



EASTERN REGIONAL SERVICE BOARD
Financial Statements
Year Ended December 31, 2016



HARRIS RYAN



EASTERN REGIONAL SERVICE BOARD

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Year Ended December 31, 2016

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INDEPENDENT AUDITOR'S REPORT

To the Members of Eastern Regional Service Board

We have audited the accompanying financial statements of Eastern Regional Service Board, which comprise the statement of financial position as at December 31, 2016 and the statements of operations, changes in net financial assets, changes in accumulated surplus and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's 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 management, 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 qualified audit opinion.

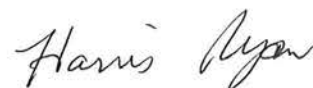
Basis for Qualified Opinion

Eastern Regional Service Board derives revenue from waste management fees, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of Eastern Regional Service Board. Therefore, we were not able to determine whether any adjustments might be necessary to waste management fee revenue, annual surplus, and cash flows from operations for the year ended December 31, 2016, current assets and net assets as at December 31, 2016.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Eastern Regional Service Board as at December 31, 2016 and the results of its operations and its cash flows for the years then ended in accordance with Public Sector Accounting Standards.

St. John's, Newfoundland and Labrador
May 11, 2017



CHARTERED PROFESSIONAL ACCOUNTANTS

EASTERN REGIONAL SERVICE BOARD
Statement of Financial Position
December 31, 2016

FINANCIAL ASSETS

Cash and cash equivalents	\$ 3,317,199	\$ 4,081,951
Accounts receivable (Note 3)	850,485	659,865
Harmonized sales tax recoverable	321,003	169,818
Guaranteed investment certificates	1,430,546	1,430,546
	5,919,233	6,342,180

LIABILITIES

Accounts payable (Note 5)	569,152	830,717
Employee deductions payable	-	32,761
Deferred income (Note 6)	1,313,472	2,544,758
Obligations under capital lease (Note 8)	388,905	513,944
	2,271,529	3,922,180

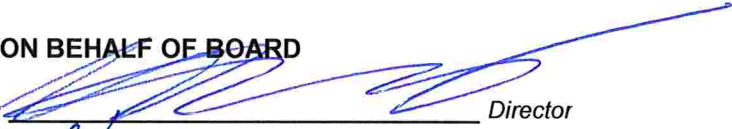
NET FINANCIAL ASSETS **3,647,704** **2,420,000**

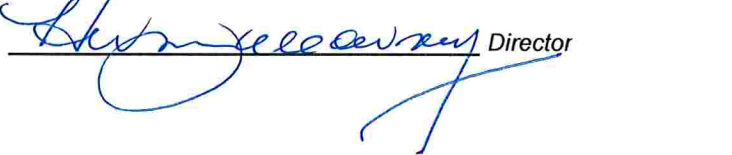
NON-FINANCIAL ASSETS

Inventory	-	-
Prepaid expenses	89,449	72,662
Tangible capital assets (Note 4)	4,685,888	4,629,325
	4,775,337	4,701,987

ACCUMULATED SURPLUS **\$ 8,423,041** **\$ 7,121,985**

ON BEHALF OF BOARD


 _____ Director


 _____ Director

EASTERN REGIONAL SERVICE BOARD
Statement of Changes in Accumulated Surplus
Year Ended December 31, 2016

	2016	2015
ACCUMULATED SURPLUS - BEGINNING OF YEAR	\$ 7,121,987	\$ 3,233,228
SURPLUS FOR THE YEAR	1,301,054	3,888,757
ACCUMULATED SURPLUS - END OF YEAR	\$ 8,423,041	\$ 7,121,985

EASTERN REGIONAL SERVICE BOARD
Statement of Changes in Net Financial Assets
Year Ended December 31, 2016

