



**Town of Amherst  
Committee of the Whole**

Date: **Tuesday, February 19, 2019**  
Time: **4:00 pm**  
Location: **Council Chambers, Town Hall**

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	Pages
<b>1. Call to Order - 4:00 p.m.</b>	
<b>1.1 Approval of Agenda</b>	
<b>1.2 Approval of Minutes</b>	
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1.2.2 January 28, 2019	5 - 5
<b>2. In Camera - 4:05</b>	
<b>2.1 Approval of In Camera Agenda</b>	
<b>2.2 Approval of In Camera Minutes</b>	
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2.2.2 January 28, 2019	
<b>2.3 MGA 22(c) personnel matters</b>	
<b>2.4 MGA 22(a) acquisition, sale, lease and security of municipal property</b>	
<b>2.5 MGA 22(c) personnel matters</b>	
<b>3. Council Direction Requests - 4:30 p.m.</b>	
<b>3.1 Cumberland County Museum Request to Present to Council - K. JONES - 4:30 p.m.</b>	6 - 7
<b>3.2 Council Remuneration - RECTOR - 4:40 p.m.</b>	8 - 33
<b>3.3 Mandatory Provincial Contribution - RECTOR - 4:50 p.m.</b>	34 - 43
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3.5	Joint Council Committee Terms of Reference - HERRETT - 5:10 p.m.	48 - 51
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4.1	New Library Funding Formula - RECTOR - 5:20 p.m.	52 - 68
4.2	CJSMA Draft 2019-2020 Budget - HERRETT - 5:30 p.m.	69 - 79
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**Amherst Town Council  
Committee of the Whole  
Minutes**

**Date:** January 21, 2019  
**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 Wayne MacKenzie  
Councillor Terry Rhindress

**Staff Present** Greg Herrett, CAO  
Jason MacDonald, Deputy CAO Operations  
Bill Schurman, Director Recreation  
Greg Jones, Fire Chief  
Andrew Fisher, Manager of Planning & Strategic Initiatives  
Tom McCoag, Corporate Communications Officer  
Dwayne Pike, Acting Police Chief  
Shelley Rector, Chief Financial Officer  
Rebecca Taylor, Business Development Officer  
Kim Jones, Municipal Clerk  
Natalie LeBlanc, Deputy Clerk

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**1. Call to Order**

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

- 1.1 Approval of Agenda**  
**Moved By Councillor Rhindress**  
**Seconded By Councillor MacKenzie**  
**That the agenda be approved as circulated.**

**MOTION CARRIED**

- 1.2 Approval of Minutes**  
Mayor Kogon noted one error where Deputy Mayor Christie is referred to as Councillor Christie.  
**Moved By Councillor Rhindress**  
**Seconded By Deputy Mayor Christie**  
**That the minutes of the December 17, 2018 Committee of the Whole meeting be approved with correction.**

**MOTION CARRIED**

**2. Presentations**

**2.1 Sarah MacMaster - Youth in the Community Needing a Place to Belong**

Sarah MacMaster presented on youth in the community needing a place to belong in the community.

**3. In Camera**

**Moved By Councillor MacKenzie**

**Seconded By Councillor Byrne**

**That the Committee move to an In Camera session.**

**MOTION CARRIED**

**4. Council Direction Requests**

**4.1 Territorial Acknowledgement**

Committee agreed the Statement will read:

*"We[!] would like to begin by acknowledging that the land on which we gather is the traditional unceded territory of the Mi'kmaw Peoples."*

**Moved By Councillor MacKenzie**

**Seconded By Councillor Blanch**

**That the amendment to the Proceedings of Council Policy be forwarded to Council for consideration and approval at the January 28, 2019 regular meeting.**

Against (1): Councillor Byrne

**MOTION CARRIED**

**4.2 Request for Batting Cage at Robbs**

**Moved By Councillor Blanch**

**Seconded By Councillor Byrne**

**With information on costs now provided, it is recommended that the request from the users of the Robb Complex as well as Little League Baseball to construct a batting cage at Robb Complex using Baseball Canada standards be referred to the Capital Budget process.**

**MOTION CARRIED**

**4.3 Poverty Reduction**

**Moved By Councillor Blanch**

**Seconded By Councillor Jones**

**That Council forward a decision to endorse and support the creation of a poverty reduction advisory circle to the January 28, 2019 regular meeting of Council. This circle would be comprised of volunteer community representatives who have demonstrated a commitment towards the reduction of poverty in Amherst.**

**Attached memo lists the rationale, the suggested poverty reduction circle members, initial terms of reference and a target date of March 31 to present to Council detailed terms of reference with timelines.**

**MOTION CARRIED**

**4.4 Council Remuneration**

**Moved By Councillor Rhindress**

**Seconded By Councillor Jones**

**That Council refer the request to have staff adjust the Salary Administration Policy, Policy number 04530-01, to reflect an increase in Council Remuneration with salaries reflecting the increases outlined below to the January 28, 2019 regular Council meeting.**

<b><u>Salary Increase</u></b>	<b><u>Current</u></b>	<b><u>Future</u></b>
<b>Councillor</b>	<b>\$21,542</b>	<b>\$25,050</b>
<b>Deputy Mayor</b>	<b>\$24,375</b>	<b>\$27,723</b>
<b>Mayor</b>	<b>\$36,447</b>	<b>\$41,178</b>

Against (3): Deputy Mayor Christie, Councillor Blanch, and Councillor MacKenzie

**MOTION CARRIED**

**4.5 Snow and Ice Management Policy Amendments**

**Moved By Councillor Rhindress**

**Seconded By Councillor MacKenzie**

**That Council refer approval of the attached Snow and Ice Management Policy to the regular meeting of Council on January 28, 2019.**

**MOTION CARRIED**

**4.6 Bicycle Lanes**

**Moved By Councillor Blanch**

**Seconded By Councillor MacKenzie**

**That staff prepare a brief report outlining the feasibility of introducing dotted bike lanes on some Amherst streets in the summer of 2019, with the possibility of adding more in future, to add security to the biking public.**

**MOTION CARRIED**

**5. Information Items**

**5.1 Physician Recruitment Memo**

Information item; no direction given or action required.

**5.2 Quarterly Procurement Report**

Information item; no direction given or action required.

**5.3 MacMaster Correspondence - Sidewalk to Hospital**

Information item; no direction given or action required.

**5.4 Strategic Priorities Update**

Information item; no direction given or action required.

**6. Monthly Reports**

**6.1 Corporate Services**

Information item; no direction given or action required.

**6.2 Operations**

Information item; no direction given or action required.

**6.3 Police Services**

Information item; no direction given or action required.

**6.4 Recreation**

Information item; no direction given or action required.

**6.5 Fire Services**

Information item; no direction given or action required.

**6.6 Planning & Strategic Initiatives**

Information item; no direction given or action required.

**6.7 Economic Development**

Information item; no direction given or action required.

**7. Adjournment**

To adjourn the meeting at 6:00 p.m.

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Kimberlee Jones  
Municipal Clerk

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David Kogon, MD  
Mayor

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

**Date:** January 28, 2019  
**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 Wayne MacKenzie  
Councillor Terry Rhindress

**Staff Present** Greg Herrett, CAO  
Natalie LeBlanc, Deputy Clerk  
Kim Jones, Municipal Clerk  
Andrew Fisher, Manager of Planning & Strategic Initiatives

**Others Present** Brian Creighton, Town Solicitor

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1. **Call to Order**  
Mayor Kogon called the meeting to order at 4:00 p.m.
  - 1.1 **Approval of Agenda**  
Moved By Councillor Byrne  
Seconded By Deputy Mayor Christie  
That the agenda be approved as circulated.

**MOTION CARRIED**

2. **In Camera**  
Moved By Councillor MacKenzie  
Seconded By Councillor Jones  
That the Committee move to an In Camera session.

**MOTION CARRIED**

3. **Adjournment**  
Moved By Councillor Blanch  
Seconded By Councillor MacKenzie  
To adjourn the meeting at 5:50 p.m.

**MOTION CARRIED**

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Kimberlee Jones  
Municipal Clerk

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David Kogon, MD  
Mayor

# MEMORANDUM

TO: Mayor Kogon and Members of Council  
FROM: Kimberlee Jones, Municipal Clerk  
DATE: February 19, 2019  
SUBJECT: Cumberland County Museum Presentation to Council Request

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Staff have been contacted by Gordon Goodwin on behalf of the Cumberland County Museum requesting to make a presentation to Council in March to advise and update the Museums activity in the showing and public display of the travelling exhibit "Enemy Aliens". A copy of the request is attached.

In accordance with Policy 10350-24 Proceedings of Council Policy, I am seeking Council's direction on whether it may be interested in such a presentation. Should Council have an interest I will proceed to arrange for a presentation.



150 CHURCH STREET  
AMHERST • NS • CANADA B4H 3C4  
PHONE: (902) 667-2561, 902 667 6925  
EMAIL: [cumbmuseum@gmail.com](mailto:cumbmuseum@gmail.com)  
WEB SITE: under reconstruction

February 12, 2019

Ms Kimberly Jones,  
Municipal Clerk,  
Town of Amherst,  
P O Box 516, 98 West Victoria Street,  
Amherst N.S. B4H 4A1

Dear Ms Jones:-Kim:-

Please accept this letter as a request from the Cumberland County Museum, to address Council as a whole for the Council meeting in March, 2019.

The purpose of this address, is to advise and update the Museums activity in the showing and public display of the travelling exhibit "Enemy Aliens"

The duration will encompass a ten (10) minute time slot, and will include a verbal address plus a 4-5 minute video to be played on the full screen in the Council chamber. In addition at least two (2) pictorial displays will be tabled to support the basis of the exhibit "Enemy Aliens"

Thank you in advance and look forward to your reply.  
Yours truly,

*Gordon Goodwin*

Gordon Goodwin, P. Mgr., C.I.M.  
Vice-President  
CCMA, Amherst.

The information contained in this message may be confidential information, and may also be the subject of legal professional privilege. If you are not the intended recipient, any use, interference with, disclosure or copying of this material is unauthorized and prohibited. If you have received this message in error, please telephone Gordon Goodwin at the number above.

# INFORMATION MEMORANDUM

**TO:** Mayor Kogon and Members of Amherst Town Council  
**FROM:** Shelley Rector CPA, CMA - CFO  
**DATE:** February 19, 2019  
**SUBJECT:** Council Remuneration Information

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## Background

At the January 28, 2019 meeting of Council, staff were instructed to prepare a report outlining which other municipalities have independent committees setting remuneration for Council, and what the salaries of other comparable municipal Councillors are.

## Discussion

Staff were able to find a report completed for HRM in 2004 which used a Citizen’s Commission for the Remuneration of Council, a copy is attached for Council’s reference. Staff were not able to find evidence of the use of independent committees for the setting of Council Remuneration elsewhere in Nova Scotia. There were various examples of by-laws for setting Council Remuneration in N.S. Some of the highlights included the use of annual CPI indexes and a four-year review of Council Remuneration in the Budget year prior to an election so that Council votes on the in-coming Council’s salary rather than their own.

In Summerside, Prince Edward Island, a new by-law was passed in October of 2018 which requires any changes to the bylaw relating to compensation or benefits to first go through an independent commission that will be appointed by Council. It must consist of one to three members who are not on Council or not municipal staff.

Council requested the salaries of comparable towns in Nova Scotia:

Municipality, Town, or Village	Mayor/Warden Salary Range	The Deputy Mayor Salary Range	The Councillor Salary Range	Population (2016)	Per Capita - Mayor	Per Capita Deputy	Per Capita Councillor
Town of Amherst	36,447	24,375	21,542	9,413	3.87	2.59	2.29
Town of Antigonish	22,862	14,560	13,106	4,364	5.24	3.34	3.00
Town of Bridgewater	30,870	20,930	17,640	8,532	3.62	2.45	2.07
Town of Kentville	38,600	24,300	21,700	6,271	6.16	3.87	3.46
Town of Stellarton	20,343	15,915	14,359	4,208	4.83	3.78	3.41
Town of Truro	41,029	26,648	23,684	12,261	3.35	2.17	1.93
Town of Wolfville	30,134	20,488	18,148	4,195	7.18	4.88	4.33
Town of Yarmouth	39,372	27,791	23,160	6,518	6.04	4.26	3.55
Note: except for Amherst these are based on last years salary review by AMA							

## **CONCLUSION**

Staff were able to find two example where independent committees were used to review Council remuneration, one in HRM, and more recently Summerside has passed a by-law for an independent commission to review Council remuneration. Many municipalities do have by-laws in place for Council remuneration which include a CPI increase in January of each year.

# **Report of the Citizens' Commission on Remuneration for Members of the Council of the Halifax Regional Municipality**

**April 20, 2004**

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## **Acknowledgements**

The members of the Citizens' Commission on Remuneration for Members of the Halifax Regional Municipality wish to thank the many people who assisted us with the investigation and research for this report.

*His Worship The Mayor and Members of Council*

*Mr. Bill Dooks, MLA*

*Ms. Diana Whalen, MLA*

*Mr. Jack Novak, Dalhousie University*

*Mr. Art Donahoe Q.C.*

*Mr. Ian Crowe, CA*

The Commission wishes to particularly thank and acknowledge all of the members of the Public who provided us with their views through our public hearing and written submissions.

The Commission also thanks members of the Halifax Regional Municipality's staff including:

*Mr. Louis Coutinho*

*Mr. Paul Fleming*

*Ms. Valerie Day-Hawkins*

*Ms. Patti Halliday*

Respectfully submitted:

*The Citizen's Commission on Remuneration for Members of the Council of the Halifax  
Regional Municipality*

*Peter Ineson  
Blair Mitchell  
Jon Stone*

## **Introduction and background**

The governance landscape of Canada is in a period of change. The most dramatic effects are on municipalities. Amalgamations of smaller municipal entities into larger conglomerates, and re-alignment of government program responsibilities and service delivery have also created new challenges. To meet these, communities must have solid elected representation that fully reflects the collective vision of the electorate.

No longer is there a linear relationship from the federal, through provincial to the municipal levels of government. This once straight line has now evolved into a triangle with an increasing emphasis on the importance and relevance of municipal governments. With this evolution comes added expectations and responsibilities on the part of our elected representatives.

Halifax Regional Municipality is an example of a community on the frontier of this emerging era. In a few short years, four independent municipal government infrastructures have condensed into one administration. Complementary to this was the reduction from four separate elected councils comprised of more than 60 individuals to one council with 23 places at the table to represent a population of almost 400,000. Within just one municipality, there are one of Canada's busiest seaports, the regional financial centre as well as a fishery, farms and pristine wilderness areas. The Halifax Regional Municipality is a microcosm of Atlantic Canada.

Across Canada, there are several centres of population representative of the nature and spirit of a particular region. These cities are a major part of the Canadian mosaic. Halifax Regional Municipality, while it may have a relatively smaller population than Toronto or Montreal, nevertheless has a prominent place amongst those cities in formulating the definition of the nation, which is Canada.

Those who are elected by citizens to represent the Halifax Regional Municipality carry with them more than the responsibility to perform the tasks and duties expected of them by the voters in their neighbourhoods and communities. The Mayor and Municipal Council play a leadership role far beyond the immediate political horizon. Decisions made by Council have an impact far beyond the boundaries of the Halifax Regional Municipality.

## **Challenge to the Citizens' Commission on Council Remuneration**

The primary and over-riding necessity for remuneration of elected officials is not really about how much an individual or group receives from the public purse. Remuneration of elected public bodies is about establishing and maintaining an environment that creates neither incentives nor constructs barriers to attracting the widest possible cross section of qualified individuals from the community to serve that community. Councils ideally should represent the broadest range of people who make up a community. As citizens, we elect councillors and mayors to represent us. They have vested in them the mandate to not merely to act as messengers of what we wish to have taken to council, but to lead, to act as our delegates and to make decisions on our behalf. The wider the door can be opened, the greater the number of qualified people who will be encouraged to devote themselves to the community and represent our interests.

