



Town of Amherst
Committee of the Whole

Date: Monday, April 19, 2021
Time: 4:00 pm

	Pages
1. Call to Order - 4:00 p.m.	
1.1. Moment of Silence in Memory of the Portapique Tragedy	
1.2. Approval of Agenda	
1.3. Approval of Consent Agenda	1 - 1
1.4. Approval of Minutes	2 - 4
1.4.1. March 15, 2021	5 - 7
1.4.2. March 22, 2021	8 - 8
2. Council Direction Requests - 4:05 p.m.	
2.1. Expense Reimbursement Policy - Jones	9 - 17
2.2. AYTC Policy Amendment - Laliberte	18 - 21
2.3. Joint CED Strategy - Porter	22 - 49
3. Information Items	
3.1. Capital Budget Process Update - MacDonald	50 - 50
3.2. Noise Bylaw Update - Pike	51 - 51
3.3. 2021-2022 CJSMA Draft Budget - MacDonald	52 - 62
4. Monthly Reports	
4.1. Corporate Services	63 - 66
4.2. Operations	67 - 68
4.3. Police Services	69 - 72

4.4.	Fire Services	73 - 73
4.5.	Planning & Strategic Initiatives	74 - 75
4.6.	Business Development	76 - 76
5.	In Camera - 5:00 p.m.	
5.1.	Approval of In Camera Agenda	
5.2.	Approval of In Camera Minutes	
5.2.1.	March 15, 2021	
5.2.2.	March 22, 2021	
5.2.3.	April 7, 2021	
5.3.	MGA 22(2)(e) - contract negotiations	
5.4.	MGA 22(2)(a) - acquisition, sale, lease and security of municipal property	
6.	Adjournment	



Town of Amherst
Committee of the Whole
Monday, April 19, 2021

Consent Agenda

MOTION:

That Council approve the following items as part of the consent agenda:

- 1.4. Approval of Minutes**
- 4.1. Corporate Services Monthly Report**
- 4.2. Operations Monthly Report**
- 4.3. Police Services Monthly Report**
- 4.4. Fire Services Monthly Report**
- 4.5. Planning & Strategic Initiatives Monthly Report**
- 4.6. Business Development Monthly Report**

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

Date: March 15, 2021
Time: 4:00 pm
Location: Community Credit Union Business Innovation Center
Zoom Virtual Meeting

Members Present Mayor David Kogon
Deputy Mayor Hal Davidson
Councillor George Baker
Councillor Sheila Christie
Councillor Lisa Emery
Councillor Dale Fawthrop
Councillor Leon Landry

Staff Present Greg Herrett, CAO
Jason MacDonald, Deputy CAO Operations
Mike Hunter, Chief Financial Officer
Dwayne Pike, Police Chief
Greg Jones, Fire Chief
Andrew Fisher, Manager of Planning & Strategic Initiatives
Tamara Porter, Business Development Officer
Tom McCoag, Corporate Communications Officer
Kim Jones, Municipal Clerk
Natalie LeBlanc, Deputy Clerk

1. Call to Order - 4:00 p.m.

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

1.1 Approval of Agenda

Moved By Councillor Baker

Seconded By Councillor Emery

That the agenda be approved as circulated.

MOTION CARRIED

1.2 Approval of the Consent Agenda

Moved By Councillor Emery

Seconded By Councillor Christie

To approve the consent agenda as circulated.

MOTION CARRIED

1.3 Approval of Minutes - February 16, 2021

The following motion was approved as part of the Consent Agenda:

Moved By Councillor Emery
Seconded By Councillor Christie
That the minutes of the February 16, 2021 Committee of the Whole meeting be approved as circulated.

MOTION CARRIED

2. Council Direction Requests

2.1 Stadium Walking Track Hours

Moved By Deputy Mayor Davidson
Seconded By Councillor Fawthrop

That Committee of the Whole forward to the March 22, 2021 regular meeting of Council the approval of the extension of the 1.7 FTE Term Customer Service Representative position until May 31, 2021 with the additional cost to be funded from the Operating Reserve.

MOTION CARRIED

2.2 'A' Fresh Start

Moved By Councillor Christie
Seconded By Councillor Emery

That staff be directed to alter the process of making presentations and public voting for the spring intake and award of the 'A' Fresh Start Community Support Grant so that applicants who make the finals will prepare a five-minute video presentation which will run on social media with public voting occurring electronically.

MOTION CARRIED

2.3 Noise Bylaw

Moved By Councillor Christie
Seconded By Councillor Emery

That Council forward any comments regarding the draft Noise Bylaw to the CAO and Chief Pike before the end of the March so they can seek legal counsel's advice and bring the draft Noise Bylaw the April Committee of the Whole meeting.

MOTION CARRIED

2.4 NSPI Easement - Solar Garden Project

Moved By Councillor Baker
Seconded By Councillor Landry

That the easement agreement with NSPI to facilitate the Solar Garden project be forwarded to the March 22, 2021 meeting of Council to authorize the CAO to execute the agreement.

MOTION CARRIED

3. Monthly Reports

The following monthly reports were approved as part of the Consent Agenda. Information items only; no direction given or action required.

3.1 Corporate Services

3.2 Operations

3.3 Police Services

3.4 Fire Services

3.5 Planning & Strategic Initiatives

3.6 Business Development

4. In Camera.

Moved By Councillor Fawthrop

Seconded By Councillor Landry

That the Committee move to an In Camera session.

MOTION CARRIED

5. Adjournment

Moved By Councillor Landry

Seconded By Councillor Christie

To adjourn the meeting at 5:30 p.m.

MOTION CARRIED

Kimberlee Jones
Municipal Clerk

David Kogon, MD
Mayor

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Committee of the Whole
Minutes**

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Kim Jones, Municipal Clerk
Natalie LeBlanc, Deputy Clerk

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1.1 Approval of Agenda

Moved By Councillor Baker

Seconded By Councillor Emery

That the agenda be approved as circulated.

MOTION CARRIED

1.2 Approval of the Consent Agenda

Moved By Councillor Emery

Seconded By Councillor Christie

To approve the consent agenda as circulated.

MOTION CARRIED

1.3 Approval of Minutes - February 16, 2021

The following motion was approved as part of the Consent Agenda:

Moved By Councillor Emery
Seconded By Councillor Christie
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Seconded By Councillor Fawthrop

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MOTION CARRIED

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3.1 Corporate Services

3.2 Operations

3.3 Police Services

3.4 Fire Services

3.5 Planning & Strategic Initiatives

3.6 Business Development

4. In Camera.

Moved By Councillor Fawthrop

Seconded By Councillor Landry

That the Committee move to an In Camera session.

MOTION CARRIED

5. Adjournment

Moved By Councillor Landry

Seconded By Councillor Christie

To adjourn the meeting at 5:30 p.m.

MOTION CARRIED

Kimberlee Jones
Municipal Clerk

David Kogon, MD
Mayor

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

Date: March 22, 2021
Time: 5:00 pm

Members Present Mayor David Kogon
Deputy Mayor Hal Davidson
Councillor George Baker
Councillor Sheila Christie
Councillor Lisa Emery
Councillor Dale Fawthrop
Councillor Leon Landry

Staff Present Greg Herrett, CAO
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Greg Jones, Fire Chief
Andrew Fisher, Manager of Planning & Strategic Initiatives
Tom McCoag, Corporate Communications Officer
Kim Jones, Municipal Clerk
Natalie LeBlanc, Deputy Clerk

Due to the COVID-19 pandemic, this was a hybrid meeting held in person at the Community Credit Union Business Innovation Center and online via Zoom.

1. **Call to Order**
Mayor Kogon called the meeting to order at 5:00 p.m.
2. **In Camera**
Moved By Councillor Baker
Seconded By Councillor Landry
That the Committee move to an In Camera session.

MOTION CARRIED

3. **Adjournment**
Moved By Councillor Fawthrop
Seconded By Councillor Emery
To adjourn the meeting.

MOTION CARRIED

Kimberlee Jones
Municipal Clerk

David Kogon, MD
Mayor

TO: Mayor Kogon and Members of Council

SUBMITTED BY: Kimberlee Jones, Municipal Clerk

DATE: April 19, 2021

SUBJECT: *Expense Reimbursement Policy*

ORIGIN: Review requirements listed as section 28 within the Expense Reimbursement Policy

LEGISLATIVE AUTHORITY: MGA Section 48 (3) In addition to matters specified in this Act or another Act of the Legislature, the Council may adopt policies on any matter that the Council considers conducive to the effective management of the municipality.

RECOMMENDATION: That Council review the Expense Reimbursement Policy and provide direction to staff as to whether they wish to re-adopt the policy or amend the policy and adopt the policy as amended.

BACKGROUND: This policy was drafted in 2018 to ensure accountability and transparency regarding expenses incurred by staff and elected officials within the Town of Amherst organization.

DISCUSSION: One of the review requirements of this policy is to review the document by January 31st in the year following a municipal election. As such we are a few months behind. However, this ensures that a new council has the opportunity to review, endorse or request changes to the policy. In general, this is a housekeeping matter. Staff are not proposing any amendments at this time.

FINANCIAL IMPLICATIONS: There are no financial implications to the re-adoption of the policy.

SOCIAL JUSTICE IMPLICATIONS: There are no social justice implications to the re-adoption of the policy.

ENVIRONMENTAL IMPLICATIONS: There are no environmental implications to the adoption of the policy.

COMMUNITY ENGAGEMENT: There is no community engagement contemplated at this time.



ALTERNATIVES: Propose changes to the policy.

ATTACHMENTS: Expense Reimbursement Policy

Report prepared by:

Report and Financial approved by:

DEPARTMENT: CORPORATE SERVICES

TITLE: **Expense Reimbursement Policy**

Minutes reference date: March 25, 2019 November 26, 2018 February 24, 2020

PURPOSE:

1. This policy safeguards the appropriate use of municipal funds through the establishment of uniform standards and procedures respecting reimbursement of expenses incurred by Council members, the Chief Administrative Officer (“CAO”), and Town of Amherst employees, Committee members and Commissioners in relation to Town of Amherst business.

SIGNING AUTHORITY:

2. The following are the Signing Authorities for the positions referred to, and shall be responsible for administering this policy with respect to the individuals in those positions:

Position	Signing Authority
Mayor	CAO/Designate
Members of Council & CAO	Mayor/Designate
Town Employees	Director or CAO/Designate
Committee member or Commissioner	CAO/Designate

3. A Signing Authority may designate a second signing authority in their absence. The designation of a secondary signing authority shall be in writing and shall state the name and position of the designate.
4. A Signing Authority is prohibited from authorizing expenses incurred on their own behalf.

INDIVIDUAL RESPONSIBILITIES

5. Everyone who incurs an expense in relation to Town business is responsible for:
 - (1) familiarizing themselves and complying with the provisions of this policy;
 - (2) By April 1 of each year signing an acknowledgment document certifying that they have reviewed this policy and sought all clarifications necessary for a complete understanding of its provisions and their responsibilities pursuant to it. Failure to sign this acknowledgement document annually will disqualify the individual from claiming expenses for reimbursement under this policy until the document has been signed for that year.
 - (3) completing and submitting expense claims with necessary supporting documentation;
 - (4) Exercising reasonable diligence and are incurring expenses prudently and responsibly; and
 - (5) with respect to travel, cancelling reservations as required, safeguarding travel advances and funds provided, and considering alternatives to travel such as teleconferencing and videoconferencing.

PERMITTED EXPENSES

6. Subject to and in accordance with this policy, the following expenses incurred by a member of Council, the CAO or a Town employee, Committee member or Commissioner are eligible for reimbursement:
 - (1) authorized travel within Nova Scotia, including transportation, accommodation and meal costs;
 - (2) pre-approved out-of-province travel, including transportation, accommodation and meal costs;
 - (3) approved training or continuing education costs.

AUTHORIZED TRAVEL

7. Council members shall be reimbursed for the reasonable expenses incurred in attending:
 - (1) conferences and professional development authorized by Policy 10350-26 Council Conference Attendance and Professional Development;
 - (2) meetings or conferences at which the Council member's attendance is authorized or requested by Council;
 - (3) a meeting of any Board, Commission, Committee or other organization to which the Council member has been appointed by Council, except that no reimbursement shall be provided by the Town if the Council member is entitled to reimbursement of expenses directly from the applicable organization;
 - (4) in the case of the Mayor and Deputy-Mayor or Designate, attendance at functions, meetings or conferences involving less than \$200 in reimbursable expenses in respect of which one or more municipal representatives has been invited or requested or would otherwise reasonably be expected to attend, unless Council has specifically directed the Mayor or Deputy-Mayor or Designate not to attend;
 - (5) in the case of a Councillor, attendance on behalf of the Town at a function identified in the previous subsection of this policy, involving less than \$200 in reimbursable expenses provided that such attendance is either at the request of the Mayor or Deputy-Mayor to attend in lieu of the Mayor or Deputy-Mayor; and
 - (6) a training or continuing education event in accordance with the provisions of this policy concerning training and education.
8. The CAO shall be reimbursed for the reasonable expenses pursuant to the CAO's employment contract.
9. An employee of the Town of Amherst, Committee member or Commissioner shall be reimbursed for the reasonable expenses, if pre-approved, incurred:
 - (a) in the carrying out of the duties and responsibilities associated with their employment and duly authorized by the Director and/or CAO on the Prior Approval Form;

- (b) for meetings, conferences, or professional development events at which the attendance of the employee, Committee member or Commissioner is authorized or is requested by the CAO;
- (c) for attendance at a meeting of any Board, Commission, Committee or other organization to which the employee has been appointed, except that no reimbursement shall be provided by the Town of Amherst if the employee, Committee member or Commissioner is entitled to reimbursement of expenses directly from the applicable organization; and
- (d) at a training or continuing education event in accordance with the provisions of this policy concerning training or education.

OUT-OF-PROVINCE TRAVEL

10. All requests for out-of-province travel shall be made in writing and shall contain the following information:
 - (a) the purpose and duration of the trip;
 - (b) the location(s) to be visited;
 - (c) the dates and times of arrival and departure;
 - (d) any pre-paid transportation, meals, or accommodation; and
 - (e) any other anticipated expenses.
11. All requests for out-of-province travel by Council members shall be reviewed by the CAO, Mayor or Designate who shall consider the necessity of travel based on the information provided.
12. All out-of-province travel by the CAO, other than that pursuant to the employment contract, shall be reviewed by the Mayor or Designate who shall follow the same guidelines established for Council members.
13. All requests for out-of-province travel by Town of Amherst employees, Committee members or Commissioners shall be reviewed by the CAO, who shall follow the same guidelines established for Council members.
14. If a request for out-of-province travel is approved, and the Claimant (not Town of Amherst) pays all or some of the expenses for the travel, the Claimant will be eligible for reimbursement of those expenses after submitting an expense claim in accordance with this policy.