	2016	2015
ANNUAL SURPLUS	\$ 1,301,054	\$ 3,888,757
Amortization of tangible capital assets	935,311	731,972
Purchase of tangible capital assets	(991,871)	(3,737,313)
Proceeds on disposal of tangible capital assets	-	206,673
Loss on disposal of assets	-	28,658
Increase in prepaid expenses	(16,790)	(37,901)
	(73,350)	(2,807,911)
INCREASE IN NET FINANCIAL ASSETS	1,227,704	1,080,846
NET FINANCIAL ASSETS - BEGINNING OF YEAR	2,419,999	1,339,153
NET FINANCIAL ASSETS - END OF YEAR	\$ 3,647,703	\$ 2,419,999

EASTERN REGIONAL SERVICE BOARD**Statement of Operations**

Year Ended December 31, 2016

	Budget 2016	Total 2016	Total 2015
REVENUES			
Clarenville transfer station	\$ 554,320	\$ 480,098	\$ -
Government grants	-	240,522	382,831
Tipping fees	3,418,762	3,367,536	2,863,765
Waste management fees	5,140,365	5,219,708	4,061,491
Metals recycling revenue	35,000	51,698	103,307
Capital government grants	-	489,520	3,702,917
	9,148,447	9,849,082	11,114,311
OPERATING EXPENSES			
ADMINISTRATIVE EXPENSES (Schedule 1)	1,503,343	1,590,607	1,405,480
REGIONAL WASTE MANAGEMENT OPERATING EXPENSES (Schedule 2)	2,074,850	2,326,997	1,425,610
WASTE COLLECTION OPERATING EXPENSES (Schedule 3)	5,086,854	4,766,091	4,310,893
Transfer station- site development (Note 6)	-	243,140	236,817
Waste recovery facilities - site development (Note 6)	-	4,356	22,156
Waste site closures (Note 6)	-	-	108,791
	8,665,047	8,931,191	7,509,747
SURPLUS FROM OPERATIONS	483,400	917,891	3,604,564
OTHER INCOME			
Interest income	-	363,305	268,599
Miscellaneous revenue	-	19,858	15,594
	-	383,163	284,193
ANNUAL SURPLUS	\$ 483,400	\$ 1,301,054	\$ 3,888,757

See notes to financial statements

EASTERN REGIONAL SERVICE BOARD**Statement of Cash Flows****Year Ended December 31, 2016**

	2016	2015
OPERATING ACTIVITIES		
Surplus	\$ 1,301,054	\$ 3,888,757
Items not affecting cash:		
Amortization of tangible capital assets	935,311	731,972
Loss on disposal of tangible capital assets	-	28,658
	2,236,365	4,649,387
Changes in non-cash working capital:		
Accounts receivable	(190,620)	(269,539)
Accounts payable	(261,568)	(734,943)
Prepaid expenses	(16,787)	(37,900)
Harmonized sales tax payable	(151,185)	466,106
Employee deductions payable	(32,761)	30,862
	(652,921)	(545,414)
Cash flow from operating activities	1,583,444	4,103,973
INVESTING ACTIVITIES		
Purchase of tangible capital assets	(991,871)	(3,737,313)
Proceeds on disposal of tangible capital assets	-	206,673
Deferred income	(1,231,286)	(2,275,868)
Guaranteed investment certificates	-	(1,430,546)
Cash flow used by investing activities	(2,223,157)	(7,237,054)
FINANCING ACTIVITY		
Repayment of obligations under capital lease	(125,039)	(118,890)
Cash flow used by financing activity	(125,039)	(118,890)
DECREASE IN CASH FLOW	(764,752)	(3,251,971)
Cash - beginning of year	4,081,951	7,333,922
CASH - END OF YEAR	\$ 3,317,199	\$ 4,081,951

See notes to financial statements

EASTERN REGIONAL SERVICE BOARD

Notes to Financial Statements

Year Ended December 31, 2016

1. DESCRIPTION OF OPERATIONS

The Eastern Regional Service Board (the "organization") was established in September of 2011 by the Province of Newfoundland under the authority of the Regional Services Board Act, 2012. The Board has been given the mandate to modernize the waste management system in the region, develop regional fire protection and work with several clusters of communities to improve drinking water and waste water treatment under the Community Sustainability Partnership.

