



2013 ANNUAL REPORT

REGIONAL SERVICE COMMISSION 5

The 2013 Annual Report provides residents of the Greater Miramichi Region with an overview of development activity, departmental initiatives, and financial information pertaining to the functioning of Regional Service Commission 5 (RSC5). Though the Report is a snapshot of activity over the past year, it also highlights Commission trends over the past five years.

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Highlights

The [RSC5] Board hired Wilson Bell as the Executive Director. [of the newly formed Regional Service Commission 5] (p.2)

Merging two distinctive organizations [Miramichi District Planning Commission and Northumberland Solid Waste Commission] into one has been a challenge and was the primary focus of the Executive Director and senior staff in 2013. (p.2)

[The Greater Miramichi Regional Service Commission 2014 Operational Workplan] is based on an RSC5 Board and senior staff visioning session held in November, 2013. (p.4)

Development activity in 2013 reached a milestone as the highest value of permitted construction within the City of Miramichi for over 10 years. (p.9)

Planning approvals [were issued] to allow development of the new fire station and EMS facility in the Village of Blackville. (p.9)

There has been a steady increase [+311%] in the value of commercial construction between 2010 and 2013 in the City of Miramichi ... (p.16)

A similar trend [+683%] occurred in the value of institutional construction between 2009 and 2013 in the City ... (p.16)

[The unincorporated areas] made up one quarter (25%) [of the total value of construction for the Region in 2013]. (p.16)

The value of residential construction in the unincorporated areas ... represented almost half (47%) of the total value of residential construction [in the Region] in 2013. (p.17)

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SECTION A – REGIONAL SERVICE COMMISSION 5

1 Message from the Chairperson

It is with a great deal of pleasure that I have the opportunity to present the first Chairperson’s message for Regional Service Commission 5. The Board of the Commission is comprised of eight members who represent 19 Local Service Districts (LSDs), two Villages, one Rural Community, and one City. This diverse group of people has come together in the interest of the Greater Miramichi Region and has formed an extremely well-functioning Commission. Mutual respect and working towards the common goals is the hallmark of this Board. I would like to personally thank the members for their dedication to this newly formed regional commission.

2013 marked the first full year of Regional Service Commission 5 (RSC5). The formation of the Regional Service Commission is a result of a provincial government decision to merge existing solid waste and planning commissions into one regional service commission. The Northumberland Solid Waste Commission and Miramichi Planning District Commission were established in 1985 and 1970, respectively. These Commissions, made up of dedicated volunteer members and staff, served the Miramichi region for many years. I would like to formally acknowledge these former Commissions and their members for their service to their communities. The Board hired Wilson Bell as the Executive Director; this appointment became effective January 1, 2013. Under his direction, the Commission is focusing on two key services: local planning and solid waste services. Planning Services Staff and Solid Waste Services Staff are comprised of 13 (11 and 2 respectively) qualified professionals in various management roles, planning, building inspection, and waste management. Planning Services Staff includes: Wilson Bell, Executive Director / Planning Services Director; Colleen

Highlights

Solid Waste Services, RSC5 applied for the Environmental Trust Fund (ETF) ‘Recovery of Household Batteries & Education of Proper Disposal’ program and was awarded \$15,000. The project was implemented in partnership with the organization Call2Recycle, which supplied 25 cardboard box containers designed to collect used batteries and cell phones. (p.29)

The 2014 [Solid Waste Services] Calendar was mailed to each household in the RSC5 Region. (p.31)

The Waste Reduction Coordinator provided presentations to numerous schools, local community groups, and attended various summer festivals and events. [p.31]

A total of 580.11MT of waste was diverted from the landfill through the Blue Bin recycling program. (p.32)

Two Household Hazardous Waste & E-waste collections occurred in 2013. Approximately 12.5MT were diverted from the landfill through these events. (p.34)

Bawn, Planning Services Manager; Juanita McKendrick, Development Officer; Mike Davis, Mathieu Goguen, and Brendan Crocker, Building Inspectors; Julien Robichaud, GIS Specialist; and Andrew Smith, Junior Planner. Solid Waste Services Staff includes: Marie LeBlanc, Solid Waste Services Manager; and Mélanie Cripps, Waste Reduction Coordinator. The Commission is indeed fortunate to have such dedicated and qualified employees. Merging two distinctive organizations into one has been a challenge and was the primary focus of the Executive Director and senior staff in 2013.

In February, the RSC5 Board unanimously passed a motion to change the name to the Greater Miramichi Regional Service Commission. This name was chosen to reflect all areas served by this newly formed Commission.

The Commission formed two committees. The Planning and Review Adjustment Committee (PRAC) is comprised of eight members from the communities served by the RSC and a three person Finance and Budget Committee comprised of three RSC members.

There were a total of nine regular meetings in 2013 with nearly 100% attendance by the members; this is a testament to their interest and dedication. The regular meetings are held in various locations throughout the Miramichi region. At the April 2013 meeting, the Commission was pleased to host Minister Bruce Fitch, Deputy Minister Denis Caron, Assistant Deputy Minister Rob Kelly, and other senior staff of the Department of the Environment and Local Government. This presented the opportunity to discuss the role of the Commission, successes and challenges. Minister Fitch commented on the high level that the Commission was operating at and the obvious spirit of cooperation amongst the Board members and the communities.

In November, the Board members and senior staff participated in a visioning session. The result of this session was a document that contained the Board's main objectives for the upcoming years. This document was used to form the basis of the Greater Miramichi Regional Service Commission Operational Workplan (2014- 2016).

I look forward to the challenges and opportunities that 2014 will present. With a strong Board dedicated to improving the Greater Miramichi Region, and with the help of professional staff, the Greater Miramichi Regional Service Commission is positioned to be a very successful regional body.

Gerry Cormier
Chairman

2 About the Regional Service Commission

2.1 MANDATE AND HISTORY

RSC5 is an organization that brings together representatives of communities in the Region to:

1. Strengthen cooperation;
2. Deliver cost effective services; and
3. Improve accountability and transparency.

RSC5 is an agency that works for, and is funded by, its member communities.

2.2 GOVERNANCE AND ADMINISTRATION

RSC5 is governed by a board of eight members (see Figure 1). Board members are made up of mayors from member municipalities and rural communities, and representatives from LSDs within the Region. (Please refer to 'Appendix A – RSC5 Board / PRAC Member Attendance Record, Meeting Per Diems, and Expenses (Mileage)' for 2013.)

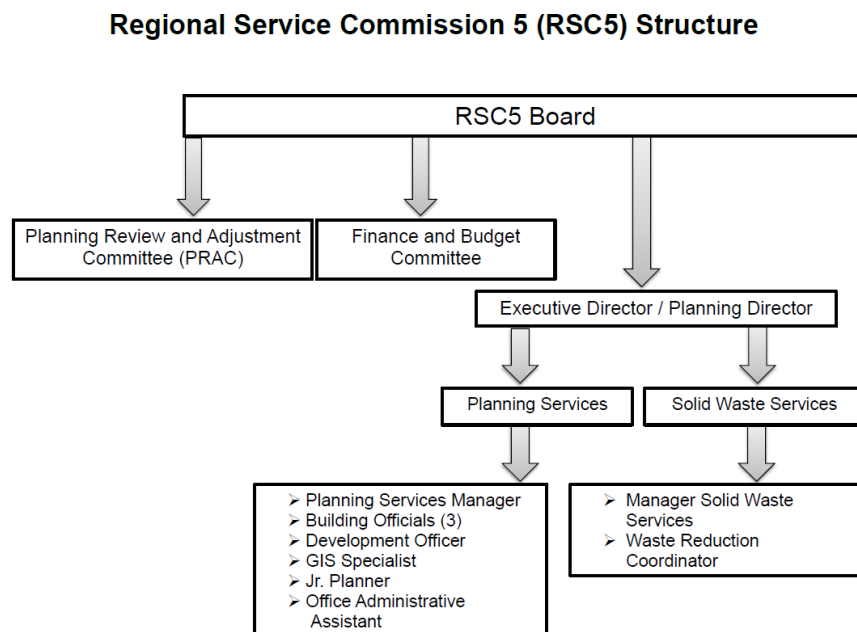
FIGURE 1: RSC5 BOARD MEMBERS

Board Member	Community
Gerry Cormier, Chairperson	City of Miramichi
Bev Gaston, Vice Chairperson	Village of Doaktown
Elizabeth Bowes, Secretary	Derby
Andy Hawkes	Village of Blackville
John Goodfellow	South Esk
Gerald Ross	Alnwick
Robert Hallihan	Renous
Douglas Munn	Rural Community of Upper Miramichi
Matthew Sturgeon	Village of Blackville
<i>*Hal Muck</i>	<i>Village of Blackville</i>

*RESIGNED IN MAY, 2013

The Executive Director is a direct employee of the RSC5 Board. He is responsible for staffing to provide Commission services and overseeing day-to-day activities. Please refer to 'Appendix B – GMRSC Operational Workplan (2014 – 2016)' for an overview of ongoing and proposed projects for 2014. This Plan is based on an RSC5 Board and senior staff visioning session held in November, 2013. The RSC5 structure is outlined in Figure 2.

FIGURE 2: RSC5 ORGANIZATIONAL STRUCTURE



The PRAC is made up of eight members (see Figure 3). Committee members are appointed by the RSC5 Board. The role of the PRAC is to advise (i.e. provide 'views' to municipal councils and the Minister of the Department of Environment and Local Government) and make decisions on planning and subdivision applications as specified under the NB *Community Planning Act*. The decisions made by this Committee have a significant impact on how development occurs within the Greater Miramichi Region. (Please refer to 'Appendix A – RSC5 Board / PRAC Member Attendance Record, Meeting Per Diems, and Expenses (Mileage)' for 2013.)

FIGURE 3: PRAC MEMBERS

Committee Member	Community
William Treadwell, Chairperson	City of Miramichi
Joe Veriker, Vice Chairperson	City of Miramichi
Robert Hallihan	Renous
Robert McLeod	Lower Newcastle
Kurt Marks	Village of Blackville
Ann Creamer	Derby
Scott Clowater	Rural Community of Upper Miramichi
Lynn Gregan	Hardwicke

The Finance and Budget Committee are made up of members from the RSC5 Board (see Figure 4).

FIGURE 4: FINANCE AND BUDGET COMMITTEE MEMBERS

Committee Member	Community
John Goodfellow	South Esk
Elizabeth Bowes	Derby
Robert Hallihan	Renous

3 Financial Information

3.1 RSC5 FUNDING

RSC5 is funded by the participating municipalities and the LSDs that receive various services. The municipalities and LSDs include the cost of services they receive from the RSC in their local property tax rates. The RSC has no other source of funding. All planning service and permit fees are returned to the community in which it was generated. The programs and staff of Solid Waste Services are partially funded through a service charge attached to the tipping fee at the landfill site (RSC3 establishes the tipping fee for the facility).

3.2 AUDITED FINANCIAL STATEMENT

Figure 5 outlines the cost of planning and building inspection services for the 2013 year. In the case of the LSDs, the fees are remitted to the Department of the Environment and Local Government.

All funding partners receive the services of the nine full-time employees of the Planning Services division, which includes inspections services as well. All funding partners also receive the services of the eight member PRAC. Please refer to 'Appendix C – RSC5 2013 Financial Statement' for more details.

FIGURE 5: COST OF PLANNING SERVICES BY COMMUNITY

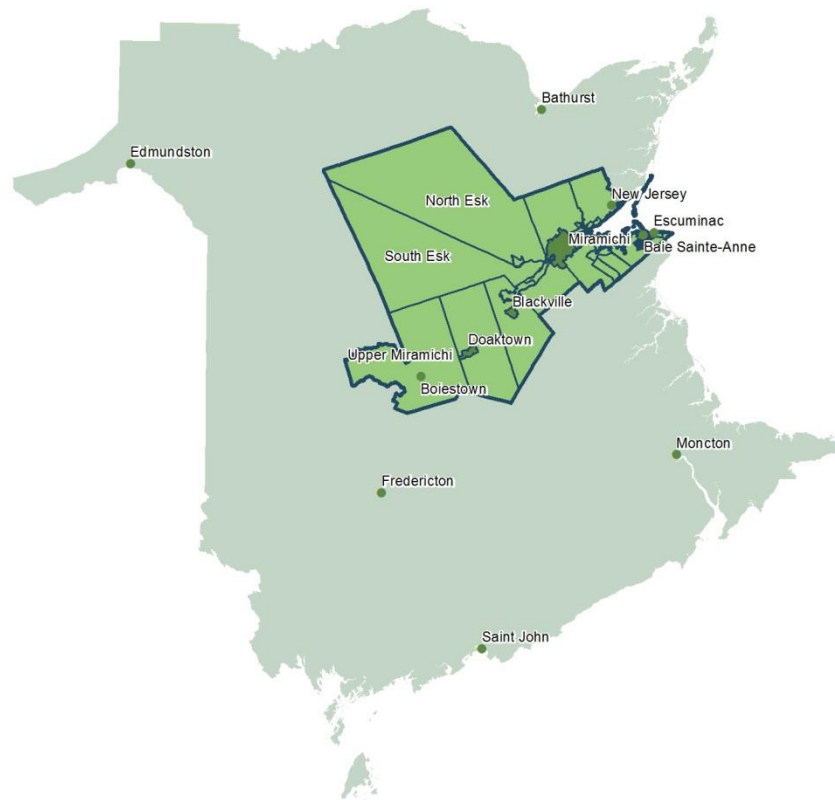
	Budget Amount	Revenue from Fees	Net Cost
Miramichi	\$418,256.00	\$214,151.00	\$204,105.00
LSDs	\$257,560.00	\$72,243.00	\$185,317.00
Blackville	\$14,097.00	\$13,432.00	\$665.00
Doaktown	\$18,288.00	\$2,713.00	\$15,575.00
Upper Miramichi	\$35,401.00	\$6,257.00	\$29,144.00

4 About the Region

The Greater Miramichi Region is located in northeastern New Brunswick. The Region is tied together by the Miramichi River and serves communities located within this picturesque river valley. The City of Miramichi is the service center of this rural Region (see Figure 6 below of service area).

FIGURE 6: RSC5 SERVICE AREA

REGIONAL SERVICE COMMISSION 5 - SERVICE AREA
COMMISSION DE SERVICES RÉGIONAUX 5 - ZONE DE SERVICE



The economy is in transition from a heavy reliance on natural resources to professional services, retail, education, health care, and value added manufacturing. Figure 7 below gives an overview of the Region.

FIGURE 7: OVERVIEW OF THE GREATER MIRAMICHI REGION

Population (2011)	38,481
Tax Base (2013)	\$2.3 Billion
Area	12,000km², 17% of NB
Municipalities / Rural Communities Served	4
Local Service Districts Served (Unincorporated)	19
Local Service District Advisory Committees	8

Figure 8 outlines the 19 LSDs served by the Commission.

FIGURE 8: LSDs WITHIN THE GREATER MIRAMICHI REGION

Parish of Alnwick	Lower Newcastle-Russellville
Baie Ste. Anne	Parish of Nelson
Black River-Hardwicke	Parish of Newcastle
Parish of Blackville	Parish of North Esk
Parish of Blissfield	Oak Point-Bartibog Bridge
Parish of Chatham	Renous-Quarryville
Parish of Derby	Parish of South Esk
Escuminac	St. Margarets
Parish of Glenelg	Sunny Corner
Parish of Hardwicke	

SECTION B – PLANNING SERVICES

5 Planning Services Annual Summary

5.1 A COLLABORATIVE APPROACH

A number of orientation sessions were held with RSC5 Board members, staff, and Councils of the municipalities within the Region, the PRAC, and RSC5 staff regarding their roles and responsibilities within the new RSC5, the characteristics and interests of the communities of the Region, and team-building.

RSC5 Planning Services welcomed three new staff to its ranks in 2013. Julien Robichaud assumed the position of Geographic Information Systems (GIS) Specialist. Andrew Smith and Brendan Crocker were hired into the newly-created positions of Junior Planner and additional Building Inspector, respectively.

The RSC5 Board established a new operating Procedural By-law for the new PRAC and appointed eight citizens from throughout the Region to the PRAC. Guided by the long-serving chair of the former Miramichi Planning District Commission, Chairman William Treadwell and the other seven PRAC members had 10 meetings and dealt with 29 applications, including subdivisions, variances, conditional

and temporary uses, and amendments to rural plans, municipal development plans, and zoning by-laws.

Enhancing relationships and collaborating with the public, customers, community stakeholders, and other departments and agencies involved in the land development process are critical and ongoing endeavors for Planning Services. In 2013, we participated in and/or hosted a number of sessions with provincial agencies; Councils and Staff of the Villages of Blackville and Doaktown, Rural Community of Upper Miramichi, and the City of Miramichi; and departments of the City of Miramichi, Chamber of Commerce, and others.

During 2013, Planning Staff worked with a citizen group appointed by the Mayor to review and revise the Village of Blackville Rural Plan. This volunteer group provided much information and guidance about the character, challenges, opportunities, and future vision of the Village of Blackville. This work continues and a new Rural Plan for Blackville is anticipated to be enacted in late 2014.

5.2 IMPROVING CUSTOMER SERVICE

Throughout 2013, Planning Services was actively working on a number of initiatives to:

- Make it more convenient for customers to access our services;
- Be more transparent about how we do business; and
- Improve clarity about the factors that influence the speed and outcomes of development applications.

For convenience of our newest customers in the Upper Miramichi, Doaktown and Blackville area, Planning Services opened a satellite office in the Doaktown Village in May 2013. Open on Tuesdays during the summer months, customers can drop in to speak with a Building Inspector and avoid driving all the way to the City of Miramichi.

A major project was to convert our mapping data into the ArcGIS software platform. ArcGIS is the current industry-standard GIS mapping software. With this new tool, Planning Staff has more types of up-to-date information about every property within our Region at their fingertips. This allows Staff to respond to customer inquiries and conduct analysis of applications faster and more comprehensively. Work continues on adding and maintaining data in this new GIS system.

Another significant project underway is the redesign and expansion of the Planning Services website. Redevelopment of the content of the website has resulted in a new series of information booklets, fact sheets, and checklists being produced to answer most commonly asked questions about building permits, zoning, and subdividing. These booklets will be downloadable from the new website. The revamped website is anticipated to launch in late 2014.

The existing case-management database systems used by Planning Services to track building permits is more than a decade old and rests on outdated software. In addition, the database does not include other types of applications such as subdivisions and variances. A 'task force' of Planning Services staff is actively researching best practices, products, and service providers so that we can improve the reliability, speed, and comprehensiveness of this fundamental business tool. A better case-management tool will enable Planning Services to identify and report faster and more efficiently on the status of development applications, processing times, factors affecting delays in processing

applications, the characteristics of development being approved, and so on. The research phase of the Task Force's work continues into 2014.

To keep skills honed and stay up-to-date with best practices, ongoing professional development is very important. In 2013, Planning Staff continued to improve their skills and abilities to serve our Region by participating in the Geomatics Atlantic Conference, building inspector accreditation courses, Atlantic Planning Institute Annual Conference and organizing committees for the 2014 Canadian Institute of Planners Annual Conference Staff also delivered a presentation on innovative zoning to the New Brunswick Planners Association.

6 Development Activity

6.1 PROJECT HIGHLIGHTS

Development activity in 2013 reached a milestone as the highest value of permitted construction within the City of Miramichi for over 10 years. A number of significant developments that received some form of development approval or permit in 2013 are highlighted below. These projects, among others, are particularly significant due to their size and scale, importance to the community, and/or their contribution to realizing key objectives of the Rural or Municipal Development Plans for their respective areas.

