



**COMMITTEE OF THE WHOLE  
Town Hall – Council Chambers  
Tuesday, January 2, 2018  
7:00 pm**

**AGENDA**

1. Call to Order
2. Approval of the Agenda
3. Presentations
  - 3.1. Lisa Sally – Nova Scotia Health Authority, Public Engagement Process
4. Approval of the Minutes
5. Action Items
  - 5.1 Valley Waste Resource Mgmt.: Approval of Municipal Guarantees for TBR #17/18-2
  - 5.2 RFD 001-2018: Parking Lot Agreements
  - 5.3 RFD 002-2018: Build Canada Fund Scope of Work Refinement
  - 5.4 RFD 003-2018: 146 Commercial Street Environmental Reinstatement Plan
6. Information/Discussion Items
  - 6.1. Accounting Activities Report – December 2017
  - 6.2. Budget Variance Report – as of December 13, 2017
  - 6.3. VIC Operations Report
  - 6.4. Correspondence: Letter to Premier McNeil
7. Anything by Members
8. Adjournment



# Public Engagement

Lisa Salley, Annapolis Valley

Public Health

January 2, 2018

\*Information in this presentation came from Dialogue Partners and IAP2



# What is engagement?

Any process that involves a broad range of interests to:

- identify and set priorities or direction,
- contribute to or make decisions,
- influence change, and
- assess and evaluate programs, policies and service.



## Public engagement is:

- two-way,
- involves the transparent exchange of information,
- seeks common understanding and common ground, and,
- leads to trust-based, sustainable relationships.

# IAP2's Public Participation Spectrum



Increasing Level of Public Impact

	Inform	Consult	Involve	Collaborate	Empower
<b>Public participation goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>■ Fact sheets</li> <li>■ Web sites</li> <li>■ Open houses</li> </ul>	<ul style="list-style-type: none"> <li>■ Public comment</li> <li>■ Focus groups</li> <li>■ Surveys</li> <li>■ Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>■ Workshops</li> <li>■ Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizen advisory Committees</li> <li>■ Consensus-building</li> <li>■ Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizen juries</li> <li>■ Ballots</li> <li>■ Delegated decision</li> </ul>

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## IAP2 Core Values

- A say in decisions that affect their lives (the public).
- Promises the contribution the public makes will impact the decision.
- Promotes sustainable decisions.
- Seeks out and facilitates participation.
- Seeks input in designing the participation process.
- Provides information for meaningful participation.
- Communicates back how input affected the decision.



# An example of public engagement - budget participation

What is participatory budgeting?

- A democratic process in which community members directly decide how to spend part of a public budget

What are the benefits to doing this?

- stronger communities; participants in other communities that have done this report increased skills in public speaking, negotiating, building agreements, and contracting officials; more effective and fair government; enhanced trust in the decisions made.

Examples at various levels:

- Participatory budgeting- Collaboration and empowering
- Citizen boards or Councils- Involve
- Focus Groups or Town Halls- Consultation
- Online games – Informing
- Hearing and Deputations- Listening only, really not engagement.

What's scary about doing this? EVERYTHING



# Benefits of Community Engagement

- Engagement ensures that decision-making at all levels is well-informed and transparent.
- Enables policy makers and staff to hear new perspectives, learn new things, and gain more representative input to improve decision-making;
- Increases opportunities for community members to collaborate with government;
- Deepens citizens impact on, understanding of, and ownership of the decisions reached;
- Greater accountability to and transparency for the public
- Increases understanding between the public, staff and elected officials
- Reduces conflict between different interests
- Improves service delivery and products; and
- More responsive to community needs/priorities

## The 12 step plan

There are many tools that can be adapted and adopted for the process and to help you decide if and when it's appropriate to use community engagement. There are 12 steps to effective engagement.

- Be clear on the objectives of the project? What are you hoping to achieve?
- Be clear on the objectives of the consultation. Why are you asking for community involvement?
- Are you ready for engagement?
- Who do you need to speak to or engage with? Who will be impacted by decisions?
- Gather a small group to comment on initial plan
- What are the best techniques to use?
- Determine the resources the project will need.
- Promote your public participation process
- Implement and document the engagement activities
- Report back—how was the information used (or not)
- Monitor and evaluate (what worked, what didn't)



## Summary

Public participation is not about persuading people. It's about finding common ground.

Meaningful engagement means participants can influence decisions. Don't ask the question if you are not prepared to be influenced by the answer.

Leadership needs to be committed to the process and open to the outcome.



## Resources and examples

<https://www.toronto.ca/community-people/get-involved/public-consultations/>

[https://18blocks.com/neighbourhood\\_noticeboard](https://18blocks.com/neighbourhood_noticeboard)

[http://www.countyofkings.ca/upload/All\\_Uploads/Residents/CommunityEngagementStrategy/Summary%20-%20Community%20Engagement%20Strategy.pdf](http://www.countyofkings.ca/upload/All_Uploads/Residents/CommunityEngagementStrategy/Summary%20-%20Community%20Engagement%20Strategy.pdf)

[https://www.edmonton.ca/programs\\_services/public-engagement.aspx](https://www.edmonton.ca/programs_services/public-engagement.aspx)



Thank you



## Memorandum

**TO:** Municipal CAO's

**FROM:** Geoff McCain, Finance Manager

**DATE:** December 13, 2017

**SUBJECT:** Approval of Municipal Guarantees for TBR #17/18-2

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At today's meeting of the Valley Region Solid Waste-Resource Management Authority (Valley Waste) it was moved and seconded to approve the Temporary Borrowing Resolution File #17/18-2 in the amount of \$514,000 which represents the Capital Borrowing requirements for the Authority as approved with the 2017-2018 Budget.

This TBR will cover the purchase of the following items:

- two pick-up trucks with a total budgeted amount of \$76,000;
- one rear compacting unit with a budgeted amount of \$45,000;
- one Rolloff truck with a budgeted amount of \$215,000;
- tipping floor repairs at the Western Management Centre with a budgeted amount of \$60,000;
- replacement of the incoming weigh scale at the Western Management Centre with a budgeted amount of \$78,000;
- organics containment structure at the Eastern Management Centre with a budgeted amount of \$40,000.

As part of the process for Valley Waste to receive the Minister of Municipal Affairs' approval, the municipal partners must each approve a guarantee for their percentage share of the total value of \$514,000.

Please find attached six copies of the municipal guarantee for your municipal unit, as prepared by Service Nova Scotia and Municipal Relations for your review and approval by Council. If you would be so kind as to place this on your next meeting Agenda and once approved, have these six copies signed, sealed and five copies returned to Valley Waste, it would be greatly appreciated (the sixth copy is for your records). We would appreciate receiving the signed guarantees as soon as conveniently possible so that we are fully prepared for bridge financing until the next debenture issue is released.

If you have any questions or concerns regarding this request, please do not hesitate to contact either myself at (902) 679-0721 or Rick Ramsay, Interim General Manager, at (902) 679-1349.

Sincerely yours,

A handwritten signature in blue ink, appearing to read 'Geoff McCain', with a long horizontal stroke extending to the right.

**Geoff McCain**  
**Finance Manager**  
**Valley Waste-Resource Management**

**TOWN OF MIDDLETON**  
**GUARANTEE RESOLUTION**

\$10,285

Valley Region Solid Waste-Resource  
Management Authority

WHEREAS the Valley Region Solid Waste-Resource Management Authority was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

AND WHEREAS the Authority has determined to borrow the aggregate principal amount of Five Hundred Fourteen Thousand Dollars (\$514,000) for the purpose of several vehicles and an outgoing scale at the Eastern Management Centre and has applied to the Town of Middleton for its guarantee;

AND WHEREAS the Authority has requested the Town of Middleton, a municipality that executed the instrument of incorporation of the Valley Region Solid Waste-Resource Management Authority, to guarantee the said borrowing;

AND WHEREAS Section 88 of the Municipal Government Act, provides that no guarantee of a borrowing by a municipality shall have effect unless the Minister has approved of the proposed borrowing or debenture and of the proposed guarantee;

BE IT THEREFORE RESOLVED

THAT the Town of Middleton does hereby approve the borrowing of Five Hundred Fourteen Thousand Dollars (\$514,000) for the purpose set out above;

THAT subject to the approval of the Minister of Municipal Affairs of the borrowing by the Authority and the approval of the Minister of Municipal Affairs of the guarantee, the Town unconditionally guarantee repayment of Ten Thousand Two Hundred, Eighty-Five Dollars (\$10,285) of the principal and interest of the borrowing of Five Hundred Fourteen Thousand Dollars (\$514,000) for the purpose set out above;

THAT upon the issue of the Temporary Borrowing Resolution, the Mayor and Clerk of the Town do sign the guarantee attached to the Temporary Borrowing Resolution of the Valley Region Solid Waste-Resource Management Authority and affix hereto the corporate seal of the Town.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution duly passed at a duly called meeting of the Council of the Town of Middleton held on the  
day of \_\_\_\_\_ 2017.

GIVEN under the hands of the Mayor and the Clerk and  
under the Seal of the Town this \_\_\_\_\_ day of  
2017.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk

For DMA Use Only



**REQUEST FOR DECISION**  
**Parking Lot Agreements**  
**#001-2018**

Date: 20 December 2017	Subject: Parking Lot Agreements
Proposal Attached:	Submitted by: Rachel Turner, Chief Administrative Officer

Proposal:	That the Town of Middleton withdraw from the parking lot agreements with private property owners to lease, plow, and maintain privately owned parking lots for the purpose of public parking.
Background:	<p>Through the service capacity review that was completed with Council and staff in September 2017, the issue of maintaining and plowing privately owned parking lots for public use was discussed. The purpose of the review was to examine all of the Town's current services, find efficiencies, focus on core municipal services, and be fiscally responsible in an increasingly challenging economy. As a result, Council directed the CAO to initiate the review of this service that is currently being provided.</p> <p>Beginning in 1981, and in subsequent years, the Town of Middleton entered into several agreements with businesses and private property owners that outlined responsibilities for the Town to lease parking lots in the downtown core, including maintenance, patching, cleaning and snow removal.</p> <p>The lots that fall within these agreements are:</p> <ul style="list-style-type: none"> <li>• 242/245 Main Street – Alex and Sandra Cheng</li> <li>• 14-28 Commercial Street – Penny Perry Spurrell Holdings Ltd.</li> <li>• 34/42 &amp; 50/54 Commercial Street – Manfred and Karin Baecker</li> <li>• 85-95 Commercial Street – Phyllis MacMurtry</li> <li>• 23/25 Commercial &amp; 6 School Street – Eaton's Drug Store Ltd</li> <li>• 71/79 Commercial Street – Middleton Variety Store</li> <li>• 16 School Street – Andrew's Department Store</li> </ul> <p>In 2001, Town Council of the day gave notice to all lease holders of its intention to cease payment of the lease amount (the equivalent of the property taxes for each property in question)</p>

	<p>and its intention to withdraw from all parking lot agreements. A counter-proposal was provided at that time for a short-term arrangement until March 31, 2002, to continue the lease of the properties without payment of any rent or fee, but with the continuation of the above noted services for maintenance. There was the intention to develop a new public parking policy, however there is no record of that ever happening.</p> <p>In 2002 the Town forwarded a letter to each of the property owners that indicated that the Town would continue to provide public parking services for the leased properties, conditional upon there being no annual lease payment to the property owner and that the Town of Middleton would not undertake any significant capital improvement to the lots without negotiating a much longer lease arrangement for those specific lots.</p> <p>All agreements have been in place since that time. All but one (Eaton's Drug Store, 23-25 Commercial Street and 6 School Street) have a 30-day notice clause for withdrawal, with the Eaton's Drug Store being a 60-day notice from the anniversary date of May 2<sup>nd</sup> of any given year.</p>
Benefits:	By maintaining the agreements, the Town guarantees that there are several parking lots within the downtown core that are consistently available for public parking.
Disadvantages:	<ul style="list-style-type: none"> <li>• The human resources to maintain the parking lots through sweeping, snow clearing, and general maintenance often takes away from core municipal services of snow removal and other maintenance work.</li> <li>• Some of the work in the parking lots is done in close quarters, which has, in the past, caused minor adjacent property damage which the Town must pay for to have repaired.</li> <li>• The liability for the Town for private vehicle damage or individual injury if the lots are not maintained to the required standard results in insurance claims and/or financial impacts that are difficult to budget for.</li> <li>• A select few businesses in town have their parking lots maintained for free while other business pay for this service.</li> <li>• All tax payers are paying the bill for select businesses to have free parking lot maintenance.</li> <li>• The existing state of the parking lot causes damage to our snow remove equipment, further impacting our budget.</li> </ul>

	<ul style="list-style-type: none"> <li>• We are taking business away from private snow removal companies in the valley when the Town does the snow removal.</li> <li>• The expectations of the business being cleared by the Town is much higher than we are able to provide. There is an expectation that our employees shovel to their back doors and salt and sand to their back doors by hand.</li> </ul>
Options:	<ol style="list-style-type: none"> <li>1. Maintain the agreements as they are. Currently, one property owner is requesting a more detailed lease agreement to mitigate their own personal liability as it relates to the Town's required maintenance on the property.</li> <li>2. Renegotiate a longer term lease with property owners that clarifies capital improvement requirements, lease review timeframes, and other legal and insurance implications for the Town.</li> <li>3. Give notice to the property owners of the Town's intention to withdraw from the agreements (recommended to go into effect for May 2018).</li> </ol>
Required Resources:	<p>Options 1 &amp; 2 require continued staff resources and have budget implications for time and equipment.</p> <p>Option 2 will include additional legal fees to assist with developing new agreements with the property owners.</p> <p>Option 3 will require proper notice to the property owners and communication to the public around the Town's reduction in services (may use some legal resources for assistance).</p>
Source of Funding:	General Operating Budget
Sustainability Implications: (Environmental, Social, Economic and Cultural)	
Workplan Implications (now/future):	Options 1 & 2 will continue to place requirements on Town staff to service the parking lots, as well as administrative time when/if there are service issues, damage or injury claims, or other matters that arise with property owners.
Communication Plan:	Proper notice to property owners regarding Town Council's intention (regardless of which option is chosen), as well as communicating to the public on the service level that is maintained or changed.

Staff Comments/ Recommendations:	
CAO's Review/ Comments:	It is my recommendation that the Town of Middleton withdraw from the parking lot agreements in light of the insurance, legal, and budget implications that have and will continue to arise from these agreements, and in light of the continued focus of Town Council to ensure the Town's services deal with mandated core services and efficient operations.

CAO Initials: RLT

Target Decision Date: 15 January 2018



**REQUEST FOR DECISION**  
**Build Canada Fund Infrastructure Project**  
**#RFD 002-2018**

Date: December 26, 2017	Subject: Build Canada Fund Infrastructure Project
Proposal Attached:	Submitted by: Kim Looyenga, Public Works Director

Proposal:	<p>Determine the exact location infrastructure work is to be completed with grant funding that is already awarded.</p> <p>Option 1          Use the grant funding to extend sewer service to the industrial park and have a lift station installed. We would not be able to obtain grade to have a gravity fed sewer system based on previous survey work completed.</p> <p>Option 2          Replace 1,100 feet of Main Street from Bridge to King Streets, side to side water, sanitary and storm system with sidewalk and asphalt reinstated.</p> <p>Option 3          Leave the plan in place, replace only sanitary on Main Street from Bridge to Queen Streets          Main Street (Bridge to Queen) 720'          School Street North of Main 360'          Commercial Street North of Main 345'          Maple Avenue North of Main 345'</p>
Background:	<p>Grant was secured to replace the sanitary sewer line only</p> <ul style="list-style-type: none"> <li>• Main Street (Bridge to Queen) 720'</li> <li>• School Street north of Main 360'</li> <li>• Commercial Street north of Main 345'</li> <li>• Maple Avenue north of Main 345'</li> </ul> <p>These areas were selected based on an old engineering study done on the condition of the sanitary sewer condition.</p>
Benefits:	<p>Option 1</p> <ul style="list-style-type: none"> <li>• Would help the fire hall project move forward.</li> <li>• Provide services to the industrial park which would be attractive to potential future businesses.</li> </ul>

	<p>Option 2</p> <ul style="list-style-type: none"> <li>• Address all the water, hydrant, sanitary and storm issues on a large portion of Main Street.</li> <li>• Address accessibility issues at the intersection of Commercial Street and Main Street.</li> <li>• Replace the asphalt and sidewalk in the core of town.</li> <li>• Public already expects the work to be completed.</li> <li>• Works within the area applied for, just increasing the scope of work which would be agreeable with the approval committee.</li> <li>• Most comprehensive approach to infrastructure renewal.</li> <li>• In line with Council's priorities for street beautification.</li> </ul> <p>Option 3</p> <ul style="list-style-type: none"> <li>• Additional hydrants and valves could purchase to be installed by the Public Works employees. This would greatly assist getting our 26 hydrants back in good order.</li> <li>• Is the original scope of work and no changes would need to be made to the application.</li> </ul>
Disadvantages:	<p>Option 1</p> <ul style="list-style-type: none"> <li>• Completely outside of the scope of work the grant was given to address.</li> <li>• New infrastructure is being installed while failing infrastructure is ignored.</li> <li>• The public is expecting Main Street to be worked on.</li> </ul> <p>Option 2</p> <ul style="list-style-type: none"> <li>• Will still require work on additional streets including: Commercial Street, Queen Street, Maple Street and School Street.</li> <li>• More expensive than just replacing sanitary sewer.</li> </ul> <p>Option 3</p> <ul style="list-style-type: none"> <li>• Ignores failing water lines on Commercial Street, School Street and Queen Street.</li> <li>• Will not correct drainage and storm issues on Queen Street.</li> <li>• Will replace asphalt only to have issues come up later with water and sewer on Commercial, School and Queen Streets.</li> </ul>
Options:	
Required Resources:	<p>All options would utilize existing grant funding.</p> <p>Option 1</p> <p>May require additional funding however until a lift station was</p>

	<p>engineered a final number would not be known.</p> <p>Option 2 Initial work would be completed under the original grant. To complete the remaining work on Commercial, School, Queen and Maple an additional \$2,031,500 (rough approximation) for total replacement of water, sanitary, storm, asphalt and sidewalks would need to be invested. Additional grant money would need to be applied for with the assistance of Peter Smith.</p>
Source of Funding:	Build Canada Small Communities Grant
Sustainability Implications: (Environmental, Social, Economic and Cultural)	<p>Option 1</p> <ul style="list-style-type: none"> <li>• Does not address the long term needs of the Town's infrastructure that is currently failing.</li> <li>• Adding new infrastructure and maintenance costs without looking at failing existing water and sewer to existing paying tax payers.</li> </ul> <p>Option 2</p> <ul style="list-style-type: none"> <li>• Socially and environmental responsible decision. Addresses four areas of concern, those being water distribution, waste water collection, storm water management, roads and sidewalks.</li> <li>• Addresses long term needs of the town. Will maintain service to existing users.</li> </ul> <p>Option 3</p> <ul style="list-style-type: none"> <li>• Addresses the need to replacing failing sanitary system in the core of town.</li> <li>• Have the funding in place to complete the work.</li> </ul>
Workplan Implications (now/future):	<p>Option 1 Outside work, minor impact to Public Works department.</p> <p>Option 2 Mostly contracted work but Public Works staff will be installing the additional hydrants that would be purchased to replace unsalvageable existing hydrants.</p> <p>Option 3 Mostly contracted work but Public Works staff will be installing the additional hydrants that would be purchased to replace unsalvageable existing hydrants.</p>

Communication Plan:	Town of Middleton social media, Town Newsletter, press release outlining work to be completed, costs, funding sources, and timeframe.
Staff Comments/Recommendations:	Option 2 would be the most comprehensive and effective for the long term needs of the town. Would also recommend hiring Peter Smith to consult on the application for additional funding for the lift station and sanitary work for the new fire hall.
CAO's Review/Comments:	I support the recommendation of the Public Works Director for all of the reasons noted. The work supports the priorities that have been established through the Strategic Priorities Chart of evaluating the Town's services (both current and future) as it relates to water and wastewater and roads/sidewalks conditions, as well as ensuring that the services we offer are cost effective and efficient. Water and wastewater service in our downtown core is a vital part of our service delivery and both residents and businesses have high expectations of this service.

