

**REGIONAL SERVICE COMMISSION 11  
DRAFT 5 YEAR PROJECTION  
CORPORATE SERVICES**

	2016 BUDGET	ALLOCATION TO DIVISIONS (2016 BUDGET)			2017 PROJECTION	ALLOCATION TO DIVISIONS (2017 BUDGET)			2018 PROJECTION	ALLOCATION TO DIVISIONS (2018 BUDGET)		
		Regional Planning	Planning and Development	Solid Waste		Regional Planning	Planning and Development	Solid Waste		Regional Planning	Planning and Development	Solid Waste
<b>EXPENSES</b>												
<b>SALARIES &amp; BENEFITS</b>	322,745	32,872	107,152	182,722	329,200	33,529	109,295	186,376	335,784	34,200	111,481	190,104
<b>GOVERNANCE</b>	62,500	18,750	21,875	21,875	62,500	18,750	21,875	21,875	62,770	18,831	21,970	21,970
<b>ADMINISTRATION</b>	118,640	14,057	17,816	86,767	120,010	14,057	18,021	87,932	121,418	14,060	18,234	89,124
<b>TOTAL CORPORATE SERVICES EXPENSES</b>	<b>503,885</b>	<b>65,679</b>	<b>146,842</b>	<b>291,363</b>	<b>511,710</b>	<b>66,336</b>	<b>149,191</b>	<b>296,183</b>	<b>519,972</b>	<b>67,091</b>	<b>151,684</b>	<b>301,197</b>

	2019 PROJECTION	ALLOCATION TO DIVISIONS (2019 BUDGET)			2020 PROJECTION	ALLOCATION TO DIVISIONS (2020 BUDGET)		
		Regional Planning	Planning and Development	Solid Waste		Regional Planning	Planning and Development	Solid Waste
<b>EXPENSES</b>								
<b>SALARIES &amp; BENEFITS</b>	342,500	34,884	113,710	193,906	349,350	35,581	115,984	197,784
<b>GOVERNANCE</b>	63,045	18,914	22,066	22,066	63,326	18,998	22,164	22,164
<b>ADMINISTRATION</b>	122,854	14,063	18,452	90,339	124,318	14,066	18,673	91,579
<b>TOTAL CORPORATE SERVICES EXPENSES</b>	<b>528,399</b>	<b>67,860</b>	<b>154,228</b>	<b>306,311</b>	<b>536,994</b>	<b>68,645</b>	<b>156,822</b>	<b>311,527</b>

**NOTE:** This 5 Year Projection is based on management's best information and estimates as of August 2015. As new information becomes available in the future, these amounts will change. The projections are reviewed and revised as needed on an annual basis.

**REGIONAL SERVICE COMMISSION 11  
DRAFT 5 YEAR PROJECTION  
REGIONAL PLANNING SERVICES**

		<b>BUDGET 2016</b>	<b>PROJECTION 2017</b>	<b>PROJECTION 2018</b>	<b>PROJECTION 2019</b>	<b>PROJECTION 2020</b>
<b>REVENUE</b>						
<i>REGIONAL PLANNING REVENUE</i>						
	Member Fees	68,058	98,836	139,591	120,360	121,145
	Second Previous year's Surplus	15,121	-	-	-	-
<b>TOTAL REGIONAL PLANNING REVENUE</b>		<b>\$ 83,179</b>	<b>\$ 98,836</b>	<b>\$ 139,591</b>	<b>\$ 120,360</b>	<b>121,145</b>
<b>EXPENSES</b>						
<i>REGIONAL PLANNING EXPENSES</i>						
<i>REGIONAL PLANNING</i>						
		5,000	10,000	50,000	50,000	50,000
<i>REGIONAL POLICING COLLABORATION</i>						
		2,500	2,500	2,500	2,500	2,500
<i>REGIONAL EMERGENCY MEASURES PLANNING</i>						
		-	-	-	-	-
<i>REGIONAL SPORT, RECREATION &amp; CULTURE INFRASTRUCTURE</i>						
		10,000	20,000	20,000	-	-
<b>TOTAL</b>		<b>17,500</b>	<b>32,500</b>	<b>72,500</b>	<b>52,500</b>	<b>52,500</b>
<b>ALLOCATION FROM CORPORATE SERVICES</b>						
		<b>\$ 65,679</b>	<b>\$ 66,336</b>	<b>\$ 67,091</b>	<b>\$ 67,860</b>	<b>\$ 68,645</b>
<b>TOTAL REGIONAL PLANNING EXPENSES</b>		<b>\$ 83,179</b>	<b>\$ 98,836</b>	<b>\$ 139,591</b>	<b>\$ 120,360</b>	<b>\$ 121,145</b>
<b>TOTAL REGIONAL PLANNING SURPLUS/DEFICIT</b>						
		<b>-\$ 0</b>	<b>-\$ 0</b>	<b>\$ 0</b>	<b>-\$ 0</b>	<b>-\$ 0</b>

**NOTE:** This 5 Year Projection is based on management's best information and estimates as of August 2015. As new information becomes available in the future, these amounts will change. The projections are reviewed and revised as needed on an annual basis.