- New construction of Martel Homes 23-unit apartment building at Retirement Miramichi (see Figure 9);

FIGURE 9: MARTELL 23-UNIT APARTMENT BUILDING, CITY OF MIRAMICHI



- Planning approvals to allow development of new fire station and Emergency Medical Service (EMS) facility on Main Street in the Village of Blackville (see Figures 10 and 11);

FIGURE 10: FOUNDATION OF FIRE STATION, VILLAGE OF BLACKVILLE



FIGURE 11: EMS FACILITY, VILLAGE OF BLACKVILLE



- Expansion to NBCC Miramichi main building in Miramichi (see Figure 12);

FIGURE 12: NBCC EXPANSION, CITY OF MIRAMICHI



- Permits for renovation of existing commercial buildings (e.g. office building at former paper mill site, see Figure 13) for training and early phase implementation of federal Payroll Centre functions in the City of Miramichi;

FIGURE 13: TEMPORARY FEDERAL PAYROLL SITE, CITY OF MIRAMICHI



- Continued collaboration with Public Works and Government Services Canada in preparing for development of new federal Payroll Centre in the City of Miramichi;
- Conversion of underutilized commercial building (former Rock Bottom store and offices) into waterfront apartment building (see Figure 14);

FIGURE 14: APARTMENT BUILDING CONVERSION, CITY OF MIRAMICHI



- Extensive renovations to the Northumberland Square Mall to accommodate two national retailers (see Figure 15)

FIGURE 15: COMMERCIAL REDEVELOPMENT, CITY OF MIRAMICHI



6.2 BUILDING PERMITS ACTIVITY

Figures 16 to 20 outline the building permits activity in the Greater Miramichi Region between 2009 and 2013. (Please refer to Tables 16 to 20 in 'Appendix D – Building Permits Activity Tables' to view more detailed data associated with the following graphs.) It is important to note that no data is present for the Village of Doaktown and Rural Community of Upper Miramichi between 2009 and 2012, as both municipalities were not a part of RSC5 at this time.

Over half (52%) of the total building permits issued were within the City of Miramichi. This is followed by the unincorporated areas where 38% of permits were issued. The majority of permits issued in the City of Miramichi were residential. Overall, residential permits have declined between 2009 and 2013; however, more commercial permits were issued since 2012 (26 for 2012 and 30 for 2013).

FIGURE 16: CITY OF MIRAMICHI BUILDING PERMITS

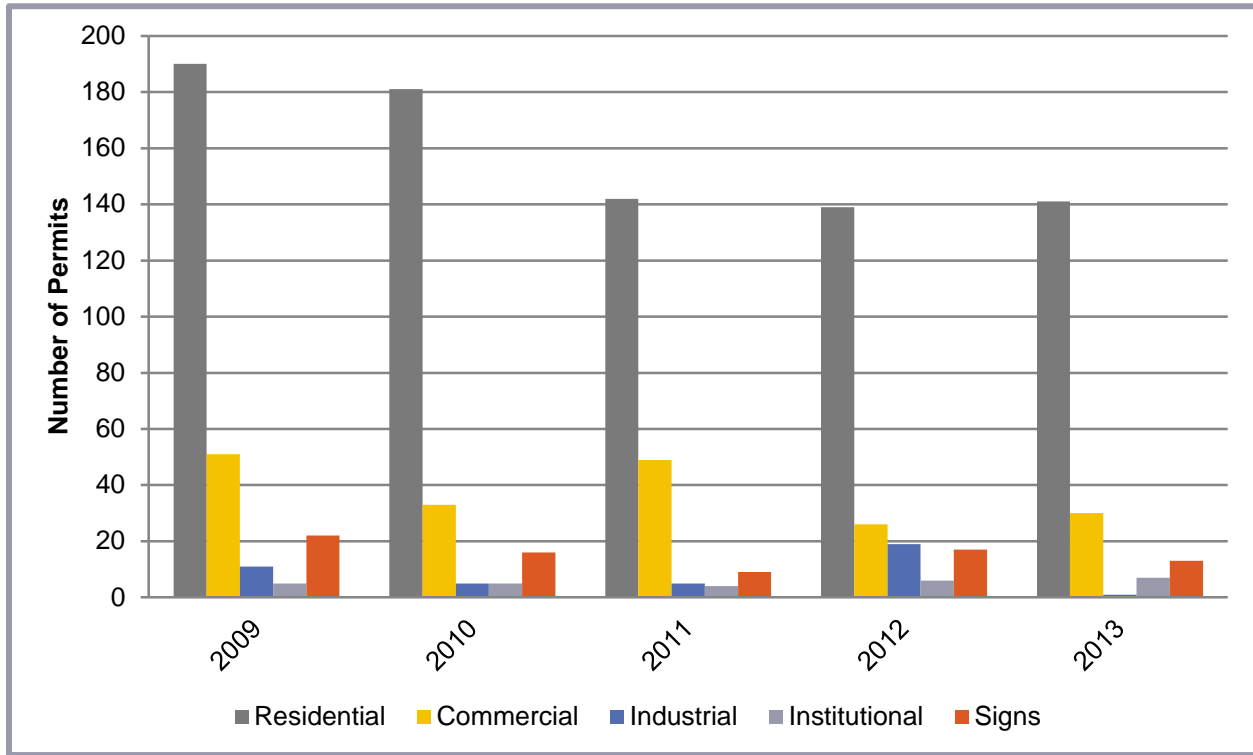


FIGURE 17: VILLAGE OF BLACKVILLE BUILDING PERMITS

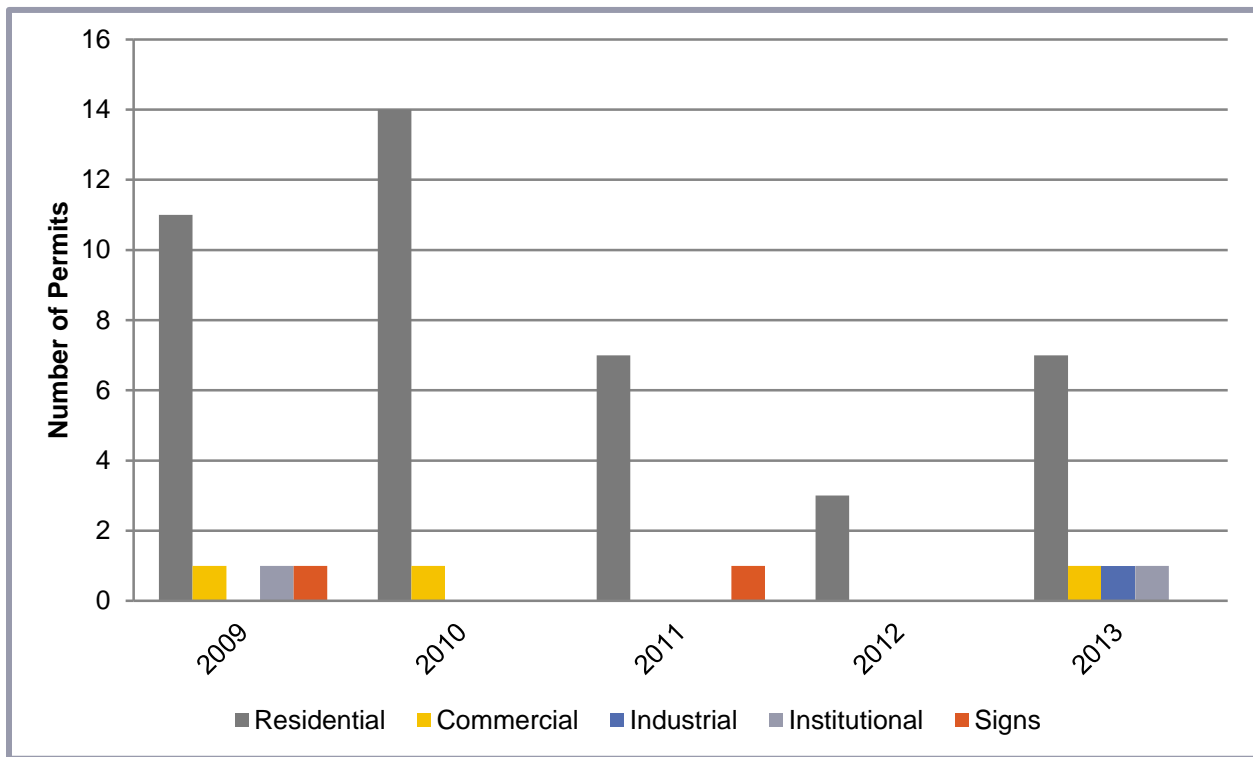


FIGURE 18: VILLAGE OF DOAKTOWN BUILDING PERMITS

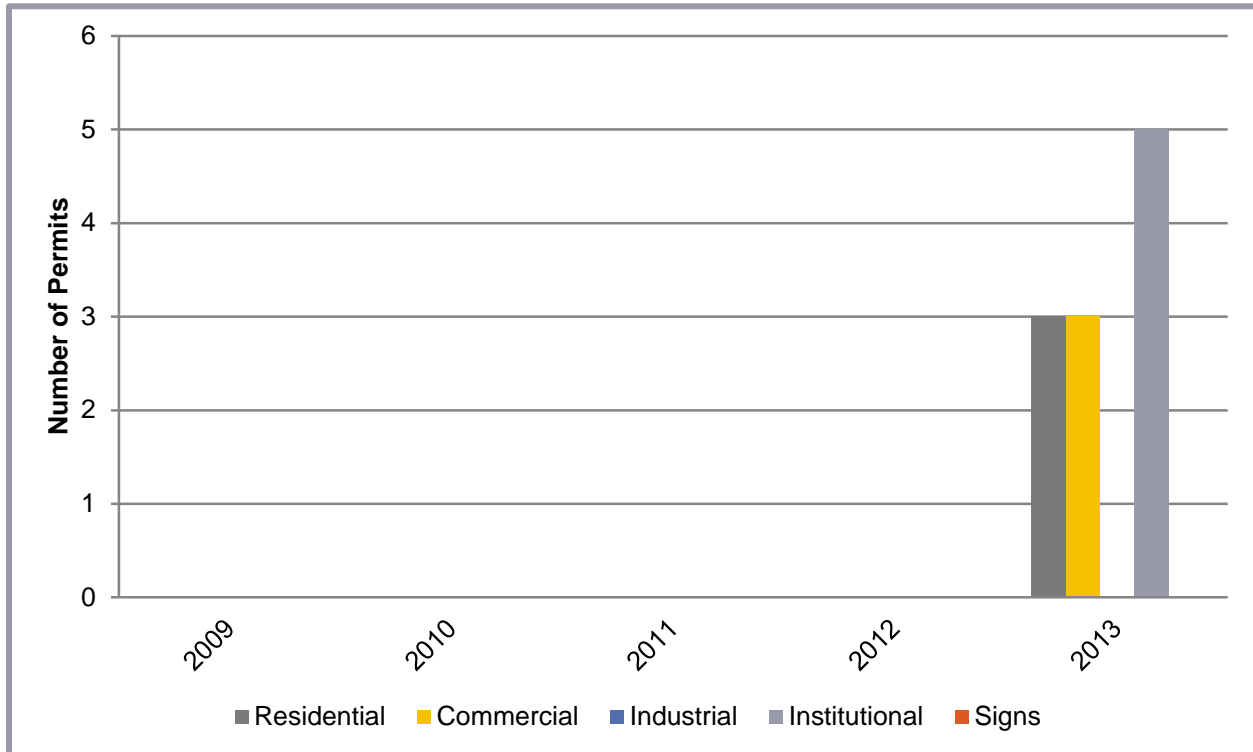


FIGURE 19: RURAL COMMUNITY OF UPPER MIRAMICHI BUILDING PERMITS

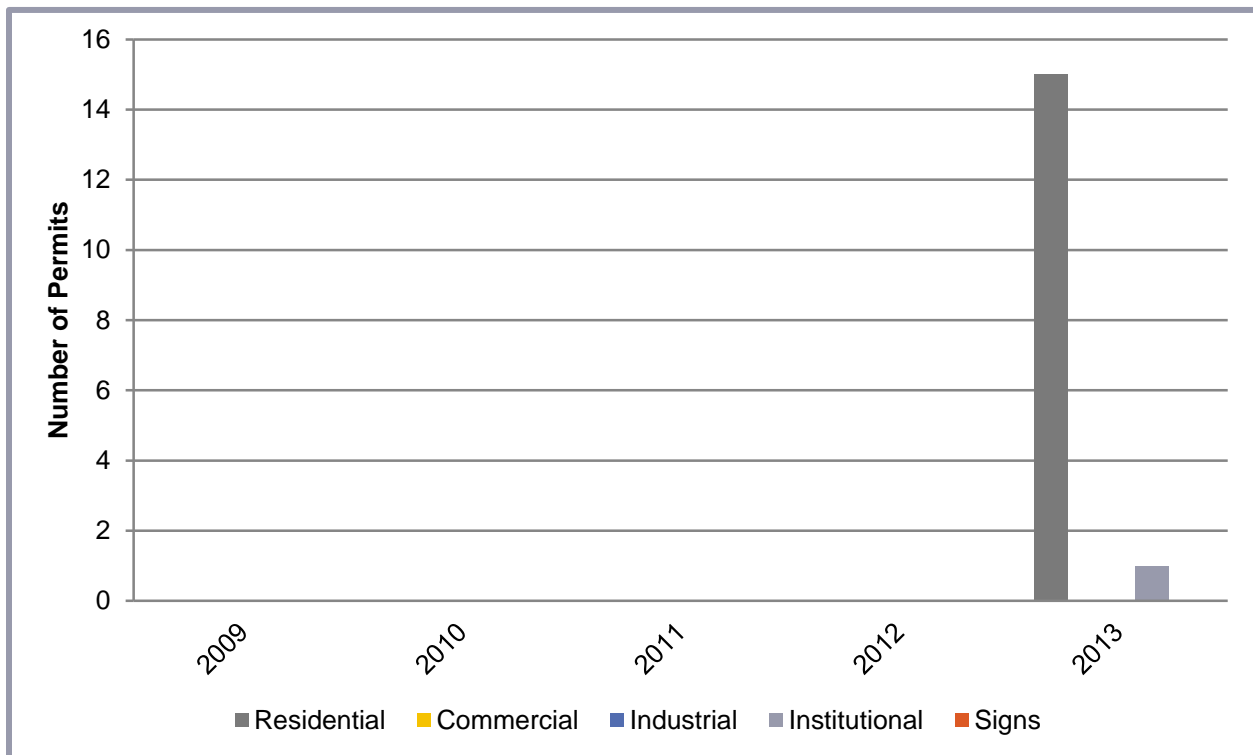


FIGURE 20: UNINCORPORATED AREAS BUILDING PERMITS

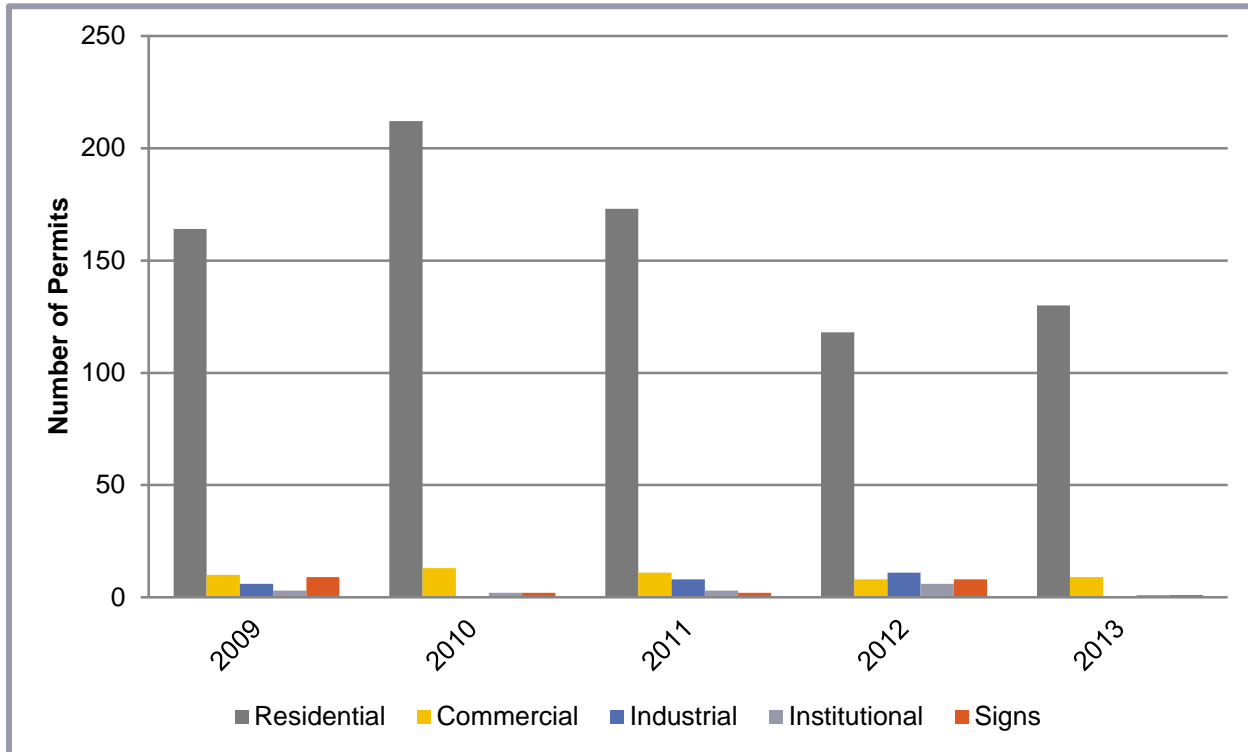


Figure 21 outlines the total value of construction by municipality and LSDs for 2013. Over two-thirds (68%) of the total value of construction for the Region came from the City of Miramichi. This is followed by the unincorporated areas that made up one quarter (25%).

FIGURE 21: TOTAL VALUE OF CONSTRUCTION, 2013

Community	Value
City of Miramichi	\$25.68 Million
Village of Blackville	\$1.63 Million
Village of Doaktown	\$412 Thousand
Rural Community of Upper Miramichi	\$660 Thousand
Unincorporated Areas	\$9.50 Million
<i>Total</i>	<i>\$37.88 Million</i>

Figures 22 to 26 outline the value of construction activity in the Greater Miramichi Region between 2009 and 2013. (Please refer to Tables 22 to 26 in 'Appendix D – Building Permits Activity Tables' to view more detailed data associated with the following graphs.) There has been a steady increase in the value of commercial construction between 2010 and 2013 in the City of Miramichi, \$2.8m to \$11.5m respectively (311% increase). A similar trend occurred in the value of institutional construction between 2009 and 2013 in the City, \$0.6m to \$4.7m respectively (683% increase). Although strong, the value of residential construction did not significantly change in the City over this five year period. The value of industrial construction stagnated between 2010 and 2013 totaling less than \$1m each year.

Development activity remains modest in the Villages of Blackville and Doaktown, and the Rural Community of Upper Miramichi. Peaks in value of construction data for these municipalities is representative of particular development projects (e.g. the fire hall and EMS facility for the Village of Blackville; and the water treatment facility and Doak House renovation in the Village of Doaktown).

The value of residential construction in the unincorporated areas remained relatively consistent from 2009 to 2013 at \$9.1m. This represented almost half (48%) of the total value of residential construction in 2013.