CAO Initials: RLT

Target Decision Date: 15 January 2018

**REQUEST FOR DECISION**  
**Commercial Street Environmental Reinstatement**  
**#003-2018**

Date: January 1, 2018	Subject: Commercial Street Environmental Reinstatement
Proposal Attached:	Submitted by: Kim Looyenga, Public Works Director
Proposal:	<p>Option 1 Remove contaminated material from the old drycleaner site on 146 Commercial Street.</p> <p>Option 2 Do more rounds of environmental assessments as suggested in the last report.</p>
Background:	<p>The former drycleaner property at 146 Commercial Street has been identified as having contaminated soil. The land is property of the Town and makes it our responsibility to mitigate the issue of site contamination. Three studies have been completed on the site with the determination it has unacceptable levels of contamination left by chemicals used by the dry former dry cleaner.</p> <p>We are required by the Provincial Government to address the environmental issue in a way that is satisfactory to the Department of the Environment, as well as to be in good standing for our annual audit.</p>
Benefits:	<p>Option 1</p> <ul style="list-style-type: none"> <li>• The soil will never reach an acceptable state while it remains in the ground. Acceptable levels of ground contamination will only become less tolerant over time, we will eventually be forced to remove it.</li> <li>• Removal now under the supervision of an environmental engineering firm will allow cost savings of avoiding additional environmental impact studies and/or impacting other properties</li> <li>• Public Works could use the land for parking, storage and/or potentially an entrance to the yard from Commercial Street.</li> </ul> <p>Option 2 Do additional studies (at additional cost) and defer the removal cost to a later date.</p>
Disadvantages:	<p>Option 1</p> <ul style="list-style-type: none"> <li>• Unplanned expense will require reserve or capital</li> </ul>

	<p>investment.</p> <ul style="list-style-type: none"> <li>As suggested in the last report, the area might be larger than expected and may need to remove more soil which would run into an additional cost overrun.</li> </ul> <p>Option 2</p> <ul style="list-style-type: none"> <li>We are incurring an additional expense of \$65,000 which will achieve nothing except expanded data collection, and potentially identifying that the contamination extends beyond the property.</li> <li>The same information will be determined when the material is physically being removed by the environment engineer on site.</li> </ul>
Options:	<p>Option 1 Remove contaminated material from the old drycleaner site on Commercial Street.</p> <p>Option 2 Do more rounds of Environmental assessments, at an estimated cost of \$65,000 each.</p>
Required Resources:	<p>Option 1 Would require one staff member to operate rented excavator to load the contaminated soil onto trucks for removal. The duration would depend of the number and size of trucks used for disposal. Additional administration time to prepare the documentation required by Department of Environment, arrangements for rental of equipment, disposal of material and coordination with environmental engineer. The work is directly behind the public works office and which will facilitate close supervision.</p> <p>Estimated Cost Breakdown: Soil transport and disposal \$100,000 Excavation- \$7500 (Town rental) Laboratory – soil sampling and results - \$4,500 Site consultant of environmental engineers, labour and all fees (\$15-20,000) Approx. Cost \$ 132,000 to \$140,000</p> <p>Option 2 Would require a proposal to be prepared for Department of Environment. Hiring of an Environmental Engineer to complete additional impact study. Estimated cost based on previous reports to be \$65,000 for the next study. Undetermined if this would be the final study.</p>
Source of Funding:	Reserves and/or capital work in 2018/2019 budget.
Sustainability	Option 1

Implications: (Environmental, Social, Economic and Cultural)	<p>Funding will have to come from reserves; potentially if the Department of Environment accepts our proposal for removal, it would have to be incorporated into 2018 budget.</p> <p>Option 2 Potential to split funding from reserves and work it into the budget for 2018.</p>
Workplan Implications (now/future):	<p>Decision reached by Council needs to be submitted to Environment before January 20<sup>th</sup> 2018. Hire an environmental engineer for either course of action.</p> <p>Option 1 Complete work mid-summer to avoid rainy season.</p>
Communication Plan:	<p>Social media and the town website. Newspaper and/or household mailing could be done at Council's request.</p>
Staff Comments/ Recommendations:	<p>Recommend Option 1, it addresses an ongoing problem immediately. Avoid additional engineering costs and puts us in compliance as soon as it is safe to complete the work.</p>
CAO's Review/ Comments:	<p>I support the Director's recommendation for full removal of the contaminated soil.</p>

CAO Initials: RLT

Target Decision Date: 15 January 2018

## **Town of Middleton**

### **COUNCIL**

**TO:** Council

**FROM:** Marianne Daine, Director of Finance

**DATE:** December 18, 2017

**SUBJECT** Financial Forecast Report

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Please refer to the attached Actual to Budget Variance Report for the period ending December 13, 2017 which includes projections to March 31, 2018.

The surplus for general operations is shown as \$19,848 in comparison to the approved annual budget.

**Revenue variance net increase of \$16,613 is mainly due to:**

- **Deed Transfer Tax:** Increased by \$10,000 due to higher volume of sales than anticipated.
- **WCB Recoveries:** Increased by \$4,632 due to an employee being off on a claim for several weeks.

**Expenditure variance net decrease of \$3,235 mainly due to:**

- **Mayor's Expenses:** Increased by \$1,224 due to increased attendance at meetings.
- **Fire Clothing and Boots:** Increased by \$5,000 due to several new members requiring bunker gear. However, this increase is offset by savings in Station and Building Repairs of \$2,500, Fuel of \$1,000 and Lights of \$1,000.
- **Public Works Small Tools Expense:** Increased by \$1,500 increased small tools purchases and increased cost of plow edges.
- **Public Works Workshops Repairs & Maintenance:** Increased by \$2,253 due to the unbudgeted replacement of the outside light in the shop yard. (safety impacts)
- **Public Works Survey and Engineering:** Increased by \$2,737 due to the unbudgeted expense of having Eagle Project Management review the Capital Investment Plan.
- **Public Works General Supplies/Expense:** Increased by \$5,200 mainly due to unbudgeted moving expenses for the new Director of \$3,500 and screening compost at a cost of \$1,126.
- **Public Works Traffic Services Painting Lines Material:** Increased by \$6,383 due to extra expense of painting additional crosswalks in solid yellow. (safety impacts)

- **Environmental Health Sewage Collection Supply & Expense:** Increased by \$4,233 due to \$2,009 in sewer cleaner repairs and increased sanitary line repairs.
- **Recreations Parks Water and Sewer:** Decreased by \$5,000 due to splashpad water consumption being lower than last year.
- **Recreation Summer Wages:** Decreased by \$4,019 due to hourly rates being lower than budgeted and later start dates for some positions.
- **COR Sewers/Mains Material:** Decreased by \$10,000 due to storm line at 421 Main Street not being replaced. Project requires engineering design, which will be the only expense incurred this year.
- **COR Land/Bldgs Material:** Decreased by \$3,376 due to soccer field project and floating dock both being underbudget.

In summary, revenue is higher than budgeted. This increased revenue, along with the deferral of a capital project until the next fiscal year helps to cover over budget variances in other accounts and will bring overall expenditures in under budget and generate a small surplus.

TOWN OF MIDDLETON  
Town General Departmental Report  
12/13/2017

Account	Name	YTD	Budget	Variance Amount	% Used	Projection To March 31/18
<b>TOWN GENERAL REVENUES</b>						
<b>Taxation</b>						
<b>Real Property</b>						
01-110-111-1001	Taxation-Residential	\$1,633,119.60	\$1,632,724.00	(\$395.60)	100.02%	\$1,633,119.60
01-110-111-1002	Commercial-Taxable	651,680.64	651,538.00	-142.64	100.02%	651,680.64
01-110-111-1065	Special Tax Legislation	61,002.54	61,003.00	0.46	100.00%	61,002.54
01-110-111-1003	Resource Taxable	3,959.68	3,960.00	0.32	99.99%	3,959.68
01-110-111-1006	Forest Taxable	35.75	36.00	0.25	99.31%	35.75
01-110-111-1005	Farm Acreage Taxable	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>2,349,798.21</b>	<b>2,349,261.00</b>	<b>-537.21</b>	<b>100.02%</b>	<b>2,349,798.21</b>
<b>Special Assessments</b>						
01-110-112-1060	Sidewalk Ann. Chg.	0.00	0.00	0.00	0.00%	0.00
01-110-112-1061	Sewer- Ann.Chg/Entr.Fee	0.00	600.00	600.00	0.00%	600.00
01-110-112-1062	Sewer Usage Charge	407,426.93	420,414.00	12,987.07	96.91%	420,414.00
01-110-112-1063	BIDC Area Rate	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>407,426.93</b>	<b>421,014.00</b>	<b>13,587.07</b>	<b>96.77%</b>	<b>421,014.00</b>
<b>Business Property</b>						
01-110-114-1041	Business Occupancy	0.00	0.00	0.00	0.00%	0.00
01-110-114-1042	Based on Revenue(MT&T)	9,641.04	9,641.00	-0.04	100.00%	9,641.04
01-110-114-1043	Power Corp.- Hst Rebate	13,367.00	13,367.00	0.00	100.00%	13,367.00
<b>Totals:</b>		<b>23,008.04</b>	<b>23,008.00</b>	<b>-0.04</b>	<b>100.00%</b>	<b>23,008.04</b>
<b>Other</b>						
01-110-119-1064	Deed Transfer Tax	71,784.75	70,000.00	-1,784.75	102.55%	80,000.00
<b>Totals:</b>		<b>71,784.75</b>	<b>70,000.00</b>	<b>-1,784.75</b>	<b>102.55%</b>	<b>80,000.00</b>
<b>Grants In Lieu</b>						
<b>Federal</b>						
01-110-121-1070	Federal (GIL)	33,605.80	33,654.00	48.20	99.86%	33,605.80
<b>Totals:</b>		<b>33,605.80</b>	<b>33,654.00</b>	<b>48.20</b>	<b>99.86%</b>	<b>33,605.80</b>
<b>Provincial</b>						
01-110-123-1071	Real Property	95,452.76	95,453.00	0.24	100.00%	95,452.76
01-110-123-1072	Fire Protect(Comm.Coll.)	23,923.00	23,932.00	9.00	99.96%	23,923.00
<b>Totals:</b>		<b>119,375.76</b>	<b>119,385.00</b>	<b>9.24</b>	<b>99.99%</b>	<b>119,375.76</b>
<b>Provincial Agencies</b>						
01-110-124-1073	N.S.L.C.	0.00	0.00	0.00	0.00%	0.00
01-110-124-1074	N.S.P.C.	488.00	488.00	0.00	100.00%	488.00
<b>Totals:</b>		<b>488.00</b>	<b>488.00</b>	<b>0.00</b>	<b>100.00%</b>	<b>488.00</b>
<b>Serv Provided Local Govt's</b>						
01-110-133-1080	Gen. Gov. (Anna.County)-Tax	3,181.53	4,061.00	879.47	78.34%	4,061.00
01-110-133-1081	Fire (Anna.Co.)	47,828.00	72,131.00	24,303.00	66.31%	72,131.00
01-110-133-1082	1/4 Welfare Pmts. Recov.	0.00	0.00	0.00	0.00%	0.00
01-110-133-1083	Planning	0.00	0.00	0.00	0.00%	0.00
01-110-133-1084	Recreation(Anna. Co.)	0.00	8,000.00	8,000.00	0.00%	8,000.00
<b>Totals:</b>		<b>51,009.53</b>	<b>84,192.00</b>	<b>33,182.47</b>	<b>60.59%</b>	<b>84,192.00</b>
<b>Sales of Services</b>						
01-110-141-1100	Gen. Gov't Services	0.00	37,884.00	37,884.00	0.00%	37,884.00
01-110-141-1101	Police Rentals	0.00	0.00	0.00	0.00%	0.00
01-110-141-1102	Transportation Rentals	9,324.85	70,302.00	60,977.15	13.26%	70,302.00
01-110-141-1103	Recreation Rentals	0.00	100.00	100.00	0.00%	100.00
01-110-141-1104	Recreation-Rink Contract	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>9,324.85</b>	<b>108,286.00</b>	<b>98,961.15</b>	<b>8.61%</b>	<b>108,286.00</b>

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Account	Name	YTD	Budget	Variance Amount	% Used	Projection To March 31/18
<b>Oth Revenue Own Sources</b>						
01-110-151-1120	License-Taxi/Peddler/Oth	55.00	100.00	45.00	55.00%	100.00
01-110-151-1121	Dog Tax Revenue	5.00	25.00	20.00	20.00%	25.00
01-110-151-1122	Building Fees	1,287.16	2,000.00	712.84	64.36%	2,000.00
01-110-151-1123	Planning Fees	400.00	1,500.00	1,100.00	26.67%	1,500.00
01-110-151-1124	Driveway & Bldg. Permits	0.00	350.00	350.00	0.00%	350.00
01-110-151-1125	Fines	4,800.77	4,000.00	-800.77	120.02%	5,500.00
01-110-151-1126	Rents	0.00	22,714.00	22,714.00	0.00%	22,714.00
01-110-151-1127	Concess./Franchises-Rec.	0.00	0.00	0.00	0.00%	0.00
01-110-151-1128	Deposit Receipts & SRF	1,304.47	3,000.00	1,695.53	43.48%	3,000.00
01-110-151-1129	Return on Inv. - Sundry	0.00	100.00	100.00	0.00%	100.00
01-110-151-1130	Penalties& Int.on Taxes	47,166.70	55,000.00	7,833.30	85.76%	55,000.00
01-110-151-1131	Donations-Recreation	1,800.00	0.00	-1,800.00	0.00%	0.00
01-110-151-1133	Donations - Other	0.00	0.00	0.00	0.00%	0.00
01-110-151-1132	Programs-Recreation	32,338.31	50,000.00	17,661.69	64.68%	50,000.00
01-110-151-1134	Miscellaneous Revenue	170.00	820.00	650.00	20.73%	820.00
01-110-151-1135	WCB Recoveries	4,631.96	0.00	-4,631.96	0.00%	4,631.96
<b>Totals:</b>		<b>93,959.37</b>	<b>139,609.00</b>	<b>45,649.63</b>	<b>67.30%</b>	<b>145,740.96</b>
<b>Unconditional Transfer</b>						
<b>Federal</b>						
01-110-161-1150	Canada Works Grants	0.00	0.00	0.00	0.00%	0.00
01-110-161-1151	Gas Tax	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Provincial</b>						
01-110-162-1152	Prov. - Ice Control	0.00	0.00	0.00	0.00%	0.00
01-110-162-1153	Prov.-DMA(Equalization)	169,036.00	338,073.00	169,037.00	50.00%	338,073.00
01-110-162-1154	Farm Property Acreage	671.00	670.00	-1.00	100.15%	671.00
<b>Totals:</b>		<b>169,707.00</b>	<b>338,743.00</b>	<b>169,036.00</b>	<b>50.10%</b>	<b>338,744.00</b>
<b>Other</b>						
01-110-163-1156	Other -Transition Grant	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Conditional Transfers</b>						
<b>Federal</b>						
01-110-171-1170	Excise Gas Tax & NSHT	1,102.46	5,000.00	3,897.54	22.05%	5,000.00
<b>Totals:</b>		<b>1,102.46</b>	<b>5,000.00</b>	<b>3,897.54</b>	<b>22.05%</b>	<b>5,000.00</b>
<b>Provincial</b>						
01-110-175-1171	EMO Grants	0.00	1,000.00	1,000.00	0.00%	1,000.00
01-110-175-1172	Other(Dutch Elm)	0.00	0.00	0.00	0.00%	0.00
01-110-175-1173	Through Streets	0.00	0.00	0.00	0.00%	0.00
01-110-175-1174	Social Welfare	0.00	0.00	0.00	0.00%	0.00
01-110-175-1175	Soc. Welfare-Homes	0.00	0.00	0.00	0.00%	0.00
01-110-175-1176	Comm. Development	0.00	0.00	0.00	0.00%	0.00
01-110-175-1177	Prov.Grant - Recreation	36,146.00	36,871.00	725.00	98.03%	36,871.00
01-110-175-1178	Prov.Grant-Reg.Library	0.00	0.00	0.00	0.00%	0.00
01-110-175-1179	Debt Chgs. Sewers/Drains	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>36,146.00</b>	<b>37,871.00</b>	<b>1,725.00</b>	<b>95.45%</b>	<b>37,871.00</b>
<b>Other Transfers</b>						
<b>Allowances &amp; Equity</b>						
01-110-191-1200	Valuation Allowances Tax	0.00	0.00	0.00	0.00%	0.00
01-110-191-1201	Val.Allow. Area Rates	0.00	0.00	0.00	0.00%	0.00
01-110-191-1202	Val.Allow.Other Rec.	0.00	0.00	0.00	0.00%	0.00
01-110-191-1203	Surplus Prior Years	190,802.18	190,802.00	-0.18	100.00%	190,802.18
01-110-191-1204	Trans.fr. Rev. Res. Fund	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>190,802.18</b>	<b>190,802.00</b>	<b>-0.18</b>	<b>100.00%</b>	<b>190,802.18</b>
<b>Trans from Own Agencies</b>						
01-110-193-1220	Debt Reco. Fr.VWRM	0.00	0.00	0.00	0.00%	0.00