**REGIONAL SERVICE COMMISSION 11  
DRAFT 5 YEAR PROJECTION  
PLANNING AND DEVELOPMENT SERVICES**

		<b>BUDGET 2016</b>	<b>PROJECTION 2017</b>	<b>PROJECTION 2018</b>	<b>PROJECTION 2019</b>	<b>PROJECTION 2020</b>
<b>REVENUE</b>						
	Contribution from Participating Members	1,122,832	1,267,961	1,288,699	1,311,409	1,334,555
	Interest Revenue	3,000	3,000	3,000	3,000	3,000
	Second Previous Year Surplus	51,668	-	-	-	-
<b>TOTAL PLANNING AND DEVELOPMENT REVENUE</b>		<b>1,177,500</b>	<b>1,270,961</b>	<b>1,291,699</b>	<b>1,314,409</b>	<b>1,337,555</b>
<b>EXPENSES</b>						
	Administration Expenses	409,303	414,541	419,991	427,120	434,385
	Building Inspection	287,347	292,540	298,067	303,699	309,439
	Planning and Development	313,808	394,399	401,575	408,887	416,338
	Planning Advisory Services	19,200	19,290	19,382	19,475	19,571
	Allocation from Corporate Services	146,842	149,191	151,684	154,228	156,822
	Reserve Fund Transfer	1,000	1,000	1,000	1,000	1,000
<b>TOTAL PLANNING AND DEVELOPMENT EXPENSES</b>		<b>1,177,500</b>	<b>1,270,961</b>	<b>1,291,699</b>	<b>1,314,409</b>	<b>1,337,555</b>
<b>TOTAL PLANNING AND DEVELOPMENT SURPLUS/DEFICIT</b>		<b>-</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>

**NOTE:** This 5 Year Projection is based on management's best information and estimates as of August 2015. As new information becomes available in the future, these amounts will change. The projections are reviewed and revised as needed on an annual basis.

**REGIONAL SERVICE COMMISSION 11  
DRAFT 5 YEAR PROJECTION  
FREDERICTON REGION SOLID WASTE - SUMMARY**

		2016 BUDGET	2017 PROJECTION	2018 PROJECTION	2019 PROJECTION	2020 PROJECTION
LANDFILL	REVENUE	7,723,500	7,523,280	7,463,585	8,098,364	8,238,170
	EXPENSES	7,013,820	6,842,868	6,773,854	7,399,163	7,529,345
	<b>SUB TOTAL</b>	<b>709,680</b>	<b>680,412</b>	<b>689,730</b>	<b>699,201</b>	<b>708,824</b>
RECYCLE	REVENUE	415,200	423,503	431,975	440,614	449,427
	EXPENSES	1,124,880	1,103,915	1,121,705	1,139,814	1,158,251
	<b>SUB TOTAL</b>	<b>(709,680)</b>	<b>(680,412)</b>	<b>(689,730)</b>	<b>(699,201)</b>	<b>(708,824)</b>
<b>TOTAL</b>		<b>-</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>

**Summary of Tipping Fees**

Tipping Fees	Tonnage	2016	2017	2018	2019	2020
Regular Garbage	79,000	\$ 82.50	\$ 85.00	\$ 87.50	\$ 90.00	\$ 92.50
C & D	6,000	\$ 41.25	\$ 42.50	\$ 43.75	\$ 45.00	\$ 46.25

**Capital Equipment/Projects**

Financed through:	2016	2017	2018	2019	2020
Operating Budget	43,000	315,000	162,000	203,604	310,216
Capital Reserve	500,000	250,000	-	414,000	326,000
MCBB	645,000	845,000	690,000	440,000	900,000