In order to fulfill these mandates the Board has completed a network of infrastructure for the waste management system including a transfer station in Clarenville, ten waste recovery facilities (including one at the Clarenville site), and developed a fleet of vehicles and hired staff for a curbside collection program. To assist communities with drinking water and waste water treatment the Board has hired an engineer to provide advice to communities. As a service provider for fire protection the Board has contracted with one municipality to provide services through their volunteer fire department in the unincorporated area adjacent to the municipality. This model of service delivery will be expanded in 2017.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian public sector accounting standards (PSAS).

Revenue recognition

Government transfers with stipulations restricting their use are recognized as revenue when the transfer is authorized and the eligibility criteria are met, except when and to the extent the transfer gives rise to an obligation that constitutes a liability. When the transfer gives rise to an obligation that constitutes a liability, the transfer is recognized in revenue when the liability is settled.

Government transfers received with associated stipulations relating to the purchase of capital assets, are recognized as revenue when the related assets are acquired.

Tipping fee revenues are provided to the extent required in the organization's annual budget and are recognized as revenue when received. Tipping fees received in advance are recorded as deferred income.

Waste management fee revenues are invoiced annually and are recognized as revenue when invoiced to customers. Metals recycling revenues are also recognized as revenue when invoiced.

Cash and cash equivalents

Cash and cash equivalents include balances with the bank and investments held in cashable guaranteed investment certificates. Cashable guaranteed investment certificates are valued at cost plus accrued interest.

Guaranteed investment certificates

Guaranteed investment certificates include those certificates which are locked in and have maturities beyond one year. These investments are carried at cost plus accrued interest.

(continues)

EASTERN REGIONAL SERVICE BOARD

Notes to Financial Statements

Year Ended December 31, 2016

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Tangible capital assets

Tangible capital assets are stated at cost or deemed cost less accumulated amortization. Tangible capital assets are amortized over their estimated useful lives on a declining balance basis at the following rates and methods:

Land		non-depreciable
Buildings	4%	declining balance method
Furniture and equipment	20%	declining balance method
Computer equipment	55%	declining balance method
Computer software	100%	declining balance method
Heavy equipment	30%	declining balance method
Heavy equipment under capital lease	30%	declining balance method
Leasehold improvements	5 years	straight-line method
Motor vehicles	30%	declining balance method

The organization regularly reviews its tangible capital assets to eliminate obsolete items.

Tangible capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

Leases

Leases are classified as either capital or operating leases. A lease that transfers substantially all of the benefits and risks of ownership is classified as a capital lease. At the inception of a capital lease, an asset is recorded with its related long-term obligation to reflect the acquisition and financing. All other leases are accounted for as operating leases and rental payments are expensed as incurred.

Non-financial assets

Non-financial assets include all assets of a fixed or permanent nature, claims to goods and services, and consumable goods.

Deferred income

Deferred income is comprised of the unspent portions of government grants designated for the construction and engineering of the Clarendville waste transfer station, waste recovery facilities, as well as costs associated with the closure of various dump sites previously used in the eastern region. Due to the nature of this liability, these amounts will be recognized into income as the funds are spent on approved projects.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

EASTERN REGIONAL SERVICE BOARD**Notes to Financial Statements****Year Ended December 31, 2016****3. ACCOUNTS RECEIVABLE**

	2016	2015
Waste management fees receivable	\$ 1,339,596	\$ 934,651
Other receivables	-	5,089
Allowance for doubtful accounts	(489,111)	(279,875)
	\$ 850,485	\$ 659,865

4. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated amortization	2016 Net book value	2015 Net book value
Land	\$ 724,417	\$ -	\$ 724,417	\$ 548,115
Buildings	1,427,037	56,361	1,370,676	1,337,178
Computer equipment	33,092	30,441	2,651	6,578
Computer software	5,544	5,016	528	486
Furniture and equipment	69,135	35,323	33,812	28,935
Heavy equipment	3,719,158	1,471,857	2,247,301	2,304,820
Heavy equipment under capital lease	874,864	696,317	178,547	255,067
Leasehold improvements	3,106	1,553	1,553	2,174
Motor vehicles	268,649	142,246	126,403	145,972
	\$ 7,125,002	\$ 2,439,114	\$ 4,685,888	\$ 4,629,325