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		0.00	0.00	0.00	0.00%	0.00
	<b>TOTAL REVENUES</b>	<b>3,557,538.88</b>	<b>3,921,313.00</b>	<b>363,774.12</b>	<b>90.72%</b>	<b>3,937,925.95</b>
<b>TOWN GEN EXPENDITURES</b>						
<b>GENERAL GOV'T SERV</b>						
<b>Legislatvie</b>						
01-210-211-2000	Mayor's Remuneration	8,399.97	11,200.00	2,800.03	75.00%	11,200.00
01-210-211-2024	Mayor's Expenses	4,477.45	2,776.00	-1,701.45	161.29%	4,000.00
01-210-211-2001	Council Remuneration	29,662.47	39,550.00	9,887.53	75.00%	39,550.00
01-210-211-2034	Council Expenses	12,245.84	9,204.00	-3,041.84	133.05%	9,204.00
	<b>Totals:</b>	<b>54,785.73</b>	<b>62,730.00</b>	<b>7,944.27</b>	<b>87.34%</b>	<b>63,954.00</b>
<b>Admin Town Hall</b>						
01-210-212-2009	T.H. Lights	6,490.31	16,000.00	9,509.69	40.56%	16,000.00
01-210-212-2027	T.H. Repairs	10,781.75	12,910.00	2,128.25	83.51%	12,910.00
01-210-212-2013	T.H. Supplies	674.77	1,450.00	775.23	46.54%	1,450.00
01-210-212-2010	T.H. Insurance	1,032.15	1,032.00	-0.15	100.01%	1,032.15
01-210-212-2002	T.H. Salary	2,025.72	1,912.00	-113.72	105.95%	2,025.72
01-210-212-2011	T.H. Fuel	1,446.01	4,000.00	2,553.99	36.15%	4,000.00
01-210-212-2012	T.H. Janitor	7,269.44	10,906.00	3,636.56	66.66%	10,906.00
01-210-212-2020	T.H.Oth.-Tax,Water,Etc	1,240.92	1,475.00	234.08	84.13%	1,475.00
01-210-212-2003	T.H. Wages	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>30,961.07</b>	<b>49,685.00</b>	<b>18,723.93</b>	<b>62.31%</b>	<b>49,798.87</b>
<b>Financial</b>						
01-210-213-2002	Office Salaries(Portion)	128,834.94	187,583.00	58,748.06	68.68%	187,583.00
01-210-213-2022	Fin. Legal	7,185.54	21,000.00	13,814.46	34.22%	21,000.00
01-210-213-2023	Fin. Auditors	0.00	12,000.00	12,000.00	0.00%	12,000.00
01-210-213-2017	Fin. Office Supplies	5,718.01	7,176.00	1,457.99	79.68%	7,176.00
01-210-213-2016	Fin. Postage	2,784.73	3,200.00	415.27	87.02%	3,200.00
01-210-213-2015	Fin. Telephone	4,179.18	8,500.00	4,320.82	49.17%	8,500.00
01-210-213-2018	Equip.Rental &Service	8,672.30	9,922.00	1,249.70	87.40%	9,922.00
01-210-213-2032	Misc.(Bonds,Subs,Adv)	1,904.88	4,591.00	2,686.12	41.49%	4,591.00
01-210-213-2033	Gifts/Flowers/Memorials	2,982.66	4,900.00	1,917.34	60.87%	4,900.00
01-210-213-2014	Amortization Expense	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>162,262.24</b>	<b>258,872.00</b>	<b>96,609.76</b>	<b>62.68%</b>	<b>258,872.00</b>
<b>Taxation</b>						
01-210-214-2040	C.B. & Tax Sale Expense	0.00	0.00	0.00	0.00%	0.00
01-210-214-2041	Tax Billing	0.00	0.00	0.00	0.00%	0.00
01-210-214-2042	Tax Exemptions Widows	500.00	1,500.00	1,000.00	33.33%	500.00
01-210-214-2043	Tax Exemptions 25(A)	10,264.72	10,572.00	307.28	97.09%	10,264.72
	<b>Totals:</b>	<b>10,764.72</b>	<b>12,072.00</b>	<b>1,307.28</b>	<b>89.17%</b>	<b>10,764.72</b>
<b>Other General Services</b>						
01-210-219-2050	Elections,Meetings, Etc.	0.00	0.00	0.00	0.00%	0.00
01-210-219-2024	Conventions/Delegation	1,304.17	2,100.00	795.83	62.10%	2,100.00
01-210-219-2025	Training	4,986.36	10,450.00	5,463.64	47.72%	10,450.00
01-210-219-2026	UNSM/AMA Dues/Conv	4,140.69	3,650.00	-490.69	113.44%	4,140.69
01-210-219-2004	Fringe Benefits	36,174.50	54,898.00	18,723.50	65.89%	54,898.00
01-210-219-2006	Oth. Benefits(Accruals)	0.00	500.00	500.00	0.00%	500.00
01-210-219-2005	WCB	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>46,605.72</b>	<b>71,598.00</b>	<b>24,992.28</b>	<b>65.09%</b>	<b>72,088.69</b>
	<b>Total Gen Gov't Services:</b>	<b>305,379.48</b>	<b>454,957.00</b>	<b>149,577.52</b>	<b>67.12%</b>	<b>455,478.28</b>

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<b>POLICE PROT SERVICES</b>						
<b>Police Commission</b>						
01-220-220-2007	Honoraria	0.00	0.00	0.00	0.00%	0.00
01-220-220-2024	Other Exp(Travel, Etc)	0.00	500.00	500.00	0.00%	500.00
<b>Totals:</b>		<b>0.00</b>	<b>500.00</b>	<b>500.00</b>	<b>0.00%</b>	<b>500.00</b>
<b>Administration</b>						
01-220-221-2002	Off.Sal. (Chief & Sec)	0.00	0.00	0.00	0.00%	0.00
01-220-221-2015	Telephone	0.00	0.00	0.00	0.00%	0.00
01-220-221-2017	Office Supplies	0.00	0.00	0.00	0.00%	0.00
01-220-221-2016	Postage	0.00	0.00	0.00	0.00%	0.00
01-220-221-2060	Sundry-Adv,Subs,Etc.	0.00	0.00	0.00	0.00%	0.00
01-220-221-2061	Public Relations	0.00	0.00	0.00	0.00%	0.00
01-220-221-2018	Equip.Ser. & Repair	0.00	0.00	0.00	0.00%	0.00
01-220-221-2024	Conv./Deleg./Meetings	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Chief, Invest &amp; Prevention</b>						
01-220-222-2002	Salaries-Reg	0.00	0.00	0.00	0.00%	0.00
01-220-222-2003	Salaries Casual	0.00	0.00	0.00	0.00%	0.00
01-220-222-2008	Police Serv.Contractd	318,190.00	599,795.00	281,605.00	53.05%	599,795.00
01-220-222-2004	Fringe Benefits	0.00	0.00	0.00	0.00%	0.00
01-220-222-2070	Oth.Equip(Guns,Ammo)	0.00	0.00	0.00	0.00%	0.00
01-220-222-2030	Clothing & Uniform Exp	0.00	0.00	0.00	0.00%	0.00
01-220-222-2035	Police Shared Services	0.00	36,475.00	36,475.00	0.00%	36,475.00
01-220-222-2071	Misc. Expense	908.28	1,354.00	445.72	67.08%	908.28
01-220-222-2024	Travel & Meals	0.00	0.00	0.00	0.00%	0.00
01-220-222-2072	Canine Service(K-9)	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>319,098.28</b>	<b>637,624.00</b>	<b>318,525.72</b>	<b>50.04%</b>	<b>637,178.28</b>
<b>Traffic Activities</b>						
01-220-223-2003	Wages -Crossing Guards	3,135.33	3,195.00	59.67	98.13%	3,135.33
01-220-223-2080	Equip - Crossing Guards	10.43	500.00	489.57	2.09%	10.43
01-220-223-2004	Fringe (x-walk guards)	236.52	240.00	3.48	98.55%	236.52
<b>Totals</b>		<b>3,382.28</b>	<b>3,935.00</b>	<b>552.72</b>	<b>85.95%</b>	<b>3,382.28</b>
<b>Training Expense</b>						
01-220-224-2025	Train.(Courses,Seminars)	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Stations &amp; Bldgs</b>						
01-220-225-2090	Portion of Town Hall Exp	0.00	6,588.00	6,588.00	0.00%	6,588.00
<b>Totals:</b>		<b>0.00</b>	<b>6,588.00</b>	<b>6,588.00</b>	<b>0.00%</b>	<b>6,588.00</b>
<b>Automotive Equipment</b>						
01-220-226-2028	Vehicle Repairs	0.00	0.00	0.00	0.00%	0.00
01-220-226-2019	Gas	0.00	0.00	0.00	0.00%	0.00
01-220-226-2010	Insurance	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Police Services Other</b>						
01-220-227-2005	W.C.B.	0.00	0.00	0.00	0.00%	0.00
01-221-227-2022	Police Ser.Other(Legal)	0.00	800.00	800.00	0.00%	800.00
<b>Totals:</b>		<b>0.00</b>	<b>800.00</b>	<b>800.00</b>	<b>0.00%</b>	<b>800.00</b>
<b>Total Police Prot Serv:</b>		<b>322,480.56</b>	<b>649,447.00</b>	<b>326,966.44</b>	<b>49.65%</b>	<b>648,448.56</b>

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Account	Name	YTD	Budget	Variance Amount	% Used	Projection To March 31/18
<b>PROTECTIVE SERVICES</b>						
<b>Fire Protection Services</b>						
01-221-240-2100	Fire Chief's Expense	0.00	2,000.00	2,000.00	0.00%	1,500.00
01-221-240-2015	Alarm Systems(Telephone)	8,130.71	12,000.00	3,869.29	67.76%	12,000.00
01-221-240-2101	Hydrant Rental	136,809.00	136,809.00	0.00	100.00%	136,809.00
01-221-240-2025	Training	8,049.41	12,500.00	4,450.59	64.40%	11,000.00
01-221-240-2024	Travel/Meals/Convention	1,865.81	3,000.00	1,134.19	62.19%	2,500.00
<b>Totals:</b>		<b>154,854.93</b>	<b>166,309.00</b>	<b>11,454.07</b>	<b>93.11%</b>	<b>163,809.00</b>
<b>Stations &amp; Buildings</b>						
01-221-241-2010	Insurance	908.50	920.00	11.50	98.75%	920.00
01-221-241-2027	Repairs	5,761.17	13,000.00	7,238.83	44.32%	10,500.00
01-221-241-2011	Fuel	2,143.09	7,500.00	5,356.91	28.57%	6,500.00
01-221-241-2009	Lights	2,688.94	5,500.00	2,811.06	48.89%	4,500.00
01-221-241-2020	Water	396.91	500.00	103.09	79.38%	500.00
01-221-241-2012	Janitor	3,594.23	5,000.00	1,405.77	71.88%	5,000.00
01-221-241-2013	Janitor Supplies	1,244.21	2,000.00	755.79	62.21%	2,000.00
<b>Totals:</b>		<b>16,737.05</b>	<b>34,420.00</b>	<b>17,682.95</b>	<b>48.63%</b>	<b>29,920.00</b>
<b>Fire Fighting Equipment</b>						
01-221-242-2110	Hose & Couplings	6,923.87	11,000.00	4,076.13	62.94%	10,500.00
01-221-242-2019	Gas	1,477.25	3,500.00	2,022.75	42.21%	3,000.00
01-221-242-2028	Repairs Vehicles	7,052.59	14,500.00	7,447.41	48.64%	13,500.00
01-221-242-2010	Insurance Vehicles	4,783.43	4,783.00	-0.43	100.01%	4,783.43
01-221-242-2030	Clothing & Boots	16,432.64	15,500.00	-932.64	106.02%	20,500.00
01-221-242-2029	Radio Repairs	4,911.42	6,000.00	1,088.58	81.86%	6,000.00
01-221-242-2111	Other Equipment	4,563.95	11,000.00	6,436.05	41.49%	11,000.00
01-221-242-2112	Other(Rechg/Post/Copy)	2,442.95	5,000.00	2,557.05	48.86%	5,000.00
<b>Totals:</b>		<b>48,588.10</b>	<b>71,283.00</b>	<b>22,694.90</b>	<b>68.16%</b>	<b>74,283.43</b>
<b>Other Fire Expense</b>						
01-221-243-2007	Honoraria	4,500.00	4,500.00	0.00	100.00%	4,500.00
01-221-243-2010	Liability Ins	1,658.25	2,000.00	341.75	82.91%	1,658.25
01-221-243-2120	Misc.(Adv.,Subs.,Etc.)	267.15	1,000.00	732.85	26.72%	1,000.00
01-221-243-2121	Donations	0.00	0.00	0.00	0.00%	0.00
01-221-243-2014	Amortization Expense	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>6,425.40</b>	<b>7,500.00</b>	<b>1,074.60</b>	<b>85.67%</b>	<b>7,158.25</b>
<b>Total Protection Services:</b>		<b>226,605.48</b>	<b>279,512.00</b>	<b>52,906.52</b>	<b>81.07%</b>	<b>275,170.68</b>
<b>OTHER PROT SERVICES</b>						
<b>Emergency Measures</b>						
01-221-244-2007	Honorarium	0.00	0.00	0.00	0.00%	0.00
01-221-244-2130	Other Expense	0.00	1,000.00	1,000.00	0.00%	1,000.00
01-221-244-2131	Regional EMO	0.00	5,500.00	5,500.00	0.00%	5,500.00
<b>Totals:</b>		<b>0.00</b>	<b>6,500.00</b>	<b>6,500.00</b>	<b>0.00%</b>	<b>6,500.00</b>
<b>Other Protective Services</b>						
01-221-245-2140	Animal / Pest Control	3,760.00	7,500.00	3,740.00	50.13%	7,500.00
01-221-245-2141	Occ. Health & Safety	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>3,760.00</b>	<b>7,500.00</b>	<b>3,740.00</b>	<b>50.13%</b>	<b>7,500.00</b>
<b>Total Other Prot Services:</b>		<b>3,760.00</b>	<b>14,000.00</b>	<b>10,240.00</b>	<b>26.86%</b>	<b>14,000.00</b>

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<b>TRANSPORTATION</b>						
<b>Common Equipment</b>						
01-230-260-2002	Common Equip Salaries	6,579.01	18,439.00	11,859.99	35.68%	18,439.00
01-230-260-2003	Common Equip. Wages	0.00	0.00	0.00	0.00%	0.00
01-230-260-2019	Common Equip. Gas	11,655.87	25,000.00	13,344.13	46.62%	25,000.00
01-230-260-2010	Equipment Insurance	3,610.38	4,333.00	722.62	83.32%	3,610.38
01-230-260-2028	Equipment Repairs	11,777.70	40,000.00	28,222.30	29.44%	40,000.00
	<b>Totals:</b>	<b>33,622.96</b>	<b>87,772.00</b>	<b>54,149.04</b>	<b>38.31%</b>	<b>87,049.38</b>
<b>Small Tools &amp; Equipment</b>						
01-230-261-2150	Small Tools Expense	11,142.23	15,598.00	4,455.77	71.43%	17,098.00
	<b>Totals:</b>	<b>11,142.23</b>	<b>15,598.00</b>	<b>4,455.77</b>	<b>71.43%</b>	<b>17,098.00</b>
<b>Workshops &amp; Yards</b>						
01-230-262-2002	Workshops Salaries	3,361.03	6,543.00	3,181.97	51.37%	6,543.00
01-230-262-2003	Workshops Wages	0.00	0.00	0.00	0.00%	0.00
01-230-262-2009	Workshops-Lights	1,197.25	3,500.00	2,302.75	34.21%	3,500.00
01-230-262-2011	Workshops Fuel	647.96	4,000.00	3,352.04	16.20%	4,000.00
01-230-262-2015	Workshops Telephone	4,634.51	7,500.00	2,865.49	61.79%	7,500.00
01-230-262-2020	Workshops Water	295.51	600.00	304.49	49.25%	600.00
01-230-262-2010	Workshops Insurance	1,931.87	1,932.00	0.13	99.99%	1,932.00
01-230-262-2027	Workshops Rep. & Maint	5,053.88	3,300.00	-1,753.88	153.15%	5,553.08
	<b>Totals:</b>	<b>17,122.01</b>	<b>27,375.00</b>	<b>10,252.99</b>	<b>62.55%</b>	<b>29,628.08</b>
<b>Liability Insurance</b>						
01-230-263-2010	Liab.Ins.&Damage Claims	12,032.53	10,975.00	-1,057.53	109.64%	12,032.53
	<b>Totals:</b>	<b>12,032.53</b>	<b>10,975.00</b>	<b>-1,057.53</b>	<b>109.64%</b>	<b>12,032.53</b>
<b>Engineering</b>						
01-230-264-2021	Survey & Engineering	2,737.50	0.00	-2,737.50	0.00%	2,737.50
	<b>Totals:</b>	<b>2,737.50</b>	<b>0.00</b>	<b>-2,737.50</b>	<b>0.00%</b>	<b>2,737.50</b>
<b>Roads &amp; Streets</b>						
01-230-265-2002	Roads & Sts Salary	113,866.23	140,020.00	26,153.77	81.32%	122,598.47
01-230-265-2003	Roads & Streets Wages	0.00	0.00	0.00	0.00%	0.00
01-230-265-2004	Fringe Benefits	41,294.09	76,556.00	35,261.91	53.94%	76,556.00
01-230-265-2160	Chloride & Cartage	0.00	0.00	0.00	0.00%	0.00
01-230-265-2161	Sand / Gravel	890.35	10,000.00	9,109.65	8.90%	10,000.00
01-230-265-2162	Patching Strs/Sidewalks	56,405.10	61,869.00	5,463.90	91.17%	61,869.00
01-230-265-2163	Storm Sewers Maint	3,811.07	6,500.00	2,688.93	58.63%	6,500.00
01-230-265-2005	Workmens Compensation	0.00	0.00	0.00	0.00%	0.00
01-230-265-2030	Safety Clothing/Eqpt	3,249.18	5,831.00	2,581.82	55.72%	5,831.00
01-230-265-2025	Rds. & Sts. Training	8,150.36	12,060.00	3,909.64	67.58%	12,060.00
01-230-265-2164	Gen. Supplies/Expense	11,995.25	8,800.00	-3,195.25	136.31%	14,000.00
01-230-265-2029	Radio Rep/Rental	311.00	400.00	89.00	77.75%	720.00
01-230-266-2002	Snow/ Ice Salary	3,503.73	37,942.00	34,438.27	9.23%	37,942.00
01-230-266-2003	Snow/Ice Control Wages	0.00	0.00	0.00	0.00%	0.00
01-230-266-2170	Snow/ Ice Control Salt	0.00	30,000.00	30,000.00	0.00%	30,000.00
01-230-266-2171	Snow/Ice Equip.Rental	0.00	2,000.00	2,000.00	0.00%	2,000.00
01-230-265-2014	Amortization Expense	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>243,476.36</b>	<b>391,978.00</b>	<b>148,501.64</b>	<b>62.11%</b>	<b>380,076.47</b>
<b>Street Lighting</b>						
01-230-267-2009	NSPC Expense	14,631.90	26,182.00	11,550.10	55.89%	26,182.00
01-230-267-2180	St. Lighting Materials	397.31	1,897.00	1,499.69	20.94%	1,897.00
	<b>Totals:</b>	<b>15,029.21</b>	<b>28,079.00</b>	<b>13,049.79</b>	<b>53.52%</b>	<b>28,079.00</b>