The question of remuneration for members of Halifax Regional Municipal Council goes beyond simply what a Councillor and the Mayor should be paid. It includes all the expenses incurred and the support services required to fully execute the public office. Unlike most other types of work, the remuneration of publicly elected officials is held to public scrutiny. With each election comes the ultimate evaluation of a person holding public office.

Remuneration is a difficult if not nearly impossible self-reflective decision-making process for elected bodies at all levels. Every option available is argued for and against. At the centre of the debate are those who are elected on the premise that they serve the greater good of the public, and not seek personal gain. It is, ironically, the one issue with which a publicly elected body is least equipped to deal, yet nevertheless must ultimately render a decision.

The goal of the Citizens' Commission was to explore ways to determine a fair and supportable formula to determine the appropriate rate of remuneration for members of the Council of the Halifax Regional Municipality on an ongoing basis.

## **Work of Council**

As mandated, all Councillors with only one abstention had a direct interview by a member of the commission. Two members of the commission also interviewed the Mayor. The goal of this exercise was to discover the essential elements of work expected from a Councillor and the Mayor in the municipality, what skills talents and abilities are likely to be required, and what is the level of effort required to perform the tasks associated with the position to an expected level.

The interviews all followed a pre-determined area of questioning. (See Appendix) Members of council were not asked for opinions on the current level of a councillor's remuneration. The mandate of this commission was not to simply seek a consensus amongst elected representatives. The commission's primary purpose was to explore the work and determine what would be an appropriate level of remuneration.

The only area of questioning in the financial realm dealt with the division of taxable and non-taxable income. This is a policy question related to the method by which remuneration is provided, but is not directly connected to the level of remuneration. The Commission explored how this division of 2/3 taxable to 1/3 non-taxable stipend affected the work required for the job positively, neutrally or negatively.

## **The Mayor**

The office of Mayor of the Halifax Regional Municipality is responsible to more voters than any other elected office in Atlantic Canada. With this mandate comes a significant responsibility. In addition to all the shared responsibilities the Mayor has with other members of Council, he or she must also represent the Municipality at provincial, national and even international levels.

On a daily basis, the Mayor must serve as the Chair of the municipal council, presiding at all formal meetings of council. In addition, as he or she is also elected by the same constituents as all members of council, the Mayor must be able to fully represent the interests of the community.

The key roles for the Mayor include:

- Serve as the Chief Magistrate for the Halifax Regional Municipality and presiding Chair of the Council and Committee of the Whole.
- Represent the Municipality at all regional, national and international forums necessary to contribute to the advancement of the Municipality.
- Provide a balance of authority to the Municipal Council structure.

## Councillors

It was necessary to determine the width and scope of work performed by members of council. There currently exists no formal "job description" for a member of the Halifax Regional Municipal Council. In fact as the Commission discovered, there does not appear to be many if any municipal governments in Canada that have the work of an elected official articulated in a formal way.

The reason for this is that the individual job of an elected member of council is very much defined by the relationship that develops between the elected person, his or her constituents, and the council of the day. It would be highly unlikely that development of a formal job description would serve much purpose in light of the dynamic environment of municipal council. Certainly there likely would not be much hope of having a "one size fits all" description. What is perhaps most interesting is that much of this work is defined by not only the ability of the particular elected official to serve his or her role on council, but by the expectations of both the public and the council process.

From the series of interviews (including the Mayor) and both current and former members of council, a number of circumstances became clear:

- The work of a Councillor in the Halifax Regional Municipality is such that it requires a full-time commitment on the part of elected representatives to fully perform their duties and obligations. All municipal councillors at present clearly devote at minimum the equivalent of 40 hours of work a week. In all likelihood, the average time commitment to the job of municipal councillor in the municipality is 10 to 20 hours more than that which is generally accepted to be a full-time job
- The work of all members of Halifax City Council cannot be confined to a definable period of daily commitment, but is evidently a seven-day-a-week commitment. Personal time including vacations can only be planned around this commitment.
- Most of the services provided to the public by Councillors are provided directly by themselves with only occasional support. It was also apparent that family members of some councillors also contribute work to the office, and in some cases community volunteers also assist.

In addition to the above conclusions, the Commission observes that there are essentially three types of work performed by a member of the Council of the Halifax Regional Municipality:

- ***District affairs and liaison:*** - All councillors, including those who held the seat previously, identified their work at the district level as being a major element of their work. Described by some as being an "ombudsman", this work varies from responding to questions on where to access certain services to direct pleas for intervention. All members of council appear to place a very high priority on providing this service and indicate in some cases more than 50 percent of their time is invested here.
- ***Council affairs:*** In sitting at the Regional council table as well as participating in the Community Councils, work is required to represent the strategic interests of their respective districts. All members of the Council of Halifax Regional Municipality with

the exception of the Mayor participate in regionalized community council. Formalized meetings of Council and associated boards and committees can occupy as much as 30 hours during some weeks, not including preparation time.

- ***Strategic vision and policy:*** Councillors in the Halifax Regional Municipality must function on a strategic level to develop policy and provide strategic vision that will continue the positive development of the community into the future. In this role they must all develop a clear and collective vision of what the future holds for the Municipality and how decisions that are or are not made today will affect tomorrow. Research and “thinking” time is an essential element to the work of a municipal councillor to support this role.

## **Public input**

In addition to the active solicitation of input through the interview process with the Mayor and councillors, the Commission sought direct input from the public through a public meeting held on February 16. The Commission also solicited written submissions.

The commission is also particularly appreciative of the interest of the media during the research period. Several news items and opinion articles in Halifax newspapers helped gauge the public interest in the subject of remuneration, and certainly contributed greatly to the investigative process.

In general, the Commission received a clear picture from the Public that there is an importance placed on the role of municipal councillor, and in general there needed to be established a system of remuneration which would appropriately reflect the job requirements.

Individual policies or approaches advocated in one way or another to the Commission included the notion that by some formula or another for the purpose, councillors' remuneration and the Mayor's remuneration be fixed annually depending simply by way of cost of living calculated on one formula or another. Additionally one councillor proposed – and declined to participate in any remuneration exercise otherwise – that the Utilities and Review Board fix the remuneration of the council and the mayor.

Yet another proponent in the public hearing process argued strongly that the remuneration of councillors, in particular, should be fixed at or about the poverty line on the theory of deterring any desire for individual advantage in the process of municipal government.

A further option was for no change.

Mechanisms employed elsewhere have included the concept that a relationship between the roles of provincial and federal legislators might be fixed to provide a formula for determining their income.

In other jurisdiction some efforts have been made to correlate the remuneration of councillors with publicly available data concerning remuneration to specified occupations within the municipality or general levels of private income within the municipality itself.

Yet other systems would propose payment on account of committee memberships or participation in other council activities.

Finally, from time to time other indexing approaches were obtained and reviewed by the staff of the Municipality and are set out in the report recommending the establishment of this commission.

## Remuneration

The establishment of the Halifax Regional Municipality came rapidly through the policy and legislative process. Initial, 1996 work to establish remuneration for the Mayor and council was conducted in the absence of any direct Nova Scotian experience with a regional municipal government system. A committee similar to this Commission was established to recommend remuneration of Councillors and the Mayor. It operated by necessity on theory, with no available practical experience. The rate of remuneration for Councillors and the Mayor has since been founded on that exercise.

The commission is of the view, however, that with the benefit of the experience of the intervening years since the establishment of the Municipality, its council and its mayoralty, our work is best accomplished independently of considering this current rate. Rather, we have attempted separately to assess the experience of the councillors, and consider the municipality's now better-established place within the region and the country.

We have not ignored the financial circumstances of the municipality as a whole. We know that municipal services have been repeatedly cut or restricted. We share every citizen's knowledge of the large capital investment issues facing the municipality. We have been acutely conscious of our responsibility to recommend an approach that is supportable and is perceived as a legitimate, careful review of the needs of the Municipality in light of its resources.

Equally, however, to be responsive to the underlying needs of the municipality, we have also sought to discipline ourselves against penny wisdom, pound foolishness. An exercise playing to popular prejudices and restricting the income of councillors may well have been well received in some quarters. The Commission is strongly of the view that such an exercise could never be in the best interest of the wise governance of the municipality. Remuneration for elected officials of our municipal government, in our view, should never be allowed to function to entice or to preclude persons reasonably motivated to participate in the government of the region.

In order to establish a base of information, the Commission investigated remuneration programs for other jurisdictions across the country and at other levels of government. The purpose of this was to establish a "pay universe" for elected officials holding office in Canada with similar responsibilities. The Commission also looked for trends and similarities to assist in establishing a supportable starting base.

While some comparison was useful, it was clear to the Commission that the municipal level of representation differs greatly from provincial and federal offices. Primarily at the municipal level, representatives are elected as individuals and represent no particular political party or organization. While in office, this means that they have to operate much differently than they would if they were in a provincial position. For example a municipal councillor does not have support from a caucus office, as does a member of the provincial legislature. In addition a municipal councillor does not first require winning a nomination from a political party in order to have the support of a particular party to win an election. Municipal councillors are placed on ballots by their own initiative supported by the public.

**Citizens' Commission on Remuneration for members of the Council of the Halifax Regional Municipality**

Currently remuneration is provided to municipal councillors in the form of a stipend, of which one third is non-taxable. In addition, some expenses are provided for such as telecommunications and informatics support.

The Mayor has a number of office staff supporting the operation of that office.

An office staffed with a manager and seven employees supports councillors. Most of the resources for this office are located in City Hall with the exception of one part-time position located in a district office. While not a direct part of remuneration, support provided by this office does reduce the direct financial impact on councillors.

During the information-gathering period, the Commission heard from several members of the public who also suggested that the “perks” associated with the office of Mayor and Councillors be taken into consideration. The Commission did not discover any significant benefit being received by the Mayor or Members of Council outside of the basic stipend.

## **Conclusions**

Based on the research and public input received during the review period, the Citizens' Commission arrived at conclusions which were not only supported by the Commission's research but was also confirmed and supported by earlier surveys, evaluations and inquiries conducted over the past two years. The Commission's conclusions include:

- Based on comparison with comparable communities across Canada, the remuneration for Members of Council in the Halifax Regional Municipality is below the mean average of stipends.
- The roles and functions of the Mayor and Members of Council in the Halifax Regional Municipality have a greater significance than many similar sized municipalities, as the Municipality is a hub city for the region of Atlantic Canada. As such, this element needs to be factored into a formula for remuneration.
- The current system for reimbursement of expenses for Municipal Councillors is imbalanced and needs to be more reflective of actual expenses incurred with appropriate accountabilities. This is particularly relevant to travel expenses within districts having large geographic boundaries.
- Annual adjustments the stipends for the Mayor and Members of Council using the ongoing application of the recommended remuneration formula should be conducted.

## Recommendations:

After exploring various approaches used by municipalities across the country, it became clear to the Commission that there are as many ways of approaching remuneration for elected officials, as there are jurisdictions. The challenge this presented to the commission was finding an approach that would consider the fact that Halifax Regional Municipality is a hub city and the Council that governs it must be widely representative of the community. The Commission also determined that the role of Councillor is a full-time commitment and must be remunerated as such. At the same time it is also recognized that Councillors of the Halifax Regional Municipality must be remunerated in context with similar jurisdictions across the country. Therefore the Commission is recommending a formula that establishes what can be termed as the pay "universe" for Mayors and Municipal Councillors in similar circumstances across the country. (*see appendix III*). This formula can be applied annually to ensure that elected officials in the Halifax Regional Municipality are remunerated at a level consistent with other similar municipalities across the country. Also inherent in this formula is the premise that the Mayor and Members of Halifax Regional Municipal Council will never be the highest paid in the country. They will, however, be remunerated at a level which is sufficient to recognize the strategic importance of this municipality in context with the Region and the country as a whole.

The mechanism, which the Commission proposes, is intended among other things to avoid the disruption of periodic salary reviews and the resulting distraction from other municipal priorities. The Municipal Government provides for an eight-year annual review from 2006 of municipal district boundary and representation issues. (*see appendix IV*) If adopted, the formula we propose might conveniently be matched to this pattern of review

The Citizens' Commission on Remuneration for Members of the Council of the Halifax Regional Municipality recommends the following:

*Whereas the remuneration provided to Members of the Council of the Halifax regional Municipality is below the average of similar sized communities across Canada, the level of this remuneration should be brought to the mean average immediately following the next election. (Currently the level of stipend for the Mayor is consistent with this formula and does not require adjustment until the calculations warrant such adjustment.)*

*And whereas it is recognized the Halifax Regional Municipality has a regional and national significance, the Municipality shall implement a seven year process to elevate the remuneration of municipally elected offices to a level which represents an amount which is fifty percent more than the national mean remunerations. The effects of this formula will be that those in elected offices of the Halifax Regional Municipality will never be remunerated at the top level of Canadian municipalities, but neither will they be the lowest.*

*And to apply the formula on a gradual implementation schedule covering seven years until the full application is in place.*

**Other recommendations are:**

- **Taxable vs. Non taxable stipend:** *The Commission recommends that the split of taxable vs. non-taxable stipend be abolished. The reasons for the non-taxable segment being established are no longer supportable. After conversion, the net amount currently paid as stipend should result in no net loss or gain. This amount is now considered the base rate.*
- **Expenses:** *All necessary and appropriate expenses should be considered for application to Councillors and the Mayor. This would include having the Municipality's travel expense rules apply to the work of councillors.*
- **The Deputy Mayor:** *The stipend rate for the Office of Deputy Mayor be established at 110 percent of the stipend rate for a Councillor and applied monthly.*

## **Observational recommendations:**

During the Commission's investigations there were a number of things that came to light which were in a somewhat grey area beyond the specific mandate. The Commission did however recognize that these points do have a bearing on the remuneration of the Mayor and Members of Council in a non-direct way.

- **Remuneration for the Office of Deputy Mayor:** The position of Deputy Mayor is required by Provincial legislation. The legislation, however, is silent on differential remuneration levels for the position of Deputy Mayor. In the Commission's research, there was no evidence of substantially greater workload for the Deputy Mayor, other than as back up to the Mayor in executing duties of office on an as-need basis. In practice it appears that many of the members of Council in fact act in place of the Mayor on a regular basis. Based on the assumption that all councillors are in fact engaged on a full-time basis, the Commission recommends assignment of 110 percent of a Councillor's stipend to the Deputy Mayor's post, based on month-to-month rotation allowing for equitable distribution of the workload and commensurate added responsibilities. Underlying this is an understanding that the role of A councillor in Halifax Regional Municipality is a full-time commitment.
- **Support for the Office of Deputy Mayor:** At present when called upon to serve in place of the Mayor, support for the Deputy Mayor comes from the Councillors' Support Office. Direct support provided to Members of Council is part of the overall remuneration even though it is not in a tangible form. While performing the required duties, the Deputy Mayor is serving the Office of the Mayor rather than Council. Therefore the Commission suggests that support for the Office of Deputy Mayor should be provided by the Office of the Mayor, thereby allowing the previously distracted resources within the Councillors' Support Office to be directed to supporting Councillors.
- **Office support outside of City Hall:** The current part time support position allocated to one Council district should be eliminated and consolidated within the City Hall councillors' support office. No rationale is evident as to why this situation currently exists for the given district. Including the resources within the current Councillors' support office would increase the level of flexibility of support provided to members.

## **Appendix I**

In order to collect consistent information from interview subjects, members of the Commission explored the following areas with Members of Council.

