



Town of Amherst
Audit Committee
Agenda

Date: **Wednesday, February 18, 2026**
Time: **4:00 pm**
Location: **Council Chambers, Town Hall**

	Pages
1. CALL TO ORDER	
2. TERRITORIAL ACKNOWLEDGMENT	
<p>"I would like to acknowledge that our gathering today is taking place in Mi'kma'ki (MEEG-MA-GEE), the traditional, unceded and ancestral territory of the Mi'kmaw people. I would also like to acknowledge that Nova Scotia has another unique people, the people of African descent whose legacy and contributions date back over 400 years predating confederation of this land. We are all treaty people."</p>	
3. APPROVAL OF AGENDA	
4. ACCEPTANCE OF MINUTES - December 10, 2025	2 - 3
5. PROCUREMENT PROCEDURE REPORT - COSTIN-FURY	4 - 7
6. THIRD QUARTER FINANCIAL REPORT - SMITH	8 - 22
6.1 CAPITAL BUDGET ACTUALS-TO-DATE - SMITH	23 - 25
7. MUNICIPAL PROFILE FCI RESULTS 2023/24 - WILSON	26 - 65
8. ADJOURN	

**Town of Amherst
Audit Committee
Minutes**

Date: December 10, 2025
Time: 4:00 pm
Location: Council Chambers, Town Hall

Members Present Hal Davidson, Council Representative, Vice Chair
Charlie Chambers, Council representative
Kathy Wells, Council representative
Nic Furlong, Council representative
Terry McManaman, Council representative
Jim Prince, Citizen representative
Rae Burke, Citizen representative

Members Absent Mayor Robert Small, Council representative, Chair
Councillor Dwayne Ripley, Council representative

Staff Present Jason MacDonald Chief Administrative Officer
Sarah Wilson, Director, Finance
Denise Smith, Financial Services Manager
Sean Payne, Marketing and Communications Officer
Natalie LeBlanc, Municipal Clerk

-
1. **CALL TO ORDER**
The Vice-Chair called the meeting to order.
 2. **TERRITORIAL ACKNOWLEDGMENT**
The Vice-Chair gave the Territorial Acknowledgment.
 3. **APPROVAL OF AGENDA**
Moved By Councillor Furlong
Seconded By Councillor Chambers
That the agenda be approved as circulated.

Motion Carried

4. **ACCEPTANCE OF MINUTES - September 11, 2025**
The Vice-Chair called for any errors or omissions in the minutes. There being none, the minutes of the September 11, 2025, meeting of the Audit Committee were accepted as included in the agenda package.
5. **AUDIT COMMITTEE ORIENTATION PRESENTATION**
Sarah Wilson reviewed the Audit Committee Orientation Presentation, included in the agenda package. Information item only.
Moved By Rae Burke
Seconded By Councillor Furlong
That the CAO have the Town of Amherst Procurement Policy and tendering templates reviewed and updated prior to March 31, 2026, in regards to the trade agreement thresholds and public procurement requirements.

Motion Carried

6. SECOND QUARTER FINANCIAL REPORT

Denise Smith reviewed the Second Quarter Financial Report, included in the agenda package. Information item only.

7. CAPITAL BUDGET ACTUALS-TO-DATE

Denise Smith reviewed the Capital Budget Actuals-to-Date, included in the agenda package. Information item only.

8. ADJOURN

There being no further business, the Vice-Chair adjourned the meeting.

Natalie LeBlanc
Municipal Clerk

Councillor Hal Davidson
Vice-Chair

DRAFT



MEMO

To: Audit Committee

From: Sarah Wilson, Director of Finance

Date: February 18, 2026

Re: Procurement Procedure Report by Mclsaac Darragh Inc.

At the June 24, 2025, Audit Committee meeting the Town's Auditor Cindy Costin-Fury of Mclsaac Darragh Inc. was present to discuss the Audit Plan Communication letter regarding the 2024/25 audit. During this discussion Mayor Small asked that Mclsaac Darragh Inc. review the procurement process as part of the audit due to the change in the Town's procurement processes.

Mclsaac Darragh Inc. have completed their review and provided the attached report. Cindy Costin-Fury will be present at the Audit Committee meeting to review the report with the Committee. There were a couple of administrative points that the Town can improve on as outlined in the report but overall the Town is following the Procurement Policy.



January 22, 2026

Town of Amherst
 98 Victoria Street East
 Amherst, NS B4H 1X6

Attn: Jason MacDonald, CAO

Dear Mr. MacDonald,

We have performed the approved identified procedures on the Town’s procurement process for June 2025 to November 2025. Our engagement was performed in accordance with the Canadian generally accepted standards for agreed-upon procedures engagements regarding internal control over financial reporting.

The procedures were performed solely to assist you in evaluating if Procurement Policy 3700-01 (“the policy”) was being implemented. Three procurements were selected for testing:

- A) RFP-25-15 Class B fire training facility (construction),
- B) RFP-25-19 Supply and install of decorative lighting (goods and services), and
- C) RFP-25-22 New police vehicle (goods)

All three procurements were included in the approved 2025/2026 capital budget and had requests for proposals (RFPs) issued. No alternative procurement procedures were used.

The agreed-upon procedures and related findings are in the table below. Comments regarding any deficiencies or those found not applicable are explained below the table.

	Procedure	Results A	Results B	Results C
1.	Was the procurement approved prior to the RFP being issued?	Yes	Yes	Yes
2.	Based on dollar value, was the procurement process used appropriate?	Yes	Yes	Yes
3.	If alternative procurement procedures were used, is the reasoning clearly documented?	N/A	N/A	N/A
4.	Was the RFP posted to the NS Procurement Portal? (Note that closed RFPs were not available on the Town’s website, which is not unexpected.)	Yes	Yes	Yes
5.	Did the criteria used to evaluate the submissions agree to the request for proposal?	Yes	N/A	N/A
6.	Were the bids from local suppliers properly reduced by 5%?	N/A	N/A	N/A
7.	Was the score added up correctly?	Unknown	N/A	Yes

	Procedure	Results A	Results B	Results C
8.	On the evaluation, if the tender was not awarded to the lowest bidder, is it clearly indicated why in the scoring?	Yes	N/A	N/A
9.	Is there evidence of the evaluation being done before it was awarded?	No	Yes	Yes
10.	Was the procurement awarded by an authorized party (CAO or Council)?	Yes	Yes	Yes
11.	Prior to construction/delivery, was there a search done to determine if the successful candidate had any balances in arrears with the Town? (i.e. property tax, water, etc.)	N/A	N/A	N/A

Details of deficiencies found and other comments:

Procedure 5

- Procurement B - There was only one submission, and it was under budget. A review of the submission clearly showed that all criteria were met however this was not formally documented. Policy does not provide any exemptions if only one submission is received.
- Procurement C - The evaluation form instructed to “deduct 1 point per month over shortest delivery schedule” and awarded 26/30 points for delivery time. The RFP did not include a required delivery time only that a lead time for delivery be included. There was only one submission on the evaluation, so it is not clear what the delivery time is being evaluated against.

Procedure 6

- Based on the RFP, all three procurements were above the local preference limit. However, the RFP did not agree to the policy. Section 7 of the policy states that the local preference does not apply to the procurement of goods and services of \$100,000 or greater and construction of \$250,000 or greater. In the RFP lists the thresholds as goods of \$25,000 or greater, services of \$50,000 or greater and construction of \$100,000 or greater.
- According to policy, the local preference adjustment was applicable to procurements B and C. However, they each only had one bidder so this would have had no impact on the outcome.

Procedure 7

- Procurement A - The scoring was not kept with the procurement documentation so this could not be tested.
- Procurement B - Where there was only one submission that met all the criteria it was automatically awarded a score of 100. A full evaluation with scoring was not prepared. (See procedure 5 above)

Procedure 9

- Procurements A and C - There are no dates on the evaluations to indicate when they were done. It can be assumed these were evaluated prior to awarding, but no documentation to support that.

- Procurement B - The submission due date was September 18, 2025, and the Purchasing Approval Request was signed off on October 2nd which would indicate that it was evaluated prior to being awarded however, there was no evaluation document provided. (See procedure 5 above)
- We would also like to note that there is no documentation of who performed the evaluations.

This report is solely for the information and use of the Town of Amherst in connection with your evaluation of the implementation of the procurement policy and is not intended and should not be used for any other purpose. Consequently, the report should not be distributed to other parties without our prior written consent. Any use that a third party makes of this report, or any reliance or decisions made based on it, are the responsibility of such third party. We accept no responsibility for any loss or damages suffered by any third party as a result of decisions made or actions taken based on this report.

Yours Truly,

A handwritten signature in blue ink that reads "MCISAAC DARRAGH INC." in a cursive style.

MCISAAC DARRAGH INC.



THIRD QUARTER FINANCIAL REPORT

FOR THE PERIOD ENDED DECEMBER 31, 2025 (UNAUDITED)

Town of Amherst



INTRODUCTION

Quarterly financial reporting is being prepared by the Town of Amherst as a means of providing the community, council and the organization with a regular overview of financial and statistical information. Quarterly financial reporting is a strategic priority identified by council.

The primary information provided in the quarterly report is a comparison of the year to date budget amounts to actual revenues and expenditures for operating departments. All financial information is based on preliminary, unaudited information reported from the municipal finance system as of the report date. Seasonal variations in municipal operations may affect the proportion of revenues achieved or expenditures incurred to date.

This quarterly report provides information in seven parts:

Organizational Structure, page 3

- ℓ Hierarchy with departmental responsibilities.

Commentary, page 4

- ℓ Charts and comments

Schedules of Operations, pages 5-7

- ℓ Schedule of Operations – General Operating Fund – Revenues & Expenditures
- ℓ Schedule of Operations – General Operating Fund – Departmental & Mandatory Expenditures
- ℓ Schedule of Operations – Water Operating Fund – Revenues & Expenditures

Statement of Financial Position, page 8

- ℓ Consolidated Statement of Financial Position

Capital Budget, pages 9-11

- ℓ 2025/26 Capital budget with actual and committed costs

Tax Rates, pages 12-13

- ℓ General
- ℓ Mandatory Provincial Contribution Area Rate
- ℓ Community Support Area Rate

Other Rates, pages 14 - 15

- ℓ Deed Transfer Tax
- ℓ Uniform Charge – Solid Waste
- ℓ Sewer Rates
- ℓ Uniform Charge – Wastewater Treatment Facility
- ℓ Water Utility Rates

Quarterly financial reporting follows the fiscal year of the municipality which is April 1 through March 31.

ORGANIZATIONAL STRUCTURE

Below is the organizational structure of the Town of Amherst with a brief description of each departments responsibilities.



Executive Office

- / Council & Committee Liaison
- / Records Management
- / Information Services
- / Strategic Initiatives / Projects

Finance

- / Accounting & Budgeting
- / Accounts Payable
- / Property Taxes
- / Water/Sewer Billing
- / Customer Service

Human Resources

- / Human Resources
- / Payroll
- / Recruitment

Planning & Economic Development

- / Planning / Development
- / Inspections / Permits
- / Unsightly Premises
- / Economic Development

Community Living

- / Programming
- / Community Events
- / Tourism
- / Communications

Fire Services

- / Fire Rescue
- / Hazmat

Police Services

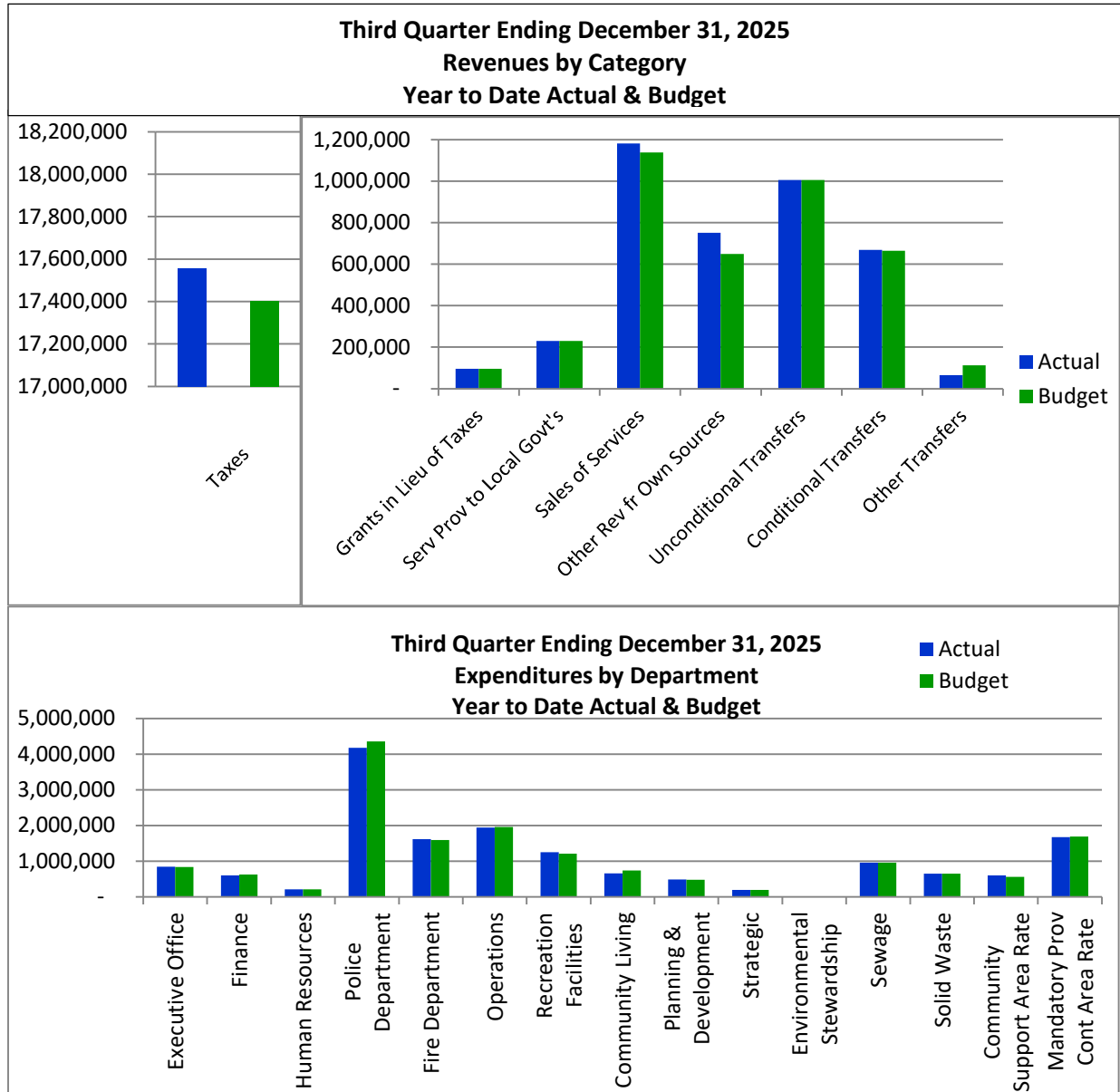
- / Crime
- / Major Crime
- / Street Crime
- / Crime Prevention
- / Community Partnerships

Operations & Facilities

- / Operations
- / Engineering
- / Public Works
- / Recreation - Facilities
- / Stadium
- / Parks / Playgrounds
- / Robbs
- / Solid Waste
- / Sewage
- / Water Utility

COMMENTARY

Nine months into the 2025/26 fiscal year the general operating fund has a surplus of \$438,434 compared to budget. The Town’s operating revenues are \$21,553,937 compared to the budgeted amount of \$21,301,035. The Town’s expenditures at the end of the third quarter are \$15,826,593 compared to the budgeted amount of \$16,012,125.



SCHEDULE OF OPERATIONS

Town of Amherst				
Schedule of Operations - General Operating Fund				
For the Nine Months Ended December 31, 2025				
	2024/25	2025/26	2025/26	2025/26
	Actual	Actual	Budget	Variance
Revenues				
Taxes	\$ 16,990,333	\$ 17,556,452	\$ 17,404,937	\$ 151,515
Grants in Lieu of Taxes	105,148	95,506	95,962	- 456
Services Provided to Other Local Govt	231,785	229,775	229,775	-
Sales of Services	1,101,305	1,182,086	1,138,746	43,340
Other Revenue from Own Sources	851,636	751,325	649,268	102,057
Unconditional Transfers	1,004,957	1,004,957	1,004,957	-
Conditional Transfers	390,529	669,116	664,890	4,226
Other Transfers	68,750	64,720	112,500	- 47,780
Total Revenues	20,744,443	21,553,937	21,301,035	252,902
Expenditures				
Wages & Benefits	7,725,779	8,405,435	8,607,519	- 202,084
Administrative Costs	724,550	838,620	802,970	35,650
Building & Facility Costs	725,485	735,118	719,059	16,059
Vehicle & Equipment Costs	379,745	415,655	397,824	17,831
Materials & Supplies	508,498	593,137	604,691	- 11,554
Grants to Organizations	458,333	542,988	461,214	81,774
Other Municipal Costs	1,265,110	1,318,131	1,240,631	77,500
Fiscal Services	2,732,014	2,448,085	2,466,040	- 17,955
Fire Protection Charge	569,308	570,382	569,308	1,074
Tax Exemptions	139,819	150,837	166,337	- 15,500
Cost Recovery	- 156,383	- 191,795	- 23,468	- 168,327
Total Expenditures	15,072,258	15,826,593	16,012,125	- 185,532
Surplus	5,672,185	\$ 5,727,344	\$ 5,288,910	\$ 438,434

SCHEDULE OF OPERATIONS (cont'd)

Town of Amherst
Schedule of Operations - General Operating Fund
Departmental and Mandatory Expenditures
For the Nine Months Ended December 31, 2025

	2024/25 Actual	2025/26 Actual	2025/26 Budget	2025/26 Variance
Departmental Expenditures				
Executive Office	\$ 892,610	\$ 839,974	\$ 830,988	\$ 8,986
Finance	544,486	601,383	618,489	- 17,106
Human Resources	193,301	207,467	207,380	87
Police	3,840,251	4,172,954	4,357,407	- 184,453
Fire	1,555,420	1,612,237	1,591,740	20,497
Operations	1,904,268	1,935,919	1,954,037	- 18,118
Recreation Facilities	1,119,306	1,251,698	1,204,844	46,854
Community Living	544,003	658,856	733,283	- 74,427
Planning & Development	474,333	485,611	477,530	8,081
Strategic	-	188,817	188,686	131
Environmental Stewardship	-	7,104	1,269	5,835
Sewage	926,348	954,933	954,473	460
Solid Waste	608,273	646,043	648,848	- 2,805
Community Support Area Rate	570,167	594,292	554,126	40,166
Total Departmental Expenditures	<u>13,172,766</u>	<u>14,157,288</u>	<u>14,323,100</u>	<u>- 165,812</u>
Mandatory Expenditures				
Assessment Services	83,677	85,404	85,404	-
Housing	316,169	-	-	-
Education	1,418,643	1,518,426	1,538,147	- 19,721
Regional Library	81,003	65,475	65,474	1
Total Mandatory Expenditures	<u>1,899,492</u>	<u>1,669,305</u>	<u>1,689,025</u>	<u>- 19,720</u>
Grand Total Expenditures	<u>\$ 15,072,258</u>	<u>\$ 15,826,593</u>	<u>\$ 16,012,125</u>	<u>-\$ 185,532</u>

SCHEDULE OF OPERATIONS (cont'd)

Compared to budget, the Water Operating Fund has a surplus of \$81,406 at the end of the third quarter. Revenues are over budget by \$90,051 and expenditures are over budget by \$8,645.