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<b>Traffic Services</b>						
01-230-268-2190	Signs/ Standards	1,544.02	5,000.00	3,455.98	30.88%	5,000.00
01-230-268-2191	Painting Lines Material	20,882.65	14,500.00	-6,382.65	144.02%	20,882.65
	<b>Totals:</b>	<b>22,426.67</b>	<b>19,500.00</b>	<b>-2,926.67</b>	<b>115.01%</b>	<b>25,882.65</b>
<b>Parking Services</b>						
01-230-269-2200	Lot Rentals	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Public Transit</b>						
01-230-270-2210	Public Transit - Other	1,000.00	21,000.00	20,000.00	4.76%	21,000.00
	<b>Totals:</b>	<b>1,000.00</b>	<b>21,000.00</b>	<b>20,000.00</b>	<b>4.76%</b>	<b>21,000.00</b>
	<b>Total Transportation Serv:</b>	<b>358,589.47</b>	<b>602,277.00</b>	<b>243,687.53</b>	<b>59.54%</b>	<b>603,583.61</b>
<b>ENVIRONMENTAL HEALTH</b>						
<b>Sewage Collection Systems</b>						
01-240-300-2002	E.H. Sew.Coll. Salaries	767.10	1,707.00	939.90	44.94%	1,707.00
01-240-300-2003	E.H.Sew.Coll. Wages	0.00	0.00	0.00	0.00%	0.00
01-240-300-2220	E.H.Sew.Coll.Sup & Exp	8,232.65	6,000.00	-2,232.65	137.21%	10,232.65
01-240-300-2221	E.H. Cleaning Fees	775.89	5,000.00	4,224.11	15.52%	5,000.00
01-240-300-2014	Amortization Expense	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>9,775.64</b>	<b>12,707.00</b>	<b>2,931.36</b>	<b>76.93%</b>	<b>16,939.65</b>
<b>Sewage Lift Stations</b>						
01-240-301-2002	E/H Lift Stn.-Salary	3,371.15	8,057.00	4,685.85	41.84%	8,057.00
01-240-301-2003	Lift Station - Wages	0.00	0.00	0.00	0.00%	0.00
01-240-301-2009	Lift Stn. - Power	3,445.73	6,900.00	3,454.27	49.94%	6,900.00
01-240-301-2230	Lift Stn.-Supply/Expense	2,194.38	12,374.00	10,179.62	17.73%	12,374.00
01-240-301-2231	Lift Stn.-Equip. Rep.	1,453.40	6,000.00	4,546.60	24.22%	6,000.00
	<b>Totals:</b>	<b>10,464.66</b>	<b>33,331.00</b>	<b>22,866.34</b>	<b>31.40%</b>	<b>33,331.00</b>
<b>Sew Treatment &amp; Disposal</b>						
01-240-302-2002	Sew.Treat.-Salary	21,973.14	51,877.00	29,903.86	42.36%	51,877.00
01-240-302-2003	Sew.Treatment-Wages	0.00	0.00	0.00	0.00%	0.00
01-240-302-2009	Sew.Treatment-Power	31,649.07	52,000.00	20,350.93	60.86%	52,000.00
01-240-302-2240	Chlorine/Cartage	143.95	27,000.00	26,856.05	0.53%	27,000.00
01-240-302-2241	Other Chemicals	0.00	0.00	0.00	0.00%	0.00
01-240-302-2005	W.C.B	0.00	0.00	0.00	0.00%	0.00
01-240-302-2242	Supply/Maintenance	54,499.58	72,772.00	18,272.42	74.89%	72,772.00
01-240-302-2015	Telephone	1,090.34	1,500.00	409.66	72.69%	1,500.00
01-240-302-2243	Eqpt./Motor Repairs	1,054.77	5,000.00	3,945.23	21.10%	5,000.00
01-240-302-2028	Vehicles(Portion)	0.00	8,667.00	8,667.00	0.00%	8,667.00
01-240-302-2020	Sew.Treatment-Water	239.51	400.00	160.49	59.88%	400.00
	<b>Totals:</b>	<b>110,650.36</b>	<b>219,216.00</b>	<b>108,565.64</b>	<b>50.48%</b>	<b>219,216.00</b>
<b>Garbage &amp; Waste Collection</b>						
01-240-303-2002	E/H-Waste Coll.-Salary	0.00	0.00	0.00	0.00%	0.00
01-240-303-2003	E/H-Waste Coll.- Wages	0.00	0.00	0.00	0.00%	0.00
01-240-303-2251	Other Collection Expense	3,285.69	8,600.00	5,314.31	38.21%	8,600.00
01-240-303-2252	Waste/Recycling Contract	105,494.86	149,048.00	43,553.14	70.78%	149,048.00
	<b>Totals:</b>	<b>108,780.55</b>	<b>157,648.00</b>	<b>48,867.45</b>	<b>69.00%</b>	<b>157,648.00</b>
<b>Other</b>						
01-240-304-2002	E/H Other-Salaries	0.00	0.00	0.00	0.00%	0.00
01-240-304-2003	E/H Other-Wages	0.00	0.00	0.00	0.00%	0.00
01-240-304-2260	EH Oth.Exp-Contracts,Etc	0.00	8,000.00	8,000.00	0.00%	8,000.00
	<b>Totals:</b>	<b>0.00</b>	<b>8,000.00</b>	<b>8,000.00</b>	<b>0.00%</b>	<b>8,000.00</b>
	<b>Total Environmental Health:</b>	<b>239,671.21</b>	<b>430,902.00</b>	<b>191,230.79</b>	<b>55.62%</b>	<b>435,134.65</b>

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<b>PUB HEALTH &amp; WELFARE</b>						
<b>Public Health</b>						
01-250-320-2270	Mental Health	0.00	0.00	0.00	0.00%	0.00
01-250-302-2271	Public Health - Others	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Other Health</b>						
01-250-321-2280	Other-Nursing(VON)	0.00	0.00	0.00	0.00%	0.00
01-250-321-2281	Other	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Social Welfare Admin</b>						
01-250-322-2290	Admin. & Placement	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Social Welfare Services</b>						
01-250-323-2300	Municipal Homes	0.00	0.00	0.00	0.00%	0.00
01-250-323-2301	Private Homes	0.00	0.00	0.00	0.00%	0.00
01-250-323-2302	Child Welfare	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Social Welfare-Other</b>						
01-250-323-2303	Other Emp. Project	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
	<b>Total Pub Health &amp; Welfare:</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>OTHER ENV DEV SERV</b>						
<b>Env Planning &amp; Zoning</b>						
01-260-340-2002	Admin. - Salaries	6,840.58	10,189.00	3,348.42	67.14%	10,189.00
01-260-340-2003	Admin. - Wages	0.00	0.00	0.00	0.00%	0.00
01-260-340-2008	Administration Contracted	30,275.89	67,490.00	37,214.11	44.86%	67,490.00
01-260-340-2004	Fringe Costs	1,778.94	2,181.00	402.06	81.57%	2,181.00
01-260-340-2005	Workers' Compensation Board	0.00	0.00	0.00	0.00%	0.00
01-260-340-2310	Professional Fees	0.00	1,500.00	1,500.00	0.00%	1,500.00
01-260-340-2017	Office Expense	0.00	500.00	500.00	0.00%	500.00
01-260-340-2016	Photocopying/Postage	413.80	950.00	536.20	43.56%	950.00
01-260-340-2015	Telephone	0.00	0.00	0.00	0.00%	0.00
01-260-340-2018	Office Equip.Prog & Service	0.00	0.00	0.00	0.00%	0.00
01-260-340-2311	Office Rental	938.61	1,252.00	313.39	74.97%	1,252.00
01-260-340-2024	Travel & Meetings	1,067.38	2,500.00	1,432.62	42.70%	2,500.00
01-260-340-2031	Advertising Costs	0.00	0.00	0.00	0.00%	0.00
01-260-340-2025	Training & Conferences	219.07	1,500.00	1,280.93	14.60%	1,500.00
01-260-340-2010	Insurance Expense	1,189.34	2,147.00	957.66	55.40%	2,147.00
01-260-340-2014	Amortization Expense	0.00	0.00	0.00	0.00%	0.00
01-260-340-2312	Other	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>42,723.61</b>	<b>90,209.00</b>	<b>47,485.39</b>	<b>47.36%</b>	<b>90,209.00</b>
<b>Community Development</b>						
01-260-341-2002	Administration	32,388.05	47,911.00	15,522.95	67.60%	47,911.00
01-260-341-2004	Fringe Costs	6,981.21	10,253.00	3,271.79	68.09%	10,253.00
01-260-341-2017	Office Expense	1,219.34	2,000.00	780.66	60.97%	2,000.00
01-260-341-2016	Copying & Postage	0.00	450.00	450.00	0.00%	450.00
01-260-341-2015	Telephone	1,861.32	4,500.00	2,638.68	41.36%	4,500.00
01-260-341-2018	Office Equip./Prog.	4,109.89	4,000.00	-109.89	102.75%	4,300.00
01-260-341-2320	Office Rental	0.00	5,108.00	5,108.00	0.00%	5,108.00
01-260-341-2024	Travel & Education	0.00	0.00	0.00	0.00%	0.00
01-260-341-2031	Advertising & Promotion	1,455.44	4,000.00	2,544.56	36.39%	4,000.00
01-260-341-2321	Special Projects	1,517.21	10,100.00	8,582.79	15.02%	10,100.00
01-260-341-2025	Training & Conferences	231.49	1,000.00	768.51	23.15%	1,000.00
01-260-341-2014	Amortization Expense	0.00	0.00	0.00	0.00%	0.00
	<b>Totals:</b>	<b>49,763.95</b>	<b>89,322.00</b>	<b>39,558.05</b>	<b>55.71%</b>	<b>89,622.00</b>

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<b>Other Development Services</b>						
01-260-342-2330	Tourist Bureau	14,793.00	14,793.00	0.00	100.00%	14,793.00
01-260-342-2026	Memberships	0.00	500.00	500.00	0.00%	500.00
01-260-342-2331	Town Crier's Expense	0.00	250.00	250.00	0.00%	250.00
01-260-342-2332	Other Tourism Exp.	2,198.14	2,500.00	301.86	87.93%	2,500.00
01-260-342-2333	Xmas Lighting Expense	976.39	2,500.00	1,523.61	39.06%	2,500.00
01-260-342-2334	Grants Other Organizatio	0.00	0.00	0.00	0.00%	0.00
01-260-342-2335	Oth.Exp(Pins,Adv,Clock)	217.57	718.00	500.43	30.30%	718.00
01-260-342-2336	Communities in Bloom	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>18,185.10</b>	<b>21,261.00</b>	<b>3,075.90</b>	<b>85.53%</b>	<b>21,261.00</b>
<b>Total Oth Env Dev Services:</b>		<b>110,672.66</b>	<b>200,792.00</b>	<b>90,119.34</b>	<b>55.12%</b>	<b>201,092.00</b>
<b>REC &amp; CULTURAL SERV</b>						
<b>Administration-Commission</b>						
01-270-360-2025	Comm.-Training/Confer.	0.00	0.00	0.00	0.00%	0.00
01-270-360-2024	Comm.-Travel & Meals	0.00	0.00	0.00	0.00%	0.00
01-270-360-2026	Membership Fees	0.00	0.00	0.00	0.00%	0.00
01-270-360-2340	Commission-Other	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Management</b>						
01-270-361-2002	Mgmt.-Director's Salary	56,038.87	82,128.00	26,089.13	68.23%	82,128.00
01-270-361-2003	Mgmt.-Office Wages Casual	0.00	0.00	0.00	0.00%	0.00
01-270-361-2004	Mgmt.-Fringe Benefits	15,650.13	22,249.00	6,598.87	70.34%	22,249.00
01-270-361-2024	Mgmt.-Travel & Meetings	532.89	500.00	-32.89	106.58%	500.00
01-270-361-2025	Mgmt.-Training/Conferen	61.29	1,000.00	938.71	6.13%	1,000.00
01-270-361-2026	Mgmt.-Membership Fees	0.00	150.00	150.00	0.00%	150.00
<b>Totals:</b>		<b>72,283.18</b>	<b>106,027.00</b>	<b>33,743.82</b>	<b>68.17%</b>	<b>106,027.00</b>
<b>Office</b>						
01-270-362-2017	Office Supplies	0.00	0.00	0.00	0.00%	0.00
01-270-362-2016	Photocopying & Postage	0.00	0.00	0.00	0.00%	0.00
01-270-362-2015	Telephone	0.00	0.00	0.00	0.00%	0.00
01-270-362-2031	Printing & Advertising	0.00	1,000.00	1,000.00	0.00%	1,000.00
01-270-362-2350	Resource Material	0.00	0.00	0.00	0.00%	0.00
01-270-362-2018	Office Equip & Service	0.00	0.00	0.00	0.00%	0.00
01-270-362-2351	Office Rental	0.00	0.00	0.00	0.00%	0.00
01-270-362-2005	WCB	0.00	0.00	0.00	0.00%	0.00
01-270-362-2014	Amortization Expense	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>1,000.00</b>	<b>1,000.00</b>	<b>0.00%</b>	<b>1,000.00</b>
<b>Pool</b>						
01-270-363-2002	Pool-Salary	0.00	0.00	0.00	0.00%	0.00
01-270-363-2003	Pool-Wages	0.00	0.00	0.00	0.00%	0.00
01-270-363-2020	Pool-Water & Sewer	0.00	0.00	0.00	0.00%	0.00
01-270-363-2009	Pool - Lights	0.00	100.00	100.00	0.00%	100.00
01-270-363-2360	Pool-Materials	0.00	0.00	0.00	0.00%	0.00
01-270-363-2361	Pool-Grants	12,000.00	12,000.00	0.00	100.00%	12,000.00
01-270-363-2362	Pool-Other	424.80	357.00	-67.80	118.99%	424.80
<b>Totals:</b>		<b>12,424.80</b>	<b>12,457.00</b>	<b>32.20</b>	<b>99.74%</b>	<b>12,524.80</b>
<b>Rink</b>						
01-270-364-2002	Rink-Salary	0.00	0.00	0.00	0.00%	0.00
01-270-364-2020	Rink-Water & Sewage	4,854.20	6,900.00	2,045.80	70.35%	6,900.00
01-270-364-2370	Rink Grants	5,000.00	5,000.00	0.00	100.00%	5,000.00
<b>Totals:</b>		<b>9,854.20</b>	<b>11,900.00</b>	<b>2,045.80</b>	<b>82.81%</b>	<b>11,900.00</b>
<b>Recreation Facilities</b>						
01-270-365-2002	Parks-Salary	35,660.56	37,418.00	1,757.44	95.30%	37,418.00
01-270-366-2002	Parks/PW-Salary	1,394.03	3,796.00	2,401.97	36.72%	3,796.00
01-270-365-2003	Parks-Wages	24,100.70	24,294.00	193.30	99.20%	24,100.70

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01-270-366-2003	Parks/PW-Wages	0.00	0.00	0.00	0.00%	0.00
01-270-365-2004	Parks-Fringe Benefits	9,847.26	8,996.00	-851.26	109.46%	9,847.26
01-270-365-2005	Parks-WCB	0.00	0.00	0.00	0.00%	0.00
01-270-365-2025	Parks-Training & Mileage	232.75	690.00	457.25	33.73%	690.00
01-270-365-2020	Parks-Water & Sewer	11,381.10	16,500.00	5,118.90	68.98%	11,500.00
01-270-365-2009	Parks-Lights	1,268.57	2,500.00	1,231.43	50.74%	2,500.00
01-270-365-2010	Parks-Insurance	2,148.58	2,108.00	-40.58	101.93%	2,148.58
01-270-365-2380	Parks-Equipment	6,063.64	7,618.00	1,554.36	79.60%	7,618.00
01-270-365-2381	Parks-PW Equip.Rental	0.00	3,000.00	3,000.00	0.00%	3,000.00
01-270-365-2382	Parks-Structurres	10,422.06	20,250.00	9,827.94	51.47%	20,250.00
01-270-365-2015	Parks - Telephone	1,115.82	2,050.00	934.18	54.43%	2,050.00
01-270-365-2383	Parks-Lawn Mgt(Grnds)	16,911.58	22,500.00	5,588.42	75.16%	22,500.00
01-270-365-2384	Parks-Spec.Projects	0.00	0.00	0.00	0.00%	0.00
01-270-365-2385	Parks-Maint.-Grants	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>120,546.65</b>	<b>151,720.00</b>	<b>31,173.35</b>	<b>79.45%</b>	<b>147,418.54</b>
<b>Cultural Bldgs &amp; Facilities</b>						
<b>Museums</b>						
01-270-367-2390	Macdonald Mus.Grant	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Library</b>						
01-270-368-2002	Library-Salary	0.00	0.00	0.00	0.00%	0.00
01-270-368-2003	Library-Wages	0.00	0.00	0.00	0.00%	0.00
01-270-368-2015	Library-Telephone	238.72	500.00	261.28	47.74%	500.00
01-270-368-2020	Library-Water & Sewer	527.94	600.00	72.06	87.99%	600.00
01-270-368-2009	Library-Lights	1,741.33	4,500.00	2,758.67	38.70%	4,500.00
01-270-368-2027	Library-Repairs	523.72	1,000.00	476.28	52.37%	1,000.00
01-270-368-2010	Library- Insurance	560.22	560.00	-0.22	100.04%	560.22
01-270-368-2013	Library-Bldg.Sup./Mat.	444.86	775.00	330.14	57.40%	775.00
01-270-368-2012	Library-Janitor	3,915.28	5,872.00	1,956.72	66.68%	5,872.00
<b>Totals:</b>		<b>7,952.07</b>	<b>13,807.00</b>	<b>5,854.93</b>	<b>57.59%</b>	<b>13,807.22</b>
<b>Other Rec &amp; Cultural Serv</b>						
<b>Program Development</b>						
01-270-369-2002	Summer Salary	0.00	0.00	0.00	0.00%	0.00
01-270-369-2003	Wages (Casual)	41,670.45	45,689.00	4,018.55	91.20%	41,670.45
01-270-369-2025	Travel & Training (Casual)	1,711.23	2,100.00	388.77	81.49%	2,100.00
01-270-369-2400	Sports Programs	526.16	1,000.00	473.84	52.62%	1,000.00
01-270-369-2401	Outdoor Programs	0.00	0.00	0.00	0.00%	0.00
01-270-369-2402	Winter Programs	0.00	0.00	0.00	0.00%	0.00
01-270-369-2403	Special Programs	0.00	500.00	500.00	0.00%	500.00
01-270-369-2404	Creative Arts	0.00	250.00	250.00	0.00%	250.00
01-270-369-2405	General Programs	20,783.80	29,000.00	8,216.20	71.67%	29,000.00
01-270-369-2406	MPAL	2,673.46	9,000.00	6,326.54	29.71%	9,000.00
<b>Totals:</b>		<b>67,365.10</b>	<b>87,539.00</b>	<b>20,173.90</b>	<b>76.95%</b>	<b>83,520.45</b>
<b>Leadership Development</b>						
01-270-370-2410	Workshops & Clinics	30.00	500.00	470.00	6.00%	500.00
<b>Totals:</b>		<b>30.00</b>	<b>500.00</b>	<b>470.00</b>	<b>6.00%</b>	<b>500.00</b>
<b>Rec Grant Programs</b>						
01-270-370-2420	Community Org Grants	0.00	0.00	0.00	0.00%	0.00
01-270-371-2421	Cultural Grants	0.00	1,000.00	1,000.00	0.00%	1,000.00
<b>Totals:</b>		<b>0.00</b>	<b>1,000.00</b>	<b>1,000.00</b>	<b>0.00%</b>	<b>1,000.00</b>
<b>Information Services</b>						
01-270-372-2430	Computer Software	0.00	0.00	0.00	0.00%	0.00
01-270-372-2431	Newsletter	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Special Events &amp; Festivals</b>						
01-270-373-2440	Heart Of The Valley Festival	7,500.00	7,500.00	0.00	100.00%	7,500.00

