



**Town of Amherst
Committee of the Whole**

Date: **Monday, March 20, 2017**
Time: **4:00 pm**
Location: **Council Chambers, Town Hall**

Pages

-
1. **Call to Order**
 - 1.1 **Approval of Agenda (4952)**
 - 1.2 **Approval of Minutes (4936)**
 - 1.2.1 **February 21, 2017** 1 - 5
 - 1.2.2 **February 27, 2017** 6 - 7
 2. **Presentations**
 - 2.1 **Fibre Arts Festival Committee - Patti Colson (4702) - 15 min**
 - 2.2 **Tolls - Elizabeth Smith-McCrossin (4919) - 15 min**
 3. **In Camera**
 - 3.1 **Approval of In Camera Agenda**
 - 3.2 **Approval of In Camera Minutes**
 - 3.2.1 **February 21, 2017**
 - 3.2.2 **February 27, 2017**
 - 3.3 **MGA 22(2)(c) Personnel Matter**
 - 3.4 **MGA 22(2)(c) Personnel Matter**
 - 3.5 **MGA 22(2)(c) Personnel Matter**
 - 3.6 **MGA 22(2)(e) Contract Negotiations**
 - 3.7 **MGA 22(2)(a) Municipal Property**
 - 3.8 **MGA 22(2)(a) Municipal Property**
 - 3.9 **MGA 22(2)(e) Contract Negotiations**

3.10 MGA 22(2)(a) Municipal Property

4. Council Direction Requests

- 4.1 Strategic Priorities Approval (4563) - Herrett - 20 min 8 - 31
- 4.2 Meeting Dates - April COW and May Council (4890) - Herrett - 2 min 32 - 33
- 4.3 Tennis Courts RFP (4509) - Schurman - 5 min 34 - 35
- 4.4 Lions Park Plaque (4898) - Schurman - 2 min 36 - 37
- 4.5 Facility Naming in Honour of Dwight Jones (4518) - Schurman - 5 min 38 - 39
- 4.6 Murals (5030) - Rhindress - 5 min 40 - 40

5. Information Items

- 5.1 Heritage Properties - Building Code Issues (4513) - MacDonald - 2 min 41 - 41

6. Monthly Reports

- 6.1 Corporate Services (4954) - Arbing - 3 min 42 - 42
- 6.2 Operations (4955) - MacDonald - 3 min 43 - 43
- 6.3 Police Services (4956) - Naylor - 3 min 44 - 45
- 6.4 Recreation (4957) - Schurman - 3 min 46 - 47
- 6.5 Fire Services (4958) - Jones - 3 min 48 - 48

7. Adjournment

**Amherst Town Council
Committee of the Whole
Minutes**

Date: February 21, 2017
Time: 4:00 pm
Location: Council Chambers, Town Hall

Members Present Mayor David Kogon
Deputy Mayor Sheila Christie
Councillor Jason Blanch
Councillor Vince Byrne
Councillor Darrell Jones
Councillor Terry Rhindress

Members Absent Councillor Wayne MacKenzie

Staff Present Greg Herrett, CAO
Jason MacDonald, Deputy CAO Operations
Ian Naylor, Police Chief
Vince Arbing, Treasurer
Bill Schurman, Director Recreation
Greg Jones, Fire Chief
Rebecca Purdy, Executive Assistant

1. Call to Order

1.1 Approval of Agenda (4704)

Moved By Deputy Mayor Christie

Seconded By Councillor Rhindress

To approve the agenda with the addition of 4.7 Attendance at Conferences

MOTION CARRIED

1.2 Approval of Minutes - January 23, 2017 (4401)

Moved By Councillor Rhindress

Seconded By Councillor Blanch

THAT the minutes of the January 23, 2017 Committee of the Whole meeting be approved after amending item 4.7 Off Leash Dog Park by removing the word “after” so the minutes read “That the dog park discussion and community engagement be postponed until budget time”

MOTION CARRIED

2. Presentations

2.1 Y-Reach - Brent Noiles (4222)

Brent Noiles representing Y-Reach Project made a presentation on the YMCA Immigrant Services. The program tries to provide a bridge for newcomers to move to our area. He addressed comments and enquiries from Council members.

3. In Camera

Moved By Councillor Byrne

Seconded By Councillor Jones

That the Committee move to an In Camera session

MOTION CARRIED

Moved By Councillor Rhindress

Seconded By Councillor Byrne

To resume regular Committee of the Whole at 4:45 PM

MOTION CARRIED

4. Council Direction Requests

4.1 Audit Committee TOR Policy - Proposed Amendment (4404)

Moved By Councillor Blanch

Seconded By Councillor Jones

That the proposed amendment to the Audit Committee Terms of Reference Policy, 3500-05, be referred to the February 27, 2017 regular meeting for Council's consideration

MOTION CARRIED

4.2 Hiring Policy - Proposed Amendment (4512)

Moved By Deputy Mayor Christie

Seconded By Councillor Byrne

That Council direct staff to bring forward, at the February meeting of Council, proposed revisions to Policy #4000-07 which remove the line "and whose parents are residents of the Town of Amherst" from Paragraph 10

AMENDED MOTION CARRIED 5-1

NAY: Councillor Rhindress

Moved By Deputy Mayor Christie

Seconded By Councillor Jones

To amend the motion to include the removal of paragraph 12 (b)

MOTION CARRIED 5-1

NAY: Councillor Rhindress

4.3 CJSMA Budget (4535)

Moved By Councillor Byrne

Seconded By Deputy Mayor Christie

To recommend that Council decline to approve the budget as recommended and submit its concerns to the CJSMA: *“We note that the costs of addressing the fact that the existing cell will be full in the fall of 2018 are not addressed in this budget. The Town of Amherst proposes that \$20,000 be added to the budget to fund the cost of a cursory study of this issue and are prepared to approve the budget with that inclusion. Alternatively, should the Board agree to conduct and fund this study in the current 2016/17 fiscal year, Council is prepared to approve the budget as submitted.”*

AMENDED MOTION CARRIED

Moved By Councillor Blanch

Seconded By Councillor Byrne

To add the words *“and related greenhouse gas emissions”* after the words *“of this issue”*

**MOTION CARRIED 5-1
NAY: Councillor Jones**

4.4 Truck Tender (Recreation) (4508)

D/Mayor Christie declared a conflict, as an employee of a vehicle dealership

Moved By Councillor Jones

Seconded By Councillor Blanch

That the award of tender T-17-04 Supply 4x4 half ton service truck be referred to the February 27, 2017 regular meeting for Council’s consideration

MOTION CARRIED

4.5 Zero Turn Mower RFQ (4510)

Moved By Councillor Rhindress

Seconded By Councillor Blanch

That the award of RFP-16-12 for a Zero Turn Mower be referred to the February 27, 2017 regular meeting for Council’s consideration

MOTION CARRIED

Moved By Deputy Mayor Christie

Seconded By Councillor Byrne

That staff be directed to present a report to council on the status of the Dickey Park project

MOTION CARRIED

4.6 Seniors Safety Program - Grant Application 2015 (4244)

Moved By Councillor Byrne

Seconded By Councillor Jones

That the request for \$5,000 funding to the Seniors Safety Program that was not submitted during the 2015-16 fiscal year be referred to the February 27, 2017 regular meeting for Council's consideration

MOTION CARRIED

4.7 Attendance at Conferences (4710)

Moved By Councillor Byrne

Seconded By Councillor Jones

That for national conferences, attendance be limited to three members of Council, and for provincial conferences, that Council decide the number to attend, and that staff be directed to develop a policy to this effect, once all associated costs are known

MOTION CARRIED

5. Information Items

5.1 Marijuana Dispensary (4290)

Andrew Fisher presented his discussion paper on marijuana dispensary regulatory options and addressed comments and enquiries from Council members. No specific direction was given at this time.

5.2 Col. James Layton Ralston Armoury (4430)

Mayor Kogon invited members of Council to attend a meeting with Bill Casey in the Mayor's office about the Armoury on February 28 at 9:00 AM.

5.3 Listing of Recent Studies and Strategies (4691)

The recommendation from staff was to begin with a review of the MPS; Council was in agreement with this.

6. Monthly Reports

6.1 Corporate Services (4531)

Vince Arbing reviewed highlights of the Corporate Services report and addressed comments and enquiries from Council; no direction was given.

6.2 Operations (4531)

Jason MacDonald reviewed highlights of the Operations report, and addressed comments and enquiries from Council; no direction was given.

6.3 Police Services (4532)

Chief Naylor reviewed highlights of the Police Department report, and addressed comments and enquiries from Council; no direction was given.

6.4 Recreation (4533)

Bill Schurman reviewed highlights of the Recreation report, and addressed comments and enquiries from Council; no direction was given.

6.5 Fire Services (4534)

Chief Jones reviewed highlights of the Fire Department report, and addressed comments and enquiries from Council; no direction was given.

7. Adjournment

Moved By Councillor Rhindress

Seconded By Councillor Blanch

To adjourn at 6:12 PM

Gregory D. Herrett, CPA, CA
Town Clerk and Chief Administrative Officer

David Kogon, MD
Mayor

**Amherst Town Council
Committee of the Whole
Minutes**

Date: February 27, 2017
Time: 4:00 pm
Location: Board Room, Town Hall

Members Present Mayor David Kogon
Deputy Mayor Sheila Christie
Councillor Jason Blanch
Councillor Vince Byrne
Councillor Darrell Jones
Councillor Wayne MacKenzie
Councillor Terry Rhindress

Staff Present Greg Herrett, CAO
Jason MacDonald, Deputy CAO Operations
Vince Arbing, Treasurer
Greg Jones, Fire Chief
Rebecca Purdy, Executive Assistant

1. Call to Order

Mayor Kogon called the meeting to order at 4:00 PM.