FIGURE 22: CITY OF MIRAMICHI VALUE OF CONSTRUCTION

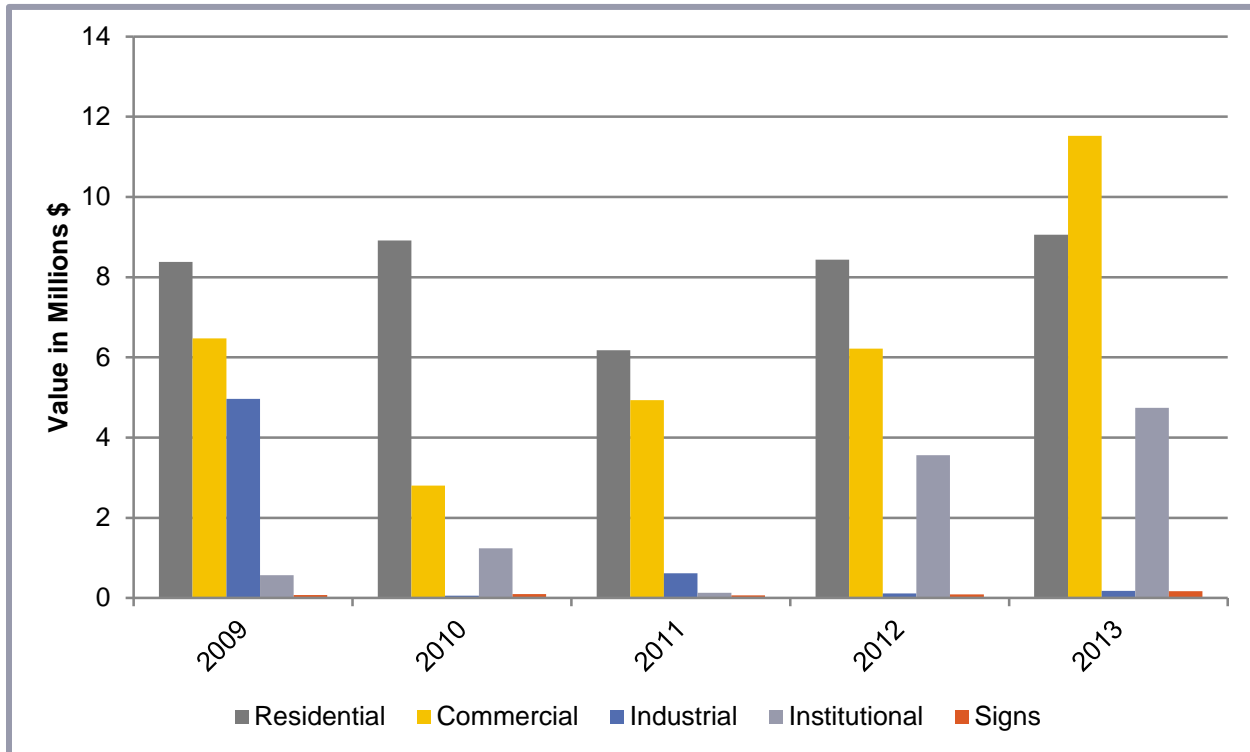


FIGURE 23: VILLAGE OF BLACKVILLE VALUE OF CONSTRUCTION

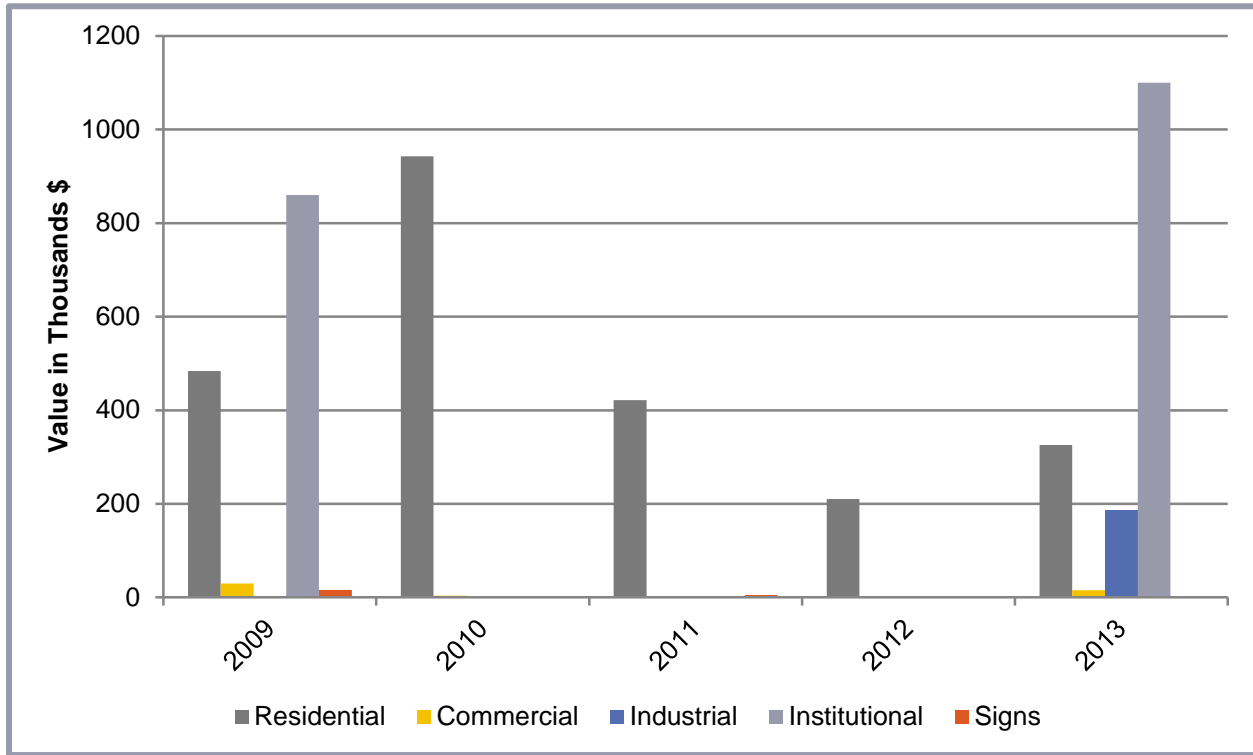


FIGURE 24: VILLAGE OF DOAKTOWN VALUE OF CONSTRUCTION

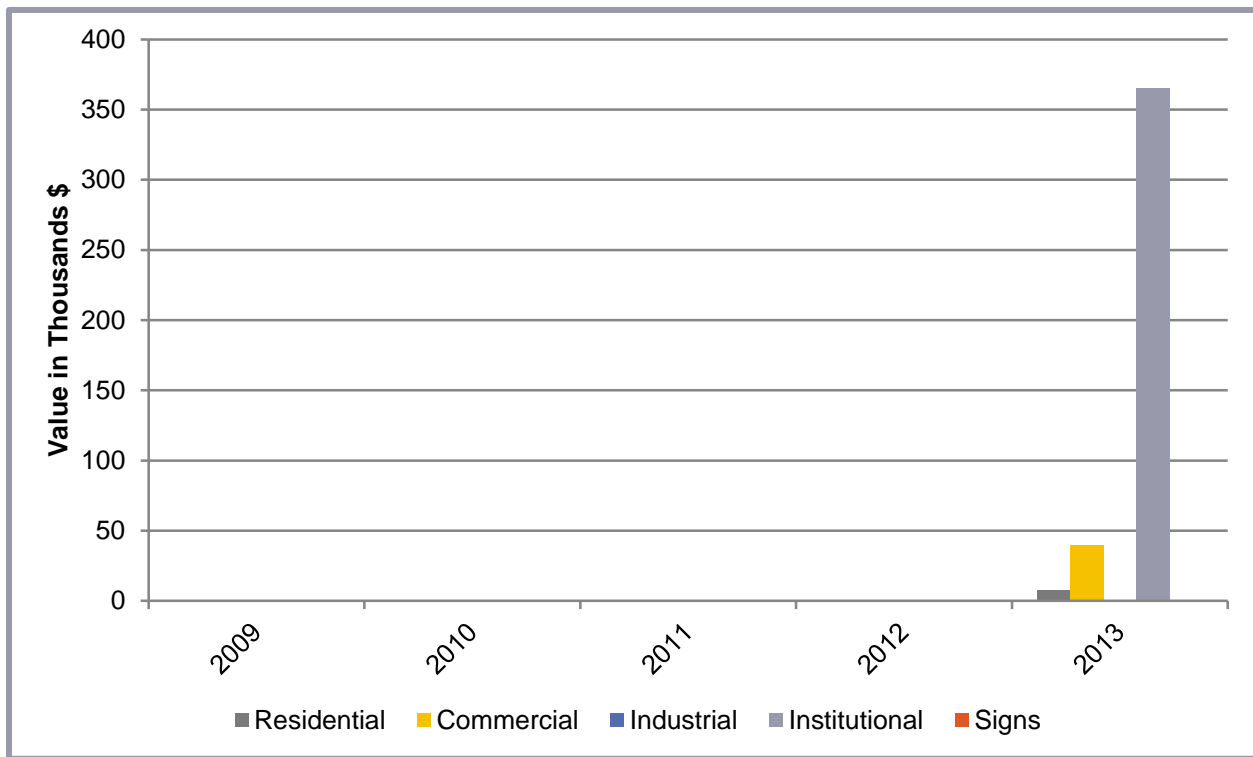


FIGURE 25: RURAL COMMUNITY OF UPPER MIRAMICHI VALUE OF CONSTRUCTION

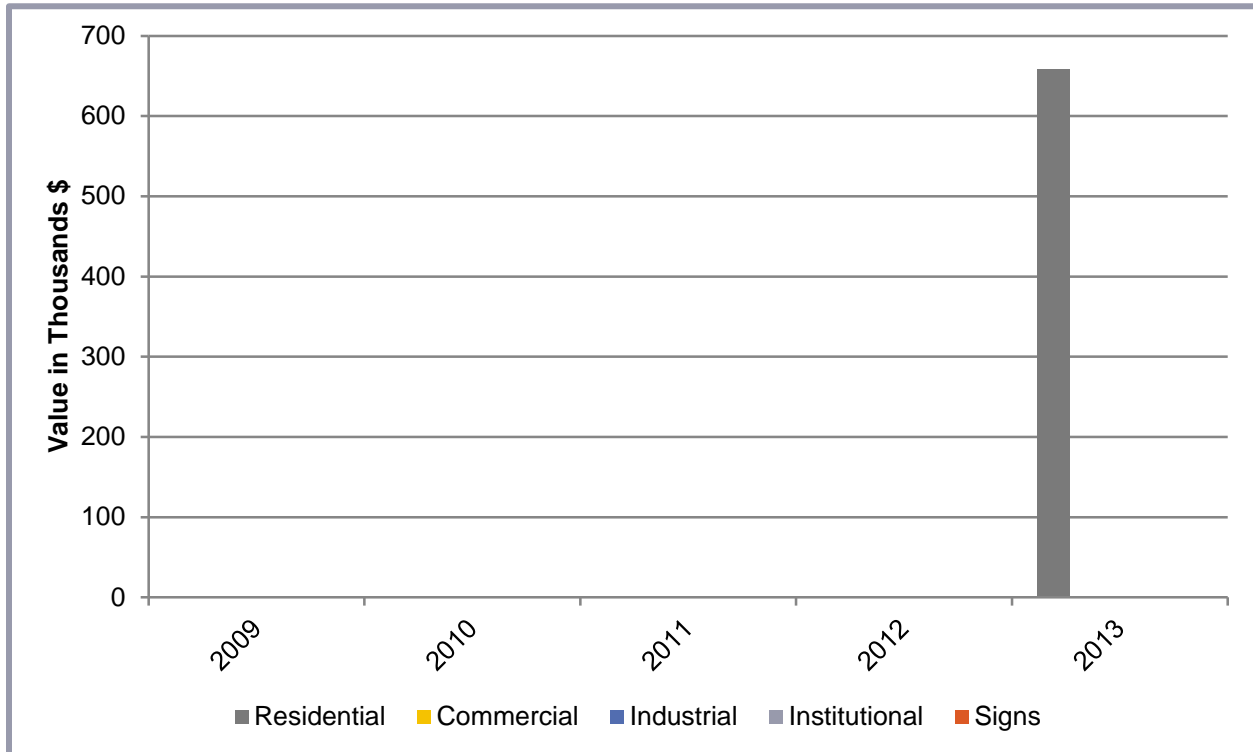
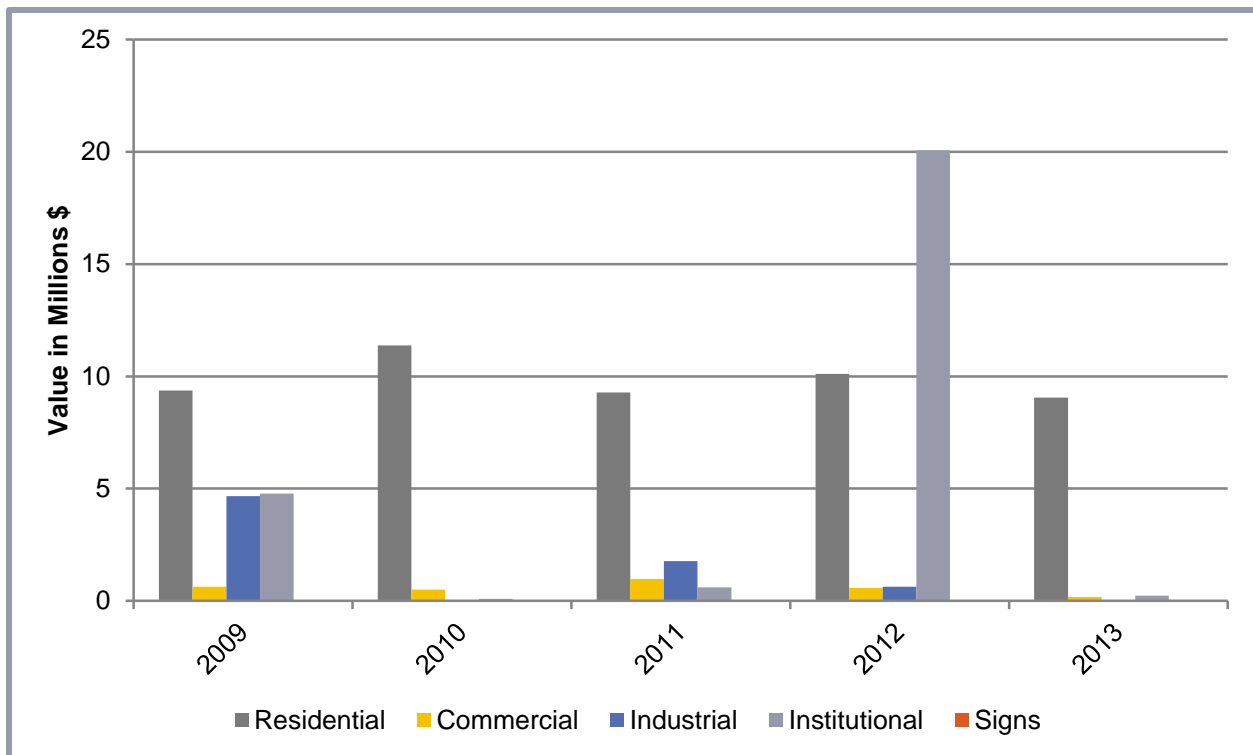


FIGURE 26: UNINCORPORATED AREAS VALUE OF CONSTRUCTION



6.3 PLANNING APPLICATIONS ACTIVITY

Planning applications include plan amendments (e.g. Municipal Development Plan and Rural Plans), rezonings, and variances (e.g. Development Officer and PRAC). Other planning applications, such as temporary and similar and compatible uses, are included under PRAC variances. Though technically not variances as stipulated under the NB *Community Planning Act*, they are handled in a similar fashion and they must go to the PRAC for a decision.

Figures 27 to 31 outline planning applications activity in the Greater Miramichi Region between 2009 and 2013. (Please refer to Tables 27 to 31 in 'Appendix E – Planning/Subdivision Applications/Files Activity Tables' to view more detailed data associated with the following graphs.) It is important to note that no data is present for the Village of Doaktown and Rural Community of Upper Miramichi between 2009 and 2012, as both municipalities were not a part of RSC5 at this time. Almost half (48%) of the total applications handled were from the City of Miramichi. A recent change to the NB *Community Planning Act* allows Development Officers (DOs) to make decisions on dimensional variances and temporary use applications. This has increased staff resources, because variances that must go to the PRAC are work and time intensive. The majority of variance applications handled in all municipalities (city, villages, and rural community) were handled in-house through the DO variance process. As is typical, there were not many applications for plan amendments or rezonings in 2013.