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01-270-373-2441	Apple Blossom Festival	845.97	750.00	-95.97	112.80%	700.00
01-270-373-2442	Other	24,689.62	30,000.00	5,310.38	82.30%	30,000.00
01-270-373-2443	Concessions	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>33,035.59</b>	<b>38,250.00</b>	<b>5,214.41</b>	<b>86.37%</b>	<b>38,200.00</b>
<b>Total Rec &amp; Cultural Serv:</b>		<b>323,491.59</b>	<b>424,200.00</b>	<b>100,708.41</b>	<b>76.26%</b>	<b>415,898.01</b>
<b>FISCAL SERVICES</b>						
<b>Debt Charges</b>						
<b>Int Short-Term Borrowing</b>						
01-280-400-2450	Operating Borrowing	1.21	500.00	498.79	0.24%	500.00
01-280-400-2451	Temp.Cap.Borrowing	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>1.21</b>	<b>500.00</b>	<b>498.79</b>	<b>0.24%</b>	<b>500.00</b>
<b>Interest Long-Term Debt</b>						
01-280-400-2460	Debenture Interest	38,377.66	65,854.00	27,476.34	58.28%	65,854.00
01-280-400-2461	Term Loan Interest	-323.32	2,670.00	2,993.32	(12.11%)	2,670.00
<b>Totals:</b>		<b>38,054.34</b>	<b>68,524.00</b>	<b>30,469.66</b>	<b>55.53%</b>	<b>68,524.00</b>
<b>Principal Long-Term Debt</b>						
01-280-400-2470	Debenture Principal	231,044.00	231,044.00	0.00	100.00%	231,044.00
01-280-400-2471	Term Loan Principal	0.00	49,206.00	49,206.00	0.00%	49,206.00
01-280-400-2472	Sinking Fund Payments	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>231,044.00</b>	<b>280,250.00</b>	<b>49,206.00</b>	<b>82.44%</b>	<b>280,250.00</b>
<b>Other Debt Charges</b>						
01-280-400-2480	Bank Service Charge	2,521.86	4,000.00	1,478.14	63.05%	4,000.00
01-280-400-2481	Discount on Debentures	0.00	0.00	0.00	0.00%	0.00
01-280-400-2482	Cash Over / Short	-3.47	0.00	3.47	0.00%	0.00
<b>Totals:</b>		<b>2,518.39</b>	<b>4,000.00</b>	<b>1,481.61</b>	<b>62.96%</b>	<b>4,000.00</b>
<b>TRANS TO OWN RESERVES</b>						
<b>FUNDS &amp; AGENCIES</b>						
<b>Valuation Allowances</b>						
01-280-401-2490	Uncollectible Taxes	0.00	0.00	0.00	0.00%	0.00
01-280-401-2491	Other Doubtful Receivables	0.00	0.00	0.00	0.00%	0.00
01-280-401-2492	Unresol.Assmt.Appeals	0.00	0.00	0.00	0.00%	0.00
01-280-401-2493	Defecit Previous Years	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Other Funds</b>						
01-280-401-2500	SRF - Capital	0.00	0.00	0.00	0.00%	0.00
01-280-401-2501	SRF - Equipment	0.00	0.00	0.00	0.00%	0.00
01-280-401-2502	SRF-Operating Reserve	0.00	0.00	0.00	0.00%	0.00
01-280-401-2503	SRF-Operating Recreation	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Gen Capital (Out of Rev)</b>						
01-290-420-2002	C.O.R. Sewers/Mains Salary	0.00	0.00	0.00	0.00%	0.00
01-290-420-2003	C.O.R. Sewers/Mains Wages	0.00	0.00	0.00	0.00%	0.00
01-290-420-2540	C.O.R. Sewers/Mains Material	0.00	15,000.00	15,000.00	0.00%	5,000.00
01-290-421-2002	C.O.R. Streets-Salary	0.00	0.00	0.00	0.00%	0.00
01-290-421-2003	C.O.R. Streets Wages	0.00	0.00	0.00	0.00%	0.00
01-290-421-2550	C.O.R. Streets Materials	0.00	28,000.00	28,000.00	0.00%	28,000.00
01-290-422-2002	C.O.R. Land/Bldgs.-Salary	1,746.83	0.00	-1,746.83	0.00%	1,746.83
01-290-422-2003	C.O.R. Land/Bldgs.-Wages	0.00	0.00	0.00	0.00%	0.00
01-290-422-2560	C.O.R. Land/Bldgs.-Material	6,324.31	9,700.00	3,375.69	65.20%	6,324.31
01-290-423-2570	C.O.R. Equipment T.G.	0.00	0.00	0.00	0.00%	0.00
01-290-423-2571	C.O.R. Equipment - Police	0.00	0.00	0.00	0.00%	0.00
01-290-423-2572	C.O.R. Equipment Public Work	0.00	0.00	0.00	0.00%	0.00
01-290-423-2573	C.O.R. Equipment- Fire	0.00	0.00	0.00	0.00%	0.00
01-290-423-2574	C.O.R. Equipment-Recreation	0.00	0.00	0.00	0.00%	0.00
01-290-423-2575	C.O.R. Equipment.-Econ.Dev.	0.00	0.00	0.00	0.00%	0.00

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01-290-423-2576	C.O.R. Equipment Env. Planni	0.00	0.00	0.00	0.00%	0.00
01-290-424-2002	C.O.R. Sidewalks-Salary	15,674.70	0.00	-15,674.70	0.00%	15,674.70
01-290-424-2003	C.O.R. Sidewalks-Wages	0.00	0.00	0.00	0.00%	0.00
01-290-424-2580	C.O.R. Sidewalks-Material	0.00	0.00	0.00	0.00%	0.00
01-290-425-2002	C.O.R. Lift Station-Salary	0.00	0.00	0.00	0.00%	0.00
01-290-425-2003	C.O.R. Lift Station-Wages	0.00	0.00	0.00	0.00%	0.00
01-290-425-2590	C.O.R. Lift Station-Material	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>23,745.84</b>	<b>52,700.00</b>	<b>28,954.16</b>	<b>45.06%</b>	<b>56,745.84</b>
<b>Transfers to Other Gov't &amp; Agencies</b>						
<b>Unconditional</b>						
01-280-402-2510	Joint Ex Board	0.00	0.00	0.00	0.00%	0.00
01-280-402-2511	Other Local Government	0.00	0.00	0.00	0.00%	0.00
01-280-402-2512	Valley Solid Waste Auth.	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Conditional</b>						
01-280-403-2520	Assessment	23,677.92	23,678.00	0.08	100.00%	23,678.00
01-280-403-2521	Corrections	18,312.00	24,418.00	6,106.00	74.99%	24,418.00
01-280-403-2522	Regional Housing Corp.	-4,212.00	40,000.00	44,212.00	(10.53%)	40,000.00
01-280-403-2523	Planning(ADPC)	0.00	0.00	0.00	0.00%	0.00
01-280-403-2524	Reg. Industrial Commissi	6,072.00	12,144.00	6,072.00	50.00%	12,144.00
01-280-403-2525	Regional Library	8,646.00	11,528.00	2,882.00	75.00%	11,528.00
01-280-403-2526	Education (ARSB)	233,008.00	347,484.00	114,476.00	67.06%	347,484.00
<b>Totals:</b>		<b>285,503.92</b>	<b>459,252.00</b>	<b>173,748.08</b>	<b>62.17%</b>	<b>459,252.00</b>
<b>Extraordinary Expenditures</b>						
01-280-404-2160	Extraordinary Exp.	0.00	0.00	0.00	0.00%	0.00
<b>Totals:</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>
<b>Total Fiscal Services:</b>		<b>580,867.70</b>	<b>865,226.00</b>	<b>284,358.30</b>	<b>67.13%</b>	<b>869,271.84</b>
<b>TOTAL EXPENDITURES:</b>		<b>2,471,518.15</b>	<b>3,921,313.00</b>	<b>1,449,794.85</b>	<b>63.03%</b>	<b>3,918,077.63</b>
<b>Total Income:</b>		<b>3,557,538.88</b>	<b>3,921,313.00</b>	<b>363,774.12</b>	<b>90.72%</b>	<b>3,937,925.95</b>
<b>Total Expenses:</b>		<b>2,471,518.15</b>	<b>3,921,313.00</b>	<b>1,449,794.85</b>	<b>63.03%</b>	<b>3,918,077.63</b>
<b>Totals:</b>		<b>1,086,020.73</b>	<b>0.00</b>	<b>-1,086,020.73</b>	<b>0.00%</b>	<b>19,848.32</b>



Title: The Future of our Visitor Information Service

Prepared by: Jennifer Coolen, Director of Recreation & Community Services

Prepared for: Mayor Atkinson, Town Council; CAO

Date: December 19, 2017

Please find attached information for discussion on our visitor information services. This report looks at the current service we offer and provides some information so that we can begin discussions on the direction we would like this service to go in the near future. If there is any other information you feel would help make an informed decision on this matter, let me know and I will do my best to provide it.

Sincerely,

A handwritten signature in black ink that reads "Jennifer Coolen". The signature is written in a cursive style with a large, looped "J" and a trailing flourish.

Jennifer Coolen

Director of Recreation & Community Services

Town of Middleton

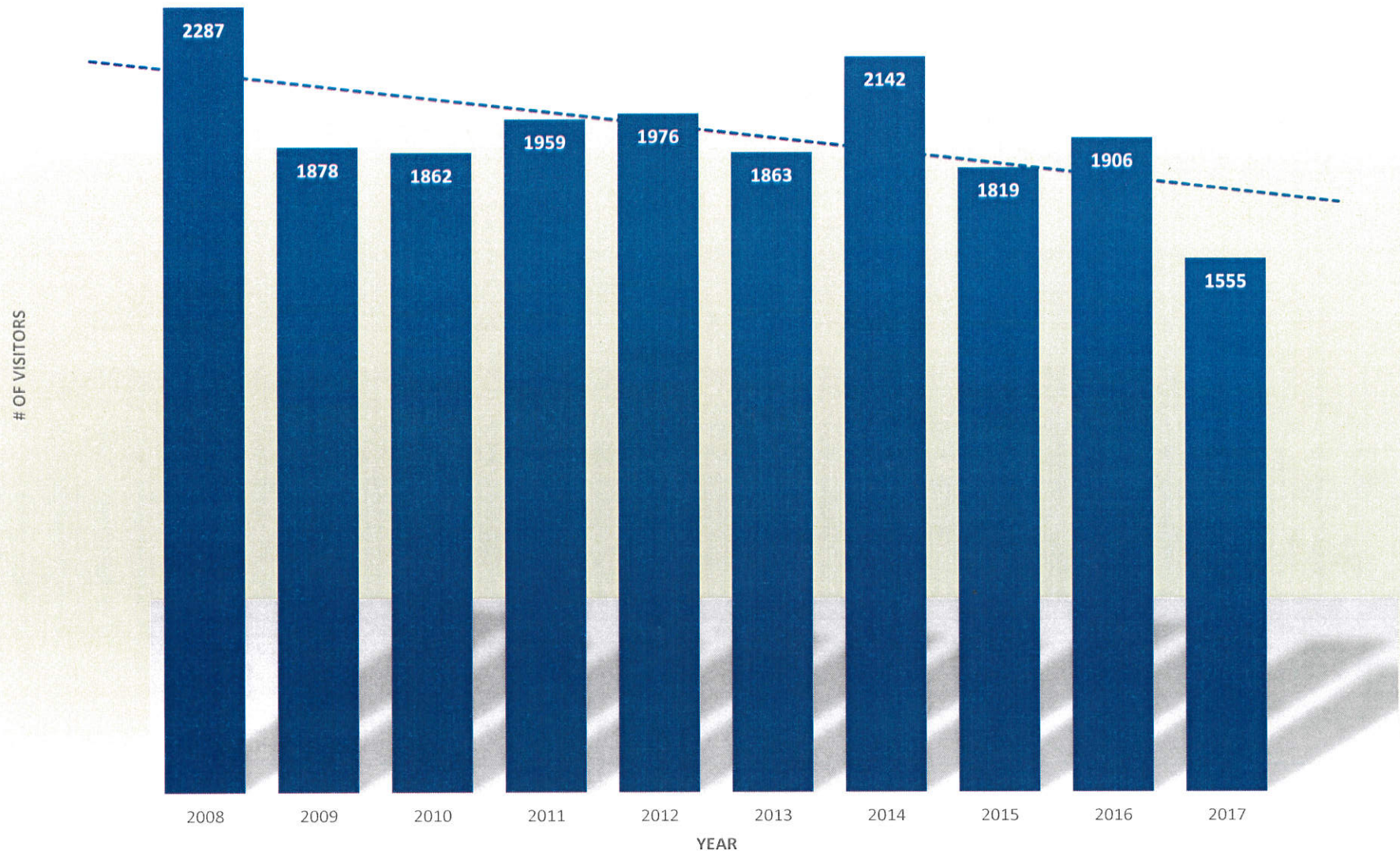
## What is Included in This Report?

1. What we know about our current Visitor Information Center
2. Graphs that show visitor statistics for the Town of Middleton and the Province
3. A graph that shows the costs to operate over the past ten years
4. A graph showing the grant revenue over the past ten years
5. An analysis of the data in the charts
6. Budgets and corresponding worksheets for the past ten years
7. A list of the regional and local visitor information centers ([www.novascotia.com](http://www.novascotia.com))
8. A map showing the visitor information centers across the province ([www.novascotia.com](http://www.novascotia.com))
9. A section of the Facility and Capital Assessment study done by Eagle Project Management
10. Options for discussion in how to move forward

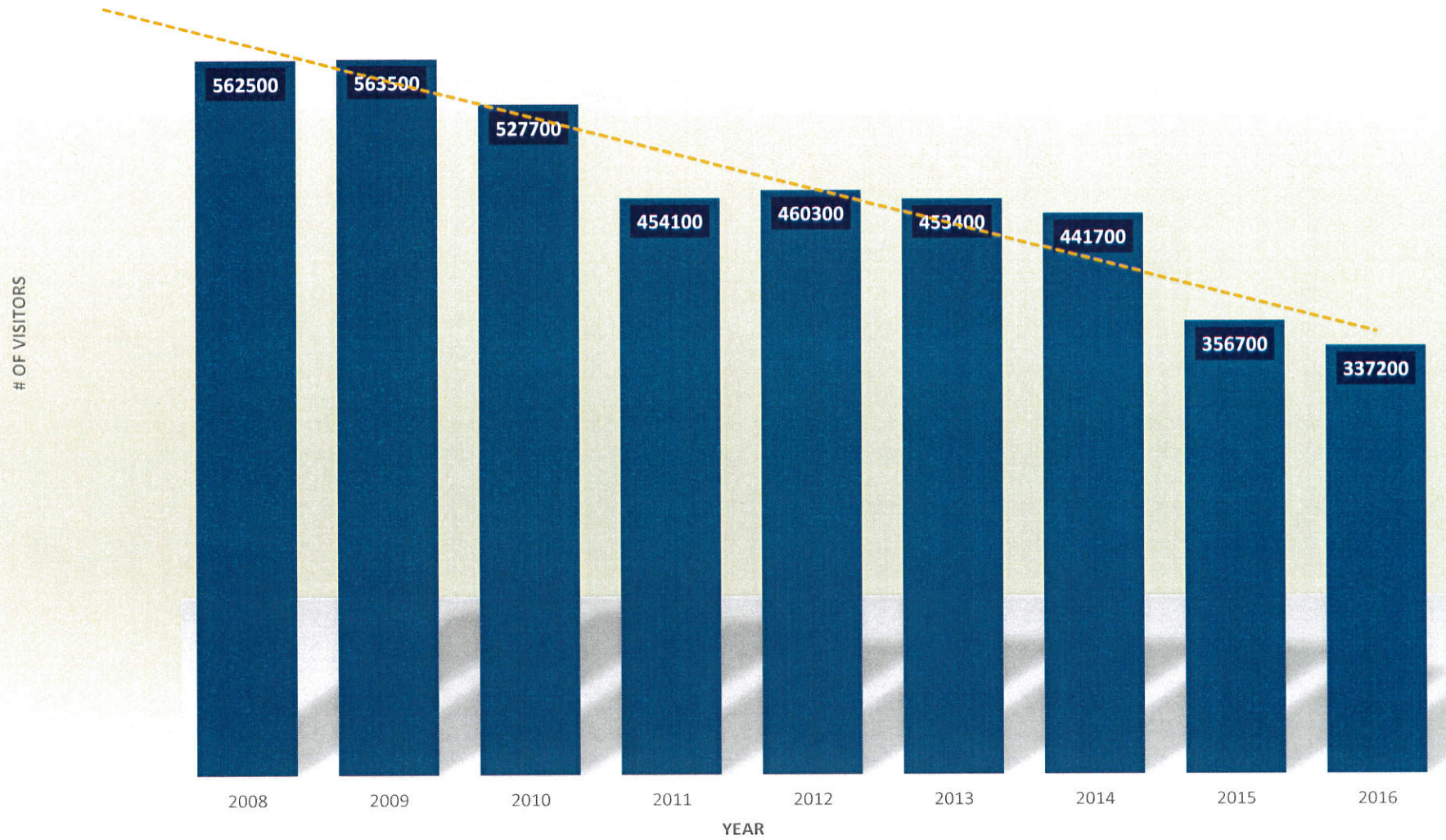
## What do we know about the Visitor Information Center?

