



**COMMITTEE OF THE WHOLE  
Town Hall – Council Chambers  
Monday, March 6, 2017  
7:00 pm**

**AGENDA**

1. Call to Order
2. Approval of the Agenda
3. Presentation
  - ~~3.1. Annapolis County Ground Search and Rescue~~
  - 3.2. Valley Waste-Resource Management – Mike Coyle, Jeff Martin & Andrew Garrett
4. Approval of the Minutes
5. Action Items
  - 5.1 Valley Waste-Resource Management: Draft Operating and Capital Budget – 2017-18
  - 5.2 Approval of ½ of Operating Budget
6. Information/Discussion Items
  - 6.1. Management Reports
  - 6.2. Accounting Activities Report – February 2017
7. Anything by Members
8. Adjournment

# Valley Region Solid Waste- Resource Management Authority Draft Operating and Capital Budgets 2017-2018

Prepared for Presentation to VWRM Authority & Partner Municipal Councils  
Draft Budget Date: October 13, 2016  
Presentation Date: January 18, 2017

# The Big Picture

- 3.16% **increase** over 2016-2017 partner share requirement levels assuming the recently received funds of \$100,000 from Divert NS is applied as per the Authorities policy on surplus/deficit allocations
- Returns a **surplus** estimated at approximately \$292,687 to partners based on 2016-2017 activity
- Maintains Authority's **current level of programs and services** and addresses some issues raised as the result of the recently completed external **Organizational, Services and Facilities and Salary reviews**
- Presentation is designed to **touch on the highlights** – please feel free to ask questions at any time
- Circulated budget package includes a full detailed explanation document as well as Operating Budget and Capital Budget Spreadsheets

# Focusing on the Details-Capital Budget

## 2017-2018 Capital Budget

Item	Value	Payment Method
Replace 2009 Ford F250 Pick Up Truck	38,000	Financed 5 years
Plow for 2009 Pick Up replacement	8,000	Draw from operating
Replace 2011 Ford F250 Pick-up	38,000	Financed 5 years
Plow for 2011 Pick Up replacement	8,000	Draw from operating

# Focusing on the Details – Capital Budget

## 2017-2018 Capital Budget

Item	Value	Payment Method
Replace 2008 Freightliner Roll-off	215,000	Financed 5 years
WMC Tipping floor repairs	60,000	Financed 10 years
Rear Compacting Unit	45,000	Financed 5 years
Replace Weigh Scale-Incoming WMC	78,000	Financed 10 years
EMC Organics Containment Structure	40,000	Financed 10 years

# Capital Budget Summary

2017-2018 Capital Budget Summary	
Total Financed Capital Budget	514,000
Total Draw From Revenue	16,000
Total Capital Budget	530,000

**Note:** The original loan for the administration office is up for renewal in 2017-2018 with an estimated balance of 1,499,800 to be based on a 10 year term to allow for optimal interest rates.

# Capital Budget Details

- The scale replacement at the WMC is the third of four scale replacements with the work at the EMC now complete. The fourth scale replacement to occur in 2018-2019
- The 2011 Ford F250 and the 2008 Freightliner Roll-Off will be declared surplus and sold. Revenue to be placed in operating equipment replacement reserve. The operating equipment reserve currently has a balance of \$49,558.72
- Rear Compacting Unit to increase efficiencies with hauling materials between facilities and to be more efficient at servicing seasonal bins. Original plan to purchase collection vehicle at \$180,000
- Organics Containment Structure will remove organics from the congested tipping floor, reduce contamination, improve health and safety and extend the life of the floor at the Eastern Management Centre

# The Authority's Long-Term Capital Plan

- The Authority's 10-year plus Capital Plan is reviewed in its entirety each year to ensure that acquisitions are in the best interest of the Authority and ultimately its Partners into to the future.
- All efforts made to avoid large spikes in required capital funding while at the same time ensuring the Authority has the equipment necessary to achieve operational efficiencies
- Once approved, Authority staff will start the process of securing financing through the Municipal Finance Corporation



# Financing Guarantees

Total Capital Budget	530,000
Draw From Revenue	16,000
Debt Financing Requirement	514,000

## Financed Capital Requirements

	<b>Draft Percentages 2017-2018</b>	
Municipality of Annapolis	20.85%	107,169
Municipality of Kings	58.13%	298,788
Town of Annapolis Royal	0.77%	3,958
Town of Berwick	2.70%	13,878
Community of Hantsport	1.33%	6,836
Town of Kentville	7.76%	39,886
Town of Middleton	1.95%	10,023
Town of Wolfville	6.51%	33,461
<b>Total Financed Capital Requirements</b>		<b>514,000</b>
	100.00%	

Partner percentages subject to change  
based on final uniform assessment figures

# Now to the Operating Budget

## Revenues from Municipal Partners

Municipality of Annapolis

Municipality of Kings

Town of Annapolis Royal

Town of Berwick

Community of Hantsport

Town of Kentville

Town of Middleton

Town of Wolfville

### Total Revenues from Municipal Partners

Draft Percentages 2017-2018	Draft Budget 2017-2018
20.85%	1,602,965
58.13%	4,469,083
0.77%	59,198
2.70%	207,578
1.33%	102,252
7.76%	596,595
1.95%	149,918
6.51%	500,494
	<b>\$ 7,688,083</b>
100.00%	

Percentage increase (decrease) over 2016-2017 budget

3.16%

Partner percentages subject to change  
based on final uniform assessment figures

# Explaining the Surplus

- We have an estimated **surplus** of **292,687** based on 6 months of activity and estimates for the remainder of the year.
- The surplus is returned to partners after the completion of the annual audit in keeping with policy.

# Key Drivers for the Surplus

## Surplus drivers:

- **Tipping fee revenues** – projected increase \$153,000 over budgeted levels due to an increase in commercial activity. We did not implement the budgeted 1% increase in fees suggested in the 2016-2017 budget as the Services and Facilities review included a review of the fees.
- **Sale of materials** – \$28,000 due to higher than expected metal prices
- **Fuel savings** - \$213,400 – includes both Authority and contracted operations

# Explaining the Operating Budget for 2017-2018

- No anticipated changes in the current level of programs or services
- Sub-committee to be established to review recommendations of the recently completed Services and Facilities Review. Potential citizen engagement and educational initiatives
- VCFN – funds have not yet been expended for the Authority's joining the VCFN – a full cost/benefits report to be brought before the Authority
- Modernization of VWRM website to allow for better mobile access and ease of use
- Implementation of recently completed Salary Review
- Contractual increases to Roadside Collection and Transportation to Landfill contracts
- Increases to Construction and Demolition Debris Processing

# Focusing on the Detail – Operating Budget

- **Utility Rates** (water, sewer, hydrant rentals, phones)

- no provision for any increase in any utility rates
- 5% increase in insurance fees is included

- **Gasoline and Diesel Fuel**

- Budgeted valued included throughout the Authority's operations for both owned and operated equipment. Estimates based on historical activity

- **Commodity Tonnages**

- Report includes full summary of both 2016-2017 projected and 2017-2018 budgeted commodity tonnages

# Focusing on the Detail – Operating Budget

## ○ **Capital Reserve Fund**

- 2017-2018 value set at \$177,156, a 10% increase over 2016-2017 levels in keeping with the Authority's Capital Reserve Policy
- The Authority continues to invest capital reserve funding with Scotia McLeod
- Current Value, as of October 31, 2016: \$882,903

# Specific Revenue Assumptions



## ○ Wind Turbine

- The wind turbine began generating the electricity on October 21, 2015
- Originally budgeted \$70,000 for 2016-2017; however, projections have been adjusted to \$40,000. Revenues generated through participation in COMFIT program. \$42,000 in revenues budgeted for 2017-2018 based on previous year wind velocities.
- The turbine data can be accessed at any time through a secure login  
<http://eric.endurancewindpower.com/10315910/#>
  - username: vwrn
  - password: windturbine



# Major Contracts

- Landfill Disposal: \$71/tonne (contract expires in 2036)
  - Transportation to landfill: \$18.34/tonne (contract expires in March 2020)
- Recycling Processing: \$125/tonne (contract expires in March 2018)
- Organics Processing: \$88.97/tonne (contract expires in June 2017)
- Roadside Collection: \$68.19 per serviced unit (contract expires in March, 2019)

# Your Cost Per Serviced Unit

Item			
Administration	535,669	40002	13.39
Management Centres	1,875,350	40002	46.88
Small Wind Turbine	9,200	40002	0.23
Residential Collection	2,996,870	40002	74.92
Recycling Processing	838,700	40002	20.97
Organics Processing	978,000	40002	24.45
Residual Disposal & Transportation	1,971,050	40002	49.27
Construction & Demolition Debris Processing	197,700	40002	4.94
Communications and Enforcement	619,724	40002	15.49
Capital Expenditures from Revenue	16,000	40002	0.40
Fiscal Services Financing	431,599	40002	10.79
Information Technology	40,065	40002	1.00
RRFB Approved Programs	0	40002	0.00
Transfer to Capital Reserves	177,156	40002	4.43
Sub-Total	10,687,083	40002	267.16
Less Revenue	2,999,000	40002	74.97
<b>Total Per Unit Per Year</b>			<b>192.19</b>



That's the Big Picture

Questions???



**Valley Region Solid Waste-Resource Management Authority  
Report to Partner Municipalities  
2017-2018 Draft Operating and Capital Budget  
Draft Date: January 18, 2017**

Please find the revised Authority Draft 2017-2018 Operating and Capital Budgets as discussed by the Authority at its January 18, 2017 meeting, to be further considered by the Authority at an upcoming Special Meeting. Of course, a great deal of time and effort has been expended in preparing, reviewing and finalizing the proposed budget for the upcoming fiscal year.

