



Town of Amherst  
Committee of the Whole  
Agenda

Date: **Monday, March 16, 2026**  
Time: **4:00 pm**  
Location: **Council Chambers, Town Hall**

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	Pages
<b>1. Call to Order</b>	
<b>1.1 Territorial Acknowledgement</b>	
"I would like to acknowledge that our gathering today is taking place in Mi'kma'ki (MEEG-MA-GEE), the traditional, unceded and ancestral territory of the Mi'kmaw people. I would also like to acknowledge that Nova Scotia has another unique people, the people of African descent whose legacy and contributions date back over 400 years predating confederation of this land. We are all treaty people."	
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4.6	Operations	161 - 163
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5.	Closed Session	
5.1	Approval of Closed Session Agenda	
5.2	Acceptance of Closed Session Minutes	
5.2.1	February 17, 2026	
5.2.2	February 27, 2026	
5.3	MGA 22(2)(c) - personnel matters	
5.4	MGA 22(2)(c) - personnel matters	
5.5	MGA 22(2)(c) - personnel matters	
5.6	MGA 22(2)(a) - acquisition, sale, lease and security of municipal property	
5.7	MGA 22(2)(e) - contract negotiations	

5.8 MGA 22(2)(e) - contract negotiations

6. Adjournment

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Town of Amherst  
Committee of the Whole  
Monday, March 16, 2026

**Consent Agenda**

**MOTION:**

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

- 3.1 By-law/Policy Review**
- 3.2 CAO Task Report**
- 4.1 Community Living Monthly Report**
- 4.2 Corporate Monthly Report**
- 4.3 Financial Services Monthly Report**
- 4.4 Fire Services Monthly Report**
- 4.5 Human Resources Monthly Report**
- 4.6 Operations Monthly Report**
- 4.7 Planning and Economic Development Monthly Report**
- 4.8 Police Services Monthly Report**

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

**Date:** February 17, 2026  
**Time:** 4:00 pm  
**Location:** Council Chambers, Town Hall

**Members Present**  
Mayor Rob Small  
Deputy Mayor Charlie Chambers  
Councillor Hal Davidson  
Councillor Nic Furlong  
Councillor Terry McManaman  
Councillor Dwayne Ripley  
Councillor Kathy Wells

**Staff Present**  
Jason MacDonald, Chief Administrative Officer  
Aaron Bourgeois, Director, Operations  
Andrew Fisher, Director, Planning & Economic Development  
Dwayne Pike, Chief, Police Services  
Greg Jones, Director, Fire Services  
Krista Crossman, Director, Human Resources  
Sarah Wilson, Director, Finance  
Lori O'Connell, Marketing & Communications Officer  
Sean Payne, Marketing & Communications Officer  
Torben Laux, Planner  
Jeff Bacon, Economic Development Officer  
Natalie LeBlanc, Municipal Clerk  
Cindy Brown, Administrative Assistant

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**1. Call to Order**

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

**1.1 Territorial Acknowledgement**

Mayor Small gave the Territorial Acknowledgement.

**1.2 Approval of Agenda**

**Moved By Councillor Furlong**

**Seconded By Deputy Mayor Chambers**

**That the agenda be approved as circulated.**

**MOTION CARRIED**

**1.3 Approval of the Consent Agenda**

**Moved By Councillor Furlong**

**Seconded By Councillor McManaman**

**To approve the consent agenda with the removal of item 4.5 Tourism Strategy Update.**

**MOTION CARRIED**

**1.4 Acceptance of Minutes**

**1.4.1 January 19, 2026**

Mayor Small called for any errors or omissions in the minutes. There being none, the minutes of the January 19, 2026, meeting of the Committee of the Whole were accepted as included in the agenda package.

**1.4.2 February 9, 2026**

Mayor Small called for any errors or omissions in the minutes. There being none, the minutes of the February 9, 2026, meeting of the Committee of the Whole were accepted as included in the agenda package.

**2. Presentations**

**2.1 Transit System Feasibility Study – WSP Global Inc.**

David McCusker, with WSP Global Inc. consulting firm, presented to Council on the findings of the recent Transit System Feasibility Study. Information item only at this time.

Greg Jones arrived at 4:54 p.m., and Torben Laux left the meeting at this time.

**3. Council Direction Requests**

**3.1 Volunteer Code of Conduct Policy**

**Moved By Councillor Furlong**

**Seconded By Councillor Wells**

**That Council forward to the February 23, 2026, regular meeting, approval of the Volunteer Code of Conduct Policy.**

**MOTION CARRIED**

**3.2 Appointment of Members of Council to External Boards, Committees and Commissions Policy**

**Moved By Deputy Mayor Chambers**

**Seconded By Councillor Davidson**

**That Council forward to the February 23, 2026, regular meeting, approval of the amendments to the Appointment of Members of Council to External Boards, Committees & Commissions Policy #10350-28.**

**MOTION CARRIED**

**3.3 Membership on National Boards and Committees Policy and Membership in Clubs, Societies and Associations Policy**

**Moved By Deputy Mayor Chambers**

**Seconded By Councillor McManaman**

**That Council forward to the February 23, 2026, regular meeting, the repeal of the Membership on National Boards and Committees Policy #10350-17 as well the repeal of the Membership in Clubs, Societies and Associations Policy #10350-18.**

**MOTION CARRIED**

- 3.4 Commercial Development Support Program By-law**  
**Moved By Councillor Davidson**  
**Seconded By Deputy Mayor Chambers**  
That Council forward to the February 23, 2026, regular meeting First Reading of the By-law to Amend the Commercial Development Support Program By-law P-9 with a provision that staff investigate the procedure for issuing a rebate to a company that no longer exists that is part of the program.
- MOTION CARRIED**
- 3.5 Rounding of Cash Transactions Policy**  
**Moved By Councillor Furlong**  
**Seconded By Deputy Mayor Chambers**  
That Council forward to the February 23, 2026, regular meeting, approval of the Rounding of Cash Transactions Policy as amended.
- MOTION CARRIED**
- 3.6 Strategic Priorities – Points to Capture - Reward for Development**  
The Director of Planning and Economic Development reviewed his memo included in the agenda package outlining initiatives and programs the Town has to encourage and promote development. Council unanimously agreed this item can be removed from the Strategic Priorities - Points to Capture list.
- 3.7 Bike Lockers Request**  
**Moved By Councillor Davidson**  
**Seconded By Councillor Furlong**  
That Council not proceed with a bike locker pilot project at this time.
- MOTION CARRIED**
- 3.8 Social Media Presentation**  
**Moved By Councillor Ripley**  
**Seconded By Councillor Wells**  
That Mayor Small contact Bridgewater Mayor Mitchell to invite him to give a presentation to Council.  
Against (2): Councillor Davidson, and Councillor McManaman
- MOTION CARRIED**
- 3.9 Pain Clinic**  
**Moved By Councillor Furlong**  
**Seconded By Councillor Wells**  
That the CAO be directed to contact Bethany McCormick, Nova Scotia Health's Vice-President of Operations for the Northern Zone, for a general update on the status of the pain clinic, and further that this item be added to the CAO's task report to keep Council informed.
- MOTION CARRIED**

#### 4. Information Items

##### 4.1 Snow and Ice Management Policy

**Moved By Councillor Furlong**

**Seconded By Councillor Wells**

**That staff be directed to proceed with Option 1 and maintain the status quo with the priority route salted first with residential streets only being salted on an as-needed basis, that staff define "as needed" in the policy, and that Option 2, expanding the salting after priority route be added to budget discussions to capture any implicated costs for next year's winter season.**

**MOTION CARRIED**

##### 4.2 Graffiti

**Moved By Councillor Davidson**

**Seconded By Councillor Wells**

**That staff be directed to investigate drafting a procedure, policy or by-law regarding graffiti and bring a recommendation back to Council at the April Committee of the Whole meeting.**

**MOTION CARRIED**

##### 4.3 Citizens on Patrol

Information item only; approved as part of the consent agenda.

##### 4.4 Photo Opportunity Location

Information item only; approved as part of the consent agenda.

##### 4.5 Tourism Strategy Update

Mayor Small asked the Economic Development Officer to include in his monthly report for March a more detailed update on the renewed MOU with the County for regional tourism, as well as the Tourism Sector Strategic Plan for Nova Scotia, the Bannikin Report and Industry Training.

**Moved By Councillor Davidson**

**Seconded By Councillor Wells**

**That Council continue the meeting past 6:00 p.m.**

**MOTION CARRIED**

##### 4.6 By-law / Policy Review

Information item only; approved as part of the consent agenda.

##### 4.7 CAO Task Report

Information item only; approved as part of the consent agenda.

#### 5. Monthly Reports

The following monthly reports were approved as part of the consent agenda:

5.1 Community Living

5.2 Corporate

5.3 Cumberland Business Connector

5.4 Financial Services

5.5 Fire Services

5.6 Human Resources

5.7 Operations

5.8 Planning & Economic Development

5.9 Police Services

6. **Closed Session**  
**Moved By Councillor Furlong**  
**Seconded By Councillor Ripley**  
**That the Committee move to a closed session.**

**MOTION CARRIED**

7. **Adjournment**  
There being no further business, Mayor Small adjourned the meeting.

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Natalie LeBlanc  
Municipal Clerk

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Rob Small  
Mayor

DRAFT

**Amherst Town Council  
General Operating Budget  
Minutes**

**Date:** February 27, 2026  
**Time:** 9:30 am  
**Location:** Council Chambers, Town Hall

**Members Present**  
Mayor Rob Small  
Deputy Mayor Charlie Chambers  
Councillor Hal Davidson  
Councillor Nic Furlong  
Councillor Terry McManaman  
Councillor Dwayne Ripley  
Councillor Kathy Wells

**Staff Present**  
Jason MacDonald, Chief Administrative Officer  
Kim Jones, Deputy Chief Administrative Officer  
Aaron Bourgeois, Director, Operations  
Andrew Fisher, Director, Planning & Economic Development  
Dwayne Pike, Chief, Police Services  
Greg Jones, Director, Fire Services  
Kim Jones, Deputy Chief Administrative Officer  
Krista Crossman, Director, Human Resources  
Sarah Wilson, Director, Finance  
Denise Smith, Finance Manager  
Sharon Bristol, Director, Community Living  
Sean Payne, Marketing & Communications Officer  
Natalie LeBlanc, Municipal Clerk  
Cindy Brown, Administrative Assistant

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**1. Call to Order**

Mayor Small called the meeting to order.

**1.1 Territorial Acknowledgement**

Mayor Small gave the Territorial Acknowledgement.

**2. Information Items**

The CAO spoke to his memo and the 2026/27 Operating Budget, indicating that staff have taken into consideration our strategic plan and built funding into the applicable sections of both the operating and capital budgets. The following is a list of some of the ways we have addressed our strategic initiatives, with some figures being approximate:

- Business Park Expansion
  - \$2,500,000 for new business park infrastructure
- Housing
  - \$585,000 for Marshview Drive Phases 2 and 3
- Mobility
  - Approximately \$114,000 has been included in the capital budget for sidewalks.
  - Fixed Route Transit for Consideration (subject to other decisions)

- Marketing
  - An additional \$30,000 has been allocated for marketing initiatives.
- Vibrant Community
  - \$70,000 for new lights on Victoria Street
  - \$250,000 for new 'bandstand' in Victoria Park
  - \$50,000 for decorative lighting
  - \$15,000 CCUBIC audio improvements
  - \$15,000 Stadium audio improvements
  - \$1,500,000 for new stadium ice making plant
  - \$1,200,000 for new accessible playground
- Economic Development
  - \$12,000 Economic Development Student
  - \$12,000 Tourism Student (make permanent)
  - \$30,000 Business Park Highway signage
  - \$20,000 Highway Billboard Sign refresh
- Social Needs
  - Usual Community Support grants to organizations and tax reductions / exemptions.
  - \$50,000 for the continuation of the Community Navigator (health care recruitment)
  - \$50,000 for the armoury feasibility study (carry over)
  - \$18,000 for three students for the summer parks program (make permanent)
  - \$90,000 for paved walkways at Robbs Baseball Complex
  - \$50,000 for accessible washroom upgrades at Robbs Baseball Complex
  - \$25,000 for accessible washroom upgrade at Rotary Park
- Environment
  - \$70,000 to clean the interior of the water reservoirs
  - \$80,000 for aeration lines at the wastewater treatment facility
- Safety
  - \$160,000 included for police officer continuity (funded from operating reserve, if required)
  - \$175,000 contribution towards a live fire training facility (carry over)
  - \$249,000 for Police Equipment
  - \$258,000 for Fire Equipment
- Infrastructure
  - Approximately \$2,000,000 for various infrastructure repairs and equipment purchases.
- Strategic Community Infrastructure (subject to other decisions)
  - Staff will present a decision-making matrix to potentially fund, plan and construct:
    - i. \$8,100,000 soccer and track and field complex (\$3,100,000 TOA)
    - ii. \$45,000,000 stadium / community centre (\$15,000,000 TOA)
    - iii. \$6,000,000 gymnasium at the YMCA (\$1,000,000 TOA)

The Director of Finance gave a presentation on the overall general operating budget.

- 2.1 **Tax Rate History**
- 2.2 **Assessment Comparison**
- 2.3 **Revenue Generated by \$0.01 on the Tax Rate**
- 2.4 **Debenture Schedule**
- 2.5 **Debt Service Ratio**
- 2.6 **Operating Reserve Balances**
- 2.7 **Capital Reserve Balances**

3. **General Rate - Overall**

- 3.1 **General Rate - Overall Summary**
  
- 3.2 **General Rate - Overall Revenues Detail**
- 3.3 **General Rate - Overall Expenditure Detail**

4. **Executive Office**

- 4.1 **Executive Office Summary Including Revenue Detail**
- 4.2 **Executive Office Expenditure Detail**

5. **Finance**

- 5.1 **Finance Summary Including Revenue Detail**
- 5.2 **Finance Expenditure Detail**
- 5.3 **RFD - Deed Transfer Tax**

Moved By Councillor Wells  
Seconded By Councillor Davidson

That Council approve increasing the Deed Transfer Tax rate from 1.25% to 1.5% in 2026/27 effective July 1, 2026, as previously recommended by staff.

Against (2): Councillor Furlong, and Councillor Ripley

**MOTION CARRIED**

6. **Human Resources**

- 6.1 **Human Resources Summary with Revenue Detail**
- 6.2 **Human Resources Expenditure Detail**

7. **Police**

- 7.1 **Police Summary Including Revenue Detail**
- 7.2 **Police Expenditure Detail**
- 7.3 **RFD - LA Animal Shelter - Funding Request**

Moved By Councillor Ripley  
Seconded By Councillor McManaman  
That Council include an allowance for additional funding to the LA Animal Shelter from \$10,000 to \$25,000 annually in the 2026/27 operating budget as the Memorandum of Understanding (MOU) is currently being reviewed; a final decision to be made on the funding amount once the MOU review is complete.

MOTION CARRIED

7.4 RFD - Police Staffing

Moved By Councillor Wells

Seconded By Councillor Davidson

That Council approve \$160,000 in the 2026/27 operational budget from the operating reserve to continue to provide funding to address staffing shortages in the Police Department.

MOTION CARRIED

8. Fire

8.1 Fire Summary Including Revenue Detail

8.2 Fire Expenditure Detail

9. Community Living

9.1 Community Living Summary Including Revenue Detail

9.2 Community Living Expenditure Detail

9.3 RFD - Summer Students

Moved By Councillor Ripley

Seconded By Deputy Mayor Chambers

That Council approve the addition of the following summer students in the 2026/27 operating budget, which were previously funded from the Operating Reserve in 2025/26:

1. Three programming summer student positions for a total of 8 weeks, 35 hours per week at a total cost of \$18,020 (\$6,006 each).
2. One tourism summer student position for a total of 16 weeks, 35 hours per week at a total cost of \$12,710.

MOTION CARRIED

9.4 RFD - Marketing Budget

Moved By Councillor Davidson

Seconded By Councillor Wells

That Council approve the addition of \$30,000 to the 2026/27 operating budget for Marketing and Communications.

MOTION CARRIED

**9.5 Navigator Summary Including Revenue Detail**

The CAO was directed to contact the Municipality of the County of Cumberland to confirm their portion of funding for the Community Navigator position.

**9.6 OHPR Navigator Summary Including Revenue Detail**

**10. Planning**

**10.1 Planning Summary Including Revenue Detail**

**10.2 Planning Expenditure Detail**

**10.3 RFD - Economic Development Summer Student**

**Moved By Councillor Davidson**

**Seconded By Deputy Mayor Chambers**

**That Council approve a new economic development term/casual position in the 2026/27 operating budget for a total cost of \$16,500.**

**MOTION CARRIED**

**11. Strategic**

**11.1 Strategic Summary Including Detail**

**12. Environmental Stewardship**

**12.1 Environmental Stewardship Summary Including Detail**

**13. Recreation Facilities**

**13.1 Recreation Facilities Summary Including Revenue Detail**

**13.2 Recreation Facilities Expenditure Detail**

**14. Operations**

**14.1 Operations Summary Including Revenue Detail**

**14.2 Operations Expenditure Detail**

**14.3 RFD - Road Salting - Level of Service**

**Moved By Councillor Furlong**

**Seconded By Councillor Ripley**

**That Council increase the proposed 2026/27 operating budget for snow and ice management by \$75,000 to expand salting operations to include the salting of all streets not on the designated salt route, after all other snow and ice operations are complete.**

**Against (3): Mayor Small, Councillor Davidson, and Councillor Wells**

**MOTION CARRIED**

15. Policies

15.1 RFD - User Fee Policy

Moved By Councillor Davidson

Seconded By Deputy Mayor Chambers

That Council forward the proposed amendments to the User Fee Policy #03470-03 to the next Council meeting for approval, including a further amendment to change the line in the Off Season Stadium Rentals table for Extra Employees from \$25.00 per person per hour to Employee Actual Cost per employee.

MOTION CARRIED

Moved By Councillor Davidson

Seconded By Councillor Ripley

That staff be directed to consult with the Cumberland County Minor Hockey Association, the Amherst Skating Club and the Municipality of the County of Cumberland about free ice time, how the funds provided for this program can be better allocated to support those in need, and to bring a recommendation back to Council by the June Committee of the Whole at the latest.

MOTION CARRIED

15.2 User Fee Policy

16. Solid Waste

16.1 Solid Waste Summary Including Revenue Detail

16.2 Solid Waste Expenditure Detail

16.3 RFD - Uniform Charge Solid Waste Decrease

Moved By Councillor Wells

Seconded By Councillor Davidson

That Council decrease the Uniform Charge Solid Waste from \$278/year to \$250/year.

MOTION CARRIED

17. Sewage

17.1 Sewage Summary Including Revenue Detail

17.2 Sewage Expenditure Detail

17.3 RFD - Sanitary Sewer Rates Increase

Moved By Councillor Wells

Seconded By Councillor McManaman

That Council increase the sewer rates as follows:

	<u>Current</u>	<u>New</u>
	<u>Annual</u>	<u>Annual</u>
	<u>Base</u>	<u>Base</u>
<u>Size of Meter</u>	<u>Charge</u>	<u>Charge</u>
5/8"	\$ 82.80	\$ 103.50
3/4"	\$ 124.20	\$ 155.25
1"	\$ 201.25	\$ 251.56
1.5"	\$ 395.60	\$ 494.50
2"	\$ 626.75	\$ 783.44
3'	\$1,247.75	\$1,559.69
4"	\$2,300.00	\$2,875.00

	<u>Current</u>	<u>New</u>		<u>Current</u>	<u>New</u>
	<u>Annual Flat</u>	<u>Annual Flat</u>		<u>Annual</u>	<u>Annual</u>
	<u>Charge</u>	<u>Charge</u>		<u>Uniform</u>	<u>Uniform</u>
	<u>Charge</u>	<u>Charge</u>		<u>Charge</u>	<u>Charge</u>
Flat Charges	\$ 189.23	\$ 210.05	Uniform Charge	\$ 82.80	\$ 103.50

**MOTION CARRIED**

**18. Water Utility**

**18.1 Water Utility Summary Including Revenue Detail**

**18.2 Water Utility Expenditure Detail**

**19. Mandatory Provincial Contribution Area Rate**

**19.1 Mandatory Provincial Contribution Area Rate Summary Including Revenue Detail**

**19.2 Mandatory Provincial Contribution Area Rate Calculation**

**20. Community Support Area Rate**

**20.1 Community Support Area Rate Summary Including Revenue Detail**

**20.2 Community Support Area Rate Calculation**

**20.3 Memo - Tax Reduction Policy**

**Moved By Councillor Davidson**

**Seconded By Councillor Wells**

**To forward to a future Council meeting, an amendment to the Tax Reduction Policy to increase the income level from \$30,000 to \$32,000.**

Against (1): Councillor Furlong

**MOTION CARRIED**

Mayor Small requested that for budget discussions next year, staff do a report as to what it would look like to increase the income level by CPI each year.

**20.3.1 Tax Reduction Policy**

**20.4 Community Support Grants Policy**

21. **Closed Session**  
**Moved By Councillor Furlong**  
**Seconded By Councillor Davidson**  
**To go into closed session.**

**MOTION CARRIED**

**Moved By Councillor Furlong**  
**Seconded By Deputy Mayor Chambers**  
**That the general operating budget as presented, including the motions above for any changes, be forwarded to a future Council meeting for approval.**  
Against (1): Councillor Davidson

**MOTION CARRIED**

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Natalie LeBlanc  
Municipal Clerk

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Rob Small  
Mayor

DRAFT

**Town of Amherst  
Capital Budget  
Minutes**

**Date:** February 27, 2026  
**Time:** 1:00 pm  
**Location:** Council Chambers, Town Hall

**Members Present**  
Mayor Rob Small  
Deputy Mayor Charlie Chambers  
Councillor Hal Davidson  
Councillor Nic Furlong  
Councillor Terry McManaman  
Councillor Dwayne Ripley  
Councillor Kathy Wells

**Staff Present**  
Jason MacDonald, Chief Administrative Officer  
Kim Jones, Deputy Chief Administrative Officer  
Aaron Bourgeois, Director, Operations  
Andrew Fisher, Director, Planning & Economic Development  
Dwayne Pike, Chief, Police Services  
Greg Jones, Director, Fire Services  
Krista Crossman, Director, Human Resources  
Sarah Wilson, Director, Finance  
Densie Smith, Finance Manager  
Sharon Bristol, Director, Community Living  
Sean Payne, Marketing & Communications Officer  
Natalie LeBlanc, Municipal Clerk  
Cindy Brown, Administrative Assistant

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1. **Call to Order**  
Mayor Small called the meeting to order.
    - 1.1 **Territorial Acknowledgement**  
Mayor Small gave the Territorial Acknowledgement.
  2. **2026-27 Capital Budget**  
The Chief Administrative Officer presented the 2026-27 capital budget.
  3. **Water**  
Council unanimously agreed to all the recommendations in the Water section, as included in the agenda package.
  4. **Equipment**  
Council unanimously agreed to all the recommendations in the Equipment section, as included in the agenda package.
  5. **Buildings/Land**  
**Moved By Deputy Mayor Chambers**  
**Seconded By Councillor McManaman**  
That the proposed budget amount for the Victoria Square Bandstand replacement be approved however staff were directed to come back to Council with a plan for Victoria Park and the street lighting along this section of Victoria Street prior to spending these funds.

## MOTION CARRIED

Council unanimously agreed to all the recommendations in the Buildings/Land section, as included in the agenda package, provided staff adhere to the motion and present Council with a plan for Victoria Park and the street lighting along this section of Victoria Street prior to spending the funds budgeted for that project.

### 6. **Operations**

Further to the RFD to widen, curb and asphalt overlay Brown Street and Mosher Street in accordance with the provisions in the New Residential Subdivisions Streets Policy and these streets now being at 50% occupancy, Councillor Davidson asked if there are other areas that are now at 50% occupancy that need to have this work completed. The CAO did not believe so however he will have staff investigate this.

Councillor Davidson indicated there are streets that should be considered for capital paving not listed in the capital paving RFD, such as Townshend Avenue from Charles to Willow Street, and Lamy Street, and asked if some of them could be added. Councillor Furlong agreed, as did Councillor Ripley, who thought more focus should be on high traffic areas and that more money should be budgeted for capital paving. The CAO was asked to come back with further information and be prepared for further discussion.

Further to the RFD for sidewalk replacement, the Director of Operations was asked to confirm what paving/sidewalk work was done on Queen Street last year, and what is left to be done. Councillor Ripley asked why the sidewalk on Academy Street has never been completed. The CAO replied he will have to look at the Active Transportation and Accessibility Plans and report back to Council.