### **Questionnaire Subject Areas**

Name:

District:

#### **Hours of work:**

1. formal meetings (committees and council)
2. informal meetings with constituents or city staff
3. travel to attend meetings and civic functions
4. read and prepare correspondence
5. vacation (s)

#### **Decision making**

- A. – financial
- B. – political / non-financial

#### **Observations**

1. changes within HRM and the role of a Councillor
2. interface with other municipalities
3. taxable vs. non-taxable income

#### **General comments:**

## Appendix II

### Concept for determining a rate of pay for HRM's Mayor and Councillors

1. A universe of municipalities from across Canada is created – (Appendix III)
2. The universe consists of the 7 communities with populations between 300,000 and 650,000 plus HRM = 8 sets of stipend rates\*\*
3. The duties and responsibilities of HRM Mayor and Council are considered to be above the mean average of the “universe” due to the significance of Halifax within Canada and the Atlantic region
4. The above mean average is applied as 50% of the difference between the weighted average and the highest rate
5. As a matter of principle Halifax will never have the highest remunerated Mayor or Councillors within the “universe”
6. Review stipends annually – October 1<sup>st</sup> of each year commencing in 2005
7. Rates of remuneration will be reset annually on November 1<sup>st</sup> of each year commencing in 2004
8. The deputy mayor, in recognition of that position's duties and responsibilities, will be paid 110% of a councillor's stipend, calculated and paid on a monthly basis.
9. In recognition of the fiscal considerations when implementing this program a seven-year phase-in is adopted.

\*\* Canadian municipal units will enter or leave the “universe” based on population changes known during the annual survey of the “universe” and from statistics Canada data base\*\*

### Formula – methodology – weighted average

1. Convert all stipends into fully taxable amounts
2. Add populations
3. Express as a percentage the population of each universe municipality as a portion of the universe total population = **weighting factor**
4. Multiply the stipend of each mayor or councillor by the weighting factor = **weighted salary**
5. Add the weighted stipend of each universe municipality = **weighted average salary**
6. Subtract weighted average salary from the highest salary

7. Divide by 2 = median rate between weighted average and highest rate
8. Add median rate to average rate = HRM stipend

9. Except that:

**In 2004 the weighted average only will be paid**

In 2005 the weighted average only will be paid

In 2006 the weighted average plus 10% will be paid

In 2007 the weighted average plus 20% will be paid

In 2008 the weighted average plus 30% will be paid

In 2009 the weighted average plus 40% will be paid

In 2010 and all subsequent years the weighted average plus 50% - or median rate - will be paid

**Current and new rates:**

Mayor:

Current rate after taxable conversion will be:

\$ 127,000 fully taxable

Recommended that the Mayor's rate not be increased until formula warrants such increment. (Mayor's stipend currently at a higher than weighted average but within "universe" and consistent with the remuneration philosophy)

Councillor:

Current rate after taxable conversion is:

\$45,825

Recommended rate after applications of formula:

\$52,000 (fully taxable)

Deputy Mayor:

Additional \$433 per month (based on \$5,200 annually also fully taxable)

assigned to the Councillor serving as Deputy mayor within that given month.

This represents a significant decrease from the current supplement assigned to the deputy mayor's duties.

## Appendix III

### HRM REMUNERATION "UNIVERSE" 2004

#### CURRENT RANKING & RATES

MAYORS		COUNCIL	
1. Hamilton	136,132	Winnipeg	65,150
2. Winnipeg	129,904	Hamilton	63,736
3. HRM	127,000	Brampton	55,487
4. Vancouver	115,617	Vancouver	50,932
5. London	113,314	HRM	45,825
6. Brampton	103,510	Surrey	43,914
7. Laval	133,857	Laval	43,852 *
8. Surrey	86,792	London	32,546

*\* Note: Councillors in Laval receive additional stipends to serve on boards and committees over and above the base stipend rate. Amount shown is minimum an elected councillor can receive in that municipality.*

#### POPULATIONS

1. Winnipeg	631,200
2. Vancouver	568,500
3. Hamilton	490,300
4. HRM	390,000
5. Surrey	347,900
6. Laval	343,000
7. London	337,000
8. Brampton	325,500

## Appendix IV

### Legislative Summary

The structure of the councillors and the role of the mayor and deputy mayor are fixed generally by the *Municipal Government Act*. The Act provides that the Mayor, and in his absence, the Deputy Mayor is to preside at all meetings of council (s. 15(1), (2)). While the Mayor is to be elected at large, the Deputy Mayor is to be a councillor elected at large by council members.

Absence from more than three consecutive meetings of the council without the leave of council may disqualify a councillor or a councillor from continuing in office (s 19(4))

Halifax regional councillors are to comprise the community council for regions of polling districts established by Municipal policy (s. 521(4)).

The council is empowered to make policies providing for and fixing the annual remuneration to be paid to the mayor, deputy mayor and councillors (s.23(1)(d)(i),(ii), (iii)). The Council is empowered to fix a portion of the remuneration as an allowance for expenses "incidental to the discharge of the duties of such persons as elected officers of the municipality" (s. 23(1)(d)(iv)) and to fix "the rate per kilometre as travelling allowance...for actual distance travelled once each day to go to, and return from, every daily session of a meeting of the council or a committee.." (S. 23(1)(v)).

The statute provides further that the council may prescribe a policy to provide that remuneration from any other body to a councillor to which the councillor is appointed as a representative of the municipality, is to be paid to the municipality (s. 23(2)). The Act goes on to authorize the reimbursement of expenses authorized by the Council, incurred by a member, to the member.

Financial statements of the municipality are to be published and to set out the remuneration paid to a council member. (s. 42(6)).

The Municipality is explicitly authorized, through council to expend monies to reimburse expenses incurred by councillors or the mayor establish a policy governing the payment of expenses incurred by members of Council and the mayor.(s. 65(1))

The Act goes on to provide that in the year 2006 and at each eight year interval thereafter, council is required to revisit whether the districts and the number of councillors provide fairly and reasonably for representation. (s. 369(1))

### Election

10 (1) A municipality is governed by a council consisting of at least three members.

(2) One councillor shall be elected for each polling district in a county or district municipality and in a regional municipality.

11 (1) The mayor of a town or regional municipality shall be elected at large.

## Duties

15 (1) The mayor or warden shall preside at all meetings of the council.

(2) During the temporary absence of the mayor or warden, the deputy mayor or deputy warden shall preside and, if neither is present, the council may appoint a person to preside from among the council members present.

16 (1) The council shall select one of its council members to be the deputy mayor or deputy warden of the council.

(2) Prior to the selection of a deputy mayor or deputy warden, the council shall determine, by policy, the term of office of the deputy mayor or deputy warden.

(3) The deputy mayor or deputy warden shall act in the absence or inability of the mayor or warden or in the event of the office of mayor or warden being vacant.

(4) The council may prescribe, by policy, additional duties and responsibilities of the deputy mayor or deputy warden.

(5) The deputy mayor or deputy warden has all the power and authority and shall perform all the duties of the mayor or warden when the deputy mayor or warden is notified that

(a) the mayor or warden is absent or unable to fulfil the duties of mayor or warden; or

(b) the office of mayor or warden is vacant. 1998, c. 18, s. 16.

521 (1) The council of the Halifax Regional Municipality may, by policy, establish a community council for an area.

(2) A policy establishing a community council shall define the boundaries of the community and the community shall include the whole, or part of, at least three wards or polling districts.

(3) The number of electors in a community shall be at least twice the average number of electors per ward or polling district in the municipality.

**(4) The community council for each community consists of the councillors elected from the polling districts included, in whole or in part, in the community. 1998, c. 18, s. 521.**

## Remuneration

23 (1) The council may make policies

1. (a) respecting the date, hour and place of the meetings of the council and the notice to be given for them;

(b) regulating its own proceedings and preserving order at meetings of the council;

(c) providing for committees and conferring powers and duties upon them, except the power to expend funds;

(d) providing for and fixing

(i) the annual remuneration to be paid to the mayor or warden,

(ii) the annual remuneration to be paid to the deputy mayor or deputy warden,

(iii) the annual remuneration to be paid to councillors,

(iv) that part of the salary or remuneration that is an allowance for expenses incidental to the discharge of the duties of such persons as elected officers of the municipality,

(v) the deduction to be made from the remuneration of such persons for missing more than three council or committee meetings in a year, and

(vi) the rate per kilometre as a travelling allowance for such persons for actual distance travelled once each day to go to, and return from, every daily session of a meeting of the council or of a committee.

(2) The council may, by policy, require that where a council member is nominated or appointed by the council to a board, commission or other position or is otherwise appointed as a representative of the municipality, any remuneration from that position, excluding reimbursement of expenses, to which that council member is entitled shall be paid to the municipality.

(3) Where

(a) an expense by a council member is authorized by an expense policy adopted by the council; or

(b) no expense policy has been adopted by the council but the expense is supported by proof that it has actually been incurred,

the expense may be reimbursed to the council member. 1998, c. 18, s. 23.

### **Financial Reporting**

42 (1) The council shall appoint a municipal auditor who is registered pursuant to this Act to be the auditor for the municipality.

(2) The auditor shall report to the council on the accounts and funds

(6) The financial statements of a municipality, as reported on by the auditor, shall set out the remuneration paid to each council member and the chief administrative officer.

### **FOIPOP**

480 (4) A disclosure of personal information is not an unreasonable invasion of a third party's personal privacy if...

(e) the information is about the third party's position, functions or remuneration as an officer, employee or member of a municipality

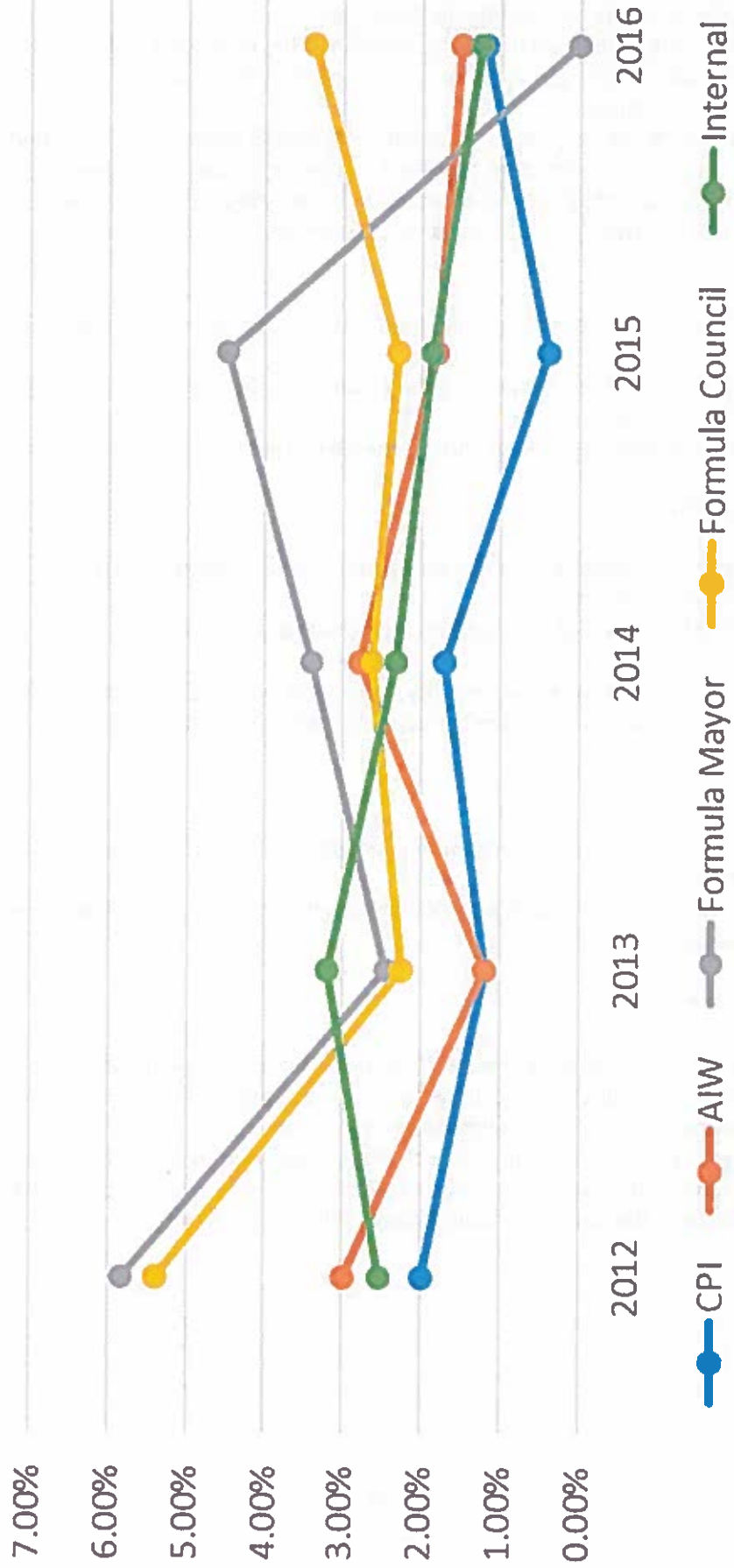
### **Eight Year Review**

369 (1) In the year 1999, and in the years 2006 and every eighth year thereafter the council shall conduct a study of the number and boundaries of polling districts in the municipality, their fairness and reasonableness and the number of councillors.

(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number and boundaries of polling districts and the number of councillors. 1998, c. 18, s. 369.

# NS CPI vs NS AIW vs Formula vs Internal 2012 to 2016

Attachment 2 – NS Economic Factors



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**TO:** Mayor Kogon and Members of Council

**SUBMITTED BY:** Shelley Rector, CPA, CMA – CFO

**DATE:** February 19, 2019

**SUBJECT:** **Setting the Mandatory Provincial Contribution Area Rate & Revisions to the Budget Management Policy**

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**ORIGIN:** Budget Management Policy 03450-04.

**LEGISLATIVE AUTHORITY:** Town of Amherst Budget Management Policy 03450-04.

**RECOMMENDATIONS:** That the changes in the attached Budget Management Policy including the addition of the Regional Library Costs to the Mandatory Provincial Contribution Area Rate and the adjustment of the YMCA payment to reflect our contribution of \$100,000 in the Community Support Area Rate be referred to the February 25, 2019 regular meeting of Council for approval; and

That the setting of the Mandatory Provincial Contribution Area Rate at \$0.405 for the 2019-20 fiscal year be referred to the February 25, 2019 regular meeting of Council for approval.

**BACKGROUND:** The Budget Management Policy states in section 15 that Council will consider setting the Mandatory Provincial Contribution Area Rate by the end of February each year based on the available information from the province at the time and will communicate it to the public through social media.

The Town of Amherst Area Rate did not include the amounts that the Town Pays for the Regional Library even though this amount is also an amount for which we are mandated to contribute by the Provincial and for which the Town does not determine the increases each year.

In fiscal 2018-2019 the method for contributing to the local YMCA was changed from in kind services to a payment of \$100,000. When the change was made the Budget Management Policy did not get updated.

**DISCUSSION:** The Area Rate previously did not include the Regional Library costs. This may be in part because we have seen little increase in these costs over the last five years. However, if we look at the purpose of the Mandatory Provincial Contribution Area Rate, it makes sense that the Regional Library costs, which are mandated by the Province, should be included in the Area Rate. Moving the Library into the Area Rate does not result in an overall change in tax but rather allocates the tax to the appropriate rate for clarity to taxpayers. All other things being equal, adding the Library to the Provincial Contribution Area Rate would increase this rate, while decreasing the General Tax Rate by \$0.012. ***It should be noted that other factors could result in increases or decreases to the general rate.***



If approved, for 2019/20 there would be 5 components to the Mandatory Provincial Contribution Area Rate – Education, Property Valuation Services Corporation (PVSC) Assessments, Corrections Services, Housing and Regional Library (new addition to the area rate for 2019/20).

Education –Uniform assessment for 2019-20 is \$524,732,215 (2018-19 \$525,177,657). The rate has not been set yet. However the rate of 30480 has not changed in 7 years. So, if the rate does not change again this year, education costs to the Town for 2019-20 will be \$1,599,384, a decrease of \$1,357.