As you will see, the proposed budget now results in a 3.16% increase over 2016-2017 levels. The proposed budget also returns projected surplus funds estimated to be \$292,687 to our partners from current year operations. I am pleased to note that this draft budget maintains the current level of Authority approved programs and services and addresses some of the key issues raised during the recently completed Organizational, Service and Facility and Salary Reviews.

We trust that the following information will be of assistance in your deliberations of the Valley Region Solid Waste-Resource Management Authority's 2017-2018 Operating and Capital Budgets. If you have any questions or concerns or would like to arrange for a presentation to your Council, please do not hesitate to contact me.

***Capital Budget for 2017-2018***

A copy of the draft 2017-2018 Capital Budget is attached and includes a 10-year capital plan, financing summary and summary of total anticipated fiscal services financing requirements based on existing borrowings and proposed expenditures. In order to address capital requirements for the upcoming year, the following acquisitions are recommended:

Replace 2009 Ford F250 Pick Up 4X4	\$ 38,000	financed 5 years
Plow for 2009 Ford F250 4X4 Replacement	\$ 8,000	draw from operating
Replace 2011 Ford F250 Pick Up 4X4	\$ 38,000	financed 5 years
Plow for 2011 Ford F250 4X4 Replacement	\$ 8,000	draw from operating
Replace 2008 Freightliner Roll Off Truck	\$ 215,000	financed 5 years
Western Management Centre Tipping Floor Repairs	\$ 60,000	financed 10 years
Rear Compacting Unit	\$ 45,000	financed 5 years
Replace Weigh Scale – Incoming WMC	\$ 78,000	financed 10 years
Organics Containment Structure –EMC	\$ 40,000	financed 10 years

### Summary of Capital Budget

- **Total Financed Capital Budget** **\$514,000**
- **Total Draw from Revenue Capital Budget** **\$ 16,000**
- **Total Capital Budget** **\$530,000**

It should be noted that the replacement of the scale at the West Management Centre is the 3rd step in replacing the aging scale infrastructure in use at both Management Centres. This project was completed at the East Management Centre during the 2015-2016 and 2016-2017 fiscal years. Pricing has been estimated based on the submitted proposal from the successful proponent for this project.

The existing 2011 Ford F250 and 2008 Freightliner Roll-Off Trucks being replaced in the capital budget above will be declared surplus and disposed of in keeping with Policy. While difficult to estimate values at this point, all funds from the sale of these vehicles will be placed in an existing Reserve account for Operating Equipment Replacement which currently holds a balance of \$49,558.72. This balance does not include revenue from the sale of equipment declared surplus in 2016-2017 as those assets remain in use at the time of this report preparation. All funds in this account will be available to the Authority for future use to offset capital equipment acquisitions as per approval

The Authority also currently holds a Capital Replacement Reserve Account with holdings managed by the wealth investment firm of ScotiaMcLeod. The balance of this account as of October 31, 2016 is \$882,903. As can be seen in the 2017-2018 operating budget, an additional \$177,156, a 10% increase over 2016-2017 levels, has been earmarked to continue the growth of this fund in keeping with the Authority's established Capital Reserve policy. This fund is intended to offset costs for future generations as the Authority's infrastructure, particularly the Management Centre structures age.

It is important to note, that while a 10 year plus capital plan is included, that plan is reviewed in its entirety each year to ensure that acquisitions are in the ongoing best interest of the Authority. All efforts are made to avoid large spikes in required capital funding while at the same time ensuring that the Authority has the equipment in place that is needed to achieve operational efficiency.

The fiscal services financing budget line represents costs associated with borrowing for the projects approved for financing in 2017-2018 and previous years. It is important to note that the original loan in place with Municipal Finance Corporation for the administration office in the amount of \$2,022,400 will be due for a 5-year renewal in 2017-2018, with an estimated renewal balance of approximately \$1,499,800 which will be based on a 10 year rather than 5 year term to allow the Authority to realize optimal interest rates. The renewal of this loan is highlighted on the Summary of Anticipated Financing Charges spreadsheet that forms part of the Capital Budget and Plan. In 2018-2019, the Authority can anticipate the renewal of the loan

with the Municipal Finance Corporation for the Greencart Storage Building. The original amount for this loan was \$281,000 and it anticipated that \$206,060 will remain at time of renegotiation. Both of these projects are amortized over a 15 year period.

Below is a summary of partner capital financing requirements:

#### Summary of Capital Financing Requirements

Total Capital Budget	530,000
Draw From Revenue	16,000
Debt Financing Requirement	<b>514,000</b>

	<b>Draft Percentages 2017-2018</b>	
<b>Financed Capital Requirements</b>		
Municipality of Annapolis	20.85%	107,169
Municipality of Kings	58.13%	298,788
Town of Annapolis Royal	0.77%	3,958
Town of Berwick	2.70%	13,878
Community of Hantsport	1.33%	6,836
Town of Kentville	7.76%	39,886
Town of Middleton	1.95%	10,023
Town of Wolfville	6.51%	33,461
<b>Total Financed Capital Requirements</b>	<b>100.00%</b>	<b>514,000</b>

Upon approval the Authority will secure financing through the Municipal Finance Corporation. As is the case with the operating budget partner share percentages, adjustments will be made based on final uniform assessment figures, once available.

#### General Assumptions Operating Budget

##### **2016-2017 Operating Budget Surplus**

- 2016-2017 Operating Budget Surplus is projected to be approximately \$292,687 at this time based on 6 months of actual activity and estimates for the remainder of the fiscal year.
- The key driving factors leading to the anticipated surplus at year end are:
  - **Revenues:**
    - Tipping Fees – projected at \$2,079,000 versus the budgeted value of \$1,926,000 for a difference of **\$153,000**
    - Sale of Materials – a combined projection of \$74,300 versus the combined budgeted value of \$46,300 for a difference of **\$28,000** in unanticipated revenue.

○ Expenditures

- Fuel savings have been achieved throughout the Authority's operations during the current fiscal year. Savings include both the Authority's owned and operated equipment as well as adjustments for major contracts. Total projected savings of \$213,400.
- While the above are considered the key drivers contributing to the 2016-2017 year end surplus projection, a thorough variance analysis in all accounts throughout the Authority's operation result in the anticipated value of \$292,687.

The Authority is proud to have returned surplus funds to participating partners over the years in the total amount of \$1,853,339 as per the spreadsheet below.

The Authority has dedicated a great deal of time and effort into establishing a policy defining the best way to manage surpluses and deficits, ensuring that any net operational revenues are returned to partners based on their proportional shares.

In late December 2016, in response to pressure from the Regional Chairs, the Provincial Government directed Divert NS to forward additional "bridge" funding in the amount of \$100,000 to each of the 7 waste-resource management regions. As per Authority Policy and discussions during the January 18, 2017 meeting of the Authority, these funds have now been allocated as revenue to the 2017-2018 operating budget.

All returned funds are verified in the annual financial audit. While this is the practice for surpluses it is also important to note that if the Authority were to find itself in a deficit position at year end, invoices would be released to participating partners to cover the shortfall. All partners are encouraged to hold surpluses returned by the Authority for use in offsetting future increases or deficit positions.

	2009-10	2010-11	2011-12	2012-2013	2013-2014	2014-2015	2015-2016	Total Surplus' Returned
Municipality of Kings	\$ 180,000	\$ 54,197	\$ 153,323	\$ 82,148	\$ -	\$ 232,211	\$ 376,904	\$ 1,078,783
Municipality of Annapolis	\$ 62,648	\$ 18,808	\$ 53,543	\$ 28,104	\$ -	\$ 83,415	\$ 135,141	\$ 381,659
Town of Kentville	\$ 23,705	\$ 7,108	\$ 20,424	\$ 11,149	\$ -	\$ 31,311	\$ 50,167	\$ 143,863
Town of Wolfville	\$ 19,162	\$ 5,725	\$ 16,271	\$ 9,082	\$ -	\$ 25,792	\$ 41,936	\$ 117,968
Town of Berwick	\$ 8,438	\$ 2,496	\$ 7,071	\$ 3,712	\$ -	\$ 10,917	\$ 17,565	\$ 50,198
Town of Middleton	\$ 6,305	\$ 1,865	\$ 5,336	\$ 2,798	\$ -	\$ 7,838	\$ 12,704	\$ 36,846
Town of Annapolis Royal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,959	\$ 4,991	\$ 7,950
Town of Bridgetown	\$ 3,183	\$ 956	\$ 2,707	\$ 1,420	\$ -	\$ -	\$ -	\$ 8,266
Town of Hantsport/West Hant	\$ 5,625	\$ 1,633	\$ 4,179	\$ 2,179	\$ -	\$ 5,438	\$ 8,750	\$ 27,805
	\$ 309,066	\$ 92,788	\$ 262,854	\$ 140,592	\$ -	\$ 399,881	\$ 648,158	\$ 1,853,339

### ***Service Delivery:***

- As indicated earlier, there are no anticipated changes in the current level of service provision incorporated in the 2017-2018 budget. The reinstatement of the Manager of Policy and Planning position during 2016-2017 has proven invaluable to the Authority's overall operations. This action was taken in keeping with the recommendation noted in the recently completed Organizational Review and current year's budget.
- The Authority has also recognized the value of considering the extension of 2 key contracts.
  - The first being the contract with the Municipality of the District of Chester for landfill services where extending the life of the Authority's contract for this service would have a significant impact on the current disposal fee associated with their closure costs. The current contract was scheduled for expiry in 2026; however a 10-year extension to this Agreement was put in place in October 2016.
  - The other contract being considered for extension is with NorthRidge Farms for Organics Processing. As the Province continues to consider regulatory amendments which could result in significant impact on costing for composting facilities, it is felt to be in the best interest of our municipal partners to extend this contract now slated for expiry in 2017. At present, representatives from NorthRidge Farms have agreed to hold current pricing as this process moves forward.
- Valley Community Fibre Network – \$20,000 has been retained from the 2015-2016 budget for the Authority's connection to the Valley Community Fibre Network. While the Municipality of Kings remains supportive of the Authority's goal of having servers reside with them, the connection to the Valley Community Fibre Network project has been put on hold for the moment. While it is anticipated that the project will be considered in the future, it is also extremely important to note that all connection pricing and the overall business case for moving forward will require careful and cautious consideration to ensure that the project is in the best interest of the Authority's operations into the future. More information regarding the Valley Community Fibre Network can be found below.