**Moved By Councillor Ripley**

**Seconded By Councillor Davidson**

**To pull Marshview Drive Phase 3 from the proposed capital budget and use this money for further capital paving.**

## MOTION CARRIED

Council unanimously agreed to all the recommendations in the Operations section, as included in the agenda package, except for Marshview Drive Phase 3 as noted in the above motion, and to prepare a report for Council suggesting other streets for capital paving.

### 7. **Fire**

Council unanimously agreed to all the recommendations in the Fire section, as included in the agenda package.

### 8. **Police**

Council unanimously agreed to all the recommendations in the Police section, as included in the agenda package.

### 9. **Recreation**

Staff were directed to continue investigating the issues with the stadium sound system during the slow summer months to make sure all connections are secure and working as they should be.

Council agreed to approve the budget for Decorative Lighting however they would like a more definitive plan to be brought back to Council as part of the Victoria Square discussion before the funds are spent.

Councillor Wells requested staff investigate the installation of refillable water stations in order to have accessible water at our parks.

Council unanimously agreed to all the recommendations in the Recreation section, as included in the agenda package.

- 10. **Capital Years 2-5**
- 11. **Vehicle / Equipment Replacement Plan**
- 12. **Rating Factors**
  - 12.1 **Model for Determining Street Treatment**
  - 12.2 **PASER Street Ratings and Sidewalk Ratings**
- 13. **Reserve Balances**
- 14. **Policies**
  - 14.1 **Sidewalk Inspection and Maintenance Policy**
  - 14.2 **Street Inspection and Maintenance Policy**
  - 14.3 **Street Rating System Policy**

**Moved By Councillor Furlong  
Seconded By Councillor Wells**

**That the capital budget as presented, including the motions above for any changes, be forwarded to a future Council meeting for approval.**

**MOTION CARRIED**

Staff reviewed the Strategic Priorities Matrix Financing Analysis with Council. Information item only at this time, a future meeting will be scheduled to make a decision.

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Natalie LeBlanc  
Municipal Clerk

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Rob Small  
Mayor

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

**Date:** March 4, 2026  
**Time:** 4:00 pm  
**Location:** Council Chambers, Town Hall

**Members Present** Mayor Rob Small  
Deputy Mayor Charlie Chambers  
Councillor Hal Davidson  
Councillor Nic Furlong  
Councillor Terry McManaman  
Councillor Dwayne Ripley  
Councillor Kathy Wells

**Staff Present** Jason MacDonald, Chief Administrative Officer  
Aaron Bourgeois, Director, Operations  
Andrew Fisher, Director, Planning & Economic Development  
Kim Jones, Deputy Chief Administrative Officer  
Krista Crossman, Director, Human Resources  
Sarah Wilson, Director, Finance  
Denise Smith, Finance Manager  
Sean Payne, Marketing & Communications Officer  
Natalie LeBlanc, Municipal Clerk  
Cindy Brown, Administrative Assistant

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**1. Call to Order**

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

**1.1 Territorial Acknowledgement**

Mayor Small gave the Territorial Acknowledgement.

Further to the budget meetings held on Friday, February 27, 2026, and the discussions had at that time, the Chief Administrative Officer asked Council to approve the following motions:

**Moved By Councillor Davidson**

**Seconded By Deputy Mayor Chambers**

**That Council increase the budget amount for an Economic Development casual/term position to \$25,000.**

**MOTION CARRIED**

**Moved By Councillor McManaman**

**Seconded By Councillor Wells**

**That Council approve \$20,000 to come from the operating reserves for Wayfinding Signage as part of the Explore Cumberland initiative.**

**MOTION CARRIED**

**Moved By Councillor Davidson**

**Seconded By Councillor Wells**

**That Council approve an additional \$270,000 in the capital budget to mill and pave Townshend Avenue from Donald Street to Willow Street, overlay Park Street from Mission Street to Hickman Street, and to overlay Chamberlain Street from Newton Avenue to South Albion Street.**

**MOTION CARRIED**

## 2. Strategic Priorities

### Soccer / Track and Field Complex

Moved By Councillor Ripley

Seconded By Deputy Mayor Chambers

That \$8,100,000 be included in the 2026/27 capital budget for the Soccer / Track and Field Complex contingent on grants/fundraising of \$5,000,000 be approved.

MOTION CARRIED

### Stadium Ice Making Equipment

Moved By Councillor Wells

Seconded By Councillor McManaman

That \$1,500,000 be included in the 2026/27 capital budget for stadium ice making equipment.

MOTION CARRIED

### Cumberland YMCA Gymnasium Expansion Project

Moved By Councillor Wells

Seconded By Councillor Furlong

That staff continue to negotiate with the Cumberland YMCA for the provision of a public gymnasium as part of their expansion project.

MOTION CARRIED

### New Community Centre

Moved By Councillor Davidson

Seconded By Councillor McManaman

That Council and staff plan for future construction of a new community centre when financing allows; and further make the decision that 'strategic funds' will only be used for the strategic projects established in the 2026/27 budget process or as amended by Council.

Against (1): Councillor Furlong

MOTION CARRIED

### Transit

Moved By Councillor Wells

Seconded By Councillor Davidson

That staff be directed to not pursue a public transit initiative at this time and communicate this decision to the public.

Against (1): Councillor Furlong

MOTION CARRIED

Councillor Ripley requested that the minutes reflect that he remains undecided on the matter. He noted that, during the election, residents expressed support for the implementation of a public transit system. However, he also expressed concern regarding the associated capital and operating costs. Councillor Ripley indicated that he would like to explore additional options that could support alternative modes of public transportation.

## 3. Adjournment

There being no further business, the Mayor Small adjourned the meeting.

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Natalie LeBlanc  
Municipal Clerk

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Rob Small  
Mayor

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

**SUBMITTED BY:** Kim Jones, Deputy CAO

**DATE:** March 16, 2026

**SUBJECT:** Procurement Policy Amendments

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**ORIGIN:** February 18 Audit Committee meeting:

Further to the motion passed at the December meeting, staff will continue their review of the Town of Amherst Procurement Policy and Procedure, with proposed amendments to be presented to Council at the March Committee of the Whole meeting.

December 10 Audit Committee meeting:

**Moved By Rae Burke**

**Seconded By Councillor Furlong**

**That the CAO have the Town of Amherst Procurement Policy and tendering templates reviewed and updated prior to March 31, 2026, in regards to the trade agreement thresholds and public procurement requirements.**

Motion Carried

**LEGISLATIVE AUTHORITY:** MGA sections 47 and 48 authorize council to make, amend and repeal bylaws and policies.

**RECOMMENDATION:** That Council forward to the March 23, 2026, regular meeting, approval of the amendments to the Procurement Policy (3700-01).

**BACKGROUND:** This policy was amended by Council in 2025. Since that time staff have been working towards improving the procurement policy for both staff and vendors. Discussions generated during recent Audit Committee meetings also referenced that the proposed changes would reduce the risk on the Town.

**DISCUSSION:** The significant changes to the existing policy include increasing the purchasing threshold limits for staff.

The new proposed thresholds are now in line with the limits of the Atlantic Trade and Procurement Partnership (ATPP) and Canada Free Trade Agreement (CFTA). The increase is expected to expedite transactions in the majority of cases and reduce the legal risks to the town by limiting the requirement for public competitions that generate a Contract A – Contract B relationship.





## COMMITTEE OF THE WHOLE

CDR# 2026032

Date: March 16, 2026

The new proposed thresholds are:

The High Value Threshold for goods and services is \$133,800 (plus HST) and \$334,400 (plus HST) for construction.

Another significant amendment is a change to the Local Preference Clause. In the past our local area included the Tantramar region in New Brunswick, as well as Cumberland County. With the recent changes to the NS Procurement Act, "Local Preference" is all of Nova Scotia and we will no longer include Tantramar NB. If local preference is to be applied, it must be clearly stated within the original procurement document. We have also increased the local preference amount to a maximum of 10%, with the amount to be disclosed but at the discretion of the purchaser.

Other minor amendments include removal of redundant clauses, minor housekeeping fixes and updating the CAO Authority to match the new thresholds.

**FINANCIAL IMPLICATIONS:** There are no financial implications associated with the proposed policy revisions.

**SOCIAL JUSTICE IMPLICATIONS:** There are no social justice implications.

**ENVIRONMENTAL IMPLICATIONS:** There are no environmental implications.

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

**ALTERNATIVES:** Do not approve the changes to the policy or direct staff to make additional revisions.

**ATTACHMENTS:** Procurement Policy #3700-01 with amendments.



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**TITLE: Procurement Policy**  
**SECTION: Financial Management**  
**POLICY NO: 3700-01**

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**APPROVAL DATE:**

**CAO Signature:** \_\_\_\_\_

## 1) Policy Statement

The purpose of this policy is to establish transparent procurement guidelines to ensure the most effective and efficient methods are used to provide best value for the procurement of goods, services and construction for the Town of Amherst (hereinafter referred to as the “Town”).

The Town will conduct procurement practices in compliance with all Provincial legislation, International, National and Regional Trade Agreements, including the Atlantic Trade and Procurement Partnership (ATPP) and the Canadian Free Trade Act (CFTA)

## 2) Definitions

- a) Alternative Procurement (ALTP) - the procurement of goods, services and construction without a competitive process due to certain conditions/situations.
- b) Best Value - the bid that is determined as a result of a procurement process to be in its best interests, not necessarily the lowest price bid, which is determined by evaluation of bids based on criteria or factors that may include purchase price, life cycle cost considerations, environmental and social considerations, delivery, servicing, past experience and performance, and any other criteria or factors stated in the requesting documents.
- c) Bid - a supplier’s response to a Request for Quotation (RFQ), Request for Construction (RFC), Tender, Request for Proposal (RFP), Request for Expression of Interest (REI) or a Two Phase Bid to provide goods, services or construction.
- d) Invitational Competition – is a competitive process in which an invitation to submit bids is issued to three suppliers, provided three suppliers can be identified.
- e) Local Preference Area – all suppliers located within the County of Cumberland and the Town of Tantramar, New Brunswick.
- f) Procurement Web Portal – means the public website owned by the Province of Nova Scotia where all public tender notices are posted.
- g) Public Request for Submission - refers to inviting responses to tenders, request for proposals, two phase bids, request for construction, request for expression of interest and request for standing orders.

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- h) Purchase Card - a corporate credit card for the Town with various restrictions and limits based on the cardholder.
- i) Purchaser – a Town employee with the authority to purchase goods.
- j) Request for Construction (RFC) - used to publicly tender for a construction, reconstruction, demolition, remediation, repair or renovation of a building, structure, road, bridge or other engineering or architectural work.
- k) Request for Expression of Interest (REI) - process in which suppliers are invited to propose a solution to a problem and then those chosen are asked to respond to a subsequent Request for Proposal.
- l) Request for Quotations (RFQ) - informally obtaining price quotations from a number of different suppliers.
- m) Request for Proposal (RFP) - a formal invitation to suppliers to describe how their services, methods, equipment or products can address and/or meet the needs of the Town.
- n) Purchase Requisition/Purchase Order-an electronically generated document for the supply of goods or services from an approved vendor.
- o) Single Source – A single source procurement is an alternative procurement practice in which two or more suppliers can supply the goods and/or perform the services required by the Town of Amherst, but where the Town of Amherst selects one supplier over the others for reasons such as expertise, previous municipal or their related experience and not through a competitive process.
- p) Sole Source Procurement – is an alternative procurement practice in which it is evident that only one supplier can supply the goods and/or perform the services required and an award is made to that supplier.
- q) Standing Offer- a contractual arrangement with a supplier to provide certain goods or services on an “as required” basis, during a particular period of time, at a predetermined price or discount, generally within a predefined dollar limit.
- r) Sustainable Procurement- involves taking a holistic approach to obtain best value by integrating the following considerations in the procurement process:
  - Environmental considerations: e.g. Green House Gas Reduction, Waste Reduction, Toxic Use Reduction;

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- Economic considerations: e.g. Life Cycle Cost, Fiscal Responsibility, Support for the Local Economy;
  - Social considerations: e.g. Employee Health and Safety, Inclusiveness and Fair Wage, Health Promotion.
- o) Tender- a formal request to solicit for goods, services or construction obtained through posting on the Town and the Provincial websites.
- p)

### 3) Guiding Principles

The following principles will guide the procurement practices of the Town:

- a) Procurement methods are to encourage competition, innovative ideas and solutions, wherever possible, while respecting all legislative and trade agreement obligations for the supply of goods services and construction.
- b) Procurement policy provides for the use of suppliers, who can be expected to provide satisfactory performance, based on, but not limited to:
  - (i) past performance and/or previous contacts
  - (ii) financial and other resources to complete the contract bid;
  - (iii) references
- c) Promoting the use of Sustainable Procurement when evaluating bids by striving to obtain best value, taking into consideration environmental, economic and social considerations.
- f) This policy does not apply to payments for reoccurring items such as utilities, leases, rentals and similar reoccurring operating charges, while recognizing that in some circumstances, the initial commitment that leads to these ongoing payments is subject to the provisions of this policy.

### 4) General

- a) This policy applies to all departments, agencies, boards and commissions of the Town over which the Town has jurisdiction.

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- b) The procuring of goods, services and construction will be facilitated by the Director of the requesting department according to this policy. The Director shall approve all purchases in excess of \$25,000 prior to any employee acting within this policy.
- c) The Town will be under no obligation to accept any bid received which is considered to be not in its best interest, in response to a verbal or written request.
- d) The Town may work with other levels of government, other municipal units, other agencies, boards and commissions, and associations such as the FCM (Federation of Canadian Municipalities) and NSFM (Nova Scotia Federation of Municipalities) to encourage standardization of items and/or reduce overall costs to the Town for joint purchasing.
- e) The dollar values indicated within this policy are exclusive of HST and are in Canadian Dollars.

## **5) Purchasing Guidelines**

The Town of Amherst must procure goods, services, and construction which are over the High Value Threshold using Public Competition. Where Public Competition is not possible, a department may, with the explicit written approval of the CAO, engage in Alternative Procurement Practices. When the maximum value of the procurement will be below the High Value Threshold, procurement must be completed in a manner consistent with, and in accordance with direction from the CAO, as outlined in the Operational Procedure. Staff must consider using competitive methods whenever practical to do so. When not practical or where there is urgency, technical or quality constraint, supplier scarcity, or other reasonable, in the opinion of the CAO, constraint which prevents competition staff may use Select Invitational methods (inviting two or more suppliers to bid) or non-competitive methods (direct award), subject to due diligence. Public Competition may be used at any threshold and is encouraged.

Breaking up procurement activity to reduce or keep the procurement value below certain thresholds is not permitted.

Canada Free Trade Agreement (“CFTA”) thresholds are subject to adjustment and the actual threshold as of the date of the procurement will apply.

**The High Value Threshold for goods and services is \$133,800 (plus HST) and \$334,400 (plus HST) for construction.**

This Policy will be updated as soon as practical if those thresholds should change. The value of the Procurement relative to the Threshold does not relieve Staff from the obligation to manage risk when Identify the Need/Plan Over High Value Threshold, Alternative Procurement Practices, Public Competition Under High Value Threshold, Request Quotations/Select Invitational, Due Diligence/Direct Award Public Competition

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## 6) Methods of Procurement

All procurement activity must be obtained through one of the following methods:

a) Tender - A formal invitation to solicit competitive bids. It is used when detailed specifications are available that permit the evaluation of tenders against clearly stated criteria and specifications. A Request for Tenders (RFT) is a formal, competitive, sealed bidding process. Bid deposits and performance security may be required. The award is normally to the lowest bid received from a qualified bidder meeting the requirements of the tender and providing best value. Tender purchases shall be made by purchase order. Tenders must be opened in the presence of at least one elected official and the CAO or his/her designate at a time and location that is open to the public.

b) Request for Proposal - A Request for Proposal (RFP) is a formal invitation to suppliers to describe how their services, methods, equipment or products can address and/or meet specific needs of the Town. It is used when a supplier is invited to propose a solution to a problem, requirement, or objective. Request for Proposals are evaluated against stated criteria to the terms of the RFP to determine if any should be accepted.

Negotiations with suppliers may be required to finalize any aspect of the proposal provided such discussion and negotiations are conducted to:

(1) Award equitable treatment to each qualified bidder with respect to an opportunity for discussion and the revision of the proposal.

(2) Prevent the disclosure of the proposal content of one proponent to another.

Proposals submitted in response to a request for proposal need not be opened in public. A list of the proponents may be made available upon request. An award of a contract based upon a request for proposals will be made to the supplier whose proposal has the highest score based upon the criteria for evaluation set out in the request for proposals and equitably applied to all proposals. RFP purchases shall be made by purchase order.

c) Request for Quotation - A request for quotation is an informal request for prices for goods and services that the purchaser will attempt to solicit from at least three (3) different suppliers. This process is normally used where bid deposit and performance bonds are not required and where the cost of the work does not warrant the time and level of effort and expense required for a normal tender process. Quotations should be in written form and attached to the Request for Quotation form which must be completed and given to the Deputy CAO for filing once it has been awarded.

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- If a quote is obtained verbally, the person obtaining it must document the quotation, including time, date, supplier, price and description of the goods and services, the person from whom the quotation was obtained and the name of the municipal staff obtaining the quotation. The RFQ form should be used for documentation purposes. RFQ purchases shall be made by purchase order, or purchase card if in US Dollars
- d) **Invitational Competition** - A competitive procurement method in which the Town invites a minimum of three suppliers to submit bids – provided that three suppliers can be identified. This method is used when a full public competition is not required (often because the value is below the high value threshold) but competitive pricing and fairness are still desired.
- e) **Standing Offer** – A type of contract that results from a tender process to guarantee a continuous supply of various goods, services or construction at a specific price for a specific period of time. The term of the standing offer can vary in duration but will be clearly defined in the tender documents.  
Standing Offers of the Government of the Province of Nova Scotia or other public sector entities may be used under the constraints within this policy where it is in the best interest of the Town.
- f) **Request for Expression of Interest** - This process is similar to the Request for Proposal and is sometimes referred to as a Pre-Qualification, where suppliers are invited to propose a solution to a problem. The REI, however, is only the first stage in the procurement process. Bidders responding to the REI will be short listed according to their scoring in the evaluation process. The short listed firms will then be invited to respond to a subsequent Request for Proposal. A REI does not normally include pricing as price is a key evaluation criteria used in the second stage RFP process.
- g) **Request for Construction** - Used to publicly tender for a construction, reconstruction, demolition, remediation, repair, or renovation of a building, structure, road, bridge, or other engineering or architectural work. When a supplier is invited to bid on a construction project the tender documents usually contain a set of terms and conditions and separate bid form that apply to that specific project. Suppliers are requested to submit a response (bid) in accordance with predefined criteria. The selection of the successful proposal is based on a number of factors as described in the tender documents. A request for construction usually does not include professional consulting services related to the construction contract, unless they are included in the specifications.
- h) **Negotiations** - Negotiations with suppliers for the supply of goods and/or services would take place when any of the following conditions exist:
- (a) Due to market conditions, goods and/or services are in short supply;

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- (b) There is only one source of the goods or services;
  - (c) All bids received are non-compliant or exceed the amount budgeted for the purchase;
  - (d) The extension or reinstatement of existing contract would be more cost effective or beneficial to the Town. The extension or reinstatement of existing contract is subject to the approvals listed in section 9 – Award of Contracts.
- i) Alternative Procurement - In certain circumstances, described in this section, the Town may purchase goods, services and construction without using one of the options set out above. An alternative procurement purchase may occur.
- (a) Alternative Procurement Practices may be used in the following circumstances:
    - 4 1. Emergency - If strictly necessary, an urgent, serious, unexpected, and often dangerous situation requiring immediate action.
    - (b) 2. Ability to Maintain Security / Life / Health - Compliance with the competitive process requirements would interfere with the Province's ability to maintain security or order or to protect human, animal, or plant life or health. Non-urgent emergency.
    - (c) 3. Absence of competition
      - a. Technical - Due to an absence of competition for technical reasons.
      - b. Monopoly - For the procurement of goods or services where the supply is controlled by a supplier that is a monopoly.
      - c. Prototype - For a prototype or first good or service that is developed in the course of, and for a particular contract for research, experiment, study or original development.
      - d. Advantageous Circumstances - Purchases made under exceptionally advantageous conditions that only arise in short term cases of unusual disposals.
      - e. Additional Deliveries – Additional Deliveries by the original supplier of goods or services that were not included in the initial procurement where a change of supplier for such additional goods or services cannot be made for economic or technical reasons.
    - (d) 4. Compatibility - To ensure compatibility with existing products, or to ensure the protection of patents, copyrights, warranties or other exclusive rights.
    - (e) 5. Confidentiality - Where goods or services regarding confidential matters are to be purchased and the disclosure through an open tendering process could be expected to compromise government confidentiality, cause economic disruption, or be contrary to public interest.
    - (f) 6. No Suppliers Satisfied the Conditions - No bids were submitted or no suppliers requested participation; no bids that conform to requirements of solicitation were submitted; no suppliers satisfied the conditions for participation.
    - 7. Sustainability - To support businesses owned by members of underrepresented and underserved communities, including: Mi'kmaq and persons of Indigenous descent, African Nova Scotians and persons of African

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descent, persons of colour/racialized persons; newcomers (immigrants and refugees), 2SLGBTQIA+, persons with disabilities, minority faithbased groups and persons who are neurodivergent.

(g) 8. Health and Social Services - For vital public services that prioritize public health and welfare.

9. Procurement Financed By Donations - For the procurement of goods and services financed primarily from donations that are subject to conditions that are inconsistent with this Policy.

\*\*When an alternative procurement purchase occurs, the reason for doing so must be documented.

## 7) Local Preference

Nova Scotian Goods and Services Section 14 of the Public Procurement Act allows for preference to be given to Nova Scotia suppliers when the value of the procurement is below the High Value Threshold. Therefore, below the High Value Threshold, Municipal personnel (with the authorization of the CAO) may:

- Choose to apply a Nova Scotia preference, in accordance with the Public Procurement Act, including when considering evaluative criteria;
- Restrict the receipt of Invitational Competitions to Nova Scotia suppliers; and
- Such preference must be disclosed at the beginning of the procurement process and must be explicitly stated in the procurement documents.

The Town will apply a maximum 10% local preference to Nova Scotian bidders. The preference could be split between price and non price factors/scores. Example: with 5% on pricing and 5% on non price factors/scores. If local preference is to be used, it will be disclosed in the procurement documents at the time of release.

- To be considered for local preference you must be a company with it's head office in Nova Scotia or a branch in Nova Scotia where regular business activities are conducted on a permanent basis, is clearly identified by name and is accessible during normal business hours.

## 8) Award of Contracts

- a) The Chief Administrative Officer (CAO) or designate may authorize the award of the procurement of goods, services and construction:
  - i) that are \$334,400 or less and are included within the approved operating and capital budgets; Awards over the value of \$334,400 (plus HST) will be submitted to

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Council for approval.

- ii) that exceed the approved budget by 25% or \$100,000, whichever is less. This will be done when it is reasonable to do so and when options to achieve project completion or item procurement are limited.
- iii) that is an emergency situation. In these cases, the CAO is authorized to make reasonable and informed procurement decisions (operating and capital) which are determined by him/her to be necessary. Among other things such decisions may be deemed by the CAO to be necessary to protect the legal interests or satisfy legal obligations of the Town, or involve a situation where failure to act could reasonably be expected to compromise Town confidentiality, cause economic disruption, or would otherwise be contrary to the public interest. Authorizations for such expenditures are considered to be over and above the other authorities given under this policy to exceed approved budget amounts.
- iv)
- v) Where the purchase was the result of a public purchasing process conforming to the Town's procurement policy and The Atlantic Trade and Procurement Partnership, and all appropriate Trade Agreements and their subsequent amendments.
- vi)
- b) All bids are subject to evaluation after opening and before award of contract. The bid request documents must clearly identify the requirements of the procurement, the evaluation method, evaluation criteria based on the purpose and objectives of this policy, and the weights assigned to each criterion.
- c) Where award is over the limits established in the Atlantic Trade Procurement Partnership for the purchase of goods, services and construction, award amount and company name is to be posted on the Provincial Procurement Web Portal.
- d) A quarterly report to Council of awards of contracts under the value of \$334,800 approved by the CAO or designate shall be made available to Council and shall show the name of the contract, the name of the successful bidder, the amount of the award, any person or company to whom a single or sole source has awarded, and the budgetary provision.
- e) At the discretion of the CAO, any award of goods, services or construction may be referred to Council for approval.

## 10) Vendor Documentation Requirements

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The following documents are required in order to work for the Town:

Workers Compensation Board (WCB) - WCB certificates are required any time a service and/or construction project is being completed on Town of Amherst property. The proponent **MUST** provide a valid WCB certificate prior to the commencement of any work. This certificate will state when the coverage expires. If the WCB certificate expires before the project is finished, then the replacement certificate **MUST** be received in order for the work to continue. Town employees have the right to stop any work in progress if an up-to-date WCB certificate is not provided. If the approved vendor is exempt from WCB, proof of the exemption will be supplied before work can commence.