LIMITS ON REIMBURSEMENT OF EXPENSES

15. Notwithstanding any other provision of the policy, the following limits shall apply to the reimbursement of expenses:
 - (1) subject to payment of per diem, a claimant shall only be reimbursed for costs that they have incurred;
 - (2) the expenses of a Council member for political activity associated with election or re-election is not reimbursable by the Town of Amherst;

- (3) airplane travel shall be booked by Town of Amherst staff or shall only be reimbursed at the lowest rate which would have been available if Town of Amherst staff had booked the airfare. Reasonable costs for airport improvement or similar fees and luggage shall be reimbursed at actual costs.
- (4) accommodation costs shall be reimbursed at actual costs. Government rates should be obtained whenever possible. Hotel upgrades shall be at the personal expense of the Claimant unless there are ergonomic necessities attributable to physical requirements included, but not limited to, wheel chair accessibility;
- (5) reimbursement for meals shall not exceed the per diem meal amounts set out in this policy, except in the case of out-of-province travel, in which event the applicable Signing Authority may authorize reimbursement of meals expenses at a comparable standard.
Reimbursement for meals shall not be claimed in respect of meals that are included as part of registration fees for conferences or seminars;
- (6) the cost of any alcoholic beverages shall not be reimbursed;
- (7) fees, deposits, interest and surcharges incurred on a personal credit card shall not be reimbursed;
- (8) when personal and Town of Amherst travel is combined, only documented expenses directly related to the Town of Amherst portion are reimbursable. Extended travel time and related expenses are at the traveler's own expense;
- (9) reimbursement shall not be provided for loss of personal effects; for medical and hospital treatment; for purchase of luggage, clothing and other personal equipment; or for personal services such as shoe shines, valet services, dry-cleaning, laundry, haircuts and other personal services;
- (10) there shall be no reimbursement of travel and related expense for individuals other than a Council member, the CAO, or an employee, Committee member or Commissioner of the Town of Amherst;
- (11) there shall be no reimbursement for travel by a Council member within the Town of Amherst because such travel is deemed to be included in the monthly vehicle allowance.

TRAVEL ADVANCES

16. Advances are not routinely approved. The following limits shall apply to the use of advances:

- (1) all advances must be approved by the CAO;
- (2) advances will only be issued where an overnight stay is required;
- (3) advances will not be made for less than \$200;
- (4) the CAO must not approve an advance unless the CAO is satisfied that there is a reasonable need for the advance;
- (5) upon completion of the travel for which an advance has been made, the recipient must complete an expense claim in relation to the travel costs that reconciles the amount of the advance with the actual reimbursable expenses incurred. The recipient must repay any part of the advance owing to the Town of Amherst within 10 days of completing the travel.

USE OF TOWN OF AMHERST CREDIT CARDS

17. Town of Amherst credit cards, in respect of travel expenses, shall only be used for parking, accommodations, airfare, vehicle rentals and event registration fees. Town of Amherst credit cards shall not be used for tolls or per diem meal allowances.

PER DIEM MEAL ALLOWANCES

18. For each day or part day when overnight accommodation forms part of an authorized expense, the Claimant shall be paid a meal allowance for each meal for which the Claimant is required to pay, in the amounts authorized from time to time as per diem meal allowances by the Province of Nova Scotia OR in the amount of \$12 for breakfast, \$17 for lunch, and \$26 for supper. This allowance includes gratuities and taxes.
19. Claimants whose religious beliefs or medical requirements prohibit them from consuming certain foods should be aware the appropriate meals can normally be obtained from caterers, provided that adequate notice of a special requirement is given. Should special dietary requirements negate the ability to participate in a meal that is provided free of cost, and as a result the Claimant must pay for a meal, they shall be paid a meal allowance for that meal.

KILOMETRAGE

20. The kilometrage allowance reimbursed for Claimants using personal vehicles for authorized travel shall be at the rate stipulated from time to time by the Province of Nova Scotia as the maximum kilometrage rate for its employees.
21. Where several Council members, the CAO, and/or employees, Committee members or Commissioners of the Town of Amherst, or any combination thereof, attend the same meeting, conference or function, each shall make reasonable efforts to share a vehicle.

VEHICLE RENTALS

22. The cost of rental of a vehicle shall be a reimbursable expense in instances where:
- (1) reasonable ground transportation services such as public transit, taxis or hotel shuttles are unavailable; or
 - (2) two or more Council members, the CAO, and/or employees, Committee members or Commissioners of the Town of Amherst or any combination thereof, are traveling together, and it is more economical than the combined cost of other reasonable ground transportation.
23. Compact, economical vehicles must be used unless three or more persons are travelling together, the bulk or weight of goods being transported necessitates a larger vehicle or a compact, economical vehicle is unavailable.

24. For the protection of the Claimant and the Town of Amherst, Claimants must ensure that adequate insurance (collision, comprehensive and third-party liability insurance) is in place for all drivers by either renting the vehicle using a personal credit card with an insurance option, or by purchasing a policy from the rental agency. The applicable deductible must be the lowest available given the coverage described above.

EXPENSE CLAIMS

25. Expense claims must be submitted on the form provided from time to time by the Town of Amherst and shall be signed by the Claimant.

26. The business reason for each expense must be submitted with all expense claims and a detailed itemized receipt is required for all expense claims except:

- (1) claims for per diem meal allowances;
- (2) tolls and parking; and
- (3) claims for personal vehicle kilometrage for authorized travel.

27. If no receipt is available, a written attestation signed by the Claimant must be submitted to explain why the receipt is unavailable, and a description itemizing and confirming the expenses must be provided. Debit or credit card transaction records are not acceptable as receipts.

28. Expenses incurred by one individual on behalf of another must be attributed to the individual for whom those expenses were incurred.

29. No expense claim shall be paid unless the claim is first approved for payment by the Signing Authority who has authority to approve the claim. Before approving an expense claim, a Signing Authority must ensure that:

- (1) the claim is consistent with policy;
- (2) the expenses claimed were necessarily incurred in the performance of municipal business;
- (3) appropriate receipts are provided to support the claim, and the claim documentation is appropriately filed; and
- (4) the expenses claimed have appropriate justification.

30. In considering an expense claim for payment, a Signing Authority may request additional explanations, documentation or justification from the Claimant, and may refuse to approve any claim or expense that the Signing Authority decides is unreasonable or not in compliance with this policy.

31. The use of petty cash to pay an expense claim is prohibited.

TIMEFRAME

32. A claim for reimbursement of an expense shall be submitted for approval within thirty (30) days of the expense being incurred.

33. Expenses must be submitted and charged to the year in which they occurred. Expenses cannot be carried forward to future years.

FRAUD, MISUSE OR MISAPPROPRIATION OF MUNICIPAL FUNDS

34. Fraudulent irregularity, misuse or misappropriation of Town of Amherst funds may result in disciplinary action up to and including termination of employment.

35. Suspicious activity and potential misuse of funds must be reported immediately to the CAO. If such activity relates to the CAO it must be reported immediately to the Mayor.

REPORTING REQUIREMENTS

36. Pursuant to section 65D of the *Municipal Government Act*, the CAO shall ensure that the Municipality does the following:

- (1) within 90 days of the end of each fiscal quarter, prepares and posts an expense report on the Town of Amherst website for the Mayor, CAO (including an employee of the Town of Amherst delegated any of the responsibilities or powers of the CAO pursuant to subsection 29(b) of the *Municipal Government Act*) and each member of Council on their expenses regarding the following:
 - a. travel and travel related expenses, including transportation, accommodation and incidentals;
 - b. meals; and
 - c. training and education.
- (2) On a monthly basis, posts the expense reports of each reportable individual on the Town of Amherst website on their expenses regarding the following:
 - a. travel and travel related expenses, including transportation, accommodation and incidentals;
 - b. meals; and
 - c. training and education.

REVIEW REQUIREMENTS

37. The Town of Amherst Audit Committee shall review the expense annual summary report, relevant to section 36, by October 31st of each year.

38. By the January 31st immediately following a regular election held under the *Municipal Elections Act*, Council shall review this policy and, following motion by Council, either re-adopt the policy or amend the policy and adopt the policy as amended.

TO: Mayor Kogon and Members of Council

SUBMITTED BY: Cheryl Laliberte – Community Well-being Manager

DATE: March 24, 2021

SUBJECT: Amherst Youth Town Council Policy

ORIGIN: Request from members of the Amherst Youth Town Council to have the process of advertisement, appointment and convening of AYTC members begin earlier in the year.

LEGISLATIVE AUTHORITY: MGA sections 47(1) states “The council shall make decisions in the exercise of its powers and duties by resolution, by policy or by by-law”.

RECOMMENDATION: That Council refer approval of the amendments to the Amherst Youth Town Council Policy to the regular meeting of Council on April 26, 2021.

BACKGROUND: The Amherst Youth Town Council Policy – 10350-21, states under Membership (4) that “Citizen appointee terms shall commence November 1st annually“. Additionally, the policy states that, “In June of each year, advertisement for expression of interest will be posted using appropriate media to reach youth. Council will appoint members for the new term prior to the end of October each year.”

DISCUSSION: The attached draft policy contains the following changes:

1. Membership (4): “Citizen appointee terms shall commence in September of each year”.
2. Membership (5): “In April of each year, advertisement for expression of interest will be posted using appropriate media to reach youth. Council will appoint members for the new term in June of each year. Members will convene in September of each year.”

FINANCIAL IMPLICATIONS: The policy will not result in a change to the amount of budget.

COMMUNITY ENGAGEMENT: Social media will be used to communicate the changes to the policy. A copy of the new policy will be sent to current members of the AYTC.

ENVIRONMENTAL IMPLICATIONS: There are no environmental implications anticipated at this time.

SOCIAL JUSTICE IMPLICATIONS: The change to the policy is meant to allow all elected members of the Amherst Youth Town Council adequate time to participate fully in the governing system.



- ALTERNATIVES:**
1. Direct staff to draft further changes to the policy;
 2. Do not adopt any changes to the policy.

ATTACHMENTS: Revised Policy

Report prepared by: Cheryl Laliberte – Community Well-being Manager
Report and Financial approved by:

DEPARTMENT: ALL TOWN DEPARTMENTS

TITLE: Amherst Youth Town Council Policy

Minutes reference date: 25 May, 2010 24 October, 2011 25 November, 2013 October 23, 2017
25 June, 2018

PURPOSE:

To establish a policy for the governance of the Amherst Youth Town Council.

BASIS:

The Amherst Youth Town Council will act as an advisory body to Town Council on those matters within the influence of the Town of Amherst which have an impact on the youth of the Town, regardless of their cultural and religious identity, socio-economic background, intellectual and physical abilities, sexuality or gender. The Amherst Youth Town Council will improve the image of the Town of Amherst by raising the profile of the Town’s youth. The Council will create community awareness of youth facilities, youth services, youth organizations and the opportunities and programs they provide.

ROLE OF COMMITTEE:

1. The Amherst Youth Town Council will identify and bring forward issues which have an impact on the youth of Amherst and, while *indirectly* under the control of the Town of Amherst, may be of sufficient significance to warrant the Town’s consideration or support.
2. The Amherst Youth Town Council shall encourage its members to become more familiar with the workings of local government through education, involvement and participation *in council meetings*.
3. The Amherst Youth Town Council will, through researching issues and presenting constructive solutions, act as a realistic advocate for the youth of our community.
4. The Amherst Youth Town Council will endeavor to participate actively in community events and activities, as well as host events they deem fit, in Amherst, and through this involvement, foster a positive image for all young people.
5. The Amherst Youth Town Council may address, foster discussion, or make recommendations to Town Council on issues that they believe need to be addressed for the benefit of the youth.

MEMBERSHIP:

1. The Council shall appoint members of the Amherst Youth Town Council by resolution.
2. The maximum number of appointees on the Amherst Youth Town Council is 12.
3. Members shall be students attending Amherst schools from grade 7 to 12 with a maximum of three members being county residents.
4. The term for citizen youth appointees shall be two years and members may be reappointed to the committee without limitations. Members who do not complete their two year term may be replaced, with their replacement finishing their term and eligible for reappointment without limitations. Citizen appointee terms shall commence **in September of each year.** ~~November 1st annually.~~
- ~~5.~~ In ~~June~~ **April** of each year, advertisement for expression of interest will be posted using appropriate media to reach youth. Council will appoint members for the new term ~~prior to the end of October each year.~~ **in June of each year. Members will convene in September of each year.**

MEETINGS:

1. Meetings will be scheduled by the *Junior Mayor*, in consultation with staff and fellow members. Generally, meetings will commence at 3:05pm at an accessible location.
2. The committee will meet bi-monthly or as required. Each month a member of the Amherst Youth Town Council will attend an Amherst Town Council regular meeting.
3. *All meetings are open to the public. If local organizations wish to present to the Amherst Youth Town Council they must previously inform the elected Junior Mayor of their presentation plans.
4. *All members of the Amherst Youth Town Council are required to notify a member of the executive committee if they are to miss a meeting. If two meetings are missed without regrets sent, the committee will discuss attendance improvement for that individual.

TO: Mayor Kogon and Members of Council

SUBMITTED BY: Tamara Porter, Business Development Officer

DATE: April 19, 2021

SUBJECT: Joint Council Community Economic Development Strategy

ORIGIN: The Town of Amherst and Municipality of Cumberland completed a joint Community Economic Development Strategy in 2014. This strategy was due to be updated.

LEGISLATIVE AUTHORITY: MGA Section 48 (3): In addition to matters specified in this Act or another Act of the Legislature, the Council may adopt policies on any matter that the Council considers conducive to the effective management of the municipality.

RECOMMENDATION: Council direct staff to forward the Cumberland Region Community Economic Development Strategy to the regular Council meeting on April 26, 2021 for acceptance.

BACKGROUND: After the formation of the Cumberland Business Connector in 2017, it was decided to develop a new Cumberland Region Community Economic Development strategy that would include the three Cumberland municipalities, and the Cumberland Business Connector.

DISCUSSION: The 2021-2026 Cumberland Region CED Strategy was presented at a Joint Council meeting on March 23, 2021. Feedback was received from eight Councillors through a survey that was circulated by email to all three Councils.

The feedback we received generally confirmed that the Strategy is on the right track and has addressed the most significant economic development concerns. There were several positive comments provided relating to inter-municipal collaboration and cooperation. Here's a summary of feedback that resulted in revisions to the Strategy:

- Include a system for accountability of achieving goals
- Account for new people moving to the region
- Engage with business to obtain their feedback on an ongoing basis
- Include annual action items

As a result of the feedback we received, here's a summary of the revisions we made:

- We added a section titled "Reporting and Implementation" to address concerns about how implementation will take place. This section also provides context for annual work plans.

- In the Economy pillar, we added an action for formal and informal business retention and expansion programs. This is an action that has been ongoing and we apologize for the oversight of not including this originally.
- We added detail related to using deed transfer tax as well as number and amount of building permits as a means of indicating population shifts in the region.

FINANCIAL IMPLICATIONS: There are no direct financial implications to the adoption of the Community Economic Development Strategy.

SOCIAL JUSTICE IMPLICATIONS: There are some goals and objectives in the strategy that relate to poverty, labour force and immigration challenges.

ENVIRONMENTAL IMPLICATIONS: There are some objectives in the strategy that would contribute to renewable energy and a remote working culture. However, this is not the focus of this strategy.