### ***Participating Municipal Partners:***

- The Authority's current participating partners under the Intermunicipal Services Agreement are the Municipalities of Kings and Annapolis and the Towns of Annapolis Royal, Berwick, Kentville, Middleton and Wolfville.
- While the Town of Hantsport dissolved and became part of the Municipality of the District of West Hants effective July 1, 2015, the Authority continues to provide the same level of service previously provided to the Town. The draft budget being presented today includes the continuation of service to this community. Negotiations



will take place between the Authority and the Municipality of District of West Hants regarding the future provision of this service well in advance of collection contract renewal.

### ***Salaries***

- In keeping with the recommendation in the Organizational Review, a full Salary Review was completed during 2016-2017. The review encompassed a full examination of all positions under the Authority's umbrella resulting in the development of a salary scale for all positions representing market value at this time. Those values have been included in the 2017-2018 draft operating budget as well as a 1.03% CPI adjustment in keeping with the salary review findings. The salary scale that has been put in place is more comprehensive than the previous scale with levels set based on an annual increase when performance targets have been achieved. All positions were analyzed to determine where they should sit on the new scales based on the key skills of know-how, problem solving, accountability and working conditions. As the Authority is fortunate in having very little turn-over in staff throughout the operations, a majority of employees fall under the top of the 5-year scale for their respective position. While this is the case, it is critical to note that succession planning is key as many of the Authority's employees are quickly nearing retirement eligibility.
- The 2017-2018 draft budget also includes the introduction of an additional 1% in pension plan contributions by both the Authority and the employee moving the contribution value per pay from 6% to 7%. This is the first increase in pension plan contributions to be contemplated for many years and is being implemented as per the recommendation during the salary review.

### ***Utility Rates (electrical, water, sewer, hydrant rentals, phones)***

- No provision for any increase in utility rates. A 5% increase in insurance fees has been incorporated as per an estimate provided by the Authority's Insurance Agent.

### ***Gasoline and Diesel Fuel***

- Budgeting for gas and diesel fuel continues to be challenging due to the volatility in markets. Every effort has been made to attempt to estimate values for fuel throughout the budget.

### **Commodity Tonnages:**

<b>Service</b>	<b>2016-2017 Projection Tonnage</b>	<b>2017-2018 Draft Budget Tonnage</b>
Construction and Demolition Debris Transportation	East: 1,850 West: 429.50 Total: 2,279.5	East: 4,600 West: 835 Total: 5,435
Construction and Demolition Debris Processing	East: 3,965 West: 347 Total: 4,312	East: 4,200 West: 750 Total: 4,950
Recyclables Processing	East: 4,130 West: 2,304 Total: 6,434	East: 4,130 West: 2,304 Total: 6,434
Organics Processing	East: 6,974 West: 3,522 Total: 10,496	East: 7,000 West: 3,540 Total: 10,540
Residuals Disposal	East: 15,480 West: 6,335 Total: 21,815	East: 15,500 West: 6,400 Total: 21,900
Residuals Transportation	East: 15,233 West: 6,335 Total: 21,568	East: 15,250 West: 6,400 Total: 21,650

### **Specific Revenue Assumptions**

- Tipping Fees
  - There is no anticipated rate increase for tipping fees included in the draft budget. The 1% increase that had been planned for implementation during the current fiscal year was not brought forward as the tipping fee rates are an issue raised in the recommendations of the recently completed Service and Facility Review and will be further discussed by a soon to be named Review Committee.
- RRFB Diversion Credits
  - 2016-2017 Projection set at \$220,000 which is \$80,000 under budgeted levels which were set based on the best information provided by the RRFB at that time.
  - Budget for 2017-2018 set at \$275,000 based on best estimates available at this time.
- Wind Turbine
  - The Authority's wind turbine construction and commissioning wound up with the blades generating the first electricity on October 21, 2015, slightly ahead of schedule. While the 2016-2017 budget was developed based on an engineer's estimate of \$70,000.00 in revenue based on our participation in the COMFIT

Program, unfortunately, the Authority is not achieving this revenue target at this time. The reduction in revenues is likely due to uncharacteristically calm wind conditions during the spring and summer of 2016. Therefore the 2017-2018 budget has included the reduced value of \$42,000 in revenue under our continued participation in the COMFIT Program. While the actual revenue associated with the operation of the wind turbine has been reduced to reflect actual activity the educational benefit of having the operating turbine on site cannot be overstated.

### Specific Expense Assumptions

#### Residential Collection

- The Authority's curbside collection contract is one of the largest contractual expenditures that the authority makes on an annual basis. The current contract will expire March 31, 2019 and in keeping with the contract that is in place, pricing included in the 2017-2018 budget represents an approximate 2% increase over 2016-2017 levels. While final figures will be determined based on the release of construction and demolition permits within our partner municipalities, this budget has been developed based on the Authority providing collection for 40,002 serviced units.
- 2017-2018 budget based on a total cost of \$2,727,870.00
- 2017-2018 will be the 4th year of a 5 year contract with EFR Disposal Ltd. scheduled to expire March 31, 2019.
- The Authority's continuation of service provision to the community of Hantsport will be a key matter as we move toward the expiry of this contract.

#### Construction and Demolition Debris Processing and Transportation

- The management of construction and demolition debris is one of the key factors in the overall cost increase in the Authority's 2017-2018 budget. Some increase in activity is related to the closure of Construction and Demolition Debris Management site in close proximity to the Authority's operations. Another key factor is the change in the management of waste wood. The Authority has been sending ground wood product to Brooklyn Energy for alternate use there, but unfortunately the future of this disposal option is unclear. Funds have been included to cover all costs associated with the management of this material. For comparison purposes, the overall construction and demolition debris management section of the Authority's budget in 2016-2017 was set at \$110,150 while the 2017-2018 budget for this commodity has been set at \$197,700 representing an overall increase year over year of \$87,550. While discussions are underway with our wood processing contractor to secure alternate markets, it was felt to be in the best interest of the Authority to ensure that all associated costs can be covered during this transitional period.
- The Processing rate for 2017-2018 has been set at \$19.00 plus HST per tonne, the same rate that applied for the 2016-2017 fiscal year.

- The construction and demolition debris transportation rate for 2017-2018 is \$17.85 plus HST up from the 2016-2017 rate of \$17.51 plus HST in keeping with contractual requirements.
- 2017-2018 represents the 3<sup>rd</sup> year of a 5-year transportation contract expiring March 31, 2020, with Tri-County Waste Management.

#### Recyclables Processing

- Rate for 2017-2018 remains at 2016-2017 level or \$125.00 plus HST per tonne.

#### Organics Processing

- Rate for 2017-2018 remains at 2016-2017 levels or \$88.97 per tonne plus HST based on a 4% contamination rate.
- The current contract with NorthRidge Farms for this service will expire as of June 30, 2017; however, as indicated earlier, the extension of this contract is now under consideration due in large part to the uncertainty around future regulatory requirements.

#### Residuals Disposal

- Rate for 2017-2018 set at \$71.00 per metric tonne including the Host Community Fee based on consultation with the Municipality of the District of Chester.
- There are no residual adjustment figures included in either the 2016-2017 projections or the 2017-2018 budget.
- As indicated earlier, this contract was extended for an additional 10 year period in October of 2016.

#### Residuals Transportation

- Rate for 2016-2017 set at \$18.34 per tonne which is a .34 per tonne increase over 2015-2016 levels.
- 2016-2017 represents the 2<sup>nd</sup> year of the 5-year contract.

#### Communications and Enforcement

- Includes annual subscription to MyWaste App now accessed by 1,500 users proving to be a valuable education tool.
- The remainder of the budget reflects a status quo in services and staffing levels.
- The Last Re-Sort Reuse Centre continues to prove to be a huge success generating just under \$30,000 in revenue for the Authority annually moving closer and closer to a “break-even” level.
- Staff continue to brainstorm measures to raise awareness around the environmental value of the Authority’s programs and services.

## Information and Technology

- The 2017-2018 Information Technology budget has been set at \$40,065 representing a \$9,125 increase over 2016-2017 levels.
- \$7,500 of the proposed increase is for the complete refreshing of the Authority's website as recommended in the recently completed service and facility review. Upgrades to the website are required to bring the site to standards compatible with mobile phone use.
- The Authority's joining the Valley Community Fibre Network (VCFN) is discussed above. As a reminder, the potential benefits of joining include:
  - Allows Authority network to be managed by Municipality of the County of Kings through connection to the VCFN,
  - Future savings in server equipment replacement,
  - Future savings in associated Licenses and Maintenance Agreements,
  - Immediate access to IT expertise when server issues arise to minimize impact on all operations particularly at the scale houses,
  - Elimination of temperature controlled room for equipment at Valley Waste office,
  - More security for data – no need for Authority staff to manage daily back-ups,
  - Future additional server capacity when and if required,
  - Opportunity to participate in collaborative projects at potentially reduced costs,
  - Opens door to new technologies.

I sincerely hope that the above information is of help as you consider the Valley Region Solid Waste-Resource Management Authority's Draft Operating and Capital Budgets for the 2017-2018 fiscal year. Please feel free to contact me if you have any questions or concerns or if you would like to arrange to have staff provide a draft budget presentation to your Council.