Liability Insurance - Proponents must provide a valid certificate from their insurance company with the Town named and added under Additional Insured for liability purposes with at least \$2,000,000 liability coverage. This certificate must be provided before the commencement of any work.

Construction Safety- A Certificate of Good Standing is required from a registered safety certified company such as the Nova Scotia Construction Safety Association whenever any type of construction, reconstruction, demolition, remediation, repair or renovation is being completed on Town property for any projects that are over \$10,000. This documentation must be provided before the commencement of any work.

## **11) Code of Ethics**

All procurement carried out by the Town must be conducted according to policies, provincial and federal legislation, trade agreements and ethical business practices. All employees must in good faith, conduct business with current and prospective suppliers and be fair in all business dealings. We shall encourage the negotiation of an equitable and mutually acceptable settlement when a dispute arises and request removal from a procurement process when a personal conflict of interest is perceived. We shall require suppliers to provide accurate representations of goods, services and construction and encourage them to consider sustainability in their products. We shall strive to obtain best value for each expenditure.

## **12) Supplier Performance**

- a) Suppliers may be subject to disqualifications if there is sufficient evidence of failure to meet the standards specified by the Town. Suppliers may be evaluated based on competitive price, quality of a product, contract adherence and performance and after sales service. Upon reasonable notice in writing to the supplier involved, and after a reasonable opportunity for response, a supplier can be disqualified for a period not exceeding three years from participation in solicitation for goods, services and construction when:

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- i. Serious breach of contract indicating unwillingness to perform a contract in accordance with the terms and conditions or specifications or a record of unsatisfactory performance of one or more contracts in accordance with its specifications or both.
  - ii. The offer of any gratuity to an official or employee of the Town by a supplier or contractor for consideration.
- b) A written decision shall be issued to the person disqualified or suspended setting out its reasons for disqualification or suspension, to the usual business address of that person as shown in the records of the purchasing section.
- c) Disqualification will be approved by the CAO.

### **13) Supplier Debriefing**

Upon request of a supplier who is an unsuccessful bidder, the Town must conduct a debriefing with that supplier to provide feedback on the evaluation of the bid. The debriefing must be conducted as follows:

- a) the CAO or designate and/or Director, along with the person named in the documents, will attend the meeting;
- b) the debriefing must provide reasons for the disqualification of the supplier, or in the case where evaluation scoring was used, provide an overview of the supplier's score in each category and reasons for that score;
- c) the debriefing must also provide information to the supplier on how to improve future submissions;
- d) the debriefing must not disclose any information regarding other bidders or their submissions.

### **14) Contract Documents, Bid and Performance Securities and Specifications**

- a) The CAO may, from time to time, approve such standard forms including bid and performance securities if any, for purchase by Invitation to Tender, Request for Proposals, Request for Quotations, sole source, or emergency purchases as well as forms of contract for types of purchase including but not limited to construction, supplies and installation or service as they may deem advisable.
- b) Bid bonds, performance bonds, irrevocable letters of credit and other securities including labour and material bonds may be required for such purposes in such form and in such amounts as the CAO deems advisable.

### **15) Special Services**

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- a) Legal Services - Legal services will be acquired by staff based upon qualifications, experience, services offered, past performance, proposed fees and other relevant considerations. The acquisition of legal services must be approved by the CAO in consultation with the Director(s) of the user department(s). (These services include expert witnesses, and subject experts required for legal proceeding, hearing or similar matter.) Legal services having a value of \$133,800 or more shall be approved by Council. The term for legal services will be at the discretion of the Town.
- b) Financial Auditing Services – These services may be contracted on a one year term to be renewed on an annual basis on terms satisfactory to the Town. Selection of an auditor shall be completed by the Audit Committee of Council who will recommend the selection of an auditor to Council. Annual selection and/or renewal of the contract for audit services will be made by the Audit Committee.

**16) Tie Bids**

After the assessment process is complete and it cannot be reasonably determined who has submitted the lowest compliant bid and a tie exists, the CAO or Deputy CAO may flip a coin to determine the award.

**17) Suppliers indebted to the Town of Amherst**

Any supplier/contractor having a customer account with the Town, which is in arrears, will have such arrears deducted from any payments due to the supplier/contractor. Such deduction may be waived by the CAO, where the supplier/contractor has entered into a payment arrangement deemed to be suitable by the Treasurer.

**18) Purchases by Town of Amherst Employees**

Employees or immediate family members (husband, wife, son, or daughter) of employees of the Town are not permitted to purchase personal use items through the purchasing system except where employee purchase plans are being offered.

**ROLES AND RESPONSIBILITIES**

Title/Role	Responsibilities
Policy Owner	The policy owner is responsible for ensuring that the policy is implemented and being followed. In addition, they are responsible for reviewing the policy regularly for relevancy and compliance with provincial guidelines.
Staff	All personnel that fall within the scope of this policy must follow the policy

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<b>Procurement Coordinator</b>	Facilitate the implementation of the policy, including the Open and Invitational procurement processes. Support procurement at all threshold levels. Develop and provide procurement templates and tools. Periodically review procurement practices within the province.

For Administrative Use Only:

### VERSION LOG

Amendment Description	Policy Owner	Approved By	Approval Date
	Title/Last Name	Council	
Creation of the policy	CAO, MacDonald	Council	April 30, 2007
Amendment to bring the policy into compliance with Atlantic Procurement Agreement	CAO, MacDonald	Council	Sept 28, 2009
Amendment to bring the policy into compliance with Atlantic Procurement Agreement	CAO, MacDonald	Council	Nov 26, 2012
CAO may authorize the procurement of goods, services and construction that are \$250,000 or less and are included within the approved operating and capital budgets.	CAO, MacDonald	Council	Nov 27, 2017
Increased purchasing limits and minor housekeeping amendments	CAO, MacDonald	Council	March 27, 2023
Increased purchasing limits and minor housekeeping amendments, changing titles	CAO, MacDonald	Council	
Increased purchasing limit thresholds, revised local preference, removed redundant clauses	CAO, MacDonald	Council	



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**APPROVAL DATE:** \_\_\_\_\_ **CAO Signature:** \_\_\_\_\_

### 1) Policy Statement

The purpose of this policy is to establish transparent procurement guidelines to ensure the most effective and efficient methods are used to provide best value for the procurement of goods, services and construction for the Town of Amherst (hereinafter referred to as the "Town").

The Town will conduct procurement practices in compliance with all Provincial legislation, International, National and Regional Trade Agreements, including the ~~Nova Scotia Public Procurement Act and any amendments thereto~~, Atlantic Trade and Procurement Partnership (ATPP) and the Canadian Free Trade Act (CFTA)

### 2) Definitions

- a) Alternative Procurement (ALTP) - the procurement of goods, services and construction without a competitive process due to certain conditions/situations.
- b) Best Value - the bid that is determined ~~by the Town~~ as a result of a procurement process to be in its best interests, not necessarily the lowest price bid, which is determined by evaluation of bids based on criteria or factors that may include purchase price, life cycle cost considerations, environmental and social considerations, delivery, servicing, past experience and performance, and any other criteria or factors stated in the requesting documents.
- c) Bid - a supplier's response to a Request for Quotation (RFQ), Request for Construction (RFC), Tender, Request for Proposal (RFP), Request for Expression of Interest (REI) or a Two Phase Bid to provide goods, services or construction.
- d) Invitational Competition – is a competitive process in which an invitation to submit bids is issued to three suppliers, provided three suppliers can be identified.
- e) Local Preference Area – all suppliers located within the County of Cumberland and the Town of Tantramar, New Brunswick.
- f) Procurement Web Portal – means the public website owned by the Province of Nova Scotia where all public tender notices are posted.
- g) Public Request for Submission - refers to inviting responses to tenders, request for proposals, two phase bids, request for construction, request for expression of interest and request for standing orders.

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- h) Purchase Card - a corporate credit card for the Town with various restrictions and limits based on the cardholder.
- i) Purchaser – a Town employee with the authority to purchase goods.
- j) Request for Construction (RFC) - used to publicly tender for a construction, reconstruction, demolition, remediation, repair or renovation of a building, structure, road, bridge or other engineering or architectural work.
- k) Request for Expression of Interest (REI) - process in which suppliers are invited to propose a solution to a problem and then those chosen are asked to respond to a subsequent Request for Proposal.
- l) Request for Quotations (RFQ) - informally obtaining price quotations from a number of different suppliers.
- m) Request for Proposal (RFP) - a formal invitation to suppliers to describe how their services, methods, equipment or products can address and/or meet the needs of the Town.
- n) Purchase Requisition/Purchase Order-an electronically generated document for the supply of goods or services from an approved vendor.
- o) Single Source – A single source procurement is an alternative procurement practice in which two or more suppliers can supply the goods and/or perform the services required by the Town of Amherst, but where the Town of Amherst selects one supplier over the others for reasons such as expertise, previous municipal or their related experience and not through a competitive process.
- p) Sole Source Procurement – is an alternative procurement practice in which it is evident that only one supplier can supply the goods and/or perform the services required and an award is made to that supplier.
- q) Standing Offer- a contractual arrangement with a supplier to provide certain goods or services on an “as required” basis, during a particular period of time, at a predetermined price or discount, generally within a predefined dollar limit.
- r) Sustainable Procurement- involves taking a holistic approach to obtain best value by integrating the following considerations in the procurement process:
  - Environmental considerations: e.g. Green House Gas Reduction, Waste Reduction, Toxic Use Reduction;

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- Economic considerations: e.g. Life Cycle Cost, Fiscal Responsibility, Support for the Local Economy;
  - Social considerations: e.g. Employee Health and Safety, Inclusiveness and Fair Wage, Health Promotion.
- o) Tender- a formal request to solicit for goods, services or construction obtained through posting on the Town and the Provincial websites.
- p) ~~Two Phase Bid~~ a two stage process in which suppliers submit proposals for evaluation, and separately submit prices.

### 3) Guiding Principles

The following principles will guide the procurement practices of the Town:

- a) ~~Procurement policy and procedures should provide the most efficient and effective methods resulting in best value for the Town.~~
- e) ~~The procurement process is to ensure a fair, open, consistent and transparent process in the acquisition of goods, services and construction.~~
- e)a) Procurement methods are to encourage competition, innovative ideas and solutions, wherever possible, while respecting all legislative and trade agreement obligations for the supply of goods services and construction.
- f)b) Procurement policy provides for the use of suppliers, who can be expected to provide satisfactory performance, based on, but not limited to:
- (i) past performance and/or previous contacts
  - (ii) financial and other resources to complete the contract bid;
  - (iii) references
- e)c) Promoting the use of Sustainable Procurement when evaluating bids by striving to obtain best value, taking into consideration environmental, economic and social considerations.
- f) This policy does not apply to payments for reoccurring items such as utilities, leases, rentals and similar reoccurring operating charges, while recognizing that in some circumstances, the initial commitment that leads to these ongoing payments is subject to the provisions of this policy.



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**4) General**

- a) This policy applies to all departments, agencies, boards and commissions of the Town over which the Town has jurisdiction.
- b) The procuring of goods, services and construction will be facilitated by the Director of the requesting department according to this policy. The Director shall approve all purchases in excess of \$25,000 prior to any employee acting within this policy.
- c) The Town will be under no obligation to accept any bid received which is considered to be not in its best interest, in response to a verbal or written request.
- d) The Town may work with other levels of government, other municipal units, other agencies, boards and commissions, and associations such as the FCM (Federation of Canadian Municipalities) and NSFM (Nova Scotia Federation of Municipalities) to encourage standardization of items and/or reduce overall costs to the Town for joint purchasing.
- e) The dollar values indicated within this policy are exclusive of ~~the Town's non-recoverable~~ HST and are in Canadian Dollars.

**5) Purchasing Guidelines**

The Town of Amherst must procure goods, services, and construction which are over the High Value Threshold using Public Competition. Where Public Competition is not possible, a department may, with the explicit written approval of the CAO, engage in Alternative Procurement Practices. When the maximum value of the procurement will be below the High Value Threshold, procurement must be completed in a manner consistent with, and in accordance with direction from the CAO, as outlined in the Operational Procedure. Staff must consider using competitive methods whenever practical to do so. When not practical or where there is urgency, technical or quality constraint, supplier scarcity, or other reasonable, in the opinion of the CAO, constraint which prevents competition staff may use Select Invitational methods (inviting two or more suppliers to bid) or non-competitive methods (direct award), subject to due diligence. Public Competition may be used at any threshold and is encouraged. The following guidelines will be followed for the procurement of goods services and construction for the Town:

<del>Spending Category</del>	<del>Low Value Quotations</del>	<del>Low Value Invitational Competition</del>	<del>High Value Open Competition</del>
<del>Goods</del>	<del>Less than \$15,000</del>	<del>\$15,000 – \$40,999</del>	<del>\$50,000 and above</del>



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Services	Less than \$15,000	\$15,000 – \$74,999	\$75,000 and above
Construction	Less than \$15,000	\$15,000 – \$74,999	\$75,000 and above

Dividing procurement activity to reduce or keep the procurement value below certain thresholds is not permitted.

Breaking up procurement activity to reduce or keep the procurement value below certain thresholds is not permitted.

Canada Free Trade Agreement (“CFTA”) thresholds are subject to adjustment and the actual threshold as of the date of the procurement will apply.

**The High Value Threshold for goods and services is \$133,800 (plus HST) and \$334,400 (plus HST) for construction.**

This Policy will be updated as soon as practical if those thresholds should change. The value of the Procurement relative to the Threshold does not relieve Staff from the obligation to manage risk when Identify the Need/Plan Over High Value Threshold, Alternative Procurement Practices, Public Competition Under High Value Threshold, Request Quotations/Select Invitational, Due Diligence/Direct Award Public Competition

**a) – Low Value Procurement**

If the value of the Goods, Services or Construction are less than \$15,000:

For procurement under \$15,000, the minimum of three quotations is not mandatory, however staff are expected to perform due diligence in selecting such suppliers, including obtaining quotations in cases where there are sufficient suppliers to do so, where there is sufficient time to do so, and when the value of the goods, services or construction makes it practical to do so.

**If the value of the Goods, Services or Construction is \$15,000 and over but less than the Open Competition thresholds:**

The acceptable process is to use an Invitational Competition. All Invitational Competitions must be conducted in accordance with the Procurement Guidelines and are subject to review by the Director of the Department prior to issue.

**b) – High Value Procurement**

If the value of the Goods, Services or Construction is above Open Competition thresholds, staff must work with the Director and Deputy Chief Administrative Officer to conduct a public

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~~competitive process. Open competitions are posted on the Town of Amherst website and the Nova Scotia Procurement Web Portal.~~

~~If an Invitational Competition is issued and the results demonstrate that the cost from the supplier determined to be providing best value is above the High Value Procurement threshold, the CAO may, at their discretion:~~

- ~~— Cancel the competition and not award~~
- ~~— Accept the result and award. The resulting award is an Alternative Procurement Practice; or~~
- ~~— Reject the result and require that the Competition be re-issued as an Open Competition.~~

## 6) Methods of Procurement

All procurement activity must be obtained through one of the following methods:

- a) Tender - A formal invitation to solicit competitive bids. It is used when detailed specifications are available that permit the evaluation of tenders against clearly stated criteria and specifications. A Request for Tenders (RFT) is a formal, competitive, sealed bidding process. Bid deposits and performance security may be required. The award is normally to the lowest bid received from a qualified bidder meeting the requirements of the tender and providing best value. Tender purchases shall be made by purchase order. Tenders must be opened in the presence of at least one elected official and the CAO or his/her designate at a time and location that is open to the public.
- b) Request for Proposal - A Request for Proposal (RFP) is a formal invitation to suppliers to describe how their services, methods, equipment or products can address and/or meet specific needs of the Town. It is used when a supplier is invited to propose a solution to a problem, requirement, or objective. Request for Proposals are evaluated against stated criteria to the terms of the RFP to determine if any should be accepted.

Negotiations with suppliers may be required to finalize any aspect of the proposal provided such discussion and negotiations are conducted to:

- (1) Award equitable treatment to each qualified bidder with respect to an opportunity for discussion and the revision of the proposal.
- (2) Prevent the disclosure of the proposal content of one proponent to another.

Proposals submitted in response to a request for proposal need not be opened in public. A list of the proponents may be made available upon request. An award of a contract based upon a request for proposals will be made to the supplier whose

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proposal has the highest score based upon the criteria for evaluation set out in the request for proposals and equitably applied to all proposals. RFP purchases shall be made by purchase order.

- c) Request for Quotation - A request for quotation is an informal request for prices for goods and services that the purchaser will attempt to solicit from at least three (3) different suppliers. This process is normally used where bid deposit and performance bonds are not required and where the cost of the work does not warrant the time and level of effort and expense required for a normal tender process. Quotations should be in written form and attached to the Request for Quotation form which must be completed and given to the Deputy CAO for filing once it has been awarded.

If a quote is obtained verbally, the person obtaining it must document the quotation, including time, date, supplier, price and description of the goods and services, the person from whom the quotation was obtained and the name of the municipal staff obtaining the quotation. The RFQ form should be used for documentation purposes. RFQ purchases shall be made by purchase order, or purchase card if in US Dollars

- d) Invitational Competition - A competitive procurement method in which the Town invites a minimum of three suppliers to submit bids – provided that three suppliers can be identified. This method is used when a full public competition is not required (often because the value is below the high value threshold) but competitive pricing and fairness are still desired.

- e) Standing Offer – A type of contract that results from a tender process to guarantee a continuous supply of various goods, services or construction at a specific price for a specific period of time. The term of the standing offer can vary in duration but will be clearly defined in the tender documents. Standing Offers of the Government of the Province of Nova Scotia or other public sector entities may be used under the constraints within this policy where it is in the best interest of the Town.

- e) Two Phase Bids - Where detailed specifications are not available or it is impractical to prepare a specification based on price, a two phase bid may be issued, inviting for the submission of bids as follows:

Phase One - Pre-qualification step in which bidders submit proposals/expressions of interest in response to basic terms of reference for evaluation; need not be opened in public

Phase Two - Only those bidders whose submissions were determined to be acceptable in Phase One will be invited to submit priced bids for further consideration. Phase Two bids must be opened in public.

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- ~~This type of purchasing has the advantage of a request for proposal in Phase One and the advantages of a tender in Phase Two. Two phase bid purchases shall be made by purchase order.~~
- f) Request for Expression of Interest - This process is similar to the Request for Proposal and is sometimes referred to as a Pre-Qualification, where suppliers are invited to propose a solution to a problem. The REI, however, is only the first stage in the procurement process. Bidders responding to the REI will be short listed according to their scoring in the evaluation process. The short listed firms will then be invited to respond to a subsequent Request for Proposal. A REI does not normally include pricing as price is a key evaluation criteria used in the second stage RFP process.
  - g) Request for Construction - Used to publicly tender for a construction, reconstruction, demolition, remediation, repair, or renovation of a building, structure, road, bridge, or other engineering or architectural work. When a supplier is invited to bid on a construction project the tender documents usually contain a set of terms and conditions and separate bid form that apply to that specific project. Suppliers are requested to submit a response (bid) in accordance with predefined criteria. The selection of the successful proposal is based on a number of factors as described in the tender documents. A request for construction usually does not include professional consulting services related to the construction contract, unless they are included in the specifications.
  - h) Negotiations - Negotiations with suppliers for the supply of goods and/or services would take place when any of the following conditions exist:
    - (a) Due to market conditions, goods and/or services are in short supply;
    - (b) There is only one source of the goods or services;
    - (c) All bids received are non-compliant or exceed the amount budgeted for the purchase;
    - (d) The extension or reinstatement of existing contract would be more cost effective or beneficial to the Town. The extension or reinstatement of existing contract is subject to the approvals listed in section 9 – Award of Contracts.
  - i) Alternative Procurement - In certain circumstances, described in this section, the Town may purchase goods, services and construction without using one of the options set out above. An alternative procurement purchase may occur.
    - (a) Alternative Procurement Practices may be used in the following circumstances:
      - 4.1. Emergency - If strictly necessary, an urgent, serious, unexpected, and often dangerous situation requiring immediate action.

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- (b) 2. Ability to Maintain Security / Life / Health - Compliance with the competitive process requirements would interfere with the Province's ability to maintain security or order or to protect human, animal, or plant life or health. Non-urgent emergency.
- (c) 3. Absence of competition a. Technical - Due to an absence of competition for technical reasons. b. Monopoly - For the procurement of goods or services where the supply is controlled by a supplier that is a monopoly. c. Prototype - For a prototype or first good or service that is developed in the course of, and for a particular contract for research, experiment, study or original development. d. Advantageous Circumstances - Purchases made under exceptionally advantageous conditions that only arise in short term cases of unusual disposals. e. Additional Deliveries – Additional Deliveries by the original supplier of goods or services that were not included in the initial procurement where a change of supplier for such additional goods or services cannot be made for economic or technical reasons.
- (d) 4. Compatibility - To ensure compatibility with existing products, or to ensure the protection of patents, copyrights, warranties or other exclusive rights.
- (e) 5. Confidentiality - Where goods or services regarding confidential matters are to be purchased and the disclosure through an open tendering process could be expected to compromise government confidentiality, cause economic disruption, or be contrary to public interest.
- (f) 6. No Suppliers Satisfied the Conditions - No bids were submitted or no suppliers requested participation; no bids that conform to requirements of solicitation were submitted; no suppliers satisfied the conditions for participation.
7. Sustainability - To support businesses owned by members of underrepresented and underserved communities, including: Mi'kmaq and persons of Indigenous descent, African Nova Scotians and persons of African descent, persons of colour/racialized persons; newcomers (immigrants and refugees), 2SLGBTQIA+, persons with disabilities, minority faithbased groups and persons who are neurodivergent.
- (g) 8. Health and Social Services - For vital public services that prioritize public health and welfare.
- (a)-9. Procurement Financed By Donations - For the procurement of goods and services financed primarily from donations that are subject to conditions that are inconsistent with this Policy. Where an unforeseeable situation of urgency exists and the goods, services or construction cannot be obtained in time by means of open procurement procedures. An emergency purchase occurs when a situation creates immediate and serious need which may not be reasonably met by any other procedure and includes without limitation:

A condition where lack of supplies or services may adversely affect the functioning of civic government, threaten public or private property or the environment, or jeopardize the health or safety of the public.

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~~Emergency purchases are completed using the most expedient method, but will take economy into consideration.~~

~~Emergency purchases must be pre-approved by the CAO (or designate) where such approval may be reasonably sought.~~

- ~~(b) Where goods or consulting services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process could reasonably be expected to compromise government confidentiality, cause economic disruption or otherwise be contrary to the public interest;~~
- ~~(c) Where compliance with the open tendering provisions set out in this policy would interfere with the Town's ability to maintain security or order or to protect human, animal or plant life or health;~~
- ~~(d) In the absence of tenders in response to an open or selective tender, or when the tenders submitted have been collusive, or not in conformity with the essential requirements in the tender;~~
- ~~(e) To ensure compatibility with existing products, to recognize exclusive rights, such as exclusive licenses, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative;~~
- ~~(f) Where there is an absence of competition for technical reasons and the goods or services can only be supplied by a particular supplier and no alternative or substitute exists;~~
- ~~(g) For the purchase of goods on a commodity market;~~
- ~~(h) For the procurement of goods or services the supply of which is controlled by a supplier that is a statutory monopoly;~~
- ~~(i) For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor;~~
- ~~(j) For work to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work;~~
- ~~(k) For the procurement of a prototype or a first good or service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for routine purchases;~~

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- ~~(l) For the purchase of goods under exceptionally advantages circumstances such as bankruptcy or receivership, but not for routine purchases;~~
- ~~(m) For the procurement of original works of art;~~
- ~~(n) For the procurement of subscriptions to newspapers, magazines or other periodicals;~~
- ~~(o) For the procurement of real property;~~
- ~~(p) For the procurement of goods intended for resale to the public;~~
- ~~(q) For the procurement from charitable institutions, prison labour, persons with disabilities, sheltered workshop programs or through employment equity programs;~~
- ~~(r) For procurement from a public body or non-profit organization; or~~
- ~~(s) For the procurement of services of expert witnesses, specifically in anticipation of litigation or for the purpose of conducting litigation.~~

\*\*When an alternative procurement purchase occurs, the reason for doing so must be documented.

## 7) Local Preference

Nova Scotian Goods and Services Section 14 of the Public Procurement Act allows for preference to be given to Nova Scotia suppliers when the value of the procurement is below the High Value Threshold. Therefore, below the High Value Threshold, Municipal personnel (with the authorization of the CAO) may:

- Choose to apply a Nova Scotia preference, in accordance with the Public Procurement Act, including when considering evaluative criteria;
- Restrict the receipt of Invitational Competitions to Nova Scotia suppliers; and
- Such preference must be disclosed at the beginning of the procurement process and must be explicitly stated in the procurement documents.