PVSC Assessment Services – We will not know our exact share of PVSC costs until late February or early March. Last year saw a .4% increase, which is consistent with the prior year. An email in November from the PVSC Board Chair indicated that the PVSC board approved an increase to the PVSC budget of 1.5%. The increased cost for this year is estimated to be \$1,609.

Correction Services – Our share of correction services costs will not be known with complete certainty until sometime in March. The last two years there was a .1% and .5% increases. Before that it had decreased 4 consecutive years. Considering past increases and conservative budgeting, we are assuming a .7% increase which will result in an increased cost this year of \$810.

Housing – The Housing Authority has provided its budget for the current fiscal year. Amherst's share based on their budget would be \$230,000. The actual amount will be based on their actuals and not this budget figure. Actuals will not be known for some time. Last year Amherst's share of the Authority's budget was \$211,000, however actuals came in at \$192,793. Again this year, this rate is being set using the budgeted amount. This generates an increase, budget to budget, of \$19,000.

Library – The Town's share of the regional library costs has not been included in the Mandatory Provincial Area Rate in the past. Given that this amount is mandated to the Town by the Regional Library (by means of the Province), this expense should be included in this area rate. The expense for the regional library has been \$61,820 for the last 5 years. We have estimated for this amount to remain the same. This is simply a reallocation of the cost from the General Tax Rate to the Mandatory Provincial Contribution Area Rate.

**Table Summary - Mandatory Provincial Contribution Area Rate  
Without Library**

	<b><u>2018/19</u></b>	<b><u>2019/20</u></b>	<b><u>Change</u></b>
Education	\$ 1,600,741	\$ 1,599,384	-\$ 1,357
Corrections	115,724	116,534	\$ 810
Housing	211,000	230,000	\$ 19,000
PVSC	117,158	118,767	\$ 1,609
	<b><u>\$ 2,044,623</u></b>	<b><u>\$ 2,064,685</u></b>	<b><u>\$ 20,062</u></b>
 \$0.01 on Tax Rate	 <b>\$ 52,682</b>	 <b>\$ 52,556</b>	 <b>-\$ 126</b>
 <b>Mandatory Provincial Contribution Area Rate</b>	 <b>\$ 0.39</b>	 <b>\$ 0.393</b>	 <b>\$ 0.003</b>

**Table Summary - Mandatory Provincial Contribution Area Rate  
With Library**

	<b><u>2018/19</u></b>	<b><u>2019/20</u></b>	<b><u>Change</u></b>
Education	\$ 1,600,741	\$ 1,599,384	-\$ 1,357
Corrections	115,724	116,534	\$ 810
Housing	211,000	230,000	\$ 19,000
PVSC	117,158	118,767	\$ 1,609
Library	-	61,820	\$ 61,820
	<b><u>\$ 2,044,623</u></b>	<b><u>\$ 2,126,505</u></b>	<b><u>\$ 81,882</u></b>
 \$0.01 on Tax Rate	 <b>\$ 52,682</b>	 <b>\$ 52,556</b>	 <b>-\$ 126</b>
 <b>Mandatory Provincial Contribution Area Rate</b>	 <b>\$ 0.39</b>	 <b>\$ 0.405</b>	 <b>\$ 0.015</b>

**FINANCIAL IMPLICATIONS:** The Mandatory Provincial Contribution Area Rate will see an increase of \$0.015 due to changes in costs for services.

**COMMUNITY ENGAGEMENT:** Communication coordinated by Corporate Communications Officer including media releases, the Town's website and social media.

**ENVIRONMENTAL IMPLICATIONS:** None

**SOCIAL JUSTICE IMPLICATIONS:** None

**ALTERNATIVES:**

1. Do not approve the changes to the Budget Management Policy and set the Mandatory Provincial Contribution Area Rate at \$0.393 for 2019/20.
2. Do not include the Regional Library costs in the Mandatory Provincial Contribution Area rate and wait until the figures are released by the Province before the Mandatory Provincial Contribution Area Rate is set.
3. Include the Regional Library costs in the Mandatory Provincial Contribution Area rate and wait until the figures are released by the Province before the Mandatory Provincial Contribution Area Rate is set.

**ATTACHMENTS:** Budget Management Policy 03450-04.

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Report prepared by: Shelley Rector, CPA, CMA, CFO  
Report and Financial approved by:

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**DEPARTMENT:** All Town Departments

**TITLE:** Budget Management Policy

Minutes reference date: November 27, 2017

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**Policy Statement:**

1. The Town of Amherst (hereinafter referred to as “the Town”) strives for a high level of public confidence in its budgeting process and recognizes that the resulting tax burden has an impact on the overall financial burden of the taxpayers of the Town. The Operating and Capital Budgets will be posted on the Town’s website in order to create public awareness and understanding of the budget process, to educate the public about the financial position of the Town, and to facilitate their engagement in the financial decision making of the Town.
2. Public accountability is rooted in the belief that the public has the right to know and the right to be provided with reliable financial information. It is this sharing of information that opens the dialogue between citizens and elected representatives.

**Policy Objectives:**

3. The Town is committed to:
  - a) Preparing budgets in a fair, open, consistent, and transparent manner to establish the confidence of the taxpayer and other stakeholders;
  - b) Complying with the *Municipal Government Act* and other applicable laws or policies and resolutions of Council;
  - c) Promoting strategic business planning;
  - d) Ensuring Town operations function in an efficient and effective manner;
  - e) Being accountable for budget decisions.

**Definitions:**

4. For the purpose of this policy, the following definitions are provided:
  - a) Operating Budget: Budget document containing operating costs for day to day operations, transfers to other governments and agencies, transfers to reserves, and other fiscal expenditures; this document, as presented to and approved by Council, is used to calculate the tax rates, user fees and other charges;
  - b) Capital Budget: Budget document containing the capital plan for the current and future years; outlines the source of funding for each project and anticipated spending and the first year is approved by Council, with subsequent years approved in principle only;
  - c) Uniform Assessment (UA): An amount calculated by the Province of Nova Scotia which is calculated as the sum of all taxable assessments plus the capitalized value of all grants or payments received in lieu of taxes;

- d) **General Tax Rate:** This rate covers all operating costs, other than those costs covered by the area rates for Mandatory Provincial Contribution and Community Support. These costs include all municipal services such as fire, police, public works, recreation, economic development and administrative costs, less the revenue generated from such things as services provided to other local governments, sale of services, equalization, conditional grants, etc.

Not included in the general tax rate are costs for sewer and solid waste operations. Both sewer and solid waste have their own uniform charge that funds their operating expenditures.

User fees are set by the User Fee Policy (03470-03); sewer charges are set pursuant to the Sanitary Sewer Rates Bylaw (D-19), and the Solid Waste Management Uniform Charge is set by Council resolution.

The water rates are set pursuant to an Order of the Nova Scotia Utility and Review Board (NSUARB). Operating and capital budgets are approved annually by Council and submitted to the NSUARB.

- e) **Mandatory Provincial Contribution Rate** includes the cost of:

- i. **Education** – The Town is required (as are all municipalities) to provide funding to the Regional School Board under the *Education Act*. This mandatory education contribution is determined by taking the Town’s Uniform Assessment figure and multiplying by the education rate as set by the Province of Nova Scotia.
- ii. **Property Valuation Services Corporation (PVSC - Assessment)** – The Town is required (as are all municipalities) to provide funding to pay a share of the cost of operating the provincial assessment system. The Town pays a portion of the total PVSC costs, based on the Town’s share of Uniform Assessment and the Town’s share of assessment accounts across the province.
- iii. **Correction Services** – the Town is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of operations of the provincial correctional facilities for all of Nova Scotia. This includes youth and adult correctional facilities. The contribution is set by the Province of Nova Scotia and is based on the Town’s share of Uniform Assessment (50%) and the Town’s dwelling units (50%).

iv. **Housing** – The Cobequid Housing Authority administers and manages 262 (2017) public non-profit housing units for seniors and families on low incomes within the Town. The Town is required to fund a portion of the prior year deficit of the Cobequid Housing Authority annually.

v. **Regional Library** – [The Nova Scotia Department of Communities, Culture and Heritage sets the annual contribution requirements for regional libraries from the regional municipal units. In Amherst the Cumberland Public Library costs are shared on a percentage basis between the Town of Amherst, the Municipality of the County of Cumberland and the Town of Oxford. This amount excludes the costs associated with the operation and maintenance of the building which is paid for by the Town of Amherst.](#)

iv.—

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- f) Community Support Area Rate includes:
- i. Community Support Grants Policy - All costs that are covered in Policy 72000-08
  - ii. Tax Exemption Bylaw – All costs that are covered by Bylaw B-1
  - iii. Tax Reduction Policy - All costs that are covered by Policy 03800-02
  - iv. Community Events – The Community Events covers costs for such things as the Town's holiday events (Christmas light up, New Year's Eve, Music in the Park, etc.), festivals and other events.
  - v. Cumberland YMCA – The Town contributes [\\$100,000 annually to the Cumberland YMCA to aid in the financial viability of the Cumberland YMCA, to maintain the community YMCA pool by way of a one-cent levy on the Town's commercial and residential tax rates. The Town also provides several in-kind services such as snow clearing and financial services.](#)

**Application:**

5. This policy applies to budget activities of all departments of the Town effective (*date approved by Council*).
6. This policy applies to budgeting by the Town for Operating and Capital funds, including budgets for the Town of Amherst Water Utility.
7. The CAO will ensure budgeting practices are consistent with the *Municipal Government Act* and all other relevant provincial statutes.
8. The CAO will ensure a procedure is in place to guide Town staff in the budget process.

**Governance and the Budget Process:**

9. The Town of Amherst is governed by Town Council and operates under the Council/Chief Administrative Officer (CAO) system. As outlined in the *Nova Scotia Municipal Government Act*, it is the responsibility of the CAO to provide advice to Council and to administer the operations of the Town in accordance with the policies and programs approved by Council.
10. The fiscal year of the Town is April 1 to March 31. The annual budgeting process is preceded by a planning process that identifies priority initiatives for the upcoming fiscal year, based on the strategic directions previously established by Council.
11. Municipalities in Nova Scotia are not permitted to accumulate deficits. Municipal debt, with few exceptions is permitted only for the acquisition of capital assets which the municipality defines as acquisitions of tangible capital assets greater than \$5,000 with an estimated useful life in excess of one year.
12. On an annual basis, costs are established for programs and initiatives and are reflected in the Operating and Capital budgets. Tax rates are calculated to generate the revenue required to fund

the various programs and services. These rates are determined in conjunction with the annual assessments of properties in the Town, as established annually through the Assessment Roll generated by the Nova Scotia Property Valuation Services Corporation (PVSC).

#### **Calculation of Rates**

13. Each of the Residential and Commercial rates has three components, which are listed below and defined in Section 4. All rates in this section are expressed as per \$100 of assessment. The calculation to determine each one is:

- a) Mandatory Provincial Contribution Area Rate  
The sum of the costs of Education, Property Valuation Services Corporation Assessment, Corrections Services ~~and~~, Housing and Regional Library, divided by the sum of all the taxable property assessment values as provided by PVSC, including grants in lieu.
- b) The Community Support Area Rate  
The sum of the costs of Community Support Grants Policy, Tax Exemption Bylaw, Tax Reduction Policy, Community Events, and the Cumberland YMCA divided by the sum of all the taxable property assessment values as provided by PVSC, including grants in lieu.
- c) General Tax Rate
  1. Residential – total operating expenditure budget (excluding solid waste and sewage) less the revenue generated by the area rates for the Mandatory Provincial Contribution and Community Support, as well as other non-tax revenue (i.e.: own source revenue, equalization, etc.) divided by the taxable residential and resource property assessment values as provided by PVSC .
  2. Commercial – Total operating expenditure budget (excluding solid waste and sewage) less the revenue generated by the area rates for the Mandatory Provincial Contribution and Community Support, as well as other non-tax revenue (i.e.: own source revenue, equalization, etc.) divided by the Commercial taxable property assessment values as provided by PVSC, including grants in lieu.

14. To meet the objective of preparing budgets in a fair, open, consistent, and transparent manner, the tentative budgets will be prepared and posted on the Town's website in the late winter/early spring, and will be placed on the Council agenda for approval in the month following.

#### **Council Approval**

15. Council will consider setting:

- a) The Mandatory Provincial Contribution Area Rate by the end of February of each year based on the available information from the Province at that time, and will communicate it to the public through social media;
- b) The Community Support Area Rate and the General Tax Rate in the month following the posting of the tentative budgets on the Town's website which will be in the late winter/early spring of each year.

Resolutions of Council are required to approve the rates and the operating and capital budgets.

**Authority of CAO:**

16. The Chief Administrative Officer (CAO) of the Town has authority to manage the Town within approved budgets, under this policy, and in compliance with any other Council policy or resolution in effect.
17. The CAO is responsible for ensuring compliance with this policy. The CAO may delegate his/her authority to spend approved budgets to any employee of the Town. All Town staff to whom the CAO delegates authority to make expenditures within approved budgets shall comply with all applicable bylaws, policies or resolutions of Council, the *Public Procurement Act*, Trade Agreements, and with any other restriction imposed by law.
18. In any given year there may be operating budget overruns that are unpredictable and unavoidable. Examples of such overruns include increases in amounts paid for Mandatory Provincial Contribution (Education, Regional Library, Housing, etc.) as well as expenditures for services that are dependent on forces that are uncontrollable by staff (snow management impacted by weather conditions, EMO situations, decisions of Council for action but with no dollar value approved in the budget, etc.). Such cost overruns may be approved by the CAO without prior approval of Council but must be reported to Council as per section 23 of this policy.
19. The CAO has additional authority to exceed the operating budget provided that the Town is still within the overall budget. The CAO has authority to expend these funds for any purpose that the Town has authority to spend but cannot use the funds to create new programs or services that are material in amount or that may be seen to commit the Town to material funding beyond the current fiscal year.
20. The CAO may authorize expenditures in excess of the capital budget on approved capital items or projects as outlined in the Procurement Policy, 03700-01 Section 9. Such authorization will be reported to Council as per section 23 of this policy.
21. The CAO may authorize expenditure of capital funds where the expenditure will be financed by an outside party (i.e. a developer, other level of government, agency, etc.) and where the expenditure is consistent with a prior action of Council (development approval, bylaw, policy, resolution, etc.). The CAO shall not have the authority to approve overages under this section if it stems from a significant change in scope subsequent to the award of the contract.
22. In an emergency situation the CAO is authorized to make reasonable and informed procurement decisions (Operating and Capital) which are determined by him/her to be necessary, as outlined in the Procurement Policy, 03700-01 Section 9. Authorizations for such expenditures are considered to be over and above the other authorities given under this policy to exceed approved budget amounts; these must be reported to Council as per Section 23 of this policy.

**Reporting :**

23. The CAO is responsible for timely reporting to Council on the Capital and Operating budget variances and general / emergency related over-expenditure approvals; this will be done in

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conjunction with the Quarterly Financial Reporting to the Audit Committee. However, over-expenditures approved by the CAO that exceed \$50,000 will be reported to Council at the earliest opportunity. Interim reporting may also be done at the discretion of the CAO.



**COMMITTEE OF THE WHOLE**

**CDR# 2019011**

**Date: February 19, 2019**

**TO:** Mayor Kogon and Members of Amherst Town Council

**SUBMITTED BY:** Shelley Rector, CPA, CMA - CFO

**DATE:** February 19, 2019

**SUBJECT:** Temporary Borrowing Resolution

**ORIGIN:** The May 23, 2018 approved Capital Budget for 2018-19

**LEGISLATIVE AUTHORITY:** Section 66 of the *Municipal Government Act* provides that the Town of Amherst, subject to the approval of the Minister of Municipal Affairs, may borrow to expend funds for a capital purpose authorized by statute; Section 65 authorizes the Town to expend funds for the capital purpose of: water systems and acquisition of equipment, materials, vehicles, machinery, apparatus, implements and plant for a municipal purpose.