1.1 Approval of Agenda

Moved By Councillor Rhindress
Seconded By Councillor MacKenzie
To approve the agenda

MOTION CARRIED

2. In Camera

Moved By Deputy Mayor Christie
Seconded By Councillor Jones
To go In-Camera

MOTION CARRIED

Moved By Councillor Blanch
Seconded By Councillor MacKenzie
To return to regular Committee of the Whole at 4:40 PM

MOTION CARRIED

3. Council Direction Requests

3.1 Heritage Tax Credit (4435)

Moved By Councillor Rhindress

Seconded By Deputy Mayor Christie

To accept the request to send a letter of support to the initiator, the Hon. Peter Van Loan, M.P., Critic for Canadian Heritage and National Historic Sites, for the Private Member's Bill to create a tax credit for restoration of historic places, Bill C-323, and copy our MP, Bill Casey

MOTION CARRIED

3.2 Heritage Properties - Building Code Issues

Moved By Deputy Mayor Christie

Seconded By Councillor Rhindress

That staff be directed to prepare a report for next month's Committee of the Whole meeting on what, if any, flexibility the Town may have in administering the National Building Code in a way to facilitate preservation and redevelopment of heritage buildings to suit modern business or residential requirements

MOTION CARRIED

4. Information Items

4.1 Student Employees (4511)

Information item; no direction given.

5. Adjournment

Moved By Councillor Jones

Seconded By Councillor Byrne

To adjourn at 4:45 PM

Gregory D. Herrett, CPA, CA
Town Clerk and CAO

David Kogon, MD
Mayor

MEMORANDUM

TO: Mayor Kogon and Members of Council
FROM: Gregory D. Herrett, CPA, CA – Chief Administrative Officer
DATE: March 20, 2017
SUBJECT: Strategic Priorities

Council and senior staff took part in a strategic planning session with on January 26 and 27 with the assistance of facilitator Gordon McIntosh.

During the session Council agreed upon a number of areas of strategic focus which will form a major part of the work plans of staff members for the coming year, in fact much of the work has begun. For the past month or so senior staff have been collaborating to prepare detailed work plans to accomplish progress in these focus areas and have been working with Mr. McIntosh to finalize the 2017 Strategic Priorities report. The report is now ready for submission to Council for approval and we are pleased to attach it to this memo for Council's consideration.

This work and this document will also inform the budget process to ensure that items that are identified as priorities are appropriately resourced.

Once Council has approved this document senior staff will formally roll out its implementation, engage other staff members and begin the work in earnest.

It is recommended that the 2017 Strategic Priorities report be forwarded to the Regular Council Meeting on March 27 for formal approval.

STRATEGIC PRIORITIES 2017



Strategic ALIGNMENT

Overview

Strategic alignment is an organization's process of defining its future directions and making choices to guide policy decisions, resource allocations and organizational efforts. In local government, not only does it entail aligning organizational aims with actions, tactics with responsibilities and resources to timelines, but ensuring both Council and staff are on the same page!

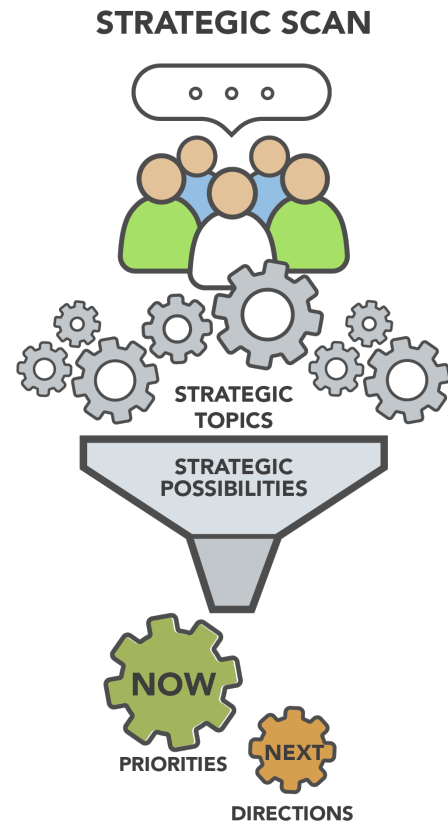
Strategic alignment is the road map to achieving the organization's purpose and implementing Council's priorities for the community. But how are these priorities identified and defined?

Council's priority setting process began with establishing a shared understanding of the organization's mandate and a scan of community conditions and emerging strategic topics.

Each **Strategic Topic** was discussed to explore possible actions to achieve Council expectations. Reality, urgency and responsibility criteria were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT Directions** of Council. Operational strategies were also put forward by Administration.

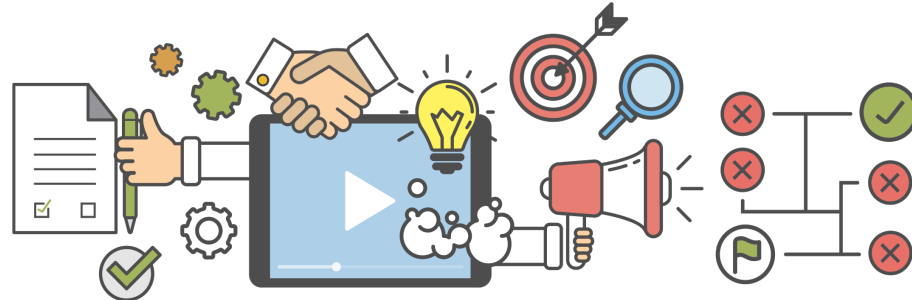
Council's priorities as well as key operational strategies have been placed on one page - the **Strategic Priorities Chart** found on page 7 of this report. This chart is meant to be extracted from the report along with the **Strategic Work Program** for regular review, revisions and celebration - ensuring Council and staff are on the same page.

The strategic alignment process is dynamic. The sequence of activities noted in the graphic above serve as a reminder of how Council's strategic priorities were developed. Knowledge of the steps and tools used allow Council and Administration to replicate the process, keeping strategic priorities current and relevant.



1

Strategic SCAN



Council’s priority setting process began by looking to the future. Participants engaged in a ‘Community Check-up’ (see Appendix 1) discussing the five distinct areas of a sustainable community:

- Environment - maintaining a healthy and natural environment through responsible use, protection and sustainable practices
- Infrastructure - well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity
- Economy - building a strong and vibrant community by attracting, supporting and retaining businesses and residents
- Social - building social capital and engaging citizens and partners to improve the well-being and diversity of the community
- Governance - fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness

Beginning with the end in mind, the preferred future is described. What would make the community a great place to live and work? This vision for the community is informed by elected official (and staff) contact with a wide range of residents and groups as well as previous municipal planning documents and studies.

During the community check-up discussion, success indicators began to emerge describing positive outcomes in each of the sustainability pillars. **Success Indicators** articulate measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages; observable benefits that can be seen or perceived such as feelings and experiences; and tangible outputs that are produced such as services and programs delivered to the community.

The final component of a strategic scan is to assess what current actions are *working well* and *areas for attention*.

The resulting **Community Check-up** insights serves as foundational information for moving forward in the priority setting process. Council can update this Community Checklist annually and utilize it to monitor and assess the health and progress of the organization and community – either internally with staff or externally through public consultation processes.

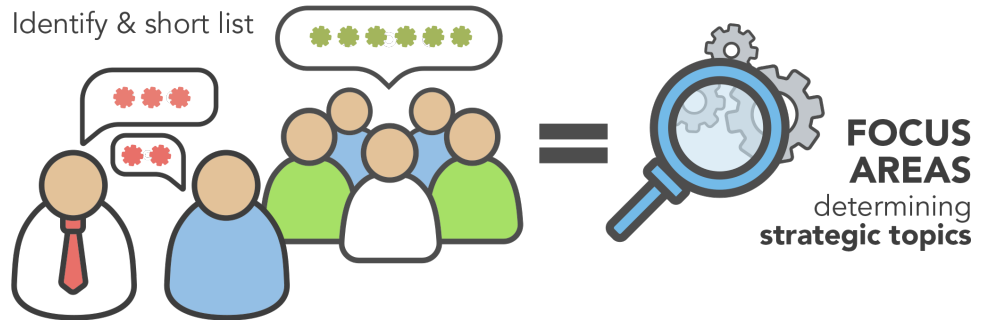


2

Strategic TOPICS

ISSUES & OPPORTUNITIES

Identify & short list



To be strategic means that in addition to expectations for the future, Council must have a sense of current realities and conditions - both positive and challenging. Conducting this assessment is important for several reasons. It gets the process rooted in the real world after thinking about the ideal future. It collects ideas and information while beginning to focus the strategic priority setting process.

All workshop participants responded to the following question:

“What do you think are the significant issues and opportunities facing the organization and the community we serve?”

An **Issues/Opportunities Long List** was generated (see Appendix 2) and participants indicated their top ten items they felt the organization should be focused on. The resulting **Issues/Opportunities Short List** (see Appendix 3) indicates which emerging items are shared by Council and staff and those highlighted by Council or staff.

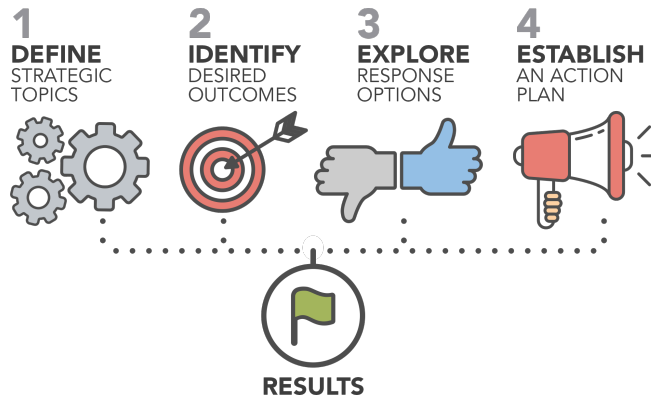
Council reviewed the short list along with consideration for other items from the long list to establish Strategic Topics for discussion during the workshop.