Respectfully submitted,

Michael V. Coyle  
Acting General Manager  
Valley Waste-Resource Management

**Valley Region Solid Waste-Resource Management Authority**  
**Draft 2017-2018 Operating Budget**  
**Summary of Revenues and Expenditures**  
**Draft Date: January 18, 2017**

Item	Draft Budget 2017-2018	Projections 2016-2017	Budget 2016-2017	Actual 2015-2016
<b>Revenues</b>				
West Management Centre	479,000	476,700	438,100	464,728
East Management Centre	1,679,300	1,721,600	1,582,600	1,591,741
Conditional Transfers - Administration	396,300	344,380	426,300	505,142
Prior Year Surplus Retained	100,000	0	0	0
Communications and Enforcement	214,400	245,750	237,500	236,508
Small Wind Turbine	42,000	40,000	70,000	17,591
Return on Investment	8,000	10,000	10,000	7,978
RRFB Approved Programs	80,000	80,000	85,000	85,358
<b>Total Program Revenues</b>	<b>2,999,000</b>	<b>2,918,430</b>	<b>2,849,500</b>	<b>2,909,045</b>
<b>Municipal Partner Contributions</b>	<b><u>7,688,083</u></b>	<b><u>7,452,756</u></b>	<b><u>7,452,756</u></b>	<b><u>7,683,087</u></b>
<b>Total Revenues</b>	<b>\$ 10,687,083</b>	<b>\$ 10,371,186</b>	<b>\$ 10,302,256</b>	<b>\$ 10,592,132</b>

Item	Draft Budget 2017-2018	Projections 2016-2017	Budget 2016-2017	Actual 2015-2016
<b>Expenditures</b>				
General Administration	535,669	483,003	455,944	431,309
Small Wind Turbine	9,200	8,895	7,950	1,686
Fiscal Services Financing Costs	431,599	318,800	449,677	315,675
West Management Centre Operations	661,614	621,990	615,514	681,273
East Management Centre Operations	1,213,736	1,096,170	1,096,005	1,064,124
Residential Collection	2,996,870	2,848,550	2,972,900	2,790,555
Construction and Demolition Debris Processing	197,700	125,870	110,150	139,793
Recyclable Processing and Transportation	838,700	838,700	860,400	862,982
Organics Processing and Transportation	978,000	973,900	978,900	1,000,933
Residual Transportation and Disposal	1,971,050	1,940,160	1,930,300	1,862,983
Communications and Enforcement	619,724	589,070	588,915	488,824
Transfer to Reserves	177,156	161,051	161,051	146,410
Capital out of Revenue	16,000	41,400	41,400	0
Information Technology	40,065	30,940	33,150	35,054
RRFB Approved Programs	0	0	0	0
<b>Total Expenditures</b>	<b>\$ 10,687,083</b>	<b>\$ 10,078,499</b>	<b>\$ 10,302,256</b>	<b>\$ 9,821,600</b>

Municipal Funding Provided/Required 7,688,083 7,160,069 7,452,756 6,912,554

<b>Total Revenues</b>	<b>10,687,083</b>	<b>10,371,186</b>	<b>10,302,256</b>	<b>10,592,132</b>
<b>Total Expenditures</b>	<b><u>10,687,083</u></b>	<b><u>10,078,499</u></b>	<b><u>10,302,256</u></b>	<b><u>9,821,600</u></b>
<b>Net Loss/Profit</b>	<b>0</b>	<b>292,687</b>	<b>0</b>	<b>770,533</b>

	Draft Percentages 2017-2018	Draft Budget 2017-2018	Projections 2016-2017	Budget 2016-2017	Actual 2015-2016
<b>Revenues from Municipal Partners</b>					
Municipality of Annapolis	20.85%	1,602,965	1,553,829	1,553,829	1,601,658
Municipality of Kings	58.13%	4,469,083	4,332,175	4,332,175	4,467,996
Town of Annapolis Royal	0.77%	59,198	57,515	57,515	58,971
Town of Berwick	2.70%	207,578	201,579	201,579	208,546
Community of Hantsport	1.33%	102,252	98,970	98,970	103,524
Town of Kentville	7.76%	596,595	577,989	577,989	594,606
Town of Middleton	1.95%	149,918	145,245	145,245	150,393
Town of Wolfville	6.51%	500,494	485,454	485,454	497,393
<b>Total Revenues from Municipal Partners</b>		<b>\$ 7,688,083</b>	<b>\$ 7,452,756</b>	<b>\$ 7,452,756</b>	<b>\$ 7,683,087</b>
	100.00%				

Percentage increase (decrease) over 2016-2017 budget 3.16%



Valley Waste-Resource Management  
2017-2018 Budget Worksheet

Draft Date: January 18, 2017

Operating Fund

Account Name and Number		2017-2018 Draft Budget	Apr - Sep 2016 Actuals	2016-2017 Projections	2016-2017 Budget	2015-2016 Year-End Actual
<b>Income</b>						
41000 - Services Provided Other Governments						
41100 - Municipality of the County of Kings		4,469,083	2,094,520	4,332,175	4,332,175	4,467,996
41105 - Town of Kentville		596,595	279,446	577,989	577,989	594,606
41110 - Town of Wolfville		500,494	234,708	485,454	485,454	497,393
41115 - Town of Berwick		207,578	97,460	201,579	201,579	208,546
41120 - Municipality of Annapolis County		1,602,965	751,245	1,553,829	1,553,829	1,601,658
41125 - Town of Middleton		149,918	70,222	145,245	145,245	150,393
41138 - Community of Hantsport		102,252	47,851	98,970	98,970	103,524
41139 - Town of Annapolis Royal		59,198	27,808	57,515	57,515	58,971
Total 41000 - Services Provided Other Governments		7,688,083	3,603,260	7,452,756	7,452,756	7,683,087
41200 - Western Management Centre						
41201 - WMC Tipping Fees		450,000	262,052	448,600	414,000	436,844
41204 - WMC Sale of Materials- metals		12,800	11,303	12,500	9,000	14,225
41205 - WMC RRFB Funding Allocations		8,000	605	7,600	8,300	8,559
41206 - WMC Scale Rental Fees		8,000	6,810	8,000	6,600	5,100
41290 - WMC Miscellaneous		100	0	0	100	-
41299 - WMC Uncollectible Bad Debt Recovery		100	0	0	100	-
Total 41200 - Western Management Centre		479,000	280,769	476,700	438,100	464,728
41300 - Eastern Management Centre						
41301 - EMC Tipping Fees		1,590,000	952,880	1,630,400	1,512,000	1,513,673
41304 - EMC Sale of Materials- metals		60,000	53,337	61,800	37,300	50,566
41305 - EMC RRFB Funding Allocations		13,100	1,944	13,400	13,500	13,579
41306 - EMC Scale Rental Fees		3,000	1,680	3,000	2,600	1,620
41390 - EMC Miscellaneous		100	0	0	100	-
41392 - EMC Scotia Contract-Shared Site		13,000	0	13,000	17,000	12,303
41399 - EMC Uncollectible Bad Debt Recovery		100	0	0	100	-
Total 41300 - Eastern Management Centre		1,679,300	1,009,841	1,721,600	1,582,600	1,591,741
41500 - Return on Investment						
41501 - Return on Investments		8,000	5,203	10,000	10,000	7,978
Total 41500 - Return on Investment		8,000	5,203	10,000	10,000	7,978
41600 - Conditional Transfers - Administration						
41601 - RRFB - Diversion Credits		275,000	173,300	220,000	300,000	374,091
41633 - Dairy Agreement		85,000	85,177	85,200	95,000	96,425
41635 - Cart and Mini Bin Sales		1,800	897	1,800	1,700	1,741
41650 - CFC Removal for Outside Groups		1,000	2,189	2,200	-	-
41691 - Bylaw Tickets		3,000	3,900	4,500	2,000	2,400
41698 - General Administration - Miscellaneous		500	338	340	500	925
41699 - Collections - Residential (West Hants/Hantsport; (3) Nations Indian Reserves)		30,000	15,822	30,340	27,100	29,560
Total 41600 - Conditional Transfers - Administration		396,300	281,622	344,380	426,300	505,142
41700 - Prior Year Surplus/Deficit						
41701 - Prior Year Surplus		100,000	0	0	0	0
Total 41700 - Prior Year Surplus/Deficit		100,000	0	0	0	0
41800 - Communications & Enforcement						
41801 - C&E RRFB Regional Coordinator		42,400	21,014	42,000	41,000	40,804
41805 - C&E RRFB Enforcement Funding		84,000	13,500	100,000	100,000	100,000
41825 - C&E RRFB Other Funding Assistance		0	0	15,000	10,000	7,526
41860 - RRFB Education Contract		60,000	8,976	60,000	60,000	60,023
41880 - Reuse Centre		28,000	18,372	28,750	26,500	28,155
41899 - C&E Miscellaneous		0	0	0	-	-
Total 41800 - Communications & Enforcement		214,400	61,862	245,750	237,500	236,508
42000 - Small Wind Turbine						
42010 Revenue from Energy Production		42,000	15,469	40,000	70,000	17,591
Total 42000 - Small Wind Turbine		42,000	15,469	40,000	70,000	17,591
46000 - RRFB Approved Programs						
46020 - RRFB Restructured Approved Programs		80,000	64,000	80,000	85,000	85,358
Total 46000 - RRFB Approved Programs		80,000	64,000	80,000	85,000	85,358