Town of Amherst
Schedule of Operations - Water Operating Fund
For the Nine Months Ended December 31, 2025

	2024/25 Actual	2025/26 Actual	2025/26 Budget	2025/26 Variance
Revenues				
Sale of Services	\$ 18,877	\$ 18,076	\$ 12,000	\$ 6,076
Interest on o/s Water A/R	6,091	5,312	4,900	412
Misc Rev & Inc fr Other Non Utility	1,025	3,098	1,090	2,008
Metered Sales	1,156,185	1,224,903	1,146,877	78,026
Flat Rate Sales	147,010	147,356	146,877	479
Bulk Water Sales	8,550	10,500	6,500	4,000
Fire Protection	677,748	677,748	677,748	-
Private Hydrants	15,000	15,000	15,000	-
Sprinkler Service	17,250	16,300	17,250	- 950
Total Revenues	<u>2,047,736</u>	<u>2,118,293</u>	<u>2,028,242</u>	<u>90,051</u>
Expenditures				
Wages & Benefits	630,757	681,176	671,399	9,777
Administrative Costs	78,073	77,745	79,458	- 1,713
Building & Facility Costs	184,250	196,788	204,700	- 7,912
Vehicle & Equipment Costs	66,584	78,669	66,359	12,310
Materials & Supplies	236,472	218,383	221,691	- 3,308
Other Municipal Costs	217,584	247,569	248,078	- 509
Fiscal Services	145,351	125,007	125,007	-
Total Expenditures	<u>1,559,071</u>	<u>1,625,337</u>	<u>1,616,692</u>	<u>8,645</u>
Surplus	<u>\$ 488,665</u>	<u>\$ 492,956</u>	<u>\$ 411,550</u>	<u>\$ 81,406</u>

STATEMENT OF FINANCIAL POSITION

Town of Amherst
Consolidated Statement of Financial Position
As at December 31, 2025

	As at December 31, 2025	As at December 31, 2024
Financial Assets		
Cash and cash equivalents	\$ 13,826,983	\$ 14,875,995
Receivables	2,561,771	2,326,262
	<u>16,388,754</u>	<u>17,202,258</u>
Liabilities		
Accounts payable and accrued liabilities	2,060,765	1,854,401
Deferred revenue	887,087	1,893,362
Long term debt	5,127,763	5,739,677
	<u>8,075,615</u>	<u>9,487,440</u>
Net assets (debt)	<u>8,313,139</u>	<u>7,714,818</u>
Non-financial assets		
Prepaid expenses	68,539	54,127
Inventories of supplies	141,870	103,422
Capital assets (net of accumulated amortization)	70,057,468	67,938,215
Capital work in progress	2,926,962	2,787,273
	<u>73,194,838</u>	<u>70,883,037</u>
Accumulated surplus	<u>\$ 81,507,978</u>	<u>\$ 78,597,855</u>

CAPITAL BUDGET

Town of Amherst Capital Budget - 2025/26 Projects	Total Actual Committed & WIP Costs at Dec 31, 2025	2025/26 Capital Budget
WATER CAPITAL		
Dump Truck <i>(carry over)</i>	352,595	355,000
McCully Street Booster Station - upgrades <i>(carry over)</i>	-	300,000
Wellfield Production Wells - replace pump in well P-3 <i>(carry over)</i>	25,298	60,000
Land purchases (potential) - Challenge Fund <i>(carry over)</i>	11,027	275,000
Marshview Drive - new housing development - Phase 2 & 3 - pipe only	79,689	80,000
Orchard Park - Phase 2	-	33,000
Fire Hydrant Replacement	19,240	17,000
Water Meter Replacement	14,939	16,000
Service Truck	71,636	80,000
8-10 Ton Excavator	235,672	237,000
Equipment Float (trailer)	26,568	25,000
SCADA system upgrades	1,972	100,000
West Victoria St ~ CNR tracks to Hickman St - engineering design	1,493	15,000
Industrial Park Expansion ~ preliminary engineering design	-	-
WATER TOTAL	840,129	1,593,000
GENERAL CAPITAL		
EQUIPMENT		
1 Ton Dump Truck / Salt Truck <i>(carry over)</i>	116,770	110,000
Replace Utility Trailer	7,995	10,000
Aerial Platform for Loader	65,316	67,000
Inspection Vehicle	35,302	50,000
E-Permitting Software (new)	-	75,000
Subtotal	225,383	312,000
BUILDINGS / LAND		
Four Fathers Library - HVAC Upgrade <i>(carry over)</i>	-	40,000
Land Purchase - 8 Lower LaPlanche Street <i>(carry over)</i>	8,459	10,000
Industrial Park Signage Area Upgrades <i>(carry over)</i>	20,299	24,000
Visitor Welcome Signage - Highway 2 <i>(carry over)</i>	9,923	10,000
Landscaping, fence and/or welcome sign - 8 Lower LaPlanche St <i>(carry over)</i>	-	8,000
Town Hall Renovations <i>(carry over)</i>	59,591	75,000
Land Purchase - Industrial Park <i>(carry over)</i>	15,574	16,000
Street Light Poles - Industrial Park x6 replacement	21,427	40,000
Victoria Square Lights	-	65,000
CCUBIC - 2nd Floor Boardroom - equipment refresh	23,876	25,000
CCUBIC - update cameras	5,590	10,000
CCUBIC - 1st Floor Conference Room - new stage lighting control system	-	15,000
Library - Seminar Room - fill in floor to make room one level	-	25,000
Lions Park Drainage	5,685	6,000
Marshview Drive - Lot Sales	18,564	-
Land Sale - Blaine Street	15,858	-
Land/Lot Sales - Industrial Park	6,591	-
Land Purchase - Industrial Park Dr, Race Track Road, Lord Amherst Dr	-	1,649,400
Subtotal	211,437	2,018,400

CAPITAL BUDGET (cont'd)

Town of Amherst Capital Budget - 2025/26 Projects	Total Actual Committed & WIP Costs at Dec 31, 2025	2025/26 Capital Budget
LARGE MULTI - CATEGORY PROJECTS		
Hillsdale - Phase 1 - asphalt top layer <i>(carry over)</i>	114,864	114,864
Marshview Drive - Phase 1 - curb and asphalt <i>(carry over)</i>	255,527	275,000
Marshview Drive - new housing development - Phase 2 & 3 - pipe only	182,206	250,000
Orchard Park - Phase 2	-	317,000
West Victoria St ~ CNR tracks to Hickman - engineering design (street & sanitary sewer)	5,972	52,000
Industrial Park Expansion ~ preliminary engineering design (street & sanitary sewer)	-	-
Subtotal	<u>558,568</u>	<u>1,008,864</u>
STREETS		
Ash ~ All (Overlay)	19,099	25,000
Kay ~ All (Overlay)	12,377	15,000
Patterson ~ All (Overlay)	91,637	110,000
Christie ~ Poplar to East Pleasant (Overlay)	59,749	60,000
Silver ~ All (Overlay)	18,778	25,000
Veno ~ All (Overlay)	14,487	20,000
Tantramar Court ~ All (Overlay)	30,724	40,000
Russell Street ~ Victoria to Autumn House (Overlay)	79,616	90,000
Winston ~ Albion to Civic 40 (Overlay)	77,957	80,000
Ernie Lane ~ Pave gravel portion of street	37,530	45,000
South Albion Street ~ Robert Angus Drive to Town Boundary (CM)	278,796	274,700
Park Street ~ West Pleasant to Mission (Overlay)	140,228	125,000
Queen Street ~ Croft to Albion (Overlay)	54,988	64,000
Subtotal	<u>915,967</u>	<u>973,700</u>
SIDEWALKS		
Havelock Street ~ Prince Arthur to Spring (TOA)	40,968	40,000
Wellington Street ~ Croft to Church (TOA)	26,029	19,000
Dickey Street North Side ~ Rupert to Donald (TOA)	17,294	18,000
Donald Avenue ~ Dickey to Dickey Brook	5,842	6,000
Anson Avenue (new sidewalk) ~ Liberty to Cornwall (TOA)	30,765	24,000
Abbey Road (new sidewalk) ~ Spring to Victoria (TOA)	31,740	46,000
Repair retaining wall at Subway	18,490	20,000
Tactile Plates ~ Victoria @ Lawrence Intersection	5,898	8,000
Subtotal	<u>177,026</u>	<u>181,000</u>
STORM / SANITARY SEWER		
Lift Station Pump Rebuild/Replacement	46,203	50,000
WWTP UV Disinfection System	748,809	750,000
Replace / reline culvert in AFD parking lot <i>[contingent on grant funding]</i>	-	300,000
Subtotal	<u>795,012</u>	<u>1,100,000</u>

CAPITAL BUDGET (cont'd)

Town of Amherst Capital Budget - 2025/26 Projects	Total Actual Committed & WIP Costs at Sept 30, 2025	2025/26 Capital Budget
FIRE DEPARTMENT		
Structural Firefighting Bunker Gear (6-9 sets) - replacement	-	24,000
VHF / Digital Radios - replacement	-	150,000
Exterior Door Replacement - Rear Entrance	-	8,400
AFD Renovations to remodel staff quarters (sleeping and kitchen area)	-	16,000
Live Fire Training Facility	-	3,425,000
New SUV - replace unit # 101	55,940	75,000
	<u>55,940</u>	<u>3,698,400</u>
POLICE DEPARTMENT		
APX500 Radio Base and install <i>(carry over)</i>	-	12,000
Vehicle - Patrol # 1 <i>(carry over)</i>	81,225	75,000
Dispatch Console and Software <i>(carry over)</i>	96,559	115,000
LiveScan Fingerprint System	34,879	40,000
Vehicle - Patrol # 6	-	85,000
Vehicle - Crime Prevention	-	60,000
APD Server	-	26,000
Speed Radar Sign	4,467	5,000
Technical Equipment (ICE)	12,410	32,300
Subtotal	<u>229,540</u>	<u>450,300</u>
RECREATION		
Robb Complex 3 Scoreboards <i>(carry over)</i>	86,803	70,000
Accessible Playground <i>[contingent on grant funding] (carry over)</i>	-	600,000
Robb Complex Dugouts - replacement	-	50,000
Site Furniture	-	20,000
Glycol Loop For Stadium Compressor	-	30,000
Decorative Lighting	-	50,000
Skate Park Repairs	-	20,000
Replace Service Truck	51,469	75,000
Robb Complex - Portable Pitching Mound Kits - Qty 3	-	20,000
Tables & Chairs for Events	13,141	15,000
Robb Complex - Surface Treatment and Pickle Ball Court Lines	-	12,000
Anson Aircraft Monument	-	10,000
Bocce Ball Court <i>[contingent on grant funding]</i>	-	30,000
	<u>151,414</u>	<u>1,002,000</u>
GENERAL TOTAL	1,859,683	10,085,763

GRAND TOTAL WATER & GENERAL	2,686,311	11,678,763
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TAX RATES

There are three different tax rates: general, mandatory provincial contribution area rate and the community support area rate. These tax rates are established annually for residential, commercial and resource properties. Tax bills are issued bi-annually. The interim billing is 50% of the total prior year's bill and was due May 30, 2025. The final billing takes into consideration the accounts new assessment, the current year tax rate and uniform charges then deducting the interim billing. The final bill was due September 29, 2025.

Tax Rates

1. General – this rate is used to pay for services provided by the Town to residents of the Town. These services include; fire, police, planning, economic development, transportation and public works, recreation, community living as well as internal services performed by the executive, human resources and finance departments. The general operations rate increased by \$0.06 for fiscal 2025/26.

2. Mandatory Provincial Contributions Area Rate - the cost for provincial services the province charges the municipality for. Any changes in these costs are mandated by the Province and passed on to the municipalities to collect on their behalf. The Mandatory Provincial Contribution Area Rate decreased by \$0.053 for fiscal 2025/26. The final payment to the Province for Housing was made in 2024/25. The Town is no longer required to fund a portion of the prior year deficit of the Cobequid Housing Authority (the Cobequid Housing Authority administers and manages public non-profit housing for seniors and families on low incomes within the Town). The Mandatory Provincial Contributions Area Rate includes the following provincial services:
 - ⌘ Education
 - ⌘ The Town is required to provide funding to the Chignecto Central Regional Centre for Education under the Education Act. This mandatory education contribution is set by the Province of Nova Scotia and is based on the Town's share of the Uniform Assessment.

 - ⌘ Property Valuation Services Corporation (Assessment)
 - ⌘ The Town is required to provide funding to pay a share of the cost of operating the provincial assessment system. The Town pays a portion of the total Property Valuation Services Corporation costs, based on the Town's share of the Uniform Assessment and the Town's share of assessment accounts across the province.

TAX RATES (cont'd)

Regional Library

The Town is required to fund the Cumberland Public Library pursuant to a formula determined by the Province of Nova Scotia. The Town does not share in any surplus or deficits. In addition, the Town provides funds for the operating and maintenance of the library building which is included in the General Rate.

3. Community Support Area Rate – a rate that provides funding for services that, in the opinion of Council, provide support to the community. The Community Support Area Rate decreased by \$0.007 for fiscal 2025/26. This rate includes support for the following:

- Grants to Organizations
- Grant to Cumberland YMCA
- Community Events
- Tax Exemption Policy
- Tax Reduction Policy

In summary, all tax and area rates are per \$100 of Assessment. The rates are as follows:

Residential / Resource	<u>2024/25</u>	<u>2025/26</u>
Residential / Resource Tax Rate	\$1.199	\$1.259
Mandatory Provincial Contributions Area Rate	\$0.375	\$0.322
Community Support Area Rate	<u>\$0.096</u>	\$0.089
Total Residential / Resource Rates	\$1.670	\$1.670
Commercial	<u>2024/25</u>	<u>2025/26</u>
Commercial Tax Rate	\$3.999	\$4.059
Mandatory Provincial Contributions Area Rate	\$0.375	\$0.322
Community Support Area Rate	<u>\$0.096</u>	\$0.089
Total Commercial Rates	\$4.470	\$4.470

OTHER RATES

1. Deed Transfer Tax

When land/property is sold a Deed Transfer Tax (DTT) may be applicable. The Deed Transfer Tax rate is set by the Town and the DTT payable is calculated based on the sale price of the property. Deed Transfer Tax is collected on behalf of the Town through the Land Registration Office when the deed is registered/recorded.

ℓ For the 2025/26 fiscal year the deed transfer tax will remain the same at 1.25%.

2. Uniform Charge

Solid Waste Management Uniform Charge

ℓ This uniform charge is levied on each dwelling unit within the boundaries of the Town of Amherst in residential premises with less than four such dwelling units.

ℓ The uniform charge for 2025/26 to be levied remains the same at \$278 (2024/25 - \$278).

3. Sewer Rates

Sewer services in the Town of Amherst are billed through one of the following methods:

ℓ Sewer Metered – consumption volume is determined by the Amherst Water Utility Sewer Consumption Rate (per cubic meter)

ℓ Residential - \$0.99 per cubic meter of metered water consumption

ℓ Commercial - \$0.49 per cubic meter of metered water consumption

Sewer Base Charges (Quarterly)

ℓ Size of Meter

ℓ 5/8" \$ 20.70

ℓ ¾" \$ 31.05

ℓ 1" \$ 50.31

ℓ 1.5" \$ 98.90

ℓ 2" \$ 156.69

ℓ 3" \$ 311.94

ℓ 4" \$ 575.00

ℓ Sewer Non-Metered Customers

ℓ For non-metered customers in unmetered mobile home parks, the park owner shall pay \$189.23 per dwelling unit per annum.

OTHER RATES (cont'd)

- a. Wastewater Treatment Facility Uniform Charge (this offsets expenses for sewer services for those not charged a sewer base charge).
 - ℓ The uniform charge for unmetered mobile homes within a land leased community for 2025/26 to be levied is \$82.80 (2024/25 - \$72).

4. Water Utility Rates

The Town of Amherst Water Utility is regulated by the Nova Scotia Utility and Review Board (NSUARB). The most recent water rate study was approved by the NSUARB on March 29, 2022. For the 2025/26 fiscal year, the water rates remain the same and are as follows:

Water Base Charges (Quarterly)

ℓ Un Metered \$ 95.81

ℓ Size of Meter

- 5/8" \$ 39.49
- ¾" \$ 57.48
- 1" \$ 93.45
- 1.5" \$ 183.40
- 2" \$ 291.33
- 3" \$ 579.15
- 4" \$ 902.95
- 6" \$1,802.39
- 8" \$3,241.49

Water Consumption Rate (per cubic meter)

ℓ \$0.894 per cubic meter

The Town of Amherst bills water and sewer together quarterly. The fiscal year quarters are April to June, July to September, October to December and January to March.

