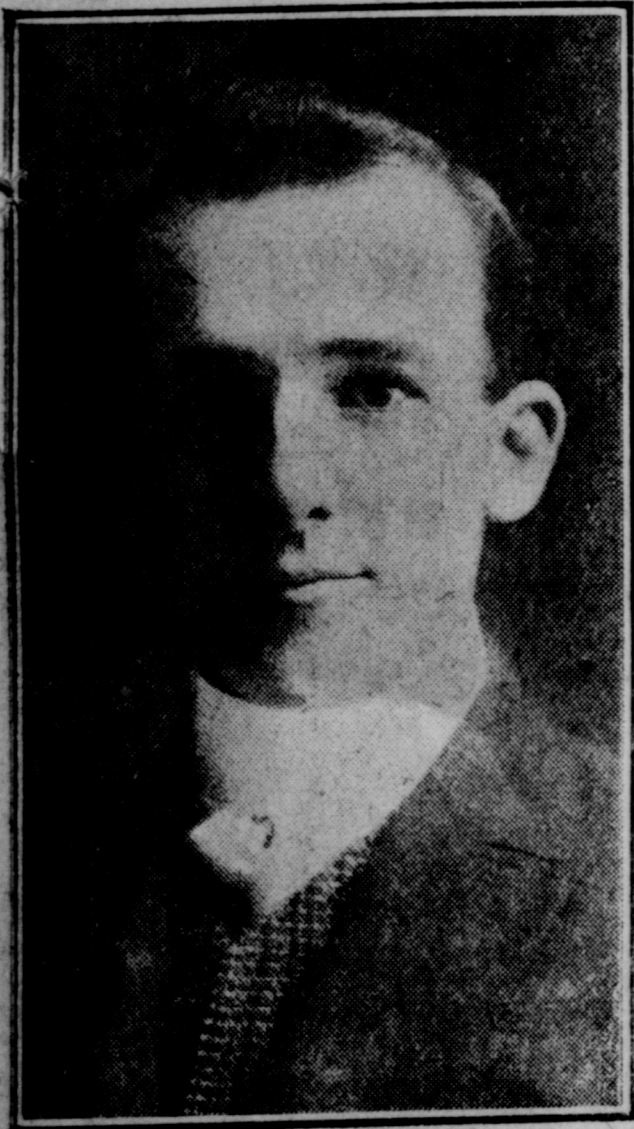
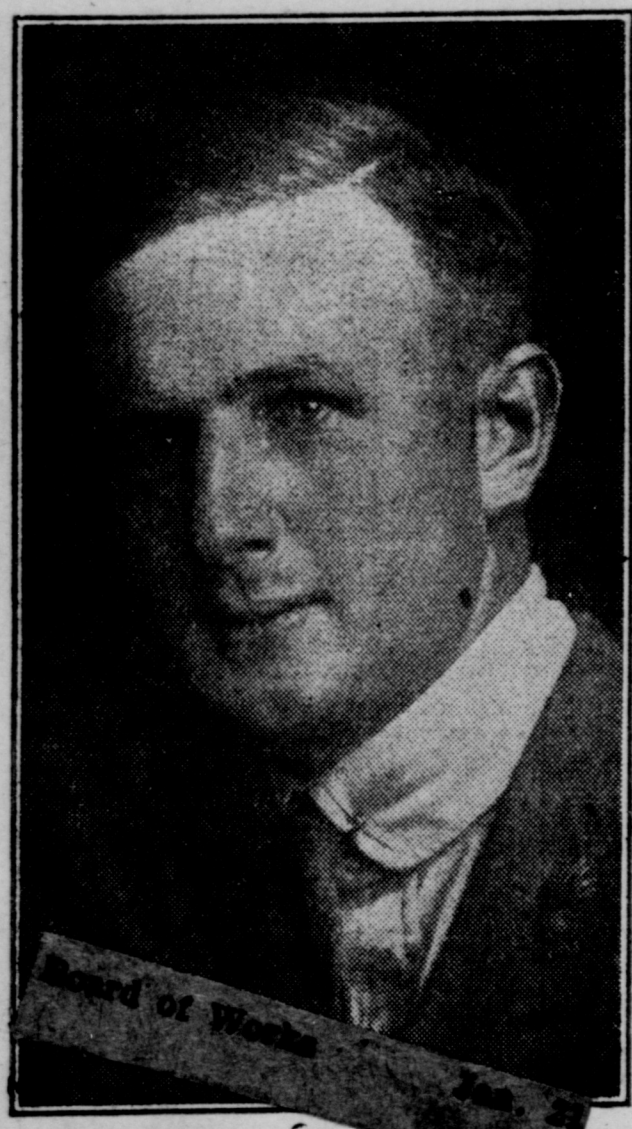