Account Name and Number		2017-2018 Draft Budget	Apr - Sep 2016 Actuals	2016-2017 Projections	2016-2017 Budget	2015-2016 Year-End Actual
Total Income		10,687,083	5,322,026	10,371,186	10,302,256	10,592,132
Expense						
61000 · General Administration						
61001 · General Administration Salaries		325,974	109,440	237,300	250,351	242,141
61002 · General Administration Benefits		77,695	19,049	45,100	47,567	41,629
61003 · General Administration Snow Removal		1,000	0	1,000	1,000	729
61004 · General Administration Office Supplies		9,000	4,518	9,000	9,000	8,626
61005 · General Administration Utilities		15,000	6,308	14,000	15,500	13,769
61006 · General Administration Travel		7,000	1,663	3,200	7,000	4,409
61007 · General Administration Training & Conferences		5,000	690	2,500	5,000	3,770
61008 · General Administration Membership & Association Fees		5,000	543	3,500	2,500	2,193
61009 · General Administration Office Maintenance		12,000	2,225	21,000	10,200	1,494
61010 · General Administration Office Equipment		7,500	5,769	9,800	10,500	6,631
61012 · General Administration Janitorial		9,800	4,061	9,600	9,500	9,733
61013 · General Administration Legal/Audit/Insurance		35,400	30,255	53,000	47,000	44,359
61014 · General Administration Employee Wellness Program		1,300	677	1,300	1,100	1,273
61015 · General Administration OHS Training		2,100	2,723	4,900	3,100	1,519
61016 · General Administration OHS Committee Expenses		200	0	200	200	91
61017 · General Administration Vehicle Repairs		1,600	440	1,100	1,330	1,038
61018 · General Administration Bad Debts		100	0	100	100	1,725
61019 · General Administration Gasoline & Diesel Fuel		2,200	856	1,800	2,436	1,590
61020 · General Administration Vehicle Registrations		0	157	160	160	-
61022 · General Administration Office Security System		1,000	229	1,000	1,000	459
61023 · General Administration Meeting Costs		600	92	600	600	532
61024 · General Administration Committee Conferences & Training		2,500	0	2,500	2,500	3,521
61025 · General Administration Committee - Travel		3,000	2,887	4,000	2,000	1,394
61026 · General Administration Chair Expenses		500	155	450	400	16
61027 · Citizen Appointee to Investment Committee		500	0	500	500	-
61040 · General Administration Staff Recognition Events		3,200	150	3,200	3,200	2,485
61060 · General Administration: OHS Consulting/ WCB Certification		1,000	0	1,000	1,000	291
61070 · Consulting Services - Program/Service Review		0	45,193	45,193	20,000	29,448
61101 · General Administration Past Due Accounts Collection		500	834	1,000	200	317
61105 · General Administration Provision for Vacation Pay		5,000	0	5,000	1,000	6,128
Total 61000 · General Administration		535,669	238,913	483,003	455,944	431,309
61140 · Small Wind Turbine						
61141 · Operation and Maintenance		4,200	0	4,200	4,200	-
61143 · Insurance		5,000	3,057	4,695	3,750	1,686
61148 · Miscellaneous		0	0	0	-	-
Total 61140 Small Wind Turbine		9,200	3,057	8,895	7,950	1,686
61150 · Fiscal Services Financing						
61151 · Fiscal Services Financing Cost		420,599	143,377	308,200	441,977	308,594
61152 · Fiscal Services - Bank Charges		11,000	5,297	10,600	7,700	7,081
Total 61150 · Fiscal Services Financing		431,599	148,675	318,800	449,677	315,675
61200 · Western Management Center						
61201 · WMC Salaries		358,035	175,397	347,100	331,802	410,635
61202 · WMC Benefits		81,829	35,497	76,360	72,996	71,278
61203 · WMC Office Supplies and Equipment		2,500	1,288	1,800	3,000	2,876
61204 · WMC Safety Equipment		2,000	1,102	2,000	2,000	4,926
61205 · WMC Insurance		27,200	12,934	25,900	26,100	25,606
61206 · WMC Staff Training and Development		3,000	1,831	3,000	3,400	1,761
61208 · WMC OHS Committee Expenses		200	0	200	200	85
61209 · WMC Telephones		3,200	1,277	3,200	3,500	3,094
61210 · WMC Communication Equipment & Licenses		2,100	627	1,500	1,500	1,455
61211 · WMC Electricity		18,000	5,944	16,500	19,000	16,455
61212 · WMC Small Tools/Shop Supplies		500	105	700	500	101
61214 · WMC Staff Travel		1,000	517	1,000	1,500	328
61215 · WMC OHS Consulting Services & WCB Certification		500	0	500	500	291
61216 · WMC Leased/Rented Equipment		300	156	300	300	312
61217 · WMC Vehicle Registration		2,320	917	2,290	2,333	2,382
61230 · WMC Site and Building Maintenance		46,600	8,949	36,800	14,200	18,319
61231 · WMC Scale Maintenance		10,500	3,384	14,000	12,000	14,303
61232 · WMC Vehicle & Equipment Repairs and Maintenance		40,230	18,136	33,140	43,135	48,719
61240 · WMC Gasoline & Diesel Fuel		39,500	21,085	34,300	55,428	40,214
61250 · WMC Snow/Ice Removal Supplies		1,200	0	1,200	1,200	954
61251 · WMC Janitorial		8,300	3,869	7,800	8,100	7,475
61252 · WMC Landscaping		400	0	200	500	147
61253 · WMC Security		600	319	600	600	982
61254 · WMC Tank Pumping/Transport		600	202	600	620	611



Account Name and Number		2017-2018 Draft Budget	Apr - Sep 2016 Actuals	2016-2017 Projections	2016-2017 Budget	2015-2016 Year-End Actual
	61267 · WMC HHW Operations	10,000	6,109	10,000	10,000	7,768
	61272 · WMC CFC Removal	400	237	400	500	186
	61281 · WMC Environmental Services	500	0	500	500	-
	61299 · WMC Uncollectible Revenues	100	0	100	100	10
	<b>Total 61200 · Western Management Center</b>	<b>661,614</b>	<b>299,881</b>	<b>621,990</b>	<b>615,514</b>	<b>681,273</b>
	<b>61300 · Eastern Management Center</b>					
	61301 · EMC Salaries	701,940	300,508	624,300	611,664	621,829
	61302 · EMC Benefits	161,446	61,677	137,400	134,566	130,923
	61303 · EMC Office Supplies and Equipment	4,400	1,975	4,400	4,400	4,069
	61304 · EMC Safety Equipment	7,300	3,061	7,000	6,500	6,204
	61305 · EMC Insurance	29,800	14,142	28,400	28,900	27,460
	61306 · EMC Staff Training & Development	6,500	4,323	8,100	5,500	2,209
	61308 · EMC OHS Committee Expenses	200	0	200	200	85
	61309 · EMC Telephones	3,600	1,358	3,400	3,800	3,072
	61310 · EMC Communication Equipment & Licenses	3,200	1,047	1,900	3,400	2,711
	61311 · EMC Electricity	23,000	7,907	21,000	25,500	23,449
	61312 · EMC Small Tools/Shop Supplies	1,500	500	900	1,200	714
	61314 · EMC Staff Travel	1,200	929	1,200	1,200	105
	61315 · EMC OHS Consulting Services & WCB Certification	500	0	500	500	291
	61316 · EMC Leased/Rented Equipment	850	406	800	800	614
	61317 · EMC Water and Meter Charges	1,300	261	1,100	1,100	1,145
	61318 · EMC Sewer Charges	1,200	263	1,100	1,200	1,143
	61319 · EMC Hydrant Rental	1,900	1,837	1,850	1,900	1,875
	61320 · EMC Vehicle Registration	4,730	1,328	3,700	4,665	3,547
	61330 · EMC Site/Building Maintenance	35,000	7,153	40,000	27,000	30,557
	61331 · EMC Scale Maintenance	6,000	3,774	8,000	8,000	3,314
	61332 · EMC Vehicle and Equipment Repairs and Maintenance	63,120	32,867	60,820	59,110	88,435
	61340 · EMC Gasoline & Diesel Fuel	78,300	21,347	63,000	100,300	50,831
	61350 · EMC Snow/Ice Removal Supplies	6,000	0	6,000	6,000	3,987
	61351 · EMC Janitorial	7,800	4,127	7,600	7,600	7,128
	61352 · EMC Landscaping	650	0	100	400	7
	61353 · EMC Security	500	229	500	600	261
	61354 · EMC Tank Pumping and Transport	600	0	400	800	313
	61367 · EMC HHW Operations	60,000	29,133	61,500	48,000	46,078
	61372 · EMC CFC Removal	600	355	400	600	258
	61381 · EMC Environmental Protection	500	27	500	500	41
	61399 · EMC Uncollectible Revenues	100	0	100	100	1,472
	<b>Total 61300 · Eastern Management Center</b>	<b>1,213,736</b>	<b>500,536</b>	<b>1,096,170</b>	<b>1,096,005</b>	<b>1,064,124</b>
	<b>61400 · Residential Collection Contract</b>					
	61401 · Residential Collection	2,727,870	1,331,937	2,663,900	2,661,400	2,596,345
	61402 · Residential Collection Fuel Adjustment	-39,300	-67,834	-110,200	19,600	(104,255)
	61403 · Residential Collection Green Carts	75,000	46,071	75,000	65,000	61,796
	61405 · Residential Collection Spring/Fall Clean-ups	192,100	128,360	183,600	187,400	201,142
	61410 · Residential Collection Cart Maintenance and Supplies	2,600	1,595	2,600	2,000	1,861
	61420 · Residential Collection Seasonal Bin Maintenance	4,000	290	2,000	4,000	210
	61421 · Residential Collection Seasonal Bin Control Monitoring	18,600	14,033	18,650	20,000	19,784
	61423 · Residential Collection Seasonal Bin Signage	0	0	0	500	-
	61440 · Residential Collection Advertising and Notices	16,000	5,655	13,000	13,000	13,672
	<b>Total 61400 · Residential Collection Contract</b>	<b>2,996,870</b>	<b>1,460,108</b>	<b>2,848,550</b>	<b>2,972,900</b>	<b>2,790,555</b>
	<b>61500 · Construction &amp; Demolition Debris</b>					
	61520 · C&D Disposal East	0	0	0	-	0.00
	61521 · C&D Transportation East	85,700	-29,519	33,800	28,000	39,105
	61522 · C&D Processing East	83,200	5,777	78,600	64,700	83,259
	61523 · C&D Fuel Adjustment East	-1,300	0	-1,200	350	(888)
	61530 · C&D Disposal West	0	0	0	-	-
	61531 · C&D Transportation West	15,500	-1,692	7,900	5,500	5,271
	61532 · C&D Processing West	14,900	604	6,900	11,500	13,355
	61533 · C&D Fuel Adjustment West	-300	-127	-130	100	(310)
	<b>Total 61500 · Construction &amp; Demolition Debris</b>	<b>197,700</b>	<b>-24,958</b>	<b>125,870</b>	<b>110,150</b>	<b>139,793</b>
	<b>61600 · Recyclables</b>					
	61605 · Recyclable Processing East	538,400	270,309	538,400	554,000	553,864
	61615 · Recyclable Processing West	300,300	156,198	300,300	306,400	309,119
	<b>Total 61600 · Recyclables</b>	<b>838,700</b>	<b>426,508</b>	<b>838,700</b>	<b>860,400</b>	<b>862,982</b>
	<b>61700 · Organics</b>					
	61701 · Organics Processing East	649,500	329,999	647,100	649,500	663,744
	61711 · Organics Processing West	328,500	167,956	326,800	329,400	337,188