Town of Amherst Capital Budget - 2025/26 Projects	Total Actual Committed & WIP Costs at February 9, 2026	2025/26 Capital Budget
--	---	---------------------------------------

WATER CAPITAL		
Dump Truck <i>(carry over)</i>	352,595	355,000
McCully Street Booster Station - upgrades <i>(carry over)</i>	-	300,000
Wellfield Production Wells - replace pump in well P-3 <i>(carry over)</i>	25,298	60,000
Land purchases (potential) - Challenge Fund <i>(carry over)</i>	18,661	275,000
Marshview Drive - new housing development - Phase 2 & 3 - pipe only	79,689	80,000
Orchard Park - Phase 2	-	33,000
Fire Hydrant Replacement	19,240	17,000
Water Meter Replacement	14,939	16,000
Service Truck	72,633	80,000
8-10 Ton Excavator	235,672	237,000
Equipment Float (trailer)	26,568	25,000
SCADA system upgrades	97,677	100,000
West Victoria St ~ CNR tracks to Hickman St - engineering design	6,095	15,000
Industrial Park Expansion ~ preliminary engineering design	11,597	-
WATER TOTAL	960,664	1,593,000

GENERAL CAPITAL		
EQUIPMENT		
1 Ton Dump Truck / Salt Truck <i>(carry over)</i>	116,770	110,000
Replace Utility Trailer	7,995	10,000
Aerial Platform for Loader	65,316	67,000
Inspection Vehicle	35,302	50,000
E-Permitting Software (new)	42,275	75,000
Subtotal	267,658	312,000
BUILDINGS / LAND		
Four Fathers Library - HVAC Upgrade <i>(carry over)</i>	-	40,000
Land Purchase - 8 Lower LaPlanche Street <i>(carry over)</i>	8,652	10,000
Industrial Park Signage Area Upgrades <i>(carry over)</i>	20,299	24,000
Visitor Welcome Signage - Highway 2 <i>(carry over)</i>	9,923	10,000
Landscaping, fence and/or welcome sign - 8 Lower LaPlanche St <i>(carry over)</i>	-	8,000
Town Hall Renovations <i>(carry over)</i>	59,591	75,000
Land Purchase - Industrial Park <i>(carry over)</i>	15,574	16,000
Street Light Poles - Industrial Park x 6 replacement	35,189	40,000
Victoria Square Lights	-	65,000
CCUBIC - 2nd Floor Boardroom - equipment refresh	23,876	25,000
CCUBIC - update cameras	5,590	10,000
CCUBIC - 1st Floor Conference Room - new stage lighting control system	-	15,000
Library - Seminar Room - fill in floor to make room one level	2,172	25,000
Lions Park Drainage	5,685	6,000
Lot Sales - Marshview Drive	18,564	-
Land Sale - Blaine Street	15,858	-
Land/Lot Sales - Industrial Park	6,591	-
Land Purchase - Industrial Park Dr, Race Track Road, Lord Amherst Dr	1,021,103	1,649,400
Subtotal	1,248,666	2,018,400

Town of Amherst Capital Budget - 2025/26 Projects	Total Actual Committed & WIP Costs at February 9, 2026	2025/26 Capital Budget
LARGE MULTI - CATEGORY PROJECTS		
Hillsdale - Phase 1 - asphalt top layer <i>(carry over)</i>	114,864	114,864
Marshview Drive - Phase 1 - curb and asphalt <i>(carry over)</i>	255,527	275,000
Marshview Drive - new housing development - Phase 2 & 3 - pipe only	182,206	250,000
Orchard Park - Phase 2	-	317,000
West Victoria St ~ CNR tracks to Hickman - engineering design (street & sanitary sewer)	16,711	52,000
Industrial Park Expansion ~ preliminary engineering design (street & sanitary sewer)	23,195	-
Subtotal	<u>592,502</u>	<u>1,008,864</u>
STREETS		
Ash ~ All (Overlay)	19,099	25,000
Kay ~ All (Overlay)	12,377	15,000
Patterson ~ All (Overlay)	91,637	110,000
Christie ~ Poplar to East Pleasant (Overlay)	59,749	60,000
Silver ~ All (Overlay)	18,778	25,000
Veno ~ All (Overlay)	14,487	20,000
Tantramar Court ~ All (Overlay)	30,724	40,000
Russell Street ~ Victoria to Autumn House (Overlay)	79,616	90,000
Winston ~ Albion to Civic 40 (Overlay)	84,612	80,000
Ernie Lane ~ Pave gravel portion of street	37,530	45,000
South Albion Street ~ Robert Angus Drive to Town Boundary (CM)	277,040	274,700
Park Street ~ West Pleasant to Mission (Overlay)	140,228	125,000
Queen Street ~ Croft to Albion (Overlay)	54,988	64,000
Subtotal	<u>920,865</u>	<u>973,700</u>
SIDEWALKS		
Havelock Street ~ Prince Arthur to Spring (TOA)	40,968	40,000
Wellington Street ~ Croft to Church (TOA)	26,029	19,000
Dickey Street North Side ~ Rupert to Donald (TOA)	17,294	18,000
Donald Avenue ~ Dickey to Dickey Brook	5,842	6,000
Anson Avenue (new sidewalk) ~ Liberty to Cornwall (TOA)	30,765	24,000
Abbey Road (new sidewalk) ~ Spring to Victoria (TOA)	31,740	46,000
Repair retaining wall at Subway	18,490	20,000
Tactile Plates ~ Victoria @ Lawrence Intersection	5,898	8,000
Subtotal	<u>177,026</u>	<u>181,000</u>
STORM / SANITARY SEWER		
Lift Station Pump Rebuild/Replacement	48,837	50,000
WWTP UV Disinfection System	748,809	750,000
Replace / reline culvert in AFD parking lot <i>[contingent on grant funding]</i>	-	300,000
Subtotal	<u>797,646</u>	<u>1,100,000</u>

Town of Amherst Capital Budget - 2025/26 Projects	Total Actual Committed & WIP Costs at February 9, 2026	2025/26 Capital Budget
FIRE DEPARTMENT		
Structural Firefighting Bunker Gear (6-9 sets) - replacement	19,893	24,000
VHF / Digital Radios - replacement	-	150,000
Exterior Door Replacement - Rear Entrance	3,697	8,400
AFD Renovations to remodel staff quarters (sleeping and kitchen area)	-	16,000
Live Fire Training Facility	-	3,425,000
New SUV - replace unit # 101	71,043	75,000
	<u>94,634</u>	<u>3,698,400</u>
POLICE DEPARTMENT		
APX500 Radio Base and install <i>(carry over)</i>	-	12,000
Vehicle - Patrol # 1 <i>(carry over)</i>	81,225	75,000
Dispatch Console and Software <i>(carry over)</i>	113,483	115,000
LiveScan Fingerprint System	34,879	40,000
Vehicle - Patrol # 6	76,702	85,000
Vehicle - Crime Prevention	40,369	60,000
APD Server	27,861	26,000
Speed Radar Sign	4,467	5,000
Technical Equipment (ICE)	25,239	32,300
Subtotal	<u>404,225</u>	<u>450,300</u>
RECREATION		
Robb Complex 3 Scoreboards <i>(carry over)</i>	86,803	70,000
Accessible Playground <i>[contingent on grant funding] (carry over)</i>	2,895	600,000
Robb Complex Dugouts - replacement	65,800	50,000
Site Furniture	-	20,000
Glycol Loop For Stadium Compressor	-	30,000
Decorative Lighting	39,719	50,000
Skate Park Repairs	19,733	20,000
Replace Service Truck	51,469	75,000
Robb Complex - Portable Pitching Mound Kits - Qty 3	24,000	20,000
Tables & Chairs for Events	13,141	15,000
Robb Complex - Surface Treatment and Pickle Ball Court Lines	-	12,000
Anson Aircraft Monument	-	10,000
Bocce Ball Court <i>[contingent on grant funding]</i>	-	30,000
	<u>303,561</u>	<u>1,002,000</u>
GENERAL TOTAL	4,806,783	10,744,664

GRAND TOTAL WATER & GENERAL	5,767,447	12,337,664
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Municipal Report



Town of Amherst

Department of Municipal Affairs

Municipal Profile and
Financial Condition Indicators Results
2023-24

Table of Contents

Introduction	Page 1
Chapter 1	
Municipal Profile	Page 2
About the Municipality	Page 3
Population Highlights	Page 4
Population Trends	Page 5
Population Comparison	Page 6
Age Group Comparison	Page 7
Population Outlook.....	Page 8
Economic Indicators	Page 9
Chapter 2	
Assessment Information	Page 10
Chapter 3	
Financial Information	Page 11
Financial Highlights	Page 12
Consolidated Revenue	Page 13
General Operating Revenue	Page 14
Consolidated Expenses	Page 15
General Operating Expenses	Page 16
Comparison to Provincial Average	Page 17
Accumulated Surplus (Deficit)	Page 18
Debt	Page 19
Chapter 4	
Financial Condition Indicators: House Model	Page 20
Overall Assessment	Page 21
Financial Condition Indicators: Highlights & House	Page 22
Two-Year Comparison of Financial Condition Indicators	Page 23
Base FCI: Reliance on a Single Business or Institution	Page 24
Base FCI: Three-Year Change in Tax Base	Page 25
Base FCI: Residential Tax Effort	Page 26
Structure FCI: Uncollected Taxes	Page 27
Structure FCI: Operating Reserve	Page 28
Structure FCI: Debt Service	Page 29
Structure FCI: Outstanding Operating Debt	Page 30
Structure FCI: Undepreciated Assets	Page 31
Roof FCI: Reliance on Government Transfers	Page 32
Roof FCI: Number of Deficits in the last 5 Years	Page 33
Roof FCI: Liquidity	Page 34
Roof FCI: Combined Reserves	Page 35
Appendix I - Additional Resources	Page 36
Appendix II - Municipal Website	Page 36
Contact Municipal Affairs	Page 36

Introduction

The Department of Municipal Affairs compiles municipal indicators on behalf of the Nova Scotia Government and the Association of Municipal Administrators of Nova Scotia (AMANS) that focus on three areas:

- financial matters;
- administration of the municipality; and
- characteristics of the community.

This report creates a snapshot from those financial and demographic statistics to help community members and decision makers better understand:

- the municipality in which they live;
- the municipality's key characteristics; and
- the municipality's financial risks.

For example, the snapshot makes it easy to:

- compare the Three-Year Change in Tax Base indicator to understand the municipality's revenue growth in comparison to cost of living; and
- use the change in population to indicate whether a community's population is growing or declining and its potential impact on municipal revenues and expenses.



Chapter 1 - Municipal Profile

Municipalities are diverse and operate within unique demographic and economic characteristics. These characteristics have a significant impact on municipal performance and subsequent strategies required to ensure a sustainable environment. This chapter outlines the unique demographic and economic characteristics of the Municipality, specifically its composition, population trends, demographics, median household income levels, employment rates, and educational attainment. The municipal profile trends could have impacts on the current and potential future tax base for a municipality.



Municipal Profile - Highlights

About the Municipality

Located in: Cumberland County

Approximate size: 12 km²

Number of dwellings*: 4,870

Government: 7 Elected councillors (including the Mayor)

Nova Scotia Town of Amherst



Figure 1 - Location of Municipality

*Number of Dwellings Data Source: 2023 Property Valuation Services Corporation filed roll

Municipal Profile - Highlights

Population Highlights

Municipal Population 2021 Census:	9,404
Percent of Provincial population:	0.98%
Municipal Population 5-year trend:	-0.10%
County's 5-year trend:	0.37%

Since the last census in 2016, **-9** fewer people live in the Municipality

Population Change from 2016 to 2021

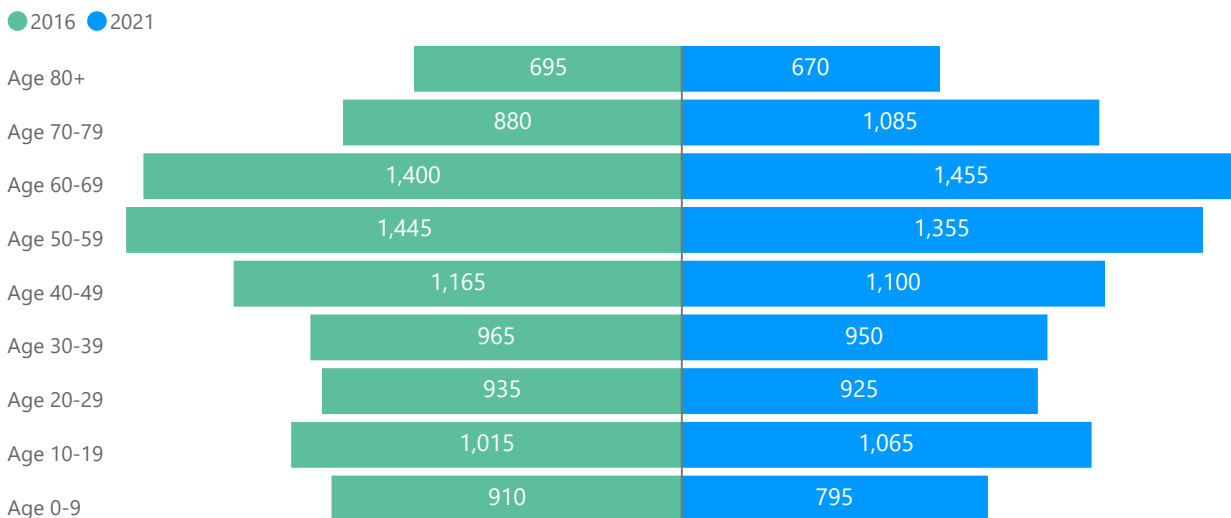


Figure 2 - Population Change from 2016 to 2021 (rounded to nearest five). Source: Statistics Canada

Municipal Profile - Highlights

Population Trends

20-year trend: Declining (supported by Figure 3 below)

Highest Age Bracket: 60-69 years of age (supported by Figure 4 below)