STRATEGIC TOPICS
1. Economic Growth
2. Inter-Municipal Relations
3. Community Marketing
4. Active Transportation
5. Renewable Energy Transition Plan
6. Aging Population / Seniors Needs
7. Poverty Reduction
8. Plans & Studies Review
9. Solid Waste
10. Public Communication
11. Service Capacity

3

Strategic POSSIBILITIES

To move from strategic topics to **Strategic Possibilities**, a four-step process, the **Solution Seeking Model**, was utilized (see *display below*).



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Sometimes multiple preferred strategies emerged - short or long term, plan A or plan B, and strategies with or without resources.

Next action steps were determined to implement the preferred strategy. The action steps generated enough information to consider each preferred option as a strategic possibility. This does not make them priorities – yet. There are too many of them given the organization’s limited capacity. An organization’s capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations include:

EXPECTATIONS & OPTIONS



- Policy – procedures that define mandate / roles
- Finances – available net resources
- Culture – norms delineating acceptable behaviours
- Risk – tolerance for organization / legal exposure
- Human Resources – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- Funding – available funding beyond day-to-day operations
- Scrutiny – level of visibility for organizational actions
- Demands – diverse requests from clients and the public
- Environment – conditions impacting the organization
- Support – legitimacy and trust among stakeholder

STRATEGIC POSSIBILITY	POTENTIAL ACTIONS
1. CUMBERLAND BUSINESS CONNECTOR <i>CBC Start-up</i> <i>CBC Strategy</i>	<ul style="list-style-type: none"> • Prepare a memorandum of understanding that outlines the process and the Town's commitment to the start-up of CBC. • Review CBC Strategy (when completed) to identify sector targets for attention by Amherst.
2. ECONOMIC GROWTH <i>Economic Readiness Chart</i>	<ul style="list-style-type: none"> • Prepare an economic readiness chart that identifies specific targets for Amherst to ensure there is no duplication of CBC efforts.
3. SOLID WASTE <i>Landfill Regulatory Issues</i> <i>Landfill Cell Construction</i>	<ul style="list-style-type: none"> • Confirm the Province will license a new cell. • Develop a business case outlining costs/benefits for a new landfill cell for Council decision on the landfill's future.
4. RENEWABLE ENERGY <i>Net Zero Feasibility Study</i> <i>Community Energy Strategy</i>	<ul style="list-style-type: none"> • Receive and review the Net Zero Energy feasibility study. • Prepare terms of reference for the development of a Community Energy Strategy.
5. COMMUNITY MARKETING <i>Marketing Program</i> <i>Branding Refresh</i>	<ul style="list-style-type: none"> • Review the Regional Marketing Strategy and budget for the development of a Community Marketing Program that will compliment efforts of the Cumberland Business Connector. • Update the current community brand.
6. ACTIVE TRANSPORTATION <i>Active Transportation Plan</i> <i>Bicycle Lanes</i>	<ul style="list-style-type: none"> • Review the Active Transportation Plan with Council. • Confirm capital priorities contained in the Active Transportation Plan and include in current budget and Capital Plan. • Identify gaps for planning of future bike lanes.
7. PUBLIC COMMUNICATION <i>Public Communication Strategy</i>	<ul style="list-style-type: none"> • Determine Council expectations for public engagement and identify appropriate mediums for consistent public messaging.
8. SERVICE CAPACITY <i>Service Capacity Review</i>	<ul style="list-style-type: none"> • Schedule a service capacity review workshop to assess resources and current levels of service relative to Council expectations and organizational priorities.
9. SENIORS SERVICES <i>Seniors Strategy Review</i>	<ul style="list-style-type: none"> • Review the current seniors strategy to identify needs and gaps in service.
10. INTER-MUNICIPAL RELATIONS <i>Areas of Common Interest</i> <i>Regional Protocol</i>	<ul style="list-style-type: none"> • Meet with the Cumberland and Oxford to determine areas of common interest and potential for shared services. • Develop a regional protocol to guide the relationship.
11. POVERTY REDUCTION <i>Poverty Reduction Forum</i>	<ul style="list-style-type: none"> • Host a forum to discuss the impacts and strategies to address poverty in the community.
12. FOOD SECURITY <i>Food Security Initiatives</i>	<ul style="list-style-type: none"> • Continue to work on food security initiatives including community gardens, edible landscaping and food sustainability.
13. PLANS & STUDIES REVIEW <i>Strategy Review Action Chart</i> <i>Community Check List</i>	<ul style="list-style-type: none"> • Develop a chart of plans, studies and strategies for review and updates. • Review Vital Signs Report and create an indicator check list as a tool to determine the health of the community.

4

Strategic Priorities

Based on the number of topics and organizational capacity assessment, the strategic possibilities were translated into short-term priorities and longer term directions. The process was guided by the application of priority setting criteria:

- Reality criteria to ensure the possibility can be acted on NOW, otherwise NEXT or LATER (see [Appendix 4.a](#))
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action (see [Appendix 4.b](#))
- Responsibility criteria to determine if it falls within the political or administrative realm (see [Appendix 4.c](#))

The resulting NOW Priorities and NEXT Directions have been placed on one page for easy reference. The Strategic Priorities Chart (see [next page](#)) also captures staff's operational strategies.



Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council's focus. Items listed in CAPITALS indicate matters that will be addressed NEXT or when a NOW item is completed. Italicized items reflect matters being advocated on behalf of the community to other levels of government or agencies for action.

In addition to Council strategic priorities and direction, there are other strategic matters receiving the attention of Administration. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The focus of the Strategic Priorities Chart is on five NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. These longer-term directions (or emerging strategic topics) should be discussed further using the Solution Seeking approach and using the priority setting criteria to consider new strategic priorities. NEW items can be reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Sometimes, an emerging strategic priority may cause an existing one to be moved to NEXT status to ensure strategic priorities are consistent with available resources.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity. It should be included in every Council meeting agenda as a constant reference (not review), updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with staff and then Council to make adjustments, change priorities and celebrate achievements.

STRATEGIC PRIORITIES CHART

January 2017

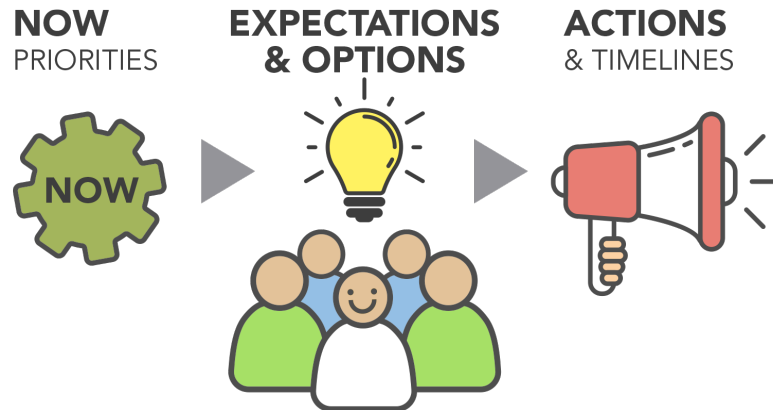
CORPORATE PRIORITIES (Council/CAO)

<p>NOW</p> <ol style="list-style-type: none"> INTER-MUNICIPAL RELATIONSHIPS: Meeting SOLID WASTE MANAGEMENT: Future Status MARKETING PROGRAM: Refresh (Budget Request) ECONOMIC READINESS STRATEGY: Terms of Reference ACTIVE TRANSPORTATION: Plan 	<p>TIMELINE (2017)</p> <p>March March March March June</p>
<p>NEXT</p> <ul style="list-style-type: none"> COMMUNITY ENERGY STRATEGY SERVICE CAPACITY REVIEW: ToR SENIORS STRATEGY: Need Assessment PLANS / STUDIES: Review Chart COMMUNITY DASHBOARD: Checklist POVERTY REDUCTION: Forum NET ZERO FEASIBILITY: Study 	<p>ADVOCACY / PARTNERSHIPS</p> <ul style="list-style-type: none"> <i>Business Connector Start-up</i> <i>Business Connector Strategy</i> <i>NS Solid Waste Regulatory Issues</i> <i>Net Zero Feasibility Study</i> <i>Solid Waste Management Future</i>

OPERATIONAL STRATEGIES (CAO/Staff)

<p>CHIEF ADMINISTRATIVE OFFICER (Greg)</p> <ol style="list-style-type: none"> INTER-MUNICIPAL RELATIONS: Meeting - Mar. SOLID WASTE MANAGEMENT: Future - Mar. SERVICE CAPACITY REVIEW: ToR - April <ul style="list-style-type: none"> ECONOMIC READINESS: Action Chart - Mar. Salary Administration Policy Review - April 	<p>POLICE (Ian)</p> <ol style="list-style-type: none"> Quality Assurance Review - May Police Fentanyl Response Strategy - April Collective Bargaining - April <ul style="list-style-type: none"> Mental Health Interaction Training - June Departmental Wellness Program - Nov.
<p>FIRE (Greg)</p> <ol style="list-style-type: none"> Volunteer Retention: Review - May Departmental Strategic Plan: Review - April Fire Fentanyl Response: Strategy - Mar. <ul style="list-style-type: none"> Organizational Security Strategy - April 	<p>COMMUNITY (Bill)</p> <ol style="list-style-type: none"> MARKETING PROGRAM: Refresh - Sept. ECONOMIC READINESS: Workshop - Sept. POVERTY REDUCTION: Forum - Oct. <ul style="list-style-type: none"> SENIORS STRATEGY: Needs Assessment - Sept. NET ZERO FEASIBILITY: Study - June
<p>CORPORATE (Vince)</p> <ol style="list-style-type: none"> Pension Plan Sustainability - April Internal Control Documentation - Sept. Electronic Vendor Payment - Nov. <ul style="list-style-type: none"> Business Connector: Accounting Setup - Mar. 	<p>OPERATIONS (Jason)</p> <ol style="list-style-type: none"> ACTIVE TRANSPORTATION: Plan - June PLANS & STUDIES: Review Chart - Dec. COMMUNITY ENERGY STRATEGY - Dec. <ul style="list-style-type: none"> Lion's Park Redevelopment - Oct. Asset Management Plan - Sept. Service Delivery Standards - Sept.

