2021 SOLID WASTE SERVICES OPERATING BUDGET

EXPENDITURE

		2020 BUDGET	2021 BUDGET
2.4.3.8.9	Other (Specify).....		
<b>2.4.3.8.S.T</b>	<b>Subtotal</b>	180,616	178,697
<b>2.4.3.T.T</b>	<b>TOTAL OPERATIONS</b>	<u>6,040,575</u>	<u>6,152,771</u>
<b>2.4.4.0.0</b>	<b>FISCAL SERVICES</b>		
<b>2.4.4.1.0</b>	<b>Interest</b>		
2.4.4.1.1	Current Operations		
2.4.4.1.2	Short-Term borrowing for capital projects		
2.4.4.1.3	Long-Term Debt	74,936	51,420
<b>2.4.4.2.0</b>	<b>Other Financing Charges</b>		
2.4.4.2.1	Debenture Discounts		
2.4.4.2.2	Cost of Issuing & Selling New Debentures		
2.4.4.2.3	Banking Service Charge	3,300	5,000
2.4.4.2.9	Other (Specify).....		
<b>2.4.4.3.0</b>	<b>Transfers to Other Funds</b>		
2.4.4.3.1	Capital Fund - Debt Repayment	768,608	930,000
2.4.4.3.2	Capital Fund - Asset Acquisition	200,000	30,000
2.4.4.3.3	Capital Reserve Fund		
2.4.4.3.4	Operating Reserve Fund		
2.4.4.3.5.	Generation Facility Operating Fund	214,329	80,412
<b>2.4.4.4.0</b>	<b>Other Fiscal Services</b>		
2.4.4.4.1	Bad Debt Expense	6,000	6,000
2.4.4.4.2	Closure and Post-Closure Expense	240,550	251,600
2.4.4.4.3	Second Previous Year Deficit		
2.4.4.4.9	Non-refundable HST	138,000	146,000
<b>2.4.4.T.T</b>	<b>TOTAL FISCAL SERVICES</b>	<u>1,645,723</u>	<u>1,500,432</u>
<b>2.T.T.T.T</b>	<b>TOTAL EXPENDITURES</b>	<u>9,095,558</u>	<u>9,114,582</u>



2021 SOLID WASTE SERVICES CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS					Total Sources of Funds	Long-term Borrowing	Debt repayment term
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other			
1 Forwarder	\$ 440,000						\$ -	\$ 440,000	5 years
2 Forklift	\$ 75,000						\$ -	\$ 75,000	5 years
3 Rough Terrain Vehicle	\$ 30,000			\$ 30,000			\$ 30,000		
4 Cell Construction	\$ 700,000		\$ 250,000	\$ 450,000			\$ 700,000		
5									
6									
7									
8									
<b>TOTAL</b>	<b>\$ 1,245,000</b>		\$ 250,000	\$ 480,000			\$ 730,000	\$ 515,000	

FUNDING DETAILS		Amount	Purpose/Description
<b>Capital Grant</b>			
1			
2			
3			
<b>Other Sources of Funding</b>			
1			
2			
<b>Long-Term Borrowing Summary</b>			
	20 Years		
	15 Years		
	10 Years		
	7 Years		
	5 Years	\$ 515,000	
	<b>TOTAL BORROWING</b>	<u>\$ 515,000</u>	

REGIONAL SERVICE COMMISSION 11

2021 GENERATION FACILITY OPERATING & CAPITAL BUDGETS

OPERATING BUDGET

1. Total Budget (from page GF-4)	\$ 920,100
2. Less: Revenue from other sources (from page GF-2)	<u>120,100</u>
<b>Net Budget to be raised from sale of service</b>	<b><u><u>\$ 800,000</u></u></b>

SALE OF SERVICE

User	# Kilowatts	\$/Kilowatt	Sale of Service
NB Power	7,271,405	\$ 0.11002	\$ 800,000
<b>TOTAL SALE OF SERVICE</b>			<b><u><u>\$ 800,000</u></u></b>

CAPITAL BUDGET

Total Cost Capital - Electricity Generation Facility Services Fund (from page GF-Capital)	\$ 69,500
Less: Total sources of funds	<u>\$ 69,500</u>
Total Long-term borrowing	<u>\$ -</u>

2021 GENERATION FACILITY OPERATING BUDGET

REVENUE

		2020 BUDGET	2021 BUDGET
<b>1.5.0.0.0</b>	<b>GENERATION FACILITY</b>		
<b>1.5.2.0.0</b>	<b>REVENUE FROM OTHER SOURCES</b>		
<b>1.5.2.5.0</b>	<b>Government Transfers</b>		
1.5.2.5.1	(Specify).....	.....	.....
1.5.2.5.2	(Specify).....	.....	.....
<b>1.5.2.6.0</b>	<b>Transfers from Own and Other funds</b>		
1.5.2.6.1	Second Previous Year Surplus	.....	38,688
1.5.2.6.2	Operating Reserve Fund	.....	.....
1.5.2.6.3	Solid Waste Services Operating Fund	214,329	80,412
<b>1.5.2.7.0</b>	<b>Other Revenue</b>		
1.5.2.7.1	Interest Income	1,000	1,000
1.5.2.7.9	Other (Specify).....	.....	.....
<b>1.5.2.T.T</b>	<b>TOTAL REVENUE FROM OTHER SOURCES</b>	<u>215,329</u>	<u>120,100</u>