Population Trend from 2001 to 2021

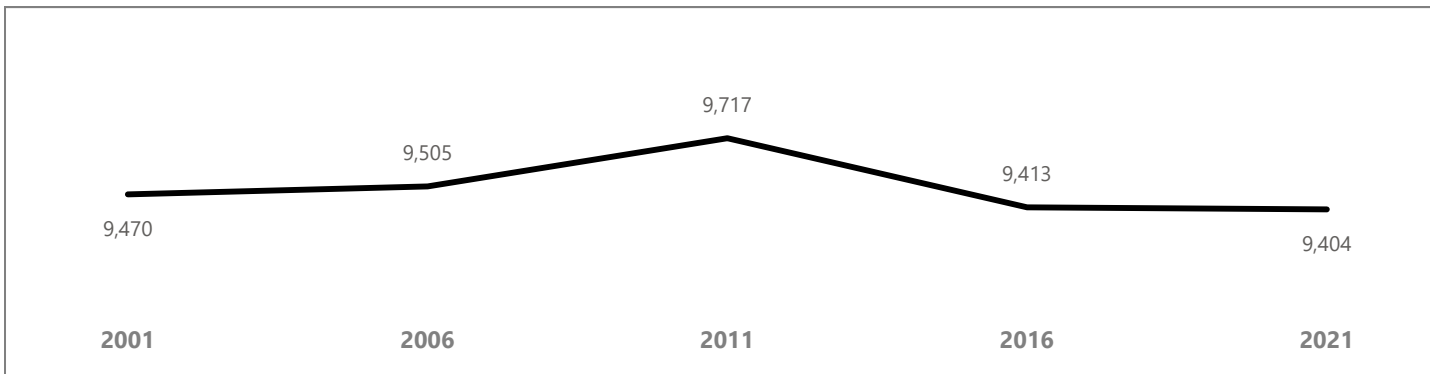


Figure 3 - Population from 2001-2021. Source: Statistics Canada

Population Change from 2016 to 2021

Year ● 2016 ● 2021

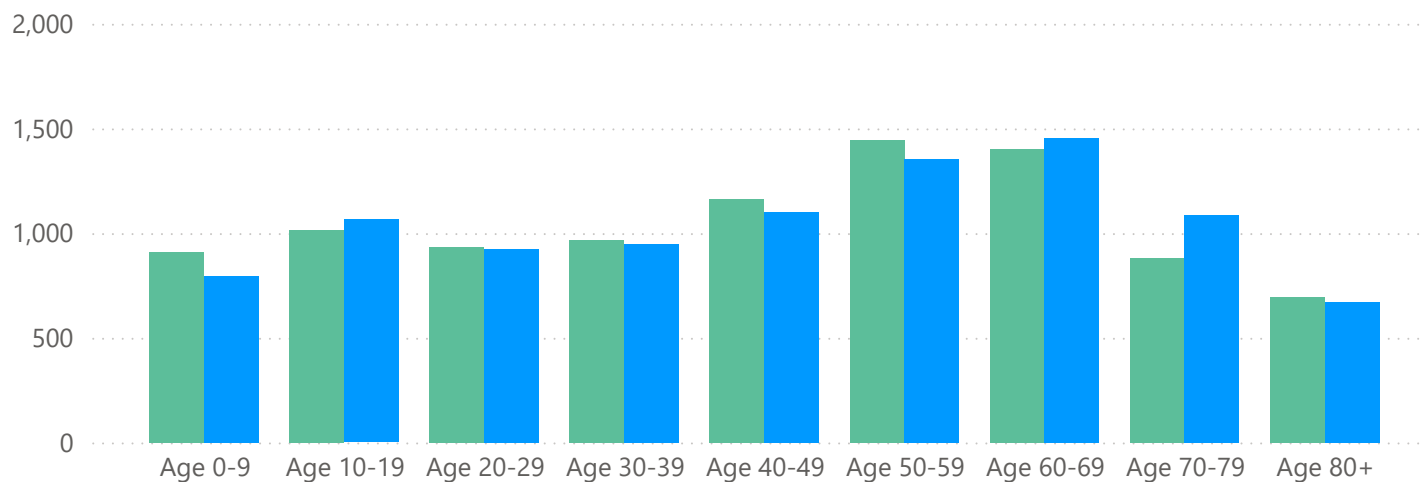


Figure 4 - Population by Age Group from 2016 to 2021. Source: Statistics Canada

Municipal Profile - Highlights

Population Comparison

Comparison of the Town of Amherst vs. the Town Average

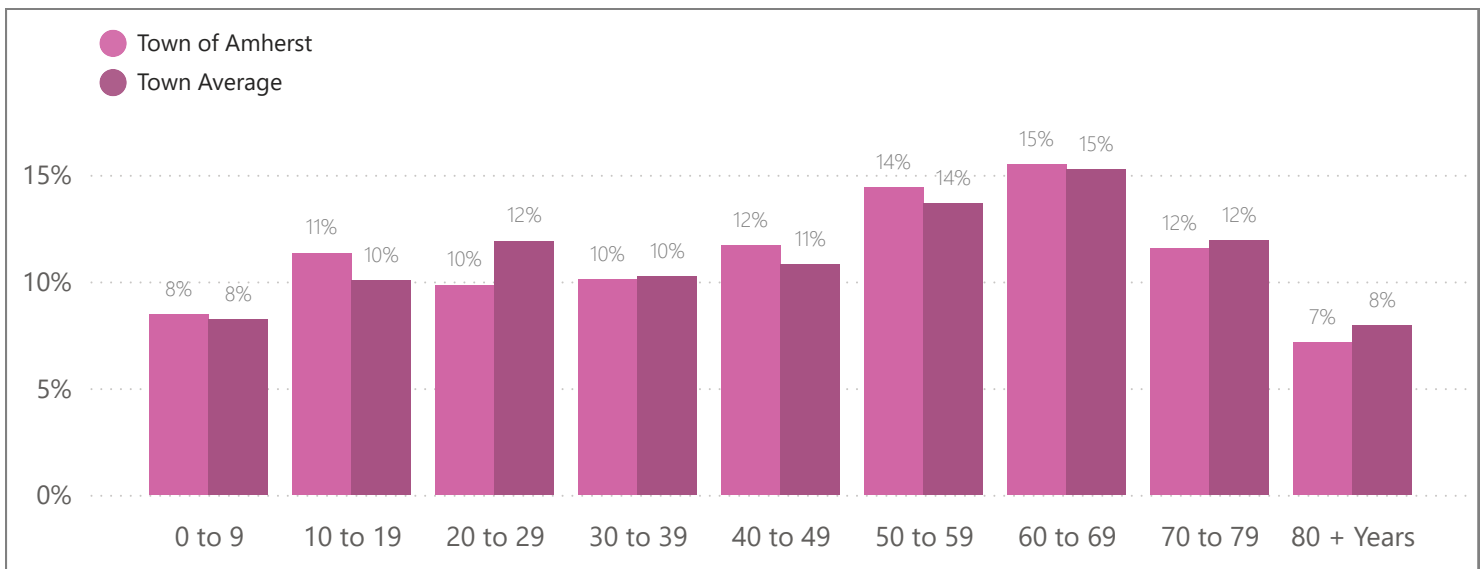


Figure 5 - Population by Age Group. Source: Statistics Canada

Comparison of the Town of Amherst vs. the Provincial Average

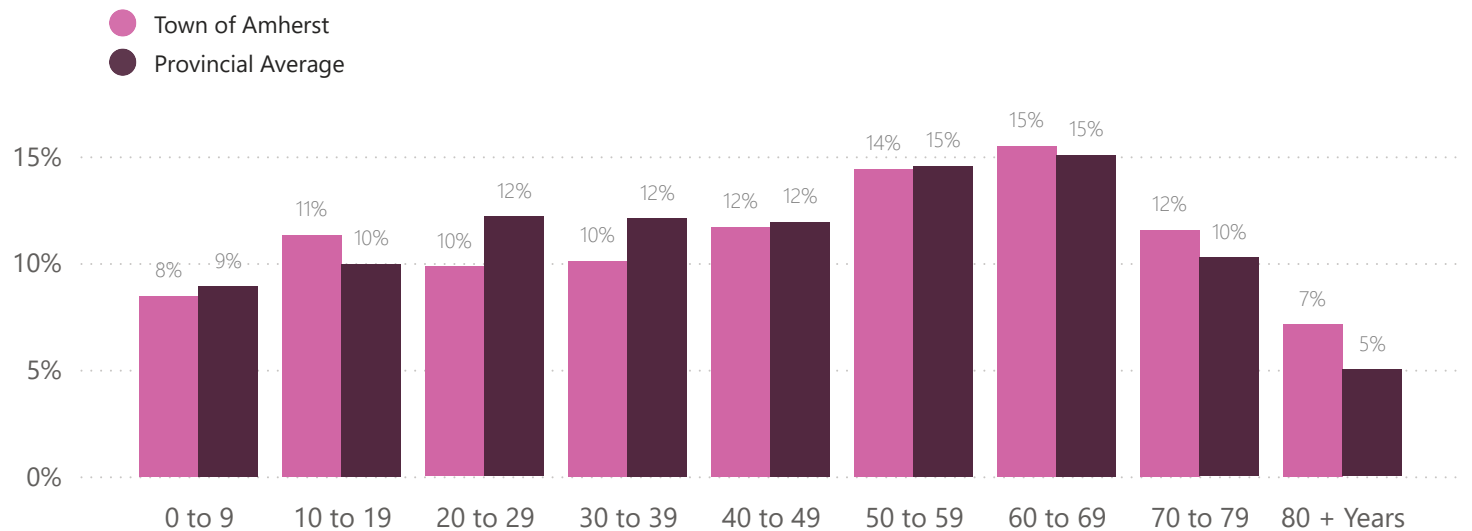


Figure 6 - Population by Age Group. Source: Statistics Canada

Municipal Profile - Highlights

Age Group Comparison

Population Age Groups

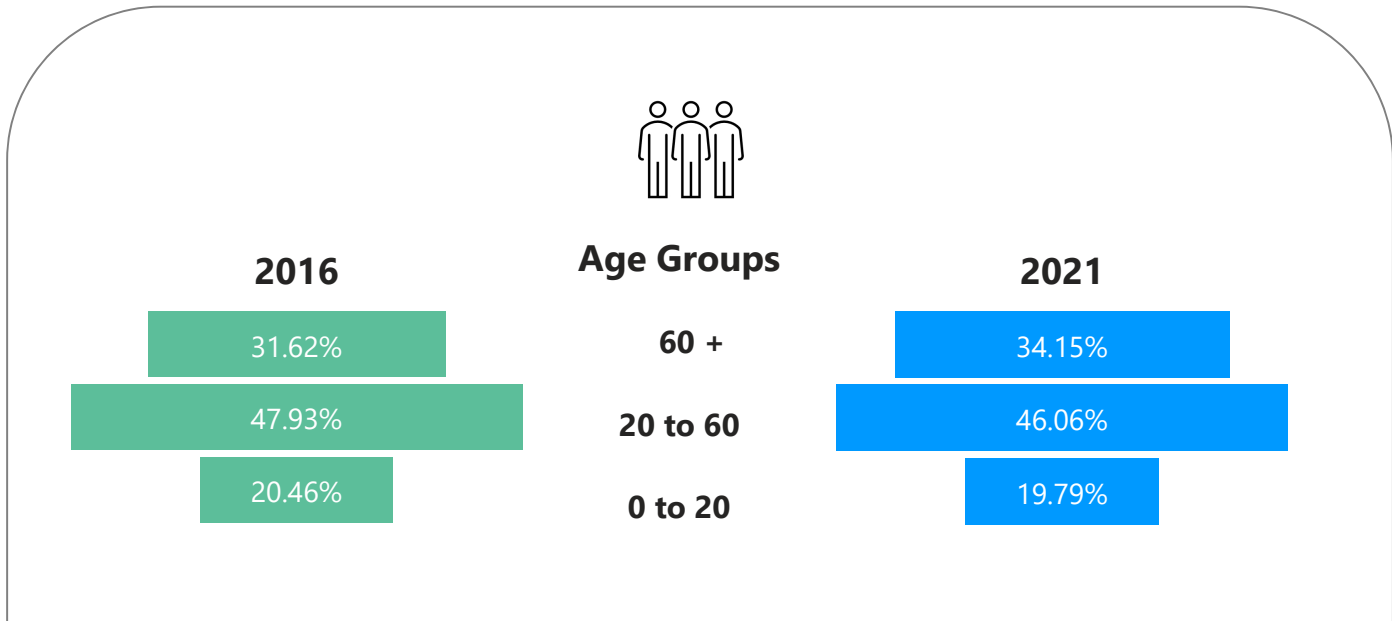


Figure 7 - Population by Age Group 2016 vs 2021. Source: Statistics Canada

Generational Groups

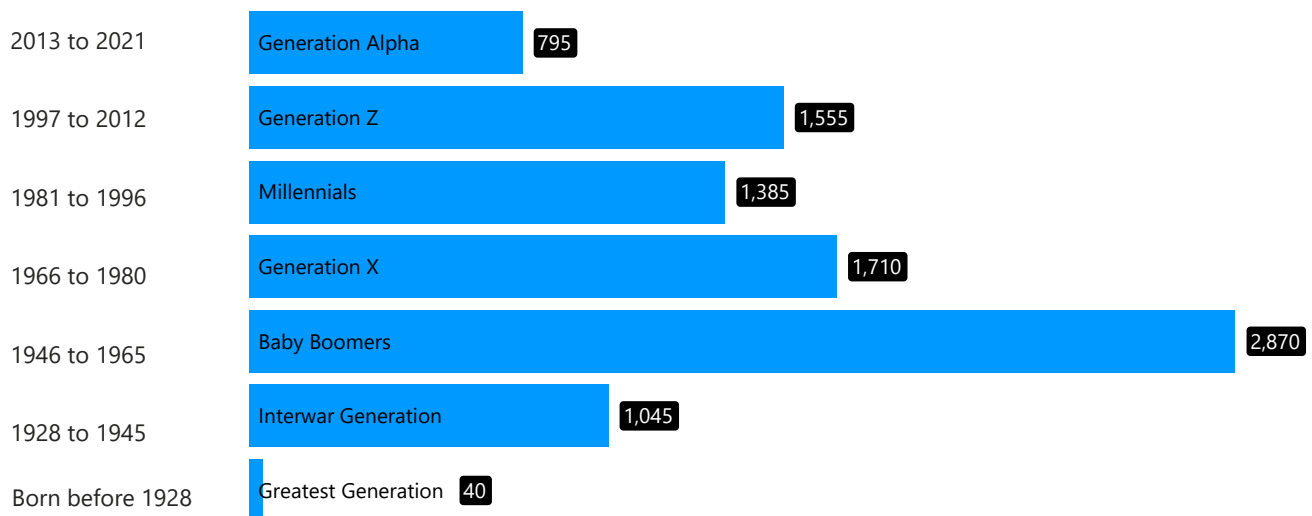


Figure 8 - Population by Generation for 2021 (rounded to nearest five). Source: Statistics Canada

Municipal Profile - Highlights

Population Outlook

Population Trend 2001 to 2021 (Actuals) and 2022 to 2024 (Estimates) Town of Amherst

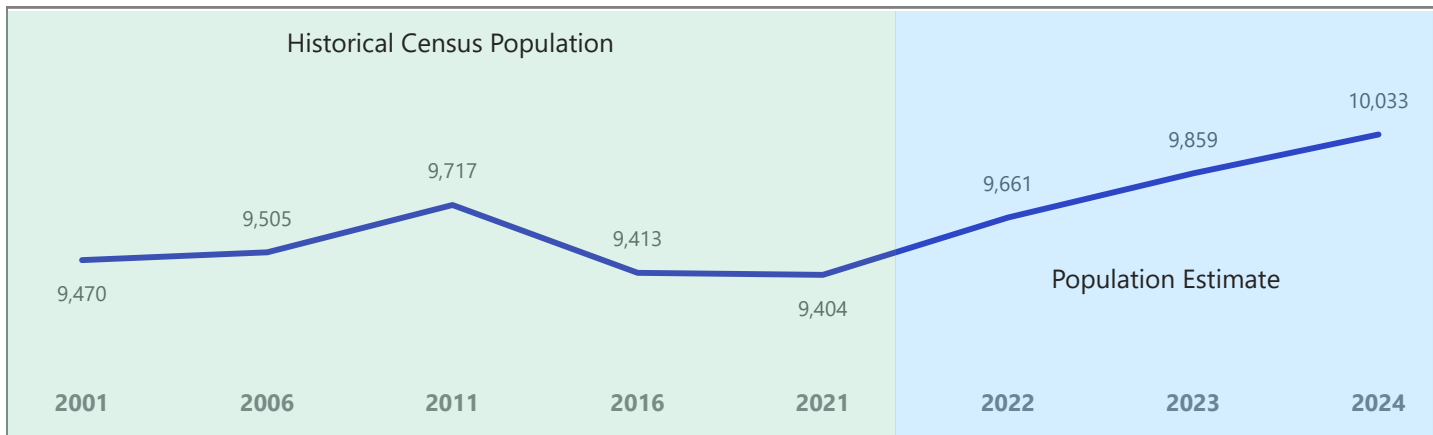


Figure 9 - Historical population from 2001 to 2021 is based on census data. Population estimates for 2022 to 2024 are based on the projections released January 16, 2025 Source: Statistics Canada

Population Trend 2001 to 2021 (Actuals) and 2022 to 2024 (Estimates) Nova Scotia

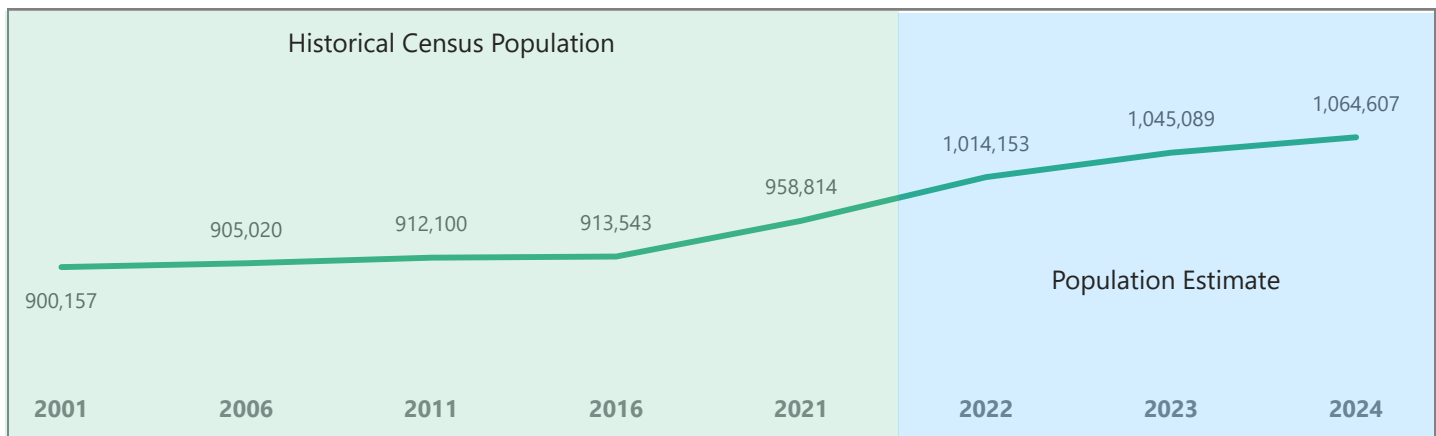


Figure 10 - Historical population from 2001 to 2021 is based on census data. Population estimates for 2022 to 2024 are based on the projections released January 16, 2025 Source: Statistics Canada

Municipal Profile - Highlights

Economic Indicators

Along with population trends, employment rates and median household income are important economic indicators. Education levels can also play a crucial role in economic and social progress and can help improve income distribution. These factors provide an indication of the wellbeing of the economy and labour force.

	2016 Census	2021 Census	+/-	Provincial Average
Median household Income:	\$46,677	\$55,600	\$8,923	\$61,724
Employment rate:	50.1%	45.9%	-4.2%	46.2%
Education level:	44.9%	44.2%	-0.7%	50.5%

Figure 11 - 2021 Census; Source: Statistics Canada

Median household Income: Town of Amherst median household income increased since 2016.

Employment rate: The employment rate at the Town of Amherst decreased since 2016.

Education level: The education level at the Town of Amherst decreased since 2016.

Chapter 2 - Assessment Information

Since property taxes are a primary source of revenue for most municipalities, special emphasis has been placed on reviewing assessment trends. For more information about the following financial indicators, please refer to Chapter 4 - Financial Condition Indicators.

Three-year change in

Tax Base (Uniform Assessment¹): 16.1% Growth is keeping pace with the cost of living

Reliance on a Single Business or Institution: 2.2% Not dependent (Low Risk)

Residential Tax Effort: 3.5% Has some flexibility (Low Risk)

The line graphs below show the five-year trend of residential and commercial portion of the municipality's taxable assessment.

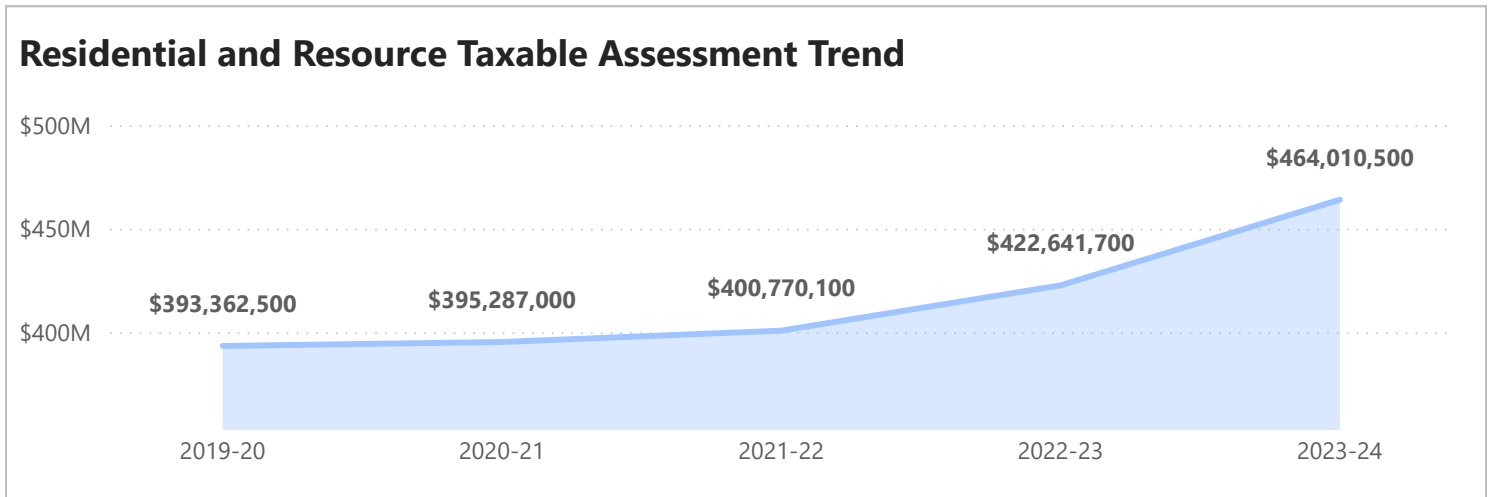


Figure 12 - Residential taxable assessment over the last five years. Source: 2019-20 to 2023-24 Statement of Estimates - Assessment

Commercial Taxable Assessment Trend

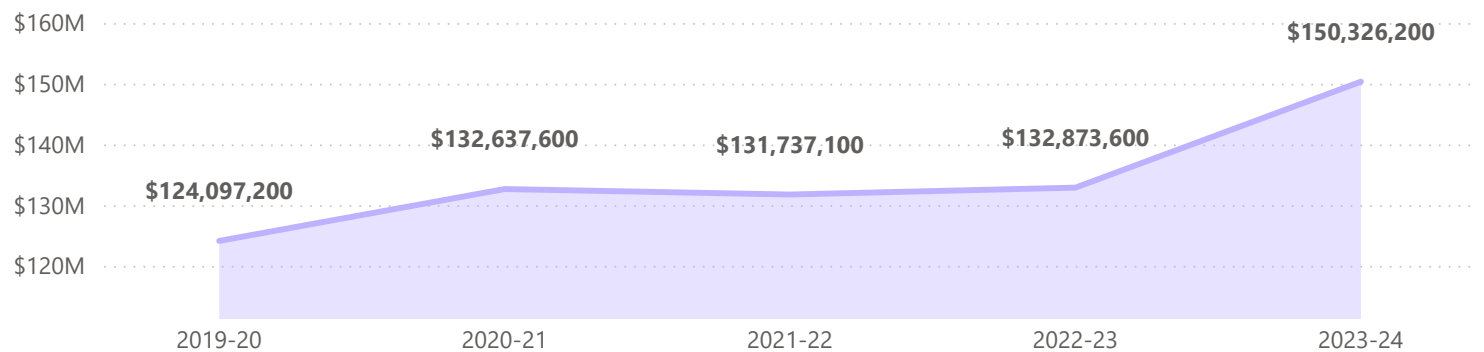


Figure 13 - Commercial taxable assessment over the last five years. Source: 2019-20 to 2023-24 Statement of Estimates - Assessment

¹ Uniform assessment is the value of a municipality's taxable property assessment plus the capitalized value of payments in lieu of taxes.

Chapter 3 - Financial Information

General Overview

Audited financial statements are presented on a consolidated basis. These consolidated financial statements present all municipal entities as one single reporting entity:

- all the individual funds managed by the Municipality
- organizations or enterprises that the Municipality owns or controls, such as:
 - Cumberland Joint Services Management Authority

The Municipality's non-consolidated financial statements present the individual funds managed by the Municipality, such as the General Operating Fund, General Capital Fund, Non-operating Reserve Fund, Operating Reserve Fund and, if applicable, Water Operating Fund, Water Capital Fund, Water Reserve Fund, Electric Operating Fund, Electric Capital Fund, and Electric Reserve Fund. Non-consolidated financial statements are reconciled but not audited².