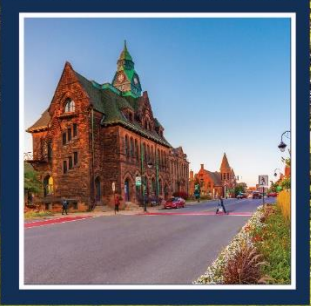
COMMUNITY ENGAGEMENT: Findings from the Quality-of-Life survey completed in 2019 were considered in the goals and objectives of this strategy.

ALTERNATIVES: Do not accept this strategy in its current form.

ATTACHMENTS: The revised Cumberland Region Community Economic Development Strategy is attached in full for your review.

Report prepared by:

Report and Financial approved by:



CUMBERLAND REGION 2021-2026 COMMUNITY ECONOMIC DEVELOPMENT STRATEGY

MUNICIPALITY OF CUMBERLAND
TOWN OF AMHERST
CUMBERLAND BUSINESS CONNECTOR
TOWN OF OXFORD



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SUMMARY

The Cumberland region encompasses the Town of Amherst, the Municipality of Cumberland and the Town of Oxford.

This Community Economic Development Strategy is a collaborative effort between the two towns, the municipality and the Cumberland Business Connector.

Geographically, Cumberland is the second largest county in Nova Scotia, with a population of about 30,000 people. The rural region's largest service centre is the Town of Amherst, which has approximately one-third of the region's population. Another one-third of its citizens live in close proximity to Amherst, with the remainder spread across smaller centers, such as the Town of Oxford, the communities of Springhill, Parrsboro, Pugwash and many rural communities.

The region boasts modern, state-of-the-art, health-care and educational facilities, vibrant retail and cultural sectors, a diverse agriculture industry, excellent manufacturing facilities and high entrepreneurial spirit.

Declining population, low labour force participation, high poverty rates and an aging population are creating challenges and having negative impacts on the Cumberland region. This Community Economic Development Strategy recognizes the importance of healthy residents and a strong economy in order to be a sustainable region. Creating community well-being and pride in our communities, supporting a job ready workforce, providing quality community infrastructure and creating economic opportunities play a key role in attracting new people, new investment and a healthier demographic.

This strategy focuses on four pillars: Economy, Population, Quality of Life and Community Capacity. These four pillars are closely inter-related and evident in the listed goals and objectives. Opportunities are addressed by capitalizing on resources, including tourism, natural resources, renewable energy, immigration and business parks. Working to enhance these resources will have a positive impact on business retention and expansion, population growth and a higher quality of life for citizens.

ECONOMY

Historical Challenges

The Cumberland region has known economic challenges for many decades. Communities, such as Springhill and Joggins, were built around coal mines. They flourished when this industry thrived. After the coal mines closed, these communities experienced a long-term decline that was marked by significant out-migration. Other industries, such as shipbuilding, once played a key role in the economy of coastal communities.

Small, mixed farms have seen their margins squeezed as revenues have not kept up with increasing production costs. However, the region has successfully developed large maple syrup and wild blueberry industries. The beef sector has stabilized and is growing. These industries have continued growth potential, while also being vulnerable to cyclical price declines, especially for farms that are not involved in value added activities.

The changing retail landscape has created both opportunity and challenges. Certain retail businesses have found unique niche products and markets that draw customers from across Atlantic Canada and further afield, while department stores and local malls have faced challenging times. These challenges are partly due to our close proximity to Moncton and its large retail sector, as well as competition from online retailers such as Amazon.

The region's historical challenges led to a declining and aging population, low labour force participation and high poverty rates. In recent years, there have been improvements in some of these indicators.

Current Business Climate

There are more than 1,000 businesses in the Cumberland region. With excellent rail, road, air and sea links, the Municipality of Cumberland, Amherst and Oxford offer easy access to markets across North America and around the world. Cumberland County is located at the center of the Maritime provinces of Nova Scotia, New Brunswick and Prince Edward Island, and between two of its largest urban centers – Halifax and Moncton. The CN rail line and the Trans Canada Highway pass through the Cumberland region, making the region a popular location for businesses serving the northeastern United States and Canadian markets.

There is a private jetport along the Northumberland coast in Fox Harb'r, and we are less than an hour's drive from one of two international airports, Halifax Stanfield International Airport and Greater Moncton Romeo LeBlanc International Airport, depending on which part of the region you are located.

Two international ports, in Halifax, N.S., and Saint John, N.B., are also within a two-hour drive and connect us with more than 150 countries. Canada has free-trade agreements with many countries in Europe, Asia, the U.S. and other parts of the world. This allows businesses in the Cumberland region to ship their products across the globe.

Key Sectors in Our Economy

The key sectors in our economy include:

- The goods producing sectors, including manufacturing, forestry, fishing, agriculture and mining as well as construction.
- The service sector has significant employment spread across many private sector businesses. There are many health-care related services, such as dentists, physiotherapists, optometrists, nursing homes, etc. Most of these businesses are in Amherst or in urban communities across the region.
- The public sector is another significant source of employment, with many jobs in the health-care and educational services fields. The Cumberland Regional Health Care Centre and Springhill Institution are among the largest employers in the region.

Our economy is very diverse and resilient. The Cumberland region has the largest agricultural land base in Nova Scotia and a vibrant fishing industry on both the Northumberland Strait and Bay of Fundy. These primary industries support a local agri-food and seafood processing industry. The Cumberland region has a significant strength in food processing, with about 1,000 people working in this sector.

Other natural resource industries include an active mining industry, with two salt mines employing hundreds of workers. We also have many quarries. The Cumberland region has more than 327,748 hectares (800,000 acres) of forest that account for 16 to 20 per cent of the wood cut annually in Nova Scotia. Seventy per cent of Nova Scotia's maple syrup is produced here as well as 50 per cent of the province's wild blueberries.

There are several businesses and organizations with expertise in clean energy manufacturing. The Cumberland Energy Authority's focus is on developing the energy resources of the region. Initially, most of their work centered on the development of geothermal energy in Springhill, as well as the potential around tidal energy in the Parrsboro area. Other areas of interest include solar energy, wind energy and energy from low-grade wood.

The Town of Amherst and the Municipality of Cumberland are participating in the Solar Electricity for Community Buildings Program. Amherst is also a partner in a smart-grid demonstration and deployment project led by Nova Scotia Power and NB Power that will test a suite of distributed energy resource technologies. Primary components of the project in Amherst include a one- to two-megawatt, community-scale, solar installation, battery storage, smart charging for electric vehicle fleets and solar-battery installations on municipal and industrial facilities. The project will help accelerate the affordable adoption of renewable energy solutions on both a regional and national scale.

Our location as the geographic centre of the Maritimes, and the gateway to Nova Scotia, has attracted companies involved in transportation, warehousing, distribution and wholesale trade. The transportation, warehousing and distribution sectors have continued expansion potential. There is room in the Amherst Industrial Park for growth and the new Springhill Geothermal

Business Park is currently being established. The Geothermal Business Park will provide an additional 40 hectares (100 acres) of affordable green, industrial land.

Our Collaborative Spirit

There is a proactive, collaborative spirit in our region. Our three municipalities work together on many enterprises, including economic development initiatives. The Cumberland Business Connector is an independent, business-led, non-profit organization that focuses on economic development across the entire region. The Business Connector is funded by the three local municipalities and the Government of Nova Scotia.

There is a monthly meeting for all stakeholders in economic development in the Cumberland region that keeps everyone informed about the priorities and programs that are available for the area. This informal “Team Cumberland” includes: CBDC Cumberland, the Nova Scotia Community College, the three municipal units, the Cumberland Business Connector, the Chambers of Commerce/ Board of Trade, Nova Scotia Business Inc., Nova Scotia Department of Agriculture, Atlantic Canada Opportunities Agency and Nova Scotia Works.

The three municipalities have formed a working task force with businesses in the tourism sector to develop the Cumberland Region Tourism Development Strategy. This strategy is now in the implementation phase.

The same collaborative spirit is evident in our region between businesses. Larger businesses are willing to mentor smaller ones. Farmers and artisans have collaborated to establish vibrant farmers markets. Area artisans have developed creative retail models throughout the Cumberland region and hundreds of businesses are members of Chambers of Commerce and Boards of Trade. This collaborative attitude strengthens our ability to work effectively. We recognize that working together allows our businesses to accomplish a lot more than any one organization could do by itself.

COVID-19 Impact

As COVID-19 swept across the world and emerged in Nova Scotia in mid-March 2020, life as we knew it came to an abrupt halt. All levels of government and society adapted to a slower pace in order to help stop the spread of COVID-19. As large parts of our economy shut down, the federal and provincial governments scrambled to put emergency programs in place to limit the economic damage. These programs were rolled out rapidly and modified as needed.

This crisis has reinforced the value of teamwork. All local partners involved in economic development have collaborated to support the business community as effectively as possible while avoiding duplication. The initial focus concentrated on connecting businesses with the resources they need to be successful. There has been a proactive effort to summarize and share with individual businesses the relevant supports the federal and provincial governments have put in place to help them survive through this unprecedented crisis.

Municipalities have worked with the Government of Nova Scotia to assist business owners and residents who need help with their 2020 property tax payments. The Cumberland Business Connector has collaborated closely with the Regional Enterprise Networks across the rest of rural Nova Scotia in order to share best practices and resources that can help rural businesses, from one end of Nova Scotia to the other, cope with the pandemic. The Amherst and Area Chamber of Commerce has tapped into resources from the Canadian Chamber of Commerce, the Halifax Chamber of Commerce and others to provide resources to the business community. Other economic development partners have shared their resources and expertise to assist businesses at this time.

As sectors emerge from the impacts of COVID-19, our focus is shifting to support their reopening and adaptation to a new way of doing business. From 2020-2022, this will be a key priority as retaining our existing businesses will be critical in order to be able to rebound quickly from the effect of the pandemic.

This crisis has reinforced the value of a diversified economy. We are fortunate to have strong manufacturing and goods producing sectors in Cumberland, Amherst and Oxford. Many of these companies, especially those involved in food production and processing, are expanding and hiring more staff. This is creating opportunities for workers that have been laid off because of declines in other sectors. This helps the Cumberland region mitigate the longer-term impacts of COVID-19.

Forestry Crisis

The Cumberland region, with more than 327,748 hectares (800,000 acres) of woodlands, has a large forestry sector that accounts for 16 to 20 per cent of Nova Scotia's total wood harvest. Up until the end of 2019, Northern Pulp in Pictou County was the largest buyer of wood in Nova Scotia. When Northern Pulp closed in January 2020, it put the entire, integrated forestry supply chain in Nova Scotia into a very precarious situation. More than 40 per cent of the market for wood in Nova Scotia was immediately lost.

Restrictions from the Canadian Food Inspection Agency were already in place to minimize the spread of invasive species such as the Brown spruce longhorn beetle. These restrictions prohibit Nova Scotia from exporting spruce and fir sawlogs and pulpwood to other provinces.

While there are still some markets for sawlogs in Nova Scotia, the sawmills do not have a market for their byproducts of sawdust, shavings and bark. This lack of cost recovery has reduced the price sawmills pay to the landowners for sawlogs. Landowners have also lost their largest market for low-grade hardwood and softwood that is not good enough to be sawn for lumber.

The forestry industry in the Cumberland region has come together and formed the Cumberland Forestry Advisory Committee to chart a path forward through the crisis. The community has developed a practical and comprehensive vision, with strategies to create a more diversified and stronger industry. A lot of work has been done, but a lot remains to do in order to retain the

hundreds of jobs and the businesses that are dependent on this industry. This sector wants sustainable growth moving forward, but needs support to transition the industry.

ECONOMY: GOALS & OBJECTIVES

1. Increase Business Retention and Expansion

1.1 General support for businesses and services emerging from COVID-19.

- 1.1.1** Host training workshops, online meetings and webinars to assist businesses reinvent their business model including:
 - developing online sales
 - social media marketing
 - web development
 - communication skills
- 1.1.2** Arrange mentoring and training opportunities for 20 small businesses needing outside expertise. This will include the Cumberland Virtual Advisor Program powered by Boomer's Plus.
- 1.1.3** Provide up-to-date, accurate information about the support for business coming from various levels of government that will help businesses reopen and grow. Communication with businesses will include email or phone calls, as well as having relevant information posted on the Cumberland Business Connector's website.
- 1.1.4** Expand the Cumberland Business Accelerator Program to support 20 more companies with high-growth potential, helping them develop their strategic planning skills, implement their growth plans and improve key performance indicators.
- 1.1.5** Provide affordable or free resources for small businesses to assist in strategic planning and reinventing their business models.

1.2 Support for the forestry sector whose industry has been disrupted.

- 1.2.1** Support the local forestry industry as it implements their recently created strategic plan by encouraging the development of diverse markets and locally produced wood products in order to retain and grow a skilled workforce.
 - Find new markets for 100,000 tons of wood chips and low-grade wood, including having at least two public institutions in the Cumberland region that use wood for energy.
 - Develop more value-adding within Cumberland County.
 - Lobby and influence all levels of government to allow tenders on new government buildings, bridges and other infrastructure to be built with wood.

1.3 Support for goods producing sectors.

- 1.3.1** Complete a business mix analysis for key goods producing sectors, such as manufacturing, natural resources, etc., in order to identify supply chain gaps or skilled trades needed in the region.

- 1.3.2 Based on the business mix analysis create a strategy for business attraction and entrepreneurship development to fill identified gaps.
- 1.3.3 Offer a training session each year around business transition or succession as a way to retain existing businesses over the long term.

1.4 Support for sectors identified as having significant growth potential, including renewable energy, natural resource industries and construction.

Renewable energy:

- 1.4.1 Advocate for continued research and development of the Fundy Ocean Research Centre for Energy (FORCE) in order to develop the energy potential of the Bay of Fundy's tides by:
 - lobbying other levels of government as needed.
 - supporting FORCE to create a power storage facility for testing by advocating on their behalf.
- 1.4.2 Support the Cumberland Energy Authority.
 - Build the roadways and other infrastructure in Phase 1 of the Springhill Geothermal Business Park.
 - Prepare business attraction brochures and information targeted to business sectors identified by the Cumberland Energy Authority as having high energy needs.
- 1.4.3 Support the expansion of wind farms for production of electricity.
- 1.4.4 Support the use of solar energy for electricity or space heating of residential homes, businesses, institutions and greenhouses by promoting and providing education on available financial supports.
- 1.4.5 Support the use of wood or wood chips for heating residential homes, businesses, institutions and greenhouses by:
 - promoting and providing education on the benefits.
 - completing priorities as stated in Section 1.2 above.
 - Lobbying the province to offer a rebate on the installation of wood stoves, pellet stoves and wood or wood-chip burning furnaces.
- 1.4.6 Lobby all levels of government to provide regulatory certainty and support to businesses willing to invest in producing renewable natural gas or bio-char from low-grade wood and wood chips.