REGIONAL SERVICE COMMISSION 11

2021 GENERATION FACILITY OPERATING BUDGET

EXPENDITURE

	2020 BUDGET	2021 BUDGET
<b>2.5.0.0.0 GENERATION FACILITY</b>		
<b>2.5.2.0.0 ADMINISTRATION</b>		
<b>2.5.2.0.1 ALLOCATION FROM CORPORATE SERVICES (from page CS-1)</b>	11,246	11,053
<b>2.5.2.1.0 Personnel</b>		
2.5.2.1.1 Salaries & Benefits		
2.5.2.1.2 Travel		
2.5.2.1.3 Training and Development		
2.5.2.1.9 Other (Specify).....		
<b>2.5.2.2.0 Other Administrative Services</b>		
2.5.2.2.1 Advertising and Public Relations		
2.5.2.2.2 Liability Insurance		
2.5.2.2.3 Professional Services		
2.5.2.2.4 Legal Services		
2.5.2.2.5 Office Building		
2.5.2.2.6 Office Equipment & Supplies		
2.5.2.2.7 Printing and Copying		
2.5.2.2.8 Telecommunications		
2.5.2.2.9 Utilities	8,500	9,000
<b>2.5.2.T.T TOTAL ADMINISTRATION</b>	<u>19,746</u>	<u>20,053</u>
<b>2.5.3.0.0 OPERATIONS</b>		
<b>2.5.3.1.0 Personnel</b>		
2.5.3.1.1 Salaries & Benefits	102,969	107,610
2.5.3.1.2 Travel	500	250
2.5.3.1.3 Training and Development	1,000	775
2.5.3.1.9 Other (Specify).....		
<b>2.5.3.2.0 Machinery &amp; Equipment</b>		
2.5.3.2.1 Vehicles		
2.5.3.2.2 Small Equipment (non-capital)		
2.5.3.2.3 Operating Leases (non-capital)		
2.5.3.2.4 Fuel		
2.5.3.2.5 Repairs and Maintenance	200,000	292,500
2.5.3.2.6 Insurance	37,000	39,000
2.5.3.2.7 Oil	52,000	42,000
2.5.3.2.8 Supplies	2,000	2,000
<b>2.5.3.T.T TOTAL OPERATIONS</b>	<u>395,469</u>	<u>484,135</u>
<b>2.5.4.0.0 FISCAL SERVICES</b>		
<b>2.5.4.1.0 Interest</b>		
2.5.4.1.1 Current Operations		
2.5.4.1.2 Short-Term borrowing for capital projects		
2.5.4.1.3 Long-Term Debt	40,355	30,172
<b>2.5.4.2.0 Other Financing Charges</b>		
2.5.4.2.1 Debenture Discounts	3,740	3,740

2021 GENERATION FACILITY OPERATING BUDGET

EXPENDITURE

		2020 BUDGET	2021 BUDGET
2.5.4.2.2	Cost of Issuing & Selling New Debentures	.....	.....
2.5.4.2.3	Banking Service Charge	100	-
2.5.4.2.9	Other (Specify).....	.....	.....
<b>2.5.4.3.0</b>	<b>Transfers to Funds and Reserves</b>		
2.5.4.3.1	Capital Fund - Debt Repayment	371,000	382,000
2.5.4.3.2	Capital Fund - Asset Acquisition	.....	.....
2.5.4.3.3	Capital Reserve	.....	.....
2.5.4.3.4	Operating Reserve	.....	.....
2.5.4.3.5.	Solid Waste Services Operating Fund	.....	.....
<b>2.5.4.4.0</b>	<b>Other Fiscal Services</b>		
2.5.4.4.3	Second Previous Year Deficit	384,919	.....
2.5.4.4.9	Other (Specify).....	.....	.....
<b>2.5.4.T.T</b>	<b>TOTAL FISCAL SERVICES</b>	<u>800,114</u>	<u>415,912</u>
<b>2.T.T.T.T</b>	<b>TOTAL EXPENDITURES</b>	<u>1,215,329</u>	<u>920,100</u>

2021 GENERATION FACILITY CAPITAL BUDGET

CAPITAL EXPENDITURES		SOURCES OF FUNDS					Total Sources of Funds	Long-term Borrowing	Debt repayment term
Tangible Capital Assets	Total Capital Cost	Capital Grants	Capital Reserve Fund	Operating Fund	Trade - Ins	Other			
1 Engine refit	\$ 69,500		69,500				69,500		
2									
3									
4									
5									
6									
7									
8									
<b>TOTAL</b>	<b>\$ 69,500</b>		69,500				<b>69,500</b>		