Account Name and Number	2017-2018 Draft Budget	Apr - Sep 2016 Actuals	2016-2017 Projections	2016-2017 Budget	2015-2016 Year-End Actual
Total 61700 · Organics	978,000	497,955	973,900	978,900	1,000,933
61800 · Residuals					
61801 · Residuals Disposal East	1,100,500	605,252	1,095,700	1,079,200	1,112,881
61802 · Residuals Adjustment - Residuals Disposal East	0	0	0	-	(54,806)
61805 · Residuals Transportation East	297,200	162,097	291,400	265,400	280,218
61806 · Residuals Fuel Adjustment East	-3,500	-8,078	-9,800	3,200	(10,568)
61810 · Residuals Disposal West	454,400	264,279	448,400	463,600	461,004
61812 · Residuals Adjustment - Residuals Disposal West	0	0	0	-	(36,537)
61815 · Residuals Transportation West	124,800	71,409	121,200	116,700	118,085
61816 · Residuals Fuel Adjustment West	-2,350	-5,665	-6,740	2,200	(7,294)
Total 61800 · Residuals	1,971,050	1,089,295	1,940,160	1,930,300	1,862,983
61900 · Communications & Enforcement					
61901 · C&E Salaries	433,780	192,545	400,000	409,968	348,650
61902 · C&E Benefits	91,094	36,209	80,000	81,994	65,573
61905 · C&E RRFB Regional Enforcement Program	16,000	9,786	16,000	16,000	15,570
61910 · C&E Office Supplies & Equipment	3,000	1,678	2,800	2,000	1,762
61911 · C&E Clothing Costs	300	0	300	300	-
61915 · C&E Telephones	6,200	3,050	6,100	6,500	5,879
61920 · C&E Advertising	15,000	10,664	30,000	18,000	7,946
61922 · C&E Newsletter and Calendar Distribution	5,500	0	5,500	6,000	4,787
61924 · C&E Calendar Design & Printing	16,300	0	16,300	16,300	16,322
61925 · C&E Promotional Items	1,800	372	1,800	1,800	1,550
61931 · C&E ICI Support	600	500	500	500	436
61940 · C&E Travel	4,200	1,712	3,000	4,000	813
61941 · C&E Vehicle Repairs & Maintenance	5,450	3,558	6,340	4,125	3,259
61942 · C&E Vehicle Insurance	7,600	3,568	7,200	7,130	6,916
61943 · C&E Vehicle Fuel	6,300	2,846	6,030	6,828	4,219
61944 · C&E Vehicle Registrations	0	767	800	570	-
61945 · C&E Printing and Presentation Materials, Miscellaneous	1,200	322	1,500	1,500	976
61961 · C&E OHS Safety Equipment	400	269	400	400	508
61970 · C&E Special Weeks Promotions	5,000	2,671	4,500	5,000	3,658
Total 61900 · Communications & Enforcement	619,724	270,518	589,070	588,915	488,824
62300 · Transfer to Capital Reserve					
62301 · Transfer to Capital Reserve	177,156	161,051	161,051	161,051	146,410
Total 62300 · Transfer to Capital Reserve	177,156	161,051	161,051	161,051	146,410
62400 · Capital From Operations					
62401 · Capital From Operations	16,000	0	41,400	41,400	0
Total 62400 · Capital From Operations	16,000	0	41,400	41,400	0
64000 · Information Technology					
64004 · IT Office Supplies	0	0	0	-	13
64005 · IT Telephone	2,700	1,263	2,400	2,700	2,674
64010 · IT Hardware	6,000	2,427	7,400	6,900	11,029
64019 · IT Website Maintenance	8,200	313	630	700	652
64020 · IT Maintenance Contracts	5,165	1,900	4,710	4,850	6,066
64021 · IT Consulting Fees	16,000	7,727	15,800	16,000	14,620
IT Connection to Valley Community Fibre Network (VCFN)	2,000			2,000	0
Total 64000 · Information Technology	40,065	13,629	30,940	33,150	35,054
66020 · RRFB Approved Program Costs					
66022 · MAP Innovation	0	0	0	-	0
Total 66030 · RRFB Approved Program Costs	0	0	0	-	0
Total Expense	10,687,083	5,085,168	10,078,499	10,302,256	9,821,599
Net Income(Loss)	0	236,858	292,687	0	770,533



Valley Region Solid Waste-Resource Management Authority  
Capital Replacement Plan  
Draft Date: January 18, 2017

Equipment	Description	Draft 2016-2017	Draft 2017-2018	Draft 2018-2019	Draft 2019-2020	Draft 2020-2021	Draft 2021-2022	Draft 2022-2023	Draft 2023-2024	Draft 2024-2025	Draft 2025-2026	Draft 2026-2027	Draft 2027-2028
Unit 1	2009 Ford F250 4X4		38,000					40,000					42,000
	Plow for Unit 1		8,000										
Unit 2	2010 Ford F150 4X4			36,000					38,000				
Unit 3	Replace 2009 Ford F150 Pick-up 4X4	35,000					36,500					37000	
	Power Liftgate for 2009 F150 replacement	4,000											
Unit 4	2011 Ford F250 Pick-up 4X4		Surplus					40,500					50,000
	Replace 2011 Ford F250 Pick-up 4X4		38,000										
	Plow for Unit 4		8,000										
Unit 5	2011 Mazda 3 Sport GX			25,000						27,000			
Unit 5-T	Tail Dump Trailer			15,000							16,000		
Unit 7	2003 Freightliner Roll Off	surplus											
	Replace 2003 Freightliner Roll Off	190,000						195,000					
Unit 8	2003 Wheel Loader												
	Replace 2003 Wheel Loader (Unit 22 on order)										245,000		
Unit 10-T	Utility Trailer			5,000									
Unit 11	2004 Chev Silverado 4X4	surplus											
	Replace 2004 Chev Silverado 4X4 with RTV	25,000								30,000			
Unit 14	2006 Caterpillar Wheel Loader				240,000							245000	
Unit 15	2007 1500 Series Chev Silverado 4X4	surplus					36,000						
	Replace 2007 1500 Series Chev Silverado 4X4	35,000					36,000					37000	
Unit 16	2008 Freightliner Roll Off		Surplus										
	Replace 2008 Freightliner Roll Off		215,000						240,000				
Unit 17	2008 Ford Ranger Extended Cab 4X4	surplus					36,500						
	Replace 2008 Ford Ranger Extended Cab 4X4	35,000					36,000						37,000
Unit 18	2009 Caterpillar Wheel Loader						240,000						
Unit 19	All Terrain Vehicle-RTV			26,000								27000	
Unit 20	2013 Ford F 150 4X4			36,000					38,000				
Unit 21	2013 Freightliner Roll Off Truck					198,000							
	Roll Off Containers	15,500		15,750	16,000	16,500	17,000	17,500	18,000	18,500	19,000	19500	
	WMC Sprinkler System								400,000				
	WMC Tipping Floor Repairs		60,000										
	EMC Tipping Floor Repairs				45,000								
	Groundsweep Magnet								7,000				
	Rear Compacting Unit		45,000										
	Replace Weigh Scales	79,000	78,000	78,000									
	Site Signage												
	Outgoing Scale House Window-EMC												
	Outgoing Scale House Window-WMC				16,000								
	Incoming Scale House Window-EMC			16,200									
	Incoming Scale House Window-WMC				16,400								
	Small Wind Turbine												
	Brush for RTV	6,900											
	Fencing adjustment Western Management Centre	15,000											
	Dry Storage Building Western Management Centre			100,000									
	Organics Containment Structure - EMC Site		40,000										
	Minor Capital				150,000	150,000	150,000	150,000	150,000	150,000	150,000	150000	150,000
Total Annual		440,400	530,000	352,950	483,400	364,500	588,000	443,000	884,000	232,500	430,000	515500	279,000

Valley Region Solid Waste-Resource Management Authority  
Capital Financing Plan  
Draft 2017-2018 Operating and Capital Budget

Draft Date: January 18, 2017

2009-2010 Projects - Revised

	Draw From Reserve	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
2004 Chev Silverado 4X4	30,863	30,863	30,863	5	
Carts and Mini Bins	48,000	48,000	48,000	5	
Plow for WMC Site Truck	5,600	5,600	5,600	5	
EMC Tipping Floor Repairs	40,000	40,000	40,000	5	
WMC Organics Materials Handling	0	0	0	0	
Administration Facility - Planning	55,000	55,000	55,000	20	
<b>Sub-Total Capital Requirements</b>	<b>179,463</b>	<b>179,463</b>	<b>179,463</b>		<b>13,563</b>