FIGURE 27: CITY OF MIRAMICHI PLANNING APPLICATIONS

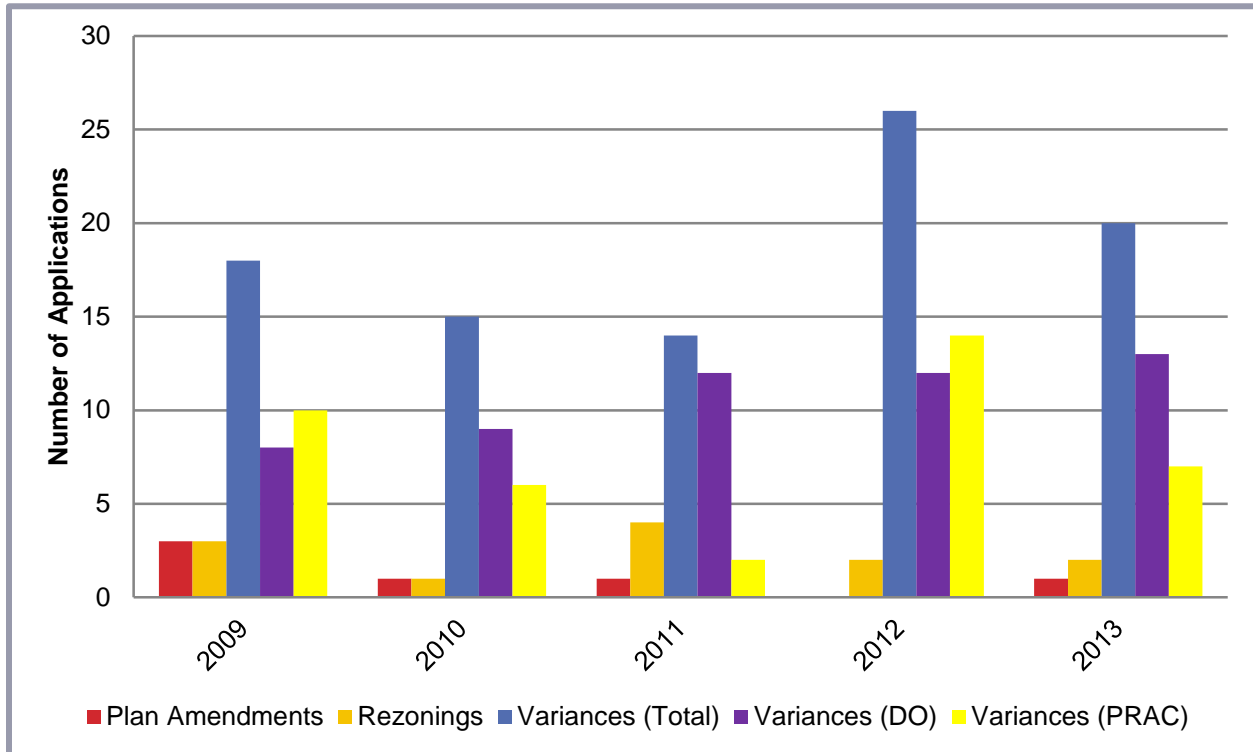


FIGURE 28: VILLAGE OF BLACKVILLE PLANNING APPLICATIONS

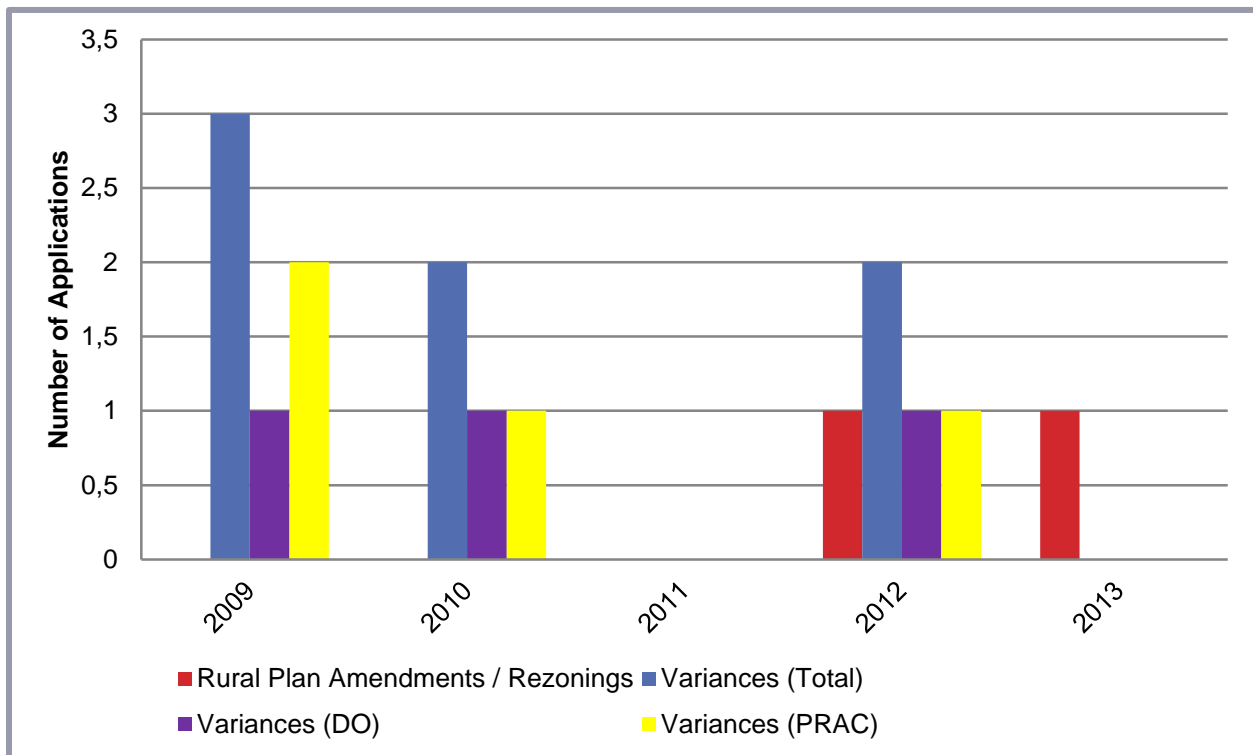


FIGURE 29: VILLAGE OF DOAKTOWN PLANNING APPLICATIONS

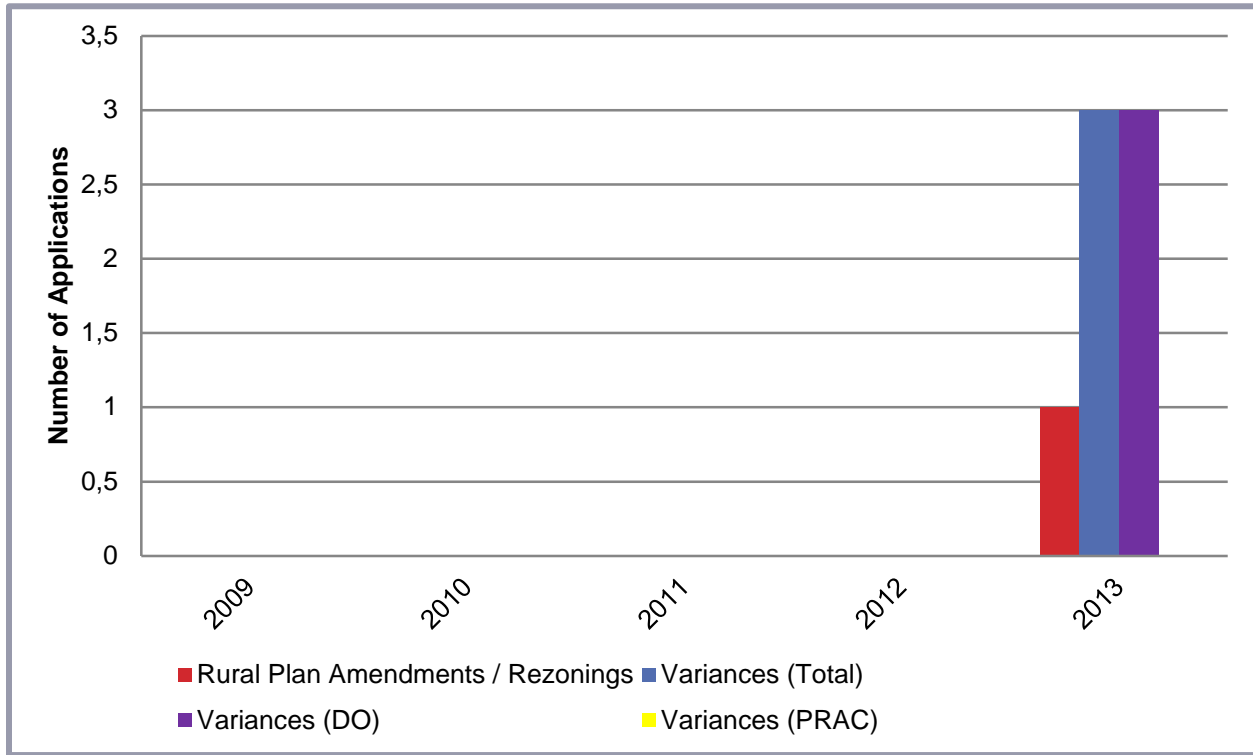


FIGURE 30: RURAL COMMUNITY OF UPPER MIRAMICHI PLANNING APPLICATIONS

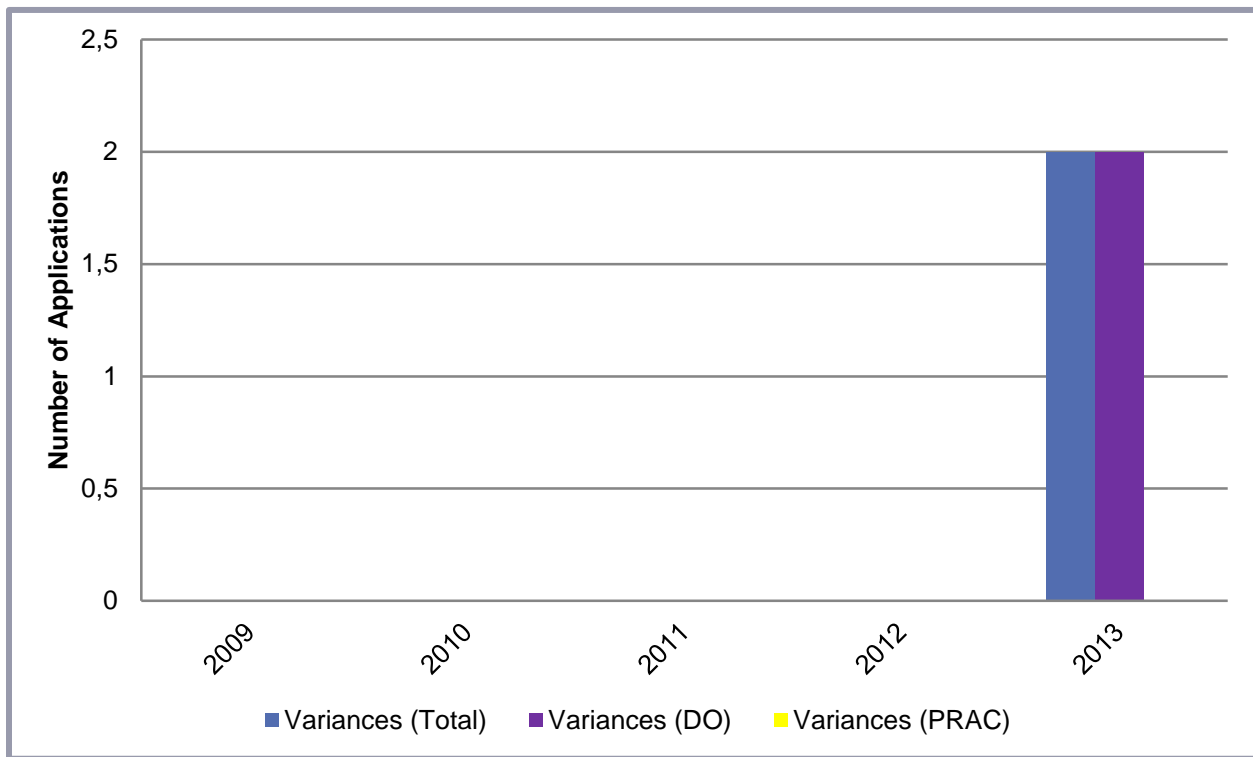
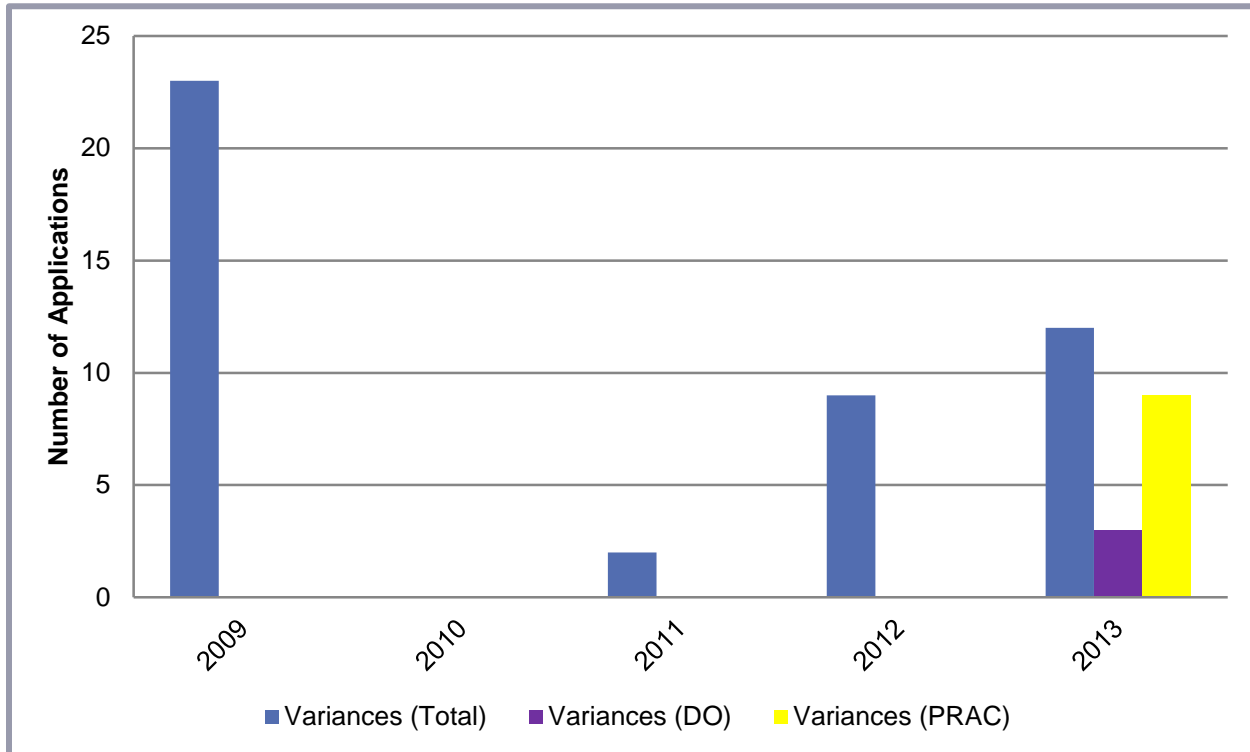


FIGURE 31: UNINCORPORATED AREAS PLANNING APPLICATIONS



6.4 ADMINISTRATIVE APPLICATIONS / FILES ACTIVITY

Administrative applications / files include confirmations of zoning, zoning compliances, site plan reviews, enforcement files, access approvals, and other documents (e.g. approving deeds for registration). These are integral to facilitating the NB *Community Planning Act* and to allowing Planning Services to provide consistent and efficient customer service.

Figures 32 to 36 outline administrative applications / files activity in the Greater Miramichi Region between 2009 and 2013. (Please refer to Tables 32 to 36 in 'Appendix E – Planning/Subdivision Applications/Files Activity Tables' to view more detailed data associated with the following graphs.) As with planning applications, almost half (44%) of the total applications handled were from the City of Miramichi. In the City of Miramichi, confirmations of zoning remain the highest volume administrative application / file.

FIGURE 32: CITY OF MIRAMICHI ADMINISTRATIVE APPLICATIONS / FILES

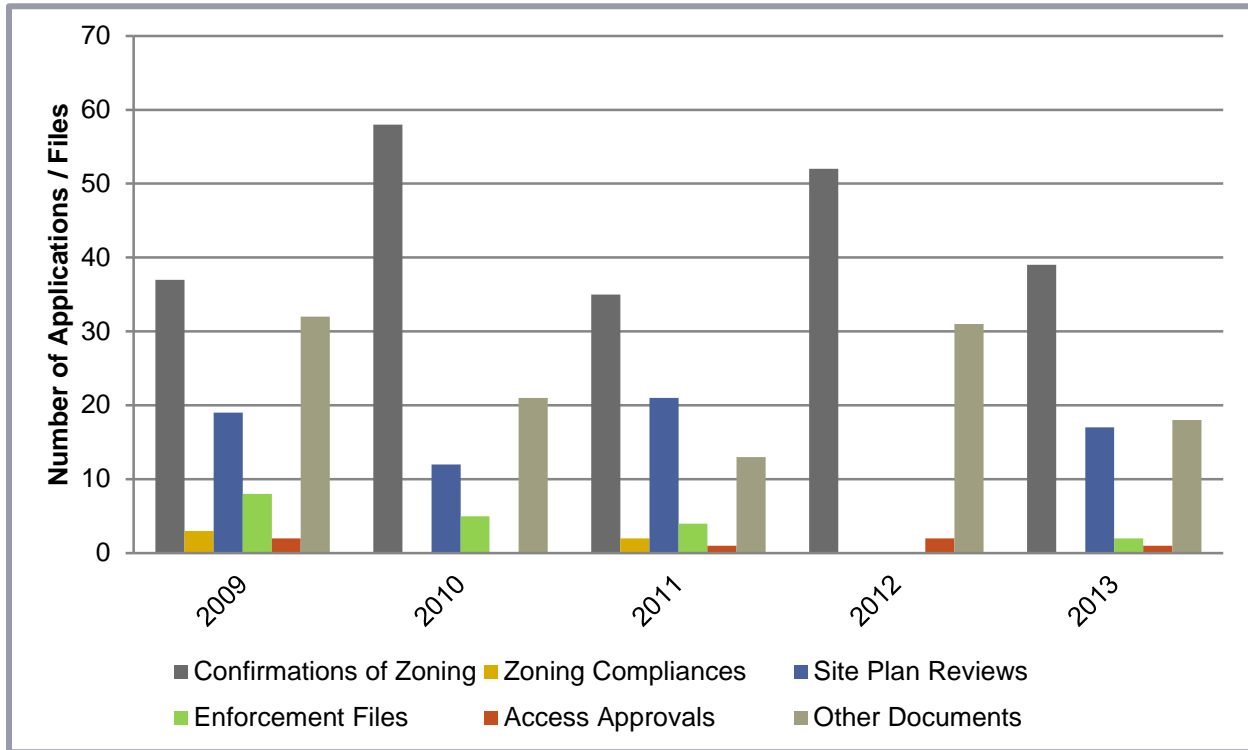


FIGURE 33: VILLAGE OF BLACKVILLE ADMINISTRATIVE APPLICATIONS / FILES

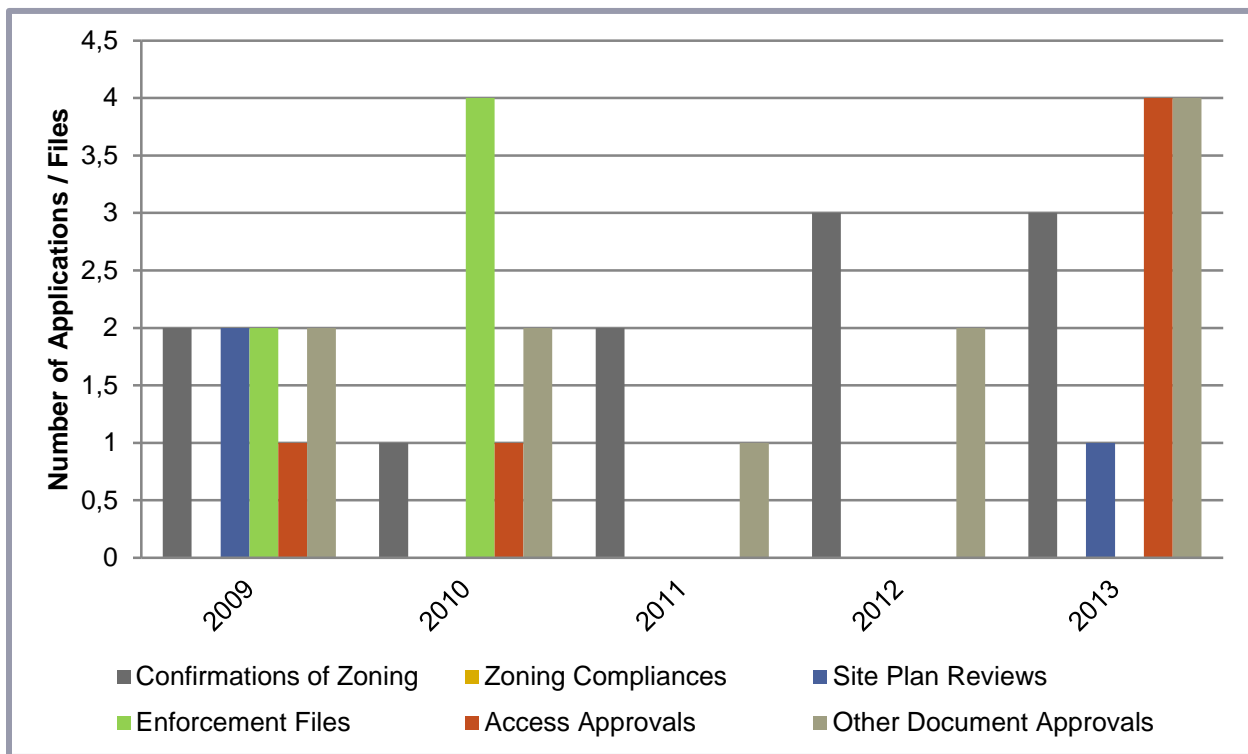


FIGURE 34: VILLAGE OF DOAKTOWN ADMINISTRATIVE APPLICATIONS / FILES



FIGURE 35: RURAL COMMUNITY OF UPPER MIRAMICHI ADMINISTRATIVE APPLICATIONS / FILES



FIGURE 36: UNINCORPORATED ADMINISTRATIVE APPLICATIONS / FILES



6.5 SUBDIVISION APPLICATIONS ACTIVITY

Figures 37 to 38 outline subdivision applications activity in the Greater Miramichi Region between 2009 and 2013. (Please refer to Tables 37 to 38 in ‘Appendix E – Planning/Subdivision Applications/Files Activity Tables’ to view more detailed data associated with the following graphs.) As with previous years, the majority (58%) of total applications handled were from the unincorporated areas of the Region. Subsequently, the majority (55%) of new lots were created in the unincorporated areas.