Natural Resource Industries:

- 1.4.7 Support the Maritime Lumber Bureau and the forestry sector's work by lobbying other levels of government to increase the use of wooden bridges like the Roger Bacon Bridge that was built in Nappan.
- 1.4.8 Increase the amount of farm land in use by lobbying for the removal of the tax exemption currently given to farm land that is no longer farmed.
- 1.4.9 Lobby to improve the management of forestry resource land by requiring a wood lot management plan in order to continue receiving the low forestry tax rate.
- 1.4.10 Provide support for business plan development in order to increase the number of provincially inspected abattoirs in the region and meet the increasing demand for locally sourced meat.

- 1.4.11** Support the continued growth of the agri-food and seafood processing sectors to encourage more value-adding and more exports from this region by providing workshops and connecting businesses with other resources.
- 1.4.12** Encourage the responsible growth of aquaculture, including shellfish production and on-land aquaculture production, by working with the Nova Scotia Department of Fisheries and Aquaculture to see how we can best help the aquaculture industry create employment in rural communities.

Construction:

- 1.4.13** Increase the housing supply by at least 100 units per year with a mixture that includes rental units, moderately priced starter homes and seniors' housing by:
- attracting more trade workers.
 - exposing students to opportunities in the construction industry.
 - collaborating with the industry to offer training opportunities to businesses and workers presently employed in the construction industry.
 - increasing awareness of financial support provided by the Department of Municipal Affairs and Housing to build affordable rental units.
- 1.4.14** Upgrade existing housing stock to maintain affordable and safe housing by:
- increasing awareness of the PACE (Property Assessed Clean Energy) program offered by the Town of Amherst and the Municipality of Cumberland.
 - attracting more trades people with specialized skills in renewable energy upgrades to the region.
- 1.4.15** Upgrade commercial properties by:
- promoting programs such as Gritty to Pretty.
 - increasing awareness of available accessibility funding.
 - increasing awareness of available energy efficiency upgrade programs.

1.5 Focus on business expansion and increase productivity in existing businesses.

- 1.5.1** Continue to complete formal and informal business retention and expansion programs with businesses to ensure continued responsiveness to ongoing and changing business needs.
- 1.5.2** Maintain an up-to-date comprehensive business directory to facilitate increased business-to-business sales and buy local initiatives.
- 1.5.3** Approach Sackville, N.B., and area with the idea of producing a joint business directory by 2023.
- 1.5.4** Encourage businesses to focus on productivity upgrades in order to improve their global competitiveness and address work force shortages by:
- providing annual workshops on improving productivity to various sectors of the business community.
 - ensure the Cumberland Business Accelerator program is available to businesses needing support with productivity.
- 1.5.5** Provide workshops to encourage small businesses to focus on key performance indicators (KPI's) and focus on improving these indicators more than on revenue growth.
- 1.5.6** Lobby Nova Scotia Business Inc., the Department of Business and others to allow medium-sized businesses to qualify for the Innovation Rebate Program for productivity enhancing investments of less than \$2 million.

- 1.5.7 Maintain an up-to-date list of industrial buildings and land available for sale or lease in order to be able to respond to enquiries.

1.6 Strengthen connections and partnerships between businesses, educational and research institutions.

- 1.6.1 Connect businesses to the research capacity of NSCC, Mount Allison University, Dalhousie Agriculture Campus, Ignite Labs, FORCE and other private and public colleges, universities and research institutions.
- 1.6.2 Work with NSCC Cumberland to have this campus become a Centre of Excellence in Renewable Energy.
- 1.6.3 Have more customized training programs in Amherst/Springhill based upon the needs of local businesses, particularly in manufacturing.

1.7 Increase the impact of tourism on the local economy.

- 1.7.1 Implement the Cumberland Region Tourism Development Strategy to increase visitors' length of stay and average spend.
- 1.7.2 Develop a regional tourism brand, marketing strategy and website.
- 1.7.3 Conduct a feasibility study and a needs assessment on infrastructure needs for conference and event hosting, including the possible need for additional accommodations.

1.8 Enhance Amherst's role as a regional retail and service centre and communities throughout Cumberland County as local hubs.

- 1.8.1 Complete a business mix analysis for urban communities throughout the Cumberland region to identify core retail and service sector businesses required to maintain the critical needs of residents.
- 1.8.2 Attract businesses and focus on entrepreneurship development in order to fill gaps identified in the business mix analysis for urban communities.
- 1.8.3 Support the continued growth of businesses in the health-services sector to increase the number of good paying jobs, while also increasing the quality of life for local residents by maintaining key services in local communities.
- 1.8.4 Develop and implement downtown beautification and revitalization projects that include the buy-in of business owners, building landlords, municipalities and Chambers of Commerce or Board of Trade including the:
 - 1.8.4.1 Gritty to Pretty Program
 - 1.8.4.2 Expansion of similar program like Gritty to Pretty in other communities
 - 1.8.4.3 Pugwash Waterfront Development Master Plan
 - 1.8.4.4 Springhill Beautification Plan

2. Increase business attraction and new business startups.

- 2.1 Attract two additional businesses involved in distribution and warehousing that would benefit from the region's central location and strong transportation networks.
- 2.2 Expand and promote the availability of affordable industrial land in the Amherst Industrial Park.

2.3 Focus on attracting businesses that have been identified through the business mix analysis as being needed in the region, individual communities or in specific industries' supply chains.

2.4 Recruit and support people interested in becoming entrepreneurs.

2.5 Support the Cumberland Energy Authority's promotion of the Springhill Geothermal Business Park.

2.6 Promote the region to remote workers who value affordable housing and outdoor recreational opportunities. These workers can utilize the region's high-speed internet capabilities while benefiting from the region's amenities.

3. Create a job ready workforce.

3.1 Work with the P-12 education system to address weaknesses in soft skills such as time management, teamwork, conflict resolution and empathy.

3.2 Help connect displaced workers with new employment opportunities and remove barriers by engaging the disengaged workforce.

3.3 Improve student engagement (universities, NSCC, P-12) with local businesses.

3.4 Workforce attraction from outside Cumberland County.

3.5 Develop a part-time, skilled and knowledgeable workforce that can fill employment vacancies in seasonal or project-based work.

POPULATION

From 2001 to 2016, the population of the Cumberland region declined by eight per cent, with a net loss of 2,600 people due to a combination of out-migration and deaths outnumbering births and immigration. Between 2001 and 2016, net interprovincial migration accounted for a loss of more than 600 people from the Cumberland Census Division as out-migration outnumbered attraction of people from other provinces.¹ According to Statistics Canada, there are only 195 immigrants living in Cumberland who arrived between 2006 and 2016. The rest of Nova Scotia saw a per capita immigration rate that was three times as large during the same 10-year period.

Population decline is a concern for many reasons, with significant impacts on the local and regional economy as the customer base shrinks. As a result, businesses become more dependent on export sales and visitor spending. New service-oriented businesses are less likely to start up or survive. From a municipal service viewpoint, declining population has a negative effect on the residential tax base if it cannot grow at a rate needed to keep pace with rising municipal costs. A lack of new construction and a surplus of housing stock mean residential property assessment remains flat or declines.

The shrinking population, paired with low labour force participation and declining unemployment rates, means employers could have difficulty filling vacant positions if the number of job seekers is outnumbered by vacant jobs. Slightly more than 60 per cent of the residents living in the Cumberland region are between the ages of 15 and 64, while 66 per cent of all Canadians are of working age. In the next decade, businesses will have difficulty filling jobs vacated by retiring employees because there will be fewer younger workers available to take their place. This is especially relevant as the 60- to 64-year-old population is currently the largest percentage of our population.

The aging population presents economic opportunities as well. For example, there is an increasing need for construction of suitable housing. There is increasing demand for health and personal wellness services. Older people often contribute a larger share of the GDP than their share of the population. According to a 2016 report by Oxford Economics, people over 50 years of age are only 35 per cent of the U.S. population, but contribute 43 per cent of total U.S. GDP.

Older people are working longer. According to Statistics Canada, nearly one in five (19.8 per cent) Canadians aged 65 and older reported working at some point in 2015. This was almost double the proportion in 1995, with most of the increase coming from part-year and/or part-time work. Older people are also increasingly interested in starting their own businesses. According to a Kauffman Foundation report, the 55- to 64-year-old age group accounted for 25.8 per cent of new U.S. entrepreneurs in 2014, compared to 14.8 per cent in 1996.

¹ Statistics Canada. [Table null Population estimates, July 1, by census division, 2016 boundaries.](#)

The negative effects of the shrinking and aging population can be offset by economic development efforts that focus on increasing the population of working-age people, developing the “longevity economy” as noted in the economy section and increasing revenue from exports and tourism.

POPULATION: GOALS & OBJECTIVES

1. Increase the population of the Cumberland region with a significant focus on working-age families.

1.1 Maintain positive net interprovincial migration.

- 1.1.1** Create a place where people want to live. Invest in “live, work, play” initiatives, such as development of major attractions, community amenities and events, active transportation, culture and recreation and opportunities to enjoy shopping, dining and entertainment.
- 1.1.2** Develop a campaign aimed at repatriating people who have moved away from Nova Scotia.
- 1.1.3** Develop a remote worker attraction program. These workers bring their jobs with them and often have accompanying family members who may be looking for work. They help strengthen and diversify neighbourhoods, frequent local establishments and support the regional economy.
- 1.1.4** Connect with HR managers to co-ordinate relocation opportunities and address barriers for employees moving from other provinces.
- 1.1.5** Work with realtors to promote relocating to the Cumberland region, evaluating year-over-year deed transfer tax will be used to provide an indication of growth in this area.
- 1.1.6** Work with contractors to identify ways to upgrade current housing stock, including financing and labour, evaluating year-over-year number and value of building permits to measure new residential construction and upgrades.
- 1.1.7** Link tourism activity to population recruitment with an emphasis on quality-of-life factors.

1.2 Attract 200 new immigrants to the Cumberland region by 2026.

- 1.2.1** Develop an immigrant recruitment and retention program.
- 1.2.2** Attract graduating international students from Maritime universities to the Cumberland region by connecting them with co-operative education placements and internships.
- 1.2.3** Support the YREACH program in Cumberland to help immigrants integrate and become connected to their new communities
- 1.2.4** Support Immigrant Services of Nova Scotia (ISANS) to match skills and interests of immigrants with employment vacancies and entrepreneurship opportunities in Amherst and Cumberland.

The goals noted in the Economy section and the Quality-of-Life section also contribute to population growth for the Cumberland region.

QUALITY OF LIFE

Quality of life refers to the level of health, comfort and happiness experienced by an individual or group. It is highly subjective and is different for every person and group.

Quality of life has traditionally been overlooked in economic development. However, it is becoming increasingly vital as it relates to the ability of a community or an area to attract and retain people and businesses. Quality of life can refer to a wide range of topics from environment, education, health and leisure to culture, living standards, time use and many other topics.

According to Develop Nova Scotia, quality of life is a critical factor in the decision to live and work in a community, especially in the knowledge economy. In this context, the beauty, vitality and accessibility of place is a significant contributor to the creation of a highly livable environment where people want to come together. Great places signal quality of life and quality of life drives the decision to put down roots. In the knowledge economy, industry and investment follow talent. According to Harvard Business Review, “Almost 64 per cent of college-educated 25- to 34-year-olds said they looked for a job only after they’d chosen the city where they wanted to live.” (May, 2010) ²

For the purpose of this strategy, quality of life will focus on improving the following four key contributing factors:

1. Health of residents/Healthy Populations
2. Living standards
3. Community infrastructure and Placemaking
4. Access to technology

Health of Residents/Healthy Populations

Maintaining and improving the health of residents is a major contributing factor to the quality of life within the region. Communities with a higher percentage of healthy people will attract other healthy people and will also attract new business and investment to the community. There are a wide range of factors that contribute to the health of residents, including mental health, level of physical activity, nutrition, obesity, smoking, etc. Many of these factors are being addressed by other organizations and within the health-care field. For the purpose of this strategy, the focus will be on how income levels and adequate access to the health-care system can contribute to the overall quality of life within the region.

According to the Government of Canada, the number one indicator of a person’s health is their income level³. Therefore, focusing on increasing the average and median household income in the region will be a priority. Adequate access to the health-care system, including maintaining access to a family doctor, access to emergency departments and access to necessary

² Develop Nova Scotia, <https://developns.ca/about/placemaking/>

³ Government of Canada, <https://www.canada.ca/en/public-health/services/health-promotion/population-health/what-determines-health.html>

specialists and procedures, impacts the health of residents. For that reason, physician recruitment will be a priority with a focus on recruiting the necessary specialists within the health-care field.

Living Standards

Living standards examine average and median incomes and wealth, distribution of income and wealth, including poverty rates, income fluctuations and volatility. It considers economic security, including labour market security, housing and food prosperity.

Living standards should reflect the capacity to transform economic growth into stable current and future income streams for everyone. Economic growth does not automatically translate into better living standards. A higher average income, for example, may be achieved at the cost of increased social inequality or greater economic insecurity. In contrast, achieving greater job quality, reducing poverty and providing basic affordable housing and food security to individuals and families will raise well-being and living standards for everyone. The Cumberland region seeks to go beyond reaching a basic level of securities in our communities. We will aim for prosperous living standards throughout our communities.

Community Infrastructure and Placemaking

Community infrastructure includes the collection of facilities and spaces provided to residents and communities that generally improve quality of life in an area. This can include libraries, community centres, parks, outdoor spaces, safe walking areas and arenas, among many other facilities and spaces. Having the right mix, including quantity and quality, of community infrastructure is vital to attracting people to visit the region, live in the region and do business in the region. Community infrastructure is an important factor in placemaking.

According to Develop Nova Scotia, placemaking is the planning, development and management of land and infrastructure with and for people. Place has an essential role in economic development. Great places need to be designed with the community and for the community. In placemaking, it is vital to work with the community to discover their needs and aspirations in order to develop a vision for the community.

In the context of tourism, great places attract visitors who are looking for authentic, cultural experiences. The Cumberland Region Tourism Development Strategy focuses on high-yield markets, including authentic experiences, free spirits and cultural explorers. Focusing on placemaking will contribute to the success of that strategy and contribute to achieving the Cumberland region's tourism goal of extending a visitor's length of stay and increase the average amount they spend in the region.

Attracting more people to visit, live and work in the Cumberland region is a significant opportunity. The region has unique and spectacular landscapes, access to the coastline and is relatively affordable. All of this positions the region well in its efforts to attract people seeking quality of life. To achieve a strong sense of place, the Cumberland region will focus on

implementing projects and strategies that align with the principles of placemaking and ensuring adequate community infrastructure in the communities throughout the region.

Access to Technology

The “digital divide” is the term used to describe the fact that whole segments of society are split into those “with” and “without” access to high-speed digital infrastructure. From an economic standpoint, those communities with a digital advantage can expect higher small business values and new business formation rates, higher home values, higher quality of employment and generally more economic opportunity for the entire community. According to studies, the overall economic impact is substantial – in excess of 10 per cent in many cases (see World Bank Study*). From a human impact, it means more young adults decide to stay and work in their own communities and can lower rates of poverty and related social issues and businesses that are better able to compete and grow.