2010-2011 Projects-Revised

	Draw From Revenue	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
2010 Ford F 350	28,600	28,600	28,600	5	3,240
Load Trail Dump Trailer	9,357	9,357	9,357	5	1,060
All Terrain Vehicle - Kubota	17,240	17,240	17,240	5	1,953
Administration Facility - Engineering and Design	296,000	296,000	296,000	5	577
Groundsweep Magnet	5,090	5,090	5,090	5	577
<b>Total Capital Requirements</b>	<b>356,287</b>	<b>296,000</b>	<b>60,287</b>		<b>6,830</b>

2011-2012 Projects

	Draw From Revenue	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
Replace 2002 Dodge 4X4	33,534	0	33,534	0	0
2011 Mazda 3 Sport GX	2,082	0	2,082	0	0
Administration Facility - Engineering and Design	104,000	-296,000	400,000	15	145,800
Administration Facility Construction Costs	841,160	841,160	841,160	15	285,572
Administration Facility	700,000	700,000	700,000	15	237,648
<b>Total Capital Requirements</b>	<b>1,680,776</b>	<b>-260,384</b>	<b>1,941,160</b>		<b>669,020</b>

2012-2013 Projects

	Draw From Revenue	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
Replace 2002 Freightliner Roll Off	162,500	162,500	162,500	5	13,706
Replace 2004 Chevrolet Silverado 4X4	29,000	29,000	29,000	5	3,240
Roll Off Containers	12,200	0	12,200	5	1,399
Mechanical Repair/Greencart Storage/Reuse	279,000	0	279,000	15	69,520
HHW Asphalt Public Receiving Area - EMC	22,000	22,000	22,000	15	27,459
Asphalt Paving and Landscaping	110,200	110,200	110,200	15	110,685
<b>Total Capital Requirements</b>	<b>614,900</b>	<b>63,200</b>	<b>551,700</b>		

2013-2014 Projects

	Draw From Revenue	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
Replace 2006 Wheel Loader	230,000	230,000	230,000	5	19,399
Replace 2008 Ford Ranger-moved to 2014-2015	0	0	0	5	19,399
Roll Off Containers	0	0	0	5	19,399
Small Wind Turbine-removed	0	0	0	5	19,399
<b>Total Capital Requirements</b>	<b>230,000</b>	<b>0</b>	<b>230,000</b>		

2015-2016 Projects

	Draw From Revenue	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
Replace 2009 Cat Wheel Loader	225,000	225,000	225,000	5	18,977
Replace EMC Weigh Scale (Outgoing)	80,000	80,000	80,000	10	13,193
Site Signage	20,000	20,000	20,000	10	13,193
Scalehouse Service Window-Outgoing East Centre	15,000	15,000	15,000	20	221,380
Small Wind Turbine	555,000	555,000	555,000	20	221,380
<b>Total Capital Requirements</b>	<b>895,000</b>	<b>35,000</b>	<b>860,000</b>		<b>253,550</b>

2016-2017 Projects

	Draw From Revenue	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
Replace 2009 Ford F150 Pick-up 4X4	35,000	35,000	35,000	5	2,952
Power Liftgate for 2009 F 150 Pick-up replacement	4,000	4,000	4,000	5	2,952
Replace 2003 Freightliner Roll Off Truck	190,000	190,000	190,000	5	16,025
Replace 2004 Chevrolet Silverado 4X4 with RTV	25,000	25,000	25,000	5	2,109
Replace 2007 Chevrolet Silverado 4X4	35,000	35,000	35,000	5	2,952
Replace 2008 Ford Ranger Extended Cab 4X4	35,000	35,000	35,000	5	2,952
Roll Off Containers	15,500	15,500	15,500	10	13,028
Replace Weigh Scale - Outgoing East Management Centre	79,000	79,000	79,000	10	13,028
Brush for RTV	6,900	6,900	6,900	35	40,018
Fencing Adjustment West Management Centre	15,000	15,000	15,000	35	40,018
<b>Total Capital Requirements</b>	<b>440,400</b>	<b>41,400</b>	<b>399,000</b>		

2017-2018 Projects

	Draw From Revenue	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
Replace 2009 Ford F250 4X4	38,000	38,000	38,000	5	2,661
Plow for 2009 Ford F250 4X4 Replacement	8,000	8,000	8,000	5	2,661
Replace 2011 Ford F250 4X4	38,000	38,000	38,000	5	2,661
Plow for 2011 Ford F250 4X4 Replacement	8,000	8,000	8,000	5	2,661
Replace 2008 Freightliner Roll Off Truck	215,000	215,000	215,000	5	15,057
Western Management Centre Tipping Floor Repairs	60,000	60,000	60,000	10	8,184
Rear Compacting Unit	45,000	45,000	45,000	5	3,151
Replace Weigh Scale - Incoming WMC	78,000	78,000	78,000	10	10,640
Organics Containment Structure - Eastern Management Centre	40,000	40,000	40,000	10	5,456
<b>Total Capital Requirements</b>	<b>530,000</b>	<b>16,000</b>	<b>514,000</b>	<b>50</b>	<b>47,810</b>

2018-2019 Projects

	Draw From Revenue	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
Replace 2010 Ford F150 4X4	36,000	36,000	36,000	5	3,036
Replace 2011 Mazda Sport GX	25,000	25,000	25,000	5	2,109
Replace Tail Dump Trailer	15,000	15,000	15,000	5	1,265
Replace Utility Trailer	5,000	5,000	5,000	5	1,265
Replace All Terrain Vehicle - RTV	26,000	26,000	26,000	5	2,193
Replace 2013 Ford F150 Pick-Up Truck	36,000	36,000	36,000	5	3,036
Roll Off Containers	15,750	15,750	15,750	10	12,863
Replace Incoming Scales - WMC	78,000	78,000	78,000	10	12,863
Replace Incoming Scale House Window - EMC	16,200	16,200	16,200	10	16,491
Dry Storage Building - WMC	100,000	100,000	100,000	10	16,491
<b>Total Capital Requirements</b>	<b>352,950</b>	<b>36,950</b>	<b>316,000</b>	<b>45</b>	<b>40,993</b>

2019-2020 Projects

	Draw From Revenue	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
Replace 2006 Caterpillar Wheel Loader	240,000	240,000	240,000	5	20,242
Roll Off Containers	16,000	16,000	16,000	10	7,421
Tipping Floor Repairs - EMC	45,000	45,000	45,000	10	7,421
Outgoing Scale House Window - WMC	16,000	16,000	16,000	5	12,651
Incoming Scale House Window - WMC	16,400	16,400	16,400	20	40,314
Minor Capital	150,000	150,000	150,000	5	12,651
<b>Total Capital Requirements</b>	<b>483,400</b>	<b>48,400</b>	<b>435,000</b>		

2020-2021 Projects

	Draw From Revenue	Debt Financing	Total Financing	Financed Over No. of Years	Financing Cost
Replace 2013 Freightliner Roll Off Truck	198,000	198,000	198,000	5	15,553
Roll Off Containers	16,500	16,500	16,500	5	14,813
Minor Capital	150,000	150,000	150,000	10	34,366
<b>Total Capital Requirements</b>	<b>364,500</b>	<b>16,500</b>	<b>348,000</b>		



Valley Region Solid Waste-Resource Management Authority  
Summary of Anticipated Financing Charges  
As Supplement to 2017-2018 Draft Operating and Capital Budget

Draft Date: January 18, 2017

Fiscal Year	Amount Financed	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
2009-2010 Fiscal Services Financing - consolidated loan April 30, 2012 - Kings	127,782	4,764	14,605	14,605	14,605	14,605	14,605	14,605	14,605	14,605
2010-2011 Fiscal Services Financing - loan date May 30, 2011 - 5 years	59,895	13,333	13,111	12,838	12,521	12,166				
2011-2012 Fiscal Services Financing - loan date Nov 9, 2012 - 15 years	2,022,400	29,000	177,634	175,599	173,401	179,047	87,357	174,714	174,714	174,714
2012-2013 Fiscal Services Financing - loan date Nov 15, 2013 - 5 years	164,000	0	1,357	35,296	34,842	34,342	33,776	33,137		
2012-2013 Fiscal Services Financing - loan date Nov 15, 2013 - 15 years	281,000	0	2,700	24,006	23,747	23,462	23,138	balance of 206,068 to be renegotiated		
2013-2014 Fiscal Services Financing - loan date June 5, 2014 - 5 years	230,000			1,661	42,636	42,120	41,529	40,828	40,004	
2014-2015 Fiscal Services Financing - no financed capital	0									
2015-2016 Fiscal Services Financing - loan date May 16, 2016	860,000					7,816	94,629	93,600	89,392	91,038
2016-2017 Fiscal Services Financing - proposed budget	399,000					39,299	78,596	78,596	78,596	78,596
2017-2018 Fiscal Services Financing - proposed budget	514,000						46,969	92,138	92,138	92,138
2018-2019 Fiscal Services Financing - proposed budget	316,000							25,333	50,666	50,666
2019-2020 Fiscal Services Financing - proposed budget	435,000								44,910	89,820
2020-2021 Fiscal Services Financing - proposed budget	348,000									38,236
<b>Total</b>	<b>5,757,077</b>	<b>47,097</b>	<b>209,407</b>	<b>264,005</b>	<b>301,752</b>	<b>352,857</b>	<b>420,599</b>	<b>552,951</b>	<b>585,025</b>	<b>629,813</b>



# MIDDLETON FIRE DEPARTMENT

## Monthly Report

January 1, 2017 to <sup>JAN.</sup> ~~June~~ 31, 2017

Submitted by – Chief Mike Toole

**Middleton Fire Department**  
**Fire Chief :Mike Toole**  
49 Church St, PO Box # 1366 Middleton NS B0S 1P0  
PH : 902-825-3246 FAX : 902-825-6334