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



As the final stage in the solution seeking process, preliminary action steps were developed that identify resources and responsibilities. The resulting action plans for each NOW strategic priority and NEXT direction form the **Strategic Priorities Work Program**. The work program is used to determine key performance milestones and to serve as a feedback mechanism monitoring progress and results. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the CAO will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The work program (see Appendix 5) lays out what is necessary from staff and/or partners to implement a strategic priority. The work program clearly itemizes Council expectations in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2), and actions and timelines (column 3).

Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents. Regular updating of the chart and work program ensures that everyone is 'on the same page'. Roles are clear, the focus is defined and progress is monitored and celebrated.

Strategic FOLLOW-UP

The following recommendations are offered for Council's consideration:

That Council adopts the 2017 *Strategic Priorities Update* for continuous reference at each Council meeting, quarterly updates and annual strategic priority reviews.

That Council requests the CAO to schedule an annual Priority Setting update session prior to the start of the annual budget process. *The annual budget should reflect Council's priorities.*

Appendices

1. Community Check-up
2. Issue and Opportunity Long List
3. Issue and Opportunity Short List
4. Priority Criteria
5. Strategic Priorities Work Plan

Dr. Gordon McIntosh, CGLM



GORDON McINTOSH | President
C: 250.881.0761 T: 250.655.7455

CIVIC GOVERNANCE | LEADERSHIP | STRATEGY

COMMUNITY CHECK-UP

ENVIRONMENT Maintaining a healthy and natural environment through responsible use, protection and sustainable practices

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Human Environment Community Aesthetics Natural Area Protection Environmental Quality Land Use Environmental Footprint Energy Conservation</p> <ul style="list-style-type: none"> • Protection of natural environment • Preservation of ground water resources • Air quality • Water quality • Maintain/protect urban forest • Environmental stewardship • Green space and parks planning • Transportation alternatives 	<ul style="list-style-type: none"> • Horticulturist/ urban forest landscape • Bird sanctuary • Walking trails • Canadian Living article • Beautiful community • Tidal power in Parrsboro • Clean water 	<ul style="list-style-type: none"> • Community gardens • Senior friendly walkways and spaces • Youth engagement • Green space development • Marsh protection

INFRASTRUCTURE Well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Transportation Community Utilities Facilities Community Systems Service Delivery</p> <ul style="list-style-type: none"> • Infrastructure capacity for future growth • Waste to Energy infrastructure • Achieving solid waste standards • Quality recreation facilities/green spaces • Long term infrastructure capital planning • Infrastructure lifecycle/maintenance plan • Access to high speed internet • Adequate revenue/funding capital priorities 	<ul style="list-style-type: none"> • Transportation system • CCTS / taxi system • Solid utility infrastructure • Great facilities – West Highlands, YMCA, pool • Walking track • Skateboard park • Dickey Park • Football stadium 	<ul style="list-style-type: none"> • New transportation options • Wifi access • Facility promotion • Facility upgrades/planning • Cell phone coverage • Active transportation plan • Electric car charging station

ECONOMY Building a strong and vibrant community by attracting, supporting and retaining businesses and residents.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Job Creation Business Retention Business Growth Business Attraction Business Investment Community Image Community Sustainability Tourism Community Reputation</p> <ul style="list-style-type: none"> • Job creation with living wage • Stable/predictable tax base • Positive community image and promotion • Partnerships with community stakeholders • Business retention • Attraction/growth of small businesses • Attractive, active downtown • Adequate funding for promotions/programs • Accommodations for conference marketing • Current data and intelligence for marketing 	<ul style="list-style-type: none"> • Initiation of CBC • Ideal location on the border • Economic development function • Historic assets • Natural assets 	<ul style="list-style-type: none"> • Business visitations • Marketing material • Regional marketing • Job creation • Youth retention • Youth career counselling • Senior engagement • Bus tour attraction • Retired executives as mentors • Downtown as an attraction • Partner with CBC • Spring job fair • Tourism research data

COMMUNITY CHECK-UP		
SOCIAL Building social capital and engaging citizens and partners to improve the well-being and diversity of the community.		
SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Arts & Culture Community Support Network Citizen & Property Safety Healthy Lifestyles Health Service Access Sense of Heritage <ul style="list-style-type: none"> • Active lifestyle opportunities • Healthy lifestyle program choices • Services for all age groups • Understanding seniors needs/services • Access to health care/medical services • Preservation of history and culture • Public awareness of programs and services • Citizen and property safety • Accessible community support network • Energized and committed volunteers • Community brand that tells the Amherst story 	<ul style="list-style-type: none"> • Downtown festivals/events • Artisan market • Community Helping Tree • Sports opportunities • Walking track • Health service access • Saturday market • ARHS theatre • Community music talent • Community artisans • Volunteers 	<ul style="list-style-type: none"> • Aging demographics • Poverty reduction • Healthy lifestyle attitudes • Citizen/property safety • Sense of heritage • Public communication • Welcoming community • Volunteer burn out • Community branding • Centre First Study – seniors • Youth programs
GOVERNANCE Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness.		
SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Good Policies Strategic Direction Role Clarity Agency Liaison <ul style="list-style-type: none"> • Community involvement and engagement • Sound, strategic decision making • Positive, collaborative decisions • Fiscal responsibility • Regional partnerships to reduce duplication • Good working relationship with the Province • Access to Federal/Provincial funding • Good staff morale and organizational culture • Effective and regularly updated policies • Positive Staff/Council relations 	<ul style="list-style-type: none"> • Effective policies • Engaged and intelligent Council • Role clarity • Strategic priority process 	<ul style="list-style-type: none"> • Policy communication • Policy/bylaw review • Priority setting • County/Town relations • Customer service expectation

ISSUE & OPPORTUNITY LONG LIST					
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring.					
ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Aging Population - Seniors needs	12	10	Aboiteau Removal	-	-
Aging Infrastructure	-	12	Municipal Alcohol Project	-	-
Active Transportation - Trails	10	14	Land Use Bylaw/MPS Review	-	7
Policing Costs	14	22	Work Force Engagement	-	18
Mt. A / NSCC Future	-	-	Federal & Provincial Relations	5	-
Commercial Assessment	-	5	Business Connector Group	-	10
Solid Waste Management	16	-	Border Town Location	5	-
Climate Change Adaptation	-	-	Community Marketing / Branding	24	9
Organizational Structure Review	-	16	Workforce Safety	-	-
Service Levels / Expectations	7	-	Poverty Reduction	12	9
Long Term Financial Sustainability	-	18	Downtown Revitalization / Housing	7	10
Staff Succession Plan	6	12	CCUBIC - Operations Plan	-	9
Pension Plan Sustainability	2	1	Volunteer Retention/Recruitment	-	1
Beaubassin	-	-	Inter-Municipal Relations	29	29
Entrepreneurial Climate	6	-	Urban Forest / Edible Landscape	4	-
Job Creation - Job Fairs	18	-	Highway Traffic	-	-
Youth Retention	2	-	Citizen Engagement	-	2
Economic Growth / Sustainability	34	30	Dickey Brook	7	-
Provincial Jobs	8	3	Culture / History Preservation	-	-
Living Wages	-	5	Wind Energy	-	8
Tourism Strategy	7	-	Electric Fleet Transition	-	-
Web-based Commerce	-	-	Economic Development Delivery	-	9
Transparency / Confidence	5	-	Festivals / Events Planning	-	15
Service Standards	-	17	Population Growth/Retention	8	-
Quality Assurance	-	-	Health Care Sustainability	4	-
Vacant / Unsightly Buildings	3	-	Victoria Park Fountain	-	-
Vital Signs Report	5	-	Low Income Housing	2	-
Car Charging Station	9	-	Transit	-	3
Province Funded Police Positions	9	-	Strategies, Studies, Plans Review	12	9
Selling Change	1	-	School Enrollment	-	7
Marijuana Industry Impacts	5	-	Library - YMCA	-	4
Business Liaison	2	-	Recreation Plan Implementation	1	1
Renewable Energy Transition Plan	24	-	Entrance Ways - Signage	8	-
Community Pride	4	3	Built Heritage	-	-
Website Upgrades	3	-	Communities in Bloom	-	-

ISSUE & OPPORTUNITY SHORT LIST			
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring. #=Rank.			
ISSUE / OPPORTUNITY	COUNCIL	STAFF	TOTAL
ECONOMIC GROWTH & SUSTAINABILITY	34 - #1	30 = #1	64
INTER-MUNICIPAL RELATIONSHIP	29 - #2	29 - #2	58
POLICING COSTS	14 - #7	22 - #3	36
COMMUNITY MARKETING / BRANDING	24 - #3	9	33
RENEWABLE ENERGY TRANSITION PLAN	24 - #4	-	24
Active Transportation / Trails	10	14 - #9	24
AGING POPULATION - SENIORS NEEDS	12 - #8	10 - #10	22
POVERTY REDUCTION	12 - #9	9	21
STRATEGIES, STUDIES, PLAN REVIEW	12 - #10	9	21
JOB CREATION	18 - #5	-	18
Workforce Engagement	-	18 - #4	18
Long Term Financial Sustainability	-	18 - #5	18
Service Standards	-	17 - #6	17
SOLID WASTE MANAGEMENT	16 - #6	-	16
Organizational Review	-	16 - #7	16
Festivals / Events Planning	-	15 - #8	15
BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS			
CAPITALS = COUNCIL ITEMS and Title Case = Staff led items			