FIGURE 37: SUBDIVISION APPLICATIONS IN GREATER MIRAMICHI REGION

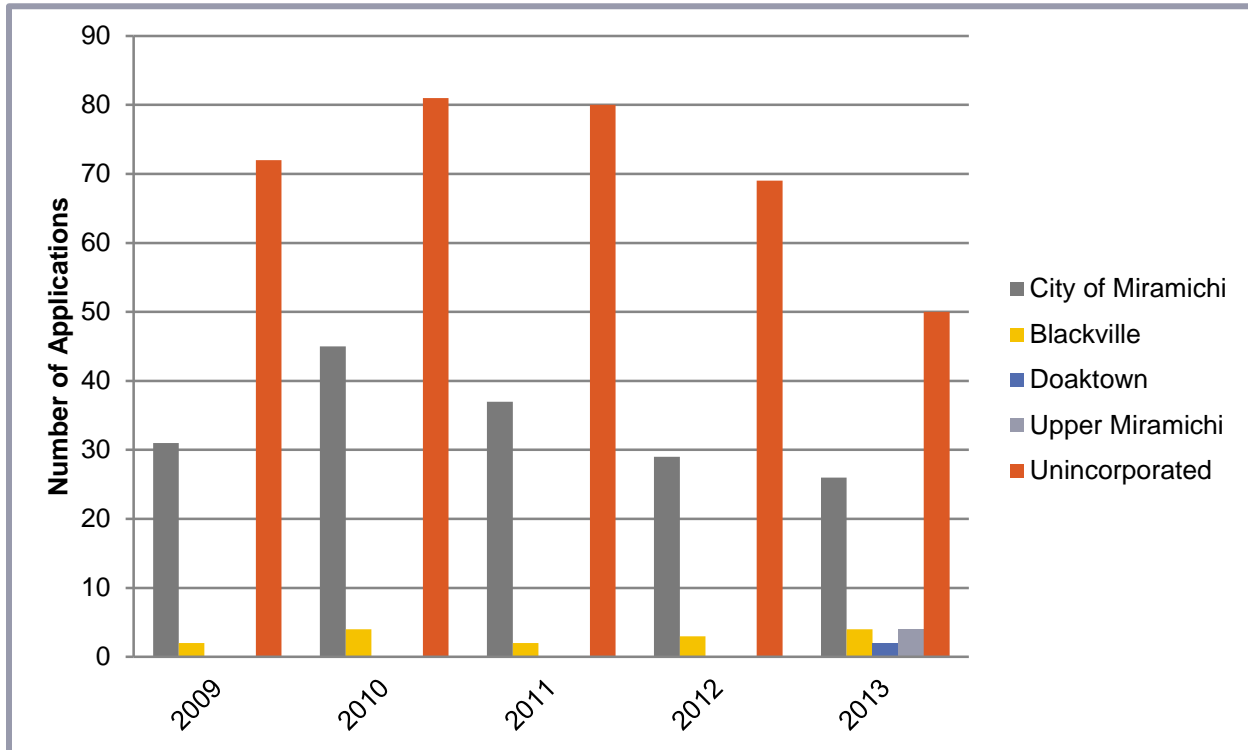
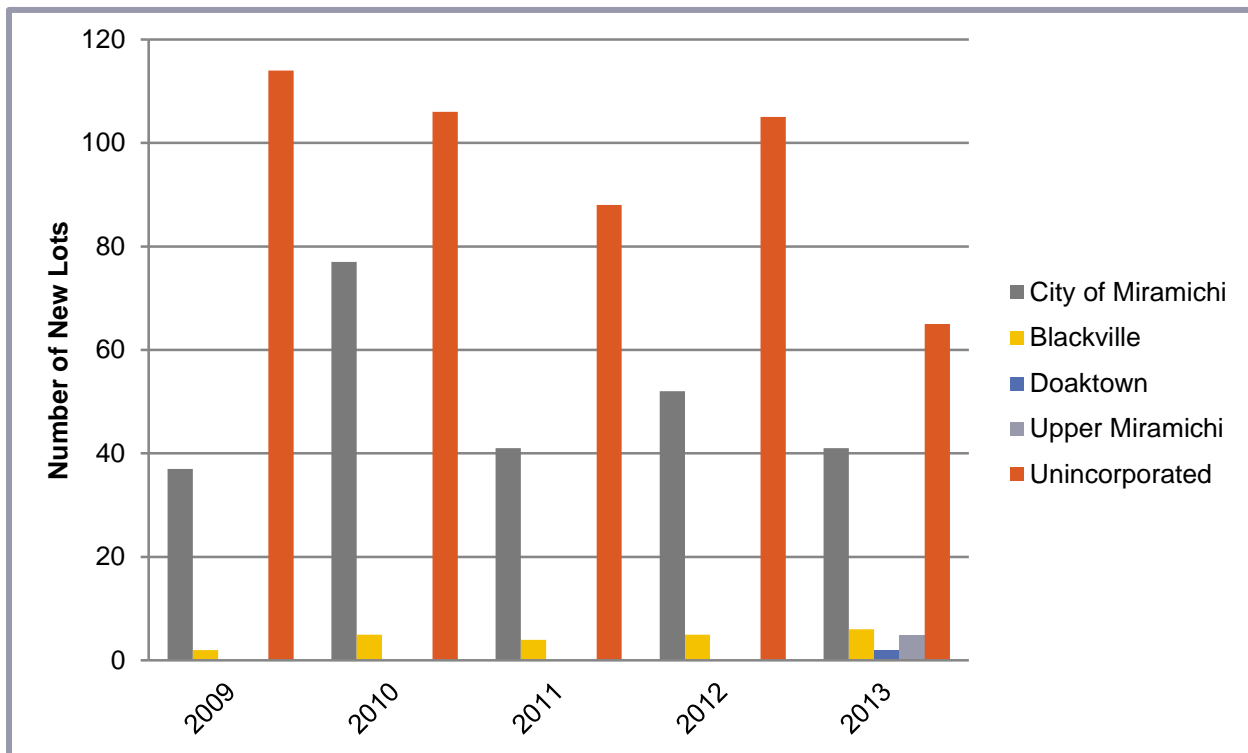


FIGURE 38: NEW LOTS CREATED IN THE GREATER MIRAMICHI REGION



SECTION C – SOLID WASTE SERVICES

7 Tonnage Report

7.1 TIPPING FEES

As of January 2013, tipping fees at Red Pine sanitary landfill facility (RSC3) increased to \$71.15 per MT for regular waste but remained the same at \$29.50 per MT for Construction & Demolition (C&D) debris. Figures 39 and 40 give breakdowns of tipping fees for 2013.

FIGURE 39: REGULAR WASTE TIPPING FEE

Regular Waste (Residential and ICI Sector)	Breakdown of Total Tip Fee
Red Pine Sanitary Landfill - Tip Fee	\$46.75
RSC5 Surcharge	\$24.40
<i>Total Tip Fee</i>	<i>\$71.15</i>

FIGURE 40: C&D WASTE TIPPING FEE

Construction & Demolition (C&D)	Breakdown of Fee
Red Pine Sanitary Landfill - Tip Fee	\$25.00
RSC5 Surcharge	\$4.50
<i>Total Tip Fee</i>	<i>\$29.50</i>

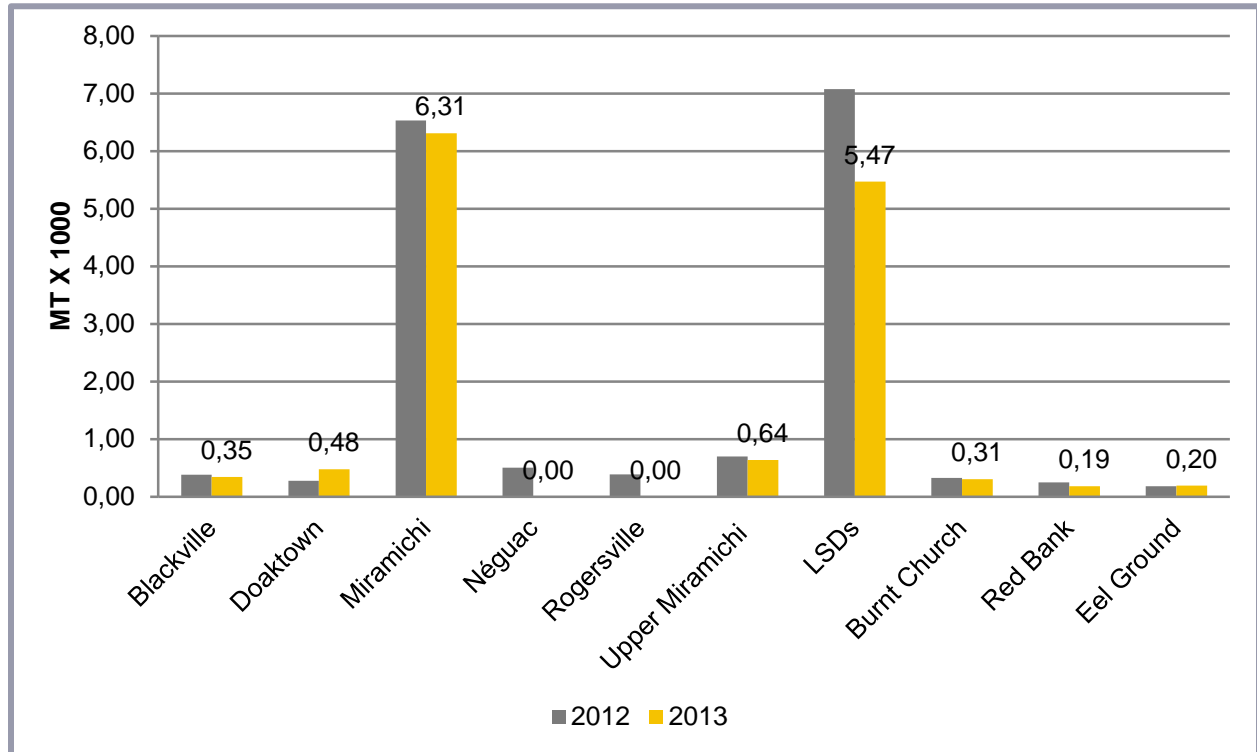
7.2 TONNAGE COLLECTION

In 2013, the Greater Miramichi Region produced a total of 24,023.92 metric tonnes (mt) of waste that was direct-hauled to the Red Pine sanitary landfill located in Allardville, NB (see Figure 41). The total tonnage decreased from 2012 to 2013 by 2,788.14 mt due to the restructuring of the regional boundaries. Figure 42 outlines the total waste collection by municipalities and LSDs. (Please refer to Tables 42 in 'Appendix F – Solid Waste Services Tables' to view more detailed data associated with the following graph.) The Villages of Néguaac and Rogersville are no longer included and this represented as 0.00 for the year 2013 in Figure 42.

FIGURE 41: TONNAGE BY SECTOR FOR 2013

2013 Tonnage	Metric Tonnes (MT)
Residential	13,940.26 MT
Institutional, Commercial and Industrial (ICI)	7,775.18 MT
Construction & Demolition (C&D)	2,010.81 MT
Cash Sales	297.64 MT
<i>Total</i>	<i>24,023.92 MT</i>

FIGURE 42: WASTE COLLECTION BY MUNICIPALITIES AND LSDs IN METRIC TONNES (MT)



8 Solid Waste Services Annual Summary

8.1 ENVIRONMENTAL TRUST FUND

Solid Waste Services, RSC5 applied for the Environmental Trust Fund (ETF) ‘Recovery of Household Batteries & Education of Proper Disposal’ program and was awarded \$15,000. The project was implemented in partnership with the organization Call2Recycle, which supplied 25 cardboard box containers designed to collect used batteries and cell phones (see Figure 43). To date, we have 16 locations throughout the Region.

FIGURE 43: EXAMPLE OF USED BATTERIES AND CELL PHONES COLLECTION BOX



In order to raise awareness and educate the public on the Battery & Cell Phone Recycling Program, a large portion of the funds was used for advertising. Media such as radio, newspapers, monthly

publications, local magazine, and web portals were used to reach the public. A flyer detailing the program was created and distributed to every household throughout the Region.

In the months to come, results of this initiative will be monitored. In order to develop a database of the weight of full containers collected throughout the Region, an industrial scale was purchased. This tool will allow us to measure the volume recycled. The impact and frequency of use of these containers will be charted for each site. This data will allow us to encrypt and measure the success and effectiveness of the program in the long term.

8.2 SOLID WASTE SERVICES 2014 CALENDAR

The 2014 calendar was mailed to each household in the RSC5 Region (see Figure 44). Our Eco Mascot, Leafy was introduced on the cover page of the calendar. Leafy will appear on any document and promotional material related to Solid Waste Services. To offset the cost of printing and shipping of the calendar, various companies in the recycling and solid waste industry were contacted to sponsor a page (see Figure 45).

FIGURE 44: SOLID WASTE SERVICES 2014 CALENDAR COVER



FIGURE 45: CALENDAR SPONSORS

Sponsor	Waste Theme	Number of Pages Advertising
Recycle NB	Used tires, paint, oil and glycol	3
Fero	C&D	1
Breau Disposal	White goods collection	1
Province of NB (ETF Award)	New battery recycling program	1

8.3 PROMOTIONAL ITEMS

Solid Waste Services purchased promotional items displaying the new logo and mascot. These new promo items include:

- Eco Spiral Notebooks made from 90% recycled material and organic based ink
- Travel tumblers, recyclable as plastic #5 (where facilities exist)

- Denim recycled pencils, made from 30% recycled denim
- Post-it notes, made from 30% post-consumer content
- Eco pens, made from recycled paper
- Frisbees, made from 100% post-consumer content
- Tattoos of Leafy, water soluble and washable
- Activity lunch bag, made from Kraft paper including non-toxic crayons for decorating
- Water bottles, BPA free, recyclable as plastic #12.

8.4 APPEARANCES

Due to the recent replacement of the Waste Reduction Coordinator, Solid Waste Services did not participate at the Miramichi Home Show in 2013. The Waste Reduction Coordinator provided presentations to numerous schools, local community groups, and attended various summer festivals and events. Figures 46 and 47 summarize event- and school-based appearances on behalf of Solid Waste Services.

FIGURE 46: EVENT-BASED APPEARANCES

Date	Location
April 22, 2013	Rural Upper Miramichi Municipal Council
April 29, 2013	Miramichi Regional Multicultural Association
May 11, 2013	Spring HHW Event at Northumberland Square Mall
May 25, 2013	Composting Workshop at the Kinsmen Centre
June 6, 2013	Canada Services in Miramichi
June 14, 2013	Our Miramichi Heritage at the Curling Club
July 5, 2013	Newcastle Farmers Market
July 13, 2013	Miramichi World Largest Garage Sale
July 17, 2013	Boiestown Local Market
July 19, 2013	Eel Ground Pow Wow
August 3, 2013	Bay du Vin Summer Survival Festival
August 5, 2013	NB Day in Blackville
August 10, 2013	Doaktown Country Fair
August 15, 2013	Acadian Festival at Queen Elizabeth Square, Miramichi
August 16 & 17, 2013	Dragon Boat Festival in Miramichi
August 24, 2013	Burnt Church Pow Wow
September 28, 2013	Fall HHW Event at Northumberland Square Mall

FIGURE 47: SCHOOL-BASED APPEARANCES

Date	School	Topic
April 15, 2013	Napan Elementary School Gr 1-3	Recycling
April 22, 2013	Kindertots Children's Centre Pre-school kids	Recycling
April 24, 2013	Napan Elementary School Kindergarten	Recycling
June 19, 2013	NSER School (Sunny Corner)	Environment & Recycling promotion

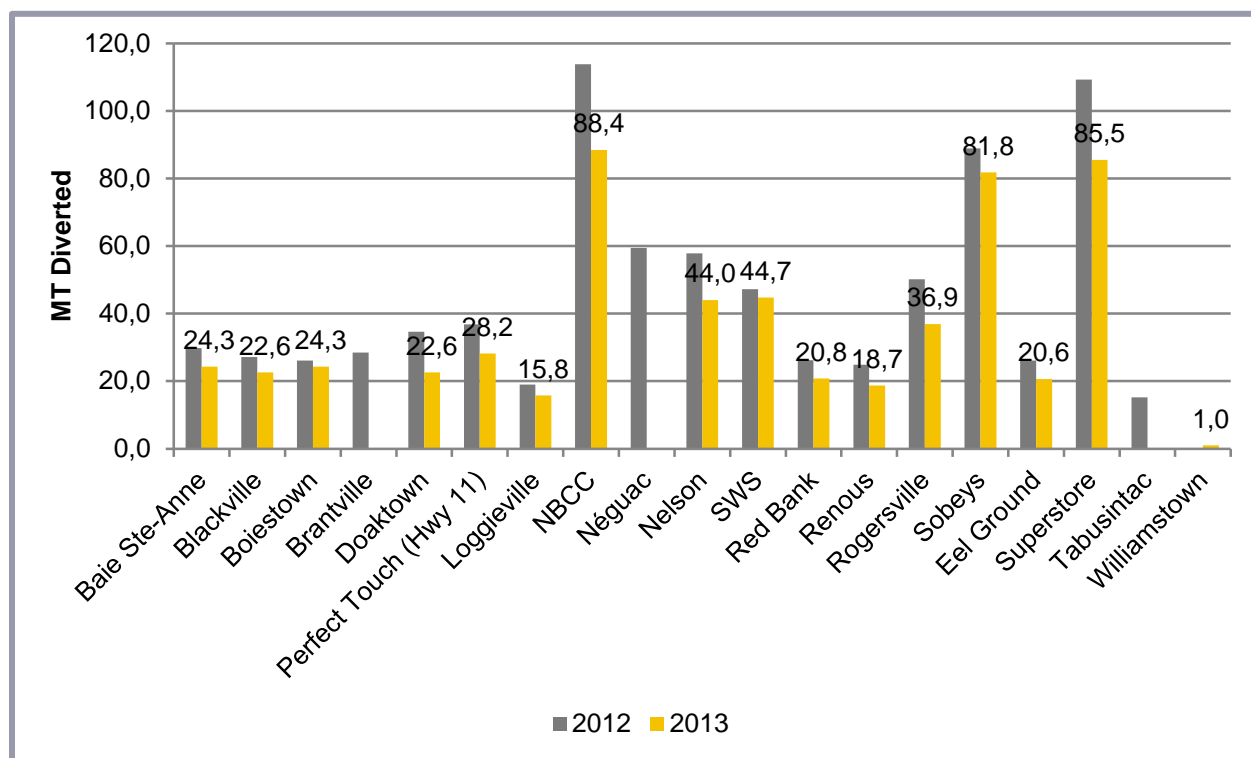
9 Waste Reduction and Diversion

9.1 DIVERSION REPORT – RECYCLING STATISTICS

Isabella Impératori, Interim Waste Reduction Coordinator continued the waste diversion efforts including Household Hazardous & E-waste Collections, attendance at Miramichi markets and fairs and various summer festivals and events throughout the Region, composting workshops, classroom visits and the creation of print and radio advertising ads.

Figure 48 outlines recycling statistics for 2012 and 2013. This quantity of waste diverted from the landfill and the materials recycled. A total of 580.11MT was diverted from the landfill through the Blue Bin recycling program. (Please refer to Tables 48 in 'Appendix F – Solid Waste Services Tables' to view more detailed data associated with the following graph.)

FIGURE 48: WASTE DIVERTED BY RECYCLING DEPOT LOCATION



9.2 RECYCLING DEPOTS

In November 2012, a contract to repair and paint the recycling depots was awarded to Fero Waste & Recycling Inc. The decals were modified to give the depots a cleaner look (see Figure 46). The work started December 2012 and was completed April 2013.

Due to reorganization of the Region's solid waste boundaries, three recycling depot sites formerly located in the Village of Néguac, and the local service districts of Brantville and Tabusintac, were removed. The Village of Rogersville is no longer within our service Region, but we continue to provide recycling services to the Village. A new depot location was added at the Williamstown Esso service station located in the local service district of Millerton for a total of 16 sites within the Greater Miramichi Region.

FIGURE 49: EXAMPLE OF RECYCLING BLUE BIN DEPOT



9.3 BACKYARD COMPOSTING

On May 25, 2013, a free backyard composting workshop was held at the Kinsmen Center. Yanick Sirois, guest speaker, explained different ways to compost at home, what can and cannot be composted in backyard composters, and provided detailed information about composting in general. Overall, the workshop was very well received with an attendance of approximately 22 people.

One Earth Machine backyard composter was given away at the workshop as a door prize draw (see Figure 50). Thirteen backyard composters and 7 kitchen caddies were purchased by attendees at a reduced price. Backyard composters were sold to workshop participants for \$25; otherwise, the cost is \$45. The vermi-composters were sold at a reduced price of \$35; otherwise, the cost is \$55.

FIGURE 50: EXAMPLE OF EARTH MACHINE BACKYARD COMPOSTER



9.4 HOUSEHOLD HAZARDOUS WASTE AND E-WASTE COLLECTION

Two Household Hazardous Waste & E-waste collections occurred in 2013. Roughly 12.5MT were diverted from the landfill through these events. The Spring Household Hazardous Waste & E-waste collection took place May 11, 2013 in Miramichi. Approximately 350 vehicles were served during the event. Figure 51 summarizes the trend in e-waste diversion from 2009 to 2014. A total of 4400 kg of paint and 6.63 metric tonnes of electronic waste was collected and recycled. The Fall Household Hazardous Waste & E-Waste collection took place September 28 in Miramichi (see Figures 52 to 54). A total of 353 vehicles were served. During the event, 4000 kg of paint and 5.47 metric tonnes of electronic waste was collected and recycled. During the events, flammables, paint, household batteries, propane tanks and oil seem to comprise the majority of hazardous materials collected. The two events were held in the back parking lot of the Northumberland Square Mall. The working crew included staff from Solid Waste and Planning Services with other volunteers. A total of 12.10 metric tonnes of electronic waste was diverted from landfill in 2013 and sent for recycling.