5. ACCOUNTS PAYABLE

	2016	2015
Trade payables	\$ 400,311	\$ 714,863
Other accruals	168,841	115,854
	\$ 569,152	\$ 830,717

EASTERN REGIONAL SERVICE BOARD

Notes to Financial Statements

Year Ended December 31, 2016

6. DEFERRED REVENUE

	2016	2015
Deferred income - beginning of year	\$ 2,544,758	\$ 4,820,626
Government funding	-	1,794,915
Transfer station - site development	-	(236,817)
Waste recovery facilities - site development	-	(22,156)
Waste site closures	-	(108,791)
Revenue recognized for government funded capital assets	(489,520)	(3,702,917)
Funding overpayment from City of St. John's	-	767,167
Funding overpayment from City of St. John's - prior year	(715,941)	(812,469)
Regional Water/Wastewater Operator	19,375	45,200
Regional Water/Wastewater Operator prior year	(45,200)	-
	\$ 1,313,472	\$ 2,544,758

In prior year, the organization received government funding in the amount of \$1,794,915 for the construction and engineering of waste recovery facilities, costs associated with the closure of various dump sites previously used in the eastern region, construction and engineering of the Clarendville Transfer Station, and the purchase of land in Whitbourne where the organization is planning to build a depot for its trucks near the Whitbourne waste recovery facility. This deferred income will be recognized as revenue when spent on approved projects.

During the year, the organization also received \$77,500 from the Provincial government to fund a Regional Water/Wastewater Operator Pilot Program. At December 31, 2016, \$19,375 of this funding remained unspent.

7. TIPPING FEES

The Government of Newfoundland and Labrador has officially designated the Robin Hood Bay Waste Management Facility, which is owned and operated by the City of St. John's, as the site for the Eastern Region's Integrated Waste Management Facility. Eastern Regional Service Board contracts with the City of St. John's to provide waste disposal services for other municipalities in the Eastern Region.

Tipping fees charged per tonne at the Robin Hood Bay Waste Management Facility are determined annually by Eastern Regional Service Board based on estimated tonnage and budgeted costs to operate both Eastern Regional Service Board and the Robin Hood Bay Waste Management Facility. Operational funding is provided to Eastern Regional Service Board from tipping fees collected from facility users to the extent required in its annual budget.

EASTERN REGIONAL SERVICE BOARD**Notes to Financial Statements****Year Ended December 31, 2016****8. OBLIGATIONS UNDER CAPITAL LEASE**

	2016	2015
TD Equipment Finance lease bearing interest at 4.78% per annum, repayable in monthly blended payments of \$12,274. The lease matures on November 1, 2019 and is secured by equipment.	\$ 388,905	\$ 513,944
Amounts payable within one year	-	-
	\$ 388,905	\$ 513,944

Future minimum capital lease payments are approximately:

2017	\$ 147,289
2018	147,289
2019	122,991
Total minimum lease payments	417,569
Less: amount representing interest at 5%	(28,664)
	\$ 388,905

9. ACCUMULATED SURPLUS

	2016	2015
Accumulated net assets from operations	\$ 3,695,071	\$ 3,006,606
Net assets invested in tangible capital assets	4,685,888	4,115,381
Accumulated surplus	\$ 8,380,959	\$ 7,121,987

10. LEASE COMMITMENTS

The organization has a long term lease with respect to its premises, which expires April 1, 2017. Future minimum lease payments as at December 31, 2016, are as follows:

2017	\$ 29,439
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EASTERN REGIONAL SERVICE BOARD

Notes to Financial Statements

Year Ended December 31, 2016

11. FINANCIAL INSTRUMENTS

The organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the organization's risk exposure and concentration as of December 31, 2016.

(a) Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The organization is exposed to credit risk from customers. In order to reduce its credit risk, the organization reviews a new customer's credit history before extending credit and conducts regular reviews of its existing customers' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The organization has a significant number of customers which minimizes concentration of credit risk.

(b) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its receipt of funds from its customers and other related sources, long-term debt, obligations under capital leases, contributions to the pension plan, and accounts payable.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk.