4.a REALITY CHECK CRITERIA	SUCCESS		
	LIKELY		UNLIKELY
LEGISLATIVE EASE	Yes	Maybe	No
POLICY CONSISTENCY	Yes	Maybe	No
CONTRACTUAL EASE	Yes	Maybe	No
POLITICAL WILL	High	Neutral	Uncertain
ORGANIZATIONAL CAPACITY	High	Medium	Low
SAVINGS REALIZED	High	Medium	None
TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
TIMEFRAME FOR RESULTS	Reasonable	Challenging	Unrealistic
SUCCESS LIKELIHOOD	High	Medium	Uncertain
COMMUNITY SUPPORT	High	Average	Low
FISCAL RESOURCES	Confirmed	Available	Difficult
PARTNERSHIP POTENTIAL	Ready	Maybe	Uncertain/No
LEVERAGE OTHER RESOURCES	Yes	Maybe	Uncertain/No
ONGOING SUSTAINABILITY	Likely	Maybe	Uncertain/No
HUMAN RESOURCES	Yes	Somewhat	No
EXPERTISE	In-house	Available	Uncertain/No
CONSEQUENCES/RISK	None	Uncertain	Negative
AFFORDABILITY	Yes	Average	No

4.b URGENCY CRITERIA	URGENCY	
	URGENT	NOT AS URGENT
IMPERATIVE - Requirement to Act	Legislation	No Legislation
LIABILITY - Risk Exposure	Legal	Inconvenience
SAFETY - Direct vs. Potential Threat	Life - Imminent	Property Damage
FINANCIAL - Magnitude of Cost	Significant	Operational
VISIBILITY - Implications to Organization	Negative	Neutral
PUBLIC BENEFIT - Who receives outcomes?	Most	Few
COMMUNITY NEED - Who's asking?	At Large	Minority Interest
TIMELINESS - Resource Alignment	Unique	Frequent
STRATEGIC - Linkage to goals/priorities	Critical	Useful
OBLIGATION - Commitment to others	Contractual	Casual
LEADERSHIP - Political Requirement	High	Low
TIMELINE - Imposed Timeframe	Deadline	None

4.c RESPONSIBILITY CRITERIA	RESPONSIBILITY	
	POLITICAL	ADMINISTRATIVE
POLICY	New or Change	Procedure or Implementation
FINANCIAL	New or Change in Budget	Approved in Budget
EXTERNAL LINKAGE	Political Level	Staff Level
CORPORATE IMAGE	Agency Integrity	Service Quality
SERVICE LEVELS	New or Terminate	Service Standards
STRATEGIC DIRECTION	New or Change	Implementation
PERSONNEL	CAO Performance	Staff Performance
LEGISLATION	Ignore or Seek to Change	Interpretation
SENSITIVITY	High Visibility	Low Visibility
OBLIGATION	New or Change in Contract	Permissible
MEMBER LIAISON	Elected Official	Staff

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
NOW		
<p>1. INTER-MUNICIPAL RELATIONSHIP</p> <p><i>How do we work with Cumberland and Oxford to the mutual benefit of our citizens?</i></p> <p>* Areas of Interest</p> <p>* Regional Collaboration Protocol</p> <ul style="list-style-type: none"> • Mutual areas of interest identified • Effective / efficient programs and services • Reduce duplication • Stronger/unified voice • Fair processes • Equitable funding formulas • Good working relationship • Financial sustainability • Value for money 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Host meeting with Cumberland & Oxford Councils - March 2. Discuss areas of common interest - March 3. Develop joint action plan
<p>2. SOLID WASTE MANAGEMENT</p> <p><i>What approach should the Town take as the Province reduces the number of landfill licenses?</i></p> <p>* Future Status</p> <ul style="list-style-type: none"> • Regulation compliance • Implementation of the Town Solid Waste Strategy • Promote recycling • Meet solid waste diversion targets • Business case - identify cost/benefit of new cell option • Research temporary/long term trucking 	<ul style="list-style-type: none"> • In house • Consultant • Combination • Build new cell • Determine options • Defer until Provincial decision 	<p>APPROACH</p> <ol style="list-style-type: none"> 1. Determine preferred approach - March 2. Advocate position to partners - March 3. If new cell option - undertake detailed design - March 4. Tender project - May <p>LANDFILL LICENSE</p> <ol style="list-style-type: none"> 1. Advocate for landfill license status clarity

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>3. MARKETING PROGRAM</p> <p><i>How can we market and promote Amherst to retain residents and attract visitors?</i></p> <p>* Marketing Plan</p> <p>* Branding Refresh</p> <ul style="list-style-type: none"> • Send and promotion of community pride • Targeted marketing material • Website upgrade • Encourage immigration • Promote 'Border Town' location • Refresh / rejuvenate entrance ways • Tell the Amherst story - history and culture 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>MARKETING PLAN</p> <ol style="list-style-type: none"> 1. Review current strategy - March 2. Determine budget for brand refresh - March 3. Finalize plan and brand updates - September <p>CUMBERLAND BUSINESS CONNECTOR STRATEGY</p> <ol style="list-style-type: none"> 1. Review CBC strategy 2. Promote with new brand within regional context
<p>4. ECONOMIC READINESS</p> <p><i>What is the Town's role and partnership opportunities in promoting economic growth of Amherst?</i></p> <p>* Economic Readiness Strategy</p> <ul style="list-style-type: none"> • Effective marketing and promotion • Attract and retain businesses • Identify desired targets and gaps • Job creation • Diversify economy • Increase tax base • Mentor Entrepreneurs • Downtown revitalization • Encourage tourism • Business friendly processes 	<ul style="list-style-type: none"> • In house • Consultant • Combination <ul style="list-style-type: none"> • Town Strategy • CBC Strategy • TOA feeds into Regional Economic Development Strategy 	<ol style="list-style-type: none"> 1. Identify opportunities and gaps - March 2. Determine targets - April 3. Seek stakeholder input - June 4. Work with CBC to determine shared tasks - Fall

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>5. ACTIVE TRANSPORTATION <i>How do we move forward on trails, walking paths and bike lanes?</i></p> <p>* Active Transportation Plan</p> <ul style="list-style-type: none"> • Active, healthy lifestyle opportunities • Upgraded trails and neighbourhood networks • Sidewalks and pathways for seniors • Bike lanes • Capital priorities determined • Adequate funding in the capital budget 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>PLAN IMPLEMENTATION</p> <ol style="list-style-type: none"> 1. Review plan - March 2. Define priority setting criteria - March 3. Confirm priorities - March 4. Submit capital budget items - April <p>BIKE LANES</p> <ol style="list-style-type: none"> 1. Determine gaps - March 2. Create budget envelope - June
NEXT		
<p>COMMUNITY ENERGY STRATEGY <i>How do we address climate change impacts and move forward on alternative energy projects?</i></p> <p>* Energy Strategy</p> <ul style="list-style-type: none"> • Support a sustainable and secure energy system • Policies and programs to reduce carbon footprint • Change in control of energy generation • Energy management • Energy reduction targets • Low carbon technologies • Attract new industry and businesses investment • Net Zero Energy project • Revenue generator • 100% renewable energy goal 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>NET ZERO ENERGY</p> <ol style="list-style-type: none"> 1. Prepare strategy terms of reference - March 2. Allocate budget - March 3. Undertake process <p>COMMUNITY ENERGY STRATEGY</p> <ol style="list-style-type: none"> 1. Develop feasibility study terms of reference - June 2. Determine budget impact 3. Seek Council direction 4. Approve strategy - December

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>SERVICE CAPACITY REVIEW <i>How can we balance community expectations with organizational capacity?</i> * Workshop</p> <ul style="list-style-type: none"> • Service levels defined • Revenue options examined • Programs and services aligned with resources • Inventory of current services • Priorities / expectations defined • Ensure reasonable workloads • Assessment of alternative service delivery • Recruit and retain staff • Maximize efficiency • Ensure fiscal accountability 	<ul style="list-style-type: none"> • In house • Consultant • In house with facilitator 	<ol style="list-style-type: none"> 1. Develop terms of reference - April 2. Prepare inventory of current services - June 3. Conduct workshop - September 4. Identify targets 5. Prepare adjustment strategy
<p>SENIORS STRATEGY <i>How do identify and program for services aimed at our senior population?</i> * Senior's Need Assessment</p> <ul style="list-style-type: none"> • Understanding needs and expectations • Retention of senior population • Senior input to services and programs • Community mentors • Source of community volunteers • Accessible /barrier free infrastructure • Aging in place housing options • Access to quality healthcare options 	<ul style="list-style-type: none"> • In house • Seniors Groups • Combination 	<ol style="list-style-type: none"> 1. Review current strategy - June 2. Identify service needs and gaps - September 3. Determine strategies to address needs

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>PLANS/STUDIES</p> <p><i>What information and intelligence can we garner from our plans and studies to be aware of trends and move forward on community initiatives?</i></p> <p>* Review Chart</p> <p>* Community Dashboard Check List</p> <ul style="list-style-type: none"> • Achievement of community goals • Community sustainability • Indicator list and chart for data comparison • Health of our natural environment • Quality of life indicators • Poverty reduction • Economic growth • Understand trends • Predict housing needs 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>PLAN REVIEW</p> <ol style="list-style-type: none"> 1. Review plans and studies 2. Develop an indicator list and review chart <p>COMMUNITY DASHBOARD CHECK LIST</p> <ol style="list-style-type: none"> 1. Review Vital Signs Report 2. Draft a quality of life indicator list
<p>POVERTY REDUCTION</p> <p><i>What is the Town's role in addressing poverty reduction in Amherst?</i></p> <p>* Community Forum</p> <ul style="list-style-type: none"> • Provision of quality services • Supporting food security programs • Advocating for low income housing • Promoting access to support agencies • Community awareness and community discussion 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Consolidate existing information - May 2. Determine stakeholders/invitees - Summer 3. Prepare agenda - Summer 4. Host community forum - September

Bolded items indicate the Council **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Council to focus their priority setting discussion is *italicized*.

ADVOCACY	
PRIORITY/Desired Outcomes	STRATEGY / Actions
CUMBERLAND BUSINESS CONNECTOR * <i>Business Connector Start-up</i> * <i>Business Connector Strategy</i>	<ul style="list-style-type: none"> • Prepare a memorandum of understanding that outlines the process and the Town’s commitment to the start-up of the Cumberland Business Connector. • Review CBC Strategy (when completed) to identify sector targets for partner attention.
NOVA SCOTIA SOLID WASTE REGULATORY ISSUES * <i>Landfill License</i>	<ul style="list-style-type: none"> • Confirm the Province will license a new cell.
NET ZERO ENERGY PROJECT * <i>Feasibility Study</i>	<ul style="list-style-type: none"> • Pursue funding for pilot project.
SOLID WASTE MANAGEMENT * <i>Future Plans</i> * <i>Licensing Status</i>	<ul style="list-style-type: none"> • Determine the Town’s position re: land fill future. • Seek Provincial status re: a future landfill facility licensing.