**RECOMMENDATION:** That Council forward approval to the February 25, 2019 regular meeting of Council of a Temporary Borrowing Resolution in the amount not exceeding \$421,485 for the following items, and submit it to the Department of Municipal Affairs for Ministerial approval:

- East Pleasant Street – water main replacement (water utility) \$300,000
  - Water Reservoir (water utility) 37,735
  - Service Truck (water utility) 28,750
  - Land Purchase Wellfield (water utility) 55,000
- \$421,485

**BACKGROUND:** Temporary borrowing resolutions (TBRs) are used as temporary financing for capital projects. The Minister of Municipal Affairs allows municipalities to use TBRs to borrow funds on short term loans not exceeding 12 months. Once the projects are completed and the actual costs are known, the Town will enter into long term borrowing with the Municipal Finance Corporation by issuing debentures in the spring or fall of 2019. We require the Minister’s approval of a TBR before we can apply for debentures. The \$421,485 is the amount Council approved to borrow in the 2018/19 capital budget process less the Willow Street reconstruction project (which will carry over into the 2019/20 capital budget).

**DISCUSSION:** Similar to the General Borrowing Resolution approved by Council last Spring, this TBR will give the Town the authority to borrow, *if required*, from our financial institution, RBC, for the completion of the capital projects identified. This is not to say the Town *will* borrow the funds, and it does not commit us to long term financing. The main purpose of this TBR is to obtain Ministerial approval so that we can borrow funds in the spring or fall in the debenture issue for already approved 2018-19 capital projects. This TBR will only be valid for 12 months from the date the Minister approves



it. To be clear, the recommended action relates to projects already approved by Council – this is not new spending, it is the permanent financing for previously approved projects

**FINANCIAL IMPLICATIONS:** There are no actual financial implications to approving the TBR unless we actually use it, as an overdraft, to finance the capital projects. If this occurs, the rate will be as that set out in the General Borrowing Resolution with RBC in the spring, prime minus ¼% on the amount borrowed. As stated earlier, the long term financing of these projects will come in the form of debentures issued in the spring or fall.

**COMMUNITY ENGAGEMENT:** None at this time.

**SOCIAL JUSTICE IMPLICATIONS:** None

**ENVIRONMENTAL IMPLICATIONS:** The financing of the capital projects is not expected to have any environmental implications.

**ALTERNATIVES:** There are really no viable alternatives to applying to the Minister of Municipal Affairs for this TBR. Such approval will be required before we can apply for long term financing.

**ATTACHMENTS:** Temporary Borrowing Resolution - Various Purposes and Schedule "A"

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Report prepared by: Shelley Rector, CPA, CMA - CFO

Report and Financial approved by:

TOWN OF AMHERST

TEMPORARY BORROWING RESOLUTION

\$421,485

File No. 18/19-01  
Water Projects

**WHEREAS** Section 66 of the Municipal Government Act provides that the Town of Amherst, subject to the approval of the Minister of Municipal Affairs, may borrow to expend funds for a capital purpose authorized by statute;

**AND WHEREAS** clause 65 of the Municipal Government Act authorizes the Town of Amherst to expend funds for the capital purposes of:

- streets, culverts, retaining walls, sidewalks, curbs and gutters;
- acquisition of equipment, materials and vehicles for a municipal purpose; and
- water systems;

**AND WHEREAS** the specific amounts and descriptions of the projects are contained in Schedule "A" (attached);

**BE IT THEREFORE RESOLVED**

**THAT** under the authority of Section 66 of the Municipal Government Act, the Town borrow a sum or sums not exceeding Four Hundred Twenty-One Thousand Four Hundred Eighty-Five Dollars (\$421,485) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs;

**THAT** the sum be borrowed by the issue and sale of debentures of the Town to such an amount as the Council deems necessary;

**THAT** the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Town borrow from time to time a sum or sums not exceeding Four Hundred Twenty-One Thousand Four Hundred Eighty-Five Dollars (\$421,485) in total from any chartered bank or trust company doing business in Nova Scotia;

**THAT** the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs of this resolution.

**THAT** the interest payable on the borrowing be paid at a rate to be agreed upon; and

**THAT** the amount borrowed be repaid from the proceeds of the debentures when sold.

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution duly passed at a meeting of the Council of the Town of Amherst held on the      day of      2019.

**GIVEN** under the hands of the Mayor and the Clerk and under the seal of the Town this      day of      2019.

Mayor

Clerk

For DMA Use Only

**TOWN OF AMHERST**  
**TEMPORARY BORROWING RESOLUTION**  
**SCHEDULE 'A'**

\$421,485

File No. 18/19-01  
Various Purposes

• East Pleasant Street – water main replacement (water utility)	\$300,000
• Water Reservoir (water utility)	\$37,735
• Service Truck (water utility)	\$28,750
• Land Purchase (water utility)	<u>\$55,000</u>
Total	\$421,485



## COMMITTEE OF THE WHOLE

CDR# 2019013

Date: February 19, 2019

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**TO:** Mayor Kogon and Members of Amherst Town Council

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

**DATE:** February 19, 2019

**SUBJECT:** **Joint Council Committee Terms of Reference**

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**ORIGIN:** Consensus at Meeting of Joint Councils on January 15, 2019 that the CAO's collaborate on refining a proposed Terms of Reference for Joint Council meetings

**LEGISLATIVE AUTHORITY:** MGA Section 24 confers on Council the authority to establish standing, special and advisory committees.

**RECOMMENDATION:** That Council direct the CAO to forward the terms of reference for the Joint Council Committee to the February 25, 2019 Regular meeting of Council for approval

**BACKGROUND:** The Councils of the three municipal units in the region have been meeting informally since early 2017 in an effort to facilitate cooperation and collaboration between and among the units. At a recent meeting a discussion was had about providing a little more structure and ensuring that these meetings were taking place in accordance with the Municipal Government Act. The CAO's were directed to make the necessary refinements to a sample Terms of Reference that had been presented at the meeting

**DISCUSSION:** The CAO's have met a couple of times and have collaborated and agreed on the necessary, minor refinements. In the proposed terms of reference attached it is proposed that each of the councils establish the committee as standing committee. There is agreement that decisions can be made by the committee to recommend course of action back to the Councils for final decisions and commitments.

The full terms of reference is attached but the purpose of the committee is to:

- Facilitate communication between and among elected officials and provide a forum for the exchange of information on issues of mutual interest;
- Review studies, plans and proposals related to the approved committee goals and provide comments to staff and recommendations Councils.
- Propose policy changes that would encourage or enable the Committee's approved goals.
- Act as a single forum for presentations or report to both municipalities when appropriate. (example – grants to organizations )

Meetings would be held in accordance with Section 22 of the MGA (public with some exceptions) with all appropriate notice given.



**FINANCIAL IMPLICATIONS:** There are no negative financial implications. It is entirely possible that initiatives may result from these meeting that ultimately make our respective organizations more efficient.

**COMMUNITY ENGAGEMENT:** All meetings will be subject to the same public notice and access requirements that meetings of Council are subject to.

**SOCIAL JUSTICE IMPLICATIONS:** Transparency is increased

**ENVIRONMENTAL IMPLICATIONS:** None

**ALTERNATIVES:** Adjustments to the terms of reference or declining approval at all.

**ATTACHMENTS:** Proposed Terms of Reference for the Joint Council Committee

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Report prepared by: Greg Herrett, CPA, CA - CAO

Report and Financial approved by:

## **Introduction**

The Councils of the Municipality of the County of Cumberland (“the County”), the Town of Oxford (“Oxford”) and the Town of Amherst (“Amherst”) wish to establish a committee through which issues of mutual interest may be discussed at the council level. To this end, the Joint Council Committee has been established as a standing committee of each of the Councils.

### **1. Goals**

To assist the Councils in an effort to:

- Identify opportunities for and encourage coordination, cooperation or sharing of services and/or programs between the municipal units.
- Promote the Cumberland region as a vibrant and healthy community that is a great place to live, work and play.

### **2. Purpose**

The purpose of Committee is to:

- Facilitate communication between and among elected officials and provide a forum for the exchange of information on issues of mutual interest;
- Review studies, plans and proposals related to the approved committee goals and provide comments to staff and recommendations Councils.
- Propose policy changes that would encourage or enable the Committee’s approved goals.
- Act as a single forum for presentations or report to both municipalities when appropriate. (example – grants to organizations )

### **4. Membership**

- All elected members of the Councils of all three units are voting members of this committee.
- The CAO’s are non-voting members of the Committee.
- The Warden and Mayors shall act as the chair on a rotating basis.
- The Municipal Advisor who has been appointed by the Department of Municipal Affairs for the region shall be an ex-officio member

### **6. Meetings**

- The Committee will meet on the first Tuesday of February, May, September, and December of each year.
- Together, the Warden and Mayors may convene additional meetings as deemed necessary in consultation with the CAO’s.
- A quorum will consist of fifteen voting members including at least two voting members of each Council.
- Meeting location and coordination shall rotate among the three municipal units.

- Minutes shall be kept and the municipality coordinating the meeting will provide administrative support.
- Agenda items will be compiled by the hosting Municipal Clerk or CAO. Any agenda items must be forwarded to staff at least two weeks in advance of meetings.
- Agendas and staff reports shall be made available to the Committee on the Friday immediately preceding the scheduled meeting. Agendas and staff reports shall also be posted to the Amherst website prior to the meeting. The County and Oxford shall post a link to the agenda on their respective websites.
- No additions to the agenda will be permitted at the beginning of a meeting unless unanimously accepted.

### **7. Role and Responsibility of Staff**

Staff representatives from the County, Oxford and Amherst shall provide administrative and research support to the Committee. This includes, but is not limited to the preparation and distribution of agendas and staff reports. Staff of each municipal unit will maintain a copy of all official records pertaining to the committee within their organization in accordance with their records management policy.

### **8. Reporting and Communication**

Meetings of the Committee shall take place in accordance with Section 22 of the Municipal Government Act.

A meeting report including the meeting agenda, draft minutes and any forthcoming recommendations shall be presented to all councils at their next regular meeting.

Approved motions of the committee shall constitute recommendations to each of the Councils of the County, Oxford and Amherst.

### **9. Conflict of Interest**

Members shall declare possible conflicts of interest before agenda items are presented and leave the meeting or part of the meeting during which the matter is under consideration.

### **10. Amendments**

The Committee may recommend amendments to these terms of reference to each of the participating councils. Any amendments must be approved by all three Councils to be effective.

# MEMORANDUM

**To:** Mayor Kogon and Members of Amherst Town Council  
**From:** Gregory D. Herrett, CPA, CA - Chief Administrative Officer  
**Date:** February 15, 2019  
**Subject:** **Proposed New Library Funding Model**

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Attached is correspondence from the Deputy Minister of the Communities, Culture and Heritage (CCH) providing information with regard to a proposed new funding model that would see Amherst's contributions to the Cumberland Regional Library increase by 41%. There has been, prior to the referenced meeting in Truro on February 4, no consultation of municipal officials in the preparation of this proposal. Emails and calls to the NSFM indicate that they were surprised by this announcement. This is somewhat disconcerting as we understand that CCH had been intended to give municipalities the required 12 month's notice before the end of March and seek legislation in the fall session to implement the proposal.

CFO Shelley Rector, who attended the information session in Truro along with Councillor Jones, will have a discussion paper for Council's consideration prior to the Joint Councils session.

Cumberland Public Libraries Chief Librarian Denise Corey has been invited to a special Joint Councils meeting in Oxford to discuss the proposal.

We continue to work with NSFM and others to understand the proposals and to encourage CCH to slow down and consult municipal officials.

**From:** Deputy Minister of Communities, Culture and Heritage <[DM\\_CCH@novascotia.ca](mailto:DM_CCH@novascotia.ca)>  
**Sent:** January 31, 2019 7:10 PM  
**To:** Greg Herrett <[GHerrett@amherst.ca](mailto:GHerrett@amherst.ca)>  
**Cc:** [mchase@cumberlandcounty.ns.ca](mailto:mchase@cumberlandcounty.ns.ca); Walker, Rhonda M <[Rhonda.Walker@novascotia.ca](mailto:Rhonda.Walker@novascotia.ca)>;  
[denise.corey@cumberlandpubliclibraries.ca](mailto:denise.corey@cumberlandpubliclibraries.ca)  
**Subject:** New Library Funding Model

Dear Mr. Herrett,

Historically, Nova Scotia's public libraries have been funded using a per capita model. In 2011, due to concerns about population changes in some library regions, the population figures that were utilized to determine funding were frozen based on the 2009 estimated population levels and have remained so until now. As you can appreciate, this has caused concern in all library regions as it has benefited some library regions and not others. The proposed model seeks to address this imbalance while also factoring in many of the concerns and opportunities raised by Chief Librarians and Boards.

Given the provincial scope of public libraries, there is no way to exclude population as a factor in the new model. As such, the population figures utilized have been updated to reflect 2017 estimated population levels. The difference in the amount of funding increase that each region would receive is, primarily, a reflection of each regions' population fluctuation.

We understand that a model that is purely population-based would likely lead to further issues in the future. To address this, we engaged with the library community to develop a new funding formula that would meet the needs of the public libraries while limiting the funding concerns that exist in the current per capita model. The formula that was developed was applied across all library regions. We did elect to maintain French Language grants for Eastern Counties Regional Library Board (ECRL) and Western Counties Regional Library Board (WCRL), and an equity grant (based on population density) for ECRL.

I am happy to say that, with the proposed model and provincial increase to the base funding, we have achieved a scenario that will benefit all library regions. No region will be losing money. Additionally, with the creation of a new, dedicated provincial grant funding program (\$500,000), libraries will have access to funds to support innovation and unique regional needs. We will be working with CORL and LBANS to design the fund. It is important to note that access to the Provincial Culture Innovation Fund will also remain intact.

We understand that the model will need to be adjusted over time. As such, a review of the formula will be conducted every five years. Additionally, we will be working collaboratively with library boards and others to develop common measures and accountability metrics to ensure we are reporting consistently on the great work of our libraries across the province. If there are significant concerns that need to be addressed, be assured that we will be working with the libraries to ensure that our libraries are vibrant now, and into the future.

We look forward to working with you to ensure that all Nova Scotians receive equitable access to public libraries and the benefits they provide our communities.

We are confident this model reflects the many discussions held over the past few years concerning the challenges faced by the library system. We further thank the members of LBANS—many of whom represent municipalities, and CORL for their diligence in the development of this model.

We welcome your comments. We look forward to you joining our meeting next week.