Large urban centers have a natural advantage in that their digital infrastructure develops organically based on a communication service provider’s standard design-build economic model. Rural communities can obtain similar results, but they must be much more proactive in order to ensure their success. In light of the rapid pace of technological evolution, it is increasingly vital that they do so.

The Town of Amherst and the Town of Oxford are already well serviced with access to high-speed internet. However, many areas throughout the Municipality of Cumberland are not so fortunate. To address the existence and impact of the “digital divide,” the Municipality of Cumberland has partnered with the Municipality of Colchester to work towards achieving the following vision:

The entire geographic area will be served by a state-of-the-art, continuously upgraded, communications network that includes capacity for reliable, affordable, highest-speed internet access, as well as mobile telephone, community Wi-Fi, and internet-of-things uses such as ‘smart agriculture’, 5G and other future applications.

These two municipalities intend to work towards developing a best practice framework for smart-rural initiatives, which does not currently exist.

High-quality, cost-effective internet services to each home in our communities is considered an “essential service,” a utility no less important than electricity, emergency management services and other municipal residential services. Working through the protocols in place for the COVID-19 response reinforced how important this ability to access reliable internet services is for working and learning from home. Under this vision no one gets left behind.

In addition to being among the most connected rural communities in Canada, the two municipalities also want to be among the “smartest.” This means the digital infrastructure needs to support existing and future smart-agriculture, road safety cameras, water leakage detection, weather collection, vehicle fleet tracking and a whole range of other IoT (Internet of Things) use cases.

QUALITY OF LIFE: GOALS & OBJECTIVES

1. Increase the overall health and living standards of our residents.

1.1 Continue to grow the median household income by a greater rate than the province, to result in the Cumberland region being within 10 per cent of the provincial median household income by 2026.

- 1.1.1 Develop a one-year pilot project to transport Cumberland residents to their workplaces within the Cumberland region.
- 1.1.2 Develop and implement training opportunities throughout the Cumberland region.

1.2 Support the Nova Scotia Health Authority with job recruitment throughout the Cumberland region.

- 1.2.1 Support the joint physician recruitment committee.
- 1.2.2 When requested, assist with area familiarization tours to visiting and resident doctors and other medical professionals that focus on highlighting the area and sense of community.
- 1.2.3 Support spouses and family members of health-care workers to find jobs in their field.

1.3 Percentage of people living in poverty will be within 2.5 per cent of the provincial average by 2026.

- 1.3.1 Implement training programs and workshops on an ongoing basis throughout the Cumberland region, including Learn2Lead workshop series.
- 1.3.2 Connector Program to help match people with jobs in their field.
- 1.3.3 Develop training programs that target youth seeking part-time employment to encourage skill development and employability. (Example: offer forklift training for eligible grade 10, 11 and 12 students throughout the Cumberland region.)

2. Develop community infrastructure to meet the needs of residents to improve their quality of life.

2.1 Town of Amherst: Support the review of community infrastructure, complete with recommendations to maintain and enhance this infrastructure.

2.2 Town of Oxford: Working through a strategic and comprehensive asset management plan to address infrastructure needs within the community.

2.3 Municipality of Cumberland

- 2.3.1 By 2023, define the service level of community infrastructure to be provided within communities throughout the municipality (i.e., to include parks, playgrounds, trails, libraries, community centres, multipurpose space, sidewalks, safe walking areas, outdoor space, etc.).
- 2.3.2 Support and encourage the development of community centres in communities throughout the municipality.

- 2.3.3 Work with the chief librarian of the Cumberland Regional Libraries and communities to provide safe and accessible space for libraries throughout the municipality.

3. Implement projects and strategies that align with the principles of placemaking.

3.1 By implementing the following strategies, the Cumberland region will increase a sense of place in communities and will be better positioned to attract people to visit and live in the region, as well as do business here.

- 3.1.1 The Pugwash Waterfront Development Master Plan
- 3.1.2 The Cape d'Or Master Plan
- 3.1.3 The Cumberland Region Tourism Development Strategy
- 3.1.4 Springhill Beautification Plan
- 3.1.5 Mainstreet beautification programs in Parrsboro, Joggins, and Advocate
- 3.1.6 Oxford Downtown Beautification Program

3.2 To support placemaking and developing sense of place, the municipalities will undertake the following:

- 3.2.1 Financially support and assist with the development and promotion of the Cliffs of Fundy UNESCO Global Geopark.
- 3.2.2 Assist communities and community groups, as needed, to develop strategic plans, undertake community initiatives and achieve their visions.
- 3.2.3 Help community groups network and learn from each other's best practices.
- 3.2.4 Increase intermunicipal collaboration by continuing regular economic development staff meetings online.

4. Increase access to technology.

4.1 Achieve the vision to make Cumberland (and Colchester) one of Canada's most digitally connected rural areas.

- 4.1.1 Reach 100 per cent of households in Cumberland County with high-speed internet service (as defined by the CRTC) by 2026.
- 4.1.2 Provide free community Wi-Fi in a minimum of five communities in the Cumberland region by 2026.
- 4.1.3 By 2025, the Municipality of Cumberland will have a plan to address cellphone coverage throughout the Cumberland region.
- 4.1.4 Have a plan in place to use the municipally owned dark fibre that could include investing in digital infrastructure to support existing and future smart-agriculture, road safety cameras, water leakage detection, weather collection, vehicle fleet tracking and a whole range of other IoT (Internet of Things) use cases.

COMMUNITY CAPACITY

By looking at community capacity as a critical mass of people, infrastructure, reasonable availability of programs and services and economic opportunities from a **strategic** perspective, we can focus attention on those elements that are most critical and valued within communities. More importantly, we can encourage local citizens to be engaged in the critical issues that impact their communities. This CED Strategy will identify those communities where there is a readiness for residents to be involved in the future of their communities and to support them in doing so.

Community Capacity encompasses the initial three pillars of the CED Strategy at a community-specific level. Therefore, we will focus our efforts on working with individual communities to create strategies that will impact business development, population growth and increased quality of life in much greater detail. The local strategies will account for community-specific opportunities and establish strategies that best overcome the unique challenges within our communities.

COMMUNITY CAPACITY: GOALS & OBJECTIVES

1. Develop Community/area specific plans and initiatives.

1.1 Facilitate the development of community/area specific plans and initiatives that focus on decreasing economic barriers in our communities and improving the quality of life for our residents using the following schedule:

- 1.1.1 Springhill 2019/2021 (in progress)
- 1.1.2 Parrsboro 2019/2021 (in progress)
- 1.1.3 Amherst 2021/2022 (Municipal Planning Strategy)
- 1.1.4 Pugwash 2022/2023
- 1.1.5 Oxford 2022/2023
- 1.1.6 River Hebert/Joggins 2022/2023
- 1.1.7 Wentworth 2023/2024
- 1.1.8 Advocate 2023/2024
- 1.1.9 Wallace 2023/2024

REPORTING AND IMPLEMENTATION

Each Municipality and the Cumberland Business Connector will develop their own annual work plans, which will each address priorities related to each organization's individual mandate and capacity. Implementation tables are included in the pages that follow which as a whole identifies each organization's area of focus. A joint mid-term review will happen by year three.

Implementation Tables

ECONOMY: GOALS & OBJECTIVES	L = Leading S = Supporting	Business Connector	Municipality of Cumberland	Town of Amherst	Town of Oxford
1. Increase Business Retention and Expansion					
1.1 General support emerging from COVID-19					
1.1.1 Host training	L	S	S	S	
1.1.2 Arrange mentoring and training	L	S	S		
1.1.3 Provide up-to-date, accurate information	L		S		
1.1.4 Expand the Business Accelerator Program	L				
1.1.5 Provide affordable or free resources	L				
1.2 Support for the forestry sector					
1.2.1 Support to implement strategic plan	L				S
1.3 Support for goods producing sectors.					
1.3.1 Complete a business mix analysis	L	S	S	S	
1.3.2 Business attraction strategy			L		
1.3.3 Annual transition/succession training workshop	L	S	S	S	
1.4 Support significant potential growth sectors					
Renewable energy:					
1.4.1 Lobby for continued R&D work (FORCE)	S	L			
1.4.2 Support the Cumberland Energy Authority.	S	L			
1.4.3 Support the expansion of wind farms	S	L	S		
1.4.4 Support the use of solar energy	S	L	L		
1.4.5 Support the use of wood or wood chips	L	S			S
1.4.6 Lobby all levels of government	L				
Natural Resource Industries:					
1.4.7 Support industry re: wooden bridges	S				
1.4.8 Tax on un-used farm land	S				
1.4.9 Lobby to improve management of forestry land	S				
1.4.10 Support on business plan development	L				
1.4.11 Support growth food processing sector	L	S	S	S	
1.4.12 Encourage the growth of aquaculture	L	S			
Construction:					
1.4.13 Increase the housing supply	L	S	S		
1.4.14 Increase awareness of PACE		S	S		

ECONOMY: GOALS & OBJECTIVES					
	L = Leading S = Supporting	Business Connector	Municipality of Cumberland	Town of Amherst	Town of Oxford
1.4.15 Upgrade commercial properties			S		
1.5 Business expansion and productivity					
1.5.1 Formal and informal BRE programs		L	S	L	
1.5.2 Maintain Business Directory		L	S	L	L
1.5.3 Joint business directory with Sackville, N.B.		L			
1.5.4 Encourage business productivity improvement		L		S	
1.5.5 Small business workshops with KPI focus		L		S	
1.5.6 Lobby to expand Innovation Rebate Program		L			
1.5.7 Maintain land availability database		L		L	
1.6 Strengthen connections and partnerships					
1.6.1 Connect businesses to research institutions		L			
1.6.2 NSCC as centre for renewable energy		L	L		
1.6.3 Customized training programs		L	S	S	
1.7 Increase impact of tourism on the economy					
1.7.1 Implement the regional tourism strategy			L	S	S
1.7.2 Tourism brand, marketing strategy and website			L	S	S
1.7.3 Infrastructure needs assessment			L	S	S
1.8 Enhance regional retail & service centre/hubs					
1.8.1 Complete a business mix analysis			L	L	S
1.8.2 Attract businesses and entrepreneurship			L		
1.8.3 Support businesses in health services sector			S		
1.8.4 Downtown beautification and revitalization					
1.8.4.1 Gritty to Pretty Program			S		
1.8.4.2 Expansion Gritty to Pretty in other communities			L		
1.8.4.3 Pugwash Waterfront Development			L		
1.8.4.4 Springhill Beautification Plan			L		
2. Increase business attraction and new business					
2.1 Attract two distribution and warehousing businesses		L	S	S	S
2.2 Expand and promote the Amherst Industrial Park.		S		L	
2.3 Attract businesses identified in business mix analysis		L	S	L	S
2.4 Recruit and support entrepreneurs.		L		L	
2.5 Support promotion of the Springhill Geothermal Business Park		S	L		
2.6 Promote the region to remote workers		L	S	L	S
3. Create a job ready workforce.					
3.1 Work with the P-12 education system to address weaknesses		L		S	
3.2 Support connecting displaced workers to new opportunities		L			
3.3 Improve student engagement with local businesses		L		s	
3.4 Workforce attraction from outside Cumberland County		L		L	
3.5 Develop flex workforce to fill vacancies and seasonal/project work		L			

POPULATION: GOALS & OBJECTIVES				
	L = Leading S = Supporting	Business Connector	Municipality of Cumberland	Town of Amherst
				Town of Oxford
1. Increase population of the Cumberland region				
1.1 Maintain positive net interprovincial migration.				
1.1.1 Create a place where people want to live.			L	L
1.1.2 Develop a repatriation campaign	L			L
1.1.3 Develop a remote worker attraction program	L		S	L
1.1.4 Co-ordinate relocation opportunities	L			
1.1.5 Work with realtors to promote relocation	L		S	L
1.1.6 Identify ways to upgrade current housing stock	L			
1.1.7 Link tourism activity to population recruitment				L
1.2 Attract 200 new immigrants to the Cumberland				
1.2.1 Develop an immigrant recruitment and retention program.				L
1.2.2 Attract graduating international students				L
1.2.3 Support YREACH				L
1.2.4 Support ISANS				L

QUALITY OF LIFE: GOALS & OBJECTIVES	Business Connector	Municipality of Cumberland	Town of Amherst	Town of Oxford
L = Leading S = Supporting				
1. Increase the overall health & living standards of our residents.				
1.1 Grow median household income				
1.1.1 Pilot project to transport residents to workplaces	L			
1.1.2 Develop and implement training opportunities	L		S	
1.2 Support the NSHA with job recruitment				
1.2.1 Support the joint physician recruitment committee.		L	S	
1.2.2 Assist with area familiarization tours		L	L	
1.2.3 Support spouses and family members of health care workers	L			
1.3 People living in poverty within 2.5% of the provincial average				
1.3.1 Implement training programs and workshops	L	S	S	S
1.3.2 Connector Program to match people with jobs	L			
1.3.3 Develop training programs to target youth	L		S	
2. Develop community infrastructure				
2.1 Town of Amherst: Review of community infrastructure			L	
2.2 Town of Oxford: Plan to address infrastructure needs				L
2.3 Municipality of Cumberland				
2.3.1 Define standard service level of community infrastructure		L		
2.3.2 Support and encourage the development of community centres		L		
2.3.3 Provide safe and accessible space for libraries		L		
3. Implement placemaking projects and strategies				
3.1 Implement the following strategies				
3.1.1 The Pugwash Waterfront Development Master Plan		L		
3.1.2 The Cape d'Or Master Plan		L		
3.1.3 The Cumberland Region Tourism Development Strategy		L	S	S
3.1.4 Springhill Beautification Plan		L		
3.1.5 Mainstreet beautification in Parrsboro, Joggins and Advocate		L		
3.1.6 Oxford Downtown Beautification Program				L
3.2 To support placemaking and developing sense of place:				
3.2.1 Support and assist with the Cliffs of Fundy Geopark	S	L		
3.2.2 Assist communities and local groups achieve their visions.		L		
3.2.3 Help community groups network and learn from each other		L		
3.2.4 Increase economic development intermunicipal collaboration			L	
4. Increase access to technology.				
4.1 Make Cumberland Canada's most digitally connected rural area				
4.1.1 Reach 100% of households with actual highspeed internet		L		
4.1.2 Provide free community Wi-Fi in five communities		L		
4.1.3 Develop a plan to address cellphone coverage		L		
4.1.4 Develop plan to use municipally owned dark fibre		L		

COMMUNITY CAPACITY: GOALS & OBJECTIVES L = Leading S = Supporting	Business Connector	Municipality of Cumberland	Town of Amherst	Town of Oxford
1. Develop Community/area specific plans and initiatives.				
1.1 Schedule				
1.1.1 Springhill 2019/2021 (completed)	S	L		
1.1.2 Parrsboro 2019/2021 (completed)	S	L		
1.1.3 Amherst 2021/2022 (Municipal Planning Strategy)	S		L	
1.1.4 Pugwash 2022/2023	S	L		
1.1.5 Oxford 2022/2023	S	S		L
1.1.6 River Hebert/Joggins 2022/2023	S	L		
1.1.7 Wentworth 2023/2024	S	L		
1.1.8 Advocate 2023/2024	S	L		
1.1.9 Wallace 2023/2024	S	L		



MEMORANDUM

To: Mayor Kogon and Members of Amherst Town Council
From: Jason MacDonald, Deputy CAO - Operations
Date: April 19, 2021
Subject: **Capital Budget Approval**

Council has reviewed the 2021-22 capital budget a number of times and it is now ready for approval. It will be placed on the agenda of the April 26, 2021 Council meeting for consideration.