Woodstock Has \$8,421 Credit Balance



E. W. MAIR
Mayor



R. F. ARMSTRONG
Town Manager

The annual town meeting was held Monday night with a good attendance of ratepayers. Ex-Mayor Noddin was elected chairman and in a brief speech said the town was fortunate in being in such a good position in view of the conditions existing all over the country. It takes big men, he said, to work out the problems that confront the local situation in times like these.

The town manager's report, which follows, is one that cannot be but satisfactory to every fair minded citizen. It will be seen that every item of expenditure and receipts are given in great detail. The showing of a credit balance of \$8421.90, is a record not only in Woodstock, but probably a record for Canada in towns of the same population.

It is clearly and unmistakably proof positive of the efficiency and quality of the town manager form of civic government.

The Mayor and councillors were all present and in their speeches paid warm tribute to Mr. Armstrong for the marvelous showing made.

Mayor Mair in extended remarks made some very interesting comparisons between the present system and the old. Councillors Brown and Smith are retiring from the board this year after faithful service of some years. Both councillors were earnest workers and their retirement is generally regretted. Before adjournment Mr. W. J. Dibblee and Mr. F. O. Creighton announced that they would be candidates for the vacant seats. Both men are highly esteemed citizens and it is safe to say that their election is assured.

Mayor Mair will again be a candidate for office and will probably have no opposition. His interest and knowledge of town affairs was an important factor in the good administration of the past year.

Town Manager Armstrong at the close of his remarks paid a graceful tribute to Miss Wiley, his efficient office assistant. Her deep interest and close attention to detail was in evidence throughout the year and her valuable assistance was one important feature of the success, that he was pleased to report at the close of the year's business.

The report follows:

The Mayor and Council,
Town of Woodstock, N. B.,
Gentlemen:

I take great pleasure in presenting for your consideration a report covering work undertaken by the Town of Woodstock during the year 1921.

CURRENT OPERATIONS

FINANCES

At the end of 1920 there was a current cash credit balance on hand of \$7756.51. Your budget for 1921, as authorized by Council, allowed for the use of \$6000.00 from the above balance to meet the requirements of the budget estimate. The balance however has not been touched, and at the end of 1921 fiscal year amounts to \$8421.90. (See statement receipts and expenditures.) It would seem advisable that the incoming council consider the transferring of the greater part of this balance to the sinking fund reserve or depreciation fund, and invest in good securities, these to mature at some time previous to the maturity date of your consolidated debt.

Statements showing the budget for the year, actual receipts and expenditures, departmental balance sheet and detail of departmental expenditures are given in this report. These statements give you definite information which should not require more general explanation. There are no outstanding accounts against the 1921 budget.

WATER AND LIGHT DEPARTMENT

The Woodstock Power Company supplies electricity for the pumping of water and the lighting of streets on a flat rate basis for the combined service. For this reason these two departments are treated together.