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant other price risks arising from these financial instruments.

EASTERN REGIONAL SERVICE BOARD**Notes to Financial Statements****Year Ended December 31, 2016****12. EXPENSES BY OBJECT**

	2016	2015
Advertising and promotion	\$ 139,472	\$ 115,919
Amortization	935,311	731,972
Bad debts	209,236	21,384
Business taxes, licenses and memberships	19,497	25,959
Directors fees	97,355	89,773
Insurance	86,824	58,803
Interest and bank charges	35,114	17,290
Interest on obligations under capital lease	22,250	28,399
Loss on disposal of tangible capital assets	-	28,658
Office	53,400	44,513
Professional fees	66,778	73,389
Regional travel and professional development	72,544	66,657
Regional waste management operations	176,889	278,245
Rental	150,880	144,617
Repairs and maintenance	40,719	42,652
Salaries and wages	2,003,296	1,550,140
Telephone	37,455	28,672
Training	57,545	37,477
Transfer station - site development	-	236,817
Vehicle	836,514	661,682
Waste collection operations	3,357,931	3,095,782
Waste recovery facilities - site development	-	22,156
Waste recovery facilities - site development	247,496	367,764
Waste site closures	-	108,791
	\$ 8,646,506	\$ 7,877,511

13. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

EASTERN REGIONAL SERVICE BOARD**Administrative expenses***(Schedule 1)***Year Ended December 31, 2016**

	2016	2015
Advertising and promotion	\$ 108,695	\$ 115,919
Amortization	12,728	13,930
Bad debts	209,236	21,384
Business taxes, licenses and memberships	19,497	25,959
Directors fees	97,355	89,773
Insurance	21,091	58,803
Interest and bank charges	35,115	17,291
Office Supplies	52,175	44,513
Professional fees	61,355	73,389
Rental	87,468	144,617
Repairs and maintenance	5,740	5,500
Salaries and wages	744,259	661,596
Telephone	21,021	28,672
Staff Training/Professional Development	55,208	37,477
Travel	59,664	66,657
Total	\$ 1,590,607	\$ 1,405,480

EASTERN REGIONAL SERVICE BOARD
Regional Waste Management operating expenses
Year Ended December 31, 2016

(Schedule 2)

	2016	2015
Amortization - transfer station	\$ 633,047	\$ 274,074
Amortization - waste recovery facilities	135,112	194,152
Regional waste management operations	176,889	278,245
Interest on obligations under capital lease	22,250	28,399
Loss on disposal of tangible capital assets	-	28,658
Repairs and maintenance	34,566	4,713
Salaries and wages	544,199	380,113
Vehicle	364,123	237,256
Tipping Fees Paid by Clarenville Transfer Stn	284,683	-
Advertising & Promotion	28,709	-
Insurance	40,079	-
Professional Services	5,344	-
Staff Training	1,741	-
Rent	32,778	-
Travel and Meetings	8,951	-
Telephone	13,884	-
Office Supplies	642	-
Total	\$ 2,326,997	\$ 1,425,610

EASTERN REGIONAL SERVICE BOARD**Waste collection operating expenses****(Schedule 3)****Year Ended December 31, 2016**

	2016	2015
Amortization - waste collection	\$ 154,424	\$ 249,815
Waste collection operations	3,357,931	3,095,782
Repairs and maintenance	414	32,439
Salaries and wages	714,838	508,431
Vehicle	472,391	424,426
Advertising & Promotion	2,067	-
Insurance	25,654	-
Professional Services	80	-
Staff training	595	-
Rent	30,634	-
Travel and Meetings	3,928	-
Telephone	2,551	-
Office-Supplies	584	-
Total	\$ 4,766,091	\$ 4,310,893



OVERVIEW RESERVE ACCOUNTS ESTABLISHED BY THE EASTERN REGIONAL SERVICE BOARD

INTRODUCTION

The Eastern Regional Service Board (ERSB) was formally established through the *Regional Service Board Act* in 2011. The Board is tasked with the implementation and delivery of regional municipal services in the eastern region of Newfoundland and Labrador.