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

GF-Capital

**REGIONAL SERVICE COMMISSION 11**

**2021 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)	\$ _____
<b>Net Budget to be raised from participating members</b>	<b>\$ _____</b>

**MEMBER CHARGES**

Cost Sharing Data

Member	Specify:.....	Specify:.....	Member Share
1 .....	.....	.....	.....
2 .....	.....	.....	.....
3 .....	.....	.....	.....
4 .....	.....	.....	.....
5 .....	.....	.....	.....
6 .....	.....	.....	.....
7 .....	.....	.....	.....
8 .....	.....	.....	.....
9 .....	.....	.....	.....
10 .....	.....	.....	.....
			<b>\$ _____</b>

**CAPITAL BUDGET**

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

2021 OTHER SHARED SERVICES OPERATING BUDGET

REVENUE

		2020 BUDGET	2021 BUDGET
<b>1.6.0.0</b>	<b>OTHER SHARED SERVICES</b>		
<b>1.6.2.0</b>	<b>REVENUE FROM OTHER SOURCES</b>		
<b>1.6.2.5.0</b>	<b>Government Transfers</b>		
1.6.2.5.1	(Specify).....	.....	.....
1.6.2.5.2	(Specify).....	.....	.....
<b>1.6.2.6.0</b>	<b>Transfers from Own Sources</b>		
1.6.2.6.1	Second Previous Year Surplus	.....	.....
1.6.2.6.2	Operating Reserve Fund	.....	.....
<b>1.6.2.7.0</b>	<b>Other Revenue</b>		
1.6.2.7.1	Interest Income	.....	.....
1.6.2.7.2	HST Rebate	.....	.....
1.6.2.7.9	Other (Specify).....	.....	.....
<b>1.6.T.T.T</b>	<b>TOTAL REVENUE FROM OTHER SOURCES</b>	=====	=====



2021 OTHER SHARED SERVICES OPERATING BUDGET

EXPENDITURE

		2020 BUDGET	2021 BUDGET
<b>2.6.0.0.0</b>	<b>OTHER SHARED SERVICES</b>		
<b>2.6.2.0.0</b>	<b>ADMINISTRATION</b>		
<b>2.6.2.0.1</b>	<b>ALLOCATION FROM CORPORATE SERVICES (from page CS-1)</b>	.....	.....
<b>2.6.2.1.0</b>	<b>Personnel</b>		
2.6.2.1.1	Salaries and Benefits	.....	.....
2.6.2.1.2	Travel	.....	.....
2.6.2.1.3	Training and Development	.....	.....
2.6.2.1.9	Other (Specify).....	.....	.....
<b>2.6.2.2.0</b>	<b>Other Administrative Services</b>		
2.6.2.2.1	Advertising and Public Relations	.....	.....
2.6.2.2.2	Liability Insurance	.....	.....
2.6.2.2.3	Professional Services	.....	.....
2.6.2.2.4	Legal Services	.....	.....
2.6.2.2.5	Office Building	.....	.....
2.6.2.2.6	Office Equipment and Supplies	.....	.....
2.6.2.2.7	Printing and Copying	.....	.....
2.6.2.2.8	Telecommunications	.....	.....
2.6.2.2.9	Other (Specify).....	.....	.....
<b>2.6.2.T.T</b>	<b>TOTAL ADMINISTRATION</b>	=====	=====
<b>2.6.4.0.0</b>	<b>FISCAL SERVICES</b>		
<b>2.6.4.1.0</b>	<b>Interest</b>		
2.6.4.1.1	Current Operations	.....	.....
2.8.1.1.7	Short-Term borrowing for capital projects	.....	.....
2.6.4.1.3	Long-Term Debt	.....	.....
<b>2.6.4.2.0</b>	<b>Other Financing Charges</b>		
2.6.4.2.1	Debenture Discounts	.....	.....
2.6.4.2.2	Cost of Issuing & Selling New Debentures	.....	.....
2.6.4.2.3	Banking Service Charge	.....	.....
2.6.4.2.9	Other (Specify).....	.....	.....
<b>2.6.4.3.0</b>	<b>Transfers to Funds and Reserves</b>		
2.6.4.3.1	Capital Fund - Debt Repayment	.....	.....
2.6.4.3.2	Capital Fund - Asset Acquisition	.....	.....
2.6.4.3.3	Capital Reserve	.....	.....
2.6.4.3.4	Operating Reserve	.....	.....
<b>2.6.4.4.0</b>	<b>Other Fiscal Services</b>		
2.6.4.4.3	Second Previous Year Deficit	.....	.....
2.6.4.4.9	Other (Specify).....	.....	.....
<b>2.6.4.T.T</b>	<b>TOTAL FISCAL SERVICES</b>	=====	=====
<b>2.T.T.T.T</b>	<b>TOTAL EXPENDITURES</b>	=====	=====

2021 OTHER SHARED SERVICES CAPITAL BUDGET

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

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

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