The Town will apply a maximum 10% local preference to Nova Scotian bidders. The preference could be split between price and non price factors/scores. Example: with 5% on pricing and 5% on non price factors/scores. If local preference is to be used, it will be disclosed in the procurement documents at the time of release.

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- To be considered for local preference you must be a company with it's head office in Nova Scotia or a branch in Nova Scotia where regular business activities are conducted on a permanent basis, is clearly identified by name and is accessible during normal business hours.

~~If the goods, services or construction available from a local business are equal in providing best value to those available from a non local business, the goods, services or construction from the local business shall be purchased.~~

~~In evaluating which goods, services or construction offer best value to the Town of Amherst, the Town shall apply a preference of 5% to the price offered by a local business as compared with non local businesses, such that the price offered by the local business is adjusted lower by 5% for the purposes of evaluating which goods, services or construction offer best value.~~

~~In accordance with the Atlantic Trade and Procurement Partnership (ATPP) and the CFTA, the local preference described above does not apply to the following procurements:~~

- ~~a) goods that have a value of \$100,000 or greater;~~
- ~~b) services that have a value of \$100,000 or greater;~~
- ~~e) construction that has a value of \$250,000 or greater.~~

~~All requests for quotations and public requests for submissions must state that local preference applies to the procurement.~~

## 8) Award of Contracts

- a) The Chief Administrative Officer (CAO) or designate may authorize the award of the procurement of goods, services and construction:
  - i) that are ~~\$250,000~~334,400 or less and are included within the approved operating and capital budgets; Awards over the value of ~~\$250,000~~334,400 (plus HST) will be submitted to Council for approval.
  - ii) that exceed the approved budget by 25% or ~~\$75,000~~100,000, whichever is less. This will be done when it is reasonable to do so and when options to achieve project completion or item procurement are limited.
  - iii) that is an emergency situation. In these cases, the CAO is authorized to make reasonable and informed procurement decisions (operating and capital) which are determined by him/her to be necessary. Among other things such decisions may be deemed by the CAO to be necessary to protect the legal interests or satisfy legal

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obligations of the Town, or involve a situation where failure to act could reasonably be expected to compromise Town confidentiality, cause economic disruption, or would otherwise be contrary to the public interest. Authorizations for such expenditures are considered to be over and above the other authorities given under this policy to exceed approved budget amounts.

~~iv) where the purchase was made in accordance with this policy and falls within the thresholds established within the Atlantic Trade and Procurement Partnership and all subsequent amendments thereto.~~

v) Where the purchase was the result of a public purchasing process conforming to the Town's procurement policy and The Atlantic Trade and Procurement Partnership, and all appropriate Trade Agreements and their subsequent amendments.

~~vi) Where the purchase is awarded to the supplier providing best value and meeting specifications.~~

~~vii) Where the award of a Request for Proposal is made to the highest scoring qualified proponent based upon evaluation criteria within the Request for Proposal.~~

~~viii) Where there is no legislative requirement to obtain Council approval.~~

b) All bids are subject to evaluation after opening and before award of contract. The bid request documents must clearly identify the requirements of the procurement, the evaluation method, evaluation criteria based on the purpose and objectives of this policy, and the weights assigned to each criterion.

c) Where award is over the limits established in the Atlantic Trade Procurement Partnership for the purchase of goods, services and construction, award amount and company name is to be posted on the Provincial Procurement Web Portal.

d) A quarterly report to Council of awards of contracts under the value of ~~\$250,000~~\$334,800 approved by the CAO or designate shall be made available to Council and shall show the name of the contract, the name of the successful bidder, the amount of the award, any person or company to whom a single or sole source has awarded, and the budgetary provision.

e) At the discretion of the CAO, any award of goods, services or construction may be referred to Council for approval.

#### 10) Vendor Documentation Requirements

The following documents are required in order to work for the Town:

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Workers Compensation Board (WCB) - WCB certificates are required any time a service and/or construction project is being completed on Town of Amherst property. The proponent MUST provide a valid WCB certificate prior to the commencement of any work. This certificate will state when the coverage expires. If the WCB certificate expires before the project is finished, then the replacement certificate MUST be received in order for the work to continue. Town employees have the right to stop any work in progress if an up-to-date WCB certificate is not provided. If the approved vendor is exempt from WCB, proof of the exemption will be supplied before work can commence.

Liability Insurance - Proponents must provide a valid certificate from their insurance company with the Town named and added under Additional Insured for liability purposes with at least \$2,000,000 liability coverage. This certificate must be provided before the commencement of any work.

Construction Safety- A Certificate of Good Standing is required from a registered safety certified company such as the Nova Scotia Construction Safety Association whenever any type of construction, reconstruction, demolition, remediation, repair or renovation is being completed on Town property for any projects that are over \$10,000. This documentation must be provided before the commencement of any work.

#### **11) Code of Ethics**

All procurement carried out by the Town must be conducted according to policies, provincial and federal legislation, trade agreements and ethical business practices. All employees must in good faith, conduct business with current and prospective suppliers and be fair in all business dealings. We shall encourage the negotiation of an equitable and mutually acceptable settlement when a dispute arises and request removal from a procurement process when a personal conflict of interest is perceived. We shall require suppliers to provide accurate representations of goods, services and construction and encourage them to consider sustainability in their products. We shall strive to obtain best value for each expenditure.

#### **12) Supplier Performance**

- a) Suppliers may be subject to disqualifications if there is sufficient evidence of failure to meet the standards specified by the Town. Suppliers may be evaluated based on competitive price, quality of a product, contract adherence and performance and after sales service. Upon reasonable notice in writing to the supplier involved, and after a reasonable opportunity for response, a supplier can be disqualified for a period not exceeding three years from participation in solicitation for goods, services and construction when:

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- i. Serious breach of contract indicating unwillingness to perform a contract in accordance with the terms and conditions or specifications or a record of unsatisfactory performance of one or more contracts in accordance with its specifications or both.
  - ii. The offer of any gratuity to an official or employee of the Town by a supplier or contractor for consideration.
- b) A written decision shall be issued to the person disqualified or suspended setting out its reasons for disqualification or suspension, to the usual business address of that person as shown in the records of the purchasing section.
  - c) Disqualification will be approved by the CAO.

### 13) Supplier Debriefing

Upon request of a supplier who is an unsuccessful bidder, the Town must conduct a debriefing with that supplier to provide feedback on the evaluation of the bid. The debriefing must be conducted as follows:

- a) the CAO or designate and/or Director, along with the person named in the documents, will attend the meeting;
- b) the debriefing must provide reasons for the disqualification of the supplier, or in the case where evaluation scoring was used, provide an overview of the supplier's score in each category and reasons for that score;
- c) the debriefing must also provide information to the supplier on how to improve future submissions;
- d) the debriefing must not disclose any information regarding other bidders or their submissions.

### 14) Contract Documents, Bid and Performance Securities and Specifications

- a) The CAO may, from time to time, approve such standard forms including bid and performance securities if any, for purchase by Invitation to Tender, Request for Proposals, Request for Quotations, sole source, or emergency purchases as well as forms of contract for types of purchase including but not limited to construction, supplies and installation or service as they may deem advisable.
- b) Bid bonds, performance bonds, irrevocable letters of credit and other securities including labour and material bonds may be required for such purposes in such form and in such amounts as the CAO deems advisable.

### 15) Special Services



**TITLE: Procurement Policy**  
**SECTION: Financial Management**  
**POLICY NO: 3700-01**

- a) Legal Services - Legal services will be acquired by staff based upon qualifications, experience, services offered, past performance, proposed fees and other relevant considerations. The acquisition of legal services must be approved by the CAO in consultation with the Director(s) of the user department(s). (These services include expert witnesses, and subject experts required for legal proceeding, hearing or similar matter.) Legal services having a value of ~~\$5040,000~~ 133,800 or more shall be approved by Council. The term for legal services will be at the discretion of the Town.
- b) Financial Auditing Services – These services may be contracted on a one year term to be renewed on an annual basis on terms satisfactory to the Town. Selection of an auditor shall be completed by the Audit Committee of Council who will recommend the selection of an auditor to Council. Annual selection and/or renewal of the contract for audit services will be made by the Audit Committee.

**16) Tie Bids**

After the assessment process is complete and it cannot be reasonably determined who has submitted the lowest compliant bid and a tie exists, the CAO or Deputy CAO may flip a coin to determine the award.

**17) Suppliers indebted to the Town of Amherst**

Any supplier/contractor having a customer account with the Town, which is in arrears, will have such arrears deducted from any payments due to the supplier/contractor. Such deduction may be waived by the CAO, where the supplier/contractor has entered into a payment arrangement deemed to be suitable by the Treasurer.

**18) Purchases by Town of Amherst Employees**

Employees or immediate family members (husband, wife, son, or daughter) of employees of the Town are not permitted to purchase personal use items through the purchasing system except where employee purchase plans are being offered.

**ROLES AND RESPONSIBILITIES**

Title/Role	Responsibilities
Policy Owner	The policy owner is responsible for ensuring that the policy is implemented and being followed. In addition, they are responsible for reviewing the policy regularly for relevancy and compliance with provincial guidelines.
Staff	All personnel that fall within the scope of this policy must follow the policy

**TITLE: Procurement Policy**  
**SECTION: Financial Management**  
**POLICY NO: 3700-01**

<b>Procurement Coordinator</b>	Facilitate the implementation of the policy, including the Open and Invitational procurement processes. Support procurement at all threshold levels. Develop and provide procurement templates and tools. Periodically review procurement practices within the province.
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For Administrative Use Only:

**VERSION LOG**

Amendment Description	Policy Owner	Approved By	Approval Date
	Title/Last Name	Council	
Creation of the policy	CAO, MacDonald	Council	April 30, 2007
Amendment to bring the policy into compliance with Atlantic Procurement Agreement	CAO, MacDonald	Council	Sept 28, 2009
Amendment to bring the policy into compliance with Atlantic Procurement Agreement	CAO, MacDonald	Council	Nov 26, 2012
CAO may authorize the procurement of goods, services and construction that are \$250,000 or less and are included within the approved operating and capital budgets.	CAO, MacDonald	Council	Nov 27, 2017
Increased purchasing limits and minor housekeeping amendments	CAO, MacDonald	Council	March 27, 2023
Increased purchasing limits and minor housekeeping amendments, changing titles	CAO, MacDonald	Council	
<u>Increased purchasing limit thresholds, revised local preference, removed redundant clauses</u>	<u>CAO, MacDonald</u>	<u>Council</u>	



## COMMITTEE OF THE WHOLE

CDR# 2026029

Date: March 16, 2026

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

**SUBMITTED BY:** Natalie LeBlanc, Municipal Clerk

**DATE:** March 16, 2026

**SUBJECT:** Inquiries from Council Policy #10350-05

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**ORIGIN:** Ongoing By-law and Policy Review

**LEGISLATIVE AUTHORITY:** MGA sections 47 and 48 authorize council to make, amend and repeal bylaws and policies.

**RECOMMENDATION:** That Council forward to the March 23, 2026, regular meeting, approval of the amendments to the Inquiries from Council Policy #10350-05.

**BACKGROUND:** This Policy is on the schedule to be reviewed this month. It was originally adopted in 1991, with amendments made to it in 2011 that were merely housekeeping in nature.

**DISCUSSION:** The proposed amendments to this policy will make the policy read clearer, address improper pronouns, add the Deputy Chief Administrative Officer as someone who may receive inquiries or requests for information from Council, and puts the policy into the new policy format.

**FINANCIAL IMPLICATIONS:** There are no financial implications with the proposed amendments.

**COMMUNITY ENGAGEMENT:** There has been no community engagement.

**ENVIRONMENTAL IMPLICATIONS:** There are no environmental implications.

**SOCIAL JUSTICE IMPLICATIONS:** There are no social justice implications.

**ALTERNATIVES:** Do not approve the policy as amended and recommend alternative amendments.

**ATTACHMENTS:**

1. Inquiries from Council Policy #10350-05 with proposed amendments
2. Current Policy



**TITLE: INQUIRIES FROM COUNCIL**  
**SECTION: EXECUTIVE OFFICE**  
**POLICY NO: 10350-05**

**APPROVAL DATE:** \_\_\_\_\_ **CAO Signature:** \_\_\_\_\_

## PURPOSE

The purpose of this policy is to ensure that all **inquiries or** requests for information are **consistently** directed through the **CAO Chief Administrative Officer or in their absence the Deputy Chief Administrative Officer.** and prepared for Council in a standard format setting out the information. ~~The response will be forwarded directly to the CAO. This will allow him to review same and acquaint himself with the subject before he approves and refers it to Council.~~

## POLICY STATEMENT

~~Members of Council will make inquiries for information to the Chief Administrative Officer / Acting Chief Administrative Officer or in his absence, the appropriate Director.~~

1. An **individual Councillor** inquiry or request for information will be made directly to the Chief Administrative Officer, or in their absence the Deputy Chief Administrative Officer. It will be at their discretion if the inquiry or request for information should be forwarded to Council. The CAO may provide the information to all of Council should they feel it is appropriate to do so.
2. An inquiry or request for information from **Council or a Committee of Council** will be made directly to the Chief Administrative Officer, or in their absence the Deputy Chief Administrative Officer by way of motion for review and recommendation to Council.

~~Response to a Councillor's inquiries will be prepared in the approved standard format and submitted to the Chief Administrative Officer (CAO) for review and recommendation.~~

## DEFINITIONS

- a) ~~“Councillor’s Inquiry” This is a request by a Councillor for information either at a regular Council meeting, committee meeting, or directly to the CAO or Director Chief Administrative Officer or Deputy Chief Administrative Officer.~~
- b) ~~“Council Inquiry” This is a request by a Councillor for information at a regular \_\_\_\_\_ meeting of Council.~~

**TITLE: INQUIRIES FROM COUNCIL**  
**SECTION: EXECUTIVE OFFICE**  
**POLICY NO: 10350-05**

## ROLES AND RESPONSIBILITIES

Title/Role	Responsibilities
<b>Council</b>	Ensure all inquiries and requests for information are directed to either the Chief Administrative Officer or the Deputy Chief Administrative Officer
<b>Chief Administrative Officer / Deputy Chief Administrative Officer</b>	Ensure all inquiries and requests for information are responded to appropriately.

For Administrative Use Only:

## VERSION LOG

Amendment Description	Policy Owner	Approved By	Approval Date
<b>Make the policy more reader friendly, ensure use of proper pronouns, add Deputy Chief Administrative Officer</b>	Clerk	Council	

Minutes reference date: April 16, 1991

September 26, 2011

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

**SUBMITTED BY:** Krista Crossman, Director of Human Resources

**DATE:** March 16, 2026

**SUBJECT:** Performance Management & Development Policy

**ORIGIN:** Council priority to review all policies and bylaws.

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

**RECOMMENDATION:** That Council forward to the March 23, 2026, regular meeting the new Performance Management & Development Policy #04000-17 for approval.

**BACKGROUND:** The development of this policy and accompanying procedure advances an action item identified in the Town’s People Strategy and supports the continued modernization and strengthening of our HR practices.

**DISCUSSION:** Strategic goal #7 of the People Strategy was developed in response to our SWOT analysis which revealed gaps in our performance management practices:

ACTION ITEM	OUTPUT	OUTCOME	WHO/WHEN
Improve performance management processes by establishing clear expectations, consistent evaluation criteria & regular manager training	Defined performance standards, consistent review tools & trained supervisors & managers	Increased accountability, improved feedback quality & an equitable process	HR staff, WFN tools, Directors & Managers  <b>February 2026</b>

We have developed three key tools to support this action item: a Performance Management & Development Policy, an accompanying procedure, and a practical handbook for managers. Together, these resources set clear performance standards, provide a consistent approach to conducting performance reviews, and give managers helpful guidance on how to deliver meaningful and constructive feedback.



The framework also helps create accountability for both managers and employees by setting clear expectations, encouraging regular performance conversations, and documenting progress toward goals. While separate from our Corrective Action Policy and procedure introduced in October, this policy complements that framework by supporting proactive performance management and helping address concerns early through open communication and ongoing feedback.

**FINANCIAL IMPLICATIONS:** There are no financial implications.

**COMMUNITY ENGAGEMENT:** No community engagement is required.

**ENVIRONMENTAL IMPLICATIONS:** No environmental implications.

**SOCIAL JUSTICE IMPLICATIONS:** The policy promotes fairness, transparency, and equity in managing performance and conduct, ensuring all employees are treated consistently and respectfully.

**ALTERNATIVES:**

1. Accept recommendation to adopt the new Performance Management & Development Policy
2. Direct staff to develop alternative performance management framework

**ATTACHMENTS:**

Policy No. 04000-17, Performance Management & Development  
Procedure No. 04000-17P, Performance Management & Development Procedure  
Performance Management & Employee Development Handbook for Managers

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**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT POLICY**  
**SECTION: HUMAN RESOURCE MANAGEMENT**  
**POLICY NO.: 04000-17**

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**APPROVAL DATE:** \_\_\_\_\_

**CAO Signature:** \_\_\_\_\_

### **POLICY STATEMENT**

The Town of Amherst is committed to maintaining a fair, transparent, and consistent performance management process that supports employee development, organizational effectiveness, and service excellence to our community.

Performance management is a continuous process that includes ongoing feedback, a mid-year check-in and a formal annual performance evaluation with goal setting. This process ensures employees understand expectations, receive constructive feedback, and are recognized for their contributions.

Performance management is intended to be developmental in nature while also supporting accountability for results.

### **PURPOSE**

The purpose of this policy is to:

- Support employee growth and development.
- Strengthen accountability and service delivery.
- Provide a structured and consistent process for performance evaluation.
- Align individual performance with strategic priorities.
- Establish the link between satisfactory performance and progression through salary ranges.

### **SCOPE**

This policy applies to all non-unionized employees of the Town. Unionized staff shall follow the terms outlined in their respective collective agreement(s).

### **GUIDING PRINCIPLES**

Performance management activities within the Town of Amherst will be:

- Fair and objective.
- Based on documented expectations and measurable outcomes.
- Conducted consistently across departments.
- Focused on development and improvement.
- Respectful and constructive.

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**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT POLICY**  
**SECTION: HUMAN RESOURCE MANAGEMENT**  
**POLICY NO.: 04000-17**

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## **PERFORMANCE CYCLE**

The Town of Amherst operates on an annual performance cycle, April 1 – March 31, which includes:

- Ongoing feedback throughout the year.
- A mid-year check-in completed by September 30 each year.
- A formal, comprehensive annual evaluation with goal setting completed in March each year.

## **SALARY PROGRESSION**

Progression through the salary range is not automatic.

Employees who receive an overall performance rating of “satisfactory” or higher during their annual evaluation will be eligible to advance one step within their approved salary range, in accordance with the Town’s Salary Administration Policy #04530-01.

Employees whose performance does not meet expectations will not be eligible for step progression and may be subject to a performance improvement process.

## **ADDRESSING PERFORMANCE CONCERNS**

Performance management is intended to be a supportive and developmental process focused on clarifying expectations, providing feedback, and encouraging continuous improvement.

Managers are expected to address performance concerns in a timely and constructive manner through coaching, feedback and reasonable support.

Where performance deficiencies are significant, ongoing, or unresponsive to feedback, or where employee conduct concerns arise, the matter may be addressed in accordance with the Town’s Corrective Action Policy and procedure.

The performance management process is separate from, but may inform, corrective or disciplinary action where appropriate.

## **CONFIDENTIALITY**

Performance evaluations, mid-year check-ins, and related documentation are confidential personnel records.

Information contained within performance management documents will be:

- Maintained securely with Human Resources.
- Accessible only to the employee, their manager, Human Resources, and senior leadership as required.
- Disclosed only in accordance with applicable legislation, including the Municipal Government Act and the Freedom of Information and Protection of Privacy Act.

**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT POLICY**  
**SECTION: HUMAN RESOURCE MANAGEMENT**  
**POLICY NO.: 04000-17**

Managers and employees are expected to treat performance discussions and documentation with discretion and professionalism.

**APPEALS PROCESS**

Employees who disagree with their evaluation may submit a written response to be attached to the evaluation.

**ROLES AND RESPONSIBILITIES**

Title/Role	Responsibilities
<b>Chief Administrative Officer</b>	The CAO will: <ul style="list-style-type: none"> <li>a. Ensure consistent application across the organization.</li> <li>b. Review and approve evaluations as required.</li> </ul>
<b>Directors/Managers</b>	Directors/managers will: <ul style="list-style-type: none"> <li>a. Set clear performance expectations and goals.</li> <li>b. Provide ongoing coaching and timely feedback.</li> <li>c. Conduct and document annual evaluations and mid-year check-ins.</li> <li>d. Address performance concerns promptly and appropriately.</li> <li>e. Apply the process fairly and consistently.</li> </ul>
<b>Human Resources</b>	Human resources staff will: <ul style="list-style-type: none"> <li>a. Develop and maintain performance management tools and procedures.</li> <li>b. Monitor compliance and support consistency across departments.</li> <li>c. Maintain all official performance documentation.</li> </ul>
<b>Employees</b>	Employees will: <ul style="list-style-type: none"> <li>a. Understand and work toward established performance expectations and goals.</li> <li>b. Actively participate in performance discussions.</li> <li>c. Seek clarification and support when needed.</li> <li>d. Take responsibility for their performance and professional development.</li> </ul>

For Administrative Use Only:

**VERSION LOG**

Amendment Description	Policy Owner	Approved By	Approval Date
<b>New Policy</b>	Director, Human Resources	Council	

Minutes Reference Date:

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**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT PROCEDURE**  
**SECTION: HUMAN RESOURCE MANAGEMENT**  
**PROCEDURE NO.: 04000-17P**

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**APPROVAL DATE:** \_\_\_\_\_ **CAO Signature:** \_\_\_\_\_

### **PURPOSE**

The purpose of this procedure is to detail the process, timelines, and documentation requirements for conducting performance management activities for employees of the Town of Amherst. This procedure establishes how performance expectations are set and how feedback is provided to ensure consistency, fairness, and accountability.

### **SCOPE**

This procedure applies to all non-unionized employees of the Town. Unionized staff shall follow the terms outlined in their respective collective agreement.

### **PERFORMANCE CYCLE**

The Town of Amherst operates on an annual performance cycle from April 1 to March 31. Performance expectations apply throughout the entire cycle and are supported by ongoing feedback. A mid-year check-in must be completed by September 30 of each year, and formal annual performance evaluations must be completed in March.

### **GOAL SETTING**

During the formal annual performance evaluation, managers and employees will meet to review the employee's job description and establish performance expectations for the year. This discussion will include the identification of three to five key performance goals, confirmation of core competency expectations and alignment with departmental goals and overall strategic priorities.

Goals are expected to be clear and results-oriented. Agreed-upon goals will be documented and followed-up on during the mid-year check in.

### **ONGOING FEEDBACK**

Performance management is a continuous process. Managers are expected to provide regular coaching, guidance, and constructive feedback throughout the year. Performance concerns should be addressed when they arise and should not be deferred until the mid-year or annual evaluation.

Where performance deficiencies are identified, managers will clearly communicate the concern, provide specific examples, outline expectations for improvement, and offer reasonable support and guidance. Significant discussions regarding performance should be documented using the *Performance Concern Documentation* template provided in the appendices.

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**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT PROCEDURE**  
**SECTION: HUMAN RESOURCE MANAGEMENT**  
**PROCEDURE NO.: 04000-17P**

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### **MID-YEAR CHECK-IN**

By September 30 of each year, managers must conduct a documented mid-year performance discussion with each employee. The purpose of this meeting is to review progress toward established goals, acknowledge achievements, identify any challenges, and determine whether priorities or expectations require adjustment.

A summary of the meeting will be recorded on the *Mid-Year Check-In* template provided in the appendices.

If performance concerns are identified during the mid-year review, they will be documented using the Performance Concern Documentation template provided in the appendices.

### **ANNUAL PERFORMANCE EVALUATION**

In March of each year, managers will complete a formal performance evaluation. The evaluation will assess the employee's achievement of established goals, quality and accuracy of work, job knowledge, reliability and accountability, communication and teamwork, and adherence to our policies and values.

Managers are responsible for ensuring that evaluations are evidence-based, supported by specific examples, and applied consistently and without bias. Once completed, the manager will meet with the employee to review the evaluation and discuss overall performance.