Financial Reporting Compliance

Legislated Requirements

Submitted before deadline³:

- | | |
|---|------------|
| ◦ Audited Consolidated Financial Statements | Yes |
| ◦ Financial Information Return (FIR) | Yes |
| ◦ Statement of Estimates - Assessment (SOE-A) | Yes |
| ◦ Statement of Estimates - Budget (SOE-B) | Yes |
| ◦ Management Letter/Internal Control Letter | Yes |
| ◦ Summary Report of Expenses | Yes |
| ◦ Summary Report of Hospitality Expenses | Yes |

Financial Statements include:

- | | |
|---|------------|
| ◦ Unqualified Audit Opinion | Yes |
| ◦ Elected Officials remuneration and expenses | Yes |

Expense and Hospitality report posted online quarterly	Yes
--	------------

² Please be advised that, although the Department of Municipal Affairs reconciles, at a high level, a municipality's non-consolidated financial statements to the consolidated financial statements, the non-consolidated financial statements are usually not audited nor presented in full accordance with Canadian public sector accounting standards.

³ Annually, municipalities are required to submit their financial information by Sept 30th.

Financial Highlights

Revenue

Total consolidated revenue:	\$22.1 Million
Revenue generated from own source revenue*:	\$19.0 Million
Total general operating revenue:	\$19.0 Million
Largest general operating revenue:	79% Net property taxes and payments in lieu of taxes

Expenses

Total consolidated expenses**:	\$20.8 Million
Total general operating expenses:	\$17.0 Million
Largest general operating expense:	41% Protective services

Annual Surplus

Annual consolidated surplus (deficit):	\$1.4 Million
Consolidated accumulated surplus (deficit):	\$71.1 Million
Annual general operating surplus (deficit):	\$608.6 Thousand

Debt

Total consolidated long-term debt:	\$5.7 Million
Total general capital fund long-term debt:	\$4.6 Million
General operating fund bank indebtedness:	\$0

* Total consolidated revenue excluding government transfers

** Net of extraordinary and special revenue item(s)

Revenue

\$22.1M

2023-24 Consolidated Revenue

Total consolidated revenue: \$22.1 Million

Largest revenue: \$15.0 Million Net property taxes and payments in lieu of taxes

Revenue generated from own source revenue: 85.77%

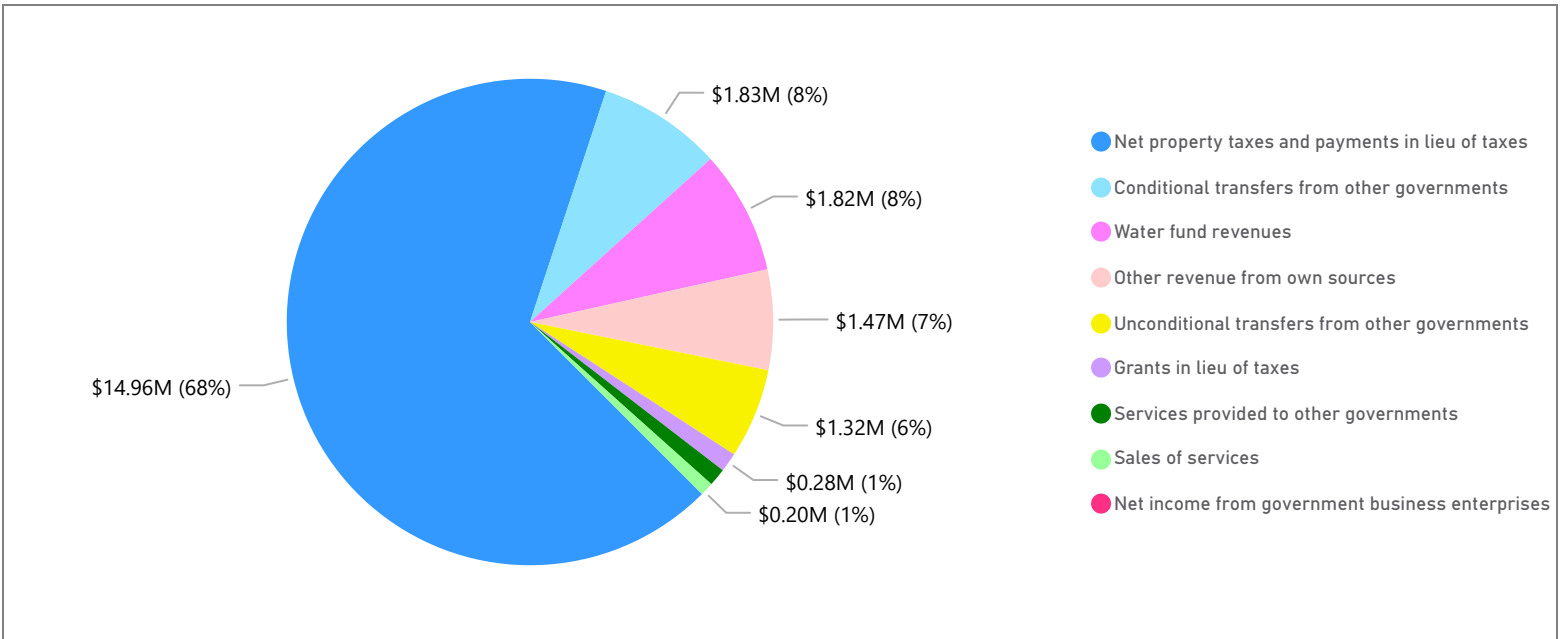
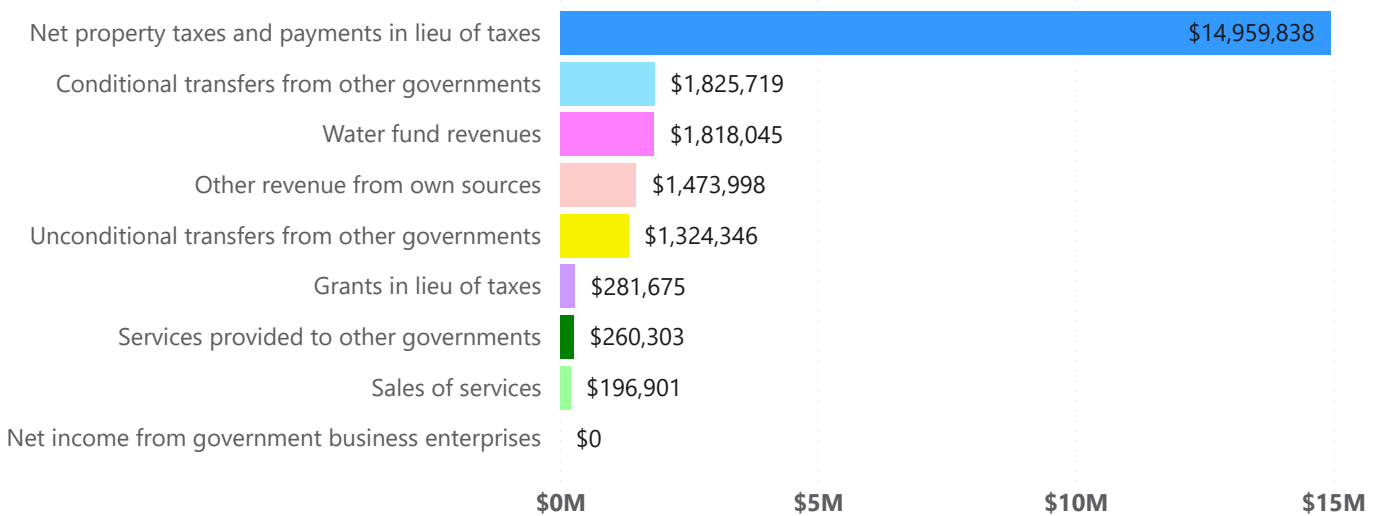


Figure 14 - Consolidated Revenue Source: 2023-24 Financial Information Return

The graphs above and below show the Municipality's consolidated revenue divided into categories.

Consolidated Revenue



Revenue

\$19.0M

2023-24 General Operating Revenue

Total general operating revenue:	\$19.0 Million
Largest general operating revenue:	79% Net property taxes and payments in lieu of taxes
Uncollected Taxes Financial Condition Indicator (FCI):	6.1%
Reliance on Government Transfers (FCI):	9.7%

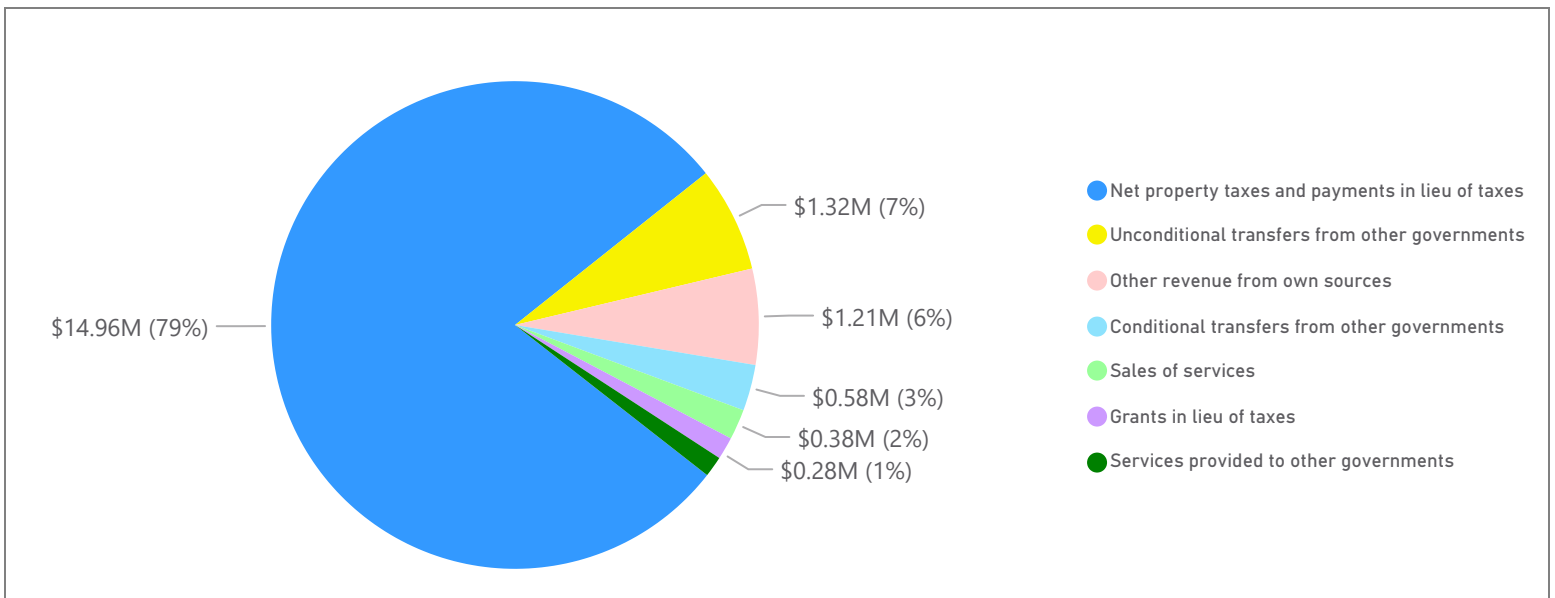
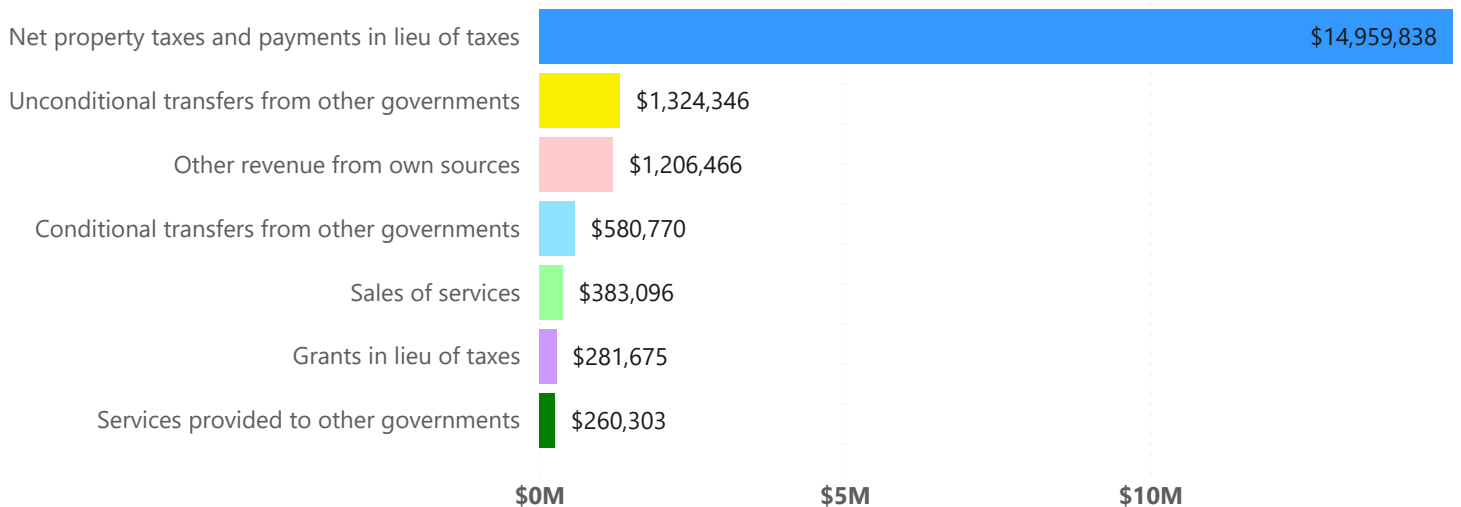


Figure 15 - General Operating Fund Revenue: 2023-24 Financial Information Return

The graphs above and below show the Municipality's general operating fund revenue divided into categories.

General Operating Revenue



Expenses

\$20.8M

2023-24 Consolidated Expenses

Total consolidated expenses: \$20.8 Million

Largest expense: 32% Protective services

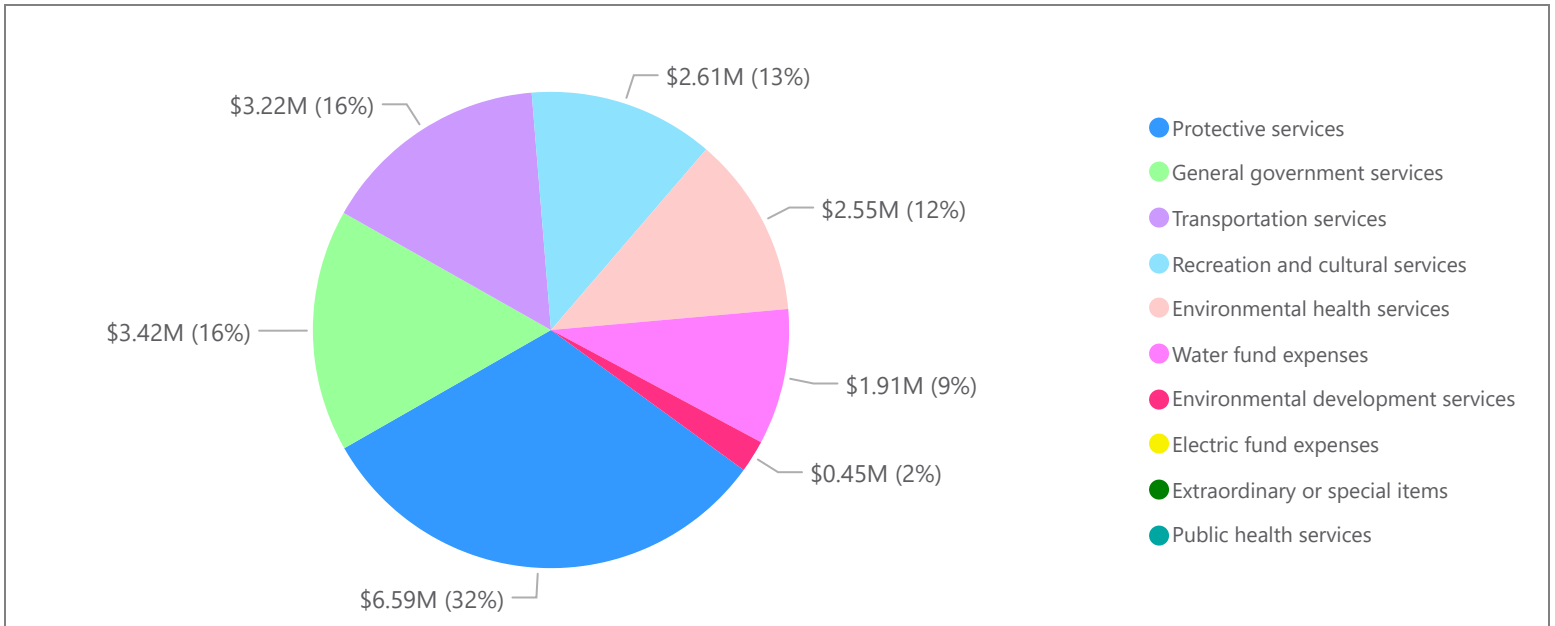
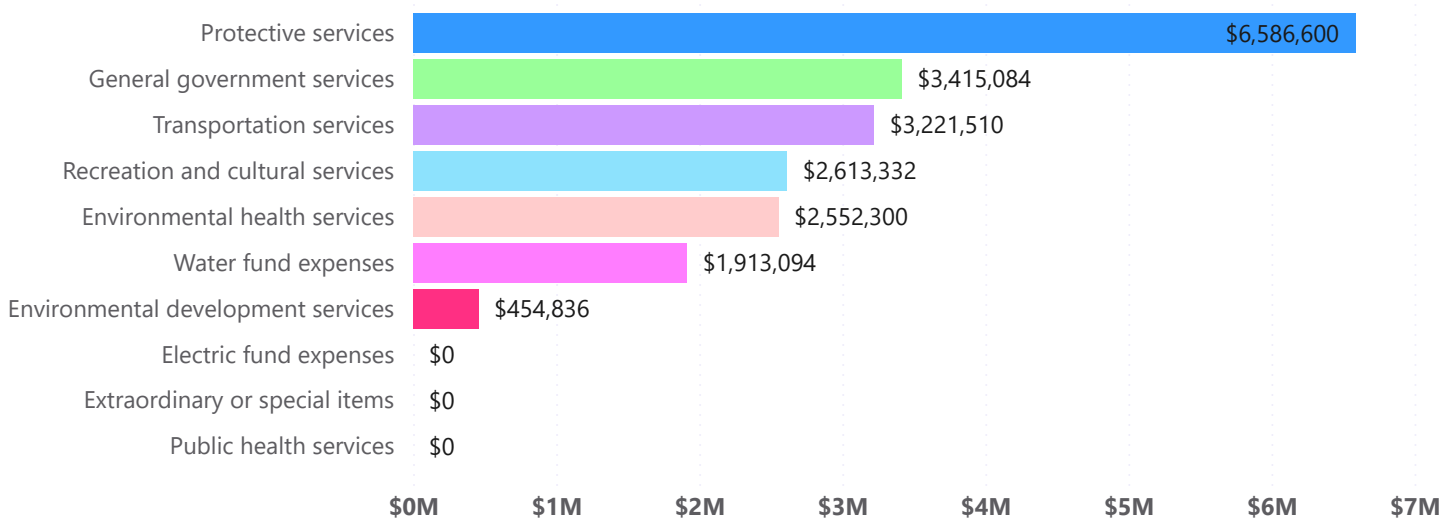


Figure 16 - Consolidated Expenses Source: 2023-24 Financial Information Return

The graph above and table below show the Municipality's consolidated expenses divided into categories.