FIGURE 51: E-WASTE DIVERSION, *2012 SPRING COLLECTION MULTIPLE EVENTS (4 INSTEAD OF 2)

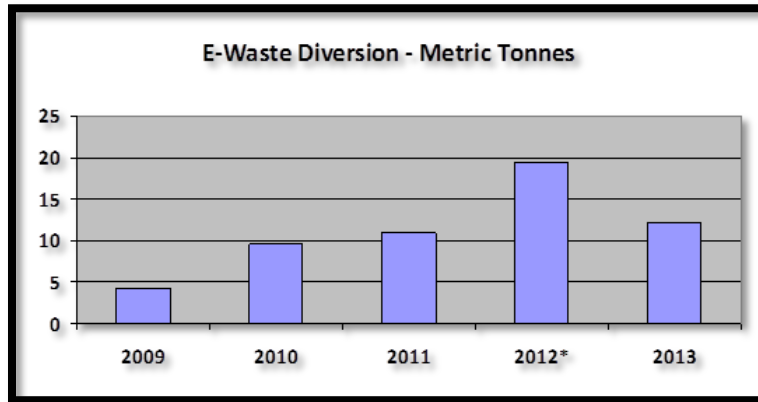


FIGURE 52: E-WASTE DIVERSION EVENT, SEPTEMBER 28, 2013



FIGURE 53: E-WASTE DIVERSION EVENT, SEPTEMBER 28, 2013



FIGURE 54: E-WASTE DIVERSION EVENT, SEPTEMBER 28, 2013



10 FUTURE DIRECTION OF SOLID WASTE SERVICES

- The RSC5 may form a committee to explore various recycling and waste reduction initiatives.
- Curbside recycling will be examined and possibly a pilot project could be implemented for a small area of the Region to evaluate collection methods such as carts versus bags, as well as alternate pickups versus separate pickups.
- Examine Optimized Collection for the RSC5 Region which will allow for mapping out zones for waste collection, resulting in competitive contract negotiations.

- Explore options for recovery of compact fluorescent lights, household hazardous waste and E-waste (electronics) collections, and the feasibility of hybrid waste diversion facility.
- Implement, administer, and evaluate used household Battery & Cell Phone Recycling Program.
- Renewal of Solid Waste Service Agreement with Regional Service Commission 3 (Chaleur) for disposal services at the Red Pine sanitary landfill.
- Participate in the Provincial Waste Management Strategy.
- Other initiatives are articulated in the 'GMRSC Operational Workplan (2014-2016)' (see Appendix B).

SECTION D – APPENDICES

**Appendix A – RSC5 Board / PRAC Member Attendance Record,
Meeting Per Diems, and Expenses (Mileage)**

RSC5 BOARD MEMBER ATTENDANCE FOR 2013

RSC5 Member	Meeting Attendance
Gerry Cormier , Mayor - City of Miramichi, Chairman	9/9
Beverly Gaston, Mayor – Village of Doaktown, Vice Chairman	9/9
MA Douglas Munn , Mayor - Rural Community of Upper Miramichi	9/9
Hal Muck , Mayor - Village of Blackville	4/4
Matthew Sturgeon, Acting Mayor - Village of Blackville	4/4
Andy Hawkes, Mayor - Village of Blackville	1/1
John Goodfellow, LSD South Esk	9/9
Gerald Ross, LSD Alnwick	7/9
Elizabeth Bowes, LSD Derby	9/9
Robert Hallihan, LSD Renous-Quarryville	9/9

PRAC MEMBER ATTENDANCE FOR 2013

PRAC Member	Meeting Attendance
William Treadwell, Chairman	10/10
Joe Veriker, Vice Chairman	9/10
Robert Hallihan	9/10
Robert McLeod	8/9
Kurt Marks	9/10
Anne Creamer	7/10
Scott Clowater	10/10
Lynn Gregan	4/10

RSC5 Board Members Per Diem and Expenses for 2013

Board Member	Per Diem	Mileage	Total
Gerry Cormier - Chairman	\$900.00	\$120.54	\$1,020.54
Beverly Gaston - Vice Chairman	\$825.00	\$542.02	\$1,367.02
Douglas Munn	\$750.00	\$712.99	\$1,462.99
Andy Hawkes	\$75.00	\$0.00	\$75.00
Hal Muck	\$450.00	\$215.67	\$665.67
Matthew Sturgeon	\$150.00	\$34.44	\$184.44
Elizabeth Bowes	\$900.00	\$233.37	\$1,133.37
Gerald Ross	\$600.00	\$414.92	\$1,014.92
John Goodfellow	\$1,125.00	\$598.60	\$1,723.60
Robert Hallihan	\$975.00	\$371.87	\$1,346.87
Totals:	\$6,750.00	\$3,244.42	\$9,994.42

PRAC Board Members Per Diem and Expenses for 2013

Board Member	Per Diem	Mileage	Total
William Treadwell - Chairman	\$1,000.00	\$102.50	\$1,102.50
Joseph Veriker - Vice Chairman	\$525.00	\$22.05	\$547.05
Kurt Marks	\$675.00	\$328.00	\$1,003.00
Scott Clowater	\$750.00	\$1,066.76	\$1,816.76
Bob Hallihan	\$675.00	\$482.10	\$1,157.10
Ann Creamer	\$525.00	\$22.05	\$547.05
Lynn Gegan	\$300.00	\$123.00	\$423.00
Robert McLeod	\$600.00	\$229.80	\$829.80
Totals:	\$5,050.00	\$2,376.26	\$7,426.26

**Appendix B – Greater Miramichi Regional Service Commission
Operational Workplan (2014 – 2016)**

GREATER MIRAMICHI REGIONAL SERVICE COMMISSION



COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI

Operational Workplan (2014-2016)

Adopted by the RSC5 Board February 11, 2014

Greater Miramichi Regional Service Commission Operational Workplan (2014-2016)

The Greater Miramichi Regional Service Commission (RSC 5) has developed this Operational Workplan to provide direction and clarity of the tasks, initiatives and projects that will be undertaken for the member communities over the next three years (2014-2016). The Commission Visioning Session held on November 5, 2013 served as the starting point and source for much of the Operational Workplan.

The specific tasks, projects and initiatives are illustrated in the GMRSC Operational Workplan 2014-2016 Details that is attached. Within each of the Service Categories, there are subcategories that provide specific details.

Once approved by the Board, the Workplan will provide a checklist to review the activities each year. Although this is an approved Operational Workplan; there can be changes made; however if changes do occur (as directed by the Board) other initiatives may as a result be delayed or eliminated. Commission Staff, under the direction of the Executive Director, are responsible to undertake the initiatives contained in the Operation Workplan. The Workplan will be referred to during annual budget preparations to determine if additional funding is needed or if funds need to be allocated within the budget to ensure a specific project is initiated in any given year.

The Operational Workplan is divided into the following categories:

1. Corporate Services (CS)
2. Regional Collaboration (RC)
3. Solid Waste Services (SW)
4. Planning Services (PS)

Services or Projects are described and when (year) each will be initiated or completed. It should be noted that there are several tasks that are continuous in nature and have been identified as such. These are key components of overall service delivery of the Regional Service Commission to the member communities.

Staff resources, financial ability and the priorities of the member communities and the Commission form the basis of the timing of the when tasks or projects are scheduled to be completed. If there is a need to significantly alter the workplan, it will be clearly articulated to the Board members.

The Operational Workplan will be posted on the Commission's website and distributed to the member communities and the Department of the Environment and Local Government.

Corporate Services

This section deals with administrative, staff and other management functions of the organization. The Executive Director is primarily responsible for these activities. Many of the activities listed will occur on annual basis while others are one-time initiatives that will be addressed in a specific year.

Regional Collaboration

Collaboration at a regional level is one of the advantages of the Regional Service Commission and this section provides a listing of the type of activities that will form this service delivery function. In most instances, the items listed involve meeting, dialoguing and sharing of information with various groups to achieve collaboration on a regional basis. These regional initiatives may include mandated services of regional planning, regional emergency measures planning and non-mandated services such as tourism promotion and economic development.

Solid Waste Services






































The disposal of solid waste and programs aimed at recycling and reducing waste is the primary focus of this service. GMRSC is the only Commission that provides a direct haul service to a landfill site, this presents challenges and opportunities. The Work Plan includes initiatives to examine ways to increase diversion rates

and to make the disposal of waste more efficient for all participating members. There are specific tasks related to education, public awareness programs and other directed initiatives to increase diversion rates and promote recycling.

Planning Services

These services include the preparation of municipal by-laws, such as Rural Plans, Municipal Development Plans, and subdivision, zoning and building by-laws/regulations and development approvals and inspections. There are other on going tasks such development approvals, reporting, applications to the PRAC, consultations with prospective developers which are on going and occur on a regular basis. Building Inspection services is part of the overall planning services provided to the member communities. This is a highly technical and important service. This service to communities involves plans review, inspections of construction projects, enforcement of the National Building Code of Canada and various by-laws and provincial regulations.

GMRSC - Operational Workplan 2014-2016 - DETAILS

		 task or project	 continuous activity	 initial assessment				
Service Category	Workplan Category		Services/Project		2014	2015	2016	
CORPORATE SERVICES	Administration & Management	1	continue corporate consolidation of MPDC & NSWC, through merging/consolidating/stream-lining administrative & financial computer systems, employee responsibilities and procedures					
		(CS)	(CS-1)	2	assess the cost/benefit of moving all operations and staff into one building			
		3	undertake Salary Scale review for all employees, in collaboration with other RSCs					
		4	develop Human Resources/Personnel Manual, based on NSWC, MPDC & Generic policies					
		5	facilitate strategic planning for updating 3-Year Operational Workplan					
		6	support preparation of annual Financial Statement and Audit					
		7	complete Employee Performance Evaluations					
		8	prepare an annual employee training plan					
		9	develop photo ID cards for all RSC employees					
		10	maintain Records Management Strategy as per Department Guidelines					
		11	respond to RTPPA requests for information & complaints					
		12	on-going Accounts Payable, Accounts Receivable, Payroll, Purchasing and other financial administration					
		13	on-going client reception & office administration, including inventory, records management, maintenance of buildings and equipment, supplies management & purchasing					
		14	participate in regular RSC Executive Directors meetings					
		15	RSC5 Procedure By-law development					

GMRSC - Operational Workplan 2014-2016 - DETAILS

<i>Service Category</i>	<i>Workplan Category</i>		<i>Services/Project</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
	Member / Board Support (CS - 2)	1	research and report on various issues initiated by Board and individual members	~	~	~
		2	logistics and administration for regular Board Meetings	~	~	~
		3	quarterly financial updates to Board	~	~	~
		4	info sessions (& tours) for Board - selected topics	~	~	~
	Public Relations / Communications (CS - 3)	1	implement a public relations/communications program, including corporate branding & media releases	~	~	~
		2	develop and implement annual Excellence Recognition Awards for solid waste & planning/development initiative/projects by clients, organizations etc.	▲	●	●
		3	assist with planning and support for outreach activities by Board & members with public, stakeholders & other agencies	~	~	~
		4	website improvement, including corporate consolidation activities, corporate branding for GMRSC & addition of French (translation) content	●	●	
		5	send member communities a monthly building activity report	~	~	~
		6	send CMHC & Statistics Canada monthly building activity report	~	~	~
		7	prepare & distribute Annual Report	●	●	●
		8	maintain good working relations and make presentations to community & business organizations, other agencies, development/real estate industry groups, member Municipal Councils and LSD Regional Advisory Committee, regarding issues, roles & activities of GMRSC	~	~	~
	Technology / Info Systems (CS - 4)	1	develop & implement technology/equipment upgrading and replacement plan	▲	●	●
		2	establish remote access so all RSC locations are able to connect to one, secure server	●		

GMRSC - Operational Workplan 2014-2016 - DETAILS

<i>Service Category</i>	<i>Workplan Category</i>		<i>Services/Project</i>	2014	2015	2016
		3	examine feasibility of Building Inspectors utilizing mobile technology for on-site reporting and permitting		▲	
		4	purchase Statistics Canada-2011 Census data, through PC Census ; review cost-sharing opportunities	●		
		5	Server Update & back up procedure	●		
REGIONAL COLLABORATION						
	(RC)	1	examine options for improving Police collaboration (RCMP, Miramichi Police and other enforcement agencies)	●		
		2	examine feasibility of By-law Compliance Officer for municipalities within GMRSC	●		
		3	determine what role GMRSC might play in regional tourism promotion	●		
		4	determine what role GMRSC might play in regional economic development	●		
		5	participation in development of Regional Emergency Measures Plan	●		
SOLID WASTE SERVICES						
	SW Collection & Disposal					
	(SW)	(SW - 1)				
		1	negotiate renewal of contract with RSC3 (Chaleur) for GMRSC use of Red Pine Landfill facility	●		
		2	household hazardous waste and e-waste public "drop-off" events	● 3	● 2	● 3
		3	introduce, administer & evaluate new household battery collection/ Recycling Program	intro	intro	eval
		4	examine feasibility of hybrid waste diversion facility for Hazardous household waste, e-waste, white goods, construction/demolition waste, tires	▲	▲	
		5	participate in development of Provincial Waste Management Strategy	●		
		6	examine "optimized" collections across the whole RSC area (common contracting process)		●	






























GMRSC - Operational Workplan 2014-2016 - DETAILS

Service Category	Workplan Category		Services/Project	2014	2015	2016	
		7	examine options for new recovery program for compact fluorescent light bulbs	▲ <small>scope & ETF \$</small>	●	●	
		8	examine option for recycling to increase diversion rates, incl curbside pick-ups. A pilot project could be introduced in some LSDs & municipalities	▲ <small>scope & ETF \$</small>	● <i>impl</i>		
		9	examine options for Residential Recycling Program (FERO contract for collection from big blue drop-off bins expires Sept 2017)		●	●	
		10	maintenance & promotion of residential depot recycling program (big blue bins)	~	~	~	
		11	develop and implement programs for various waste reduction strategies (e.g. composting, recycling, re-use)	~	~	~	
		Public Relations & Education	1	collaborate with NB Dept of Environment & Local Government, building industry and Planning Services to facilitate proper disposal of construction/demolition waste, reduce use of "land reclamation sites", & discourage illegal dumping	▲	●	
		(SW - 2)	2	redevelop Activity Workbooks for children	●		
		3	develop & produce annual programs & events wall calendar	●	●	●	
		4	public education - new waste reduction initiatives	~	~	~	
		5	public education - info booths & presentations to trade shows, schools, festivals, community organizations, institutional & commercial industries	~	~	~	
		6	composting workshops & promotions	~	~	~	
		7	on-going media advertising of programs	~	~	~	
		8	examine use of social media for public relations & education	▲	~	~	
































GMRSC - Operational Workplan 2014-2016 - DETAILS

<i>Service Category</i>	<i>Workplan Category</i>		<i>Services/Project</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
	Administration / Management / Professional Development (SW - 3)	1	Records Management - develop & implement system & procedures & archiving protocol for hard copy and digital files/records	▲	~	~
		2	assist in drafting & preparation of Annual Report	●	●	●
		3	Human Resources Manual-staff committee to review & revise	●		
		4	monitoring & tracking volumes of waste diverted and landfilled	~	~	~
		5	participate in quarterly meetings of Solid Waste Division managers (all RSCs)	~	~	~
		6	participate in semi-annual Inter-Agency meetings	~	~	~
		7	briefings to Board on selected solid waste and program issues & activities	~	~	~
PLANNING SERVICES (PS)	Building Permit & Inspection (PS - 1)	1	Responding to Inquiries (Info & Advice)- National Building Code & by-laws, building permit application requirements	~	~	~
		2	intake and review applications for building permit	~	~	~
		3	perform building-permit-related inspections	~	~	~
		4	develop Operational Policies for building cost valuations	●		
		5	develop Operational Policies, forms and procedures for tracking inspections	●		
		6	update Info sheets/pamphlets regarding building permits & inspections "FAQs"	●		
		7	NBBOA training for 1 Inspector to achieve Levels 1 & 2 and another 2 Inspectors to achieve Level 3	●	●	●
		8	develop Building Inspectors Manual, as part of Succession Planning Initiative	●		
		9	Building By-law Comprehensive Review - Miramichi & Doaktown	●		

GMRSC - Operational Workplan 2014-2016 - DETAILS

<i>Service Category</i>	<i>Workplan Category</i>		<i>Services/Project</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	
		10	Building By-law Comprehensive Review - Blackville				
		11	develop new Building By-law - Upper Miramichi				
	Development Support (PS - 2)						
		1	Responding to Inquiries (Info & Advice) -Zoning & Development & Subdividing land				
		2	Amendments to Rural Plans, Zoning By-law, Municipal Development Plan (Intake & review and approvals (Development Officers) and reports & presentation to Planning Review & Adjustment Committee(PRAC), inter-agency review & process coordination, presentations to municipal Councils and handling public inquiries)				
		3	Applications to Subdivide Land ((Intake & review and approvals (Development Officers) and reports & presentations to planning Review & adjustment Committee (PRAC), inter-agency review & process coordination)				
		4	Variance Applications (Intake & review and approvals (Development Officers) and reports & presentations to Planning Review & Adjustment Committee (PRAC)				
		5	Building Permit Applications- Site Plan Review (Intake & review - zoning compliance re all building permit application that are NOT a single/2-unit dwelling)				
		6	Confirmations of Zoning				
		7	Planner review & comment on Subdivision Applications				
		8	CRINS Applications (Planner review & comment re telecommunications towers & related developments)				
9	Environmental Impact Assessment (EIA) Reviews (review & comment to Province, as needed (project specific))						

GMRSC - Operational Workplan 2014-2016 - DETAILS

<i>Service Category</i>	<i>Workplan Category</i>		<i>Services/Project</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	
		10	Updating databases re subdivisions plans approvals, documents approvals, variances, changes to zoning & Plan designations, Orders to Comply				
		11	Development Agreements, assist municipalities in preparation				
		12	initiate & coordinate Developer Assistance Committee (DAC) meetings				
		13	create maps re individual development applications (reports, public notification, presentations)				
		14	Miramichi & Blackville Zoning wall maps - informal office consolidation				
		15	GMRSC area wall maps, with Municipalities, LSDs, county & RSC boundaries				
		Member / PRAC Support	1	logistics & administrative support for regular PRAC meetings			
		(PS - 3)	2	orientation of new Planning Review & Adjustment Committee (PRAC) members (as appointment terms expire/change)			
	3		prepare monthly reports on planning & development activities				
	4		Info Sessions to PRAC- specific topics (e.g. new ARC GIS system)				
	5		Procedure By-law & policy - updates & revisions				
	6		Info Sessions to RSC Board- specific topics				
		Long-range Planning & Projects (Policy & Projects)	1	Miramichi Zoning By-law - "housekeeping" review/amendments (incl. incorporate LIDAR & floodplain mapping into GIS mapping AND review zones and zoning regulations re flood risk assessment and climate change , AND construction & demolition waste dumpsite & open pits etc.)			