TO: Mayor Kogon and Members of Council

SUBMITTED BY: Gregory D. Herrett, CPA, CA – Chief Administrative Officer

DATE: March 20, 2017

SUBJECT: April and May 2017 Meeting Dates

ORIGIN:

2017 Calendar – Holidays in April and May

LEGISLATIVE AUTHORITY:

Proceedings of Council Policy, 10350-24, paragraph 5: “Regular meetings of Council or Committee of the Whole may be rescheduled, relocated or cancelled: (b) by resolution of Committee of the Whole at a previous meeting three or more days in advance of the addition or special meeting.”

RECOMMENDATION:

That the regular Committee of the Whole meeting scheduled for Monday, April 17 be rescheduled to Tuesday, April 18 due to the 17th being Easter Monday, and that the Regular Council meeting scheduled for Monday, May 22 be rescheduled to Tuesday, May 23 due to the 22nd being Victoria Day.

BACKGROUND:

The Town’s Proceedings of Council Policy sets the third and fourth Mondays of the month for the Committee of the Whole and Council meetings, respectively. The Policy also permits the rescheduling of the meetings by resolution of Council or Committee of the Whole.

DISCUSSION:

Council often has to rearrange its regular meetings to accommodate holidays, and this year both April and May are affected by the Easter weekend and Victoria Day.

The options available to Council appear to be:

April 17 Committee of the Whole

1. Move the Committee of the Whole ahead by one week to April 10; Regular Council would remain as scheduled, on April 24;
2. Move the Committee of the Whole to the Tuesday, April 18;
3. Pick an alternate date for the April COW meeting.

Option 1, moving the meeting ahead by a week would allow ample time to carry out any directions or obtain any further information Council may request between Committee of the



Whole and the regular Council meeting on April 24, but leaves little time between this date and the March Council meeting on March 27.

Option 2, moving the meeting to Tuesday makes the window smaller for carrying out directions, but keeps to the schedule of the third and fourth weeks.

May 22 Regular Council

1. Move the Council meeting ahead by one day, to Tuesday, May 23;
2. Move the Council meeting ahead by one week, to Monday, May 29;
3. Pick an alternate date for the May Regular Council meeting.

Option 1, moving to the Tuesday - this is the Council meeting, not the COW, so the time between meetings isn't as an issue.

Option 2, moving to the following Monday would conflict with the CAMA conference scheduled for that week – the CAO would not be available.

FINANCIAL IMPLICATIONS:

There are no financial implications to changing meeting dates.

COMMUNITY ENGAGEMENT:

The Policy authorizes Council to adjust its meeting schedule. The public and media will be notified of any changes by media release.

ENVIRONMENTAL IMPLICATIONS:

No environmental implications are anticipated.

ALTERNATIVES:

1. Move the April COW meeting date to 10th, the 18th, or an alternate date;
2. Move the May Council meeting date to the 23rd, the 29th, or an alternate date.

ATTACHMENTS:

N/A

Report prepared by: Gregory D. Herrett, CPA, CA – CAO

Report and Financial approved by:



Committee of the Whole

CDR# 2017083

Date: March 20, 2017

TO: Mayor Kogon and Members of Amherst Town Council
SUBMITTED BY: Bill Schurman, Director of Recreation
DATE: March 20, 2017
SUBJECT: RFP-16-17 Tennis Courts – Lions Park

ORIGIN:

2016-17 Capital Budget

LEGISLATIVE AUTHORITY:

3700-01 Procurement Policy

RECOMMENDATION:

That the RFP-16-17 for a new set of tennis courts be referred to the March 27, 2017 regular meeting for Council's acceptance of the proposal from Maritech Construction.

BACKGROUND:

The Town of Amherst has an agreement with the Amherst Lions Club to make use of the land located at the site of the former West Highlands School as a play park and green space for benefit of all Amherst residents. The approved 2016-17 Capital Budget included an amount of \$120,000 for the construction of a new set of tennis courts as part of this plan.

An RFP was issued, closing on August 22, 2017. Maritech construction was the only vendor to submit a proposal. The proposal was submitted as \$177,273, plus HST. This equates to \$184,870.92 with non-recoverable tax applied.

DISCUSSION:

The proposal received from Maritech Construction in the amount of \$184,870.92 is compliant and acceptable. Maritech has confirmed that while the bid is now older than 90 days, they will honor the price submitted in August to build the new courts this spring.

FINANCIAL IMPLICATIONS:

With non-recoverable taxes included, the project price is \$184,871. This amount is over the Capital Budget amount approved of \$120,000. The Amherst Lions Club has signed a Memorandum of Understanding (MOU) that would see the Club funding the balance of \$64,871 for the tennis courts.

COMMUNITY ENGAGEMENT:

An RFP was issued and the procurement policy was followed. A media release will be issued following Council approval.



ENVIRONMENTAL IMPLICATIONS:

The creation of more play and green space for the residents of Amherst also means that the park space is well maintained and creates more healthy living space for adults and children to use.

ALTERNATIVES:

The only alternative would be to cancel the project.

ATTACHMENTS:

N/A

Report prepared by: Corey Crocker, Facility Coordinator
Report and Financial approved by:

TO: Mayor Kogon and Members of Council

SUBMITTED BY: Bill Schurman, Director of Recreation

DATE: March 20, 2017

SUBJECT: Plaque for Lions Park

ORIGIN:

Agreement between the Lions Club and the Town to facilitate the construction of West Highlands Elementary School

RECOMMENDATION:

That Council authorize a plaque to be provided for the dedication ceremony of the Amherst Lions Park on July 29, 2017, the plaque to read:

“DEDICATED TO THE CITIZENS OF AMHERST INSPIRED BY THE LEGACY OF 100 YEARS
OF SERVICE BY LIONS CLUB MEMBERS

July 29, 2017

Mayor David Kogon

Deputy Mayor Sheila Christie

Councillors Jason Blanch, Vince Byrne, Darrell Jones, Wayne MacKenzie and Terry Rhindress

BACKGROUND:

The Town is a participating partner of the West Highlands Lions Park Redevelopment Committee, represented by two members of Council, Councillors Rhindress and MacKenzie. The Lions Club will be holding a park dedication ceremony on July 29th to officially open the redevelopment. The Lions will be dedicating a plaque celebrating the 100 year anniversary of Lions International. The Town has the opportunity to provide a plaque to be unveiled during the ceremony in honour of the project.



FINANCIAL IMPLICATIONS:

Financial implications will not be significant and will be included in the redevelopment project costs.

COMMUNITY ENGAGEMENT:

Community engagement has been ongoing throughout the park redevelopment project. This will represent an acknowledgement of the partnership between the Town and the Lions Club to the project.

ENVIRONMENTAL IMPLICATIONS:

No environmental implications

ALTERNATIVES:

Do not provide a plaque, and have only the Lions Club plaque dedicated during the ceremony.

ATTACHMENTS:

N/A

Report prepared by: Bill Schurman, Director of Recreation

Report and Financial approved by:

TO: Mayor Kogon and Members of Council

SUBMITTED BY: Bill Schurman, Director of Recreation

DATE: March 20, 2017

SUBJECT: Naming a Facility in Honour of Dwight Jones

ORIGIN:

Direction from Committee of the Whole, September 26, 2016 whereby Council directed staff to prepare a brief report discussing the most appropriate facility to rename in Dwight Jones' honour and the necessary arrangements to achieve this.

LEGISLATIVE AUTHORITY:

Policy 2000-03 Naming Public Lands and Town-Owned Facilities

RECOMMENDATION:

As per Town of Amherst Naming Public Lands and Town-Owned Facilities policy, number 20000-03, it is the recommendation that Council consider naming Field 1 of the Robb Centennial Complex the Dwight Jones Memorial Field. It is further recommended that should Council approve the naming of Field 1, that the dedication for this field by Council be through an official dedication ceremony to take place during the summer of 2017.

BACKGROUND:

In September 2016 Council proposed that the Town consider naming one of its recreational facilities in memory of the late Dwight Jones, a long time recreation staff member and community volunteer. In January 2017, Council approved a new policy for naming public lands and Town-owned facilities to guide the process for this and future such requests.

DISCUSSION:

Dwight Jones was a community builder who contributed 38 years of his work life to the Amherst Recreation Department. In addition Mr. Jones was very active within the community holding leadership positions with a number of organizations including Rotary, Amherst Golf Club, Cumberland Child Advocacy Association and the Kinsmen Club. Mr. Jones played a significant role in the development of Robb Centennial Complex and in attracting the 1997 Slow Pitch Canada Championships to Amherst.

Staff have been directed to recommend a sports field within the Robb Complex to be dedicated and named in memory of Mr. Jones. Robb Centennial Complex has three playing fields, two of which are not named and one named in honor of Mr. Cecil Small. The two remaining fields are currently called Field 1, and Field 3.



Field 1 is the sports field located closest to Laplanche Street, a busy entrance to Amherst. Field 1 is regulation softball size and used primarily for softball. It is used to host tournaments and special events for youth baseball, and it has lighting for night time use.

Field 3 is referred to as the baseball field and is located in the centre of Robb Complex. This field is the least used field within the Robb Complex and does not have night lighting.

FINANCIAL IMPLICATIONS:

N/A

COMMUNITY ENGAGEMENT:

Not at this point

ENVIRONMENTAL IMPLICATIONS:

N/A

ALTERNATIVES:

Select an alternate facility to be named in honour of Dwight Jones

ATTACHMENTS:

N/A

Report prepared by: Bill Schurman

Report and Financial approved by:

MEMORANDUM

TO: Mayor Kogon and Members of Council
FROM: Councillor Terry Rhindress
DATE: March 20, 2017
SUBJECT: Murals Downtown

I have been approached by several citizens regarding the maintenance of the various murals in the Downtown. I would like to have Council direct staff to prepare a report on the condition of each of the murals and with whom the responsibilities lie for maintenance.