- It is located at 8 Bridge Street, beside the Needs Convenience Store.
- The land the building is on is leased from Sobeys. The land and building are assessed to TRA and we then reimburse TRA each year for the amount of taxes for the building.
- The building is owned and maintained by the Town.
- It opens for the season after the long weekend in May and stays open until after the long weekend in September.
- For many years up until 2011/12 there were three staff hired – a manager, and two counsellors. After that, only two staff were hired, except for one year when a position was shared with the Heart of the Valley Festival.
- When Eagle Project Management did the Facility and Capital Assessment report in June of 2017, it was found that, “the projected cost to maintain the current VIC building over the next 10 years is \$28,400.”
- Esthetically speaking, the building is old and has not had a lot of work done to modernize it in many years. In the last five years, it has had some walls painted and some flooring redone.
- The center used to sell “Town of Middleton” pottery, but the revenue generated from it did not exceed the expenses. It also meant that there was cash being held in the building and it has been broken into at least once a year for most of the past few years.
- For the last few years we have had a free bicycle loan program and that program operated out of the VIC.
- For the past three years, the staff at the Visitor Information Center have helped with our canoe/kayak loan program.
- The subject of whether to make changes to this service has been a budget topic at council for several years now.

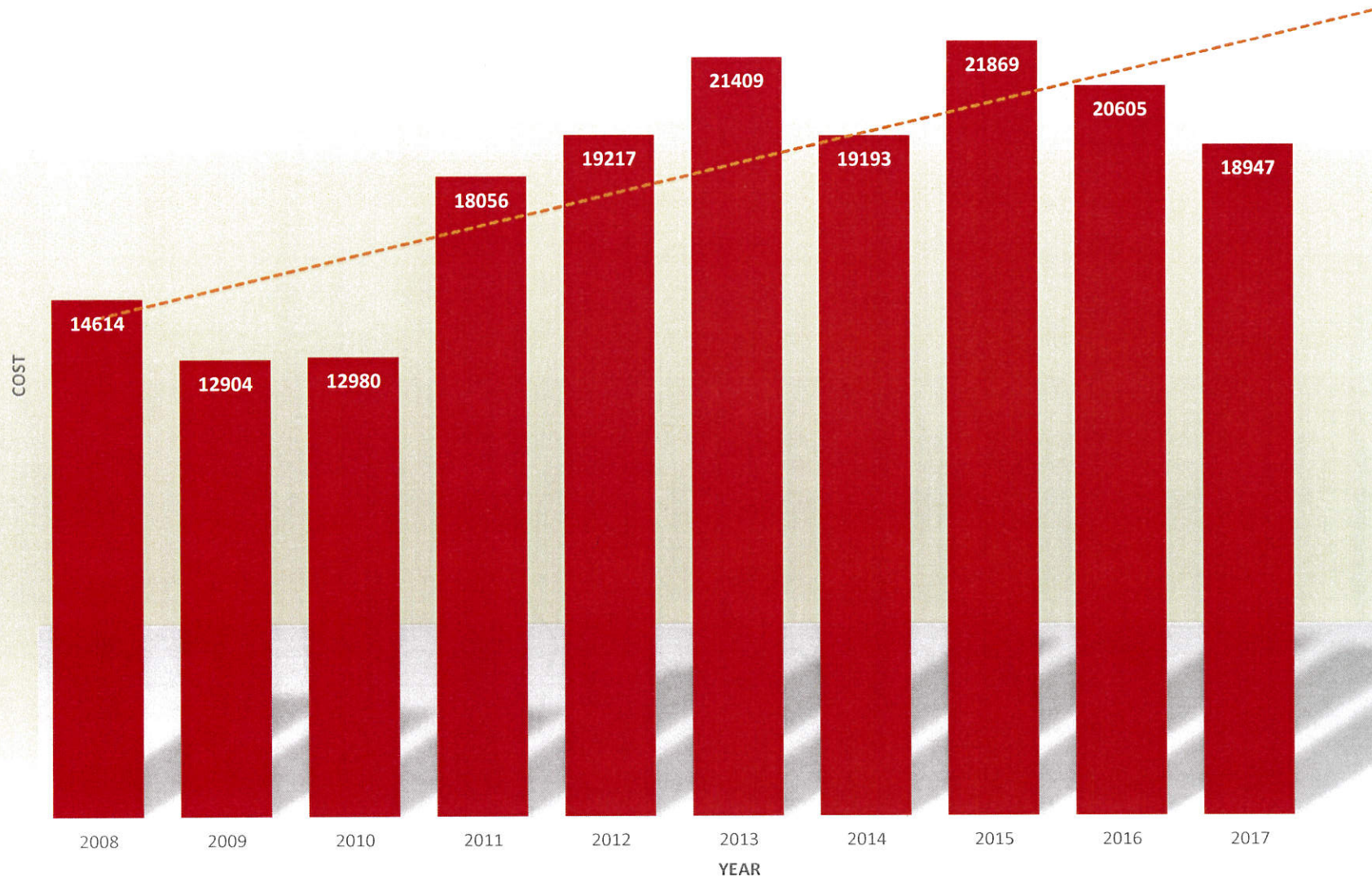
## VISITOR STATISTICS



## PROVINCE

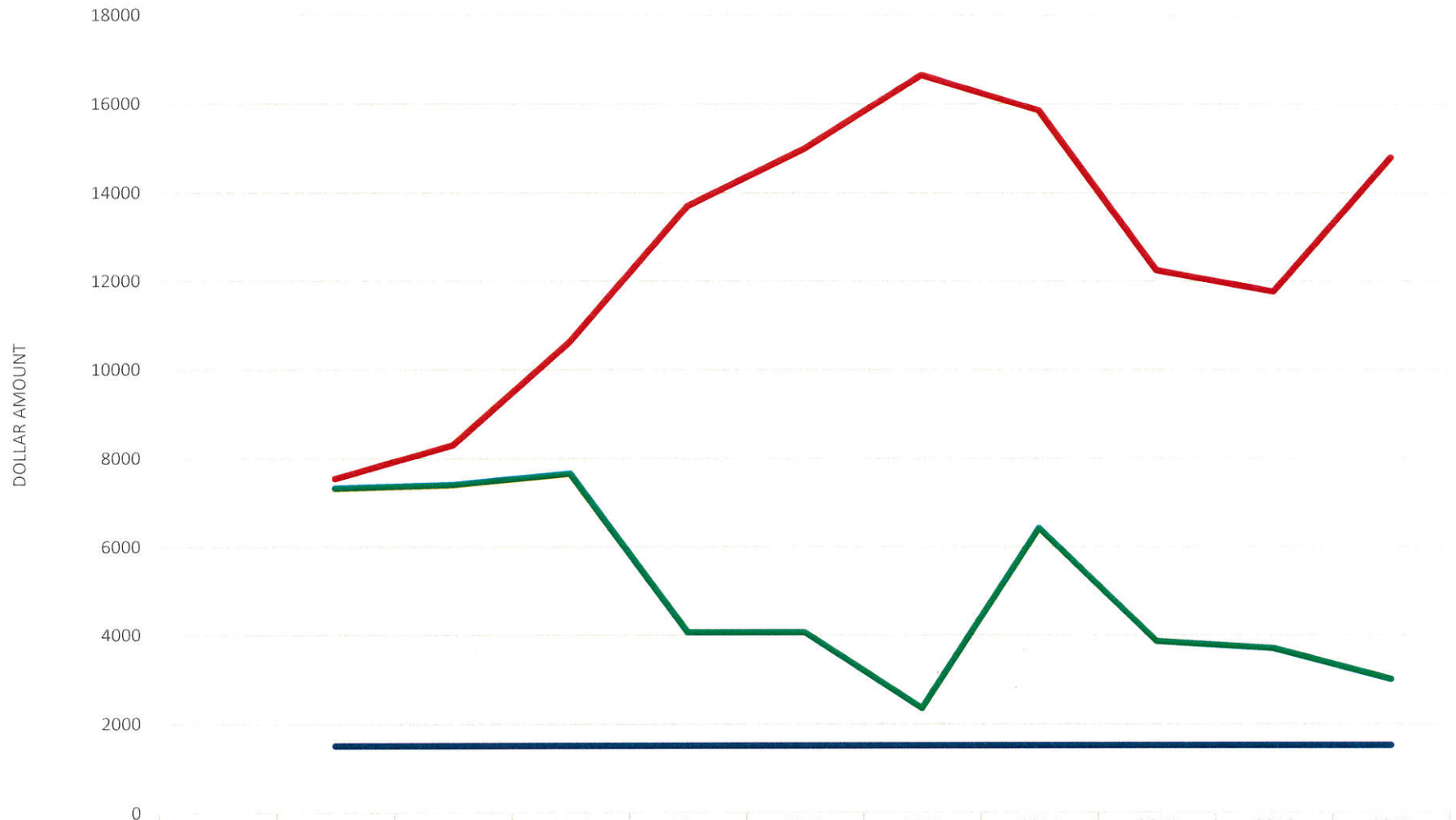


## COST TO OPERATE



# GRANTS

COUNTY PROVINCE TOWN



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
COUNTY	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500
PROVINCE	7322	7400	7656	4060	4060	2346	6419	3858	3698	3000
TOWN	7550	8305	10640	13700	14987	16641	15847	12249	11758	14793

## What do the Graphs Tell us?

- The trendline on the graph for visitor statistics shows us that overall, the number of visitors to our center has decreased by 32% over the past ten years.
- In 2014 there was an increase in the number of visitors to the center compared to other years. This was the year we began the free canoe/kayak loan program.
- From 2016 to 2017 was the biggest decline in visitors we had in the past ten years.
- The provincial visitor rate has steadily declined by (overall) close to 40% over the last 9 years. Although they are not shown, it is said that this year's number has increased, likely as a result of the 150<sup>th</sup> celebrations.
- The trendline in operating costs shows us that costs are increasing, despite having gone from three staff to two.
- The County of Annapolis has given us a grant for the last number of years for \$1500. This is not a guarantee and we have to apply for this grant every year.
- The amount we get from the province varies from year to year but overall has been declining.



## Worksheet

VIC BUDGET WORKSHEET  
2017/18

## REVENUE

R-110 GRANTS	Town	14793	
	County	2000	
	Tourism NS Funding	3000	
			<b>19793</b>
R-120 RENTAL INCOME			0
R-130 INT & MISC			0
R-140 SALES			0
R-150 TFRS FR SURPLUS			0

## EXPENDITURES

E-205 SALARIES	Manager 14.25/hr( May 19 - Sept 4)		
	15.5wks/40hrs=620hrs=	8835	
	Assistant 10.85/hr(June 26 -Aug 26)		
	11 wks/40hrs=440hrs=	4774	
	Councillor paid by Tourism Ind Assoc	0	
		<hr/>	
		13609	
	4% Vacation Pay	544	14153
			<b>14153</b>
E-210 CPP EXPENSE	@4.95%		701
E-215 EI EXPENSE	@1.63%X1.4		323
E-217 WCB PREMIUMS	\$3.40/100		481
E-220 TELEPHONE			650
E-225 TRAVEL & MEALS			200
E-230 OFFICE SUPPLIES			250
E-235 PROMOTION EXPENSE (Staff Shirts, etc.)			100
E-240 PROFESSIONAL FEES			785
E-245 BANK CHGS & INT			10
E-250 UTILITIES			300
E-255 REP & MAINT (New Door-\$500)			1000
E-260 WATER & SEWER			200
E-265 PURCHASE/RESALE			0
E-270 POSTAGE			20
E-275 TAXES			475
E-280 ADVERTISING			0
E-285 INSURANCE			145

		MIDDLETON TOURIST BUREAU BUDGET			
			2016/17		
		Prev Year	2015/16	2015/16	2016/17
		Actual	Actual	Budget	Budget
DESCRIPTION			Mar 31/16		
REVENUE					
R-110 GRANTS		23,766	20,093	17,607	16,956
R-120 RENTAL INCOME		0	0	0	0
R-130 INT & MISC		11	2	0	0
R-140 SALES		0	0	0	0
R-150 TFRS FR SURPLUS		0	0	4,000	3,000
TOTAL REVENUE		23,777	20,095	21,607	19,956
EXPENDITURES					
E-205 SALARIES		17,246	16,654	16,403	14,352
E-210 CPP EXPENSE		740	711	812	710
E-215 EI EXPENSE		454	438	432	378
E-217 WCB EXPENSE		397	480	472	491
E-220 TELEPHONE		447	646	555	650
E-225 TRAVEL & MEALS		89	0	100	200
E-230 OFFICE SUPPLIES		99	0	150	100
E-235 PROMOTION EXPENSE		0	0	100	100
E-240 PROFESSIONAL FEES		782	782	785	785
E-245 BANK CHGS & INT		15	0	50	50
E-250 HEAT & ELECTRICITY		779	258	500	300
E-255 REP & MAINT		191	38	500	1,000
E-260 WATER & SEWER		166	126	220	200
E-265 PURCHASE/RESALE		0	0	0	0
E-270 POSTAGE		0	0	20	20
E-275 TAXES		431	439	475	475
E-280 ADVERTISING		0	0	0	0
E-285 INSURANCE		33	33	33	145
E-290 MISC EXPENSE		0	0	0	0
PRIOR YEAR'S DEFICIT		0	0	0	0
TOTAL EXPENDITURES		21,869	20,605	21,607	19,956
SURPLUS (DEFICIT)		1,908	-510	0	0
SURPLUS ON HAND START OF YEAR		2,179	4,087	4,087	3,577
LESS AMOUNT TRANS. TO CURRENT YEAR		0	0	4,000	3,000
		2,179	4,087	87	577
LESS DEFICIT AT YEAR END					
PLUS SURPLUS AT YEAR END		1,908	-510		
ACCUM. SURPLUS YEAR END		4,087	3,577	87	577

**VIC BUDGET WORKSHEET  
2016/17**

**REVENUE**

R-110 GRANTS	Town	11758	
	County	1500	
	Tourism Ind Assoc of NS-CSJ	3698	
			<b>16956</b>
R-120 RENTAL INCOME			0
R-130 INT & MISC			0
R-140 SALES			0
R-150 TFRS FR SURPLUS			<b>3000</b>

**EXPENDITURES**

E-205 SALARIES	Manager 14.00/hr( May 24 - Sept 5)		
	15wks/40hrs=600hrs=	8400	
	Assistant 11.25/hr(June 3 -Aug 28)		
	12 wks/40hrs=480hrs=	5400	
	Councillor paid by Tourism Ind Assoc	0	
		<hr/>	
		13800	
	4% Vacation Pay	552	14352
			<b>14352</b>
E-210 CPP EXPENSE	@4.95%		710
E-215 EI EXPENSE	@1.88%X1.4		378
E-217 WCB PREMIUMS	\$3.42/100		491
E-220 TELEPHONE			650
E-225 TRAVEL & MEALS			200
E-230 OFFICE SUPPLIES			100
E-235 PROMOTION EXPENSE (Staff Shirts, etc.)			100
E-240 PROFESSIONAL FEES			785
E-245 BANK CHGS & INT			50
E-250 UTILITIES			300
E-255 REP & MAINT (New Door-\$500)			1000
E-260 WATER & SEWER			200
E-265 PURCHASE/RESALE			0
E-270 POSTAGE			20
E-275 TAXES			475
E-280 ADVERTISING			0
E-285 INSURANCE			145

		<b>MIDDLETON TOURIST BUREAU BUDGET</b>			
			<b>2015/16</b>		
		<b>Prev Year</b>	<b>2014/15</b>	<b>2014/15</b>	<b>2015/16</b>
		<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>DESCRIPTION</b>			<b>Mar 31/15</b>		
<b>REVENUE</b>					
R-110 GRANTS		20,487	23,766	23,766	17,607
R-120 RENTAL INCOME		0	0	0	0
R-130 INT & MISC		10	11	0	0
R-140 SALES		0	0	0	0
R-150 TFRS FR SURPLUS		0	0	0	4,000
TOTAL REVENUE		20,497	23,777	23,766	21,607
<b>EXPENDITURES</b>					
E-205 SALARIES		15,111	17,246	18,568	16,403
E-210 CPP EXPENSE		537	740	919	812
E-215 EI EXPENSE		328	454	489	432
E-217 WCB EXPENSE		289	397	427	472
E-220 TELEPHONE		504	447	555	555
E-225 TRAVEL & MEALS		0	89	100	100
E-230 OFFICE SUPPLIES		102	99	150	150
E-235 PROMOTION EXPENSE		0	0	100	100
E-240 PROFESSIONAL FEES		782	782	785	785
E-245 BANK CHGS & INT		5	15	50	50
E-250 HEAT & ELECTRICITY		371	779	375	500
E-255 REP & MAINT		476	191	500	500
E-260 WATER & SEWER		210	166	220	220
E-265 PURCHASE/RESALE		0	0	0	0
E-270 POSTAGE		0	0	20	20
E-275 TAXES		447	431	475	475
E-280 ADVERTISING		0	0	0	0
E-285 INSURANCE		31	33	33	33
E-290 MISC EXPENSE		0	0	0	0
PRIOR YEAR'S DEFICIT		0	0	0	0
TOTAL EXPENDITURES		19,193	21,869	23,766	21,607
SURPLUS (DEFICIT)		1,304	1,908	0	0
SURPLUS ON HAND START OF YEAR		875	2,179	2,179	4,087
LESS AMOUNT TRANS. TO CURRENT YEAR		0	0	0	4,000
		875	2,179	2,179	87
LESS DEFICIT AT YEAR END					
PLUS SURPLUS AT YEAR END		1,304	1,908		
ACCUM. SURPLUS YEAR END		2,179	4,087	2,179	87