MEMO

TO: Mayor Kogon and Council
FROM: Dwayne Pike, Chief of Police
DATE: April 19, 2020
SUBJECT: **Noise Bylaw Update**

At the March 15 Committee of the Whole meeting, Council was provided with a draft of the “Noise and Disturbances” bylaw to review and provide written feedback for any changes, additions, or concerns.

No further feedback was received from Council on the draft bylaw and as discussed in the March 15th meeting, the draft has been forwarded to Creighton & Shatford Lawyers and Notaries for review. Terry Farrell will be reviewing the draft bylaw as a whole in relation to issues such as drafting and enforceability.

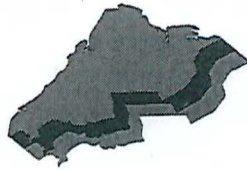
The review will likely be completed prior to the May 2021 Committee of the Whole meeting.

MEMO

TO: Mayor Kogon and Members of Council
FROM: Jason MacDonald, Interim CAO
DATE: April 19, 2021
RE: **CJSMA 2021/22 BUDGET**

Attached is the proposed CJSMA 2021/22 budget for Council's information.

There is no requirement that Council approve this item; our Council representatives on the CJSMA Board will vote on the proposed budget at the next Board meeting.



2.1

CUMBERLAND JOINT SERVICES MANAGEMENT AUTHORITY
SOLID WASTE SERVICES

MEMORANDUM

TO: CJSMA Board Members
FROM: Stephen Rayworth, CET
DATE: March 8, 2021
RE: **DRAFT FY 2021/2022 Budget**

Attached is the Draft FY 2021/2022 Budget. A summary is provided below.

Tipping Fees/Revenues:

- All tipping fees remain the same as prior year:
 - o Residual Waste \$215 per tonne
 - o Organics \$90 per tonne
 - o Recycling No cost
 - o Mixed C&D \$90 per tonne
 - o Clean wood or shingles \$35 per tonne
- Projected landfill tonnages have been increased by 200 tonnes, based on historical data. All other projected tonnages remain the same.

Staffing:

- The Budget includes a 0.5% cost of living (CPI) increase for all CJSMA staff as per the Salary Administration Policy.
- **The following positions are eliminated in the DRAFT budget:**
 - o Finance Manager – has been vacant for over one year, we have not able to fill this vacancy due to the uncertainty in the organization.

Proposed (significant) changes in Operational Expenditures:

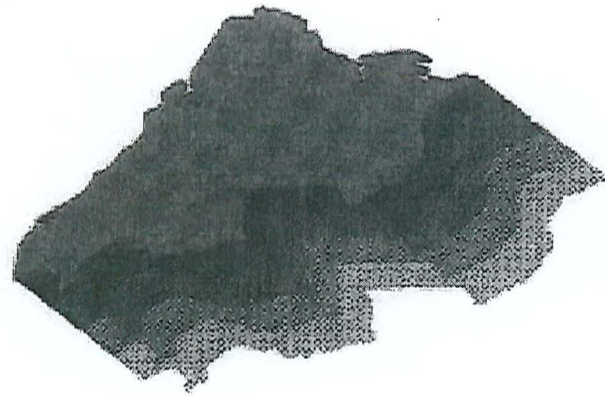
- \$250,000 in professional fees for on-going RFP project.
- \$40,000 for the installation of new monitoring wells as required in our new Approval (to be installed by June 15 per Approval).
- \$30,000 for tarps to cover compost as required in our new Approval.

2.1

Capital Expenditures:

The following capital expenditures are proposed:

- \$50,000 for land purchase resulting from RFP Due Diligent Report.
- \$3,353,746 for closure of existing cells (as required by regulation) funded by the Cell Closure Reserve.



Cumberland Joint Services Management Authority
Solid Waste Services

DRAFT FY 2021/2022 BUDGET

March 8, 2021

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Cumberland Joint Services Management Authority
DRAFT FY20/21 Capital Budget

	<u>19/20</u> <u>Projection</u>	<u>19/20</u> <u>Budget</u>	<u>20/21</u> <u>Budget</u>	<u>21/22</u> <u>Budget</u>
Capital Funding (To Operating)				
Reserve Transfers				
Operations Reserve	0	0	283,250	19,438
Cell Development	0	0	67,210	0
Equipment Reserve	0	0	0	50,000
Closure Reserve	0	3,353,746	3,353,746	3,353,746
Insurance Proceeds	0	0	0	0
Operations	0	0	0	
External Funding				
Municipal Financing Corp	0	0	0	0
Proceeds on Disposal of Capital	0	0	0	0
Total Funding	0	3,353,746	3,704,206	3,423,184
Capital Expenditures				
Landfill				
Cell Development (Final holdback)	0	0	67,210	0
RTV Replacement	0	0	0	0
LTF Upgrades	0	0	0	0
Land Purchase	0	0	0	50,000
Cell Closure	0	3,353,746	3,353,746	3,353,746
Total Landfill Capital	0	3,353,746	3,420,956	3,403,746
Compost				
Compost Building Liner	0	0	0	0
Compost Screener	0	0	0	0
N/A	0	0	0	0
Total Compost Capital	0	0	0	0
Recycling				
Transfer Station	0	0	0	0
N/A	0	0	0	0
N/A	0	0	0	0
Total Recycling Capital	0	0	0	0
Total Expenditures	0	3,353,746	3,420,956	3,403,746
To Operations	0	0	283,250	19,438

CUMBERLAND JOINT SERVICES MANAGEMENT AUTHORITY
DRAFT FY21/22 Operating Budget

	<u>20/21</u> <u>Apr '20 - Feb 21</u>	<u>20/21</u> <u>Projection</u>	<u>20/21</u> <u>Budget</u>	<u>21/22</u> <u>Budget</u>
Solid Waste Operations				
Revenues	1,875,115	2,054,873	2,475,383	2,448,572
Administrative Expenses	692,145	752,799	1,005,529	671,306
Operation Expenses	897,780	1,201,796	985,354	1,118,179
Surplus (Deficit)	285,189	100,279	484,501	659,087
Compost Operation				
Revenues	397,506	424,648	419,056	424,611
Operation Expenditures	124,886	140,984	183,932	200,774
Surplus (Deficit)	272,620	283,663	235,123	223,836
Recycling Operations				
Revenues	48,496	69,839	43,611	38,055
Operation Expenditures	334,130	364,506	1,012,413	920,979
Surplus (Deficit)	(285,634)	(294,667)	(968,802)	(882,923)
Total Revenues	2,321,117	2,549,360	2,938,050	2,911,238
Total Expenses	2,048,942	2,460,085	3,187,227	2,911,238
Surplus (Deficit)	272,175	89,275	(249,177)	(0)
Total				

CUMBERLAND JOINT SERVICES MANAGEMENT AUTHORITY
DRAFT FY21/22 Operating Budget

		20/21 <u>Apr '20 - Feb 21</u>	20/21 <u>Projection</u>	20/21 <u>Budget</u>	21/22 <u>Budget</u>
REVENUE - LANDFILL OPERATIONS					
Tipping Fees	4900	1,787,797	1,936,697	2,071,000	2,114,000
Other Income		33,768	17,246	36,800	40,800
Funding/Grants		53,549	100,930	84,333	84,334
Reserve Transfer (N/A)				283,250	209,438
Total Revenue		1,875,115	2,054,873	2,475,383	2,448,572
EXPENSES - ADMINISTRATION					
Bad Debt Allowance	5015	0.00	0	0	0
Bank Charges	5010	513	560	500	1,000
Advertising	5020	448	488	2,500	2,500
Administration Salaries & Benefits		299,443	324,396	434,679	357,456
Electricity	5040	3,980	4,342	6,400	6,400
Travel & Training		2,921	3,187	22,000	22,000
Payroll Admin	5085	1,972	2,151	2,750	2,750
Total Telephone		10,580	11,541	10,500	10,500
Professional Fees		348,425	380,100	475,000	215,000
Meeting Expense	5035	659	718	1,000	1,000
Office Expense		9,909	10,809	16,700	19,200
Waste Diversion		13,297	14,506	33,500	33,500
Total Administration Expense		692,145	752,799	1,005,529	671,306
EXPENSES - LANDFILL OPERATIONS					
Hazardous Waste Program	5295	35,519	38,748	32,500	32,500
Total Staffing Costs		247,683	268,333	227,109	259,514
Utilities	6225	8,612	9,395	15,000	15,000
Insurance	6150	36,691	40,027	26,700	34,000
Capital (Cell)	6030	111,559	121,701	3,715	3,715
Video Cameras/Security System	6330	499	545	1,500	1,500
Total Safety	6215	2,994	3,266	4,000	4,000
Total Scale House		8,186	8,931	13,900	13,900
Consulting Services	6355	0	0	10,000	10,000
Site Maintenance		17,017	23,439	25,500	45,500
Equipment		181,672	198,188	157,900	157,900
Fuel & Oil		46,328	50,539	62,500	64,500
Communications Eqp.	6240	6,937	7,567	3,000	3,000
Leachate System		52,492	108,389	74,000	94,000
Monitoring	5590	43,465	47,417	55,000	100,000
Sediment Management	6395	0	0	2,000	2,000
Cell Development Reserve	6415	0	0	0	0
Cell Closure	6420	70,626	245,313	231,030	237,150
Transfer to Equipment Reserve	6430	27,500	30,000	40,000	40,000
Total SW Expenditures		897,780	1,201,796	985,354	1,118,179
Total Administrative Expense		692,145	752,799	1,005,529	671,306
Solid Waste Contribution		285,189	100,279	484,501	659,087
Waste Tonnages					
Residual		7,030	8,544	7,400	7,600
C & D		3,397	5,614	5,100	5,100
Oily Soils		346	621	900	900
Recycling Waste		957	114	150	150
Total Landfill Tonnage		11,731	14,894	13,550	13,750
Cost/Tonne		67.02	72.52	72.45	81.05
Net Revenue/Tonne		24.31	6.73	35.76	47.93

CUMBERLAND JOINT SERVICES MANAGEMENT AUTHORITY
DRAFT FY21/22 Operating Budget

		20/21 <u>Apr '20 - Feb 21</u>	20/21 <u>Projection</u>	20/21 <u>Budget</u>	21/22 <u>Budget</u>
REVENUE - COMPOST FACILITY					
Tipping Fees	4905	365,006	389,813	396,000	396,000
Compost Sales	4800	6,815	6,815	5,000	5,000
Diversion Credits	4815	25,685	28,019	18,056	23,611
Total Revenues		397,506	424,648	419,056	424,611
EXPENSES - COMPOST FACILITY					
Wages & Benefits		50,687	54,911	48,082	48,274
Safety Eqp. & Clothing	6725	608	663	1,500	1,500
Equipment Costs		38,172	47,407	69,500	69,500
Compost Building & Site		3,311	3,612	9,000	9,000
Analysis Expense		584	0	6,000	6,000
Capital -	6930	0	0	0	0
Insurance	6670	13,191	14,390	23,350	30,000
Biofilter Mgmt	6690	0	0	1,000	1,000
Equipment Reserve	6950	18,334	20,001	20,000	30,000
Leachate Mgmt	6680	0	0	5,500	5,500
Total Organic Expenses		124,886	140,984	183,932	200,774
Contribution from Compost		272,620	283,663	235,123	223,836
Compostable Materials		3,985	4,830	4,400	4,400
Cost/Ton		31.34	29.19	41.80	45.63
Net Revenue/Ton		68.41	58.73	53.44	50.87
REVENUE - RECYCLING OPERATIONS					
Tipping Fees					0
Recycling Sales		28,855	48,412	20,000	20,000
Diversion Credits	4180	19,641	21,427	23,611	18,055
Labour Costs Recovered	4400	0	0	0	0
Reserve Transfer (Design)		0	0		
Total Recycling Revenue		48,496	69,839	43,611	38,055
RECYCLING EXPENSES					
Total Supplies & Materials		2,160	2,356	3,000	3,000
Total Staff Expense		120,025	130,936	282,663	174,579
Capital (2018-Storage)	7400	0	0	0	0
Insurance	7240	3,634	3,964	13,350	17,000
Clothing Allowance	7230	2,156	2,352	2,500	2,500
Safety Expense	7320	1,239	1,351	5,000	5,000
Plant Costs		12,972	14,151	12,000	12,000
Equipment Costs		20,586	22,457	18,500	18,500
Recycle Transport	7260	70,226	76,610	274,000	287,000
Tipping Fees	7365	82,800	90,327	391,400	391,400
Equip. Reserve	7380	18,334	20,001	10,000	10,000
Total Recycling Expenses		334,130	364,506	1,012,413	920,979
Recycling Contribution		(285,634)	(294,667)	(968,802)	(882,923)
Recyclable Tonnages		2,682	3,353	3,150	3,150
Cost/Ton		124.60	108.70	321.40	292.37
Net Cost/Ton		106.52	87.87	307.56	280.29

CUMBERLAND JOINT SERVICES MANAGEMENT AUTHORITY
DRAFT FY21/22 Budget

SCHEDULE 1
Tipfees Estimated Tonnages By Source

	2015	2016	2017	2018	2019	2020	Budgeted 2021	Budgeted 2022	Tip Fee \$/TON	Budgeted 2022 Revenue
	Tonnages	Tonnages	Tonnages	Tonnages	Tonnages	Tonnages	Tonnages	Tonnages		
Solid Waste										
Regular Garbage	7,886	7,743	7,329	7,350	7,490	7,902	7,400	7,600	\$215.00	\$1,634,000
Recycling/Compost Waste	767	804	690	1,376	215	114	150	150		
	<u>10,268</u>	<u>8,547</u>	<u>8,019</u>	<u>8,726</u>	<u>7,705</u>	<u>8,017</u>	<u>7,550</u>	<u>7,750</u>		
Other Materials										
Regular C & D	4,766	5,642	5,395	4,494	4,763	4,885	4,500	4,500	\$90.00	\$405,000
Sorted C&D	732	711	599	617	343	574	600	600	\$35.00	\$21,000
Oily Soils	768	3,001	901	1,167	553	621	900	900	\$60.00	\$54,000
										<u>\$2,114,000</u>
										To L/F Revenues
Compost										
Source Separated	4,441	4,126	4,415	4,797	5,435	4,499	4,400	4,400	\$90.00	\$396,000
										To Compost Revenues
Recycling										
Recyclables:	3,777	3,755	3,632	3,448	3,138	3,066	3,150	3,150	\$0.00	0
										To Recycling Revenues
Total Of Residual, Organics and Recyclables	16,104	15,623	15,376	15,595	16,063	15,468	14,950	15,150		
Total Of All	24,752	25,781	22,961	23,249	21,937	21,661	21,100	21,300		