The present contract with the Power Company expires in April 1922. They definitely advised that, in as much as they have been supplying this service with no profit, and in some years a loss, the contract could only be renewed on a measured surface basis. They also proposed certain rates. These proposed rates were not in excess of the average price paid for power in this province, yet if we maintain the same water consumption the new proposed rate would entail a considerable increase in pumping and street lighting costs. Before submitting any recommendations to your council, the cost of producing or obtaining electricity from various other sources was investigated, and this information made available for the members of your committee. Further negotiations between the Power Company and your committee led to a rate of two cents per kilowatt hour for pumping power and four cents per kilowatt hour for street lighting being decided upon. This price could not be bettered by us in obtaining current from any other source, and while it will mean an increase in pumping and street lighting costs, unless steps are taken to greatly reduce our water consumption, yet it will insure only a small margin of profit to the Power Company.

REDUCING CONSUMPTION

With the above new contract coming into effect in April next it would now seem strongly advisable to take steps toward reducing our water consumption. The only practical way to do this is by metering every service. Then if a consumer wastes water he himself pays the penalty. To purchase and install meters for the balance of system would cost about \$8,000.00, and the saving in pumping costs would much more than pay the interest and additional maintenance charges. The present consumption is about 110 gallons per person per day. With efficient metering this should be reduced, including all demands, by approximately 40 per cent.

NEW CONSTRUCTION

To supply new houses constructed this year, etc, thirteen (13) new services have been installed, and three services renewed. The cost of this work has been charged in the operating expenses.

No other new water construction has been carried on, so the information reference length of the various pipes, number of hydrants, etc, remains as given in the 1920 report, the only change being the services as mentioned above, and as listed in the financial statement.

OPERATIONS COSTS

The financial statement of the water and light department, attached to

Town Manager Armstrong Presents Remarkable Report

All Taxes Collected, Bills Paid and Healthy Balance in Bank—A Complete Transformation of Town Business
---All Departments Show Credit Balance

Big Saving In Water Department---Satisfactory Contract With Power Co.

Striking Success of Town Manager Plan of Civic Government

This report, and budget departmental balance sheet, will show that this department has finished the year well ahead of budget estimate. The operating expenses for this year, including the 13 new services, amounted to \$11,553.54 as against \$12,119.07 in 1920 and \$15,041.23 in 1919.

FILTRATION

The filtration system has been carefully operated during the year and samples of water have from time to time been sent to the N. B. Bureau of Health for test and certificate. The reduction, and almost the entire elimination of typhoid cases since the filtration plant has been installed, is definite evidence of the work your plant is doing.

Information taken from a report on file in this office shows that in 1909 there were fifty (50) cases of typhoid in Woodstock, and seven (7) deaths. Your plant started operating in 1918.

STREET DEPARTMENT

The work carried on in this department is clearly shown by the itemized expenditure statement. This statement shows that there were thirty-six (36) current street and sidewalk maintenance operations carried on, as well as snow removal, cleaning streets, cleaning catch basins, sprinkling streets etc.

POLICE DEPARTMENT

This department consists of the Chief of Police and two assistants. Owing to prevalent robbery attempts early in the year the additional assistant was engaged. Forty-seven (47) arrests were made during the year.

PAYMENT ON BONDED DEBT

Town bonds to the extent of \$3000.00 and school bonds to the extent of \$1000.00 have been retired during the year. It may also be of interest to point out that during the past three years, town and school bonds have been paid off, town and school sinking funds increased and actual cash reserves built up amounting to over \$25,000.00, without including construction stock on hand. The permanent and semi-permanent work therefore carried on during these years has been therefore almost covered by current receipts.

SEWER DEPARTMENT

In this department two extensions were carried on this year as follows:

EXTENSION TO HOSPITAL

480' of 8" terra cotta pipe

2 manholes

EXTENSION ST ANDREWS STREET

200' of 8" terra cotta pipe

It is proposed that each year a section be added to the St. Andrews St. Pipe Line, out of current revenue, until a sewer is completed on this street.