### **STEP-BY-STEP PROCESS**

1. Human resources staff will create the annual evaluation using Workforce Now and distribute to the employee and manager. Both will receive an email notification to indicate that the evaluation is ready to proceed.
2. The employee completes their self-assessment by the deadline assigned.
3. The manager completes the manager's assessment by the deadline assigned.
4. The CAO reviews and approves the evaluation by the deadline assigned.
5. The manager releases the approved review to the employee 24-48 hours before meeting with the employee.
6. The manager meets with the employee to discuss the evaluation and set goals for the upcoming year.
7. Following the meeting with their manager, the employee is required to acknowledge completion of the evaluation in Workforce Now. Unsigned and/or unacknowledged evaluations will remain on the employee's file as the official evaluation of record.
8. Human Resources staff will set up the goals on the employee's profile in Workforce Now and close the review cycle.

**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT PROCEDURE**  
**SECTION: HUMAN RESOURCE MANAGEMENT**  
**PROCEDURE NO.: 04000-17P**

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### **PERFORMANCE IMPROVEMENT**

Where performance does not meet expectations, the manager will clearly outline the deficiencies and the required improvements. Depending on the severity of the deficiencies, a Performance Development Plan (PDP) may be implemented in accordance with the Town's Corrective Action Policy #04000-16.

DRAFT

**TITLE:** PERFORMANCE MANAGEMENT & DEVELOPMENT PROCEDURE  
**SECTION:** HUMAN RESOURCE MANAGEMENT  
**PROCEDURE NO.:** 04000-17P

**APPENDIX 'A'**

## Mid-Year Check-In Template

Use this template to structure your mid-year check-in conversations and document key points.

Employee Name: \_\_\_\_\_

Position: \_\_\_\_\_

Check-In Date: \_\_\_\_\_

Review Period: April 1 – September 30, 20\_\_\_\_

### GOAL PROGRESS REVIEW

Goal #1: \_\_\_\_\_

Progress/Status:  On Track  Behind Schedule  Completed  No Longer Relevant

Discussion Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Action Items: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Goal #2: \_\_\_\_\_

Progress/Status:  On Track  Behind Schedule  Completed  No Longer Relevant

Discussion Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT PROCEDURE**  
**SECTION: HUMAN RESOURCE MANAGEMENT**  
**PROCEDURE NO.: 04000-17P**

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Action Items:

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Goal #3:

Progress/Status:  On Track  Behind Schedule  Completed  No Longer Relevant

Discussion Notes:

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Action Items:

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## PERFORMANCE DISCUSSION

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Key Strengths/Achievements:

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Areas for Development:

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**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT PROCEDURE**  
**SECTION: HUMAN RESOURCE MANAGEMENT**  
**PROCEDURE NO.: 04000-17P**

New Opportunities:

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### GOAL ADJUSTMENTS (if needed)

Modified Goals:

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New Goals Added:

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Goals Removed:

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### SUPPORT NEEDED

Resources/Training Needed:

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Obstacles to Address:

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**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT PROCEDURE**  
**SECTION: HUMAN RESOURCE MANAGEMENT**  
**PROCEDURE NO.: 04000-17P**

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Actions and/or Commitments:

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Employee Signature

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Date

---

Manager Signature

---

Date

DRAFT

**TITLE: PERFORMANCE MANAGEMENT & DEVELOPMENT PROCEDURE**  
**SECTION: HUMAN RESOURCE MANAGEMENT**  
**PROCEDURE NO.: 04000-17P**

APPENDIX 'B'

## Performance Concern Documentation

Use this template as your documentation for addressing a performance concern with your employee

Employee Name: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_  
Manager: \_\_\_\_\_

### PERFORMANCE CONCERN

*Describe the specific issue using objective, behavioural terms*

Issue: \_\_\_\_\_

Date: \_\_\_\_\_

Situation: \_\_\_\_\_  
\_\_\_\_\_

Observable Behaviour: \_\_\_\_\_  
\_\_\_\_\_

Impact: \_\_\_\_\_  
\_\_\_\_\_

**TITLE:** PERFORMANCE MANAGEMENT & DEVELOPMENT PROCEDURE  
**SECTION:** HUMAN RESOURCE MANAGEMENT  
**PROCEDURE NO.:** 04000-17P

## EMPLOYEE RESPONSE

*What did the employee say when the above concerns were discussed?*

Explanation/  
Feedback:

---

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## ACTION PLAN & SUPPORT

*What specific changes or improvements are required? What assistance, training or tools will be provided?*

Improvements  
Required:

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---

Supports  
Provided:

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## TIMELINE

Follow-up Date:

---

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Manager Signature

\_\_\_\_\_  
Date

# Performance Management & Employee Development

A Handbook for Managers: *a practical guide to managing and developing your team effectively*



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<b>2</b>	<i>Section 1: Core Principles of Effective Performance Management</i>
<b>4</b>	<i>Section 2: The Manager's Role in Employee Development</i>
<b>6</b>	<i>Section 3: Giving Effective Feedback</i>
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<b>11</b>	<i>Section 6: The Annual Performance Evaluation</i>
<b>13</b>	<i>Section 7: The Mid-Year Check-In</i>
<b>15</b>	<i>Section 8: Building a Feedback Culture</i>
<b>16</b>	<i>Conclusion: Your Commitment to Growth</i>

*"Leadership includes the hard parts"*



# Welcome Message



**Krista Crossman**  
DIRECTOR, HUMAN  
RESOURCES

This handbook is your practical guide to managing and developing your team effectively. Performance management isn't just about annual reviews; it's about the ongoing conversations, coaching, and support that help your employees grow and succeed.

As a manager, you play a critical role in developing employees who deliver excellent service to our community. This handbook provides frameworks and practical guidance to help you have effective performance conversations, develop your team members, and build a culture of continuous growth.

Keep this handbook handy for reference. The tips and tricks inside are designed for regular use, not just once-a-year review time.

*Great Teams Build Great  
Communities!*

# Section 1: Core Principles of Effective Performance Management

## So what does performance management really mean?

Performance management is the ongoing process of communication between you and your employees about what is expected in their role, how they're performing against those expectations, how they can grow and develop and how their work contributes to the goals of our organization.

## Five Principles to Guide Your Approach

Employees perform best when they clearly understand what success looks like. Your job is to ensure every member of your team knows:

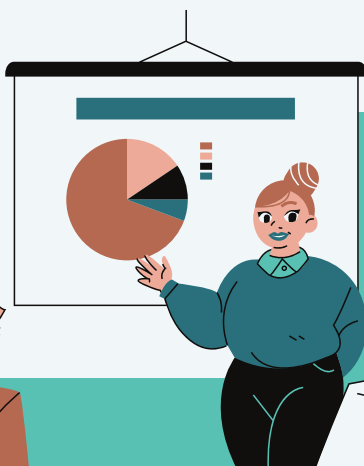
### Clarity Creates Confidence

- Their key responsibilities and priorities.
- How their work connects to departmental goals and our Strategic Plan.
- The standards of quality and timeliness expected.
- How their performance will be evaluated.

### Feedback is Ongoing, Not Annual

While formal reviews happen annually, effective performance management happens year-round through:

- Regular check-ins (bi-weekly or monthly).
- Real-time feedback on specific situations.
- Informal coaching conversations.
- Recognition of good work when it happens.



*"People can't improve what they don't understand"*

---

## **Development Drives Performance**

Research consistently shows that focusing on employee strengths and development produces better results than only fixing issues or weaknesses. Help your employees:

- Identify and leverage their strengths.
  - Build new capabilities aligned with their interests.
  - Take on new assignments that challenge and grow them.
  - See a future for themselves in the organization.
- 

## **Documentation Protects Everyone**

Good documentation serves multiple purposes:

- Provides a record of conversations and agreements.
  - Supports personnel decisions with specific examples.
  - Demonstrates fairness and consistency across employees.
  - Protects both you and the employee if disputes arise.
  - Ensures continuity if managers or employees leave.
- 

## **Trust is the Foundation**

Employees need to trust that:

- You'll be honest and direct with them.
- You care about their success and wellbeing.
- You'll support them when they take reasonable risks.
- You'll be fair and consistent in your treatment.
- You'll advocate for them when appropriate.

You build this trust through consistent actions over time.

---

## **The Manager's Impact**

Research shows that the quality of the manager-employee relationship is one of the strongest predictors of employee engagement, retention, and performance. Your regular conversations, coaching, and feedback matter more than any formal system or process.



*“Remember: people are like coffee: some are hot, some are strong, some need sugar.”*

# Section 2: The Manager's Role in Employee Development

As a manager, you are responsible for:

## 1. Creating Development Opportunities

As a manager, you are responsible for intentionally creating development opportunities that help employees grow their skills and expand their capabilities. This includes assigning projects that challenge them in new ways, giving them opportunities to lead initiatives or teams, and supporting their participation in training sessions and conferences. Thoughtful development opportunities not only strengthen individual performance but also build overall capacity.

## 2. Providing Regular Feedback

Providing regular, meaningful feedback is a core management responsibility. This means acknowledging effective performance when you observe it, rather than waiting for a formal review period. It also involves addressing concerns promptly and constructively, helping employees understand the impact of their work on the team and organization, and offering specific, actionable guidance for improvement. Consistent feedback builds clarity, trust, and accountability, ensuring employees always know where they stand and how they can continue to grow.

## 3. Supporting Career Growth

Managers play a key role in support employees' long-term career development. This requires having honest conversations about career aspirations, helping individuals assess their readiness for advancement, and identifying skill gaps that may need to be addressed. You should work collaboratively with your staff and Human Resources to create development plans, prepare employees for promotional opportunities, and be transparent about realistic timelines and possibilities. Clear and candid discussions about growth help employees feel supported while maintaining practical expectations.

## 4. Removing Obstacles

Part of your role is to remove barriers that may prevent employees from performing at their best. This includes advocating for the resources your team needs, addressing interpersonal conflicts that hinder performance, and clarifying priorities or unclear expectations. By actively removing obstacles, you enable your team to focus on delivering results and contributing effectively.

## 5. Balancing Support and Accountability

Effective management requires balancing genuine support with clear accountability. You must hold two truths simultaneously: you care about your employees' growth and success, and you are responsible for ensuring performance standards are met. These responsibilities are not contradictory; in fact, accountability is a form of respect because it demonstrates that you take employees and their work seriously. The key is to deliver expectations, feedback, and consequences with care, clarity, and consistent support, reinforcing both trust and performance.



# The 70-20-10 Rule for Development

Research on how people actually learn and develop shows:

- 70% of development comes from on-the-job experiences and challenges.
- 20% comes from learning from others (mentors, peers, managers).
- 10% comes from formal training and education.

This means the most powerful development tool you have are the work assignments you give and the experiences you facilitate.



## 1 Examples of 70% (Experience-Based Development)

- Managing a budget for the first time
- Handling a complex citizen complaint
- Implementing a new process or system
- Serving on a committee
- Taking on an acting or interim leadership role
- Presenting to a governing body or committee

## 2 Examples of 20% (Learning from Others)

- Being mentored by a senior leader or shadowing someone more senior
- Involvement in professional associations
- Reverse mentoring with new employees
- Networking with peers both internally and externally in other municipalities
- Actively participating in group meetings and presentations

## 3 Examples of 10% (Formal Learning)

- Workshops and training courses
- Certification programs
- Conferences and webinars
- Technical skill training
- Online learning

# Section 3: Giving Effective Feedback

## Why does feedback matter?

Feedback isn't just a "check-the-box" task. It drives performance by:

- Reinforcing strengths: highlighting what works so it's repeated.
- Early correction: fixing small detours before they become crashes.
- Building trust: helping employees feel seen, valued, and self-aware.



## The SBI Framework (Situation-Behaviour-Impact)

Use this 3-step model to ensure your feedback is objective and actionable.

Element	Description	Example
S - Situation	Where and when	"In yesterday's staff meeting...."
B - Behaviour	What you actually saw/heard	"...you interrupted Krista twice."
I - Impact	The result or consequence	"...she stopped sharing and we lost context"

## ✓ Best Practices & Pitfalls

### Do This:

- Be Timely: within days, not weeks or months.
- Focus on Behaviour: “the report had errors” vs “you were careless”.
- Make It a Dialogue: ask “how did you see it?”
- Model It: ask your team what you can do to better support them.

### Avoid This:

- The Annual Surprise: never save feedback for the annual review.
- The Email Critique: if it’s sensitive, do it in person.
- Vagueness: “that wasn’t acceptable” is actually unacceptable. Give specifics so employees know exactly what to repeat or change.
- Comparison: don’t compare to other employees: “you could just do what John does.” This creates resentment and competition rather than growth.

## ✓ Handling Difficult Moments

### Emotional Reactions:

- Acknowledge it (I can see this is affecting you) and offer a brief break if needed.
- Have tissues available.
- Separate the emotion from the content. Emotions are valid and the conversation can still continue.

### Disagreement:

- Always focus on moving forward rather than “winning” an argument.
- Ask them to explain their perspective fully and seek to understand their reasoning.
- Be clear about where you disagree and why.
- If you are wrong, admit it and apologize.

## ✓ Documentation Best Practices

### What to Document?

- Date of conversation.
- Key topics discussed and examples referenced.
- Employee’s perspective and responses.
- Agreements reached.
- Action items with owners/deadlines and next steps.

### How to Document?

- Write objectively, using specific descriptions.
- Do not include personal opinions.
- Document soon after the conversation while it is fresh.
- Store securely and in a location that you can revisit for future reference (consider providing HR with copies).

**\*\* REMEMBER: IF IT’S NOT DOCUMENTED, IT DIDN’T HAPPEN \*\***

Good documentation protects both you and your employee



# Section 4: Conducting Performance Conversations

You have several opportunities to discuss performance with your employees throughout the year. Each serves a specific purpose:

Type	Length	Purpose/Focus
Regular Check-Ins <i>(MONTHLY OR BI-WEEKLY)</i>	30-45 minutes	The <b>“Pulse Check”</b> : tactical updates, immediate feedback (SBI), roadblocks, informal.
Formal Performance Reviews & Goal Setting <i>(ANNUAL)</i>	60-90 minutes	The <b>“Big Picture”</b> : formal evaluation of the past years impact & setting goals for the next 12 months.
Mid-Year Check-In <i>(6 MONTHS AFTER FORMAL REVIEW)</i>	45-60 minutes	The <b>“Course Correction”</b> : a formal “no-surprises” progress report. Adjust goals if priorities have shifted since annual review.
Performance Concerns <i>(AS NEEDED)</i>	30-45 minutes	The <b>“Intervention”</b> : addressing specific concerns or gaps immediately. Requires clear expectations for improvement.



## Quick Guide to Each Conversation

- **Regular Check-Ins:** focus on *momentum*. These should be employee-led. Ask “what are your top priorities this week/month?” and “Where are you stuck?”
- **Annual Review:** focus on *reflection & alignment*. Review the full year of events, data and/or documentation. There should be no “surprises” here if all the other meetings have taken place.
- **Mid-Year Check-In:** focus on *stamina*. Check progress against annual goals. Makes changes as needed.
- **Performance Concerns:** focus on *clarity*. Use the SBI framework to describe the issue and the required standard. End with a documented “action plan”.

# Section 5: Common Performance Concerns & Approaches

While most performance issues can be resolved through regular feedback, some patterns require a more structured intervention. Addressing these concerns early prevents minor friction from becoming a team-wide disruption. Use the following guide to identify common performance gaps and apply a consistent, fair approach to resolution.

Concern	Example	Approach
<b>Attendance Issues</b>	Employee frequently arrives late or is having an increased frequency of absences	<ul style="list-style-type: none"> <li>• State the specific pattern with dates &amp; times.</li> <li>• Explain the impact on the team or service levels.</li> <li>• Set clear expectations about schedule.</li> <li>• Document and follow-up consistently.</li> <li>• Involve HR if the pattern continues or if accommodations may be needed.</li> </ul>
<b>Quality of Work Issues</b>	Employees work contains frequent errors or doesn't meet standards	<ul style="list-style-type: none"> <li>• Provide specific examples of quality issues.</li> <li>• Verify that you clearly communicated the expected standards.</li> <li>• Assess whether this is a skills issue or attention issue.</li> <li>• Determine if additional training or resources are needed.</li> <li>• Increase the frequency of review of the work until quality improves.</li> <li>• Provide feedback quickly so the employee can learn.</li> </ul>



*“Uncomfortable feedback is like broccoli: nobody loves it, but everyone needs it.”*

Concern	Example	Approach
---------	---------	----------

**Interpersonal or Communication Issues**

Employee communicates poorly, creates conflict or is rude to coworkers and/or the public

- Describe the specific behaviours and their impact on others.
- Focus on professional conduct expectations.
- Set clear behavioural expectations.
- Coach the employee on more effective approaches.
- Monitor team dynamics closely.
- Consider additional trainings to improve interpersonal and/or communication skills.
- Follow-up promptly if behaviour does not improve.
- Consider including HR if issues persist.

**Resistance to Change or New Procedures**

Employee continues using old processes despite clear direction to change

- Verify that the change was clearly communicated.
- Explain the rationale for the change.
- Clarify that compliance is not optional.
- Consider a staggered implementation to allow employee time to increase confidence in the new direction.
- But set a deadline for full transition.
- Follow closely until the employee has fully accepted new direction/procedure.



**When to Involve HR**

Contact HR when:

- You've had an initial conversation but performance has not improved.
- The issue may require formal discipline or corrective action.
- The employee mentions or implies a medical condition, disability, or need for accommodation.
- You're uncertain how to proceed or just need some extra support.
- You need guidance on documentation requirements.
- You need assistance sourcing additional training for your employee.

**Legal & Policy Considerations**

- Apply performance management policies/procedures consistently across all employees.
- Follow corrective action policies/procedures if necessary.
- Document everything in writing.
- Focus on job-related performance, not personal characteristics.
- Consult HR before making decisions about discipline.
- Honor due process rights and union contracts, if applicable.



# Section 6: The Annual Performance Evaluation

The annual performance evaluation is a cornerstone of our performance management system. It provides a structured opportunity to review the past year’s performance, recognize achievements, address development needs, and set goals for the year ahead.

**Annual evaluations must be completed by mid-March each year.** This timeline ensures that performance discussions happen early in the year and can inform budget and planning decisions. Start the process in early February to allow adequate time for each step and plan your calendar accordingly to meet with all of your direct reports.

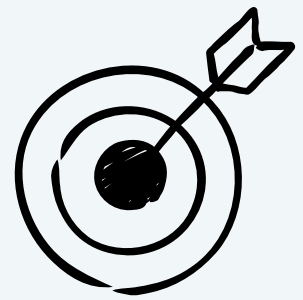
## The Evaluation Process

Our evaluation process is managed through Workforce Now, our HR/payroll system. This system stores all evaluations, allowing you to reference previous years’ assessments and track your employee’s development over time.

## Step-by-Step Process

STEP	WHO	ACTION
1	HR	Creates evaluation in Workforce Now and distributes to employee and manager. Both will receive an email notification to indicate that the evaluation is ready to proceed.
2	Employee	Completes self-assessment by the deadline assigned.
3	Manager	Completes the manager assessment by the deadline assigned (after employee self-assessment is completed).
4	CAO	Reviews and approves the evaluation by the assigned deadline.
5	Manager	Releases the approved review to the employee 24-48 hours before meeting with the employee.
6	Manager	Meets with the employee to discuss the evaluation and set goals for the upcoming year.
7	Employee	Following the meeting with their manager, the employee is required to acknowledge the review in Workforce Now.
8	HR	HR will set up the goals on the employee’s profile in Workforce Now and close the review cycle.

# Preparing for the Evaluation



## Completing Your Manager Assessment

Your assessment should be thorough, specific and fair. Here are some tips to prepare:

- Review the entire year, not just recent events (avoid recency bias).
- Gather specific examples for each competency/performance area.
- Review your documentation from check-ins, feedback conversations, and incidents throughout the year.
- Consider their self-assessment carefully: it may provide insights you hadn't considered.
- Be consistent in how you rate employees with similar performance levels.
- Write as if it will be read by others, because it will be (HR, CAO and in some unfortunate circumstances, legal advisors)

### **Best Practice: The 'No Surprises' Rule**

Nothing in the annual evaluation should surprise your employee. If you're documenting a performance concern for the first time in the annual review, you've likely waited too long.

Regular feedback throughout the year ensures the formal evaluation simply summarizes what you've already discussed.

## Conducting the Evaluation Meeting

The evaluation is released to the employee 24-48 hours before you meet. This gives them time to process the feedback and prepare for a meaningful conversation. Here are some best practices regarding the flow of the meeting:

### **Set the tone & invite their response**

- Express appreciation for their work and contributions.
- Frame this as a dialogue about their development and success.
- Ask "what are your initial thoughts after reading the evaluation?"
- Listen actively without defending your assessment and ask clarifying questions to understand their perspective.

### **Review key themes**

- Highlight 2-3 key strengths with specific examples.
- Discuss 1-2 primary development areas.
- Address any ratings where you and the employee significantly differed.
- Don't read the evaluation word-for-word: they've already read it.

### **Set goals for the upcoming year**

- Collaboratively develop 3-5 SMART goals.
- Include performance and development goals.
- Establish clear deadlines and success metrics.
- Identify what support or resources they'll need from you.

### **Close positively**

- Summarize key takeaways.
- Reaffirm your commitment to their success.
- Schedule the mid-year check-in.
- Invite any final questions or concerns.





# Section 7: The Mid-Year Check-In

The mid-year check-in is a critical touchpoint that keeps performance management conversations ongoing throughout the year. It's your opportunity to assess progress on annual goals, provide course correction if needed, and address any emerging performance or development needs.

**All managers must conduct mid-year check-ins with all direct reports by the end of October each year.** This six-month interval provides enough time to assess meaningful progress while leaving sufficient time to adjust course before the annual evaluation, if necessary.

## Why Mid-Year Check-Ins Matter

- Prevents year-end surprises by addressing issues early.
- Allows goals to be adjusted if priorities have changed.
- Provides formal recognition of progress and achievements.
- Identifies development needs before they become performance problems.
- Demonstrates consistent investment in employee success.
- Creates documentation of ongoing performance discussions.

## Preparing for the Mid-Year Check-In

Before the meeting:

- Review the employee's annual evaluation and the goals you set together.
- Look at your notes from regular check-ins over the previous six months.
- Assess progress on each goal using objective measures.
- Identify any obstacles or challenges the employee has faced.
- Prepare specific examples of both strong performance and areas needing improvement.
- Consider whether any goals need to be modified due to changing priorities.
- Ask the employee to prepare for the discussion by reviewing their goals and progress.

## Mid-Year Meeting Structure

### Review annual goals

- For each goal, discuss:
  - current status and progress made.
  - obstacles or challenges encountered.
  - whether the goal is still relevant and achievable.
  - what needs to happen, and what support or resources are needed, to achieve the goal.

### Address performance topics

- acknowledge specific contributions and achievements.
- discuss any performance concerns that may have emerged.
- address any changes in responsibilities or expectations.
- explore development opportunities or areas for growth.
- check-in on workload and wellbeing.

### Adjust course if needed

- modify goals that are no longer relevant or achievable.
- add new goals if priorities have shifted and adjust timelines if circumstances warrant.
- document any changes and clarify expectations for the remainder of the year.



**\*\* Use the template provided in our performance management procedure to structure your mid-year check-in conversations and document key points \*\***

## ✓ Best Practices for Mid-Year Check-Ins

Don't skip this meeting! It's as important as the annual evaluation.  
Be flexible about adjusting goals. Circumstances change, and often.  
Focus on learning and growth, not just task completion.  
Document the conversation and any agreements made.  
Follow through promptly on any commitments you make.  
Use this as an opportunity to strengthen your relationship with the employee.  
If performance issues have emerged, address them directly and supportively.

## ✓ After the Mid-Year Check-In

Provide the mid-year template to HR, who will update any modified goals in Workforce Now.  
Share a copy of the completed template with the employee.  
Follow up on any action items identified during the meeting.  
Use your notes from this meeting when preparing the next annual evaluation.



*"It's mid-year. Somehow."*

# Section 8: Building a Feedback Culture

## The Philosophy of Continuous Growth

In many instances, feedback is treated as an “event”: a high-stakes, stressful occurrence that feels like a personal critique. Our goal is to shift that paradigm. When feedback is rare, it can feel like a threat. When it is frequent and normalized, it becomes a high-performance tool.

A true feedback culture is one where insights flow in all directions. We value learning over perfection, and we prioritize specific, actionable dialogue over vague praise or generalized criticism.

## Leading by Example

To normalize feedback, you must first be its most visible consumer.

Proactively Seek Input: don't wait for annual reviews. Integrate “micro-feedback” into your daily routines. Ask your team “is there anything I can do differently to support you better?”

Receive with Grace: your reaction to feedback dictates whether your team will ever give it again. Listen without defensiveness, thank the giver genuinely and (most importantly!), follow-up to show you've implemented their suggestion.

Vulnerability: when you make a mistake, own it openly. Sharing what you learned from an error or miscommunication signals to your team that growth is more important than ego.

## Navigating Resistance

Resistance to feedback is rarely about the feedback itself. It is usually about a lack of safety or trust. If an employee is defensive, consider the “why”:

- Past Trauma: they may have worked in environments where feedback was used as a weapon.
- Identity Threat: they may perceive a critique of a task as a critique of their character.