**Totals by Geographic Location**  
**From Jan 1 17 to Jan 31 17**

Response Type		# of Incidents	Staff Hours	Average Resp. Time
<b>Unclassified</b>				
<b>001 - Town of Middleton</b>				
89	Lift Assist to EHS	1	8 h 48 m	3.03
92	Assistance to Police	1	0 h 0 m	
<b>Total For 001 - Town of Middleton:</b>		2	8 h 48 m	1.52
<b>002 - County of Annapolis</b>				
31	Alarm Equipment - Commercial	1	0 h 8 m	
<b>Total For 002 - County of Annapolis:</b>		1	0 h 8 m	
<b>004 - M/A - Kingston - Kings</b>				
10	Mutual Aid - Structure Fire	1	29 h 12 m	17.08
<b>Total For 004 - M/A - Kingston - Kings:</b>		1	29 h 12 m	17.08
<b>Total For Unclassified:</b>		4	38 h 8 m	5.03
<b>Total Number of Responses</b>		4	38 h 8 m	

**Middleton Fire Department**  
**Fire Chief :Mike Toole**  
49 Church St, PO Box # 1366 Middleton NS B0S 1P0  
PH : 902-825-3246 FAX : 902-825-6334

**Hours Worked**  
**From Jan 1 17 to Jan 31 17**

	<b>Incident Reports Hrs</b>	<b>Meeting Hrs</b>	<b>Training Hrs</b>	<b>Truck Inspection Hrs</b>	<b>Standby Hrs</b>	<b>Total</b>
FC Michael Toole		4.00	4.00			8.00
DC Scott Veinot	1.78	2.00	4.00			7.78
2DC Neil Freeman	1.22	4.00	4.00			9.22
CAP Darcy Robertson	1.77	4.00	4.00			9.77
CAP Kent Smith	1.22	4.00	4.00			9.22
CAP Jody Spidle	1.78	4.00	4.00			9.78
CAP Philip Townsend	1.77	4.00	4.00			9.77
CAP Scott Whynot	1.22	2.00	4.00			7.22
FF Mathias Abbott	1.22	4.00	4.00			9.22
FF Chris Barker	0.57	4.00	4.00			8.57
FF John Bath	1.78	4.00	4.00			9.78
FF Keith Boudreau		4.00	2.00			6.00
FF Lorne Brown		4.00	4.00			8.00
FF Dennis Chesley	0.55	4.00				4.55
FF Alan Cooke		2.00	2.00			4.00
FF Jordan De Long		2.00				2.00
FF Mark Ejdrygiewicz	1.22	4.00	4.00			9.22
FF Tyler Ells	1.77	4.00	2.00			7.77
FF Danial Foley	1.77	2.00	4.00			7.77
FF Jordan Fudge	1.22	4.00				5.22
FF Deanne Harris		2.00	2.00			4.00
FF Donnald Hiltz	1.77	4.00	4.00			9.77
FF Robert Knight	1.77	4.00	4.00			9.77
FF Leon Langille		4.00				4.00
FF Patrick Lewis						
FF Scott Marshall	1.78	4.00	4.00			9.78
FF Chevelle Roberts	1.22	4.00	2.00			7.22
FF Melissa Robertson	1.77	4.00	4.00			9.77



## Middleton Fire Department

### Hours Worked From Jan 1 17 to Jan 31 17

	Incident Reports Hrs	Meeting Hrs	Training Hrs	Truck Inspection Hrs	Standby Hrs	Total
FF Gordon Rodgers	1.78	4.00	4.00			9.78
FF Reginald Smith		4.00	2.00			6.00
FF John Thompson	1.78	4.00	4.00			9.78
FF Philip Vincent		4.00	2.00			6.00
FF Justin Westcott	1.77	4.00	4.00			9.77
PFF Ross Acker	1.23	2.00	4.00			7.23
PFF Richard Banks						
PFF Patrick Dorman						
PFF George Freeston	1.22	4.00	2.00			7.22
PFF Dustin MacNeil		4.00	4.00			8.00
PFF Adam Tkaczuk	1.22	4.00	4.00			9.22
PFF Jason Warrington						
<b>Totals:</b>	<b>38.17</b>	<b>130.00</b>	<b>112.00</b>			<b>280.17</b>



## **PUBLIC WORKS REPORT**

**March 1, 2017**

### **WATER MAINS, SEWER MAINS AND STORM DRAINS**

- New water meter installations are underway. The new meters are all being installed with outside remotes, thus eliminating the need for Public Works employees to enter into homes to collect meter readings, making the process much faster and more efficient.
- Valve exercising and inspections are being performed by Public Works members.

### **ROAD REPAIR**

- The road cut due to a water main break on Main Street in front of the Post Office was paved by Dexter Construction on February 22<sup>nd</sup>, 2017.
- The speed radar signs for Bridge Street and North Commercial Street have arrived and will be installed next week.
- Shouldering and pothole patching is being completed when necessary.

### **GENERAL MAINTENANCE**

- Several mechanical issues and breakdowns that happened during the week of the two snow storms have been addressed and fixed either in house or by local businesses in town. All equipment is now back in working order.

### **OCCUPATIONAL HEALTH & SAFETY**

- During a routine generator self test at the Sewage Treatment Plant, the transfer switch for the Genset exploded inside the electrical panel, sending sparks flying and short circuiting some wires. There were no injuries; however damage to the wiring, transfer switch and panel did occur. The manufacturer has been contacted and is working to provide an assessment and repair quote. The incident has been reported to the OH&S committee for further review.
- OH & S Meetings are taking place once a month; minutes will be posted on SharePoint.
- There are no other incidents or accidents to report at this time.

**Shaun Thompson**  
**Foreman of Public Works**

## SNOW WHAT?!

One good thing about having a week of snowstorms is that it provided a window of opportunity to make good use of our free snowshoe and ski loan program. Although the snow didn't last long with the warm temperatures, the community made good use of the program and between individual, family, and group loans, there were more than 50 people active in the snow with either skis or snowshoes this month.

Speaking of snow, on February 5<sup>th</sup> we hosted a community snowshoe around Lily Lake. We were very fortunate to have Nicole Peppard lead the ambitious group around the lake to the old ski hill. That is where the photo below was taken.



## GET WITH THE PROGRAM

A new series of programs surfaced in the month of February. For the adults we are still offering Senior Fitness, Chair Yoga, Yoga, Boot Camp, and Core Cardio. The children and youth have active opportunities thorough free after school programming that is offered as a partnership between the Town, the Province, and in a couple of cases, Fitness Experience.

In addition to the new series of ongoing programs, we have also been working on programs to offer over the March Break. In conjunction with Braveheart First Aid, we will offer a babysitting program, we will sponsor free skates at the rink, and we will be offering a March Break Camp on the Monday through Thursday.

## IT TAKES TIME

With national volunteer week happening April 23-29, the process of encouraging nominations, selecting provincial representatives, and planning the local ceremony held in Annapolis took some well-deserved time this month. We want to thank all of our many volunteers who give some much of their time and energy to better our community. This year's nominations were Krista Steele, Odessa Taylor, Philip Townsend, Debbie Wotton, Melissa Burbidge, and Bob and Pat Keith. Thank you to everyone who took the time to submit a nomination.

## THE TANGLED WEB

Our new website is almost completely moved from the old server to the new server and in the very near future will undergo a facelift. This process will require cooperation from some staff and council and it is hoped to be completed by the end of March.

## \$\$\$

The first draft of the budget is ready to be submitted to the Finance Director. We are still tidying up loose ends from this fiscal year and will continue to do so while still preparing and planning for the upcoming year.

## WHAT ELSE...

- Applying for a Walkability Grant to enhance The Walkie Talkies Program.
- Working on Employee Wellness Plan. Surveys are ready to be launched.
- Starting to plan for summer events and programs
- Valley Connect software training as Andy is assisting with this initiative
- Working on trails and open spaces maps



---

Jennifer Coolen, Director of Recreation & Community Services

# STRATEGIC PRIORITIES CHART

January 2017

## CORPORATE PRIORITIES (Council/CAO)

### NOW

1. **COUNTY RELATIONS: Meeting**
2. **FIRE HALL: Design & Location**
3. **COMMUNITY POLICING OFFICER: Proposal**
4. **ECONOMIC DEVELOPMENT: Strategy Terms of Reference**
5. **STREETSCAPE: Consultation**

### TIMELINE

March  
February  
April  
May  
June

### NEXT

- TOWN OFFICE: Options
- GREEN SPACE / TRAILS: Plan
- LONG TERM & 5-YEAR CAPITAL PLANS
- RECREATION FACILITIES: Cost Recovery
- COMMUNITY MARKETING STRATEGIES

### 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: Meeting** - March
  2. **FIRE HALL: Design & Location** - February
  3. **COMM. POLICING OFFICER: Proposal** - April
- Bylaw Review: Target List
  - TOWN OFFICE: Options

### RECREATION & COMMUNITY SERVICES (Jennifer)

1. **ECONOMIC DEV.: Strategy Terms of Ref.** - May
  2. Workplace Wellness: Program - April
  3. Skatepark Grand Opening - April/May
- GREEN SPACE / TRAILS: Plan
  - MARKETING STRATEGIES

### FINANCE (Marianne)

1. LONG TERM CAPITAL PLAN - January
2. 5-YEAR CAPITAL PLAN - January
3. RECREATION: Cost Recovery - September

- 
- 

### PUBLIC WORKS (\_\_\_)

1. **STREETSCAPE: Consultation** - June
2. Downtown: Refresh - May
3. Downtown Security Camera: Proposal - March

- Parking Lot Agreements
- 

### PLANNING (Sharon)

1. Municipal Plan review: Consultation - June
2. GIS Mapping: Additional Layers - April
3. Records Mgmt. System - Implementation - Dec.

- 
- 

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