**VIC BUDGET WORKSHEET  
2015/16**

**REVENUE**

R-110 GRANTS	Town	12249	
	County	1500	
	Tourism Ind Assoc of NS-CSJ	3858	
			<b>17607</b>
R-120 RENTAL INCOME			0
R-130 INT & MISC			0
R-140 SALES			0
R-150 TFRS FR SURPLUS			<b>4000</b>

**EXPENDITURES**

E-205 SALARIES	Manager 13.90/hr( May 19 - Sept 29)		
	19wks/40hrs=760hrs=	10564	
	Assistant 10.85/hr(June 8 -Aug 28)		
	12 wks/40hrs=480hrs=	5208	
	Councillor paid by Tourism Ind Assoc	0	
		<hr/>	
		15772	
	4% Vacation Pay	631	16403
			<b>16403</b>
E-210 CPP EXPENSE	@4.95%		812
E-215 EI EXPENSE	@1.88%X1.4		432
E-217 WCB PREMIUMS	\$2.88/100		472
E-220 TELEPHONE			555
E-225 TRAVEL & MEALS			100
E-230 OFFICE SUPPLIES			150
E-235 PROMOTION EXPENSE (Staff Shirts, etc.)			100
E-240 PROFESSIONAL FEES			785
E-245 BANK CHGS & INT			50
E-250 UTILITIES			500
E-255 REP & MAINT			500
E-260 WATER & SEWER			220
E-265 PURCHASE/RESALE			0
E-270 POSTAGE			20
E-275 TAXES			475
E-280 ADVERTISING			0
E-285 INSURANCE			33

		<b>MIDDLETON TOURIST BUREAU BUDGET</b>			
			<b>2014/15</b>		
		<b>Prev Year</b>	<b>2013/14</b>	<b>2013/14</b>	<b>2014/15</b>
		<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>DESCRIPTION</b>			<b>Mar 31/14</b>		
<b>REVENUE</b>					
R-110 GRANTS		20,559	20,487	20,487	23,766
R-120 RENTAL INCOME		0	0	0	0
R-130 INT & MISC		4	10	0	0
R-140 SALES		0	0	0	0
R-150 TFRS FR SURPLUS		0	0	0	0
TOTAL REVENUE		20,563	20,497	20,487	23,766
<b>EXPENDITURES</b>					
E-205 SALARIES		16,534	15,111	15,008	18,568
E-210 CPP EXPENSE		617	537	644	919
E-215 EI EXPENSE		378	328	342	489
E-217 WCB EXPENSE		319	289	302	427
E-220 TELEPHONE		532	504	555	555
E-225 TRAVEL & MEALS		0	0	100	100
E-230 OFFICE SUPPLIES		1,228	102	300	150
E-235 PROMOTION EXPENSE		0	0	100	100
E-240 PROFESSIONAL FEES		678	782	785	785
E-245 BANK CHGS & INT		63	5	50	50
E-250 HEAT & ELECTRICITY		354	371	375	375
E-255 REP & MAINT		122	476	1,200	500
E-260 WATER & SEWER		93	210	200	220
E-265 PURCHASE/RESALE		0	0	0	0
E-270 POSTAGE		1	0	20	20
E-275 TAXES		460	447	475	475
E-280 ADVERTISING		0	0	0	0
E-285 INSURANCE		29	31	31	33
E-290 MISC EXPENSE		0	0	0	0
PRIOR YEAR'S DEFICIT		0	0	0	0
TOTAL EXPENDITURES		21,409	19,193	20,487	23,766
SURPLUS (DEFICIT)		-846	1,304	0	0
SURPLUS ON HAND START OF YEAR			875	875	2,179
LESS AMOUNT TRANS. TO CURRENT YEAR			0	0	0
			875	875	2,179
LESS DEFICIT AT YEAR END					
PLUS SURPLUS AT YEAR END			1,304		
ACCUM. SURPLUS YEAR END			2,179	875	2,179

**VIC BUDGET WORKSHEET  
2014/15**

**REVENUE**

R-110 GRANTS	Town	15847	
	County	1500	
	DSWNS & HRDC	6419	
			<b>23766</b>
R-120 RENTAL INCOME			0
R-130 INT & MISC			0
R-140 SALES			0
R-150 TFRS FR SURPLUS			0

**EXPENDITURES**

E-205 SALARIES	Manager 13.90/hr( May 20 - Sept 30)		
	19wks/40hrs=760hrs=	10564	
	Assistant 12.15/hr(May 20 - Sept 1)		
	15 wks/40hrs=600hrs=	7290	
	Councillor paid by DSWNS top-up	0	
		<hr/>	
		17854	
	4% Vacation Pay	714	18568
			<b>18568</b>
E-210 CPP EXPENSE	@4.95%		919
E-215 EI EXPENSE	@1.88%X1.4		489
E-217 WCB PREMIUMS	\$2.30/100		427
E-220 TELEPHONE			555
E-225 TRAVEL & MEALS			100
E-230 OFFICE SUPPLIES			150
E-235 PROMOTION EXPENSE (Staff Shirts, etc.)			100
E-240 PROFESSIONAL FEES			785
E-245 BANK CHGS & INT			50
E-250 UTILITIES			375
E-255 REP & MAINT			500
E-260 WATER & SEWER			220
E-265 PURCHASE/RESALE			0
E-270 POSTAGE			20
E-275 TAXES			475
E-280 ADVERTISING			0
E-285 INSURANCE			33

		<b>MIDDLETON TOURIST BUREAU BUDGET</b>			
			<b>2013/14</b>		
		<b>Prev Year</b>	<b>2012/13</b>	<b>2012/13</b>	<b>2013/14</b>
		<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>
<b>DESCRIPTION</b>					
<b>REVENUE</b>					
R-110 GRANTS		19,373	20,559	22,576	20,487
R-120 RENTAL INCOME		0	0	0	0
R-130 INT & MISC		9	4	0	0
R-140 SALES		0	0	0	0
R-150 TFRS FR SURPLUS		1,350	0	0	0
TOTAL REVENUE		20,732	20,563	22,576	20,487
<b>EXPENDITURES</b>					
E-205 SALARIES		13,729	16,534	15,679	15,008
E-210 CPP EXPENSE		545	617	746	644
E-215 EI EXPENSE		328	378	386	342
E-217 WCB EXPENSE		261	319	326	302
E-220 TELEPHONE		498	532	555	555
E-225 TRAVEL & MEALS		0	0	100	100
E-230 OFFICE SUPPLIES		211	1,228	1,350	300
E-235 PROMOTION EXPENSE		0	0	100	100
E-240 PROFESSIONAL FEES		521	678	680	785
E-245 BANK CHGS & INT		0	63	0	50
E-250 HEAT & ELECTRICITY		195	354	250	375
E-255 REP & MAINT		2,234	122	1,300	1,200
E-260 WATER & SEWER		197	93	500	200
E-265 PURCHASE/RESALE		0	0	0	0
E-270 POSTAGE		1	1	50	20
E-275 TAXES		468	460	525	475
E-280 ADVERTISING		0	0	0	0
E-285 INSURANCE		28	29	29	31
E-290 MISC EXPENSE		0	0	0	0
PRIOR YEAR'S DEFICIT		0	0	0	0
TOTAL EXPENDITURES		19,217	21,409	22,576	20,487
SURPLUS (DEFICIT)		1,515	-845	0	0
SURPLUS ON HAND START OF YEAR			1,720	1,720	875
LESS AMOUNT TRANS. TO CURRENT YEAR			0	0	0
			1,720	1,720	875
LESS DEFICIT AT YEAR END					
PLUS SURPLUS AT YEAR END			-845		
ACCUM. SURPLUS YEAR END			875	1,720	875

## Worksheet

**VIC BUDGET WORKSHEET**  
**2013/14**

**REVENUE**

R-110 GRANTS	Town	16641	
	County	1500	
	DSWNS & HRDC	2346	
			<b>20487</b>
R-120 RENTAL INCOME			0
R-130 INT & MISC			0
R-140 SALES			0
R-150 TFRS FR SURPLUS			0

**EXPENDITURES**

E-205 SALARIES	Manager 13.90/hr( May 21 - Sept 29)		
	19wks/40hrs=760hrs=	10564	
	Assistant 12.15/hr(May 21-June 9,		
	Aug 18-Aug 25)		
	4 wks/40hrs=160hrs=	1944	
	Councillor paid by DSWNS top-up	2000	
		<hr/>	
		14508	
	4% Vacation Pay	500	15008
			<b>15008</b>
E-210 CPP EXPENSE	@4.95%above13008		644
E-215 EI EXPENSE	@1.88%X1.4		342
E-217 WCB PREMIUMS	13008 at \$2.32/100		302
E-220 TELEPHONE			555
E-225 TRAVEL & MEALS			100
E-230 OFFICE SUPPLIES			300
E-235 PROMOTION EXPENSE (Staff Shirts, etc.)			100
E-240 PROFESSIONAL FEES			785
E-245 BANK CHGS & INT			50
E-250 UTILITIES			375
E-255 REP & MAINT	Toilet & Carpet		1200
E-260 WATER & SEWER			200
E-265 PURCHASE/RESALE			0
E-270 POSTAGE			20
E-275 TAXES			475
E-280 ADVERTISING			0
E-285 INSURANCE			31

Page 1

## Worksheet

VIC BUDGET WORKSHEET  
2012/13

## REVENUE

R-110 GRANTS	Town	14987	
	County	1500	
	DSWNS & HRDC	4060	
	HOVF	2029	22576
R-120 RENTAL INCOME			0
R-130 INT & MISC			0
R-140 SALES			0
R-150 TFRS FR SURPLUS			0

## EXPENDITURES

E-205 SALARIES	Manager 13.00/hr( May 21 - Oct 1)		
	19wks/35hrs=665hrs=	8645	
	Assistant 11.15/hr(May 21-Sept 3)		
	15 wks/35hrs=525hrs=	5854	
	Councillor paid by DSWNS top-up	600	
		15099	
	4% Vacation Pay	580	15679
			15679
E-210 CPP EXPENSE	@4.95%above15079		746
E-215 UIC EXPENSE	@1.83%X1.4		386
E-217 WCB PREMIUMS	15079 at \$2.16/100		326
E-220 TELEPHONE			555
E-225 TRAVEL & MEALS			100
E-230 OFFICE SUPPLIES			1350
E-235 PROMOTION EXPENSE (Staff Shirts, etc.)			100
E-240 PROFESSIONAL FEES			680
E-245 BANK CHGS & INT			0
E-250 UTILITIES			250
E-255 REP & MAINT	Reshingle & Paint		1300
E-260 WATER & SEWER			500
E-265 PURCHASE/RESALE			0
E-270 POSTAGE			50
E-275 TAXES			525
E-280 ADVERTISING			0
E-285 INSURANCE			29

MIDDLETON TOURIST BUREAU BUDGET				
2011/12				
DESCRIPTION	Prev Year Actual	2010/11 Actual	2010/11 Budget	2011/12 Budget
<b>REVENUE</b>				
R-110 GRANTS	13,054	17,014	19,796	19,260
R-120 RENTAL INCOME	0	0	0	0
R-130 INT & MISC	0	2	0	0
R-140 SALES	0	0	100	100
R-150 TFRS FR SURPLUS	1,500	2,475	2,475	1,350
TOTAL REVENUE	14,554	19,491	22,371	20,710
<b>EXPENDITURES</b>				
E-205 SALARIES	9,797	13,896	17,732	13,031
E-210 CPP EXPENSE	392	574	878	645
E-215 UIC EXPENSE	237	330	430	325
E-217 WCB EXPENSE	360	410	534	258
E-220 TELEPHONE	504	424	555	555
E-225 TRAVEL & MEALS	27	0	100	100
E-230 OFFICE SUPPLIES	44	103	150	150
E-235 PROMOTION EXPE	0	0	100	100
E-240 PROFESSIONAL FE	517	678	517	680
E-245 BANK CHGS & INT	0	6	0	0
E-250 HEAT & ELECTRICI	269	195	350	250
E-255 REP & MAINT	44	414	150	3,500
E-260 WATER & SEWER	202	466	200	500
E-265 PURCHASE/RESALI	0	0	0	0
E-270 POSTAGE	0	0	50	50
E-275 TAXES	489	461	525	525
E-280 ADVERTISING	0	0	0	0
E-285 INSURANCE	98	100	100	41
E-290 MISC EXPENSE	0	0	0	0
PRIOR YEAR'S DEFICIT	0	0	0	0
TOTAL EXPENDITURES	12,980	18,056	22,371	20,710
SURPLUS (DEFICIT)	1,574	1,435	0	0
SURPLUS ON HAND START OF YEAR		2,592	2,592	1,552
LESS AMOUNT TRANS. TO CURRENT YEAR		2,475	2,475	1,350
		117	117	202
LESS DEFICIT AT YEAR END				
PLUS SURPLUS AT YEAR END		1,435		
ACCUM. SURPLUS YEAR END		1,552	117	202

**VIC BUDGET WORKSHEET  
2011/12**

**REVENUE**

R-110 GRANTS	Town	13700	
	County	1500	
	DSWNS & HRDC	4060	<b>19260</b>
R-120 RENTAL INCOME			<b>0</b>
R-130 INT & MISC			<b>0</b>
R-140 SALES			<b>100</b>
R-150 TFRS FR SURPLUS			<b>1350</b>

**EXPENDITURES**

E-205 SALARIES	Manager 12.75/hr( May 24 - Sept.10)		
	16wks/35hrs=560hrs=	7140	
	Assistant 11.00/hr(May 24-Aug27)		
	14 wks/35hrs=490hrs=	5390	
	Councillor paid by DSWNS		
		<u>0</u>	
		12530	
	4% Vacation Pay	501	13031
			<b>13031</b>
E-210 CPP EXPENSE	@4.95%above17732		<b>645</b>
E-215 UIC EXPENSE	@1.78%X1.4		<b>325</b>
E-217 WCB PREMIUMS	13031 at \$1.98/100		<b>258</b>
E-220 TELEPHONE			<b>555</b>
E-225 TRAVEL & MEALS			<b>100</b>
E-230 OFFICE SUPPLIES			<b>150</b>
E-235 PROMOTION EXPENSE (Staff Shirts, etc.)			<b>100</b>
E-240 PROFESSIONAL FEES			<b>680</b>
E-245 BANK CHGS & INT			<b>0</b>
E-250 UTILITIES			<b>250</b>
E-255 REP & MAINT	Reshingle & Paint		<b>3500</b>
E-260 WATER & SEWER			<b>500</b>
E-265 PURCHASE/RESALE			<b>0</b>
E-270 POSTAGE			<b>50</b>
E-275 TAXES			<b>525</b>
E-280 ADVERTISING			<b>0</b>
E-285 INSURANCE			<b>41</b>

MIDDLETON TOURIST BUREAU BUDGET				
2010/11				
DESCRIPTION	Prev Year Actual	2009/10 Actual	2009/10 Budget	2010/11 Budget
REVENUE				
R-110 GRANTS	13,748	13,054	17,205	19,796
R-120 RENTAL INCOME	0	0	0	0
R-130 INT & MISC	0	0	0	0
R-140 SALES	0	0	100	100
R-150 TRFS FR SURPLUS	1,500	1,500	1,500	2,475
TOTAL REVENUE	15,248	14,554	18,805	22,371
EXPENDITURES				
E-205 SALARIES	9,666	9,797	13,446	17,732
E-210 CPP EXPENSE	377	392	666	878
E-215 UIC EXPENSE	230	237	326	430
E-217 WCB EXPENSE	305	360	493	534
E-220 TELEPHONE	505	504	559	555
E-225 TRAVEL & MEALS	25	27	350	100
E-230 OFFICE SUPPLIES	47	44	150	150
E-235 PROMOTION EXPE	0	0	225	100
E-240 PROFESSIONAL FE	517	517	517	517
E-245 BANK CHGS & INT	0	0	0	0
E-250 HEAT & ELECTRICI	364	269	425	350
E-255 REP & MAINT	119	44	350	150
E-260 WATER & SEWER	145	202	175	200
E-265 PURCHASE/RESALI	0	0	450	0
E-270 POSTAGE	0	0	50	50
E-275 TAXES	508	489	525	525
E-280 ADVERTISING	0	0	0	0
E-285 INSURANCE	96	98	98	100
E-290 MISC EXPENSE	0	0	0	0
PRIOR YEAR'S DEFICIT	0	0	0	0
TOTAL EXPENDITURES	12,904	12,980	18,805	22,371
SURPLUS (DEFICIT)	2,344	1,574	0	0
SURPLUS ON HAND START OF YEAR		2,518	2,518	2,592
LESS AMOUNT TRANS. TO CURRENT YEAR		1,500	1,500	2,475
		1,018	1,018	117
LESS DEFICIT AT YEAR END				
PLUS SURPLUS AT YEAR END		1,574		
ACCUM. SURPLUS YEAR END		2,592	1,018	117

## Worksheet

VIC BUDGET WORKSHEET  
2010/11

## REVENUE

R-110 GRANTS	Town	10640	
	County	1500	
	DSWNS & HRDC	7656	19796
R-120 RENTAL INCOME	Feb/Mar/April		0
R-130 INT & MISC			0
R-140 SALES			100
R-150 TFRS FR SURPLUS			2475

## EXPENDITURES

E-205 SALARIES	Manager 11.00/hr( May 24 - Sept.10)		
	16wks/40hrs=560hrs=	7040	
	Assistant 11.00/hr/40hr(May 24-Aug27)		
	14 Wks@40=560hrs	6160	
	Councillor 11.00/hr/35hr(June 24-Aug 27)		
	10 Wks@35=315hrs	3850	
		17050	
	4% Vacation Pay	682	17732
			17732
E-210 CPP EXPENSE	@4.95%above17732		878
E-215 UIC EXPENSE	@1.73%X1.4		430
E-217 WCB PREMIUMS	17732 at \$3.01/100		534
E-220 TELEPHONE			555
E-225 TRAVEL & MEALS			100
E-230 OFFICE SUPPLIES			150
E-235 PROMOTION EXPENSE (Staff Shirts, etc.)			100
E-240 PROFESSIONAL FEES			517
E-245 BANK CHGS & INT			0
E-250 UTILITIES			350
E-255 REP & MAINT	Paint & cleanup		150
E-260 WATER & SEWER			200
E-265 PURCHASE/RESALE			0
E-270 POSTAGE			50
E-275 TAXES			525
E-280 ADVERTISING			0
E-285 INSURANCE			100