GMRSC - Operational Workplan 2014-2016 - DETAILS

<i>Service Category</i>	<i>Workplan Category</i>		<i>Services/Project</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
	(PS - 4)	2	Blackville Rural Plan-Comprehensive Review	●		
		3	Doaktown Rural Plan - Selected Review (e.g. fees & fishing camps)	●		
		4	Upper Miramichi Rural Plan (First) - Research, Drafting & Public Consultation	▲	●	
		5	participate in provincial discussion regarding regional planning	●		
		6	research for preparation of Regional Plan		▲	●
		7	Water Supply Assessment -policy update	●		
		8	Application forms- update/reformat	●		
		9	switch/Implement new GIS system (ARCGIS) (incl. data import & "cleaning", add new data streaming links, system formatting to improve user-friendliness)	●	~	~
		10	attend, make presentations to, coordinate Inter-Agency meetings (semi-annual)	●	●	●
		11	Miramichi & Blackville Subdivision By-law - Review	●		
		12	Doaktown Subdivision By-law - Review		●	
		13	develop new Subdivision By-law - Upper Miramichi		●	
		Administration/Management/Professional Development (PS - 5)	1	train a new "back-up" Development Officer for subdivision application & documents approvals	●	●
2			assess needs & outsource development of Application intake & status tracking Database	●	●	
3			Human Resources Manual-staff committee to review & revise	●		
4			assist in drafting & preparation of Annual Report	●	●	●

GMRSC - Operational Workplan 2014-2016 - DETAILS

<i>Service Category</i>	<i>Workplan Category</i>		<i>Services/Project</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>		
		5	Records Management - update/re-organize digital archiving system & procedures	●	●			
		6	Records Management - annual archiving & destruction of hard copy & digital "Planning Services" records	●	●	●		
		7	Records Management - archiving 5-year backlog of "Planning" hard-copy records	●				
		8	Internal Policy/Procedures Manual	●				
		9	Junior Planner training - CIP Ethics course, NB Property Law	●				
		10	GIS Specialist training - ESRI Canada conference (Atlantic Region)	●				
		11	Planning Services Manager - professional development (APA annual conference)	●				
		12	participate in Planning Directors meetings	~	~	~		
		13	planning staff participation in NB Association of Planners & Canadian Institute of Planners Continuous Professional Learning events	~	~	~		
		14	renew annually "Planning & Building Inspection Services Agreements" with 4 member municipalities	●	●	●		
		15	training Office Administrator on PRAC meeting support	●				
			Public Relations & Education	1	major revision/update to content & format of Planning Service website, including addition of portals designed for major clients groups & types of development	●		
			(PS - 6)	2	Monthly Media releases on selected topics, incl. use of social media	~	~	~
				3	Info Pamphlets on selected topics	●		
		4	Corporate presentations- revamp & standardization	●				
		5	info booth at Miramichi Spring Lifestyles Show	●				

GMRSC - Operational Workplan 2014-2016 - DETAILS

<i>Service Category</i>	<i>Workplan Category</i>		<i>Services/Project</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
	Corporate Support - Solid Waste (PS - 6)	1	Mapping - solid waste collection routes, blue box locations	●	●	

Appendix C – RSC5 2013 Financial Statement

REGIONAL SERVICE COMMISSION 5

FINANCIAL STATEMENTS

FOR THE YEAR ENDED
DECEMBER 31, 2013



REGIONAL SERVICE COMMISSION 5

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To the Financial Statements

For the year ended December 31, 2013

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Statement of Operations	3.
Statement of Financial Position	4.
Statement of Changes in Net Assets	5.
Statement of Cash Flow	6.
Notes to the Financial Statements	7 - 20.

REGIONAL SERVICE COMMISSION 5
Financial Statements
Year ended December 31, 2013

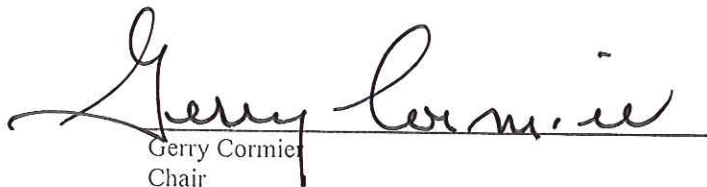
Management's Responsibility for the Financial Statements

The accompanying financial statements of the Regional Service Commission 5 (the "Commission") are the responsibility of the Commission's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of The Canadian Institute of Chartered Accountants. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Commission's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The board of directors and management review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by Allen, Paquet & Arseneau, LLP, independent external auditors appointed by the Commission. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Commission's financial statements.



Gerry Cormier
Chair



Wilson Bell
Executive Director



Partners / Associés
David L. Allen, C.A.
Yves Arseneau, C.A.
Tony Babin, C.A.
Alvin Bell, C.A.
Alain Pitre, C.C.A.

829-1 King George Highway
Miramichi, NB
E1V 1P9

2.

INDEPENDENT AUDITORS' REPORT

To the Directors of
Regional Service Commission 5

Report on the Financial Statements

We have audited the accompanying financial statements of the Regional Service Commission 5, which comprise the statement of financial position as at December 31, 2013, and January 1, 2013, and the statement of operations, change in net assets and cash flow for the year ended December 31, 2013, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

The Commission is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as the Commission determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commission, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Regional Service Commission 5 as at December 31, 2013 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles as outlined in the Public Sector Accounting (PSA) Handbook.

Miramichi, NB

May 13, 2014

Allen, Paquet & Arseneau LLP

Chartered Accountants

829-1 King George Highway
Miramichi, NB
E1V 1P9

270, av. Douglas Ave
C.P. / P.O. Box 482
Bathurst, NB E2A 3Z4

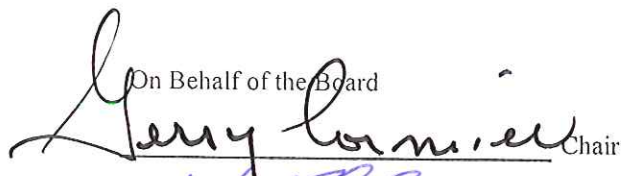
207, rue Roseberry Street
C.P. / P.O. Box 519
Campbellton, NB E3N 3G9

REGIONAL SERVICE COMMISSION 5**Statement of Operations****For the year ended December 31**

	2013	2013
	(Unaudited) Budget Note 12	Actual
REVENUE		
Co-operative and Regional Planning	\$ 35,709	\$ 36,576
Corporate Services	-	4,000
Local Planning Services	743,602	744,200
Solid Waste Services	1,713,689	1,602,924
	<hr/> 2,493,000	<hr/> 2,387,700
EXPENDITURES		
Co-operative and Regional Planning	5,000	-
Corporate Services	153,543	131,541
Local Planning Services	693,887	646,918
Solid Waste Services	1,678,680	1,481,942
	<hr/> 2,531,110	<hr/> 2,260,401
ANNUAL SURPLUS (DEFICIT)	\$ (38,110)	\$ 127,299
ACCUMULATED SURPLUS, Beginning of Year		952,241
ACCUMULATED SURPLUS, End of Year		\$ 1,079,540

REGIONAL SERVICE COMMISSION 5
Statement of Financial Position

As at	December 31, 2013	January 1, 2013
FINANCIAL ASSETS		
Cash and Short Term Investments (Note 3)	\$ 1,039,669	\$ 792,093
Accounts Receivable	132,981	138,268
Due from Federal Government	39,554	53,280
	\$ 1,212,204	\$ 983,641
LIABILITIES		
Accounts Payable and Accrued Liabilities	106,207	146,826
Due to Members	147,735	31,107
Deferred Revenue	-	28,500
Bid Bond Payable	21,773	21,773
Post Employment Benefits, Compensated Absences and Termination Benefits Payable (Note 7)	66,513	20,875
	342,228	249,081
NET ASSETS	\$ 869,976	\$ 734,560
NON-FINANCIAL ASSETS		
Tangible Capital Assets (Note 8)	668,560	663,039
Accumulated Amortization	(462,822)	(450,075)
	205,738	212,964
Prepaid Insurance	3,826	4,717
	209,564	217,681
ACCUMULATED SURPLUS	\$ 1,079,540	\$ 952,241

On Behalf of the Board
 Chair

 Executive Director

REGIONAL SERVICE COMMISSION 5**Statement of Change in Net Assets****For the year ended December 31****2013**

Annual Surplus, Before Restatement	\$	127,299
Acquisition of Tangible Capital Assets		(5,521)
Amortization of Tangible Capital Assets		12,747
INCREASE IN NET ASSETS		135,416
NET ASSETS, Beginning of Year		734,560
NET ASSETS, End of Year	\$	869,976

REGIONAL SERVICE COMMISSION 5**Statement of Cash Flow****For the year ended December 31****2013**

OPERATING TRANSACTIONS

Annual Surplus	\$	127,299
Amortization of Tangible Capital Assets		12,747
Accounts Receivable		5,287
Due from Federal Government		13,726
Prepaid Insurance		891
Post Employment Benefits, Compensated Absences and Termination Benefits Payable		45,638
Accounts Payable and Accrued Liabilities		(40,619)
Deferred Revenue		(28,500)
Due to Members		116,628
		<hr/> 253,097

CAPITAL TRANSACTIONS

Acquisition of Tangible Capital Assets		(5,521)
--	--	---------

NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS 247,576**CASH AND CASH EQUIVALENTS, Beginning of Year** 792,093**CASH AND CASH EQUIVALENTS, End of Year** \$ 1,039,669

1. PURPOSE OF THE ORGANIZATION

The Regional Service Commission 5 is a restructured entity, which is a combination of the Miramichi Planning District Commission and the Northumberland Solid Waste Commission. The restructuring was performed to increase the opportunities for New Brunswick communities to work together on regional issues with increased decision-making power and greater accountability to taxpayers. The Regional Service Commission 5 will provide: regional planning, local planning, solid waste management, regional policing collaboration, regional emergency measures planning and regional sport, recreational and cultural infrastructure planning and cost-sharing. The commission operates as a not-for-profit organization and is exempt from taxes under the Income Tax Act.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Commission are the representations of management prepared in accordance with Canadian generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

The focus of PSA financial statements is on the financial position of the Commission and the changes thereto. The Statement of Financial Position includes all of the assets and liabilities of the Commission.

Significant aspects of the accounting policies adopted by the Commission are as follows:

(a) Reporting Entity

The financial statements reflect the assets, liabilities, revenues, expenditures and changes in net assets and cash flows of the Commission.

Interdepartmental and organizational transactions and balances are eliminated.

(b) Budget

The budget figures contained in these financial statements were approved by the interim Board on November 6, 2012.

(c) Revenue Recognition

Unrestricted revenue is recorded on an accrual basis and is recognized when collection is reasonably assured. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Other revenue is recorded when it is earned.

(d) Use of Estimates

The preparation of the financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary, they are reported in earnings in the period in which they become known. Actual results may differ from those estimates.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) Financial Instruments

The Commission's financial instruments consist of cash, short-term investments, accounts receivable, and accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the Commission is not exposed to significant interest, currency or credit risk arising from these financial instruments. The fair value of these financial instruments approximates their carrying values, unless otherwise noted.

(f) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, balances with banks and short term deposits.

(g) Tangible Capital Assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost of the tangible capital asset is amortized on a straight line basis over the estimated useful life as follows:

	<u>Years</u>
Land: All land owned by the Commission, including land under buildings.	N/A
Buildings: All buildings owned by the Commission, as single assets.	40 years
Equipment: Includes recycling bins and other non-office equipment.	5 years
Paving: Paving of parking lot at the Solid Waste Services office.	20 years
Leasehold Improvements: Costs to renovate, modify or improve leased Local Planning Services' office.	Over lease term
Office Equipment: Includes desks, chairs, file cabinets, furniture and similar assets.	5 years
Computer Hardware and Software: Includes personal computers, monitors, laptops, printers, servers and similar assets.	5 years

The Commission has a capitalization threshold of \$2,500. Any item purchased under this threshold is recorded as an expense in the year the item is acquired.

All grants, donations from subdivision developers and other third party contributions are recorded as income in the year the expenditure for the capital asset is incurred. The full cost of the asset is capitalized during the year the asset is substantially complete and put into use.

REGIONAL SERVICE COMMISSION 5

Notes to the Financial Statements

For the year ended December 31, 2013

2. SIGNIFICANT ACCOUNTING POLICIES (continued)**(h) Segmented Information**

The Commission is a diversified service unit that provides a wide range of services to its residents. For management reporting purposes, the Commission's operations and activities are organized and reported by function. This presentation was created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. Commission services are provided by departments as follows:

Corporate Services

This department is responsible for the overall governance and financial administration of the Commission. This includes board functions, general and financial management, legal matters and compliance with legislation as well as member relations.

Co-operative and Regional Planning

This department is responsible for the development of a Regional Plan to better coordinate and manage development and land use within the region. The strategies undertaken will focus on sustainable development practices that encourage coordination between communities, which influence and guide the location of significant infrastructure, and that enhance coordination of commercial / industrial development. Regional Plans will also serve as an important tool in better managing, protecting and harmonizing urban and rural landscapes and resources.

Local Planning

This department is responsible for providing land use planning services to all municipalities and local service districts in its territory. This function includes the development of rural plans, the administration and enforcement of the plans, the issuance of building permits, conducting building inspections and the approval of subdivisions. The Commission will encourage Local Service Districts to develop common integrated plans, where possible and appropriate.

Solid Waste Management

This department provides solid waste disposal services to the Municipalities, Rural Communities and Local Service Districts within the region. This includes coordination of various recycling programs, the handling of hazardous waste and the promotion of composting.

3. CASH

	2013	2012
Term Deposits (Restricted)	\$ 916,632	\$ 709,368
Term Deposits (Unrestricted)	84,402	21,773
Cash (Unrestricted)	38,635	60,952
	<u>\$ 1,039,669</u>	<u>\$ 792,093</u>

4. DUE FROM FEDERAL GOVERNMENT

	2013	2012
Canada Revenue Agency (HST Refund)	\$ 39,554	\$ 53,280

5. BID BOND PAYABLE

In 2012, the Commission awarded a contract for the operation and maintenance of recycling depots throughout Northumberland County in New Brunswick. The successful contractor had to issue a tender deposit in the amount of \$21,773, which the Commission will return upon successful completion of the contract.

6. COMMITMENTS

The Commission has outstanding lease commitments for the location of its local planning services premises. The lease payments for 2014 will be \$3,028 per month, increasing 3% annually, until March 31, 2019.

7. POST EMPLOYMENT BENEFITS, COMPENSATED ABSENCES AND TERMINATION BENEFITS

Employees are eligible for a one-time payment in recognition of years of services to the Commission. A permanent employee that has reached the age of 60 years or a combination of age and years of service equal to 75 years; are entitled at the time of retirement to a payment equal to one weeks wage for every year of service. The payment is calculated based on the salary for the last full year of service. Alternatively, in the event that the employee is terminated, the Commission will provide severance in the amount of two or three weeks per year of service depending on amount of years worked for the Commission up to a maximum of 6 to 18 months. The Commission provides sick leave that accumulates at 1.25 or 1.5 days per month for all employees (varies depending on employment agreement) other than contract employees. Employees can accumulate a maximum of 120 or 260 sick leave days (varies depending on employment agreement). An employee can take a leave with pay for an amount of time equal to the accumulated sick leave. There is no monetary compensation for unused sick leave when an employee ceases to be employed with the Commission.

An actuarial valuation of severance in accordance with PSA 3255 has been completed. An actuarial method was applied to determine the expected usage, and there was an attempt to perform a valuation based on assumptions about future events such as interest rates, wage and salary increases, and employee turnover or retirement. The assumptions used reflect the Commission's best estimates.

The following summarizes the significant assumptions in the valuation:

- annual salary increase is 2%;
- the discount rate used to determine the accrued benefit obligation is 3.75%;
- retirement age is 63;
- annual turnover rate is 0.8%

The estimated liability was \$66,513 on December 31, 2013.

REGIONAL SERVICE COMMISSION 5
Notes to the Financial Statements
For the year ended December 31, 2013

8. SCHEDULE OF TANGIBLE CAPITAL ASSETS

	Land	Paving	Buildings	Equipment	Office Equipment	Leasehold Improvements	Computer Equipment	2013 Total
COST								
Balance, Beginning of Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Add: Assets transferred by ministerial order	48,568	21,878	170,834	331,038	18,500	49,772	22,449	663,039
Add: Assets purchased during the year	-	-	-	-	-	-	5,521	5,521
BALANCE, END OF YEAR	48,568	21,878	170,834	331,038	18,500	49,772	27,970	668,560
ACCUMULATED AMORTIZATION								
Balance, Beginning of Year	-	7,658	51,252	331,038	18,500	23,847	17,780	450,075
Add: Amortization during the Year	-	1,094	4,271	-	-	4,148	3,234	12,747
BALANCE, END OF YEAR	-	8,752	55,523	331,038	18,500	27,995	21,014	462,822
NET BOOK VALUE OF CAPITAL ASSETS	\$ 48,568	\$ 13,126	\$ 115,311	\$ -	\$ -	\$ 21,777	\$ 6,956	\$ 205,738

REGIONAL SERVICE COMMISSION 5
Notes to the Financial Statements
For the year ended December 31, 2013

9. SCHEDULE OF SEGMENT DISCLOSURE

	Corporate Services	Co-operative and Regional Planning	Local Planning Services	Solid Waste Services	2013
REVENUES					
Member Charges	\$ -	\$ 35,708	\$ 743,602	\$ 909,514	\$ 1,688,824
Revenues from Other Sources	-	-	-	679,156	679,156
Other Revenues	-	606	598	7,602	8,806
Government Transfers	4,000	262	-	6,652	10,914
	4,000	36,576	744,200	1,602,924	2,387,700
EXPENDITURES					
Governance	13,424	-	-	-	13,424
Administration	108,978	-	61,503	74,942	245,423
Other Administrative Services	9,139	-	90,945	61,436	161,520
Planning and Inspection Services	-	-	492,417	-	492,417
Public Education	-	-	-	2,198	2,198
Operations	-	-	-	1,343,142	1,343,142
Fiscal Services	-	-	2,053	224	2,277
	131,541	-	646,918	1,481,942	2,260,401
SURPLUS (DEFICIT)	\$ (127,541)	\$ 36,576	\$ 97,282	\$ 120,982	\$ 127,299

REGIONAL SERVICE COMMISSION 5
Notes to the Financial Statements
For the year ended December 31, 2013

10. RECONCILIATION OF ANNUAL SURPLUS (DEFICIT)

	Capital Fund	Operating Fund	Capital Reserve Fund	Operating Reserve Fund	Total
2013 ANNUAL SURPLUS (DEFICIT)	\$ (12,747)	\$ 132,782	\$ 7,264	\$ -	\$ 127,299
Adjustments to Annual Surplus (Deficit) for Funding Requirements					
Second Previous Year's Surplus	-	25,363	-	-	25,363
Transfers Between Funds	-	(200,000)	-	200,000	-
Transfer Elimination	12,747	-	-	-	12,747
Amortization Expense	-	-	-	-	-
Change in amount recorded under Post Employment Benefits, Compensated Absences and Termination Benefits	-	45,638	-	-	45,638
Total Adjustments to 2013 Annual Surplus (Deficit)	12,747	(128,999)	-	200,000	83,748
2013 ANNUAL FUND SURPLUS (DEFICIT)	\$ -	\$ 3,783	\$ 7,264	\$ 200,000	\$ 211,047

REGIONAL SERVICE COMMISSION 5
Notes to the Financial Statements
For the year ended December 31, 2013

11. STATEMENT OF RESERVES

	Capital Reserve Fund	Operating Reserve Fund	Total 2013
ASSETS			
Cash	\$ 716,632	\$ 200,000	\$ 916,632
ACCUMULATED SURPLUS	\$ 716,632	\$ 200,000	\$ 916,632
REVENUE			
Interest	\$ 7,264	\$ -	\$ 7,264
Transfer from Operating Fund	\$ -	\$ 200,000	\$ 200,000
ANNUAL SURPLUS (DEFICIT)	\$ 7,264	\$ 200,000	\$ 207,264

Board of Directors Resolution regarding transfers to and from reserves:

Resolved, that in accordance with our intentions to transfer our surplus for the year ended December 31, 2013, it was moved that \$200,000 be transferred from the Operating Fund to the Operating Reserve Fund..