MISCELLANEOUS DEPARTMENT

This department has covered twenty-seven (27) different items as listed in departmental expenditure detail. Assistance has been given towards the construction of an outdoor rink for recreation purposes, etc.

SCHOOLS

During the year \$21,500.00 has been paid to the Treasurer of the School Board, and \$2,500.00 to the Treasurer of the Vocational School, for the maintenance of schools and Vocational training.

GRANTS

The following authorized grants have been paid during the year:

| | |
|--------------------------|-----------|
| Band | \$ 200.00 |
| Agricultural Society | 1945.00 |
| Public Library | 1500.00 |
| Carleton County Hospital | |
| (Sewer-Front-Water | 1400.00 |
| Vocational School | 2500.00 |

FIRE DEPARTMENT

The Fire Department has answered forty-four calls during the year. The total fire losses for the year will be under \$9,000.00. The most outstanding fire was the Gallagher Livery Stable loss—\$4500.00. The Fire Department deserves great credit for the way that this fire was handled, so that it did not spread to adjoining buildings.

OTHER CURRENT DEPARTMENTS

The other current departments have been administered as shown in the expenditure detail. In tax and license collections the budget required has been more than met, which is quite satisfactory.

POOR DEPARTMENT

Seven patients have been maintained at the County Poor Farm, and twenty-one parties or families have received assistance during the year. Removing undesirables, contribution to Red Cross Christmas Tree, and other emergency demands have been cared for by this department.

CAPITAL ACCOUNT OPERATIONS

A financial statement covering capital account operations is attached to this report.

DETAIL OF WORK CARRIED OUT

GREEN STREET WALK

377 lineal feet of 4 ft. width concrete walk with 12" cinder and gravel base, 3 approach crossings, average length 11 feet, width 2'-6".

CONNELL STREET WALK

1040 lineal feet of 4 ft. width concrete walk with 12" cinder and gravel

base, 11 approach crossings, average length 11 ft with 2'-6", one combined culvert and catch basin.

CURB GREEN STREET

lineal feet of concrete curb, 2'-6" deep, 6" base gravel fill. Grading walk, refill, etc.

Roadway Work

Houlton Road to Water Street south—1400 sq. yds. of crushed stone surface, with two coats of Tarvia B surfacing and one coat of Liquid Asphalt.

Water Street to Cemetery Road 4000 sq yards old Macadam Road scarified and given coat of Liquid Asphalt.

Cemetery Road to Centre Street—1200 sq. yards gravel and crushed stone base, with one coat Tarvia B, and one coat of Liquid Asphalt.

Centre Street to Park Street—1500 sq. yards crushed stone with three coats Tarvia B, and one coat of Liquid Asphalt.

Tarvia B.

Park Street to Main Street—700 sq. yards gravel base with one coat LOWER MAIN STREET WORK

8120 sq. yards of gravel base—one-half of this base has been surfaced with one coat of Tarvia B, and one coat Tarvia X; one-third has received one coat of Tarvia B, and the balance has yet to be surfaced. On the lower portion of the work the creek gravel unfortunately could not be obtained.

UPPER MAIN STREET WORK

6000 sq. yards of gravel base treated with one coat of Tarvia B, and one coat of Tarvia X.

MAIN STREET HILL

2300 sq. yards of double penetration crushed stone Tarvia X construction, surfaced with one coat Tarvia B.

CURB MAIN STREET

lineal feet concrete curb 2'-6" deep with 6" gravel base.

AGRICULTURAL SOCIETY

In accordance with the will of the property owners and ratepayers of the TOWN as registered by vote, your Council has guaranteed the bonds of the Agricultural Society to the extent of \$35,000.00. This account is listed as a secondary liability. A statement of the Assets and Liabilities, and receipts and expenditures as presented by the Treasurer of this Society, is attached. From these statements it would seem that if this Society is to accumulate funds to meet their bonds when due, that the most economical control of the organization should be insisted upon, and also some plan developed which would bring in receipts.