Consolidated Expenses



Expenses

\$17.0M

2023-24 General Operating Expense

Total general operating expenses: \$17.0 Million

Largest general operating expense: 41% Protective services

General operating reserves as a percentage of total general operating expenses: 27.3%

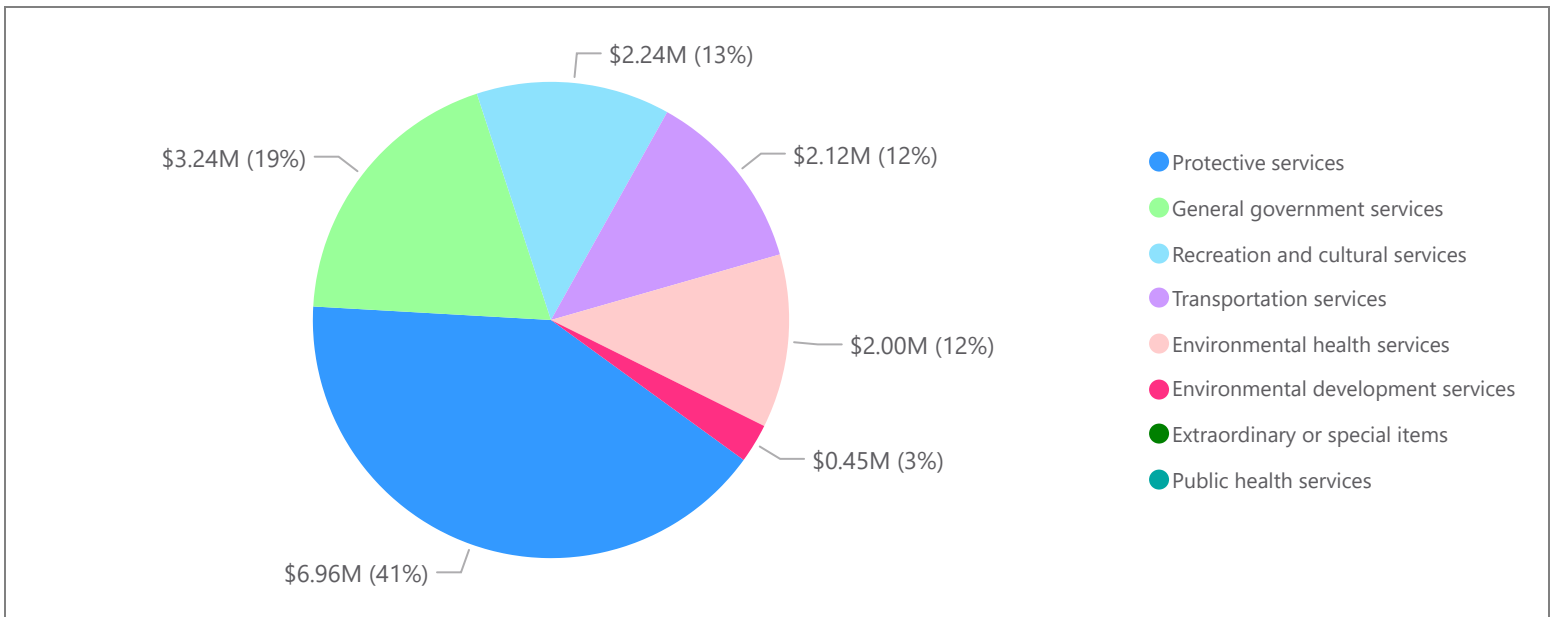
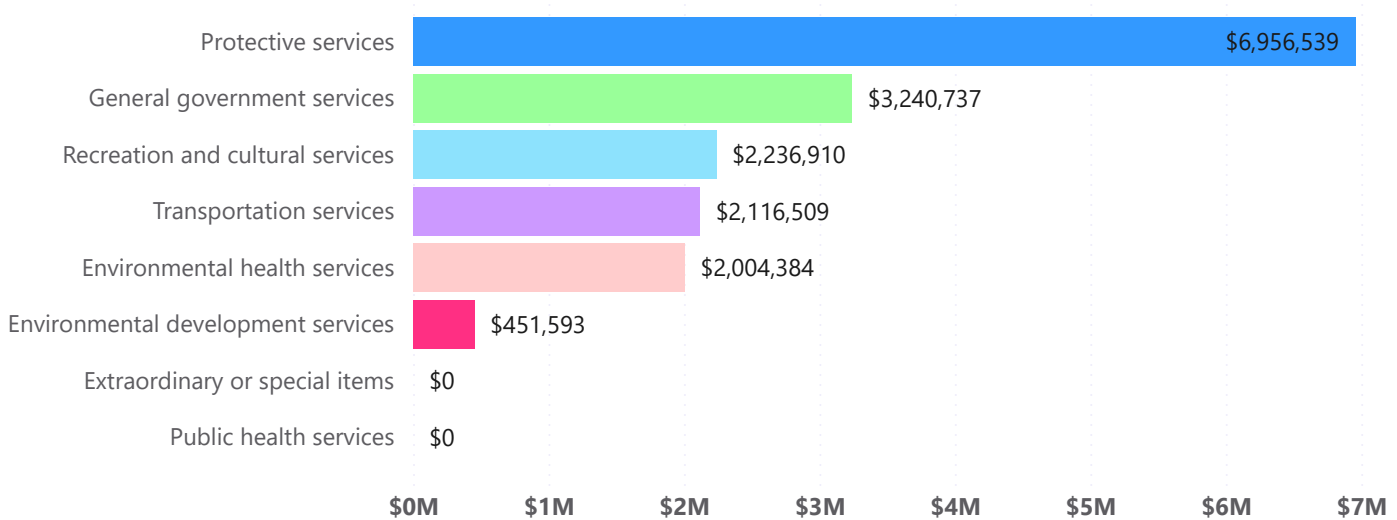


Figure 17 - General Operating Fund Expenses: 2023-24 Financial Information Return

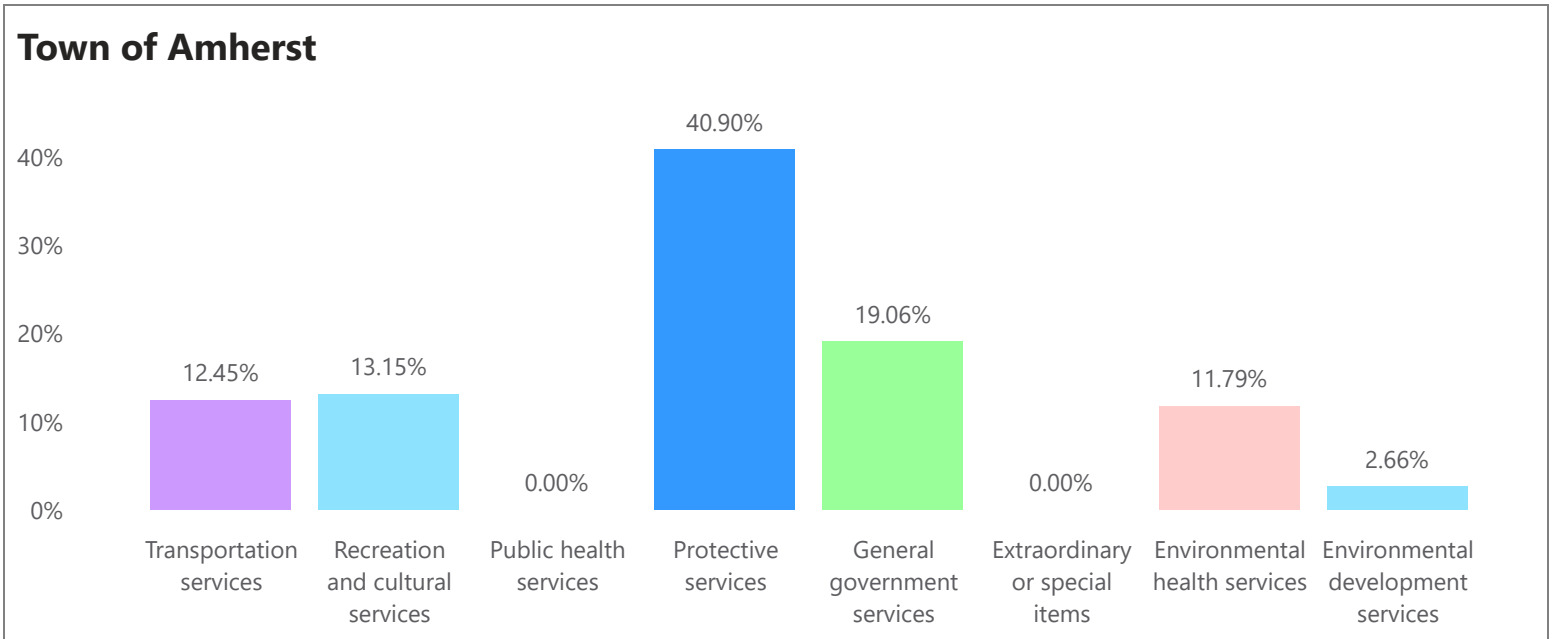
The graph above and table below show the Municipality's general operating fund expenses divided into categories.

General Operating Expenses

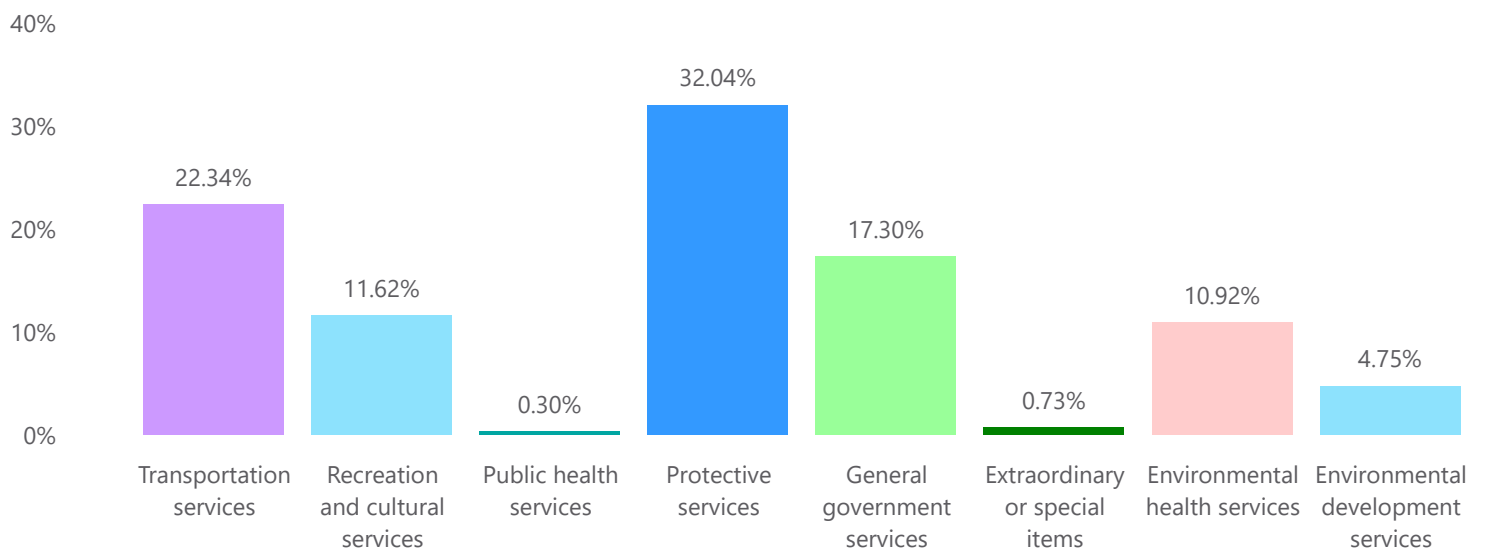


2023-24 General Operating Expenses Comparison to the Provincial Average

The graph below shows the expense by function for the municipal operations or General Operating Fund expenses compared to the Provincial Average.



Provincial Average



*Please note, these results do not include details from the Town of Mahone Bay due to outstanding financial reporting.

Figure 18 - Comparison of General Operating Fund Expenses to Provincial Average. Source: 2023-24 Financial Information Return

Accumulated Surplus (Deficit)

Annual surplus (deficit): Revenue - Expenses

Note: Annual surplus (deficit) is added to the accumulated surplus (deficit)

Annual consolidated surplus (deficit):	\$1.4 Million
Consolidated accumulated surplus (deficit):	\$71.1 Million
Annual general operating surplus (deficit):	\$608.6 Thousand
Number of Deficits in the Last 5 Years Financial Condition Indicator (FCI):	0

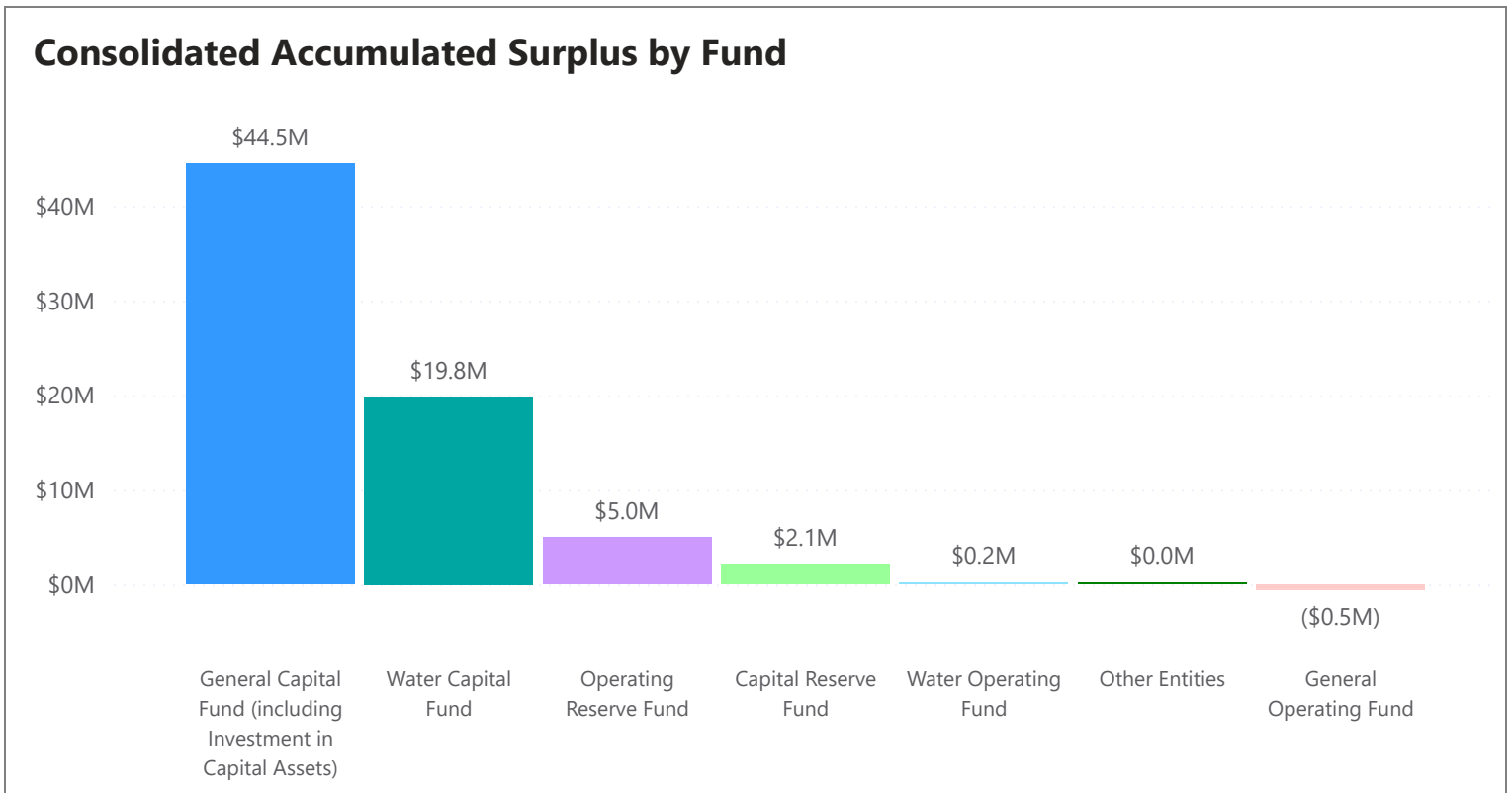


Figure 19 - Consolidated Accumulated Surplus by Fund. Source: 2023-24 Financial Information Return

Debt

Total consolidated long-term debt:	\$5.7 Million
Total general capital fund long-term debt:	\$4.6 Million
Debt Service Financial Condition Indicator (FCI):	8.0%
Operating fund bank indebtedness:	\$0
Outstanding Operating Debt FCI (as a percentage of Net Property Taxes/Payment in Lieu of Taxes, Grants in Lieu of Taxes and Government Transfers):	0.0%

Chapter 4 - Financial Condition Indicators: House Model

The Financial Condition Indicators (FCIs) condense multiple sources of information into a single visual “House Model” graph. The House Model gives a quick visual of a municipality’s strengths and possible areas where a municipality may want to focus its attention.

The Model:

The Model consists of twelve indicators organized into base, structure and roof, focusing on:

- Base: Three indicators relating to internal and external factors that could impact the municipality's revenue stream.
- Structure: Five financial indicators that concern management and debt; and
- Roof: Four key performance indicators, that reflect the municipality's ability to meet current and future needs in a balanced and independent manner.

Risk thresholds:

Each indicator is assessed against a risk threshold:

- low risk (**green**);
- moderate risk (**yellow**); and
- high risk (**red**).

Overall assessment:

The Department calculates an overall assessment for fiscal instability:

- low risk (**green**): 9-12 FCIs meet low risk threshold;
- moderate risk (**yellow**): 7-8 FCIs meet low risk threshold; and
- high risk (**red**): 6 or less FCIs meet low risk threshold.