Sincerely,

Tracey Taweel  
Deputy Minister  
Communities, Culture and Heritage  
1741 Brunswick Street, 3<sup>rd</sup> Floor  
PO Box 456 Halifax, NS B3J 2R5



# Library Funding Review

January, 2019



# Context

- The current model for funding libraries is not meeting the requirements and evolving needs of Nova Scotia libraries and users
- With the exception of Halifax, most regions are seeing population declines and it's challenging to offer equitable services
- Communities embrace libraries as cornerstones so services go beyond book lending to being hubs
- Since 2014-15 interim funding increases were made while CCH worked towards a new funding formula

# Seeking Solutions

- CCH engaged its stakeholders to develop a new funding model that moves away from sole per capita calculations to a blended formula
- The proposed model provides stability and predictability in funding and allows libraries to undertake strategic planning
- Will also help address funding challenges: rural population decline, rising operations costs, changing roles of libraries in communities

# Core Services

- Supporting and promoting reading and literacy
- Providing access to technology and supporting digital literacy
- Preserving and promoting culture and creativity
- Providing safe physical spaces that encourage community involvement

# Shared Funding

- Province invests \$14.4 million annually to support Nova Scotia's nine regional public library boards, allocated on a per capita basis, using population numbers from 2009

Regions outside of Halifax	Halifax public libraries
71% provincial	26% provincial
26% municipal	71% municipal
3% board	3% board

# Proposed Model

Component	Staffing	Operating	Collections	Technology	French Language Grant*	Equity Grant*
Per Capita	<ul style="list-style-type: none"> <li>Halifax: 1 staff per 1,269 of the region's population multiplied by average board salary range</li> <li>Non-metro: 1 staff per 2,200 of the region's population multiplied by average board salary range</li> </ul>	\$1.50 per capita	\$3.50 per capita	\$400 per staff (number of staff calculated under staffing – includes fixed and per capita component)	10% of total staffing (staffing uses both per capita and a fixed component)	5% of total staffing (staffing uses both per capita and a fixed component)
Fixed	\$380,000 per board (6 staff)	\$15,000 per board	\$7,800 per board	Refresh Public Access Computers (PAC) every three years: \$1,000 per current number of PAC computers divided by 3		

# Proposed Provincial Change

- \$2 million investment (bringing total provincial investment to \$16.4M annually)
- Additionally:
  - Creation of new application based program dedicated to library boards
  - \$500 thousand annual investment beginning in 2020-21
  - To foster innovation, creativity and partnership for programming tailored to community needs
  - To support and build capacity for libraries to implement local and innovative initiatives
- Culture Innovation Fund
  - Access to this fund remains intact

# Implications

- Changes need to be made through regulations and municipalities require one-year notice
- Potential impact of new formula on municipalities is \$1.65 million – discussion and input with municipalities in upcoming weeks
- Will be evaluated after 5 years

# Funding Comparison: Province

	CURRENT	PROPOSED	TOTAL CHANGE (\$)
Annapolis Valley	1,739,200	1,919,600	180,400
Cape Breton	1,930,400	2,053,100	122,700
Colchester-East Hants	1,279,600	1,490,100	210,500
Cumberland	550,000	775,400	225,400
Eastern Counties	727,000	911,400	184,400
Halifax	4,916,000	5,274,300	358,300
Pictou-Antigonish	1,124,900	1,383,800	258,900
South Shore	1,002,900	1,262,400	259,500
Western Counties	1,120,300	1,320,500	200,200
TOTAL	14,390,300	16,390,600	2,000,300

# Funding Comparison: Municipal

	CURRENT	PROPOSED	TOTAL CHANGE (\$)
Annapolis Valley	636,900	702,900	66,000
Cape Breton	706,900	751,800	44,900
Colchester-East Hants	468,600	545,700	77,100
Cumberland	201,400	283,900	82,500
Eastern Counties	231,900	333,800	101,900
Halifax	13,424,500	14,402,700	978,200
Pictou-Antigonish	412,000	506,700	94,700
South Shore	367,300	462,300	95,000
Western Counties	373,500	483,600	110,100
TOTAL	16,823,000	18,473,400	1,650,400

# Funding Comparison: Board

	CURRENT	PROPOSED	TOTAL CHANGE (\$)
Annapolis Valley	73,500	81,100	7,600
Cape Breton	81,600	86,800	5,200
Colchester-East Hants	54,100	63,000	8,900
Cumberland	23,200	32,800	9,600
Eastern Counties	26,800	38,500	11,700
Halifax	576,600	608,600	32,000
Pictou-Antigonish	47,500	58,500	11,000
South Shore	42,400	53,300	10,900
Western Counties	43,100	55,800	12,700
TOTAL	968,800	1,078,400	109,600

# Next Steps

- Meeting with Regions
- February 22 – Nova Scotia Federation of Municipalities (NSFM)
- Please provide written input to
  - [Rhonda.Walker@novascotia.ca](mailto:Rhonda.Walker@novascotia.ca)

Or

– Rhonda Walker  
1747 Summer Street  
Halifax, NS B3H 3A6

# Library Funding Review

Thank you!



## Cumberland Public Libraries Board - Formula Funding Model

Proposed Effective Date: 2020 - 2021

	Funding Ratio	Old Model	New Model	\$ Increase	% Increase
Provincial	71%	\$550,000	\$775,400	\$225,400	41%
Municipal	26%	\$201,400	\$283,900	\$82,500	41%
Board	3%	\$23,200	\$32,800	\$9,600	41%
<b>Total Available</b>	<b>100%</b>	<b>\$774,600</b>	<b>\$1,092,100</b>	<b>\$317,500</b>	<b>41%</b>

<b>Population:</b>	
2017 Population	30,118
Old Model	31,995
Population Change	(1,877)

- “2017 Population” figures are from July 2017 estimates from the 2011 Census
- “Old Model” population figures were 2009 estimates from the 2006 Census

<b>Staffing:</b>			
	Number of positions	Salary Rate	Staffing cost
<b>Base Staffing:</b>			
CEO	1	\$92,500	\$92,500
Deputy CEO	1	\$82,500	\$82,500
Finance/Bookkeeper	1	\$45,000	\$45,000
Administrative Support	1	\$35,000	\$35,000
Community Engagement	1	\$62,500	\$62,500
IT Support	1	\$62,500	\$62,500
<b>Other Staff:</b>			
Scalable Staff	14	\$37,000	\$518,000
<b>Staffing Total</b>	<b>20</b>		<b>\$898,000</b>

- Total salary costs for “Base Staffing” is a set rate of \$380,000 per region
- “Scalable Staff” is calculated at 1 Staff per 2,200 (the “Average Rural Staffing Ratio Per Capita”), at an average salary of \$37,000

<b>Operating Costs:</b>	
Base Amount:	\$15,000
Per capita total:	\$45,200
<b>Total:</b>	<b>\$60,200</b>

- Operating cost per capita rate is \$1.50

<b>Collections Costs</b>	
Base Amount:	\$7,800
Per capita total:	\$105,400
<b>Total:</b>	<b>\$113,200</b>

- Collections costs per capita rate is \$3.50

<b>Other Factors:</b>	
• Staff Technology:	<b>\$8,000</b>
○ Calculated at \$400/staff member annually	
• Public Access Computers:	<b>\$12,700</b>
○ Based on a 3-year annual refresh cycle. Calculated at \$1,000/existing PAC divided by 3	
• French Language & Equity Programming:	<b>Not Applicable</b>

### Comparison between current and proposed Municipal Unit Contributions

Municipal Unit	2015-16 % of Total	2015-16 Share of Total	Proposed % of Total	Proposed Share of Total	\$ Change	% Change
Co. of Cumberland	0.4998	\$100,665	0.6561	\$186,267	\$85,601	85
Amherst	0.2969	\$59,794	0.3075	\$87,299	\$27,506	46
Oxford	0.0370	\$7,459	0.0364	\$10,334	\$2,875	39
Parrsboro	0.0435	\$8,769				
Springhill	0.1227	\$24,713				
	1	\$201,400	1	\$283,900	82,500	41

- Parrsboro has ceased to exist as a municipality
- Springhill has ceased to exist as a municipality

# MEMORANDUM

**To:** Mayor Kogon and Members of Amherst Town Council  
**From:** Gregory D. Herrett, Chief Administrative Officer  
**Date:** February 15, 2019  
**Subject:** **CJSMA Budget**

---

Attached is an email from CJSMA General Manager Stephen Rayworth regarding the budget for the CJSMA for the coming year. This is provided for Council's information.

Mr. Rayworth will make a presentation to the special meeting of the Joint Councils on March 5, 2019.

Council's approval of the budget will be on the agenda for a decision at the Regular meeting of Council in March.

## Greg Herrett

---

**From:** Stephen Rayworth <srayworth@cjsma.ns.ca>  
**Sent:** January 25, 2019 12:37 PM  
**To:** Greg Herrett; 'Rennie Bugley'; Rachel L. Jones  
**Subject:** CJSMA DRAFT FY2019/2020 Budget  
**Attachments:** 2019-2020DraftBudgetandSummary-2019\_01.pdf

Good day All,

At last night's CJSAM Board meeting, the following motion was passed:

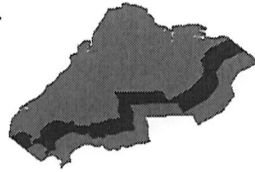
**Moved by** Councillor van Vulpen, seconded by Councillor Rhindress to send the draft FY 2019/2020 draft budget as presented to the municipal units for consideration.

The draft budget is attached.

I will be asking for approval of the budget at the March board meeting.

Please do not hesitate to contact me if you have any questions, or require further information.

Regards,  
Stephen Rayworth, CET  
General Manager  
Cumberland Joint Services Management Authority  
PO Box 549, Amherst NS, B4H 4A1  
Phone: (902) 667-5141  
Fax: (902) 667-5873  
srayworth@cjsma.ns.ca



2.1

## CUMBERLAND JOINT SERVICES MANAGEMENT AUTHORITY

### SOLID WASTE SERVICES

#### MEMORANDUM

**TO:** CJSMA Board Members  
**FROM:** David Scott  
**DATE:** January 24, 2019  
**RE:** Draft 2020 Budget

---

For clarity, capital financing is now presented separately (on page 1 of the attached draft budget). In the coming fiscal year two projects are proposed. The first is cell closure, since this is presently in the design/engineering phase final costs have not been determined. The current listed expenditure are based on previous estimates and existing reserve funds. The second project is the construction of a building suitable as a recycling transfer station. This is also currently in the design phase and final cost will be determined later. Financing for this project will be a combination of insurance proceeds for old recycling building and a loan. This coming fiscal year is the last year of principal repayment for the leachate facility, current expectations is that these currently expended funds will cover a significant portion of the payments in future years. No other significant capital expenditures are planned in the year.

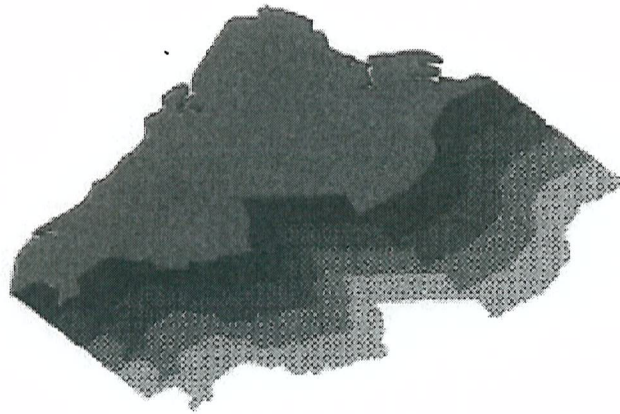
No changes in tipping fees are included in this budget. Projected volumes are consistent with historic amounts. This has resulted in overall revenues remaining consistent with past budgets. Obviously this means that expectations for expenditures is consistent with previous years. Some minor changes are noted below.

Education has been reduced slightly as the extra advertising for implementation of the dual stream program was completed last year.

Labour costs will be slightly higher this year. The cpi increase (based on 2018 results) is currently estimated at 2.3%. Canada Pension increased in 2019 by .15%. WCB rates also increased by .5% in 2019. Also it should be noted that when looking at specific facilities, landfill labour appears to have increased by a significant amount. This is not an increase in total labour but is largely comprised on a recognition of labour hours spent by recycling staff for site maintenance. This means much of the landfill labour costs are offset by reduction in labour costs for the recycling facility.

A slight decrease has been budgeted for recycling tip fees paid. These are based on potential savings from dual stream recycling.

As alluded to, this is a typical operating budget and does not incorporate any major changes. Thanks



**Cumberland Joint Services Management Authority**  
*Solid Waste Services*

**Draft 2019/2020 BUDGET**

January 18, 2018

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	<u>18/19</u> <u>Projection</u>	<u>18/19</u> <u>Budget</u>	<u>19/20</u> <u>Budget</u>
<b>Capital Funding</b>			
<b>Reserve Transfers</b>			
Cell Development	1,051,261	1,600,000	0
Equipment Reserve	194,058	320,000	850,000
Closure Reserve	48,739	100,000	3,218,446
<b>Operations</b>	<b>0</b>	<b>0</b>	<b>135,300</b>
<b>External Funding</b>			
Municipal Financing	0	0	400,000
Proceeds on Disposal of Capital	35,000	0	0
<b>Total Funding</b>	<b>1,329,058</b>	<b>2,020,000</b>	<b>4,603,746</b>
<b>Capital Expenditures</b>			
<b>Landfill</b>			
Cell Development	1,051,261	1,600,000	0
Cell Closure (Design)	48,739	100,000	3,353,746
<b>Total Landfill Capital</b>	<b>1,100,000</b>	<b>1,700,000</b>	<b>3,353,746</b>
<b>Compost</b>			
Loader	200,254	220,000	0
<b>Total Compost Capital</b>	<b>200,254</b>	<b>220,000</b>	<b>0</b>
<b>Recycling</b>			
Recycling Design	1,200	100,000	0
Building	27,604	0	0
Recycling Transfer Building	0	0	1,250,000
<b>Total Recycling Capital</b>	<b>28,804</b>	<b>100,000</b>	<b>1,250,000</b>
<b>Total Expenditures</b>	<b>1,329,058</b>	<b>2,020,000</b>	<b>4,603,746</b>
<b>Difference</b>	<b>0</b>	<b>0</b>	<b>0</b>

CUMBERLAND JOINT SERVICES MANAGEMENT AUTHORITY

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	<u>17/18</u> <u>Actual</u>	<u>18/19</u> <u>Apr - Dec 18</u>	<u>18/19</u> <u>Projection</u>	<u>18/19</u> <u>Budget</u>	<u>19/20</u> <u>Budget</u>
<b>Solid Waste Operations</b>					
Revenues	3,826,031	2,377,820	3,186,622	3,886,550	2,188,950
Administrative Expenses	507,144	376,965	529,761	538,596	541,901
Operation Expenses	2,882,037	1,255,831	1,960,637	2,566,933	956,722
Surplus (Deficit)	436,850	745,024	696,224	781,021	690,327
<b>Compost Operation</b>					
Revenues	350,910	505,261	559,673	654,800	400,500
Operation Expenditures	175,704	270,558	304,146	389,501	170,839
Surplus (Deficit)	175,206	234,703	255,527	265,299	229,661
<b>Recycling Operations</b>					
Revenues	458,174	110,371	118,554	134,750	42,000
Operation Expenditures	1,098,959	791,222	1,072,415	1,182,819	971,829
Surplus (Deficit)	(640,785)	(680,851)	(953,861)	(1,048,069)	(929,829)
<b>Total Revenues</b>	4,635,115	2,993,452	3,864,848	4,676,100	2,631,450
<b>Total Expenses</b>	4,663,844	2,694,576	3,866,959	4,677,850	2,641,292
<b>Surplus (Deficit)</b>	<b>(28,729)</b>	<b>298,876</b>	<b>(2,110)</b>	<b>(1,750)</b>	<b>(9,842)</b>
<b>Transfer From Surplus</b>			<b>2,110</b>	<b>1,750</b>	<b>9,842</b>
<b>Total</b>			<b>(0)</b>	<b>0</b>	<b>0</b>