To overcome this, increase the frequency of your positive reinforcement. By building trust through regular appreciation and clear intent, you lower the stakes of constructive conversations.



*“Managing people is easy. It’s the ‘human’ part that complicates things”.*



# Conclusion: Your Commitment to Growth

Performance management is one of the most important aspects of your job as a manager. Done well, it helps employees reach their potential, builds strong and capable teams, improves services to your community, and creates a positive workplace culture. Done poorly, it creates disengagement, turnover, legal risk and poor public service.

The frameworks and tools in this handbook are designed to help you do it well. But tools alone aren't enough. What matters most is your genuine commitment to your employee's growth and success.

## YOUR ROLE IS TO:

- See potential in people and help them develop it.
- Provide honest, caring feedback that helps people improve.
- Create opportunities for learning and advancement.
- Hold people accountable with dignity and respect.
- Build trust through consistent, fair treatment.

This is challenging work. You won't do it perfectly. You'll have conversations that won't go as planned and you'll make mistakes. The goal isn't perfection. It's continuous improvement for both you and your team.

## COMMIT TO:

- Having regular, meaningful conversations with all of your employees.
- Giving specific, timely feedback.
- Addressing concerns early and directly.
- Supporting your employees development.
- Modeling the openness and growth mindset that you want from your team.

Your employees are counting on you to help them succeed. You have the tools and knowledge you need, now put them into practice.

Welcome to the ongoing journey of developing people and building great teams! Your investment in your employees' growth is an investment in excellent public service.

## For questions, support, or feedback on this handbook, contact:

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(902) 694-2604  
sembree@amherst.ca

*Krista Crossman, Director HR*  
(902) 667-4504  
kcrossman@amherst.ca



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

**SUBMITTED BY:** Aaron Bourgeois, Director of Operations

**DATE:** March 16, 2026

**SUBJECT:** Snow and Ice Management Policy Review

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**ORIGIN:** Direction from Council for staff to undertake a comprehensive review of the Snow and Ice Management Policy and report back to Council no later than the March Committee of the Whole meeting.

**LEGISLATIVE AUTHORITY:** MGA section 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 forward to the March 23, 2026, regular meeting, the amended Snow and Ice Management Policy for approval.

**BACKGROUND:** At the January Committee of the Whole meeting, Council directed staff to undertake a comprehensive review of the Snow and Ice Management Policy and report back no later than the March Committee of the Whole meeting.

As part of this review, staff have reviewed the current winter road maintenance practices, with an emphasis on the level of service provided for road salting.

**DISCUSSION:** The proposed amendments to the Policy reflect feedback received from Council at the January Committee of the Whole, February Committee of the Whole, and the March operating and Capital budget meeting.

Apart from some minor housekeeping changes, the substantial changes to the existing policy include:

1. Salting of priority-2 streets (streets not on the designated salt route) will be salted after snow removal operations are completed, with an objective to have these streets salted within 24 hours of the completion of snow removal operations. Previously, “side streets” were salted only as needed.
2. The term “as needed” has been removed from the policy and replaced with “when conditions warrant” and has been defined in the policy.
3. The existing policy has been split into two documents: a Council-approved policy and a separate operating procedure.



The policy now better reflects Council's service level expectations and is guided by a risk-based approach.

The operating procedure provides the detailed operational guidance required for staff to implement the Snow and Ice Management Policy. This procedure outlines the day-to-day operational practices followed by Public Works staff, including plowing and salting priorities, response procedures during storms, and operational responsibilities.

Separating the procedure from the policy allows staff to update operational practices, routes, and response methods as conditions, equipment, or best practices evolve without requiring a formal policy amendment by Council.

**FINANCIAL IMPLICATIONS:** The changes to the level of service for increased salting of Priority-2 streets represent an increase of \$75,000 in the operating budget for 2026/27.

**SOCIAL JUSTICE IMPLICATIONS:** Salting of all streets can be viewed as improved equity in service delivery.

**ENVIRONMENTAL IMPLICATIONS:** Increased use of road salt increases the likelihood of the salt in melting snow and ice entering our storm drains and water courses.

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

**ALTERNATIVES:**

1. Direct staff to make additional changes to the policy.
2. Do not approve the policy amendments.

**ATTACHMENTS:**

Snow and Ice Management Policy – Existing  
Snow and Ice Management Policy – Amended  
Snow and Ice Management Procedure - New

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DEPARTMENT: OPERATIONS

TITLE: **SNOW AND ICE MANAGEMENT POLICY**

Date: 24 November 2014      23 November 2015      29 November 2021

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**PURPOSE:**

The purpose of this policy is to provide direction to staff involved in snow and ice management operations to ensure streets, sidewalks, fire hydrants and parking lots are cleared in a safe and timely manner.

**POLICY STATEMENT:**

1. Snow and ice management operations will commence after 5 – 10 cm of snow has fallen and snowfall is continuing.
2. Salting of streets on the ‘salt route’ will commence when conditions warrant and salting of remaining streets not on the salt route will occur as needed.
3. Upon completion of the public streets, sidewalk operations will commence.
4. Priority will be given to heavily travelled streets and sidewalks, as defined in this policy.
5. Safety of the public and our operators is paramount in all aspects of our work.
6. Additional street widening and intersection clearing will occur upon the completion of the priority operations and as time and budget allow.

**SERVICE LEVEL EXPECTATIONS**

Level of Service for Roadway Types

**The objective is that all streets will be cleaned of snow within 6 hours from the end of a snow storm of up to 30 centimetres.**

Street Priority 1

- Plow continuously during storm, visibility permitting
- Plow to bare pavement, whenever possible
- Normally plow curb to curb within 4 hours after storm ends

Street Priority 2

- Plow continuously during storm, visibility permitting
- Salting of hills, intersections, as needed
- Normally plow curb to curb within 6 hours after storm ends

Level of Service for Sidewalk Types

**The objective is that all sidewalks will be cleaned of snow within 24 hours from the end of snow plowing operations, for snow storms up to 30 centimetres.**

Sidewalk Priority 1 (Cleared within 12 hours)

- Sidewalks in school zones
- Sidewalks in the Core Area District (Downtown)
- Arterial streets

Sidewalk Priority 2 (Cleared within 24 hours)

- Collector streets
- Local streets

Sidewalks will generally be maintained with salt to remove excess snow and ice. However, sand may be used under certain ice and temperature conditions under which salt is not effective.

While sidewalk clearing generally commences after street snow clearing operations have been completed, staff will make an initial pass along sidewalks on Albion, South Albion, Robert Angus Drive, Willow Street, portions of East and West Victoria and Hickman Streets DURING street clearing operations to improve pedestrian accessibility in these areas whenever possible.

Level of Service for Fire Hydrants

**The objective is that all fire hydrants will be accessible by emergency personnel 96 hours from the end of snow plowing operations, for snow storms up to 30 centimetres.**

The Public Works Foreman will decide if the accumulation of snow around the fire hydrants, and/or the snow bank along the street in front of the fire hydrant, warrants the clearing operation to be activated.

Town crews are available to clear hydrants in an emergency, whenever required.

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## MAJOR STORMS

**A major storm will be declared by the Public Works Foreman, or on-call supervisor, when snow clearing crews are no longer able to keep all Town streets cleared of snow and the storm continues.**

During a major snowstorm, crews will attempt to keep at least one lane of the following streets open:

- Abbey Road
- Albion & South Albion Street
- Anson Avenue
- Chamberlain Street
- Chandler Road
- Church Street
- Havelock Street
- Hickman Street
- Industrial Park Drive
- LaPlanche Street
- King Street
- Electric Street
- Lawrence Street
- McCully Street
- Pleasant (East & West)
- Spring Street
- Robert Angus Drive
- Rupert Street
- Townshend Avenue
- Tupper Blvd
- Victoria Street
- Willow Street
- Prince Arthur (Church to Havelock)

During a major snowstorm, the Town Hall Parking Lot, Fire Station and Stadium parking lots will be kept open to allow emergency off-street parking.

To provide quick response in an emergency, a “storm line” will be activated during major storms (664-6000). This line will be monitored 24 hours a day until all of the streets have been opened.

As snowfall intensity decreases, Town equipment will commence snow plowing operations on other streets.

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## PRIORITY STREETS – BARE PAVEMENT

**Town snow clearing crews will attempt to create a “bare pavement” condition within 12 hours following a snowfall event of up to 30 cm on the following streets:**

- Victoria Street
- Church Street
- Willow Street
- Albion / West Pleasant intersection
- Albion Street
- South Albion Street
- Lawrence Street
- LaPlanche Street
- Robert Angus Drive
- East Pleasant
- West Pleasant
- Hickman Street

For the purposes of this policy, bare pavement conditions refer to winter road conditions where all travel lanes of the roadway are primarily clear of snow and ice build-up that could impair safe travel on the road.

## SNOW HAULING

**Within 48 hours of the accumulation of 10 or more centimeters of snow, the snow will be hauled away from the boulevards of the Town streets listed below:**

- Victoria Street from Herbert Street to C.N.R. Tracks
- Church Street from Victoria Street to YMCA Driveway
- Havelock Street from Victoria Street to Prince Arthur Street
- Ratchford Street
- King Street and Princess Street
- Electric Street
- Prince Arthur Street from Acadia Street to Station Street
- Acadia Street from Victoria Street to Prince Arthur Street
- Albion Street and South Albion Street from Church Street to the Lord Amherst Drive
- LaPlanche Street from Victoria Street to Civic # 12
- Lawrence Street from Victoria Street to Civic # 17
- Academy Street from Spring Street to Queen Street ~~on (West side only)~~
- Charles Street from Spring Street to Dunlap Street ~~(West side only)~~
- Spring Street from Albion Street to Church Street
- Maltby Court and Cornwall Avenue (West Side)
- Hickman Street from Mission Street to Park Street
- Mission Street from Hickman Street to Cornwall Avenue

**TOWN OWNED PROPERTY**

**Town staff will take necessary steps to minimize public hazards due to snow/ice conditions on Town-owned/leased property.**

Public Parking Lots

Snow will be removed by private contractors before 8:00 a.m. each day. The lots will then be checked for slippery conditions by Town staff and appropriate measures taken, using salt and or sand to alleviate any hazard to the public. Further periodic checks are to be made as conditions warrant throughout the day.

- Town Hall
- Library and CCUBIC
- Ratchford Street and Dayles Grand Market
- George Blanche
- Corner of Maple Street and Electric Street
- Bounded by west side of Church Street and north side of Electric Street
- Paramount Theatre and Lions Den
- Trinity St. Stephen Church
- Baptist Church and Church of England
- King Street
- Dickey Park
- Stadium
- Fire Station

Public Buildings

The public entrances and adjacent sidewalks to Town operated facilities will be checked by Town staff for hazardous snow and ice conditions each day, before the building is open to the public. Excess snow will be removed and slippery conditions will be addressed using salt, sand and other suitable ice control material. Further periodic checks are to be made as conditions warrant throughout the day.

- Town Hall
- Police Station
- Fire Station
- Library
- Works Garage
- Stadium
- CCUBIC

## SALT MANAGEMENT

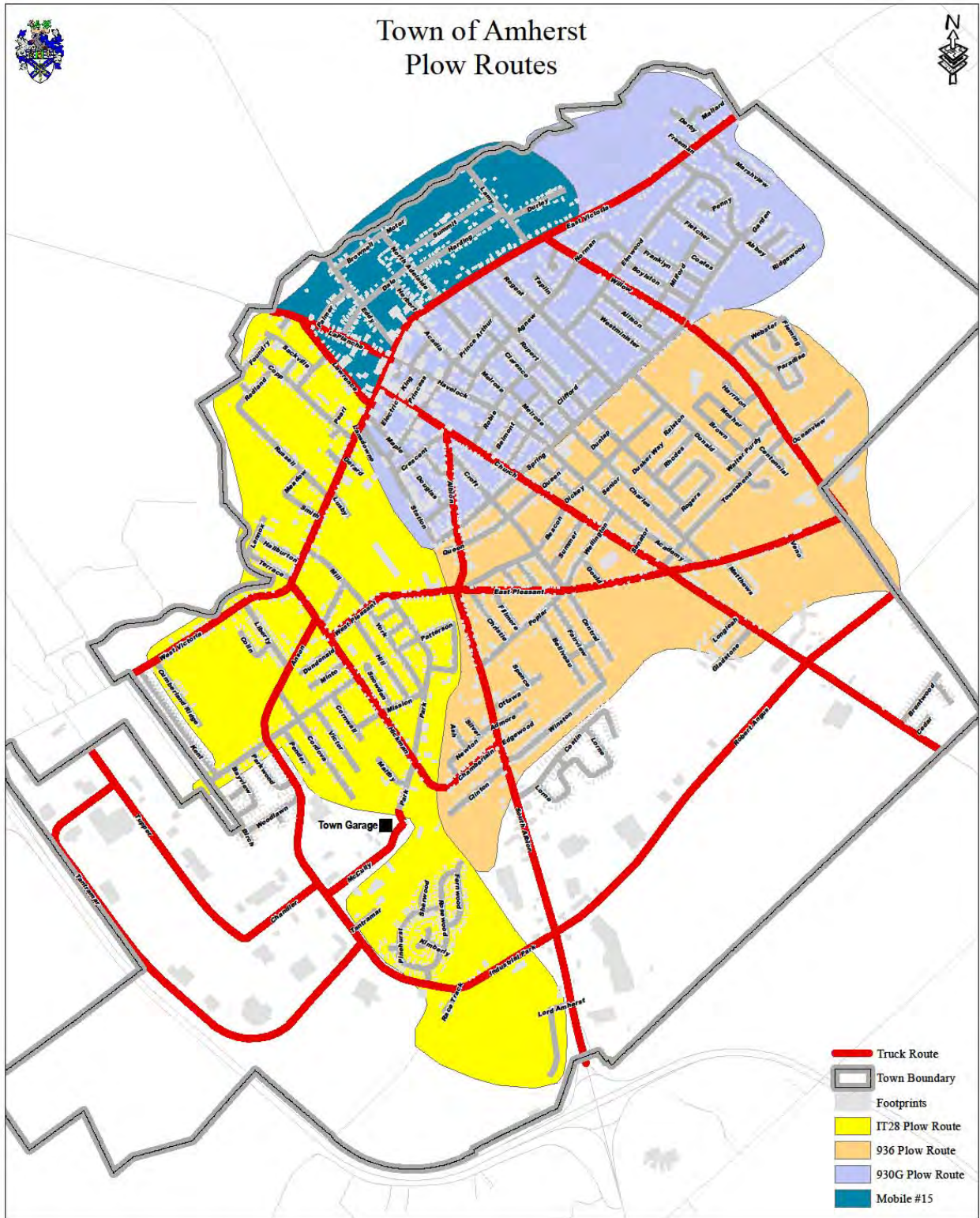
**The Town of Amherst is committed to the efficient management of its road salt, while continuing to provide effective winter maintenance for the safety of motorists and winter maintenance workers.**

The Town will demonstrate environmental responsibility by implementing and maintaining a Salt Management Plan (SMP) and associated best management practices.

To ensure the Town successfully meets its commitment, it will:

- Conduct operational activities in a manner that protects the environment and prevents or minimizes pollution;
- Continue to provide snow and ice control on Town streets so that service level standards are achieved;
- Address concerns raised by the federal government's review of road salts and their effect on the environment;
- Comply with environmental legislation, relevant standards, and industry codes of practice that apply to the Town's facilities and operations;
- Provide all winter maintenance personnel with appropriate training and resources so they are able to complete their assigned tasks in a manner that is consistent with the requirements of this Policy;
- Establish and track objectives and targets to verify effectiveness and identify opportunities for continual improvement of processes and operations;
- Monitor operations and implement appropriate corrective and/or preventive actions to improve performance;
- Communicate the requirement of this Policy and the Salt Management Plan to all employees







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**TITLE: SNOW AND ICE MANAGEMENT POLICY**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-25**

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**APPROVAL DATE:** \_\_\_\_\_ **CAO Signature:** \_\_\_\_\_

### **PURPOSE**

The purpose of this policy is to establish the Town of Amherst’s priorities, and service level expectations for snow and ice management to ensure streets, sidewalks, fire hydrants and parking lots are cleared of snow and ice in a safe and timely manner.

### **SCOPE**

This policy applies to all Town snow and ice management activities and establishes Council-approved service levels and guiding principles.

### **POLICY STATEMENT**

The Town of Amherst is committed to delivering winter maintenance services using a risk-based approach that prioritizes pedestrian and vehicular safety, emergency access, and responsible use of municipal resources.

This policy establishes service levels and guiding principles using a priority and risk based approach to snow and ice management activities. Detailed operational practices, routes, and thresholds are set out in the companion Snow and Ice Management Operating Procedure.

### **GUIDING PRINCIPLES**

- Public safety is top priority.
- Decisions reflect weather conditions, risk, and available resources.
- Service levels are applied consistently.
- Environmental impacts are considered.

### **SERVICE LEVEL EXPECTATIONS – GENERAL**

The service level expectations outlined in this policy represent reasonable operational objectives under typical winter conditions, that can sometimes be unpredictable. Actual response times and outcomes may vary depending on the severity and duration of the snow/ice event.

### **LEVEL OF SERVICE – SNOW PLOWING**

#### Roadways

The objective is that all Town streets will be cleared of snow within six (6) hours following the end of a snowstorm of up to 30 centimeters, with the following level of service expectation:

#### Priority-1 Streets

- Plow continuously during storm, conditions permitting
- Typically plowed “curb to curb” within 4 hours after storm ends

#### Priority-2 Streets

- Plow continuously during storm, conditions permitting
- Typically plowed “curb to curb” within 6 hours after storm ends

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**TITLE: SNOW AND ICE MANAGEMENT POLICY**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-25**

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For the purposes of this policy, “**curb to curb**” refers to a snow removal standard where snow is cleared across the full width of the roadway from one curb line to the opposite curb line to allow for the safe passage of vehicles. This standard does not mean the roadway surface between the curbs will be completely free of snow or ice. Some snow or ice may remain along the curb or gutter line, as a result of normal winter maintenance operations and weather conditions.

### Sidewalks

The objective is that all Town sidewalks will be cleared of snow within twenty-four (24) hours following the end of a snowstorm of up to 30 centimeters, with the following level of service expectation:

#### Priority-1 Sidewalks

- Cleared of snow within 12 hours

#### Priority-2 Sidewalks

- Cleared of snow within 24 hours

#### During Street Clearing Operations

- Staff will maintain pedestrian accessibility from the Downtown area to the South Albion Street commercial area during street clearing operations, depending on the severity and duration of the snow event and as outlined in the Operating Procedure.

### Public Parking Lots

- Snow will be removed by private contractors before 8:00 a.m. each day.

### Public Buildings

- The public entrances and adjacent sidewalks to Town operated facilities will be cleared of snow daily, before the building is open to the public.

### **LEVEL OF SERVICE – FIRE HYDRANTS**

The objective is that fire hydrants will be accessible to emergency personnel within ninety-six (96) hours following the completion of snow clearing operations, for snowstorms up to 30 centimeters.

### **LEVEL OF SERVICE - SALTING**

Salting will be undertaken on streets and sidewalks to improve conditions for vehicles and pedestrians by mitigating icy conditions. Salting operations are not intended to eliminate all ice or winter hazards.

### Streets

The objective is that salting will begin when conditions warrant based on a risk-based assessment conducted by the on-call supervisor or when requested by the Amherst Police Department. The level of service expectation being:

#### Priority-1 Streets (designated Salt Route)

- Salted to achieve bare pavement conditions within 12 hours following the completion of snow removal operations.

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**TITLE: SNOW AND ICE MANAGEMENT POLICY**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
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#### Priority-2 Streets

- Salting of remaining streets after snow removal operations are completed, the objective is to have all streets salted within 24 hours of the completion of snow removal operations.

#### Sidewalks

The objective is that all Town sidewalks will be salted, when conditions warrant, within twenty-four (24) hours following the end of sidewalk snow clearing operations, with the following level of service expectation:

#### Priority-1 Sidewalks

- Salted within 12 hours of the completion of snow removal operations

#### Priority-2 Sidewalks

- Salted within 24 hours of the completion of snow removal operations

#### Public Parking Lots

- Will be checked daily before 8:00am for slippery conditions by supervisory staff and salted when conditions warrant to mitigate icy conditions. Further periodic checks are to be made as conditions warrant throughout the day.

#### Public Buildings

- The public entrances and adjacent sidewalks to Town operated facilities will be checked daily for slippery conditions and salted when conditions warrant to mitigate icy conditions before the building is open to the public. Further periodic checks are to be made as conditions warrant throughout the day.

For the purposes of this policy, “**as or when conditions warrant**” salting refers to the application of salt or other ice control materials when, in the judgment of the on-call supervisor, one or more of the following risk factors are present:

- Freezing rain, frost, or refreeze conditions are occurring or forecast.
- When temperatures are near freezing and moisture is present, creating a risk of black ice conditions.
- Icy or slippery conditions are observed or reported.
- Weather forecasts support the need for salt application.

The timing and extent of salting operations will be determined through the risk-based assessment and documented.

#### **MAJOR STORMS**

A major storm may be declared when snowfall intensity or duration exceeds the Town’s ability to maintain normal service levels. During major storms, operations will focus on maintaining emergency access and critical transportation corridors, as outlined in the Operating Procedure.

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**TITLE: SNOW AND ICE MANAGEMENT POLICY**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
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In a major storm or emergency, and when requested, Town crews will be made available at any time to clear streets or fire hydrants in support of Police, Fire, or Emergency Health Services (EHS) operations. Other emergent situations will be dealt with at the discretion of the on-call supervisor.

Emergency response activities shall take precedence over routine winter maintenance operations.

#### **SNOW REMOVAL AND HAULING**

Snow hauling will be undertaken within 48 hours where snow accumulation presents safety, accessibility, or operational concerns at locations as determined and set out in the Operating Procedure.

#### **SALT MANAGEMENT**

The Town of Amherst is committed to the efficient management of its road salt, while continuing to provide effective winter maintenance for the safety of motorists and winter maintenance workers.

The Town will demonstrate environmental responsibility by implementing and maintaining a Salt Management Plan (SMP) and associated best management practices.

**TITLE: SNOW AND ICE MANAGEMENT POLICY**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-25**

## ROLES AND RESPONSIBILITIES

Title/Role	Responsibilities
<b>Director of Operations</b>	<ul style="list-style-type: none"> <li>Ensure the policy is reviewed periodically and updated as needed to reflect changes in best practices and ensure it meets the needs of the Town.</li> <li>Be able to interpret and explain policy content</li> </ul>
<b>Council</b>	<ul style="list-style-type: none"> <li>Review Policy recommendations for approval consideration (approve, reject or edit)</li> </ul>
<b>Operations Staff</b>	<ul style="list-style-type: none"> <li>Implement policy through operating procedures</li> </ul>

For Administrative Use Only:

## VERSION LOG

Amendment Description	Policy Owner	Approved By	Approval Date
<p><b>Policy Revised to:</b></p> <p>Include salting of priority-2 streets (streets not on the designated salt route) will be salted after snow removal operations are completed, with an objective to have these streets salted within 24 hours of the completion of snow removal operations. Previously, "side streets" were salted only as needed.</p> <p>Define the term "as needed" has been removed from the policy and replaced with "when conditions warrant" and has been defined in the policy.</p> <p>Create a Council-approved policy and a separate operating procedure.</p>	Director of Operations	Council	

Minutes Reference Dates: 16 December 2003    26 April 2011    26 January 2015

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**TITLE: SNOW AND ICE MANAGEMENT PROCEDURE**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-25P**

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**APPROVAL DATE:** \_\_\_\_\_

**CAO Signature:** \_\_\_\_\_

### **PURPOSE**

This Operating Procedure provides detailed operational guidance to Public Works staff for implementing the Snow and Ice Management Policy, including priority classifications, salt routes, snow hauling, and major storm response.

### **SCOPE**

This Procedure applies to all Town employees, supervisors, and contractors involved in snow and ice management activities, including:

- Snow plowing of streets and sidewalks.
- Salting of streets and sidewalks.
- Response during routine and major storm events.

### **RESPONSIBILITY**

#### Public Works Foreman / On-Call Supervisor

- Ensures all plowing and salting operations are carried out in accordance with the Snow and Ice Management Policy.
- Conduct inspections and complete required documentation.
- Monitor weather forecasts and road conditions.
- Determine when plowing and/or salting operations commence, escalate, or cease.
- Assign priorities, routes, and staffing.
- Ensure equipment readiness.

#### Equipment Operators

- Conduct plowing and salting in accordance with assigned routes and procedures.
- Adjust operations based on observed conditions.
- Report equipment issues or hazards.