The ERSB publishes a budget and financial statements annually per its legislative requirements as an arms-length agency of the Government of Newfoundland and Labrador. Since 2015, the ERSB has worked diligently in creating a strong financial position for itself by utilizing operational surpluses to fund capital and operational reserve accounts. These accounts are categorized as a Capital Reserve and an Operational Reserve. Under the Capital Reserve, funding is allocated for Regional Operations and Curbside Operations.

Why are reserves required? Well, the answer is simple. The ERSB must ensure it can continue to operate in the event of unforeseen circumstances. You can't simply stop delivering municipal services. To appreciate the scope of the day to day cost of the delivery of these services, note that ERSB requires over \$800,000 a month to operate (pay contractors and staff, maintain equipment, tipping fees at the Regional Waste Management Facility at Robin Hood Bay, etc.). Without a reserve fund, the ERSB would have much more risk in the event of an emergency or impact to its revenue stream.

WHAT DO THESE RESERVES COVER

The capital and operational reserves of the ERSB may contribute to the following purposes (if required based on the purpose of reserve accounts outlined above):

1. **Regional Capital Reserve (for regional waste recovery facilities):** Building replacements (operational buildings such as transfer station attendant hut and sheds); Equipment replacements (grapple trucks, walking floor trailers, floats, backhoes, pick-up trucks, shipping containers) and future site closures.

Curbside Capital Reserve (for curbside waste collection): Garbage trucks, as well as pick-up trucks and trailers related to curbside waste collection activities.

2. **Operational Reserve:** year-to-year operational funding for use if cost of delivering regional waste management services is higher than the fees collected from property owners.

Currently the Board has tangible capital assets (land, buildings, heavy equipment, computer equipment, etc...) with an invested cost of \$8,098,007. Heavy equipment represents \$5,256,498 of the total invested in assets. Each year this equipment depreciates in value and at the end of 2017 had a value of \$4,726,647. At the end of 2018 ERSB will have sufficient reserve funds to replace up to 30% of its current assets or invest in new assets.

WHY IS IT DIFFICULT TO SEE THE RESERVES ON THE ERSB FINANCIAL STATEMENTS

Unfortunately, the ERSB's current and historical financial statements do not capture the balance of its reserves clearly or effectively. Financial statements are not the tool many portray them to be, primarily because they are difficult to interpret effectively unless you know how each account connects to the day-to-day operation of the organization. For example, the ERSB financial statements regularly show a cash surplus, when in fact this "surplus" is (in part) the reserves the ERSB has established as well as the value of the property and equipment held by the Board.

So why do the financial statements not portray the ERSB reserve accounts in a way that the general public can understand. The reason is that ERSB must, as an arms-length government agency, follow the Public Sector Accounting Board (PSAB) accounting standards for the public sector. These independently set financial reporting standards are critical to promoting confidence in public sector entities. High-quality accounting standards contribute to transparent and accountable information that is made available to the public, as well as quality financial information to support decision making.

WHAT IS THE CURRENT VALUE OF THE ERSB'S RESERVE ACCOUNTS

The following chart outlines the annual operating and capital budget of the ERSB since capital and operating reserves were implemented.

Year	Operating Budget	Capital Budget	Contribution to Capital Reserve (Regional)	Contribution to Capital Reserve (Curbside)	Contribution to Operational Reserve	Total Contribution (by year)
2015	6,994,546.92	4,204,643.63	366,233.74			366,234
2016	9,609,547.32		170,000.00	130,000	390,000.00	690,000
2017	9,609,251.73	3,004,000.00	320,000.00	150,000	350,000.00	820,000
2018 (Budgeted)	9,079,894.70	1,950,000.00	320,000.00	150,000		470,000
Total Contribution (by account)						2,346,234

WHO CAN I CONTACT IF I HAVE QUESTIONS ABOUT RESERVES

The Manager of Corporate Services and Chief Administrative Officer are responsible for all financial matters related to the operation of the ERSB. Please call 709-579-7960, or e-mail info@ersbnl.ca, if you have questions.