MEMORANDUM

To: Mayor Kogon and Members of Amherst Town Council
From: Jason MacDonald, Deputy CAO
Date: March 20, 2017
Subject: Heritage Buildings Building Code Issues

At the February Committee of the Whole the following motion was passed:

“That staff be directed to prepare a report for next month's Committee of the Whole meeting on what, if any, flexibility the Town may have in administering the National Building Code in a way to facilitate preservation and redevelopment of heritage buildings to suit modern business or residential requirements.”

Section 19I of the Heritage Property Act specifically states that the Building Code prevails: *“Where there is a conflict between this Act or the regulations and the Building Code Act or regulations, the Building Code Act and regulations prevail.”*

Generally speaking, there is very little flexibility built into the National Building Code. However, heritage buildings do qualify for consideration by the local Building Official under Schedule D of the Nova Scotia Building Code Regulations. Schedule D allows for the Building Official to consider an alternative compliance options to achieve the desired result of the National Building Code requirement.

Alternative compliance does not remove the requirement to achieve the desired result. The use of alternative compliance options varies across Nova Scotia, and it mainly falls on the willingness or comfort of the local Building Official to utilize this section of the Regulations.

Examples:

Stairs, Ramps, Handrails and Guards 3.3.1.14., 3.3.1.16., 3.3.1.18., 3.4.6.4 to 3.4.6.9. (Part 3, Division B); 9.8. (Part 9, Division B)	Existing conditions that do not comply fully with the requirements are permitted if they do not create a hazardous condition and are acceptable to the authority having jurisdiction.
Window Areas 9.9.10 (Part 9, Division B) Windows in dwelling units are required to comply to minimum dimensions.	Existing windows are not required to comply with the minimum dimensions of Article 9.7.1.2. (Part 9, Division B).

Monthly Report

Corporate Services

March 20, 2017

FINANCIAL - Staff continue to work on the 2017/18 operating and capital budgets. The goal is to have the budgets presented to Council in April 2017. We are still working with some estimates and are trying to firm up these figures. We are approaching our fiscal year end as of March 31, 2017 and at this time the results are favorable. The 2017 interim property tax bills will be mailed in April with a due date of May 31, 2017. The interim bill is just half of last year`s total bill.

TAXATION - 18 preliminary tax sale notices were mailed on January 13, 2017 with a response date of January 27, 2017. On February 3, 10 final tax sale notices were mailed with a response date of February 27, 2017. We had five accounts go to title search and subsequently had these properties posted with a tax sale notice on March 13, 2017 as per the MGA. 60 day notices were sent registered mail to all lien holders and encumbrances. Two tax sale advertisements must be advertised in the Amherst News at least 30 days prior to the tax sale. The Tax Sale date is scheduled for Tuesday, May 16, 2017 at 10:00 am in Council Chambers.

ASSESSMENT APPEALS - As of February 27, 2017 there were 116 tax payers appealing their assessment for a total assessment value being appealed of \$48,066,500. For comparison purposes, there were 98 appeals last year for a total assessment value of \$41,211,800. There were 15 commercial accounts last year; this year we have 26. The last date for appeals was February 13, 2017.

2016 Appeal Inventory Report as of February 27, 2017

	Number of Tax Accounts Appealed	Total Assessment Value Being Appealed	Appeals Completed as of Feb 27, 2017	Appeals Withdrawn as of Feb 27 2017	Appeals Successful as of Feb 27, 2017	Loss of Assessment Value	Amount of Revenue Reduction	Nova Scotia Assessment Appeal Tribunal Status
Residential	90	26,283,400						
Commercial	26	21,783,100						
TOTAL	116	\$48,066,500	0	0				

WATER/SEWER COLLECTIONS - Water bills were due on February 28. Reminder statements have been sent to customers who did not pay by this due date. Letters have been sent to customers who have two quarters outstanding, with a due date of March 21. Staff have also been working on the water rate application for the Nova Scotia Utility and Review Board.

PROCUREMENT - Procurement continues to work on completion of existing 2016/17 Capital projects as well as the processes for annual spring procurements for 2017/18. Stats for February procurement are as follows:

	<u>Released</u>	<u>Closed</u>	<u>Awarded by Council</u>	<u>Awarded by PAR</u>
RFQ	2	2	0	2
RFP	0	2	0	0
Tender	0	0	1	0
February Totals	2	4	1	2

Monthly Report

Operations

March 2017

A total of nine snow events during February required plowing of streets, the downtown area and various parking lot cleanups. Most equipment used was Town-owned with a few hired dump trucks to assist with snow hauling. During the storms the week of February 13th our crews plowed continuously on a 24-hour cycle. The two sewer workers had to leave the downtown ice surface work to plow their routes, and we also had to call in most of the laid-off summer workers to assist in the snow clearing efforts. This was great experience for them that will be invaluable in the future. Our new loader mounted snow blower proved very valuable during this time.

Our mechanic was extremely busy doing repairs on our equipment during the storms, as well as plowing. The “trackless” sidewalk machines required major repairs as we ran them around the clock with the blower attachments taking a lot of abuse due to the depth of the snow.

One sewer lateral backup required excavation on Dale Street. The sewer lateral and mains are reported to be some of our oldest, possibly installed in the year 1900.

The Water crews responded to three separate water main breaks on Fletcher Drive, Allison Avenue and the Smith Road in Nappan. Frost entering and exiting the ground is the usual cause of these events. To repair, the water crew use a hydraulic hammer on one backhoe to break the frozen ground and the other backhoe does our typical excavations. Prior to the purchase of this hammer we normally had to hire excavators from contractors, usually causing delays in getting started. The capital project for well blow-offs in each of our well chambers at the Wellfield has been ongoing with crews working on this as time becomes available. Most materials are on site and ready for installation, with completion expected in the next two months.

Staff have finalized the drawings and tender documents for the East Victoria Street Infrastructure Renewal and the Station Street Storm Sewer Separation projects. Tenders will be issued in March for these two projects with construction completed during the 2017 construction season. These projects are 75% funded by the Federal and Provincial governments under the Clean Water and Wastewater Fund with the remaining 25% coming from the Town of Amherst.

During the month of February one building permit was issued with a value of \$20,000. Two Dangerous/Unsightly files were opened and closed, with six files on-going.

Planning staff continue to administer development proposals for grouped townhouse dwellings, a conversion of a motel to apartment units, MPS amendments for a commercial assessment phase-in tool, and other commercial developments. We are still collaborating with the Recreation Department by supporting the trail society, developing a shared-use OHV trail, review of the Active Transportation Plan, as well as the implementation of the Recreation Master Plan. Staff also continue to provide services to the Town of Oxford. The North Tyndal Wellfield Groundwater Management and Protection Strategy review is now complete, and will be presented to Council in the near future.

Monthly Departmental Report

Amherst Police Department

March 20, 2017

PROFESSIONAL DEVELOPMENT

Unified Crime Reporting (UCR) –Workshop Sergeant Lepper attended a two day UCR workshop in Ottawa. The objective of the workshop was to provide police services with practical tools to improve the police service's UCR data quality and comparability, and to share challenges and best practices. In addition to hearing success stories and best practices from police services, the Canadian Center for Justice Statistics (CCJS) provided an overview of changes to the UCR being implemented this year.

Phased Suspect Interview Course Sergeant Hunter attended a five day phased suspect interview course at the RCMP HQ in Halifax. The course provided the candidates with new methods and skills for conducting interviews of suspects. Recent court decisions have created some challenges in having interviews accepted into evidence. The RCMP has developed this course which provides officers skills which can enhance their interviews and helps to avoid possible challenges to the admissibility of the interview at trial.

Forensic Lab Information Session Cst. Tom Wood attended a one day information session on the RCMP Forensic Labs. At present there are three labs; one in Ottawa, Edmonton and Vancouver. The labs are very busy and at times are having difficulty in keeping up to the workload. They are taking measures to address the workload issues, and developing new technology, and procedures designed to improve on the efficiencies and effectiveness of the Forensic Lab services.

The Biology Section carries the greatest number cases. There were 8,200 requests last year up from 6,000 the year before. A significant portion of the increase is a result of an increase in blood analysis for impaired driving cases where the subject is believed to have been impaired by a drug. This is expected to increase dramatically when marihuana is legalized. 10 additional staff have been hired so the lab can meet the increased demands. It takes six months to train technologists and 12 months to train specialists.

Edmonton Police and Prince Albert RCMP are participating in a pilot project called the Para DNA project. Investigators are able to screen evidence at the scene to determine the level of DNA present. The goal is to improve the quality of the samples submitted and to eliminate the submission of samples which do not contain sufficient DNA for analysis.

Opioid Workshop D/Chief Dwayne Pike attended an Opioid Workshop in Halifax hosted by the Department of Justice. There were several presentations on opioid's and fentanyl. On average there are 60 Opioid overdoses a year in Nova Scotia. Since 2011, the death were mostly attributed to Methadone, Oxy and Dilaudid. This changed in 2016 when Nova Scotia had nine deaths which involved Fentanyl. Seven of the nine cases involved prescribed Fentanyl and two were illicit. As a result, the issuing and of naloxone kits and training of first responders has become a priority for Nova Scotia.

Doctor Orlando Hung, a professor at Dalhousie stressed that addiction issues can affect anyone. He has experienced this first hand with two of his colleagues having died recently as a result of fentanyl overdoses. Despite all they knew about Fentanyl and risks, his colleagues still used the drug and ultimately overdosed. Dr Hung also provided information on opioid, opiates, fentanyl and how they affect the body.