SCHEDULE 2
Allocation of Diversion Credits

	Actual 2015	2016	2017	2018	2019	2020	Budget 2021	Budget 2021
Facility								
Landfill	\$11,620	\$9,271	\$9,324	\$7,754	\$6,797	\$9,851	\$8,334	\$8,334
Compost	23,444	25,213	24,249	\$19,063	13,453	27,908	23,611	23,611
Recycling	20,020	17,162	18,341	\$27,140	18,904	21,342	18,055	18,055
Total	\$55,084	\$51,646	\$51,914	\$53,957	\$39,155	\$59,100	\$50,000	\$50,000
Materials Diverted								
Landfill	1,600	3,812	1,600	1,884	996	1,294	1,600	1,600
Compost	4,441	4,126	4,415	4,797	5,435	4,499	4,400	4,400
Recycling	3,010	2,951	2,942	2,072	2,923	2,952	3,000	3,000
Total	9,051	10,889	8,957	8,753	9,355	8,745	9,000	9,000
Diversion Per Ton	12	5	6	6	4	3	3	3

CUMBERLAND JOINT SERVICES MANAGEMENT AUTHORITY
DRAFT FY21/22 Budget

**SCHEDULE 3 -
Change in Reserve Balances**

	Operating Reserve	Equipment Reserve *	Cell Development	Closure/ Post-Closure	Total Reserves
Beginning Balances, Projected (3/31/20)	407,519	1,798,649	67,210	3,534,225	5,807,603
2021 Projected Transfers From Operations	89,275	70,000	(67,210)	245,313	337,378
2022 Transfers From (To) Operations					
RTV Replacement					
Compost Screener					
Land Purchase		(50,000)			
Compost Building Liner Repair					
Transfer Station					
Cell Closure			-	(3,353,746)	(3,353,746)
Scheduled Allocation to Reserves	(209,438)	80,000	-	237,150	107,712
Net 2022 Budgeted Transfers From Operations	(209,438)	30,000	-	(3,116,596)	(3,246,034)
Projected Ending Balances (03/31/22)	287,356	1,898,649	(0)	662,942	2,898,946

* - Equipment reserve includes \$1,018,805 in insurance proceeds from recycling facility fire.

Monthly Report

Corporate Services

April 2021

CORPORATE SERVICES

Third Quarter Financial Results were presented to the Audit Committee on March 29.

2022 Operating budget binders have been passed out. Meetings with detailed presentations will be scheduled in the next few days to go over Operating Budgets and provide the opportunity for Council to ask any questions.

PAYROLL

Payroll and WCB remittances are up to date.

CUPE and Police contract increases for April 1st have been implemented.

FINANCIAL

The capital budget was reviewed at a Committee of the Whole meeting on March 30 and will be formally approved at a special council meeting in the near future.

Bank reconciliations for March are in progress.

2021/22 INTERIM PROPERTY TAX BILLS

The interim tax bills will be mailed out by the end of April with a due date of May 31, 2021.

2021 SPRING TAX SALE

The spring tax sale will be held on Tuesday, May 11, 2021 at 10:00 am at the Community Credit Union Business Innovation Centre which is located at 5 Ratchford Street in Amherst. There were six properties that were posted with the 60 day notice. One property was removed as a payment arrangement was made.

2021 ASSESSMENT APPEALS

As of April 1st, there were 51 accounts who have appealed their assessment, 48 of these are outstanding, 1 is pending and 2 are complete.

	# of Accounts Appealing	Total Assessment Value Being Appealed	Appeal Completed as of Apr 1/21	Pending as of Apr 1/21	Withdrawn as of Apr 1/21	Outstanding Appeals as of Apr 1/21	Appeals Successful as of Apr 1/21	Loss of Assessment Value	Amount of Revenue Reduction	Nova Scotia Assessment Appeal Tribunal Status
Residential/Resource	28	9,814,200	1	0	0	27	0	\$ -	\$ -	0
Commercial	23	25,154,700	1	1	0	21	1	\$ 386,100	\$ 17,587	0
TOTAL	51	\$34,968,900	2	1	0	48	1	\$ 386,100	\$ 17,587	0

WATER / SEWER BILLING

There were 20 real estate sales that required final water/sewer bills in March.

Water reads are currently in process and bills are planned to be mailed by the end of the month, due June 30

CUSTOMER SERVICE TRACKING – E11

There was a total of 92 opened cases in March and 72 cases closed. The categories with the most opened/closed cases in March were related to compost bin repairs.

HUMAN RESOURCES

Posting was completed for Customer Service / Accounts Payable Position. Interviews are currently underway.

Posting has been made for Summer Students and the CUPE Custodian position

PROCUREMENT

Staff continues with preparing procurement documents for both capital projects and operational requirements needed in the current budget, and also the pending capital and operational budgets for 2021/2022. Procurement is reviewing scopes and working with the departments to have procurements readied for release.

	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Capital													
Anticipated Procurement from Capital Budget: 35													
Scopes for capital received in the month	0	1	4	4	7	0	3	5	2	0	0	4	0
All procurement:													
Total new scopes of work received in month	11	9	6	10	14	0	7	19	3	0	6	6	4
Released to the public in the month	10	8	6	8	16	2	10	23	4	4	7	5	3
Closed during the month	10	9	6	7	16	2	7	21	9	4	6	7	4
Awarded by par/council during the month	9	8	7	9	7	9	7	15	8	3	10	5	7
Open at the end of month (released month a, closed month b)	1	4	5	1	1	3	2	6	5	5	1	1	2

Quarterly listing of procurement awards less than \$250,000 is attached for your review.

INFORMATION SERVICES (IS)

The remote CPIC training that was held in the Community Room at APD from March 22 to March 26 was a success. This was the first remote training held in Amherst for RCMP application training.

We have received the bulk supply of laptops to be used in the 2021/2022 fiscal year. We ordered them early as there were some available.

We were busy with all the everyday Desktop IT issues that occur in all the buildings for the Town of Amherst.

IS Cases/Incidents Stats:

	Apr 2020	May 2020	June 2020	July 2020	Aug 2020	Sept 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021
Opened	61	56	58	28	9	33	16	11	19	33	21	14
Closed	59	57	55	32	9	33	14	12	19	30	19	16



TOWN OF AMHERST
PROCUREMENT AWARDS LESS THAN \$250,000
 Approved by CAO or Designate
QUARTERLY REPORT FOR January, February, March - 2021



CONTRACT	# OF BIDS	AWARDED TO:	BUDGET AMOUNT	AMOUNT OF AWARD	APPROVAL DATE	BUDGET TYPE	APPROVING AUTHORITY	TYPE
ALT-20-101 Chlorine Analyzer	1	Sansom Equipment	\$45,000	\$3,575	22-JAN-21	Operational	CAO	Alternative
ALT-20-111 Infield Conditioner	1	BoydCo Golf	\$30,000	\$4,796	02-MAR-21	Capital	CAO	Alternative
OTH-20-110 SoToxa Screener	1	Abbot SoToxa	\$8,177	\$8,177	02-MAR-21	Operational	CAO	Alternative
RFP-20-115 Computers	1	IMP Group	\$3,500 (2020/2021) \$28,000 (2021/2022)	\$15,720	11-MAR-21	Operational	CAO	Alternative
RFP-20-06 Wellfield Generator Design	2	WSP	\$240,000	\$22,422	22-JAN-21	Capital	CAO	Regular
RFP-20-46 Consultant Services – Water Turbidity	2	WSP	\$10,000	\$6,883	22-JAN-21	Operational	CFO	Regular
RFP-20-66 Monitoring Wells	2	WSP	\$40,000	\$21,901	22-JAN-21	Capital	CAO	Regular
RFP-20-86 Chlorine Contact Time	1	WSP	\$10,000	\$10,325	22-JAN-21	Operational	CFO	Regular
RFP-20-106 Water Rate Study	1	Gerry Isenor	\$10,000	\$9,803	02-MAR-21	Operational	CFO	Regular
RFP-21-01 Hanging Baskets	3	Blomidon Nurseries	\$10,000	\$8020	16-FEB-21	Operational	CFO	Regular
RFP-20-02 Bedding Plants	3	Norwood Garden	\$10,000	\$4,756	23-FEB-21	Operational	CFO	Regular
RFQ-20-32 Supply and Delivery of Ammunition	1	Korth Group	\$7,000	\$6,713	10-FEB-21	Operational	CFO	Regular
RFQ-20-93 Lights – APD	2	MDC	\$2,400	\$1,311	10-FEB-21	Operational	CFO	Regular
RFQ-20-99 Postage Machine	1	Pitney Bowes	\$2,544	\$2,274	19-JAN-21	Operational	CFO	Regular
RFQ-20-102 Pet Waste Stations	3	EnviroSMART	\$3,000	\$3,327	19-JAN-21	Operational	CFO	Regular
RFQ-20-103 Outdoor Furniture	2	Uline	\$37,000	\$13,650	20-JAN-21	Operational	CFO	Regular
RFQ-20-107 Well Pump & Motor	2	Sansom Equipment	\$19,971	\$19,971	04-FEB-21	Operational	CAP	Regular
RFQ-20-108 Emergency Equipment for Car #6	2	Auto Light Atlantic	\$68,750	\$14,019	17-MAR-21	Capital	CFO	Regular
RFQ-20-109 Batting Cage Equipment – Pitching Machine	3	Sports Tutor	\$20,000	\$3,516	05-MAR-21	Capital	CFO	Regular
RFQ-20-120 Promotional Merchandise	2	Carter's Sports Cresting	\$3,000	\$2,809	31-MAR-21	Operational	CFO	Regular

Monthly Departmental Report

Operations

April 2021

PUBLIC WORKS

- The asphalt recycler/hot patcher was used for 12 days in March patching potholes, approximately 28 tonnes of recycled asphalt placed.
- The salt truck was called out on 6 occasions in March to salt Town streets.
- Sidewalks were plowed on 2 occasions and were salted 5 times during the month.
- There was 1 broken water main in March;
 - 27 LaPlanche Street – 6” cast iron main
- The water crew completed the installation of the 2 new Singer Altitude Valves for the Industrial Park fire booster pump.
- There was 1 plugged sewer call in March on Maltby Court that required the Town to replace a portion of the sanitary lateral.
- There were no major mechanical issues in March, the mechanic has been working on the street sweeper in order to have it ready for mid-April.
- The outdoor rink was disassembled and the boards and lighting stored until next year.
- The streets crew began repairing and cleaning up of lawn damage and broken curb from the winter

Upcoming / ongoing projects for April:

- Patching of potholes with recycled hot mix asphalt
- Quarterly water meter reading
- Install netting for Robb's batting cage
- Lawn damage repairs

COMMUNITY WELL-BEING

- “A” Fresh Grant call-out. Contacted 50+ community organizations to garner interest.
- Training webinars in COVID-19 Event Planning, Diversity and Inclusion, Health & Safety, and Municipal Government Community of Practice.
- Interviews for French Toast Fest: Saltwire, Eastlink TV and Global TV.
- Applied for funding to Festival and Community Development Program
- Attended committee meetings and workshop ie: Cumberland Kids, Fundy Region Practitioners Association, Cities Reducing Poverty, and MPAL

CULTURE MARKETING AND EVENTS

- Amherst Youth Town Council Expressions of Interest- Work with community groups, sports organizations and schools to seek candidates for nomination.
- Development of the Highlands / Sand Hill Historic Walking Trail banners and rack card.
- Mother's Day Promotion to support local business with a flyer, video and draw prize in collaboration with participating businesses.
- Attend Events N.S. webinars regarding COVID-19 event planning
- Prepare artwork for the reverse page of the Water Bill for the Town Wide Yard Sale
- Virtual Ceremony for the Town of Amherst Volunteer nominees. Coordination of plaque presentation.
- Continued partnership with community groups on promoting activities through social media and updates made on the community calendar.

ACTIVE LIVING

- After two sessions in March, Friday Night Fun is finished for the year. It will resume next October.
- The snowshoe lending program has concluded for the year. The walking poles are still available for loan for the duration of the summer. Ongoing promotion of the exercise bike at the stadium.
- Public skating continues to be well attended with numbers up during March Break. Skating will continue for the month of April.
- Learn 2 Lead Cumberland hosted a mental wellness workshop that all the high school classrooms in Cumberland participated in. An in-person wilderness first-aid training workshop will be held in May. The babysitting and home alone courses will continue virtually.
- Hosted a March Break Family Winter Play Day that had around 60 participants.
- Plans for an Adult Introduction to Sports program to take place in May and June are underway.

PARKS

- Parks remain open - all washrooms are closed for the season except for the washrooms at Dickey Park which remain open daily from 9:00am to 5:00pm.
- Dog park remains open.
- Church Street Activity area is open.
- We will be opening washrooms in Lion's Park, Beacon Park and Rotary Park the first week in May.

AMHERST STADIUM

- The walking track is open Monday thru Friday 7:00am to 9:00pm. Saturday and Sunday from 8:00am to 1:00pm
- Public Skating is still ongoing. Adults and Seniors Skating is taking place on Tuesday, Wednesday and Thursday from 8:30am to 9:30am. Parents and tots Skating is taking place on Tuesday, Wednesday and Thursday from 9:45am to 10:45am. Lunch Time Skating is taking place Tuesday, Thursday and Friday from 12:15pm to 1:15pm. After School Skating is taking place on Monday, Wednesday and Thursday from 2:45pm to 3:45pm. Monday as been themed "Sensory Skate".
- Although the Ramblers will continue to play in playoffs beyond May 2 there will be no other rentals after May 2. Staff will focus on being outside and getting parks and other areas ready for Spring and Summer. We will monitor the Rambler schedule and ice will be available for them.

Monthly Departmental Report

Police Department

April 2021

TRAINING

De-Escalation Training: Our 2 Use of Force members attended a “De-Escalation Train the Trainer” course in Halifax from March 8th to the 11th. This training provided instruction on dealing with high-risk situations and focuses on de-escalation by using officer presence, body language and rapport building. It will be included in all aspects of use of force training that we do with plans to have all members trained in de-escalation over the next few months. As part of the train-the-trainer program, Cst Michelle Harrison attended 2-day training as a student in the training on March 12th/13th. The Department of Justice provided funding for this training.

SOTOX ADSE Training: On March 15th, APD hosted SOTOX ADSE training in the Francis Smith Community Room. Constable Robert Kavanagh of the Provincial Impaired Driving Team attended and trained 8 of our members on the new roadside device screening device for cannabis. In March, 11 of our members had received training and we were able to purchase a second instrument through the Department of Justice funding.

Domestic Violence Coordinator Training – From March 22nd- 26th D/Chief Tim Hunter and Cst Michelle Harrison attended Domestic Violence Training that was hosted by DOJ in Cape Breton. This training was directed towards Domestic Violence coordinators and supervisors and included updates in the investigation, support and review of domestic files. Constable Harrison reviews all APD Domestic Violence files to ensure that policy & protocol is followed and that information is properly documented and actioned.