**Reserve Fund Projections**

	Operating Reserve	Capital Reserve	Generation Operating Reserve	Generation Capital Reserve
2015 Opening Balance	\$ 381,857	\$ 1,775,075	\$ -	\$ 504,825
Estimated Transfers In (Out)	\$ 67,000		\$ -	\$ 157,511
<b>Estimated 2015 Closing Balance</b>	<b>\$ 448,857</b>	<b>\$ 1,775,075</b>	<b>\$ -</b>	<b>\$ 347,314</b>
2016 Estimated Transfers In (Out)	-\$ 182,000	-\$ 500,000	\$ 140,000	\$ 144,477
<b>Estimated 2016 Closing Balance</b>	<b>\$ 266,857</b>	<b>\$ 1,275,075</b>	<b>\$ 140,000</b>	<b>\$ 491,791</b>
2017 Estimated Transfers In (Out)		-\$ 250,000	\$ 55,000	\$ 231,146
<b>Estimated 2017 Closing Balance</b>	<b>\$ 266,857</b>	<b>\$ 1,025,075</b>	<b>\$ 195,000</b>	<b>\$ 722,937</b>
2018 Estimated Transfers In (Out)		\$ 112,500	\$ 55,000	\$ 81,118
<b>Estimated 2018 Closing Balance</b>	<b>\$ 266,857</b>	<b>\$ 1,137,575</b>	<b>\$ 250,000</b>	<b>\$ 804,055</b>
2019 Estimated Transfers In (Out)		-\$ 414,000	\$ 55,000	\$ 421,871
<b>Estimated 2019 Closing Balance</b>	<b>\$ 266,857</b>	<b>\$ 723,575</b>	<b>\$ 305,000</b>	<b>\$ 1,225,926</b>
2020 Estimated Transfers In (Out)		-\$ 326,000	-\$ 244,345	-\$ 700,000
<b>Estimated 2020 Closing Balance</b>	<b>\$ 266,857</b>	<b>\$ 397,575</b>	<b>\$ 60,655</b>	<b>\$ 525,926</b>

**NOTE:** This 5 Year Projection is based on management's best information and estimates as of August 2015. As new information becomes available in the future, these amounts will change. Over the coming years, FRSW will be reviewing potential costs and the timeframe associated with major infrastructure improvements which are not included in this 5 Year Projection. The projections are reviewed and revised as needed on an annual basis.

**REGIONAL SERVICE COMMISSION 11  
DRAFT 5 YEAR PROJECTION  
FREDERICTON REGION SOLID WASTE - LANDFILL**

		<b>BUDGET 2016</b>	<b>PROJECTION 2017</b>	<b>PROJECTION 2018</b>	<b>PROJECTION 2019</b>	<b>PROJECTION 2020</b>
<b>REVENUE</b>						
<i>LANDFILL REVENUE</i>						
	Regular Garbage	6,517,500	6,715,000	6,912,500	7,110,000	7,307,500
	C & D	247,500	255,000	262,500	270,000	277,500
	Other Income	276,500	303,280	288,585	304,364	327,170
	Transfer From Capital Reserve	500,000	250,000	-	414,000	326,000
	Transfer From Operating Reserve	182,000	-	-	-	-
<b>TOTAL LANDFILL REVENUE</b>		<b>7,723,500</b>	<b>7,523,280</b>	<b>7,463,585</b>	<b>8,098,364</b>	<b>8,238,170</b>
<b>EXPENSES</b>						
<i>LANDFILL EXPENSES</i>						
	Salaries & Benefits	2,225,337	2,261,047	2,301,083	2,340,502	2,368,652
	Maintenance Costs	781,690	797,324	813,270	829,536	846,126
	Equipment Costs	1,066,400	1,097,728	1,119,683	1,142,076	1,164,918
	Baler Costs	416,380	424,708	433,202	441,866	450,703
	Administration Expenses	663,600	676,041	673,606	700,843	713,327
	Debt Servicing	392,260	532,738	656,714	809,625	816,876
	Post Closing Costs	182,746	192,100	200,600	210,800	221,000
	Second Previous Year Deficit	451,044	-	-	-	-
	Capital Expenditures	543,000	565,000	162,000	617,604	636,216
	Transfer to Reserves	-	-	112,500	-	-
	Allocation from Corporate Services	291,363	296,183	301,197	306,311	311,527
<b>TOTAL LANDFILL EXPENSES</b>		<b>7,013,820</b>	<b>6,842,868</b>	<b>6,773,854</b>	<b>7,399,163</b>	<b>7,529,345</b>
<b>TOTAL LANDFILL SURPLUS/DEFICIT</b>		<b>709,680</b>	<b>680,412</b>	<b>689,730</b>	<b>699,201</b>	<b>708,824</b>

**NOTE:** This 5 Year Projection is based on management's best information and estimates as of August 2015. As new information becomes available in the future, these amounts will change. Over the coming years, FRSW will be reviewing potential costs and the timeframe associated with major infrastructure improvements which are not included in this 5 Year Projection. The projections are reviewed and revised as needed on an annual basis.