CUMBERLAND JOINT SERVICES MANAGEMENT AUTHORITY  
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	17/18 <u>Actual</u>	18/19 <u>Apr - Dec 18</u>	18/19 <u>Projection</u>	18/19 <u>Budget</u>	19/20 <u>Budget</u>
<b>REVENUE - LANDFILL OPERATIONS</b>					
Tipping Fees	1,710,806	1,662,589	1,989,872	2,072,750	2,071,000
Other Income	132,472	13,483	13,000	32,850	35,950
Funding/Grants	88,463	73,450	83,750	80,950	82,000
Reserve Transfer	1,894,290	628,298	1,100,000	1,700,000	0
<b>Total Revenue</b>	<b>3,826,031</b>	<b>2,377,820</b>	<b>3,186,622</b>	<b>3,886,550</b>	<b>2,188,950</b>
<b>EXPENSES - ADMINISTRATION</b>					
Bad Debt Allowance	0	0	0	0	0
Bank Charges	706	328	500	500	500
Advertising	857	1,426	2,500	2,500	2,500
Administration Salaries & Benefits	407,804	301,648	412,782	412,496	422,801
Electricity	5,662	4,132	6,509	6,400	6,400
Travel & Training	15,151	12,676	16,901	22,000	22,000
Payroll Admin	2,641	1,675	2,380	2,750	2,750
Total Telephone	11,304	7,346	9,795	11,500	10,500
Professional Fees	17,800	15,679	29,200	29,000	30,000
Meeting Expense	3,007	265	1,000	2,000	1,000
Office Expense	16,117	6,320	10,693	9,950	10,950
Waste Diversion	26,095	25,469	37,500	39,500	32,500
<b>Total Administration Expense</b>	<b>507,144</b>	<b>376,965</b>	<b>529,761</b>	<b>538,596</b>	<b>541,901</b>
<b>EXPENSES - LANDFILL OPERATIONS</b>					
Hazardous Waste Program	33,469	37,857	37,627	30,000	30,000
Total Staffing Costs	226,614	158,450	215,867	216,884	272,753
Utilities	8,124	6,500	12,000	12,000	12,500
Insurance	22,315	17,119	22,825	20,000	21,000
Capital	1,896,845	641,605	1,100,000	1,700,000	0
Video Cameras/Security System	1,378	1,708	1,300	1,000	1,000
Total Safety	5,850	2,914	3,885	4,500	4,500
Total Scale House	8,536	4,442	9,121	9,400	10,400
Consulting Services	0	0	0	10,000	10,000
Site Maintenance	36,810	20,739	23,612	21,500	21,500
Equipment	134,373	100,464	134,978	152,904	160,704
Fuel & Oil	57,982	48,714	64,952	63,500	63,500
Communications Eqp.	1,684	0	1,500	3,000	3,000
Leachate System	101,290	49,923	124,217	113,995	126,065
Monitoring	44,488	41,923	52,500	52,500	52,500
Sediment Management	0	0	0	2,000	2,000
Cell Development Reserve	127,822	0	0	0	0
Cell Closure	144,457	100,975	126,251	123,750	135,300
Transfer to Equipment Reserve	30,000	22,500	30,000	30,000	30,000
<b>Total SW Expenditures</b>	<b>2,882,037</b>	<b>1,255,831</b>	<b>1,960,637</b>	<b>2,566,933</b>	<b>956,722</b>
<b>Total Administrative Expense</b>	<b>507,144</b>	<b>376,965</b>	<b>529,761</b>	<b>538,596</b>	<b>541,901</b>
<b>Solid Waste Contribution</b>	<b>436,850</b>	<b>745,024</b>	<b>696,224</b>	<b>781,021</b>	<b>690,327</b>
<b>Waste Tonnes</b>					
Residual	7,354	5,928	7,421	7,400	7,400
C & D	5,112	4,819	4,890	5,150	5,100
Oily Soils	1,167	547	547	900	900
Recycling Waste	1,395	191	226	100	800
<b>Total Landfill Tonnage</b>	<b>15,029</b>	<b>11,485</b>	<b>13,084</b>	<b>13,550</b>	<b>14,200</b>
Cost/Tonne	65.55	53.48	149.86	189.44	67.37
Net Revenue/Tonne	155.28	120.73	53.21	57.64	48.61

CUMBERLAND JOINT SERVICES MANAGEMENT AUTHORITY

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	17/18 <u>Actual</u>	18/19 <u>Apr - Dec 18</u>	18/19 <u>Projection</u>	18/19 <u>Budget</u>	19/20 <u>Budget</u>
<b>REVENUE - COMPOST FACILITY</b>					
Tipping Fees	319,137	317,472	371,876	414,000	382,500
Compost Sales	4,632	3,783	3,783	7,000	5,000
Transfer From Reserves (Loader)	0	165,264	165,264	220,000	0
Diversion Credits	27,140	18,742	18,750	13,800	13,000
<b>Total Revenues</b>	<b>350,910</b>	<b>505,261</b>	<b>559,673</b>	<b>654,800</b>	<b>400,500</b>
<b>EXPENSES - COMPOST FACILITY</b>					
Wages & Benefits	48,973	39,487	49,035	48,551	49,889
Safety Eqp. & Clothing	656	355	1,500	1,500	1,500
Equipment Costs	84,756	34,019	40,724	63,450	63,450
Compost Building & Site	3,841	3,153	5,000	6,000	6,000
Analysis Expense	0	0	0	6,000	6,000
Capital	0	165,254	165,000	220,000	0
Insurance	16,329	12,289	16,386	17,500	17,500
Biofilter Mgmt	0	0	1,000	1,000	1,000
Equipment Reserve	20,000	15,001	20,001	20,000	20,000
Leachate Mgmt	1,150	1,000	5,500	5,500	5,500
<b>Total Organic Expenses</b>	<b>175,704</b>	<b>270,558</b>	<b>304,146</b>	<b>389,501</b>	<b>170,839</b>
<b>Contribution from Compost</b>	<b>175,206</b>	<b>234,703</b>	<b>255,527</b>	<b>265,299</b>	<b>229,661</b>
Compostable Materials	4,792.92	4,478	5,082	4,600	4,250
Cost/Ton	36.66	60.43	59.85	84.67	40.20
Net Revenue/Ton	36.56	52.42	50.28	57.67	54.04
<b>REVENUE - RECYCLING OPERATIONS</b>					
Recycling Sales	321,173	45,137	44,750	25,000	25,000
Diversion Credits	19,063	13,242	13,500	9,750	17,000
Labour Costs Recovered	30,058	23,188	31,500		
Reserve Transfer	87,880	28,804	28,804	100,000	
<b>Total Recycling Revenue</b>	<b>458,174</b>	<b>110,371</b>	<b>118,554</b>	<b>134,750</b>	<b>42,000</b>
<b>RECYCLING EXPENSES</b>					
Total Supplies & Materials	17,159	2,510	3,347	1,250	3,000
Total Staff Expense	416,382	198,437	272,730	287,829	249,589
Capital (Transfer Station)	212,915	28,804	28,900	100,000	0
Insurance	12,352	10,024	13,366	10,000	15,000
Clothing Allowance	4,628	1,787	2,383	2,500	2,500
Safety Expense	23,483	2,508	3,344	5,000	5,000
Plant Costs	98,746	74,164	100,485	127,000	82,000
Equipment Costs	52,155	11,895	17,860	19,740	19,740
Recycle Transport	99,561	171,568	240,000	240,000	240,000
Tipping Fees	141,578	274,523	370,000	369,500	335,000
Equip. Reserve	20,000	15,001	20,000	20,000	20,000
<b>Total Recycling Expenses</b>	<b>1,098,959</b>	<b>791,222</b>	<b>1,072,415</b>	<b>1,182,819</b>	<b>971,829</b>
<b>Recycling Contribution</b>	<b>(640,785)</b>	<b>(680,851)</b>	<b>(953,861)</b>	<b>(1,048,069)</b>	<b>(929,829)</b>
Recyclable Tonnages	3,465	2,414	3,102	3,350	3,150
Cost/Ton	317.16	327.82	345.72	353.08	308.52
Net Cost/Ton	184.93	282.09	307.50	312.86	295.18

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**SCHEDULE 1**

**Tipfees Estimated Tonnages By Source**

	2018 Tonnages	Projected 2019 Tonnages	Budgeted 2020 Tonnages	Tip Fee \$/TON	Budgeted 2019 Revenue
<b>Solid Waste</b>					
Regular Garbage	7,350	7,441	7,400	\$215.00	\$1,591,000
Recycling/Compost Waste	1,376	300	800		
	8,726	7,741	8,200		
<b>Other Materials</b>					
Regular C & D	4,494	4,500	4,500	\$90.00	\$405,000
Sorted C&D	617	350	600	\$35.00	21,000
Oily Soils	1,167	550	900	\$60.00	54,000
					\$2,071,000
					To L/F Revenues
<b>Compost</b>					
Source Separated	4,797	4,540	4,250	\$90.00	\$382,500
					To Compost Revenues
<b>Recycling</b>					
Recyclables:	3,448	3,133	3,150	\$0.00	0
Residual, Organics and Recyclables	15,595	15,114	14,800		
Total Of All	23,249	20,814	21,600		

**SCHEDULE 2**

**Allocation of Diversion Credits**

	2018	Projected 2019	Budget 2020	
<b>Facility</b>				
Landfill	\$7,754	\$6,722	\$6,000	16.67%
Compost	\$19,063	13,241	13,000	36.11%
Recycling	\$27,140	17,778	17,000	47.22%
<b>Total</b>	\$53,957	\$37,741	\$36,000	
<b>Materials Diverted</b>				
Landfill	1,884	1,000	1,600	
Compost	4,797	4,540	4,250	
Recycling	2,072	2,833	2,350	
<b>Total</b>	8,753	8,373	8,200	
Diversion Per Ton	6	5	3	

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**SCHEDULE 3 -  
 Change in Reserve Balances**

	Operating Reserve	Equipment Reserve	Cell Development	Closure/ Post-Closure	Total Reserves
Beginning Balances (3/31/18)	219,288	763,242	1,265,819	3,092,195	5,340,544
2019 Projected Transfers From Operations	(2,110)	697,139	(1,100,000)	126,251	(278,720)
2020 Transfers From (To) Operations					
Loader		-			-
Recycling Transfer Station		(850,000)			(850,000)
Closure				(3,353,746)	(3,353,746)
Transfer to Operations	(15,401)				(15,401)
Cell Construction			-		-
Scheduled Allocation and Transfers		70,000	-	135,300	205,300
Net 2020 Budgeted Transfers From Operation	(15,401)	(780,000)	-	(3,218,446)	(4,013,847)
Ending Balances (03/31/18)	201,777	680,381	165,819	0	1,047,977

# Monthly Report

## Corporate Services

### February 2019

---

**CORPORATE SERVICES** – The Chief Financial Officer and the contractor are working on the internal control report and anticipate it will be completed by the end of March or early April.

Cross training continues for the payroll, human resources and benefits position. The other changes in the Corporate Services Department are starting to be implemented with cross training happening throughout the month of February.

Water bills were sent out the end of January.

Six Sigma Training is scheduled to occur in Amherst on March 27 and 28<sup>th</sup> at the Community Credit Union Business Innovation Centre.

**FINANCIAL** - Capital budget submissions have been received and reviewed. Discussions with Council are anticipated to happen very soon. Operating budgets are being reviewed by the Corporate Services team and it is anticipated meetings will start with Council in March. We are working with RBC to have our telepayments done electronically.

**2019 SPRING TAX SALE** – A Spring tax sale is not anticipated at this time.

**2018/19 TAX REDUCTION POLICY** – We have received 71 applications as of Jan 14/19. 66 received the \$450 reduction. 1 has a prior year balance, 1 is waiting on supporting documents, 2 did not qualify and 1 was a duplicate.

**2018 ASSESSMENT APPEALS** – As of February 1, 2019 for the 2018 assessments there were 73 appeals, 56 complete, 1 outstanding, 16 withdrawn.

	# of Accounts Appealing	Total Assessment Value Being Appealed	Appeal Completed as of Feb 1/19	Pending as of Feb 1/19	Withdrawn as of Feb 1/19	Outstanding Appeals as of Feb 1/19	Appeals Successful as of Feb 1/19	Loss of Assessment Value	Amount of Revenue Reduction	Nova Scotia Assessment Appeal Tribunal Status
Residential/Res	55	12,893,100	41	0	13		27	\$ 1,337,800	\$ 21,872	0
Commercial	18	29,687,400	15	0	3	1	8	\$ 981,700	\$ 43,539	1
<b>TOTAL</b>	<b>73</b>	<b>\$42,580,500</b>	<b>56</b>	<b>0</b>	<b>16</b>	<b>1</b>	<b>35</b>	<b>\$ 2,319,500</b>	<b>\$ 65,411</b>	<b>1</b>

**2019 ASSESSMENT NOTICES AND APPEALS** – We received the 2019 Assessment Roll and assessment notices were mailed out January 14, 2019. Appeals must be received by PVSC no later than midnight on February 15, 2019. The Town will receive the appeal report for 2019 in early March.

**2019/20 TAX EXEMPTIONS** – Letters were sent to all Clubs on January 17<sup>th</sup> with applications attached. Applicants were requested to submit a copy of their most recent financial statements and a questionnaire to be completed and returned by Friday, January 31<sup>st</sup>.

**WATER / SEWER COLLECTIONS** – Water bills are due February 28th. Cross training of staff for water/sewer billing and maintenance is underway.

**PROCUREMENT** – We are working on finalizing the last of the capital and operating procurement projects. Procurement statistics for the end of January are:

	May	June	July	August	Sept	Oct	Nov	Dec	Jan
<b>Capital</b>									
Anticipated Procurement from Capital Budget: 40-44									
Scopes for capital received in the month	6	12	4	8	2	3	3	3	0
<b>All procurement:</b>									
Total new scopes of work received in month	11	20	6	14	8	7	5	3	2
Released to the public in the month	10	12	7	12	8	12	5	9	3
Closed during the month	8	9	10	11	7	9	9	12	1
Awarded by par/council during the month	6	7	11	9	4	10	6	2	8
Open at the end of month (released month a, closed month b)	4	7	4	3	5	2	5	2	2

Discussions on operational service agreements (multi-year, repetitive contracts) took place with user departments and procurements are being conducted where required. Service agreements (elevator maintenance, HVAC) have been reviewed and procurements are on-going for those that require new procurements.

WCB and insurance inspection/maintenance is on-going.

**INFORMATION SERVICES (IS)** – On-going reviews and updates this month regarding IT needs for the organization and inclusion in our operating budget. A review of the phone bills and identification of assets is ongoing. Work continues identifying what we have, what we need and what we do not need regarding IT.

Work is ongoing for the Records Management system and future plans for utilizing existing systems to ensure proper record retention and destruction. Replacement of computers and other hardware is expected over the next few months (evergreening asset plan) including APD.

**HUMAN RESOURCES** – Our term Accounts Payable staff has been extended as we have one staff member off on leave for the next few months. A high school co-op student will start working one day per week with Corporate Services until they achieve 100 hours of work.

# MONTHLY REPORT

## Operations

### February 2019

---

The asphalt recycler/hot patcher was used 7 days in January patching potholes, approximately 17 tonnes of recycled asphalt was placed.

The utility crew performed daily checks of walkways and entrances to Town owned buildings, removing snow and ice as needed. The utility crew also removed and stored Christmas lights and decorations in January.

There were 5 snow events in January which required plowing of streets, sidewalks, and parking lots:

- January 1, 2019 – 10 cm
- January 6, 2019 – 5 cm
- January 9, 2019 – 15 cm
- January 20, 2019 – 10 cm
- January 31, 2019 – 10 cm

These snow events proved very challenging as most of the events started as snow, transitioned to rain or freezing rain, and back to snow followed by very cold temperatures. Snow was hauled from downtown streets and parking lots on 3 separate days. The salt truck was out on numerous occasions in January because of the extreme fluctuations in temperature throughout the month. The total volume of road salt purchased this winter is 1190 tonnes. This total amount approximately equals our average annual total. Sidewalk sanders were out 7 days in January applying a mix of sand and salt to improve traction on all sidewalks.

There was 1 broken water main on Edgewood Avenue, a 6" cast iron main where a service saddle failed.

Meter reads were done by walking the various walk routes and also by driving the outside County areas by our meter reader. The water crew also repaired 15 meters that measured zero consumption. Water crews have also been maintaining the downtown outdoor rink. Depending on weather conditions and other work priorities crews have been trying to perform flooding and maintenance on a daily basis.

The sewer crew have been doing their typical bi-weekly sampling at the Treatment Plant and the regular cleaning of the Terrace Lift Station. The sewer crew have also been cleaning the bar screen at the WWTP on a daily basis since the channel monster failed in the fall.

The mechanic has been busy with repair and maintenance work on our snow plows, sidewalk plows, and routine preventive maintenance of the fleet vehicles.