Sergeant Eric Boechler, RCMP (British Columbia) spoke to the fentanyl crisis in BC. Fentanyl overdoses are the # 1 accidental cause of death in that province. As legislation is changed to prohibit different forms of fentanyl, chemists are able to change the molecular structure created new compounds that are not prohibited and may have much more devastating effects. Some of the concerns, especially with the development of Carfentanil (which is 10,000x more potent than morphine), are centered around the weaponization of these drugs. Some of the seizures of fentanyl in Canada were so large they had the potential to kill hundreds of thousands of people. As Fentanyl is a synthetic drug and because it can be produced cheaply the profit margins are very high. One kilo of fentanyl can potentially mean 20 to 40 million dollars when used to make counterfeit oxycotin or heroin. It only takes a portion smaller than a grain of salt to overdose on Fentanyl.

STATS – February 2017

Occurrences: 294	Criminal Code Charges: 54
Impaired by Alcohol: 1	CDSA: 1
Impaired by Drug: 0	Traffic Written Warnings: 15
Traffic Tickets: 9	LCA: 2
Vehicle Checks: 116	Bike Patrol Hours: 0
Foot Patrol Hours: 58h 39m	

SCEU

CC Search Warrants Executed: 4	CDSA Warrants Executed: 1
CC charges laid: 0	CDSA charges laid: 1
Street Value of Drugs Seized: \$11,352.00	Cash Seized: \$257.00

MCU CASELOAD

As mentioned at our February meeting our Major Crime Unit is experiencing a significant caseload. With only one member in the unit we have been required to assign our Crime Prevention Officer to work on some of the MCU files. In late February the one MCU member was off work due to an urgent personal matter and will be unavailable for at least 30 days. It is unknown if his absence will be extended beyond the 30 days. Our Crime Prevention Officer is being assigned the majority of the MCU caseload which will impact our ability to deliver Crime Prevention services.

GUARDS

We continue to experience difficulty with our guards. Guard services are provided by the Corp of Commissionaires, however they have been struggling to provide the service. Between December and into March the Corp was only able to provide staff five times out of 25 requests. We are currently in the process of hiring and training our own guards and will use a hybrid system. If the Corp is unavailable we will use APD guards. We have worked out a system where the Corp will provide us with an availability list in advance. APD guards will be used to fill the vacancy. APD guards will be on call from 1900 – 0700 hrs. They will be paid two hours for on call plus for any hours they work. This is a system that was used in the past which was effective in securing guards.

CRIME PREVENTION OFFICER/YOUTH & SCHOOL RESOURCE OFFICER

Summary of some of the events/presentations the School Resource and Crime Prevention officers were involved in during February.

- Presentation on frauds and scams targeting seniors was held at the Amherst library.
- Attended meeting of the Cumberland/Tantramar MADD chapter.
- Participated in the “Big Block Dog Walk”, which was a fund raiser for the LA Animal Shelter.
- Attended planning committee meetings for International Women’s Day, which is March 10th
- Attended a planning committee meeting for Sexual Assault Awareness Month which is in April.
- Presented Cyber Bullying/Safety to two youth groups.
- Presentation on Bullying to Grade 4-6 students at Spring Street Academy
- Presentation to primary classes at West Highlands about ‘the right touch’ and differences between appropriate touches and inappropriate touches, private parts and respecting boundaries.

AUDIT – UNFOUNDED SEXUAL ASSAULTS

The department will be conducting an audit of the unfounded Sexual Assault files during the period of 2010 – 2015. The audit team members include D/Chief Pike, Cst. Tom Wood, Cst. Michelle Harrison, and Nicole Long. Ms. Long is the Sexual Violence Outreach Worker for Cumberland County and works out of the Cumberland transition house. (Autumn House). The audit will be conducted in March a report on the findings will be presented to the Amherst Board of Police Commissioners in April.

Monthly Departmental Report
Recreation / Culture / Programming / Communications
March 20, 2017

Marketing & Communications

The month included coordinating the logistics, planning and marketing of Winter Carnival, communications and special Town presentations. The Town proclaimed 2017 Scout-Guide Week, celebrated National Flag of Canada Day and offered condolence books for the community to sign to which was sent to Quebec City Council. Several media releases were distributed based on newsworthy items of Town discussion, Regular Council Meeting results and approved community support grants resulting from individual presentations. Amherst met with a Fundy Connect representative to build on the provincial website and update Amherst's contact list, which is an ongoing task. The Town's communication plan is currently being drafted for presentation to Council. AYTC meetings were held and actions were reported on as well as Great Amherst Mystery meetings were set-up for public participation. The Town nominated the Amherst Stadium in the 2017 Kraft Hockeyville draw. Communications continues with various publics and deadlines in addition to daily promotion of community activities, operations snow plan updates when applicable and formal communications as required.

Active Living/Healthy Community

Volunteer nomination forms for both the Provincial Award as well as the Town of Amherst volunteer appreciation event has been sorted, organized and put forward recommendations of potential provincial winners for mayor and council. Once the recommendation was accepted paperwork was provided for the Provincial Volunteer Nominations. The Active Living Coordinator attended meetings regarding Highland Fling ideas, the YMCA regarding Town swim programs, Sport Nova Scotia regarding Amherst Cumberland Multisport program. Listings of Canada 150 events happening in 2017 continued to be added to as community events are communicated. During the month of February various community groups were invited to participate in Winter Carnival. A full schedule of events and brochure was created which was delivered to all area schools and local businesses. Most events offered were successful including the 1st Chili Cook Off and the outdoor play day. Work continues on the challenge of having Amherst the most active healthy community in NS.

Horticulturist

February brought planning assistance for the annual Winter Carnival. The bedding plant tender was compiled and was released in late February. The hanging basket and Dickey Park Playground RFPs were scored. Preparations for the upcoming growing season and maintenance plans for the parks and greenspaces are currently being drafted. Meetings were held with Community Garden committee members, Regular checks of parks and greenspaces take place weekly during the winter season.

Facilities

With accumulative snow falls and inclement weather "A" Place to Play Outdoor Skating Surface faced some challenges in February. Hours of operation for this facility are 10:00am to 10:00pm daily. During the month we periodically monitored the facility for ice conditions, usage, maintenance, and cleanliness. An estimated 300+ users enjoyed the facility in February, many of which were families. Visitors from other communities are enjoying the downtown venue as well as local users.

The Stadium hosted four Amherst Jr. Ramblers games. Stadium ice was used for a total of 259.5 hours which included 69.25 hours of family first no fee public skating, 86.5 rental hours to user groups, 31.25 hours for the Amherst Skating Club and 72.5 hours for CCMHA under the no fee youth ice pilot project. Discussions are ongoing regarding the evaluation model of the Youth Ice Pilot Project.

Dalhousie University will be conducting the analysis with a report to be presented in the spring. The walking track was available for 445 hours at no charge to users. The Stadium's public skates, ongoing promotions, maintenance and flexible walking track hours are in support of Amherst's Physical Activity Strategy. The goal of being the most active healthy community in the province is communicated daily.

The Amherst Stadium was a host location to many of the 3rd Annual Winter Carnival events. We hosted the Walk to Amherst, New York challenge. The Stadium also hosted Tai Chi, a movie for youth. On Heritage Day we hosted a Heritage hockey game between The Amherst Ramblers and Truro Bearcats. Before the game, long-time volunteer Keith Blenkhorn was recognized.

Business Development

As reported in the local news, it is anticipated that the Scotia Bank building will become the business headquarters for Mrs.Grocery.com. This internet start-up provides personal shopping and delivery services from any local store to your home or work through their website. The headquarters will be the administration centre for the website that is providing this service across Canada. The new positions created by the company will run the full gamut from website management to marketing.

Business Development continues to provide ongoing guidance and advice to existing and potential commercial development prospects, which includes the promotion of Amherst as an attractive place to locate, expand, and invest. This also includes the provision of general location and specific site analysis, as well as, providing referrals to other service providers in the area. Staff have played an active role in bringing together regional stakeholders including: ACOA, CBDC, CANSA, NSCC, Cumberland County, Chambers of Commerce, and the Business Connector to share information, ideas, and look for ways to collaborate. Staff are working on a plan to address the Economic Readiness priority as it relates to the 2014 Economic Strategy jointly developed by Town and County staff. Specific ongoing projects include the train station transfer, the Net-Zero/Smart-Grid Energy project, and the Commercial Assessment Phase-In Bylaw.

Monthly Report

Fire Department

March 20, 2017

Responses

Town of Amherst – 7 events

- 3 Fire alarm system activations
- 2 Structure fires
- 2 Flue fire

Contract area (District 2) – 6 events

- 1 Hazardous materials call
- 4 Motor vehicle accidents
- 1 Vehicle fire

Fire Inspections:

11 fire inspections were completed during this period.

Professional Development:

The recruits have completed their fourth month of the basic fire fighter training program. The next phase in this program will focus on: Wildland fire fighting, Pre-incident planning, and Vehicle rescue and extrication.

Also, as a result of the insurance levy funding from the Province, the Fire Service Association of Nova Scotia is providing specific firefighting courses this year, which will be taught by the Nova Scotia Firefighters School, free of charge. Chief Jones has secured a training schedule over the next few months, which will see these five courses presented to our firefighters at the Amherst fire station.

Burn treatment curling bonspiel:

On February 24th and 25th the Amherst Fire Fighter's Association held their 16th annual curling bonspiel at the Amherst Curling Club. During this event the Nova Scotia Firefighters' Burn Treatment Society presented an award to retired Fire Captain Robert Handley for his long-term commitment and dedication to the Nova Scotia Firefighters' Burn Treatment Society. Retired Fire Captain Robert Handley is one of the remaining founding members of this association, which was formed in 1986.

Maritime fire fighter's association curling:

From March 2nd – 5th the Amherst Fire Fighter's Association hosted the Maritime Fire Fighter's Association Curling. This is an annual event which brings together firefighters from throughout the Maritimes and provides them with the opportunity to take the first-place trophy back to their department. Another important focus of this event, is that it provides firefighters with a time to tell stories and compare strategy's and tactics. 96 firefighters and their families attending this event at the Amherst Curling Club and the Fire Station.