**REGIONAL SERVICE COMMISSION 11  
DRAFT 5 YEAR PROJECTION  
FREDERICTON REGION SOLID WASTE - RECYCLE DETAILS**

		<b>BUDGET 2016</b>	<b>PROJECTION 2017</b>	<b>PROJECTION 2018</b>	<b>PROJECTION 2019</b>	<b>PROJECTION 2020</b>
<b>REVENUE</b>						
<i><b>TOTAL RECYCLE REVENUE</b></i>		<i><b>415,200</b></i>	<i><b>423,503</b></i>	<i><b>431,975</b></i>	<i><b>440,614</b></i>	<i><b>449,427</b></i>
<b>EXPENSES</b>						
<i><b>RECYCLE EXPENSES</b></i>						
	Cost of Sales	10,000	10,000	10,000	10,000	10,000
	Salaries & Benefits	678,600	689,700	701,425	713,349	725,476
	Maintenance Costs	44,500	45,390	46,298	47,224	48,168
	Equipment Costs	121,150	123,573	126,044	128,565	131,137
	Recycle Baler	131,620	134,252	136,937	139,676	142,470
	Administration Expenses	101,000	101,000	101,000	101,000	101,000
	Debt Servicing	38,010	-	-	-	-
<i><b>TOTAL RECYCLE EXPENSES</b></i>		<i><b>1,124,880</b></i>	<i><b>1,103,915</b></i>	<i><b>1,121,705</b></i>	<i><b>1,139,814</b></i>	<i><b>1,158,251</b></i>
<b>TOTAL RECYCLE SURPLUS/DEFICIT</b>		<b>(709,680)</b>	<b>(680,412)</b>	<b>(689,730)</b>	<b>(699,201)</b>	<b>(708,824)</b>

**NOTE:** This 5 Year Projection is based on management's best information and estimates as of August 2015. As new information becomes available in the future, these amounts will change. Over the coming years, FRSW will be reviewing potential costs and the timeframe associated with major infrastructure improvements which are not included in this 5 Year Projection. The projections are reviewed and revised as needed on an annual basis.

**REGIONAL SERVICE COMMISSION 11  
DRAFT 5 YEAR PROJECTION  
FREDERICTON REGION SOLID WASTE - POWER GENERATION DETAILS**

		<b>BUDGET 2016</b>	<b>PROJECTION 2017</b>	<b>PROJECTION 2018</b>	<b>PROJECTION 2019</b>	<b>PROJECTION 2020</b>
<b>REVENUE</b>						
<i>POWER GENERATION REVENUE</i>						
	Generation Revenue	1,100,000	1,190,000	1,278,000	1,369,000	1,463,000
	Interest	1,050	1,061	1,071	1,082	1,093
	Transfer from Capital Reserve	-	-	-	-	700,000
	Transfer from Operating Reserve					244,345
	2nd Previous Year Surplus	95,486	-	-	-	-
<b>TOTAL POWER GENERATION REVENUE</b>		<b>1,196,536</b>	<b>1,191,061</b>	<b>1,279,071</b>	<b>1,370,082</b>	<b>2,408,438</b>
<b>EXPENSES</b>						
<i>POWER GENERATION EXPENSES</i>						
	Operational Costs	398,103	391,975	628,589	378,564	1,893,611
	Administration Expenses	40,400	41,044	41,701	42,371	43,054
	Debt Servicing	473,556	471,896	472,663	472,276	471,772
	Transfer to Generation Operating Reserve	140,000	55,000	55,000	55,000	-
	Transfer to Generation Capital Reserve	144,477	231,146	81,118	421,871	-
<b>TOTAL POWER GENERATION EXPENSES</b>		<b>1,196,536</b>	<b>1,191,061</b>	<b>1,279,071</b>	<b>1,370,082</b>	<b>2,408,437</b>
<b>TOTAL POWER GENERATION SURPLUS/DEFICIT</b>		<b>-</b>	<b>-</b>	<b>0</b>	<b>(0)</b>	<b>0</b>

**NOTE:** This 5 Year Projection is based on management's best information and estimates as of August 2015. As new information becomes available in the future, these amounts will change. 2016 is the first year with the H2S scrubber system operational. Revenue and expenses associated with this system will be monitored and projections adjusted accordingly in the future. The projections are reviewed and revised as needed on an annual basis.