		MIDDLETON TOURIST BUREAU BUDGET			
		2009/10			
		Prev Year Actual	2008/09 Actual	2008/09 Budget	2009/10 Budget
DESCRIPTION					
REVENUE					
R-110 GRANTS	16,051	13,748	16,372	17,205	
R-120 RENTAL INCOME	0	0	0	0	
R-130 INT & MISC	0	0	0	0	
R-140 SALES	73	0	100	100	
R-150 TFRS FR SURPLUS	0	1,500	1,500	1,500	
TOTAL REVENUE	16,124	15,248	17,972	18,805	
EXPENDITURES					
E-205 SALARIES	11,230	9,666	13,041	13,446	
E-210 CPP EXPENSE	392	377	646	666	
E-215 UIC EXPENSE	251	230	341	326	
E-217 WCB EXPENSE	194	305	418	493	
E-220 TELEPHONE	488	505	559	559	
E-225 TRAVEL & MEALS	190	25	350	350	
E-230 OFFICE SUPPLIES	126	47	150	150	
E-235 PROMOTION EXPEI	0	0	225	225	
E-240 PROFESSIONAL FE	517	517	160	517	
E-245 BANK CHGS & INT	0	0	0	0	
E-250 HEAT & ELECTRICI	427	364	425	425	
E-255 REP & MAINT	25	119	350	350	
E-260 WATER & SEWER	165	145	175	175	
E-265 PURCHASE/RESALI	0	0	450	450	
E-270 POSTAGE	0	0	50	50	
E-275 TAXES	517	508	525	525	
E-280 ADVERTISING	0	0	0	0	
E-285 INSURANCE	92	96	107	98	
E-290 MISC EXPENSE	0	0	0	0	
PRIOR YEAR'S DEFICIT	0	0	0	0	
TOTAL EXPENDITURES	14,614	12,904	17,972	18,805	
SURPLUS (DEFICIT)	1,510	2,344	0	0	
SURPLUS ON HAND START OF YEAR		1,674	1,674	2,518	
LESS AMOUNT TRANS. TO CURRENT YEAR		1,500	1,500	1,500	
		174	174	1,018	
LESS DEFICIT AT YEAR END					
PLUS SURPLUS AT YEAR END		2,344			
ACCUM. SURPLUS YEAR END		2,518	174	1,018	

**VIC BUDGET WORKSHEET  
2009/10**

**REVENUE**

R-110 GRANTS	Town	8305	
	County	1500	
	DSWNS & HRDC	7400	<b>17205</b>
R-120 RENTAL INCOME	Feb/Mar/April		<b>0</b>
R-130 INT & MISC			<b>0</b>
R-140 SALES			<b>100</b>
R-150 TFRS FR SURPLUS			<b>1500</b>

**EXPENDITURES**

E-205 SALARIES	Manager 9.50/hr( May 25 - Aug.28)		
	14wks/40hrs=560hrs=	5320	
	Assistant 8.75/hr/40hr(May 25-Aug28)		
	14 Wks@40=560hrs	4900	
	Councillor 8.60/hr/35hr(June 29-Aug 28)		
	9 Wks@35=315hrs	2709	
		<u>12929</u>	
	4% Vacation Pay	517	13446
			<b>13446</b>
E-210 CPP EXPENSE	@4.95%above11812		<b>666</b>
E-215 UIC EXPENSE	@1.73%X1.4		<b>326</b>
E-217 WCB PREMIUMS	13446 at \$3.67/100		<b>493</b>
E-220 TELEPHONE			<b>559</b>
E-225 TRAVEL & MEALS			<b>350</b>
E-230 OFFICE SUPPLIES			<b>150</b>
E-235 PROMOTION EXPENSE (Staff Shirts, etc.)			<b>225</b>
E-240 PROFESSIONAL FEES			<b>517</b>
E-245 BANK CHGS & INT			<b>0</b>
E-250 UTILITIES			<b>425</b>
E-255 REP & MAINT	Paint & cleanup		<b>350</b>
E-260 WATER & SEWER			<b>175</b>
E-265 PURCHASE/RESALE			<b>450</b>
E-270 POSTAGE			<b>50</b>
E-275 TAXES			<b>525</b>
E-280 ADVERTISING			<b>0</b>
E-285 INSURANCE			<b>98</b>



## Worksheet

VIC BUDGET WORKSHEET  
2008/09

## REVENUE

R-110 GRANTS	Town	7550	
	County	1500	
	DSWNS & HRDC(07 Funding Level)	7322	16372
R-120 RENTAL INCOME	Feb/Mar/April		0
R-130 INT & MISC			0
R-140 SALES			100
R-150 TFRS FR SURPLUS			1500

## EXPENDITURES

E-205 SALARIES	Manager 9.25/hr( May 26 - Aug.29)		
	14wks/40hrs=560hrs=	5180	
	Assistant 8.50/hr/40hr(May 26-Aug29)		
	14 Wks@40=560hrs	4760	
	Councillor 8.25/hr/35hr(June 30-Aug 29)		
	9 Wks@35=350hrs	2599	
		<u>12539</u>	
	4% Vacation Pay	502	13041
			13041
E-210 CPP EXPENSE	@4.95%above11812		646
E-215 UIC EXPENSE	@1.87%X1.4		341
E-217 WCB PREMIUMS	13041 at \$3.21/100		418
E-220 TELEPHONE			559
E-225 TRAVEL & MEALS			350
E-230 OFFICE SUPPLIES			150
E-235 PROMOTION EXPENSE (Staff Shirts, etc.)			225
E-240 PROFESSIONAL FEES			160
E-245 BANK CHGS & INT			0
E-250 UTILITIES			425
E-255 REP & MAINT	Paint & cleanup		350
E-260 WATER & SEWER			175
E-265 PURCHASE/RESALE			450
E-270 POSTAGE			50
E-275 TAXES			525
E-280 ADVERTISING			0
E-285 INSURANCE			107

## Nova Scotia Regional and Local Visitor Information Centres

Most Regional and Local Visitor Information Centres open in May or June and close in September or October each year to service visitors at the busiest times of year. Please visit the following webpage for details on year-round Visitor Information Centres in the Province: <http://www.novascotia.com/about-nova-scotia/visitor-centres>

### South Shore

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**Barrington**  
2517 Highway 3

**Bridgewater / Blockhouse**  
**Exit 11, 125 Cornwall**  
**Road, Blockhouse**

Caledonia  
9874 Highway 8

Chester  
20 Smith Road

Liverpool  
28 Henry Hensey Drive

**Lockeport**  
**157 Locke Street**

**Lunenburg**  
**11 Blockhouse Hill Road &**  
**Lunenburg Waterfront**

Mahone Bay  
165 Edgewater Street

Shelburne  
43 Dock Street

### Yarmouth & Acadian Shores

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Rendez-vous de la Baie  
(Université Sainte-Anne)  
23, chemin du Phare,  
Pointe-De-L'Eglise /  
23 Lighthouse Road,  
Church Point

Annapolis Royal  
236 Prince Albert Road

### Bay of Fundy & Annapolis Valley

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Bear River  
1884 Clementsvalle Road

Berwick  
173 Commercial Street

Bridgetown  
232 Granville Street  
W.

**Digby**  
**110 Montague Row**  
**Kentville**  
**66 Cornwallis Street**

Kingston/Greenwood 510  
Main Street

Middleton  
8 Bridge Street

Parrsboro (at Fundy  
Geological Museum)  
162 Two Islands Road

**South Maitland (at Fundy**  
**Tidal Interpretive Centre),**  
**9865 Highway 236**

Springhill  
36 Main Street

Stewiacke  
87 Main Street W

Tiverton  
3083, Highway 217

Truro (at Tidal Bore  
Viewing Visitor Centre),  
103 Tidal Bore Road,  
Lower Truro

Truro Welcome Centre  
Victoria Square  
(Corner Prince and  
Commercial Streets)

Weymouth  
4575 Highway 1

**Windsor**  
**321 Gerrish Street**

Wolfville  
11 Willow Avenue

### Northumberland Shore

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**Antigonish**  
**145 Church Street**

**Pictou**  
**350 West River Road**

Pugwash  
124 Water Street

River John  
1851 Highway 6

Tatamagouche  
362 Main Street

Wallace  
13440 Highway 6

Westville  
2500 Old Truro Highway

### Eastern Shore

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Canso  
1297 Union Street

Guysborough  
106 Church Street

Musquodoboit Harbour  
7895 Highway 7

Mulgrave  
54 Loggie Street

Sheet Harbour  
22404 Highway 7

**Sherbrooke**  
**42 Main Street**

### Bras d'Or Lake

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St. Peter's  
10259 Grenville Street

### Ceilidh Trail

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Inverness  
15756 Highway 19

Margaree Forks  
7972 Cabot Trail

### Cabot Trail

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Baddeck  
454 Chebucto Street

Chéticamp  
15584 Cabot Trail

Margaree Forks  
7972 Cabot Trail

### Fleur-de-lis Trail, Marconi Trail and Sydney Area

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Louisbourg  
7495 Main Street

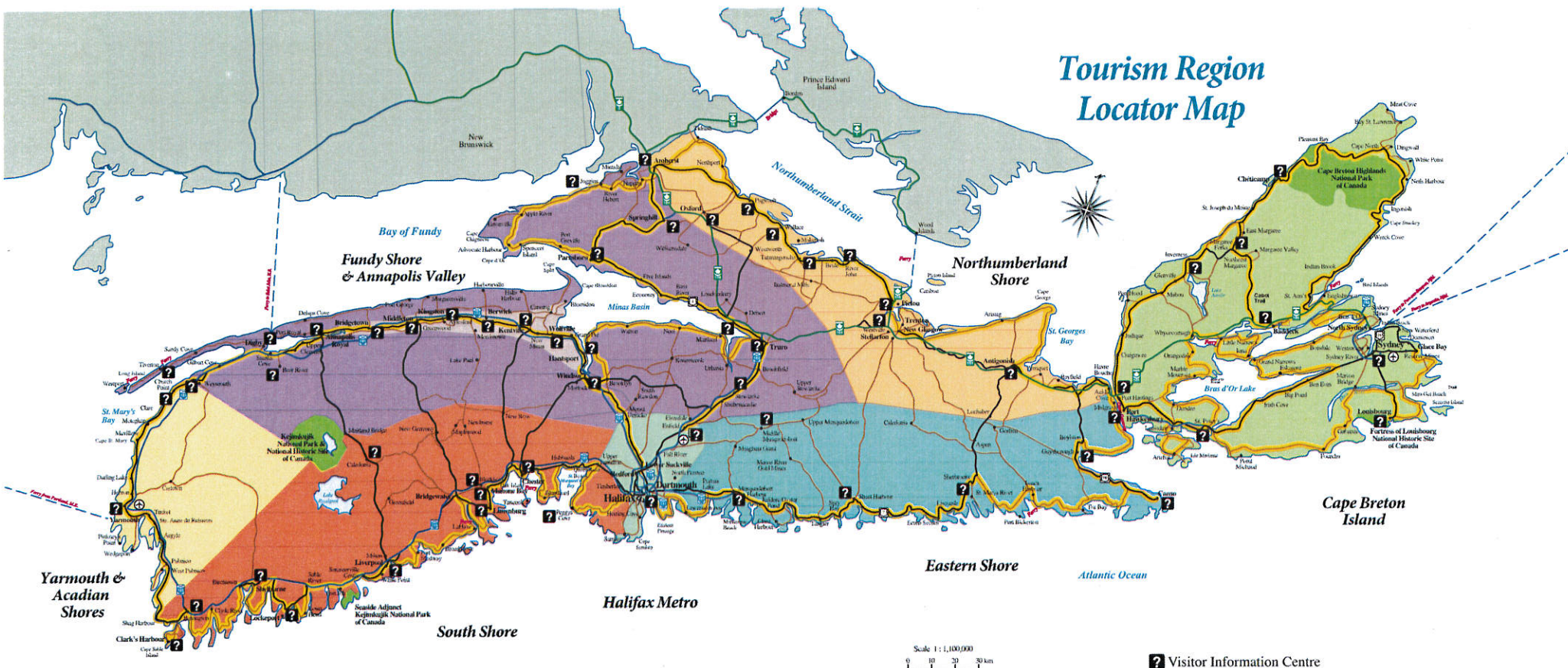
**North Sydney**  
**309 Commercial Street**

**Sydney Port**  
**60 Esplanade, Sydney**

**Note:** Text in **Bold** denotes Visitor Information Centres with literature from all regions of the province. Please note that all Visitor Information Centres have copies of Provincial Guides and Maps.

Updated 26 October 2017

# Tourism Region Locator Map



 Visitor Information Centre

## Town of Middleton

### Facility Assessments

#### Visitor Information Centre



#### Overview

This centre is located near the corner of Main Street with a civic address of 8 Bridge Street. The building is a free standing single storey structure measuring 23'-4" x 23'-4". The structure rest on wood post and concrete blocks and is not used during the winter months.

The structure is a wood framed, painted cedar siding exterior with a sloped asphalt shingle roof. The main entry door is wood c/w an aluminum exterior screen storm door. The windows are wood construction and contain security grills to reduce vandalism.

There are small areas of concern which should be address which include the main entry wood door and wood frame has decayed, the wood soffit requires minor repairs, the concrete blocks supporting the structure have shifted. The flag pole system requires repairs and painting, the pole is slightly tilted.



Minor repairs to wood soffit required



replace wood door and wood frame



Concrete block footings have shifted



flag pole- adjust and paint

**Costing and priorities**

**Table 1**

Location	Issue	Cost	Priority	Notes
Front door	Replace decayed frame and door	\$ 800	1	Safety and security issue
Wood soffit	Repair	\$ 200	3	Non structural
Flag pole	Straighten and paint	\$ 800	2	Visual, non structural
Foundation	Adjust supports	\$ 1,000	1	Building has shifted, could become unstable

## What are Some of the Options Moving Forward?

1. No longer offer the service.

### Some Pros –

- a. We save money.
- b. We save time not having to find staff and manage them, as well as on grant applications, budgeting, building maintenance, and correspondence with other organizations.
- c. It frees up the use of that building for a more efficient service.

### Some Cons –

- a. We are left with a gap in our services.
- b. We are losing 2 staff positions that always had a lot of applicants.
- c. We risk losing visitors, and therefore commercial revenues because more information is available in neighbouring communities.

2. Offer the service status quo

### Some Pros –

- a. No extra work is required.
- b. People that use the service will continue being able to use it.
- c. There will still be two seasonal staff positions.

### Some Cons –

- a. We risk spending more money to service fewer people.
- b. The building ages and leaves a negative impression of our town to visitors.
- c. Another service suffers because resources are spread so thin that there is not enough to continue all services at status quo level without increasing the Town's revenue.

3. Approach another organization to run the service.

### Some Pros –

- a. The Town has no expenses related to the service (or lower expenses if a grant is offered to the organization to help provide the service).
- b. The service is still able to be provided.
- c. A new organization may have new ideas and other resources to be able to invest in a service that will attract people to our Town.

Some Cons –

- a. The Town has less control over what information is shared with people who use the service.
  - b. The new organization may not have access to the same resources the Town has (i.e. some grant eligibility, maintenance people, etc.) and so the level of service may leave a poor reflection on the town.
  - c. As the Town moves forward with branding and tourism and economic development, the messaging of who we are as a Town may be conflicting with the host organization and therefore the continuity of our message/identity could be lost.
4. Allocate some resources to revamping the service to attract more visitors (This could be changing location, a new building, new signage, staffing levels, other integrated services, etc.).

Some Pros –

- a. More visitors will likely result in a boost in commercial revenues which could positively influence economic development.
- b. Rejuvenating a visible public service will likely increase public trust in local government.
- c. We will continue to be able to employ people to work at welcoming and keeping people in our Town.

Some Cons –

- a. Using more resources for this service will mean not having those resources for another service.
- b. The public may protest expanding this service when other services are being cut or down-sized.
- c. There is no guarantee that revamping the service will make people use the service more.

# STRATEGIC PRIORITIES CHART

December 2017

## CORPORATE PRIORITIES (Council/CAO)

### NOW

1. **COUNTY RELATIONS:** CAOs to set up agenda meeting with Mayor & Warden
2. **FIRE HALL:** Design & Location
3. **SERVICE LEVELS:** Staff Structure Review
4. **VIC OPERATIONS:** Operation Review
5. **PARKING LOTS:** Research & Notice to Owners
6. **ASSET MANAGEMENT:** Data Collection

### TIMELINE

December  
December  
January  
February  
December  
Spring 2018

### NEXT

- TOWN OFFICE: Options
- GREEN SPACE / TRAILS: Plan due Oct 2018
- LONG TERM CAPITAL PLAN: Plan due Nov 2018
- RECREATION FACILITIES: Cost Recovery
- COMMUNITY POLICING OFFICER: Monitor RCMP complement
- ECONOMIC DEVELOPMENT STRATEGY: One Day Workshop
- STREETSCAPE: Replace Street Lights

### ADVOCACY / PARTNERSHIPS

- *NSHA: Hospital Support*
- *NSHA: Doctor Recruitment*
- *NS Community College: Incubator*
- *NS Community College: Future Plans*

## OPERATIONAL STRATEGIES (CAO/Staff)

### CHIEF ADMINISTRATIVE OFFICER (Rachel)

1. **COUNTY RELATIONS:** CAOs to set up agenda meeting
  2. **FIRE HALL:** Design & Location – December
  3. **SERVICE LEVELS:** Staff Structure Review – January
  4. **PARKING LOTS:** Research & Notice to Owners - December
- Bylaw Review: Target List - January
  - TOWN OFFICE: Options
  - COMM POLICING OFFICER: Monitor RCMP complement

### RECREATION & COMMUNITY SERVICES (Jennifer)

1. **VIC OPERATIONS:** Operation Review - February
- GREEN SPACE / TRAILS: Plan – Oct
  - EC DEV STRATEGY: One-day workshop – Fall 2018

### FINANCE (Marianne)

- LONG TERM CAPITAL PLAN – November
- RECREATION FACILITIES: Cost Recovery – March

### PUBLIC WORKS (Kim)

1. **Asset Management: Data Collection** – Spring 2018
- STREETSCAPE: Replace Street Lights - January

### PLANNING (Sharon)

- Municipal Plan review: draft reviewed by Council - Feb
- Records Mgmt. System - Implementation - Dec.

CODES: **BOLD CAPITALS** = NOW Priorities; **CAPITALS** = NEXT Priorities; *Italics* = Advocacy;  
Regular Title Case = Operational Strategies