#### Senior Management

- Ensure compliance with Snow and Ice Management Policy and Procedure.
- Recommend capital equipment acquisitions to Council.

### **SERVICE LEVEL TRACKING**

The Service Level Tracking form, attached as Appendix “A” shall be completed by the on-call supervisor for all snow events that require salting and/or plowing. This record is intended to document weather conditions, operational decision-making, deployment timing, locations treated, and resources used. Completion of the service level tracking form is mandatory and supports service level monitoring, operational oversight, post-event review, public inquiries, and risk management.

### **CONTINUOUS IMPROVEMENT**

Service level tracking, inspection records, and public complaints will be reviewed periodically to identify trends, need for operational improvements, or training needs.

**TITLE: SNOW AND ICE MANAGEMENT PROCEDURE**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-25P**

**PRIORITY CLASSIFICATION – STREET PLOWING**

Priority-1 Streets

These streets are plowed and salted to a “bare pavement” condition due to traffic volume, emergency access, and community importance. These streets include:

- Victoria Street
- Church Street
- Willow Street
- Albion Street
- South Albion Street
- Lawrence Street
- LaPlanche Street
- Robert Angus Drive
- East Pleasant Street
- West Pleasant Street
- Hickman Street
- Albion / West Pleasant intersection

For the purposes of this procedure, bare pavement conditions refer to winter road conditions where all travel lanes of the roadway are primarily clear of snow and ice build-up that could impair safe travel on the road.

Priority-2 Streets

- All remaining collector and local streets not identified as Priority-1.

Street plowing will be completed using 3 loaders and 2 plow trucks, as per the designated plow routes shown in Appendix “B”

**PRIORITY CLASSIFICATION – SIDEWALK PLOWING**

Priority-1 Sidewalks

- Sidewalks in school zones.
- Sidewalks in the downtown core.
- Sidewalks on arterial streets.

Priority-2 Sidewalks

- All remaining sidewalks not identified as Priority-1.

During Street Clearing Operations

Staff will maintain pedestrian accessibility from the Downtown area to the South Albion Street commercial area during street clearing operations on the following sidewalks, when possible:

- Hickman Street (Park to West Victoria - east side)
- West Victoria (Hickman to CNR Tracks - south side)
- East Victoria (CNR Tracks to Acadia Street – both sides)
- East Victoria Street (Acadia Street to Willow – south side)
- Willow Street (East Victoria to Robert Angus)
- Robert Angus (Willow to South Albion)
- South Albion (Robert Angus to Albion – east side)
- Albion Street (South Albion to Church)
- Church Street (Albion to Victoria – both sides)

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**TITLE: SNOW AND ICE MANAGEMENT PROCEDURE**  
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### **PRIORITY CLASSIFICATION – SALTING**

#### Priority-1 Streets (Designated Salt Route)

- Streets as per Appendix “C” and salt route directions as per Appendix “D”.

#### Priority-2 Streets

- All remaining collector and local streets not identified as Priority-1.

#### Priority-1 Sidewalks

- Sidewalks in school zones.
- Sidewalks in the downtown core.
- Sidewalks on arterial streets.

#### Priority-2 Sidewalks

- All remaining sidewalks not identified as Priority-1

### **PUBLIC PARKING LOTS**

Snow removal from the following public parking lots is to be removed by private contractors and checked regularly by the on-call supervisor:

- Town Hall
- Library and CCUBIC
- Ratchford Street and Dayle’s Grand Market
- George Blanche
- Corner of Maple Street and Electric Street
- Bounded by west side of Church Street and north side of Electric Street
- Paramount Theatre and Lion’s Den
- Trinity St. Stephen Church
- Baptist Church and Church of England
- King Street
- Dickey Park
- Stadium
- Fire Station

### **PUBLIC BUILDINGS**

The public entrances and adjacent sidewalks to the following Town operated facilities will be cleared of snow daily, before the building is open to the public contractors and checked regularly by the on-call supervisor:

- Town Hall
- Police Station
- Fire Station (AFD Staff)
- Library
- Works Garage
- Stadium (Recreation Staff)
- CCUBIC

### **FIRE HYDRANTS**

The Public Works Foreman, responsible for the water utility, will decide if the accumulation of snow around the fire hydrants, and/or the snowbanks along the street in front of the fire hydrant, warrants the clearing operation to be activated.

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**TITLE: SNOW AND ICE MANAGEMENT PROCEDURE**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-25P**

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### MAJOR STORMS

During a major snowstorm, crews will attempt to keep at least one lane of the following streets open and as shown in Appendix “E”:

- Abbey Road
- Albion & South Albion Street
- Anson Avenue
- Chamberlain Street
- Chandler Road
- Church Street
- Havelock Street
- Hickman Street
- Industrial Park Drive
- King Street
- LaPlanche Street
- Electric Street
- Lawrence Street
- McCully Street
- Prince Arthur (Church to Havelock)
- Pleasant (East & West)
- Spring Street
- Robert Angus Drive
- Rupert Street
- Townshend Avenue
- Tupper Blvd
- Victoria Street
- Willow Street

During a major snowstorm, the Town Hall, Fire Station and Stadium parking lots will be kept open to allow emergency off-street parking.

### SNOW HAULING

When required snow will be hauled away from the boulevards of the Town streets listed below:

- Victoria Street from Herbert Street to C.N.R. Tracks
- Church Street from Victoria Street to YMCA Driveway
- Havelock Street from Victoria Street to Prince Arthur Street
- Ratchford Street
- King Street and Princess Street
- Electric Street
- Prince Arthur Street from Acadia Street to Station Street
- Acadia Street from Victoria Street to Prince Arthur Street
- Albion Street and South Albion Street from Church Street to Ancestral Drive
- LaPlanche Street from Victoria Street to Civic # 12
- Lawrence Street from Victoria Street to Civic # 17
- Academy Street from Spring Street to Queen Street
- Charles Street from Spring Street to Dunlap Street
- Spring Street from Albion Street to Church Street
- Maltby Court and Cornwall Avenue (Sidewalk side)
- Hickman Street from Mission Street to Park Street
- Mission Street from Hickman Street to Cornwall Avenue

**TITLE:** SNOW AND ICE MANAGEMENT PROCEDURE  
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APPENDIX "A"  
SNOW REMOVAL SERVICE LEVEL EXPECTATIONS

Date: \_\_\_\_\_ Snowfall Start: \_\_\_\_\_ am / pm

Total Snowfall: \_\_\_\_\_ cm Snowfall End: \_\_\_\_\_ am / pm

General Temperature: \_\_\_\_\_ C°

Comments:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Route	Start Time	End Time	Comments
Central (17.5 km)	am / pm	am / pm	
North (3.6 km)	am / pm	am / pm	
South (16.4 km)	am / pm	am / pm	
West (13.2 km)	am / pm	am / pm	
Plow Truck (24.5 km)	am / pm	am / pm	
Sidewalk Plow 1	am / pm	am / pm	
Sidewalk Plow 2	am / pm	am / pm	
Sidewalk Plow 3	am / pm	am / pm	

Level of Service	Yes	No	N/A
Priority 1 Streets - plowing completed within 4 hours after storm ends			
Priority 2 Streets - plowing completed within 6 hours after storm ends			
Priority 1 Sidewalks - plowing completed within 12 hours after storm ends			
Priority 2 Sidewalks - plowing completed within 24 hours after storm ends			
Fire Hydrants accessible within 96 hours of completion of snow plowing			

**TITLE: SNOW AND ICE MANAGEMENT PROCEDURE**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-25P**

PRIORITY STREETS - BARE PAVEMENT

Town snow clearing crews will attempt to create a "bare pavement" condition within 12 hours following a snowfall event of up to 30cm

	YES	NO	Comments
Victoria Street	<input type="checkbox"/>	<input type="checkbox"/>	_____
Church Street	<input type="checkbox"/>	<input type="checkbox"/>	_____
Willow Street	<input type="checkbox"/>	<input type="checkbox"/>	_____
West Pleasant @ Albion	<input type="checkbox"/>	<input type="checkbox"/>	_____
Albion Street	<input type="checkbox"/>	<input type="checkbox"/>	_____
South Albion Street	<input type="checkbox"/>	<input type="checkbox"/>	_____
Lawrence Street	<input type="checkbox"/>	<input type="checkbox"/>	_____
LaPlanche Street	<input type="checkbox"/>	<input type="checkbox"/>	_____
Robert Angus Drive	<input type="checkbox"/>	<input type="checkbox"/>	_____
East Pleasant	<input type="checkbox"/>	<input type="checkbox"/>	_____
West Pleasant	<input type="checkbox"/>	<input type="checkbox"/>	_____
Hickman Street	<input type="checkbox"/>	<input type="checkbox"/>	_____

OTHER SNOW CLEARING

Dickey Park Track	<input type="checkbox"/>	<input type="checkbox"/>	_____
YMCA walkway	<input type="checkbox"/>	<input type="checkbox"/>	_____
Victoria Square Walkway	<input type="checkbox"/>	<input type="checkbox"/>	_____

SNOW HAULING

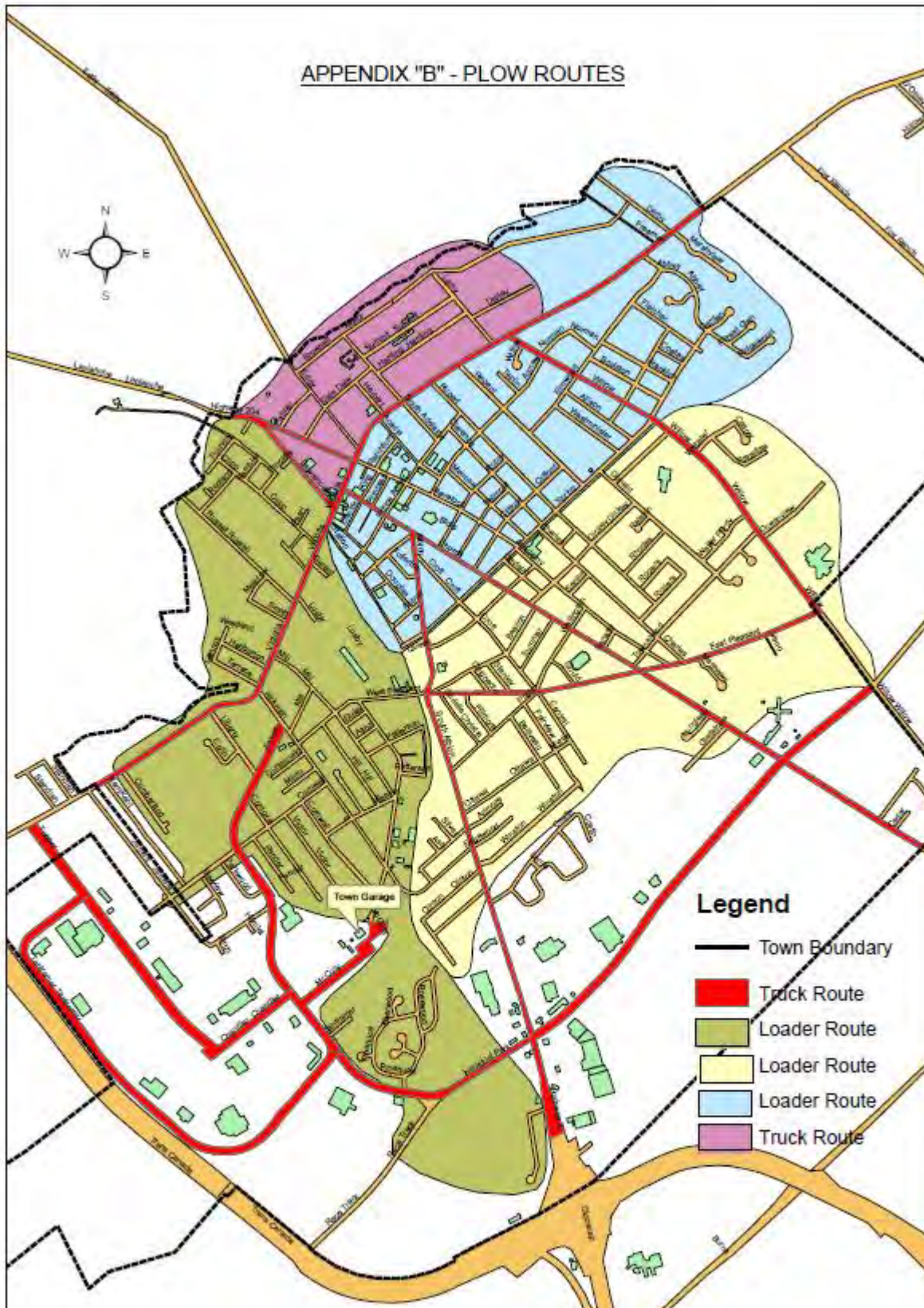
Within 48 hours of the accumulation of 10 or more centimetres of snow, the snow will be hauled away from the boulevards of Town Streets. (see page 4 of Snow and Ice Management Policy)

	COMPLETED	NOT REQUIRED BY DIRECTION OF CAO
Downtown Area	<input type="checkbox"/>	<input type="checkbox"/>
School Areas	<input type="checkbox"/>	<input type="checkbox"/>
Albion / S. Albion St.	<input type="checkbox"/>	<input type="checkbox"/>

Supervisor: \_\_\_\_\_  
Signature

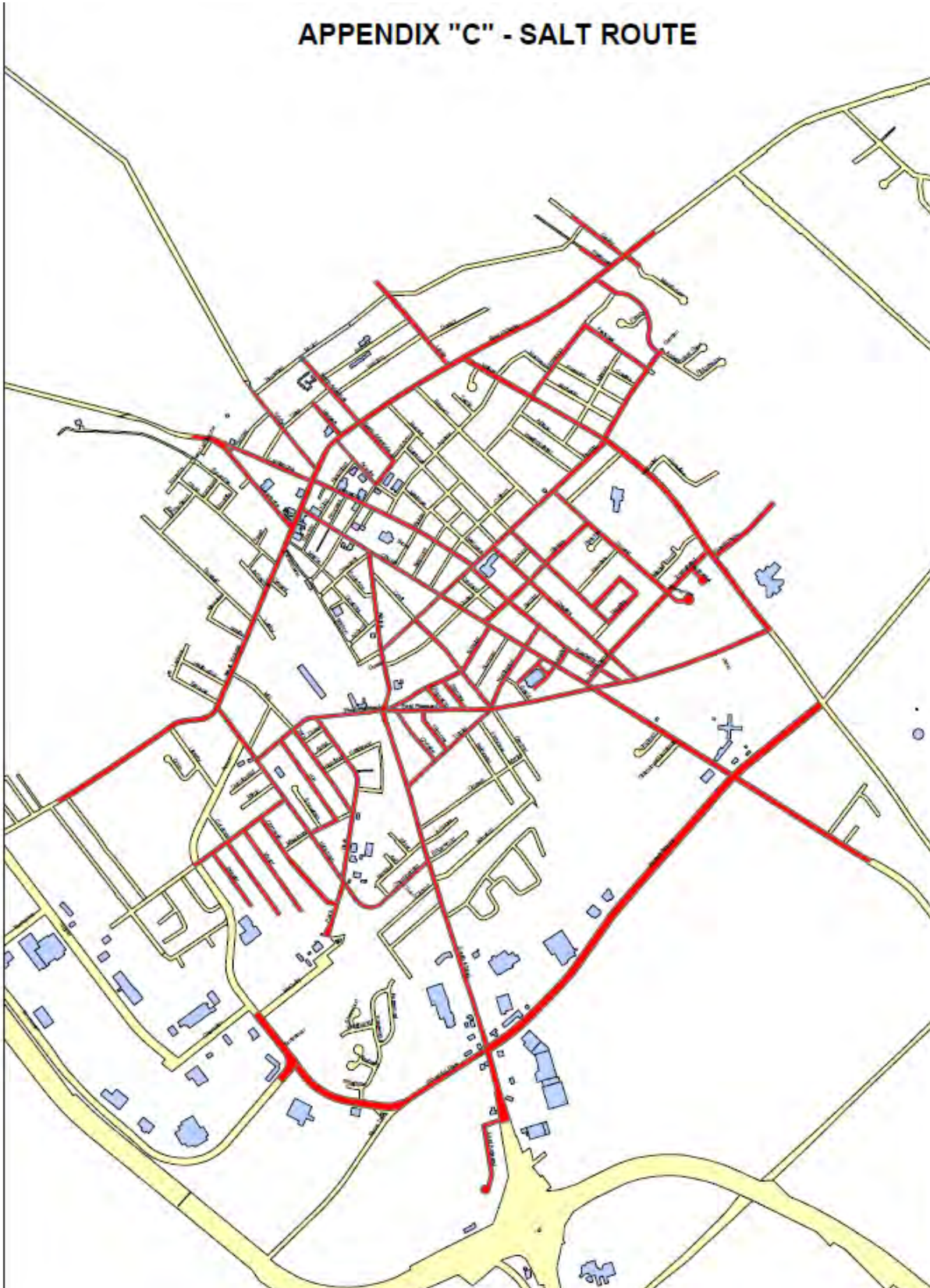
Date: \_\_\_\_\_  
dd/mm/yy

**TITLE:** SNOW AND ICE MANAGEMENT PROCEDURE  
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**APPENDIX "C" - SALT ROUTE**



**TITLE: SNOW AND ICE MANAGEMENT PROCEDURE**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-25P**

### APPENDIX "D" - SALT ROUTE DIRECTIONS

When the primary salt truck is called out, the operator will respond to site specific areas which require immediate attention as instructed by police dispatch or management. (i.e.: cars sliding through an intersection) Once the primary salt truck operator has commenced the salt route they will not deviate from the designated route outlined below. If necessary, a second truck will be dispatched to salt slippery areas which are not on the priority route. Streets which are not on the priority salt route are to be salted at intersections only. In extreme slippery conditions (i.e.: freezing rain storm) one pass down the centre of streets not on the priority salt route may be required.

<b>STREET</b>	<b>FROM</b>	<b>TO</b>	<b>COMMENTS</b>
Park St.	Town Garage	Hickman St.	Turn Left
Hickman St.	Park St.	West Pleasant St.	Turn Right
West Pleasant St.	Hickman St.	South Albion St.	Turn Right
South Albion St.	West Pleasant St.	Lord Amherst Dr.	Salt Lord Amherst Dr.
South Albion St.	Lord Amherst Dr.	Ind. Park Dr.	Turn Left
Ind. Park Dr.	South Albion St.	Tantramar Cr.	Turn Left
Tantramar Cr.	Ind. Park Dr.	D'way Ind. Mall	Turn Around
Ind. Park Dr.	Tantramar Cr.	McCully St.	Turn Around
Ind. Park Dr.	McCully St.	South Albion St.	Go Straight
Robert Angus Dr.	South Albion St.	Church St	Turn Right
Church St.	Robert Angus Dr.	Town Boundary	Turn Around
Robert Angus Dr.	Church St.	Willow St.	Turn around
Robert Angus Dr.	Willow St.	South Albion St.	Turn Right
South Albion St.	Robert Angus Dr.	Church St.	Turn Right
Church St.	Albion St.	Robert Angus Dr.	Turn Around
Church St.	Robert Angus Dr.	East Victoria St.	Turn Right
East Victoria St.	Church St.	South Adelaide St.	Turn Right
South Adelaide St.	East Victoria St.	Prince Arthur St.	Turn Right
Prince Arthur St.	South Adelaide St.	Acadia St.	Turn Right
Acadia St.	Prince Arthur St.	East Victoria St.	Turn Right
East Victoria St.	Acadia St.	Abbey Road	Turn Right
Abbey Road	East Victoria St.	Spring St.	Turn Around

**TITLE: SNOW AND ICE MANAGEMENT PROCEDURE**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
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STREET	FROM	TO	COMMENTS
Abbey Road	Spring St.	East Victoria St.	Turn Right
East Victoria St.	Abbey Rd.	Marshview Dr.	Turn Right
Marshview Dr.	East Victoria	"Hill"	Turn Around
East Victoria St.	Marshview Dr.	Town Boundary	Turn Around
East Victoria St.	Town Boundary	Derby St.	Salt Derby St.
East Victoria St.	Derby St.	Freeman St.	Salt Freeman St.
East Victoria St.	Freeman St.	Lamy St.	Salt Lamy St.
East Victoria St.	Lamy St.	North Adelaide St.	Salt North Adelaide St
East Victoria St.	North Adelaide St.	Herbert St.	Salt Herbert St.
East Victoria St.	Herbert St.	Eddy St.	Salt Eddy St.
East Victoria St.	Eddy St.	LaPlanche St.	Turn Right
LaPlanche St.	East Victoria St.	Town Boundary	Turn Around
LaPlanche St.	Town Boundary	Lawrence St.	Stay To Right
Lawrence St.	LaPlanche St.	East Victoria St.	Turn Around
Lawrence St.	East Victoria St.	LaPlanche	Turn Right
LaPlanche St.	Lawrence St.	East Victoria St.	Turn Right
East/West Victoria St.	LaPlanche St.	Town Boundary	Turn Around
West Victoria St.	Town Boundary	Hickman St.	Turn Right
Hickman St.	West Victoria St.	West Pleasant St.	Turn Around
Hickman St.	West Pleasant St.	West Victoria St.	Turn Right
West Victoria St.	Hickman St.	Havelock St.	Turn Right
Havelock St.	East Victoria St.	Spring St.	Go Straight
Academy St.	Spring St.	East Pleasant St.	Turn Right
East Pleasant St.	Academy St.	South Albion St.	Turn Left
South Albion St.	East Pleasant St.	Chamberlain St.	Turn Right
Chamberlain St.	South Albion St.	Park St.	Turn Left
Park St.	Chamberlain St.	Town Garage	<b>RE-LOAD TRUCK</b>
Park St.	Town Garage	West Pleasant St.	Turn Right
West Pleasant St.	Park St.	East Pleasant St.	Go Straight
East Pleasant St.	South Albion St.	Christie St.	Turn Right
Christie St.	East Pleasant St.	Poplar St.	Turn Left
Poplar St.	Christie St.	Fillmore St.	Turn Left
Fillmore St.	Poplar St.	East Pleasant St.	Turn Right
East Pleasant St.	Fillmore St.	Chignecto St.	Turn Left
Chignecto St.	East Pleasant St.	Beacon St.	Turn Right
Beacon St.	Chignecto St.	Stanley St.	Turn Right
Stanley St.	Beacon St.	East Pleasant St.	Turn Left
East Pleasant St.	Stanley St.	Croft St.	Turn Left
Croft St.	East Pleasant St.	Spring St.	Turn Right
Spring St.	Croft St.	Abbey Rd.	Turn Around
Spring St.	Abbey Rd.	Fletcher Dr.	Turn Right
Fletcher Dr.	Spring St.	Elmwood Dr.	Turn Left
Elmwood Dr.	Fletcher Ave.	Willow St.	Turn Right
Willow St.	Elmwood Dr.	East Victoria St.	Turn Around

**TITLE:** SNOW AND ICE MANAGEMENT PROCEDURE  
**SECTION:** ENGINEERING & PUBLIC WORKS  
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<b>STREET</b>	<b>FROM</b>	<b>TO</b>	<b>COMMENTS</b>
Willow St.	East Victoria St.	East Pleasant St.	Turn Right
East Pleasant St.	Willow St.	Charles St.	Turn Right
Charles St.	East Pleasant St.	Spring St.	Turn Right
Spring St.	Charles St.	Rupert St.	Turn Right
Rupert St.	Spring St.	Rogers Ave.	Turn Left – Salt Loop
Rupert St.	Rogers Ave.	Dickey St.	Turn Right
Dickey St.	Rupert St.	Donald St.	Turn Right
Donald St.	Dickey St.	Towshend Ave.	Go Straight
Towshend Ave.	Townshend Ave.	Around Cul-de-sac	Turn Right
Townshend Ave.	Townshend Ave.	Centennial Ct.	Turn Right
Centennial Ct.	Townshend Ave.	Around Cul-de-sac	Turn Right
Townshend Ave.	Centennial Ct.	Willow St.	Turn Right
Willow St.	Townshend Ave.	Oceanview Dr.	Turn Left
Oceanview Dr.	Willow St.	End	Turn Around
Willow St.	Oceanview St.	Townshend Ave.	Turn Left
Townshend Ave.	Willow St.	Church St.	Turn Right
Church St.	Townshend Ave.	Stadium	Turn Left
Stadium	-	-	Loop Through Parking
Church St.	Stadium	Senator Ave.	Turn Left
Senator Ave.	Church St.	Academy St.	Turn Left
Academy St.	Senator Ave.	Wellington St.	Turn Left
Wellington St.	Academy St.	Poplar St.	6 Way Stop
Poplar St.	Wellington St.	South Albion St.	Turn Right
South Albion St.	Poplar St.	East Pleasant St.	Turn Right
Beacon St.	East Pleasant St.	Church St.	Turn Left
Dickey St.	Church St.	Donald Ave.	Turn Left
Donald Ave.	Dickey St.	Spring St.	Turn Left
Spring St.	Donald Ave.	Albion St.	Turn Left
Albion St.	Spring St.	West Pleasant St.	Turn Right
West Pleasant St.	Albion St.	Park St.	Turn Left
Park St.	West Pleasant St.	York St.	Turn Right
York Street	Park St.	West Pleasant St.	Turn Left
West Pleasant St.	York St.	Hill St.	Turn Left
Hill St.	West Pleasant St.	Mission St.	Turn Right
Mission St.	Hill St.	Hickman St.	Turn Right
Hickman St.	Mission St.	Cornwall St.	Turn Left
Cornwall St.	Hickman St.	Anson Ave.	Turn Around
Cornwall St.	Anson Ave.	Pender St.	Salt Pender St.
Cornwall St.	Pender St.	Cordova St.	Salt Cordova St.
Cornwall St.	Cordova St.	Victor St.	Salt Victor St.
Cornwall St.	Victor St.	Cornwall Ave.	Turn Right
Cornwall Ave.	Cornwall St.	Park St.	Turn Right
Park St.	Cornwall Ave.	Town Garage	Re-Fill Brine Tanks

**TITLE: SNOW AND ICE MANAGEMENT PROCEDURE**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-25P**

**APPENDIX "E" - MAJOR STORM ROUTE**



**TITLE:** SNOW AND ICE MANAGEMENT PROCEDURE  
**SECTION:** ENGINEERING & PUBLIC WORKS  
**POLICY NO.:** 31600-25P

## ROLES AND RESPONSIBILITIES

Title/Role	Responsibilities
<b>Director of Operations</b>	<ul style="list-style-type: none"> <li>• Ensure the procedure is reviewed periodically and updated as needed to reflect changes in best practices and ensure it meets the needs of the Town.</li> <li>• Be able to interpret and explain procedure content</li> </ul>
<b>CAO</b>	Review recommended procedural changes for approval (approve, reject or edit)
<b>Operations Staff</b>	<ul style="list-style-type: none"> <li>• Implement and follow operating procedure</li> </ul>

For Administrative Use Only:

## VERSION LOG

Amendment Description	Procedure Owner	Approved By	Approval Date
New Procedure Created	Director of Operations	CAO	

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

**SUBMITTED BY:** Aaron Bourgeois, Director of Operations

**DATE:** March 16, 2026

**SUBJECT:** Street Light Policy Review

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**ORIGIN:** A complete policy and bylaw review.