The Agricultural Society is first of value in promoting the interests of the farming community of Carleton County, and indirectly it is therefore an asset to our Town. For this reason, as well as the fact that our financial liabilities be protected, it is urgent that the County, Town and Society co-operate toward economical and efficient administration. It has been suggested that the administration of the Society for a period of years be turned over to a capable commission of three men representing the County, Town and Agricultural Society. The administrative details to be responsible to this commission.

TOWN HOUSING BOARD

An allotment of \$50,000.00 for Town Housing purposes has been obtained from the New Brunswick Government. Of this amount \$26,500.00 has been borrowed.

The Housing Board as appointed by your Council is as follows:

F. O. Creighton—Chairman.
Stephen Green—Inspector
R. F. Armstrong—Secretary & Treasurer.

The Board has authorized the building of new houses only, to individuals as follows:

Ralph Hayden—\$4,000.00
Mrs. I. Nicholson—\$4,000.00
Robert Dunbar—\$3,500.00
D. V. Storm—\$3,500.00
L. H. London—\$3,000.00
Alphonse Riordan—\$2,500.00
C. O. McKinney—\$3,000.00
Everett Ridley—\$3,500.00

The houses built under the Housing Loan are all creditable ones. On these houses the Town has excellent security in a first mortgage and the houses are all insured to the extent of the individual liability.

A financial statement from the Housing Board is attached.

GENERAL

Our policy in general administration has been to give every service possible consistent with money available for the purpose. Tax collections have perhaps been our most difficult problem. The full budget warrant has, however, been collected, as well as a portion of the excess 6 per cent, which it has been customary for the assessors to allow for necessary adjustments.

In conclusion I wish to express my appreciation of the loyal assistance given me by all executives in our organization; to thank your Council for its able support; the press for its valuable assistance in promoting the good interests of the Town.