Overall Assessment

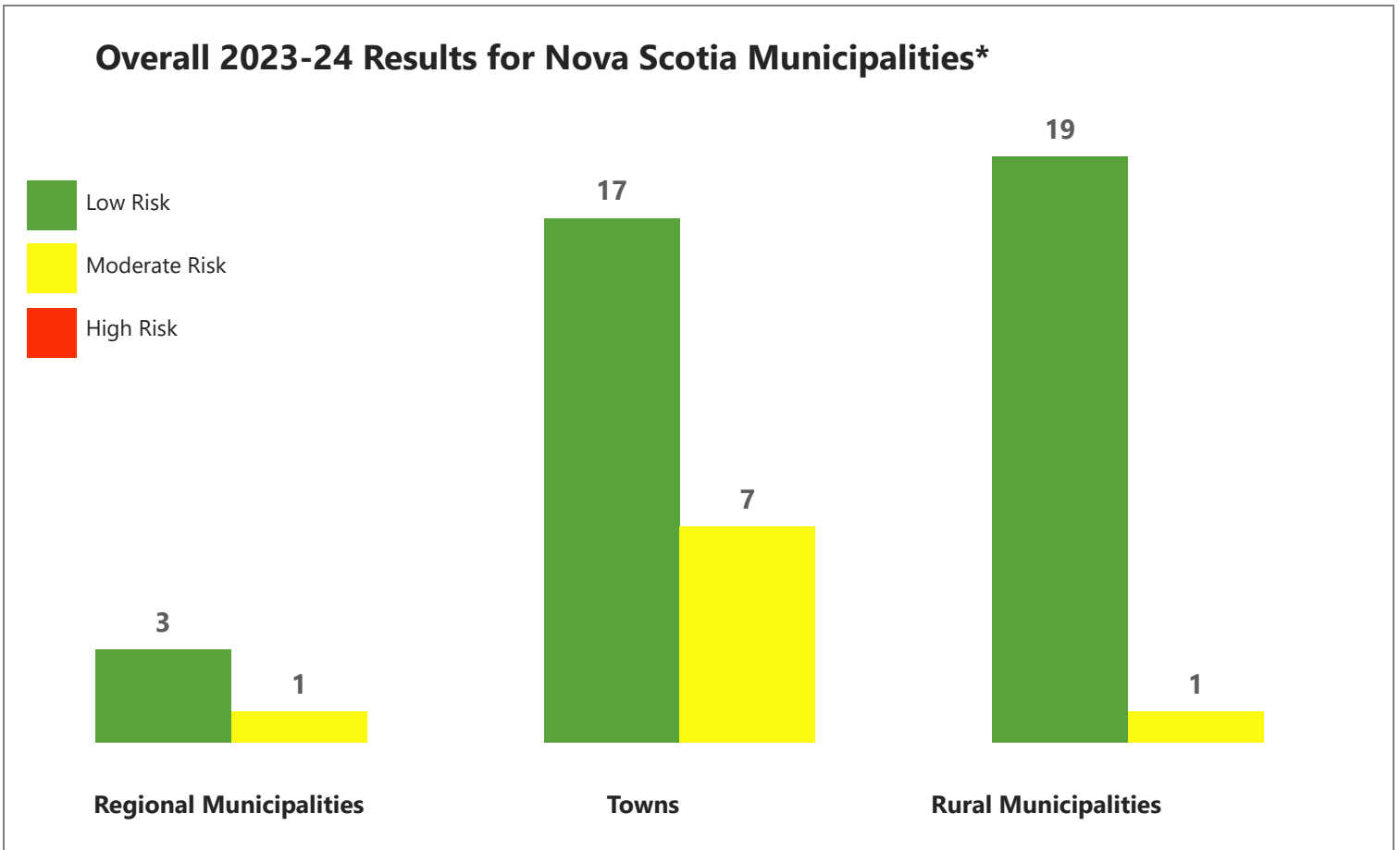
Overall Assessment for: Town of Amherst

Financial Condition: Low Risk

The overall Financial Conditions Index assessment for the Town of Amherst is Low Risk.

This means that while the Municipality might face some challenges, it is considered low risk for fiscal instability.

Comparison: The majority of Municipalities are at low risk (see chart below).



*Please note, these results do not include details from the Town of Mahone Bay due to outstanding financial reporting.

Financial Condition Indicators Highlights for 2023-24

Overall Assessment

Green (Low Risk)

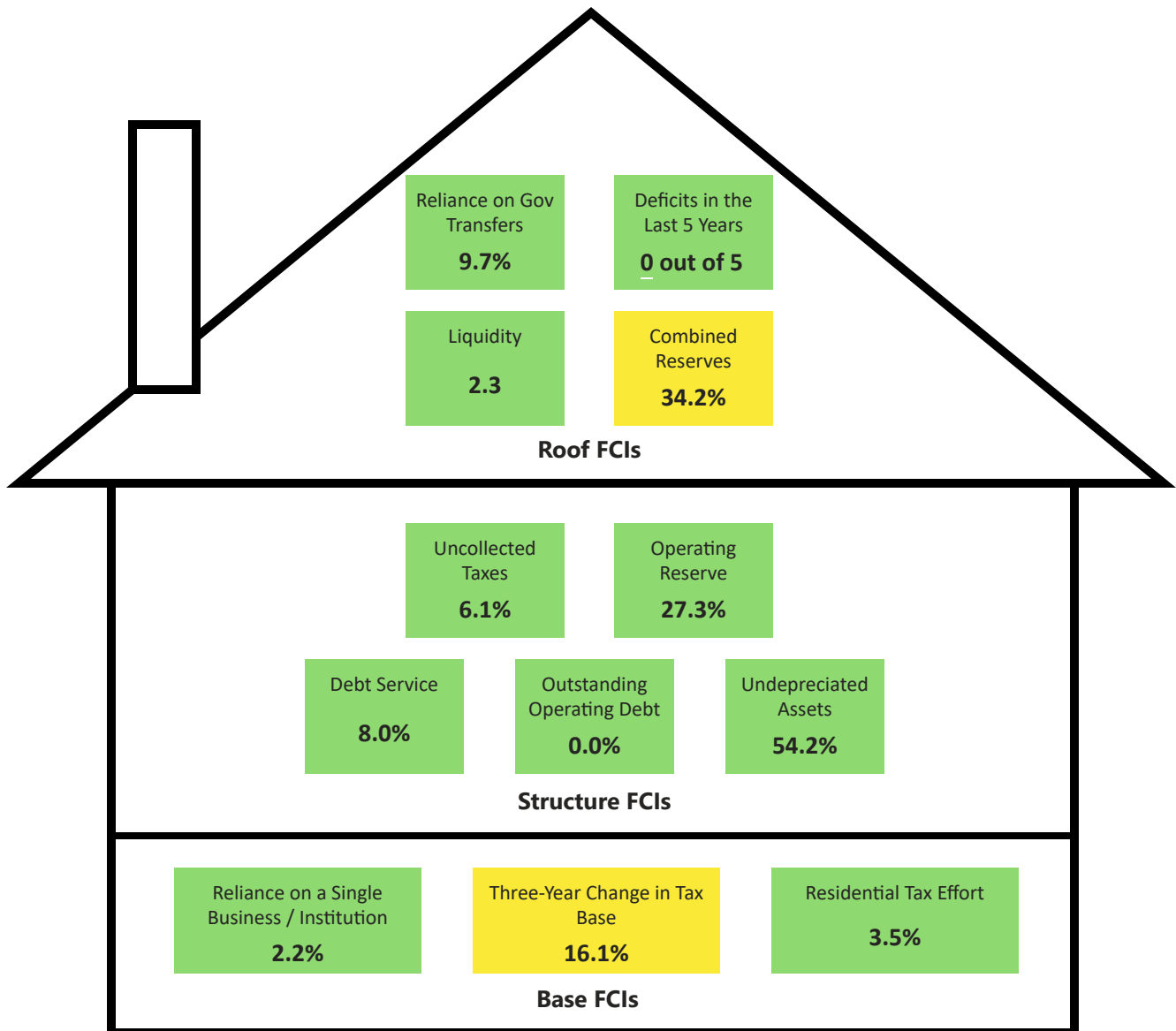
The overall Financial Conditions Index assessment for the Town of Amherst is Green (Low Risk).

This means that while the Municipality might face some challenges, it is considered low risk for fiscal instability.

As shown in the House model below, the Town of Amherst's FCIs are comprised of:

- Low Risk (green): 10 Indicators
- Moderate Risk (yellow): 2 Indicators
- High Risk (red): 0 Indicators

Individual FCI results are presented in the House below and are compared to last year's result on the next page.



Two-Year Comparison of Financial Condition Indicators

BASE	2022-23	2023-24	+/-
Reliance on a Single Business or Institution	2.0%	2.2%	0.2%
Three-Year change in Tax Base*	7.2%	16.1%	8.9%
Residential Tax Effort	3.2%	3.5%	0.3%
STRUCTURE	2022-23	2023-24	+/-
Uncollected Taxes	6.6%	6.1%	-0.5%
Operating Reserve	31.7%	27.3%	-4.4%
Debt Service	5.7%	8.0%	2.3%
Outstanding Operating Debt	0.0%	0.0%	0.0%
Undepreciated Assets	54.2%	54.2%	0.0%
ROOF	2022-23	2023-24	+/-
Reliance on Government Transfers	10.3%	9.7%	-0.6%
Number of Deficits in the Last 5 Years	0	0	0
Liquidity	1.6	2.3	0.7
Combined Reserves	55.2%	34.2%	-21.0%

*For 3-year Change in Tax Base, CPI change for 2022-23 was 13.3% and for 2023-24 was 16.7%.

Base FCI Indicator - Municipal Revenue Dimension

Reliance on a Single Business or Institution

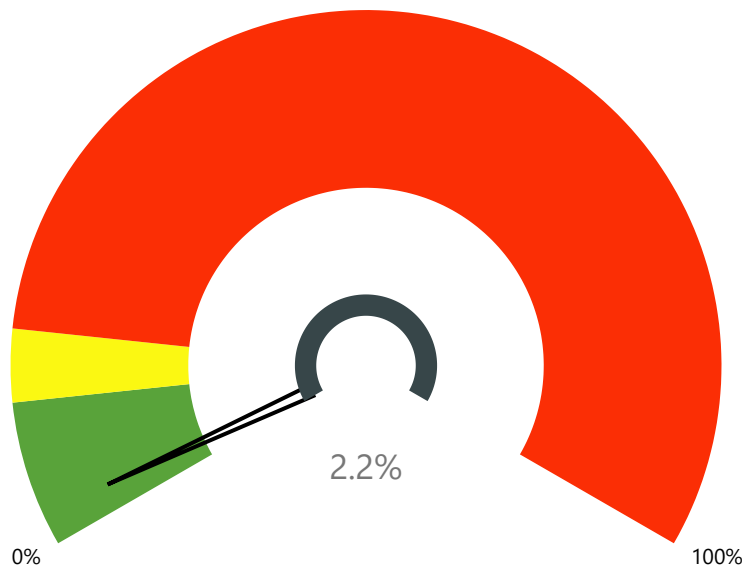
2023-24 Results: **Low Risk 2.2 %**

The largest single commercial or institutional account is 2.2 % of the Municipality's total Uniform Assessment.

What does it mean? The Municipality is showing no vulnerability in this area. The Municipality's tax base is not dependent on one single business or institution.

Calculation:
$$\frac{\text{Taxable assessment value of the largest business or institution}}{\text{Uniform assessment}} = 2.2\%$$

- Risk Thresholds:
- Low: Less than 10%
 - Moderate: 10% to 15%
 - High: Greater than 15%



Base FCI Indicator - Municipal Revenue Dimension

Three-Year Change in Tax Base

2023-24 Results: **Moderate Risk 16.1 %**

What does it mean? Growth is below the CPI % change of 13.3% but above 0%.
The Municipality's tax base is not keeping up with the cost of municipal services and programs.

Calculation:
$$\frac{\text{Current uniform assessment} - \text{Uniform assessment 3 years prior}}{\text{Uniform assessment 3 years prior}} = 16.1\%$$

- Risk Thresholds:
- Low: Equal or above CPI % change (Three Year CPI 2023-24: 16.7 %)
 - Moderate: Below CPI % change, but not negative growth
 - High: Negative growth

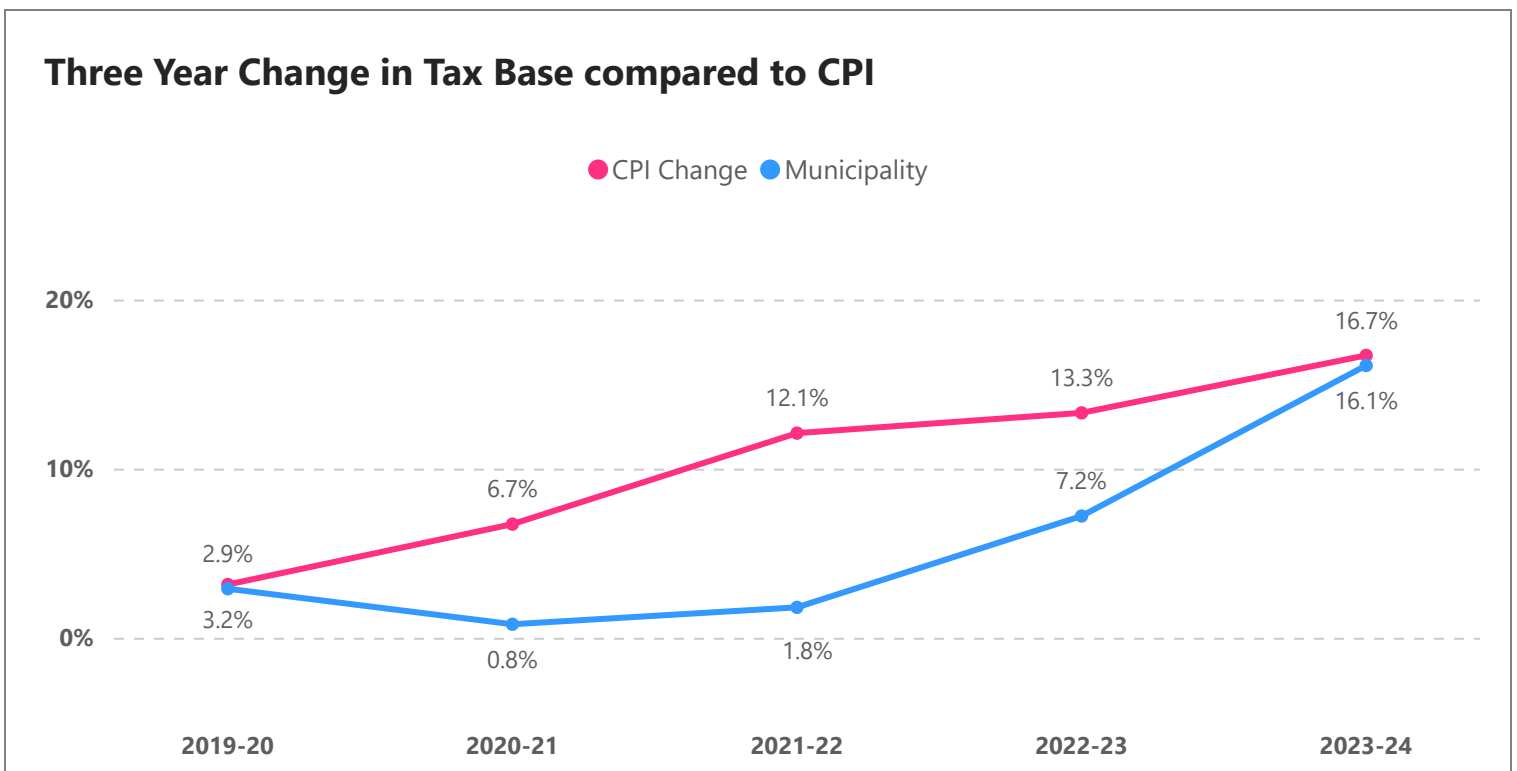


Figure 20 - Three-year change in Uniform Assessment in comparison to three-year change in CPI for the last 5 years.
Source: Statement of Estimates-Assessment and Statistics Canada

Base FCI Indicator - Municipal Revenue Dimension

Residential Tax Effort

2023-24 Results: **Low Risk 3.5 %**

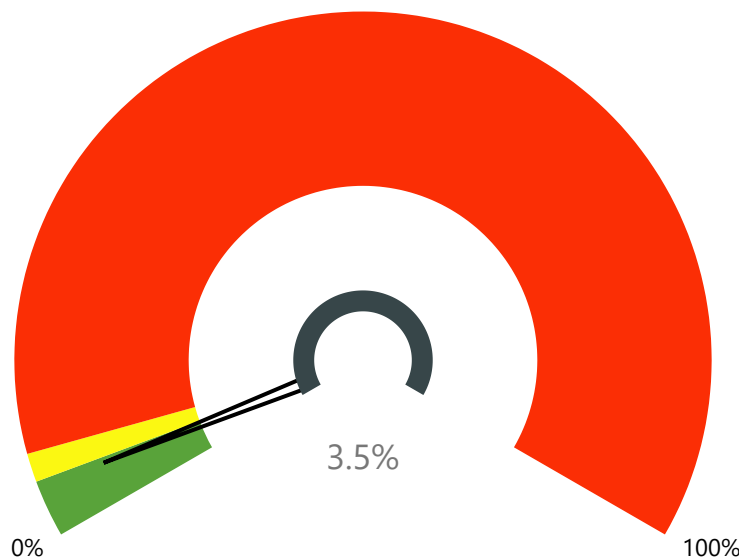
3.5 % of median household income is required to pay the average tax bill.

What does it mean? The Municipality has some flexibility to increase the taxes, if required.

This indicator helps council assess the affordability of municipal taxes in relation to the current service levels.

Calculation:
$$\frac{\text{Total residential tax revenue per dwelling unit}}{\text{Median household income}} = 3.5\%$$

- Risk Thresholds:
- Low: Less than 4%
 - Moderate: 4% to 6%
 - High: Greater than 6%



Structure (Management) FCI Indicator - Municipal Management Dimension

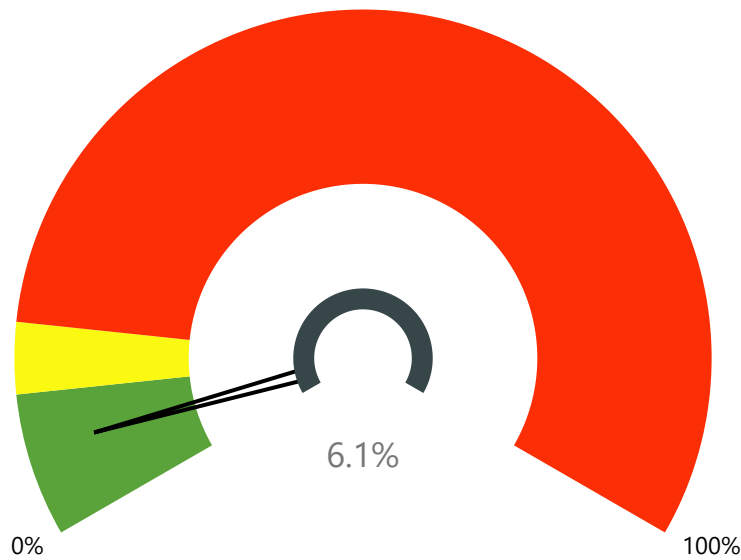
Uncollected Taxes

2023-24 Results: **Low Risk 6.1 %**

What does it mean? The Municipality is managing tax revenue collection.