Moved: R. Hallihan
 Seconded: E. Bowes

Wilson Bell _____ Date
 Executive Director

REGIONAL SERVICE COMMISSION 5
Notes to the Financial Statements
For the year ended December 31, 2013

12. OPERATING BUDGET TO PSA BUDGET

	Operating Budget General	Amortization	Transfers	Total
REVENUE				
Co-operative and Regional Planning	\$ 35,709	\$ -	\$ -	\$ 35,709
Local Planning Services	743,602	-	-	743,602
Solid Waste Services	1,713,689	-	-	1,713,689
Surplus - Second Previous Year	25,363	-	(25,363)	-
	2,518,363	-	(25,363)	2,493,000
EXPENDITURES				
Co-operative and Regional Planning	5,000	-	-	5,000
Corporate Services	153,543	-	-	153,543
Local Planning Services	687,057	6,830	-	693,887
Solid Waste Services	1,672,763	5,917	-	1,678,680
	2,518,363	12,747	-	2,531,110
SURPLUS (DEFICIT)	\$ -	\$ (12,747)	\$ (25,363)	\$ (38,110)

REGIONAL SERVICE COMMISSION 5

Notes to the Financial Statements

For the year ended December 31, 2013

13. REVENUE AND EXPENDITURES SUPPORT

	(Unaudited) 2013 Budget	2013 Actual
REVENUE		
<u>Co-operative and Regional Planning</u>		
<i>Member Charges</i>		
City of Miramichi	\$ 18,307	\$ 18,306
Local Service Districts	13,846	13,846
Upper Miramichi	1,951	1,951
Village of Blackville	798	798
Village of Doaktown	807	807
Government Transfers	-	262
Other	-	606
	<u>\$ 35,709</u>	<u>\$ 36,576</u>
<u>Corporate Services</u>		
Government Transfers	\$ -	\$ 4,000
<u>Local Planning Services</u>		
<i>Member Charges</i>		
City of Miramichi	\$ 418,256	\$ 418,256
Local Service Districts	257,560	257,560
Upper Miramichi	35,401	35,401
Village of Blackville	14,097	14,097
Village of Doaktown	18,288	18,288
Interest	-	598
	<u>\$ 743,602</u>	<u>\$ 744,200</u>
<u>Solid Waste Services</u>		
<i>Member Tipping Fees</i>		
City of Miramichi	\$ 502,928	\$ 436,474
Local Service Districts	396,921	382,180
Upper Miramichi	50,984	46,626
Village of Blackville	31,256	24,312
Village of Doaktown	25,724	19,922
	<u>1,007,813</u>	<u>909,514</u>
<i>Revenue from Other Sources</i>		
Tipping Fees from Other Sources	705,876	670,424
Recycling	-	5,101
Special Waste	-	2,901
Other Operational Revenue	-	730
Government Transfers	-	6,652
Interest	-	7,602
	<u>705,876</u>	<u>693,410</u>
	<u>\$ 1,713,689</u>	<u>\$ 1,602,924</u>
	<u>\$ 2,493,000</u>	<u>\$ 2,387,700</u>

REGIONAL SERVICE COMMISSION 5
Notes to the Financial Statements
For the year ended December 31, 2013

13. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2013 Budget	2013 Actual
EXPENDITURES		
<u>Corporate Services</u>		
<i>Governance</i>		
Honorariums	\$ 3,750	\$ 6,259
Travel	2,950	2,943
Training and Development	-	3,115
Meetings and Translation	6,000	1,107
	12,700	13,424
<i>Administration</i>		
Salaries and Benefits	110,343	83,108
Travel	5,000	4,794
External Audit Fees	5,000	14,480
External Accounting Fees	5,000	6,566
Other Financial Management	-	30
	125,343	108,978
<i>Other Administrative Services</i>		
Liability Insurance	6,000	3,099
Professional Services	-	3,498
Legal Services	4,000	-
Office Supplies	2,500	1,283
Printing and Copying	1,000	-
Telecommunications	1,000	-
Professional Dues	1,000	1,259
	15,500	9,139
	\$ 153,543	\$ 131,541

REGIONAL SERVICE COMMISSION 5**Notes to the Financial Statements****For the year ended December 31, 2013**

13. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2013 Budget	2013 Actual
EXPENDITURES (continued)		
<u>Local Planning Services</u>		
<i>Administration</i>		
Salaries and Benefits	\$ 129,457	\$ 55,436
Travel	6,625	5,907
Training and Development	5,000	23
Other	-	137
	141,082	61,503
<i>Other Administration Services</i>		
Amortization	6,830	6,830
Advertising	3,000	776
Liability Insurance	-	1,361
Professional Services	-	11,662
Office Building	42,000	35,923
Office Supplies	7,000	8,391
Printing and Copying	1,200	4,660
Telecommunications	9,000	11,883
Janitorial	-	5,434
Electricity	-	3,226
Conference and Memberships	2,500	799
	71,530	90,945
<i>Planning and Inspection Services</i>		
Salaries and Benefits	439,322	461,280
Travel	19,875	15,452
Training and Development	-	4,977
Maps and Reference Material	500	218
Geographic Information System	5,000	1,521
Advertising	-	808
Plan Review and Adjustment Committee	11,628	7,988
Other	4,950	173
	481,275	492,417
<i>Fiscal Services</i>		
Bank Service Charges	-	2,053
	-	2,053
	\$ 693,887	\$ 646,918

REGIONAL SERVICE COMMISSION 5
Notes to the Financial Statements
For the year ended December 31, 2013

13. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited)	
	2013 Budget	2013 Actual
EXPENDITURES (continued)		
<u>Solid Waste Services</u>		
<i>Administration</i>		
Salaries and Benefits	\$ 82,610	\$ 73,332
Travel	6,000	1,538
Training and Development	1,000	-
Other	1,000	72
	90,610	74,942
<i>Other Administration Services</i>		
Advertising	49,690	51,645
Professional Services	-	2,484
Office Building	-	373
Office Supplies	3,700	1,887
Printing and Copying	100	112
Telecommunications	4,400	4,047
Translation	2,000	888
	59,890	61,436
<i>Public Education</i>		
Advertising	800	1,546
Travel	-	640
Governance Solid Waste	3,876	12
	4,676	2,198
<i>Operations</i>		
Amortization	5,917	5,917
Tipping Fees	1,098,613	1,026,150
Repairs and Maintenance	9,000	3,909
Electricity	6,350	4,580
Janitorial	-	1,688
Insurance	9,702	5,511
Property Taxes	13,954	12,125
Compost Program	5,500	2,537
Other	-	123
	1,149,036	1,062,540
<i>Waste Diversion</i>		
Personnel	21,892	22,506
Recycling	48,517	37,052
Collection	194,067	146,856
Equipment Maintenance	30,000	207
Solid Material Recovery Facility	10,000	6,762
	304,476	213,383

REGIONAL SERVICE COMMISSION 5

Notes to the Financial Statements

For the year ended December 31, 2013

13. REVENUE AND EXPENDITURES SUPPORT (continued)

	(Unaudited) 2013 Budget	2013 Actual
EXPENDITURES (continued)		
Solid Waste Services (continued)		
<i>Hazardous Household Waste</i>		
Personnel	21,892	22,506
Collection	32,100	7,970
Disposal	-	27,682
Other	14,000	9,061
	<hr/>	<hr/>
	67,992	67,219
	<hr/>	<hr/>
<i>Fiscal Services</i>		
Bank Service Charges	1,000	224
Bad Debts	1,000	-
	<hr/>	<hr/>
	2,000	224
	<hr/>	<hr/>
	\$ 1,678,680	\$ 1,481,942

Appendix D – Building Permits Activity Tables

Table 16: Building Permits Issued - City of Miramichi

Type of Permits	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
RESIDENTIAL										
Single Unit Dwellings	28	36	31	36	33	44	45	30	23	33
Multiple Unit Dwellings	1	1	1	1	1	0	0	0	2	2
Mini/Mobile Homes	19	14	12	16	20	7	9	12	8	5
Other Improvements	85	105	141	107	107	139	127	100	106	101
Total	133	156	185	160	161	190	181	142	139	141
COMMERCIAL										
New Construction	11	8	9	10	3	4	4	7	9	4
Renovations	17	29	31	37	37	47	29	42	17	26
Total	28	37	40	47	40	51	33	49	26	30
INDUSTRIAL										
New Construction	4	4	3	1	2	1	1	3	19	0
Renovations	4	5	5	4	3	10	4	2	0	1
Total	8	9	8	5	5	11	5	5	19	1
INSTITUTIONAL										
New Construction	5	2	0	5	0	0	1	0	5	1
Renovations	5	4	12	10	5	5	4	4	1	6
Total	10	6	12	15	5	5	5	4	6	7
SIGNS	33	42	30	35	24	22	16	9	17	13
TOTALS	212	250	275	262	235	279	240	209	207	192

Table 17: Building Permits Issued - Village of Blackille

Type of Permits	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
RESIDENTIAL										
Single Unit Dwellings						3	6	2	1	2
Multiple Unit Dwellings							0	0	0	0
Mini/Mobile Homes						3	1	0	0	1
Other Improvements						5	7	5	2	4
Total	0	0	0	0	0	11	14	7	3	7
COMMERCIAL										
New Construction						0	0	0	0	1
Renovations						1	1	0	0	0
Total	0	0	0	0	0	1	1	0	0	1
INDUSTRIAL										
New Construction						0	0	0	0	1
Renovations						0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	1
INSTITUTIONAL										
New Construction						1	0	0	0	1
Renovations						0	0	0	0	0
Total	0	0	0	0	0	1	0	0	0	1
SIGNS						1	0	1	0	0
TOTALS	0	0	0	0	0	14	15	8	3	10

Table 20: Building Permits Issued - Unincorporated

Type of Permits	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
RESIDENTIAL										
Single Unit Dwellings	61	59	46	57	42	49	52	44	17	31
Multiple Unit Dwellings						0	0	0	0	0
Mini/Mobile Homes	34	43	26	30	25	16	25	23	10	19
Cottages	26	39	25	15	10	11	13	5	18	16
Other Improvements	119	87	111	94	93	88	122	101	73	64
Total	240	228	208	196	170	164	212	173	118	130
COMMERCIAL										
Construction	8	14	9	12	10	10	13	11	8	9
INDUSTRIAL										
Construction	0	4	0	1	25	6	0	8	11	0
INSTITUTIONAL										
Construction	2	4	1	1	1	3	2	3	6	1
SIGNS	4	1	0	4	4	9	2	2	8	1
TOTALS	254	251	218	214	210	192	229	197	151	141

Table 22: Building Permit Values - City of Miramichi

Type of Permits	2009	2010	2011	2012	2013
RESIDENTIAL					
Single Unit Dwellings	6,684,597	7,012,989	4,433,800	3,968,460	4,902,734
Multiple Unit Dwellings	0	0	0	2,197,014	2,720,000
Mini/Mobile Homes	395,800	654,357	648,000	449,000	114,500
Other Improvements	1,300,690	1,247,634	1,100,309	1,821,040	1,324,454
Total	8,381,087	8,914,980	6,182,109	8,435,514	9,061,688
COMMERCIAL					
New Construction	2,637,735	925,000	2,485,400	3,973,590	505,000
Renovations	3,835,644	1,879,657	2,449,810	2,247,500	11,021,357
Total	6,473,379	2,804,657	4,935,210	6,221,090	11,526,357
INDUSTRIAL					
New Construction	4,000,000	20,000	333,000	113,000	0
Renovations	966,785	40,000	288,000	0	179,000
Total	4,966,785	60,000	621,000	113,000	179,000
INSTITUTIONAL					
New Construction	0	10,000	0	2,546,003	679,000
Renovations	573,600	1,229,000	134,700	1,014,000	4,061,238
Total	573,600	1,239,000	134,700	3,560,003	4,740,238
SIGNS	76,573	102,733	69,550	91,850	167,865
TOTALS	\$20,471,424	\$13,121,370	\$11,942,569	\$18,421,457	\$25,675,148

Table 23: Building Permit Values - Village of Blackville

Type of Permits	2009	2010	2011	2012	2013
RESIDENTIAL					
Single Unit Dwellings	275,265	708,900	346,000	110,000	145,200
Multiple Unit Dwellings		0	0	0	0
Mini/Mobile Homes	178,000	22,000	0	0	72,122
Other Improvements	30,500	212,000	75,300	100,000	108,800
Total	483,765	942,900	421,300	210,000	326,122
COMMERCIAL					
New Construction	0	0	0	0	15,400
Renovations	30,000	3,400	0	0	0
Total	30,000	3,400	0	0	15,400
INDUSTRIAL					
New Construction	0	0	0	0	187,000
Renovations	0	0	0	0	0
Total	0	0	0	0	187,000
INSTITUTIONAL					
New Construction	860,000	0	0	0	1,100,000
Renovations	0	0	0	0	0
Total	860,000	0	0	0	1,100,000
SIGNS	16,000	0	5,000	0	0
TOTALS	\$1,389,765	\$946,300	\$426,300	\$210,000	\$1,628,522

Table 24: Building Permit Values - Village of Doaktown					
Type of Permits	2009	2010	2011	2012	2013
RESIDENTIAL					
Single Unit Dwellings					0
Multiple Unit Dwellings					0
Mini/Mobile Homes					0
Other Improvements					7,500
Total	0	0	0	0	7,500
COMMERCIAL					
New Construction					39,612
Renovations					0
Total	0	0	0	0	39,612
INDUSTRIAL					
New Construction					0
Renovations					0
Total	0	0	0	0	0
INSTITUTIONAL					
New Construction					365,000
Renovations					0
Total	0	0	0	0	365,000
SIGNS					0
TOTALS	\$0	\$0	\$0	\$0	\$412,112

Table 25: Building Permit Values - Rural Community of Upper Miramichi

Type of Permits	2009	2010	2011	2012	2013
RESIDENTIAL					
Single Unit Dwellings					404,400
Multiple Unit Dwellings					0
Mini/Mobile Homes					85,000
Other Improvements					169,300
Total	0	0	0	0	658,700
COMMERCIAL					
New Construction					0
Renovations					0
Total	0	0	0	0	0
INDUSTRIAL					
New Construction					0
Renovations					0
Total	0	0	0	0	0
INSTITUTIONAL					
New Construction					0
Renovations					1,000
Total	0	0	0	0	1,000
SIGNS					
					0
TOTALS	\$0	\$0	\$0	\$0	\$659,700

Table 26: Building Permit Values - Unincorporated

Type of Permits	2009	2010	2011	2012	2013
RESIDENTIAL					
Single Unit Dwellings	6,464,100	7,153,680	6,115,900	5,502,098	5,001,000
Multiple Unit Dwellings	0	0	0	0	0
Mini/Mobile Homes	528,960	1,150,500	1,311,040	1,356,200	1,405,302
Cottages	879,000	1,216,500	471,000	1,432,500	1,456,000
Other Improvements	1,488,200	1,856,500	1,388,140	1,812,550	1,193,036
Total	9,360,260	11,377,180	9,286,080	10,103,348	9,055,338
COMMERCIAL					
Construction	637,640	503,390	971,400	575,500	179,800
INDUSTRIAL					
Construction	4,659,000	0	1,771,645	635,000	0
INSTITUTIONAL					
Construction	4,779,500	98,095	607,000	20,063,332	240,000
SIGNS	37,307	1,200	125	18,070	25,000
TOTALS	\$19,473,707	\$11,979,865	\$12,636,250	\$31,395,250	\$9,500,138

Appendix E – Planning/Subdivision Applications/Files Activity Tables

TABLE 27

Planning Applications City of Miramichi	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Plan Amendments	1	1	5	2	0	3	1	1	0	1
Rezoning	3	1	7	3	0	3	1	4	2	2
Variations (Total)	11	12	17	22	31	18	15	14	26	20
Variations (DO)						8	9	12	12	13
Variations (PRAC)						10	6	2	14	7
Total	15	14	29	27	31	42	32	33	54	43

TABLE 28

Planning Applications Village of Blackville	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Rural Plan Amendments / Rezoning					0	0	0	0	1	1
Variations (Total)					3	3	2	0	2	0
Variations (DO)						1	1	0	1	0
Variations (PRAC)						2	1	0	1	0
Total	0	0	0	0	3	6	4	0	5	1

TABLE 29

Planning Applications Village of Doaktown	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Rural Plan Amendments / Rezoning										1
Variations (Total)										3
Variations (DO)										3
Variations (PRAC)										0
Total	0	0	0	0	0	0	0	0	0	7

*Aqua cell denotes no data

TABLE 30

Planning Applications Rural Community of Upper Miramichi	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Rural Plan Amendments / Rezoning										
Variations (Total)										2
Variations (DO)										2
Variations (PRAC)										0
Total	0	0	0	0	0	0	0	0	0	4

TABLE 31

Planning Applications Unincorporated	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Variations (Total)	26	19	15	14	9	23	0	2	9	12
Variations (DO)										3
Variations (PRAC)										9
Total	26	19	15	14	9	23	0	2	9	24

TABLE 32

Administrative Applications/Files City of Miramichi	2009	2010	2011	2012	2013
Confirmations of Zoning	37	58	35	52	39
Zoning Compliances	3	0	2		0
Site Plan Reviews	19	12	21		17
Enforcement Files	8	5	4		2
Access Approvals	2	0	1	2	1
Other Documents	32	21	13	31	18
Total	101	96	76	85	77

*Aqua cell denotes no data

TABLE 33

Administrative Applications Village of Blackville	2009	2010	2011	2012	2013
Confirmations of Zoning	2	1	2	3	3
Zoning Compliances	0	0	0		0
Site Plan Reviews	2	0	0		1
Enforcement Files	2	4	0		0
Access Approvals	1	1	0	0	4
Other Documents	2	2	1	2	4
Total	9	8	3	5	12

TABLE 34

Administrative Applications/Files Village of Doaktown	2009	2010	2011	2012	2013
Confirmations of Zoning					2
Zoning Compliances					0
Site Plan Reviews					2
Enforcement Files					0
Access Approvals					0
Other Documents					0
Total	0	0	0	0	4

*Aqua cell denotes no data

TABLE 35

Administrative Applications/Files Rural Community of Upper Miramichi	2009	2010	2011	2012	2013
Confirmations of Zoning					3
Zoning Compliances					0
Site Plan Reviews					0
Enforcement Files					0
Access Approvals					0
Other Documents					3
Total	0	0	0	0	6

TABLE 36

Administrative Applications/Files Unincorporated	2009	2010	2011	2012	2013
Confirmations of Zoning	12	19	7	18	15
Zoning Compliances	0	0	0		0
Site Plan Reviews	0	0	1		2
Enforcement Files	0	0	11		0
Access Approvals	16	18	16	11	6
Other Documents	86	92	65	61	53
Total	114	129	100	90	76

*Aqua cell denotes no data

TABLE 37

Subdivision Applications in the Greater Miramichi Region	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
City of Miramichi	0	22	31	31	38	31	45	37	29	26
Blackville	0			7	3	2	4	2	3	4
Doaktown	0									2
Upper Miramichi	0									4
Unincorporated	0	100	91	96	84	72	81	80	69	50
Total	0	122	122	134	125	105	130	119	101	86

TABLE 38

New Lots Created in the Greater Miramichi Region	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
City of Miramichi	55	35	41	50	82	37	77	41	52	41
Blackville	0			12	9	2	5	4	5	6
Doaktown	0									2
Upper Miramichi	0									5
Unincorporated	0	152	118	135	123	114	106	88	105	65
Total	55	187	159	197	214	153	188	133	162	119

*Aqua cell denotes no data

Appendix F – Solid Waste Services Tables

TABLE 42: WASTE COLLECTION BY MUNICIPALITIES AND LSDs IN METRIC TONNES (MT)

RESIDENTIAL	2012 (mt)	2013 (mt)
Blackville	385.98	346.42
Doaktown	277.21	480.63
Miramichi	6,530.62	6,311.99
Néguac	508.17	RSC4
Rogersville	387.54	RSC6
Upper Miramichi	701.36	639.11
LSDs	7,078.71	5,473.11
Burnt Church	327.58	305.08
Red Bank	252.52	186.56
Eel Ground	183.60	197.39

TABLE 48: WASTE DIVERTED BY RECYCLING DEPOT LOCATION

Depot Locations	2012 (mt)*	2013 (mt)
Baie Ste-Anne	29.76	24.26
Blackville	27.16	22.59
Boiestown	26.11	24.27
Brantville	28.46	RSC4
Doaktown	34.62	22.60
Perfect Touch (Hwy 11)	36.83	28.22
Loggieville	19.04	15.80
NBCC	113.79	88.40
Néguac	59.42	RSC4
Nelson	57.83	44.01
SWS	47.26	44.72
Red Bank	26.21	20.78
Renous	24.90	18.70
Rogersville	50.20	36.93
Sobeys	88.94	81.76
Eel Ground	26.11	20.59
Superstore	109.28	85.48
Tabusintac	15.19	RSC4
Williamstown	new location	1.00
TOTAL mt	821.11	580.11