CEW/Taser Training: CEW/Taser Training is scheduled for all members in April 2021. Three different groups will attend training on April 27th, 29th and 30th and includes instruction and testing on how the TASER works and is used and how it affects the body. A large portion of the training is scenario-based and assesses officer judgement and discretion as well as their ability to use the Taser effectively. They are required to use 2 live cartridges in the training.

PERSONNEL

Supervisor/Leadership Team Meeting – On March 18th, a Leadership Team meeting was held for the day which included the patrol sergeants and management. The agenda included discussions on operational matters, performance reports and assessments, training, and other issues. Presentations included Deputy Mayor Hal Davidson for a discussion on systemic racism and issues, Samara Symonds of the NS Sheriff Dept Analyst on Anti-Authority Ideology, Chief Dwayne Pike on Crime Severity Index, UCR and Clearance Scoring and Deputy Chief Hunter on Operational File reviews. A second meeting is being held on April 9th with the Corporals with a similar agenda.

OPERATIONAL

Major Crime Unit: The APD Investigative Section remains very busy in relation to required follow up to several large files which include a recent arson, break and enters, an explosives file and other serious matters. At this time, we have continued to make arrangements to have platoon members seconded to the MCU to assist with the caseload. In March, Sgt Aaron Graham was taken off shift to assist. In April, Cst Goodwin will be assigned to MCU for a short period to assist with assorted tasks related to incoming files as well as investigative and court tasks for other files.

Break and Enter – Dayle’s Market: Police are investigating a break and enter into Dayle’s Market which occurred on the evening of March 23rd, 2021. Culprits accessed the interior of the building and stole trading cards and a large amount of jewellery. Police have had some movement on the file which is still under investigation.

CRIME PREVENTION/SCHOOL RESOURCE

March was *Fraud Prevention Month*. As a result, Cst Munro posted several posters on our Facebook page. Through the month both Cst Harrison and Cst Munro were engaged in various crime prevention initiatives although many are still being conducted via online platforms such as Zoom, Skype or Teams. Both also support the platoons during busy times.



OPERATIONAL STATS – MARCH 2021

Occurrences:	413	Criminal Code Charges:	65
Impaired by Alcohol:	4	CDSA:	4
Impaired by Drug:	0	BCA:	3
Traffic Tickets:	18	PPA:	1
HPA:	0	Traffic Written Warnings:	4
Vehicle Checks:	98	LCA:	1
Foot Patrol Hours:	15 hrs 12 min	Bike Patrol Hours:	0

Quarterly Stats 2021

1st Qtr = January 1st - March 31st

2nd Qtr = April 1st - June 30th

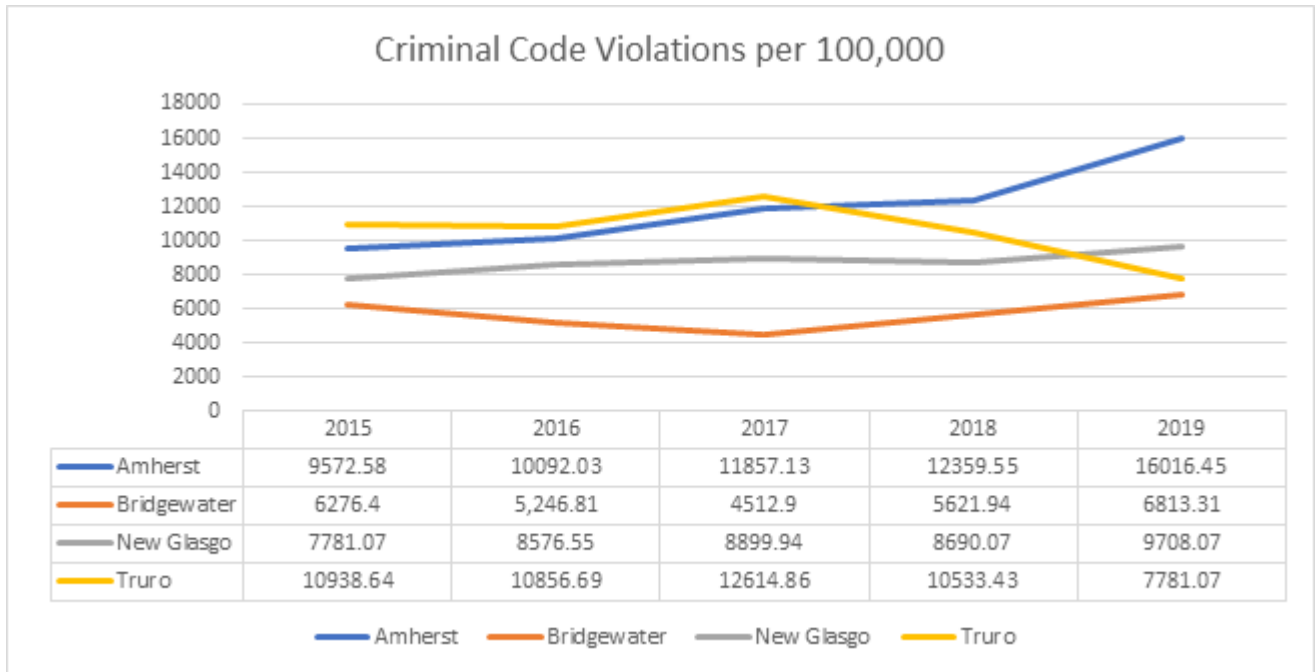
Offence Category	2021 1st Qtr	2020 1st Qtr	%
Assault	29	21	38.1%
Break & Enter - Business	3	4	-25.0%
Break & Enter - Residence	8	12	-33.3%
Domestic Incident	55	48	14.6%
Impaired Driving	12	12	0.0%
Liquor Act Offences	5	3	66.7%
Other Criminal Code	79	100	-21.0%
Possession of Stolen Prop.	3	9	-66.7%
Robbery	0	0	0.0%
Sexual Assault	3	0	300.0%
Spousal Partner Abuse	7	2	250.0%
Theft	43	54	-20.4%
Theft of Motor Vehicle	3	1	200.0%
Theft from Motor Vehicle	5	20	-75.0%
MVA SOT's	52	70	-25.7%
LCA SOT's	6	2	200.0%
Traffic Warning Issued	19	65	-70.8%
Vandalism (Mischief)	0	0	0.0%
Occurrences	1134	1157	-2.0%
Vehicle Checks	269	342.5	-21.5%
Foot Patrol Hours	34h 17m	131h 35m	
Bike Patrol Hours	0	0	

Red indicates a **decrease**

Updated:

Blue indicates an **increase**

4 Town Comparisons – Stats Canada -



Stats Canada - Comparative Stats 2019 (comes from Table: 35-10-0077-01)

	Bridgewater	Amherst	New Glasgow	Truro
Population	8,764	9,555	11,655	12,510
Authorized Strength	25	24	35	36
Authorized Rate	285/100,000	251/100,000	300/100,000	287.8/100,000
Crime Severity Index	72.20	152.2	107.13	72.15
Weighted Clearance Rate	42.41	41.83	46.63	62.92

Monthly Departmental Report

Fire Department

April 2021

RESPONSE #'s (March)

Town of Amherst – 14 events

- 1 Still alarm
- 1 Air quality check
- 6 Monitored alarm activations
- 2 Hazardous materials
- 1 Flue fire
- 1 Dumpster fire
- 1 Vehicle fire
- 1 Wildland fire

Contract area (District 2) – 7 events

- 1 Monitored alarm activations
- 2 Motor vehicle accident
- 3 Structure fire
- 1 Wildland fire

FIRE PREVENTION

As we get into the nicer weather, we are all reminded of the requirements of “The Fires and Burning of Materials By-law (C-7)” as it relates to Recreational outdoor burning appliances. This bylaw defines requirements to prevent the spread of fire to adjacent buildings and/or combustibles, defines the size and height of the pile of combustibles being burnt, establishes fire control measures that need to be in place, and defines the requirement to have a person in charge of a fire at all times until extinguished.

WEEKLY TRAINING & PROFESSIONAL DEVELOPMENT

The department continues to focus its training on leadership and operational development. Over the coming months you will see members of the department training on Thursday evening at various locations throughout the community. Members of the department have taken part in first aid recertification training. Additional members will be taking part in this recertification training in the coming weeks.

RECRUITMENT

The fire department is looking for new members to join our team. For more information on becoming a member of the Amherst fire department, please visit the Amherst Fire Station, speak to any Amherst fire fighter or go to www.amherst.ca/volunteer-firefighter.

Monthly Departmental Report

Planning & Strategic Initiatives

April 2021

On April 5th the Planning Advisory Committee met to consider a development agreement application to allow three, 6-unit townhouse dwellings proposed on a portion of the former R.B. Dickey School property. The committee recommended that Council enter into the agreement with a minor revision.

A public hearing will be held April 14th to consider a development agreement for 15 Clinton Street to allow the conversion a 3-unit dwelling to four units, and a development agreement for 11 Victor Avenue that would allow a garden suite.

As indicated on the attached charts development is off to a strong start in 2021, particularly in the multi-unit residential category. Based on discussions with multiple local developers, significant growth in the rental housing stock is expected to continue throughout the year.

Land clearing for the 2 MW solar farm to be located in the Industrial Park is nearly complete. As noted in last month's report, construction is intended to commence in April or May with completion anticipated for the fall of 2021. Regulatory approval with respect to the project's rate structure should be made public in the coming 1-2 months. Once approval is complete, NSPI will begin promoting participation in the project to town residents and businesses.

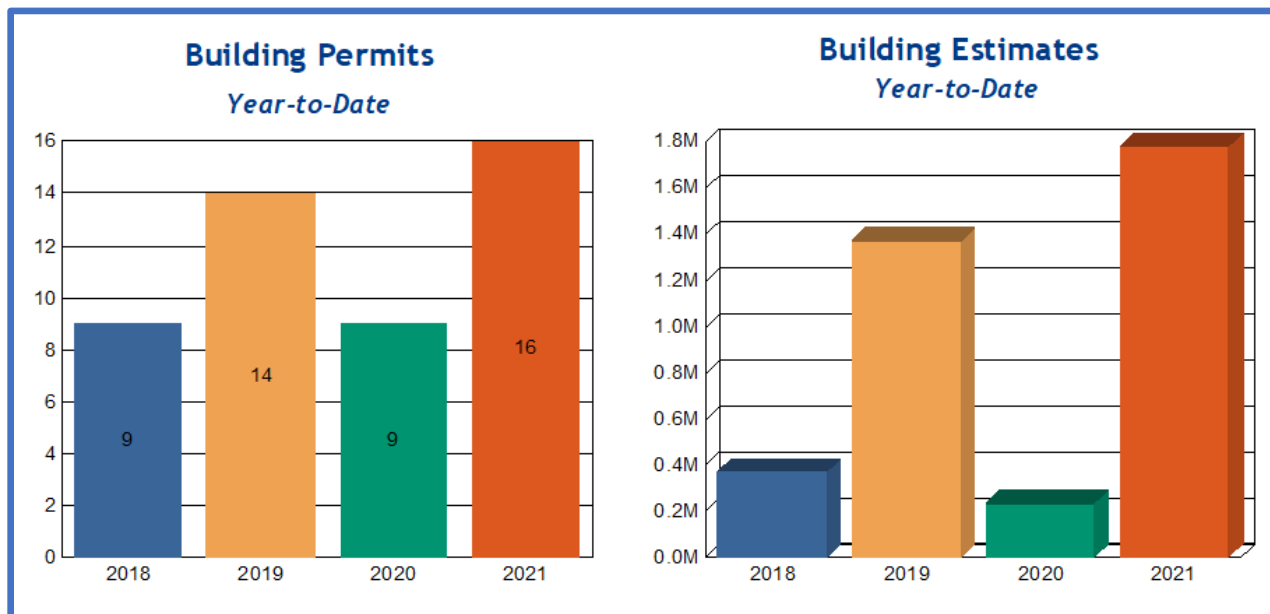
At its March regular meeting, Council approved the 'Top 10' list of Priority Areas and Projects. Staff have been working on these priorities and will be bringing updates to, and seeking further direction from Council in the coming months.

Planning staff continue to provide planning and development services for the Town of Oxford.

Development Activity as of March 31, 2021

ACTIVITY REPORT							For Month of March 2021-03-31
Type	Mar 2020			Mar 2021			
	Permits	Units	Value of Construction	Permits	Units	Value of Construction	
Single Family	0	0	0	0	0	0	
Duplex/Semi	0	0	0	1	2	300,000	
Apartments	0	0	0	3	11	1,200,000	
Other Residential	0	0	0	1	0	7,000	
Commercial	2	0	132,600	6	0	247,500	
Industrial	0	0	0	0	0	0	
Inst & Gov	0	0	0	0	0	0	
Agriculture	0	0	0	0	0	0	
Other	0	0	0	0	0	0	
Total	2	0	132,600	11	13	1,754,500	
Year To Date	9	0	234,150	16	13	1,778,474	

Year to Date Comparison



Monthly Report

Business Development

April 2021

Business Supports

Posting local business information and daily promotion continues on the Amherst Loves You Back Facebook page.

Three Mind Your Business Cumberland Workshops were hosted in March. The Tourism Sector Symposium was hosted with the Colchester Economic Partnership. 8 businesses from Cumberland County registered and 11 from the Colchester area. 13 businesses registered for the Managing Mental Health in the Workplace and 7 attended the Finding Your Dream Customer Online Workshop.

The joint Community Economic Development Strategy draft is complete, has been presented at a joint council meeting and feedback was provided. A final draft is being presented at the next Council meeting for approval. This CED strategy is a collaborative effort between the Town of Amherst, the Municipality of Cumberland, the Cumberland Business Connector, and the Town of Oxford focusing on economy, population, quality of life, and community capacity.

A New Business Recognition certificate was given out to Jennifer Grant, RMT.

French Toast Fest was held March 27 to April 3 with seven local restaurants participating offering French toast specials during the week. Maritime Pride Egg and Weston Foods donated supplies to our local elementary schools who offered a free French toast lunch to all of their students.

People Attraction

Weekly ads are posted on Facebook, Instagram and Twitter promoting Amherst as a great place to live work and play, encouraging people to come home to Amherst and create a life they'll love. "Dream Big Grow Here" ads are posted promoting commercial buildings for sale to audiences across Canada.

The Community Profile booklet has been updated and printed. This booklet along with other promotion material including a shopping and dining guide are shared with newcomers and people looking to relocate to the Amherst area. A Relocation guide, Cumberland Trails guide, and Staycation brochure will be added to this welcome package once complete.

Development Opportunities

The BDO has completed a Business park environmental scan to determine the current market demand. There has been an increase in demand for warehousing space, serviced land with easy access to the highway and multiunit residence. Small to medium size businesses are looking for warehousing space up to 5,000 square feet, while larger companies are looking to customize builds on serviced land, purchasing more land than required for potentially expansion opportunities in the future. Highway visibility, easy access to the TransCanada, wide roads, and lower tax rates are very attractive amenities for potential clients.