Calculation:
$$\frac{\text{Total cumulative uncollected taxes}}{\text{Total taxes billed in current fiscal year}} = 6.1\%$$

- Risk Thresholds:
- Low: Less than 10%
 - Moderate: 10% to 15%
 - High: Greater than 15%



Structure (Management) FCI Indicator - Municipal Management Dimension

Operating Reserve

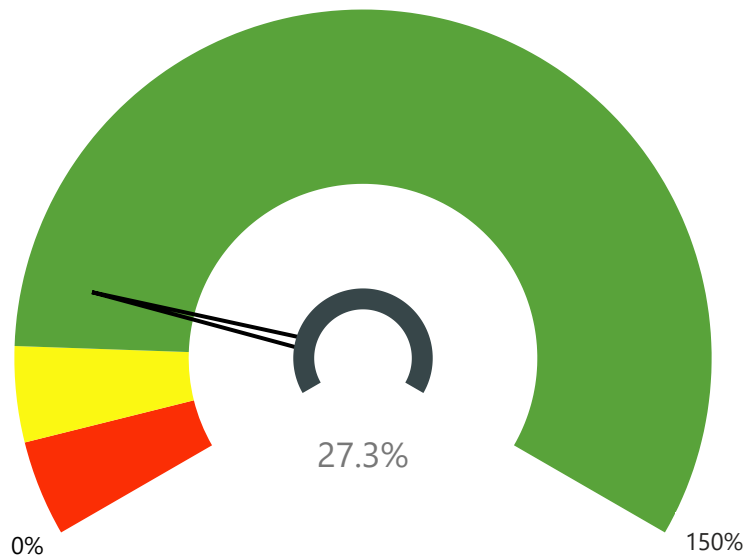
2023-24 Results: **Low Risk 27.3 %**

What does it mean? The Municipality is setting aside sufficient funds to help mitigate any unforeseen risks or future needs.

This indicator provides the value of funds set aside for planned future needs, to smooth expenses, or for unexpected expenses.

Calculation:
$$\frac{\text{Total operating reserve fund balance}}{\text{Total operating expenditures}} = 27.3\%$$

- Risk Thresholds:
- Low: Greater than 20%
 - Moderate: 10% to 20%
 - High: Less than 10%



Structure (Management) FCI Indicator - Municipal Management Dimension

Debt Service

2023-24 Results: **Low Risk 8.0 %**

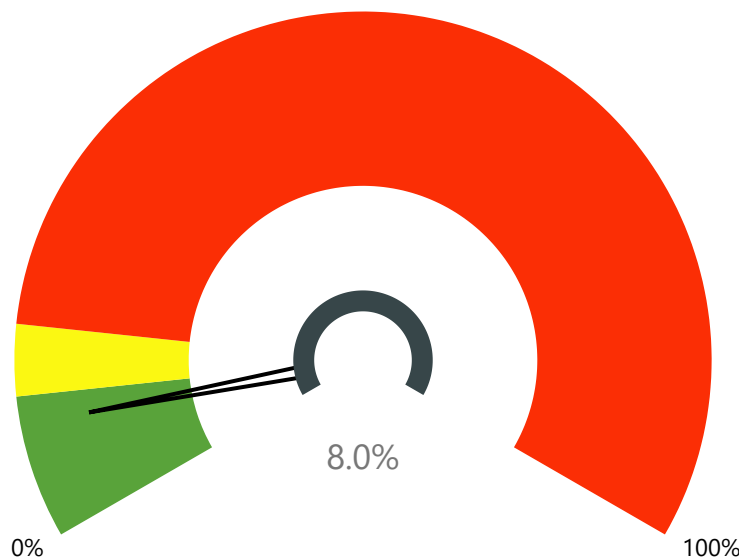
8.0% of own source revenue is spent on principal and interest payments.

What does it mean? With adequate cash flow, the Municipality may have the flexibility to increase borrowing levels to help finance future capital expenditures.

Calculation:

$$\frac{\text{Principal and interest paid on long-term debt}}{\text{Total own source operating revenue}} = 8.0\%$$

- Risk Thresholds:
- Low: Less than 10%
 - Moderate: 10% to 15%
 - High: Greater than 15%



Municipal Comments:

The 2023/24 Debt Service calculation includes a debenture balloon payment in the amount of \$542,560 which is the amount the Town of Amherst paid as opposed to refinancing. Had the Town refinanced the balloon payment, the Town's Debt Service FCI would have been 4.8%.

Structure (Management) FCI Indicator - Municipal Management Dimension

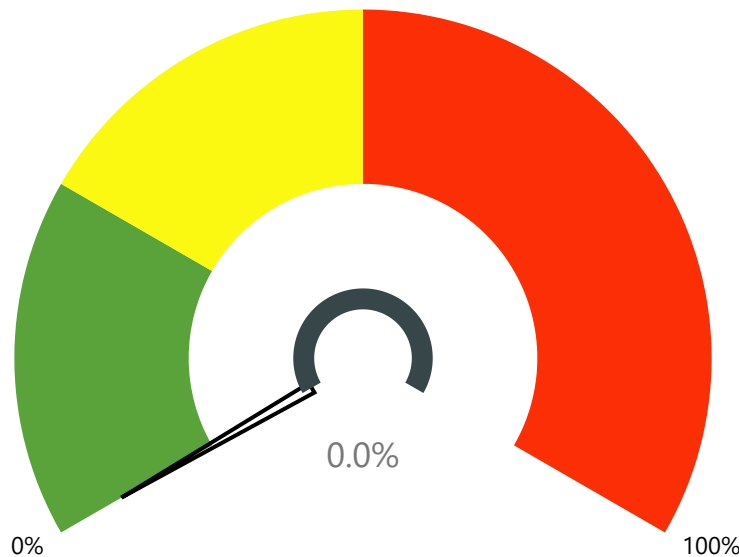
Outstanding Operating Debt

2023-24 Results: **Low Risk 0.0 %**

What does it mean? The Municipality is not carrying any operating debt.

Calculation:
$$\frac{\text{Total outstanding operating debt}}{\text{Total own source operating revenue}} = 0.0\%$$

- Risk Thresholds:
- Low: Less than 25%
 - Moderate: 25% to 50%
 - High: Greater than 50%



Structure (Management) FCI Indicator - Municipal Management Dimension

Undepreciated Assets

2023-24 Results: **Low Risk 54.2 %**

What does it mean?

This indicator estimates that the Municipality's capital assets have 54.2 % of their useful life remaining

Municipalities across Canada are facing significant infrastructure challenges. This indicates that the Municipality may be experiencing less of an infrastructure challenge than other municipalities.

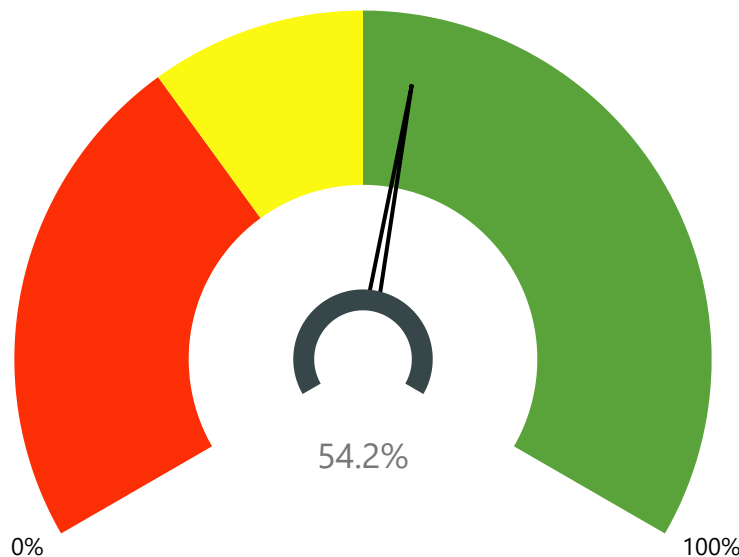
While this indicator provides an estimate of the useful life left in the Municipality/Town's recorded capital assets, it does not necessarily indicate the condition of those assets. For instance, some older assets could still be in good working condition, while the opposite could also be true.

Calculation:

$$\frac{\text{Total net book value of capital assets}}{\text{Gross costs of capital assets}} = 54.2\%$$

Risk Thresholds:

- Low: Greater than 50%
- Moderate: 35% to 50%
- High: Less than 35%



Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

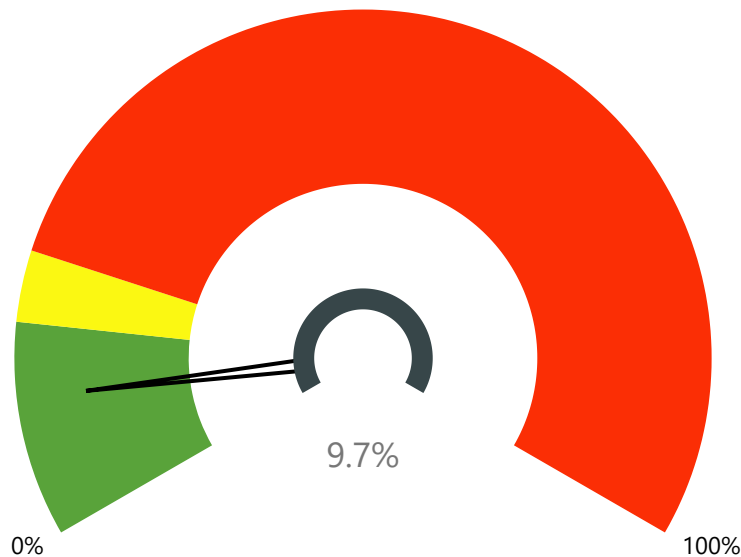
Reliance on Government Transfers

2023-24 Results: **Low Risk 9.7 %**

What does it mean? The Municipality is not dependent on another level of government to meet its service obligations.

Calculation:
$$\frac{\text{Total government transfers}}{\text{Total revenue}} = 9.7\%$$

- Risk Thresholds:
- Low: Less than 15%
 - Moderate: 15% to 20%
 - High: Greater than 20%



Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

Number of Deficits in the last 5 Years

2023-24 Results: **Low Risk: 0 Operating deficit in the last five years**

What does it mean? Deficits are important indications of financial health. The result indicates that the Municipality is able to meet its needs in a balanced manner and maintains a balanced budget.

Calculation: Number of non-consolidated operating deficits in the last five years = 0

- Risk Thresholds:
- Low: 0 in the last five years
 - Moderate: 1 or more in the last 5 years
 - High: 1 or more in the last 2 years with one material deficit (0.5% of operating expenses)

Surplus/(Deficit) for the last 5 Years

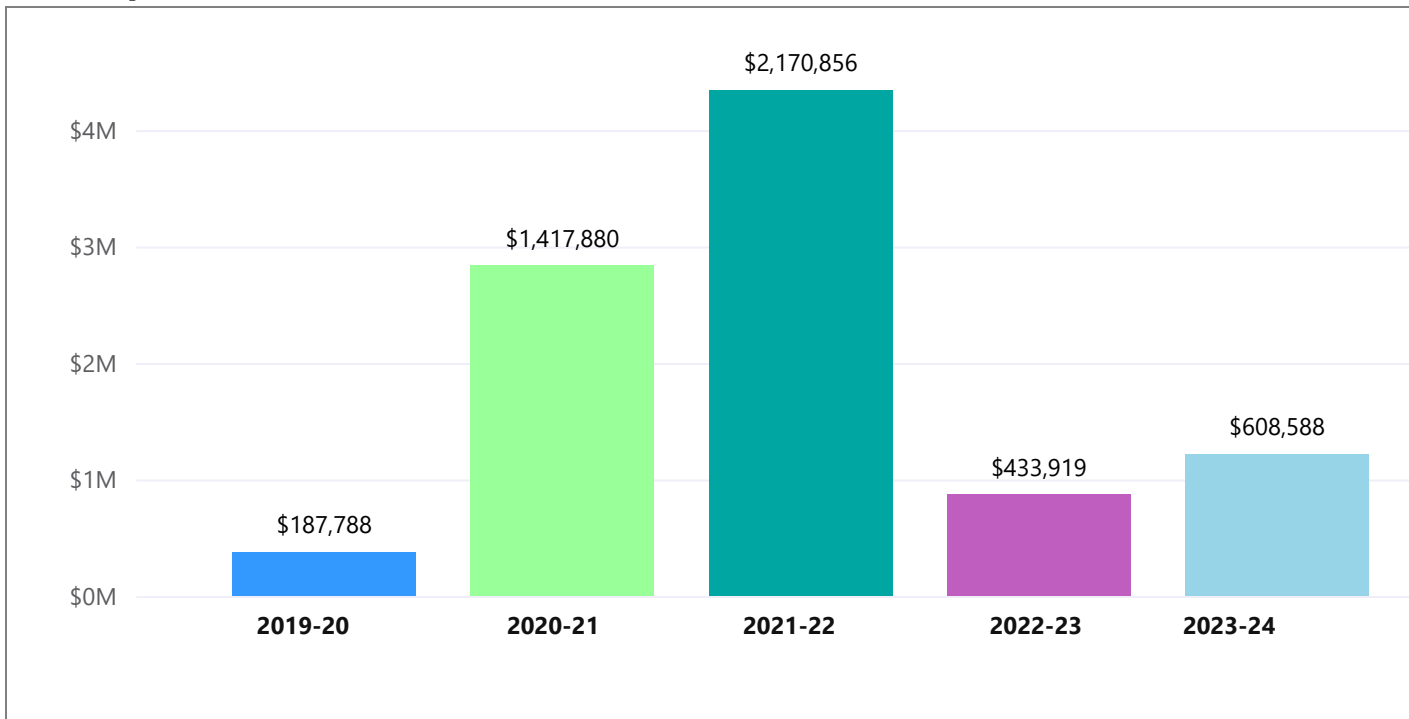


Figure 21 - Annual operating fund surplus (deficit) for the last 5 years. Source: Financial Information Return

Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

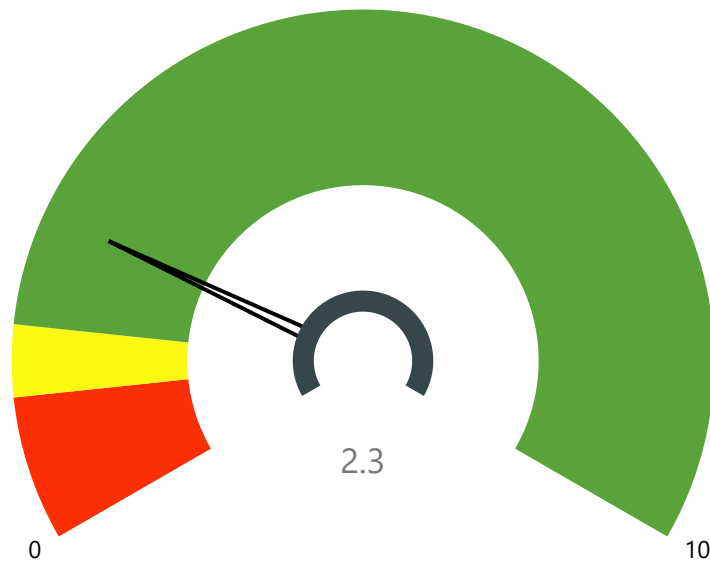
Liquidity

2023-24 Results: **Low Risk 2.3**

What does it mean? Liquidity is key to financial performance. The result indicates that the Municipality does not have a cash flow problem and is able to meet its service obligations.

Calculation:
$$\frac{\text{Total current financial assets}}{\text{Total current liabilities}} = 2.3$$

- Risk Thresholds:
- Low: Greater than 1.5
 - Moderate: 1 to 1.5
 - High: Less than 1



Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

Combined Reserves

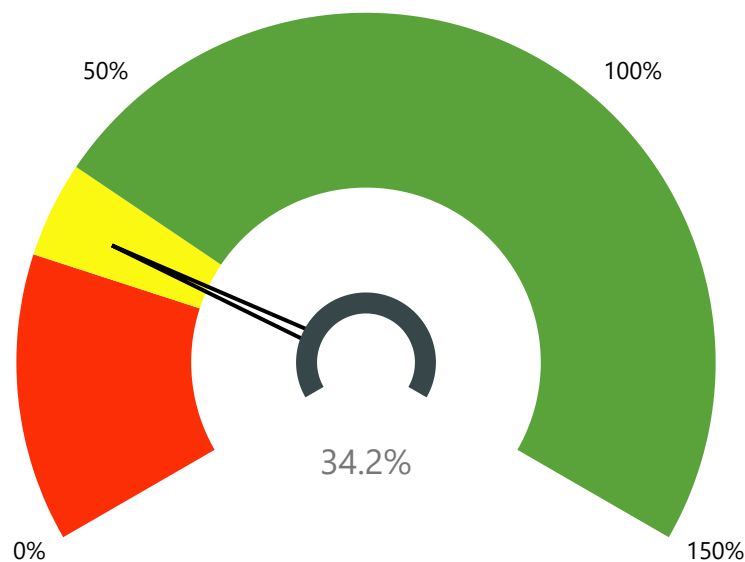
2023-24 Results: **Moderate Risk 34.2 %**

What does it mean? This result indicates that the Municipality may appear to have sufficient reserves needed to address unexpected events or provide flexibility to address future projects.

Calculation: Reserves are critical components of a municipality's long-term sustainability. This indicator shows the value of the funds held in the reserves compared to a single year's operation including amortization expenses.

Risk Thresholds:
$$\frac{\text{Total operating and capital reserves}}{\text{Total operating expenses plus amortization expense}} = 34.2\%$$

- Low: Greater than 40%
- Moderate: 30% to 40%
- High: Less than 30%



Appendix I - Additional Resources

Nova Scotia Government's Open Data Portal (data.novascotia.ca)

This portal provides access to various government data in a free, accessible, machine-readable format.

Financial datasets currently published through the Nova Scotia Government's Open Data Portal:

- Consolidated Revenues and Expenses by Municipality
- Municipal Affairs Funding Programs
- Farm Land Grant
- Financial Condition Indicators by Municipality
- Municipal Contributions to Roads
- Municipal Financial Capacity Grant
- Municipal Operating Fund- Summary of Revenue and Expenses by Municipality
- Municipal Operating Expenses by Function - 10 Year Summary
- Municipal Operating Revenue by Source - 10 Year Summary
- Municipal Property Tax Rates
- Nova Scotia Power Grant-in-Lieu
- Uniform Assessment

Appendix II - Municipal Website

The municipal website is amherst.ca

A municipality's website can be a helpful resource to access various financial information. Currently, most municipal websites provide:

- Audited Financial Statements
- Approved Operating Budget
- Quarterly Municipal Councilor and CAO Expense Report
- Quarterly Municipal Hospitality Expense Report

Contact Municipal Affairs

For more information, for support in action plan development, or to obtain a guide on action plan development:

municipalfinance@novascotia.ca.