R. F. ARMSTRONG

Town Manager

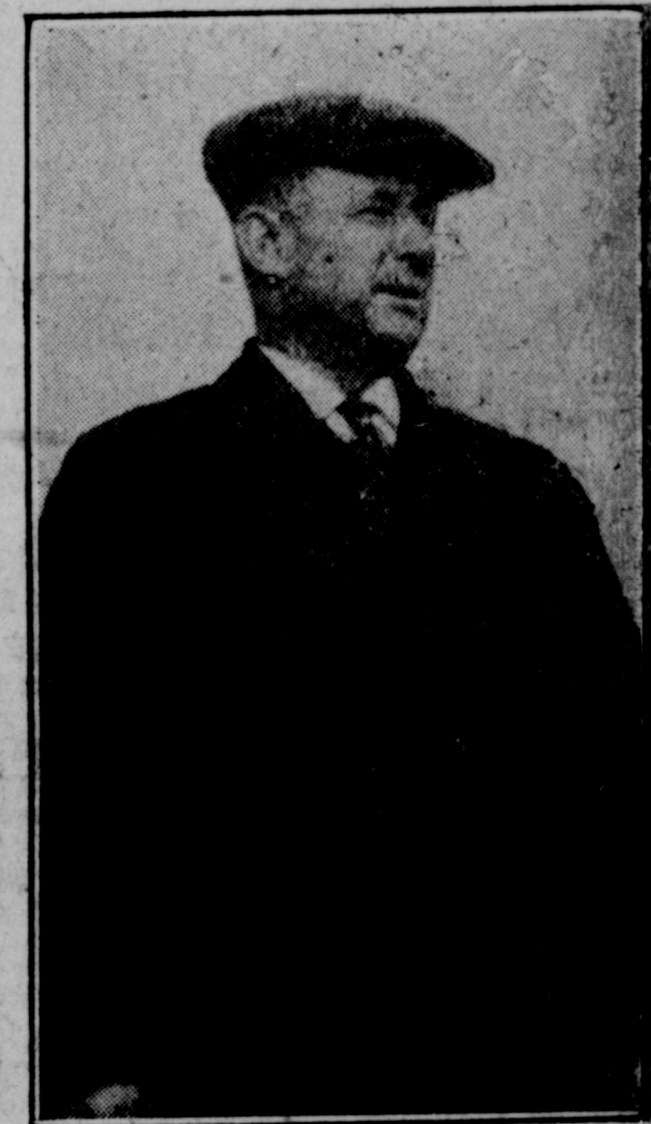
TOWN OF WOODSTOCK — BUDGET FOR 1921

| ESTIMATED EXPENDITURES | |
|--|-----------|
| Assessors | \$ 750.00 |
| C. P. R. Gate | 725.00 |
| Debitures to pay off | 3,000.00 |
| Discount on Taxes | 3,000.00 |
| Fire Department—Operation \$3270 | |
| —Hydrants \$4230. | 7,500.00 |
| Hospital | 1,300.00 |
| Interest | 12,800.00 |
| Water and Light | 12,800.00 |
| Library | 1,500.00 |
| Grants | 2,400.00 |
| Paupers and Provincial Hospital Patients | 450.00 |
| Poor | 2,400.00 |
| Police | 3,600.00 |
| Schools | 21,500.00 |
| Vocational Training | 2,500.00 |
| Streets | 5,000.00 |
| Town Team | 2,000.00 |
| Town Hall | 400.00 |
| Sewers | 800.00 |

(Continued on page two)



COUN. A. H. L. BELL
Poor



COUN. JAMES GALLAGHER
Streets



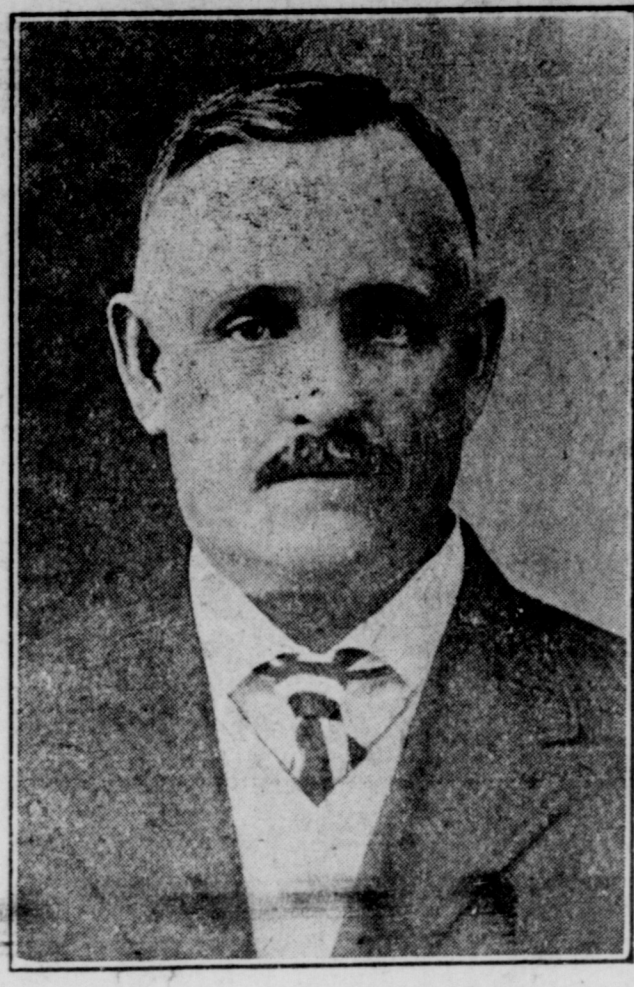
COUN. C. M. AUGHERTON
Finance



COUN. ALFRED PAGE
Police



COUN. W. SMITH
Water and Light



COUN. J. R. BROWN
Fire