Upcoming / ongoing projects for February:

- Patching of potholes with recycled hot mix asphalt
- Meter repairs
- Construction of a partition wall in the second floor Town Hall board room
- Traffic control for Valentine's Run
- Solid waste collection from on street receptacles
- Week day maintenance at the outdoor rink
- Snow and de-icing operations as needed

The judicial review of the order to demolish the property at 16 Prince Arthur Street was held on February 8, 2019. Justice Jamieson issued an oral decision upholding the order to demolish the property. While a written copy of the decision is not yet available, Justice Jamieson commented that the Town did follow all necessary provisions of the *Municipal Government Act* and Town policies and procedures. She also commented on the number of times the property owner was contacted by the Town and given opportunity to remedy the dangerous and unsightly condition. Staff are now in the process of procuring the demolition of the building as well as developing a demolition plan.

# MONTHLY REPORT

## Amherst Police Department

### February 2019

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This report covers the month of January 2019

#### PROFESSIONAL DEVELOPMENT/TRAINING

**Domestic Violence Training:** On January 17<sup>th</sup>, 11 members attended a training session hosted by the Department of Justice. Members selected included those who are supervisors or who have the capacity to act as a supervisor. The session, which was held at the Amherst Fire Hall, included presentations on arrest, charges and legal decisions, a presentation on fatal and non-fatal strangulation from the Provincial Medical Examiner and other domestic violence topics. Four additional members were also scheduled to attend a training seminar in New Glasgow on February 7<sup>th</sup>.

**Autism Awareness:** On the evening of January 17<sup>th</sup>, Acting Chief Pike and Acting D/Chief Hunter attended a seminar at the Amherst Fire Hall on Autism Awareness for First Responders. The information was presented by Vicky Harvey from Autism Nova Scotia and provided some valuable information for first responders when coming into contact with people who are autistic. The presentation provided the audience with a better understanding of the different types of autism, what signs to look for and some guidelines for first responders when dealing with emergency situations and autistic people.

**Warrant Writing Course:** Cst Derek Hebert, who is one of 2 members assigned to the Cumberland Integrated Street Crime Unit, attended a 7 day warrant writing course. As a member of the street crime unit, one of Cst Heberts' major duties is the collection of information, often through confidential sources and using that information for drafting warrants and judicial authorizations. The course covered the different kinds of warrants and approached learning as an unfolding scenario, including drafting the information to obtain, approval submissions and court testimony.

#### OPERATIONAL

**Home Invasion – East Victoria Street:** The investigation into the December 17<sup>th</sup> home invasion is continuing. The incident, which involved the assault of an 84 year old man and the theft of his truck is being investigated by the Major Crime Unit with assistance from the Cumberland Street Crime Enforcement Unit and the APD Patrol Section.

**January 25<sup>th</sup> - Armed Robbery:** A 17 year old male was arrested in relation to an armed robbery that occurred at Needs in Amherst on January 25<sup>th</sup>. The male, who is also facing charges relating to a second armed robbery in Springhill on January 26<sup>th</sup>, entered the store armed with a knife and demanded cigarettes and cash. The youth was arrested on January 29<sup>th</sup> by members of the Street Crime Unit. This matter was investigated by the Cumberland County Street Crime Unit (SCEU), The Amherst Police Department, and the Cumberland District RCMP.

**Sexual Assault Audit:** Sgt Lepper, Cst Harrison and Domestic Violence Coordinator Lydia Quinn have completed an audit on the 2016/2018 APD Sexual Assault investigations. Their report has been submitted to the Chief and is currently being reviewed. There were no issues noted with the investigations.

#### PERSONNEL

**New Hires:** The Police Department hired 2 new part time officers who were sworn in on January 4<sup>th</sup>, 2019. These positions are being used to fill long term absences in the patrol division.

**Constable Nicole Germain** is 23 years old is a graduate of the Atlantic Police Academy and is originally from Ontario. Since graduation, she has worked at Casino NS and the Halifax Airport, which included a supervisory position. Nicole is a huge sports advocate and regularly plays hockey, rugby and soccer. She also volunteers with several different charities.

**Constable Tristan Follows** is 30 years old and since graduating from the Atlantic Police Academy had been working with Paladin Security. Raised in Bridgewater, he attended the Southern Alberta Institute of Technology and became a red seal chef. While he was working in Jasper, BC he worked for the Victoria, BC Police Department as a Reserve Constable and dedicated much of his time to community policing initiatives. Tristan lives a very active and healthy lifestyle including exercise and weight training.

**Departure:** Cst Brandon Sutherland-Metz has accepted a position with the RCMP and his last shift with APD was on January 19<sup>th</sup>. Constable Metz completed his OJT with the Amherst Police Department several years ago and was hired as a part time officer in June 2018. Brandon has a long history with the department and the community, He volunteered with Cops for Kids for many years and was involved with the Amherst Youth Town Council. He has learned that he will be posted in Hinton, Alberta once he has completed his 6 weeks of training.

### **CRIME PREVENTION/SCHOOL RESOURCE\***

- Attended Cumberland Kids Meeting & Cumberland Kids Managers Meeting
- Attended Youth Drop In at the YMCA. The numbers are still high, consistently in the 70's;
- Presented ice/snow safety in the primary classes of one elementary school, utilizing materials from the Red Cross as hand outs. Several parents reached out to Cst Harrison to express their appreciation.
- Attended Bible Hill Detachment for Safe Task Force meeting
- Attended an RJ session for a youth in regards to a Possession of Drugs file, the session went very well and those in attendance were pleased with the youth's thoughtfulness regarding the incident.
- Assisted in packing grocery bags for the West Highlands Backpack program, a program designed to help feed kids and families who may not have enough food. This program aims to provide options for food during the weekends when the school cannot supplement meals for students in need.
- Attended West Highlands School SAC meeting, where participants were asked to fill out a survey/questionnaire for the Education Center on how they feel information is relayed on report cards. Attendees were are tasked with decisions regarding budgeting and classroom needs
- Met with facilitators of Youth Drop In as Sarah MacMaster will be presenting to council the Youth's need to have a dedicated space to call their own.
- Dealt with an issue of intimate images on social media, which prompted the school to request presentations regarding these issues/Investigations. Dates are being worked out;
- Attended a behavior team meeting at one of the schools for a special needs boy with high needs.
- Conducted routine foot patrols of all schools and continuously offering support to staff and students.
- Conduct regular patrols of elementary schools during peak hours to aid with traffic. Cst Harrison advised that there has been an improvement as officers have made patrols around the school zones and presence makes a difference

*\*Constable Wood was off for much of January as a result of an injury*

### **OPERATIONAL STATS – January 2019**

#### **APD**

Occurrences: 381  
Impaired by Alcohol: 0  
Impaired by Drug: 0  
Traffic Tickets: 33  
Vehicle Checks: 198  
Foot Patrol Hours: 71h 7m

Criminal Code Charges: 87  
CDSA: 3  
Traffic Written Warnings: 72  
LCA: 2  
Bike Patrol Hours: 0

# Monthly Report Recreation / Culture / Programming / Communications

## February 2019

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### **'A Place To Play**

The outdoor skating surface remains a popular location for people to be active. It is equipped with bleachers, benches for people to tie their skates, garbage cans, portable toilet, decorative lighting and signage. The facility is open daily until 10:00pm weather permitting. Staff do daily checks and provide random estimates based on people who are using the facility. In January close to 200 skaters used the facility during these checks.

### **Stadium**

In January CCMHA used 64.25 hours compared to 64.5 hours in 2018. Amherst Skating Club used 48.5 hours in January 2019 compared to 55 hours in 2018. Total public skating hours for January 2019 was 84.74 compared to 88 hours in 2018. The breakdown for these public skating hours are as follows (Adults and Seniors skating – 14), (Parents and Tots Skating – 14), (Open Public Skating – 34.75), (After School Skating/Shinny– 13 and After School Skating/Ringette - 5) The total number of hours used at the Amherst Stadium is 298.50 in January 2019 compared to 298.25 in January 2018.

A highlight for January at the Stadium was hosting a live regional broadcast by Eastlink TV. The Amherst Ramblers played the Pictou Crushers. The night was themed Community Service Appreciation Night and attracted one of the larger crowds of the season.

### **Parks and Off-leash Dog Park**

All parks remain open and use is based on conditions. Parks that have swing sets are still in full operation. Dickey Park washrooms are remain open daily. The Off-leash Dog Park at Dickey Park remains open from sunrise to sunset and is highly used even with the cold winter weather we are experiencing. It is equipped with waste receptacles, garbage cans, benches and a holding area.

### **Culture, Events and Marketing**

Planning for 5<sup>th</sup> Annual Winter Carnival. Meetings and collaboration with community groups and partners on events and activities to be hosted. Organization of schedule, details, bookings, etc for all upcoming events. Brochure was finalized and sent to print as an insert with the Amherst Daily News, Signs/ Buttons and Winter Carnival hats ordered and distributed. Planning also finalized on the Winter Carnival Kick off for our community partners.

A few events coordinated internally included the Town of Amherst Athletic Achievers Awards, a Valentines Comedy Night, Indoor Walking Challenge, Adult/Senior Tea & Talk, Maritime Story Telling and Flag Day. Staff also met with the Cumberland EISSTOCK Club on a new initiative added to winter carnival "Alpine Curling ". Posters, promotion and marketing materials created and distributed for TOA Events, also collaboration with partners on materials and distribution, full schedule updated on community calendar, added to website, and uploaded into Fundy connect.

Collection of Amherst Volunteer Appreciation applications for 2019 were completed and promoted via mail, website, and social media. Internal collaboration and work on the Eastlink Live Broadcasted Jr A Rambler Game held on Saturday January 26<sup>th</sup>, 2019. Details and communication on the Town of Amherst's Upcoming First Responders Week in April. Research and contacts made around coin and flag design. Updated, maintained social media posting and community calendar.

### **Active Living:**

There are many new programs kicking off the new year! The Adult Learn to Skate Program started in January taking place on Tuesdays at 12:15pm with over 20 people registered. 2 Volunteers attend each week and teach the session. Participants are loving the program and are improving each week. Inquiries have been made regarding offering another session in the evening. The Active Living Coordinator aided the volunteer in getting the Adult Multisport program going. This 8 week program takes place on Wednesdays at West Highlands Elementary School and has had up to 45 participants at one session. Local sport partners have reached out to be involved as well. The Steady Stride Rehab Walking Program takes place at the stadium on Thursdays, led by the Community Rehab Department staff with 8-10 volunteers on hand. They have 12 clients partaking at the moment with hopes to expand within the community taking on more participants possible over the next few months. The Adult/Senior Adult Walking program is continuing with 15 new participants signing in. Simply for Life set up an information table during one of their sessions and offered free protein bar testers. The After the Bell Skating Program is running for 10 weeks where youth enjoy skating, shinny hockey, shinny Ringette at the stadium after school along with free healthy snacks. Ringette equipment, helmets and skating aids were purchased with the program funding and are available for participants to use each day. Snow shoe lending has been a bit slow due to the lack of snow but the Four Father Library, YMCA and Stadium all have a supply of snow shoes available for lending free of charge. The province launched Let's Get Moving Nova Scotia with a vision of increasing physical activity and reducing sedentary living, supporting active living and daily movement for all ages. The Youth on the Move has started the 2 Sessions with an average of 7 youth attending each week. Friday Night Fun attendance for January was 110 for ages 5-8 year old's with an average of 28 each night and 93 for ages 9-14 year old's with an average of 23 each night. Out of the total of 203 participants, 23 of them were from the County.

### **Horticulturalist**

With the 2019 growing season quickly upon us, research and development into the annual hanging basket and bedding plant RFPs has resulted in the upcoming release for welcoming bids by local businesses to help beautify the streets of Amherst. Additional RFPs will soon be circulated for improvements to the parks and greenspaces throughout town to create more usable public spaces. Continual daily monitoring throughout our parks as well as our streets has helped to ensure tidy public spaces, dealt with hazardous trees, and any issues that have been present throughout the month of January. The development of the draft tree protection policy and terms of reference for the Community In Bloom Committee continues.

# Monthly Report

## Fire Department

### February 2019

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#### Responses (January)

##### Town of Amherst – 5 events

- 1 Monitored alarm activation
- 1 Carbon Monoxide alarm activation
- 1 Smell of smoke
- 2 Flue fire

##### Contract area (District 2) – 4 events

- 2 Motor vehicle accidents
- 1 Arcing power line
- 1 Hazardous materials response

#### Fire Inspections

8 complete fire inspections were completed during this period. Also during this period there were numerous files opened.

#### Professional Development

The recruits have completed the second month of the basic fire fighter training program. During this time they have completed introductory training on various topics.

#### Community Support

The department assisted with a photo shoot at Spring Street Academy and assisted with the Valentines Day run.

#### Upcoming Events

Members of the Amherst Fire Fighters Association will be holding the following events:

1. Burn Treatment Curling Bonspiel - February 22<sup>nd</sup> & 23<sup>rd</sup> at the Amherst Curling Club.
2. Glow Bingo – March 1<sup>st</sup> starting at 7 PM at the Amherst Fire Station
3. Comedy night – March 2<sup>nd</sup> starting at 8 PM at the Amherst Fire Station

# Monthly Report

## Planning and Strategic Initiatives

### February 2019

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Staff continue to refine the results of the Council's Strategic Priority Planning Day held in December. Priority themes, and Potential Outcomes have been through multiple reviews with management staff. A Vision, Mission, and Guiding Principles have also been developed, with the goal to provide a draft package for Council's consideration in late February – early March.

With regard to the Commercial Assessment Phase In program, two projects have been completed and the program agreement is being finalized. These agreements being the first under the program, careful review and a learning curve is required to ensure contractual certainty.

The VIA Station transfer agreements are now signed by all parties, and preparations are being made in anticipation for the deal closing on March 1<sup>st</sup>.

Town staff is in discussions with the Cumberland Energy Authority and Efficiency Nova Scotia for administration of the PACE program that would apply to both municipalities. This would allow for easier marketing of the program, and allow residents from both areas to get information with minimal confusion.

With regards to planning matters, the PAC have made a recommendation to Council with respect to a development agreement at 150 East Victoria Street to allow the conversion of 5 motel units to dwelling units. Council have given this first reading, and scheduled a public hearing on the matter for February 20<sup>th</sup> at 12:00 p.m.

Planning also continues to provide planning and development services for the Town of Oxford.

# Monthly Report

## Economic Development

### February 2019

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#### **Demographic and Business Support**

In January, department staff supported the promotion of Amherst as a great place to live, work and play through the following activities:

- Consulted with members of the business community to get feedback on a list of potential economic development initiatives and to identify those with the most potential impact.
- Compiled data on employment levels in each sector, measuring changes over time and identifying those sectors with most potential for growth.

#### **Respond to Business Investment Opportunities**

Business development staff provided demographic and market information to a company from Dartmouth that is planning an expansion.

The BDO also reached out to three companies with introductory emails and information about the Amherst Industrial Park.

#### **Support initiatives at the Community Credit Union Business Innovation Centre**

The conference room hosted a hiring fair for Cabinet Central, which saw more than 200 applicants interested in positions at the new production facility that moved to Amherst from Dartmouth.

An agricultural symposium organized by MLA Elizabeth Smith-McCrossin in partnership with the Cumberland Business Connector and the Amherst & Area Chamber of Commerce was well-attended with 60 guests who learned about farm financing, succession planning and labour force issues.

#### **Increase the Impact of Tourism on the Local Economy**

The BDO worked with community theatre groups to develop an Amherst Performing Arts Series that will run from May to December at the Community Credit Union Business Innovation Centre. This series of performances will enhance the tourism offering in Amherst.

#### **New Businesses in Amherst**

- Our Backyard BBQ and Smokehouse opened in January at Amherst Town Square.
- Art of Rebellion Tattoo Studio opened in January at 8 Havelock Street.
- Frank & Gino's Pasta and Grill House opening in April on South Albion Street.
- Hart Stores opening this Spring in the Amherst Town Square