**LEGISLATIVE AUTHORITY:** MGA section 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 forward to the March 23, 2026, regular meeting, approval of the amended Street Light Policy #31600-02.

**BACKGROUND:** The Street Light Policy #31600-02 was originally adopted in December 2003 and subsequently revised in 2011 and 2015. The existing policy focuses primarily on installation standards and general wattage guidelines for different roadway classifications.

Because street lighting is an important Town asset that affects public safety, energy use, long-term costs, and how we manage our infrastructure, the updated policy clearly explains its purpose and brings it in line with good asset management practices.

**DISCUSSION:** The proposed updates to the Street Light Policy reflect feedback received from Council at the January Committee of the Whole meeting and are intended to clarify how street lighting decisions are made within the Town.

The changes keep the policy focused on what matters most—safety, accessibility, responsible spending, and the effective management of Town assets. The detailed technical specifications for street lighting have been removed from the policy.

Based on Council's feedback, staff determined the former single document should be split into two parts: a Council-approved policy and a separate operating procedure.

The policy now makes it clear that street lighting will be provided on all public streets, with design and service levels guided by a risk-based approach. This helps set clear and consistent service level expectations while still reflecting safety needs, available funding, and practical considerations.



The draft operating procedure deals with the technical and day-to-day details of street lighting, such as how lighting needs are assessed, guidance on light levels and colour, where poles are placed, how accessibility and glare are addressed, and how often lights are inspected and repaired. Keeping these details in a procedure allows staff to use professional judgment and adjust to new technology and field conditions without having to change the policy each time.

**FINANCIAL IMPLICATIONS:** There are no direct financial implications associated with amending the policy.

**SOCIAL JUSTICE IMPLICATIONS:** There are no social justice implications.

**ENVIRONMENTAL IMPLICATIONS:** There are no direct environmental implications.

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

**ALTERNATIVES:**

1. Direct staff to make additional changes to the policy.
2. Do not approve the policy amendments.

**ATTACHMENTS:**

Street Light Policy – Existing  
Street Light Policy – Amended  
Street Light Procedure - New

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**DEPARTMENT:** TRANSPORTATION AND PUBLIC WORKS

**TITLE:** **STREET LIGHT POLICY**

Minutes reference date: 16 December 2003; Revised: 26 April 2011 26 January 2015

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**PURPOSE:**

In 2011 the Town replaced the previously NSPI owned street lights to Town owned Light Emitting Diode (LED) lights. These lights use far less power and will last longer than the previous lights. Installation, maintenance and warranty work will be conducted by a third party provider under the request of the Town. This document is designed to establish a uniform guideline for the installation and inspection of these LED lights.

**POLICY STATEMENT:**

Street lights will be installed on all Town owned streets

1. All street lights will be installed on utility poles a height of not less than 8 meters.
2. Street lights will be installed on one side of residential streets, and, where possible, the same side as the sidewalk.
3. Lights will be located on utility poles no farther than 70 meters apart.
4. Inspections will be conducted by the Town's Operations Department biannually for the purpose of detecting non functioning lights.
5. On new streets, street lights will be installed after the Town takes ownership of the street.

General Wattage Guidelines

Arterial Streets	83 watts
Collector Streets	65 watts
Local Streets	55 watts (65 watts at intersections)

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**TITLE: STREET LIGHT POLICY**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-02**

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**APPROVAL DATE:** \_\_\_\_\_ **CAO Signature:** \_\_\_\_\_

### **PURPOSE**

The purpose of this policy is to establish a clear, consistent, and fiscally responsible framework for the planning, installation, operation, and management of street lighting on public roads within the Town of Amherst. The policy supports safe conditions for pedestrians and motor vehicles while balancing accessibility, environmental stewardship, and long-term operating and lifecycle costs through a risk-based approach.

### **SCOPE**

This policy applies to all public streets within the Town of Amherst where the Town has authority or responsibility for street lighting.

Street lighting shall be provided on all public roads in accordance with this policy and the associated operating procedure. The specific lighting design, spacing, output, and infrastructure selection shall be determined based on roadway function, pedestrian activity, safety risk, surrounding land use, existing infrastructure constraints, and fiscal sustainability.

### **POLICY STATEMENT**

Street lighting shall be provided on all public streets within the Town of Amherst to support safe movement for both pedestrians and motor vehicles.

The Town shall plan, implement, and manage street lighting using a risk-based decision-making framework, with detailed requirements established in the operating procedure. This framework will consider:

- Public safety
- Accessibility
- Environmental and neighborhood impacts
- Fiscal responsibility and lifecycle costs
- Consistency
- Asset management
- Energy efficiency

All street lighting installations shall align with this policy and be implemented in accordance with the Town's approved operating procedures.

### **GUIDING PRINCIPLES**

- Public Safety – Reduce safety risks for motorists and pedestrians.
- Accessibility – Minimize glare and support pedestrian movement.
- Environmental Stewardship – Reduce unnecessary light spill and pollution.
- Fiscal Responsibility – Consider lifecycle costs.
- Asset Management – Align with Town asset management practices.

**TITLE: STREET LIGHT POLICY**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-02**

## ROLES AND RESPONSIBILITIES

Title/Role	Responsibilities
<b>Director of Operations</b>	<ul style="list-style-type: none"> <li>Ensure the policy is reviewed periodically and updated as needed to reflect changes in best practices and ensure it meets the needs of the Town.</li> <li>Be able to interpret and explain policy content</li> </ul>
<b>Council</b>	Review Policy recommendations for approval consideration (approve, reject or edit)
<b>Operations Staff</b>	<ul style="list-style-type: none"> <li>Implement policy through operating procedures</li> </ul>

For Administrative Use Only:

## VERSION LOG

Amendment Description	Policy Owner	Approved By	Approval Date
<b>Policy Revised to clearly explain its purpose and brings it in line with good asset management practices.</b>	Director of Operations	Council	

Minutes Reference Dates: 16 December 2003    26 April 2011    26 January 2015

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**TITLE: STREET LIGHT PROCEDURE**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-02-P**

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**APPROVAL DATE:** \_\_\_\_\_ **CAO Signature:** \_\_\_\_\_

### **PURPOSE**

This Operating Procedure provides administrative and technical guidance for the evaluation, design, installation, operation, and maintenance of street lighting in accordance with the Town of Amherst Street Light Policy.

### **GENERAL APPROACH**

Street light placement shall be made using a risk-based assessment.

### **LIGHTING WARRANT EVALUATION**

Operations staff shall evaluate the need and location for street lighting using the following criteria:

- Roadway classification (arterial, collector, local)
- Traffic volumes and vehicle speeds
- Pedestrian activity and proximity to pedestrian infrastructure
- Intersection configuration and sightlines
- Documented safety concerns or collision history
- Land use (residential, commercial, institutional)
- Existing utilities and infrastructure constraints

Where a lighting warrant is met, general placement and spacing practices shall follow established Town standards, including:

- Installation on utility poles at a typical mounting height consistent with municipal practice, typically 8 metres.
- Placement on one side of residential streets and, where feasible, on the same side as the sidewalk to support pedestrian visibility
- Spacing that promotes consistent illumination patterns along the roadway, typically not more than 70 metres between lights.
- Installation at intersections and other locations with increased vehicle or pedestrian conflict points
- Consideration of marked crosswalk locations where existing infrastructure allows for safe and practical lighting installation

### **LIGHTING DESIGN STANDARDS**

Street lighting design, including light levels, uniformity, glare control, and pedestrian considerations, shall be informed by recognized industry best practices and current technical standards, as amended from time to time.

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**TITLE: STREET LIGHT PROCEDURE**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-02-P**

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#### Light Output

Lighting levels shall be designed using minimum lumen outputs appropriate to roadway classification and pedestrian activity, in accordance with industry best practices and supplier specifications. As general guidance for fixture output selection:

- Local residential streets: approximately 3,000–6,000 lumens per fixture
- Collector roads: approximately 6,000–12,000 lumens per fixture
- Arterial and higher-volume streets: approximately 12,000–20,000 lumens per fixture

Final lumen selection shall consider pole height, spacing, roadway width, surrounding land use, and the presence of pedestrian infrastructure.

#### LED Colour Temperature

LED colour temperature selection shall consider neighborhood context and user comfort. As general guidance:

- Residential areas: approximately 2700K–3000K (warmer appearance)
- Collector and mixed-use areas: approximately 3000K–4000K
- Arterial and commercial streets: approximately 4000K–5000K where higher visibility is appropriate

Colour temperature selection shall also consider glare, contrast, and pedestrian comfort. Colour temperature standards may be updated as technology and best practices evolve.

#### Pole Location and Spacing

In most cases, lighting placement is constrained by existing utility pole locations rather than new pole installations. As such, staff shall optimize fixture selection, mounting height, and orientation to achieve the best practicable lighting performance within existing infrastructure limitations.

#### **ACCESSIBILITY**

Lighting design shall consider accessibility by:

- Minimizing harsh glare and unshielded light sources
- Promoting consistent lighting patterns to support depth perception
- Giving priority to pedestrian routes and crossings

#### **LIGHT SPILL AND MITIGATION**

Where feasible, staff may implement mitigation measures to reduce light spill on adjacent properties, including:

- Shielding or directional fixtures
- Adjusted fixture placement or orientation

Mitigation measures shall be applied on a case-by-case basis.

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**TITLE: STREET LIGHT PROCEDURE**  
**SECTION: ENGINEERING & PUBLIC WORKS**  
**POLICY NO.: 31600-02-P**

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### **INSTALLATION ON NEW STREETS**

Street lighting on new public streets shall be installed following the Town assuming ownership of the roadway. Installation timing shall be coordinated with the commencement of building construction.

### **INSPECTION AND MAINTENANCE**

Street lighting assets shall be inspected and maintained in accordance with Public Works operational practices and available resources. As a general standard, system-wide inspections shall be conducted two times per year to identify non-functioning fixtures, damage, or other maintenance needs.

Inspection frequency may be adjusted based on asset condition and service demands.

### **COMPLAINTS**

Public Works staff shall review and respond to street lighting complaints and service requests using this Operating Procedure and the Street Light Policy as guiding documents.

Repairs are carried out by a third-party electrical contractor. For efficiency, the contractor typically schedules repairs once three to five non-functioning lights has been identified. Notwithstanding this practice, the Town's service objective is to have reported street light outages repaired within three weeks, subject to contractor availability and material supply.

**TITLE:** STREET LIGHT PROCEDURE  
**SECTION:** ENGINEERING & PUBLIC WORKS  
**POLICY NO.:** 31600-02-P

## ROLES AND RESPONSIBILITIES

Title/Role	Responsibilities
<b>Director of Operations</b>	<ul style="list-style-type: none"> <li>Ensure the procedure is reviewed periodically and updated as needed to reflect changes in best practices and ensure it meets the needs of the Town.</li> </ul>
<b>CAO</b>	<ul style="list-style-type: none"> <li>Review proposed or recommended changes to the procedure for approval consideration (approve, reject or edit)</li> </ul>
<b>Operations Staff</b>	<ul style="list-style-type: none"> <li>Follow the operating procedure and recommend changes to the Director.</li> </ul>

For Administrative Use Only:

## VERSION LOG

Amendment Description	Owner	Approved By	Approval Date
<b>New Procedure</b>	Director of Operations	CAO	

---

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

**SUBMITTED BY:** Aaron Bourgeois, Director of Operations

**DATE:** March 16, 2026

**SUBJECT:** Christ Church Parking Lot Lease Agreement

---

**ORIGIN:** The existing lease agreement between the Town and Christ Church was found to have errors.

**LEGISLATIVE AUTHORITY:** Municipal Government Act (MGA), Section 51 concerning the sale or lease of municipal property.

**RECOMMENDATION:** That Council refer to the March 23, 2026 regular meeting the lease agreement between the Parish of Christ Church and the Town of Amherst for approval and further authorize the Mayor and CAO to sign on behalf of the Town.

**BACKGROUND:** The Town leases parking spots for public parking in the Downtown area, including the parking spots owned by the Parish of Christ Church.

During a recent review of the lease the Church noted some clerical errors and inaccuracies related to property descriptions and ownership references.

To address these issues, a revised lease agreement has been prepared by legal counsel for Christ Church. The revised agreement, for the most part, is identical to the 2019 lease and does not change the use, term length, rent, or operational responsibilities of the Town. The revisions are strictly administrative in nature.

**DISCUSSION:** The revised lease corrects several issues identified during the lease review. These revisions are housekeeping updates and include the following key elements:

- Updating the lease date to reflect execution in 2026.
- Explicitly including the parking lot area associated with PID 25005513 within both the lease text and Schedule "A".
- Clarifying that Christ Church does not own PID 25004151 in fee simple, but instead holds a historic right-of-way granted in 1913, which forms part of the lands used for public parking.



- Clarifying that the “Leased Lands” consist of only a portion of PID 25005513, together with the right-of-way over PID 25004151, rather than the entirety of both parcels.
- Updating execution provisions to require the signatures of two parish officers, in accordance with the parish bylaws currently in force.

The revised lease does not introduce new obligations, financial impacts, or operational changes for the Town. The Town retains exclusive use of the leased lands for public parking purposes, including maintenance, snow removal, and insurance responsibilities, consistent with the existing agreement.

**FINANCIAL IMPLICATIONS:** The Town is responsible for the costs of maintenance and snow removal for the leased area; the costs are approximately \$1,500 annually.

**SOCIAL JUSTICE IMPLICATIONS:** There are no social justice implications with entering into this agreement.

**ENVIRONMENTAL IMPLICATIONS:** There are no environmental implications with entering into this agreement.

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

**ALTERNATIVES:**

1. Refer the lease agreement back to staff for further negotiations with the Church.
2. Do not renew the lease and advise the Church of the decision.

**ATTACHMENTS:**

1. Draft Lease Agreement
  2. Existing Lease Agreement
- 



THIS LEASE made this \_\_\_ day of \_\_\_\_\_, 2019.

**B E T W E E N:**

**Board of Trustees – Anglican Parish of Christ Church, of Amherst, at Amherst in the County of Cumberland, Province of Nova Scotia, hereinafter called “the Landlord”,**

**- and -**

**TOWN OF AMHERST, a municipal corporation in the said County of Cumberland, hereinafter called “the Tenant”,**

**WHEREAS** the Landlord is the registered owner of certain lands known as the LaPlanche Street parking lot, being PID Number 25004151, (the “Leased Lands”) as more particularly set out in Schedule “A” hereto;

**AND WHEREAS** the Tenant wishes to lease the Leased Lands for use of the parking lot situate thereon for the purpose of providing public parking;

**NOW THEREFORE** in consideration of the mutual covenants herein contained, the Landlord hereby leases to the Tenant and the Tenant hereby leases from the Landlord, the Leased Lands on the following terms and conditions:

1. The term of the lease shall be for a period of ten years, commencing on the date of execution of this lease, and ending on the tenth anniversary thereof.
2. Either party may terminate this lease on ninety days’ written notice delivered to the other party as herein provided.
3. The Tenant shall pay to the Landlord the sum of \$1.00 as rent for the Term of the Lease, the receipt and sufficiency of which is hereby acknowledged by the Landlord.
4. During the Term of the Lease the Tenant shall have exclusive use of the Leased Lands, which shall be used by the Tenant as a public parking lot and for such other uses as the Tenant may deem appropriate from time to time.
5. During the Term the Tenant, at its own expense, and at its sole discretion, may make any alterations to the Leased Lands that it may deem necessary and/or beneficial, including but not limited to landscaping, erection of signs, informational displays and holiday lighting and displays. Upon the termination of the Lease the Tenant may, in its sole discretion, remove any personal property or fixtures it installed on Leased Lands, at its sole expense. Any personal property or fixtures remaining on the Leased Lands after the termination of the Lease shall become the property of the Landlord.
6. During the Term of the Lease the Tenant shall be responsible for the upkeep (maintenance and capital in nature) of the Leased Lands. The Tenant covenants to maintain the Leased Lands at reasonable commercial standards for public parking lots. The maintenance and capital expenditures shall be carried out by the Tenant at the Tenant’s expense and at the Tenant’s sole discretion, provided reasonable commercial standards are maintained.
7. The Tenant shall be responsible for keeping the Leased Lands clear of debris, and to remove snow and ice from the Leased Lands in accordance with the standards established by the Tenant’s Department of Operational Services.
8. The Landlord covenants that during the Term of this Lease, the Tenant shall have quiet enjoyment of the Leased Lands and the Landlord shall not interfere with the right of the public to use the Leased Lands.

9. The Tenant shall maintain its own public liability insurance for the Leased Lands and its use thereof.
10. This agreement is not assignable by the Tenant. The Landlord may assign this Lease to its successor in title.
11. Any notice required or contemplated by any provision of this Lease shall be sufficiently given if addressed, in the case of the Landlord, to it at:

PO Box 637  
Amherst, NS B4H 4B8

And in the case of the Tenant, to it at:

98 East Victoria Street  
Amherst, NS B4H 1X6

Attention: Deputy CAO Operations of the Town of Amherst.

and delivered personally or mailed by prepared registered mail. Such a notice shall be deemed to have been received on the date of delivery.

12. This Lease shall be binding upon and shall enure to the benefit of the parties hereto and their respective heirs, administrators, executors, successors and permitted assigns, as the case may be.
13. This Lease may be executed in several counterparts and by way of facsimile executed copies, each of which when so executed shall be deemed to be an original and which counterparts together shall constitute one and the same instrument and notwithstanding the date of execution shall be deemed to bear date as of the date written in the beginning of this Lease.

IN WITNESS WHEREOF the parties hereto have executed these presents the day and year first hereinbefore written.

SIGNED, SEALED AND DELIVERED )

In the Presence of : )

Board of Trustees – Anglican Parish of Christ Church

Per: 

Name: The Rev. William Ferry

Position: Rector

TOWN OF AMHERST

  
Mayor

  
Chief Administrative Officer

PROVINCE OF NOVA SCOTIA  
COUNTY OF CUMBERLAND

ON THIS \_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_, before me, the subscriber personally came and appeared \_\_\_\_\_, a subscribing witness to the foregoing Lease, who, having been by me duly sworn, made oath and said that Trinity St. Stephen's Church, one of the parties hereto, caused the foregoing Lease to be signed, sealed and delivered in \_\_\_\_ presence by its duly authorized officer.

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A Commissioner of the Supreme Court of Nova Scotia

PROVINCE OF NOVA SCOTIA  
COUNTY OF CUMBERLAND

ON THIS \_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_, before me, the subscriber personally came and appeared \_\_\_\_\_, a subscribing witness to the foregoing Lease, who, having been by me duly sworn, made oath and said that the Town of Amherst, one of the parties hereto, caused the foregoing Lease to be sealed and delivered by the Mayor and Chief Administrative Officer in \_\_\_\_ presence.

---

A Commissioner of the Supreme Court of Nova Scotia

# Schedule "A"





THIS LEASE made this \_\_\_\_ day of \_\_\_\_\_, 2026.

**BETWEEN:**

**THE RECTOR, WARDENS & VESTRY OF THE PARISH OF CHRIST CHURCH**, of Amherst, in the County of Cumberland, Province of Nova Scotia, a body corporate under the *Anglican Church Act*, S.N.S. 1967, c. 130, as amended.

(hereinafter called the “**Landlord**”)

- and -

**TOWN OF AMHERST**, a municipal corporation in the said County of Cumberland, Province of Nova Scotia.

(hereinafter called the “**Tenant**”)

**WHEREAS** the Landlord is the registered owner of certain lands known as Lot 2003-1, 5 Lawrence Street, Amherst, being identified as PID Number 25005513;

**AND WHEREAS** the fee simple owner of certain lands known as the LaPlanche Street parking lot, being PID 25004151, cannot be determined at this time;

**AND WHEREAS** the Landlord is the owner of a registered right of way over PID 25004151 registered at the Registry of Deeds Office in and for the County of Cumberland in Amherst, Nova Scotia in Book 112 at page 419 as Document Number: 502547762 (the “**Right of Way**”);

**AND WHEREAS** the Tenant wishes to lease a portion of PID 25005513 and the Right of Way (the “**Leased Lands**”) as more particularly set out in the attached Schedule “A” hereto for the use of the parking lot situate thereon for the purpose of providing public parking;

**NOW THEREFORE** in consideration of the mutual covenants herein contained, the Landlord hereby leases to the Tenant, and the Tenant hereby leases from the Landlord, the Leased Lands on the following terms and conditions:

1. The term of this lease be for a period of ten years, commencing on the date of execution of this lease, and ending on the tenth anniversary thereof (the “**Term of the Lease**”).
2. Either party may terminate this lease on ninety days’ written notice delivered to the other party as provided herein.
3. The Tenant shall pay to the Landlord the sum of \$1.00 as rent for the Term of the Lease, the receipt and sufficiency of which is hereby acknowledged by the Landlord.
4. During the Term of the Lease, the Tenant shall have exclusive use of the Lease Lands, which shall be used by the Tenant as a public parking lot and for such other uses as the Tenant may deem appropriate from time to time.
5. During the Term of the Lease, the Tenant, at its own expense, and its sole discretion, may make any alterations to the Lease Lands that it may deem necessary and/or beneficial to including but not limited to landscaping, erection of signs, informational displays and holiday lighting and displays. Upon the termination of the Lease the Tenant may, in its sole discretion, remove any personal property or fixtures it installed on the Leased Lands, at its sole expense. Any personal property or fixtures remaining on the Leased Lands after the termination of the Lease shall become the property of the Landlord.
6. During the Term of the Lease the Tenant shall be responsible for the upkeep (maintenance and capital in nature) of the Leased Lands. The Tenant covenants to maintain the Leased Lands at reasonable commercial standards for public parking lots. The maintenance and capital expenditures shall be carried out by the Tenant at the Tenant’s expense and at the Tenant’s sole discretion, provided reasonable commercial standards are maintained.



**PROVINCE OF NOVA SCOTIA  
COUNTY OF CUMBERLAND**

**ON THIS** \_\_\_\_\_ day of \_\_\_\_\_, 2026, before me, the subscriber personally came and appeared \_\_\_\_\_, a subscribing witness to the foregoing Lease, who, having been by me duly sworn, made oath and said that The Rector, Wardens & Vestry of the Parish of Christ Church, one of the parties hereto, caused the foregoing Lease to be signed, sealed and delivered in \_\_\_\_\_ presence by its duly authorized officers.

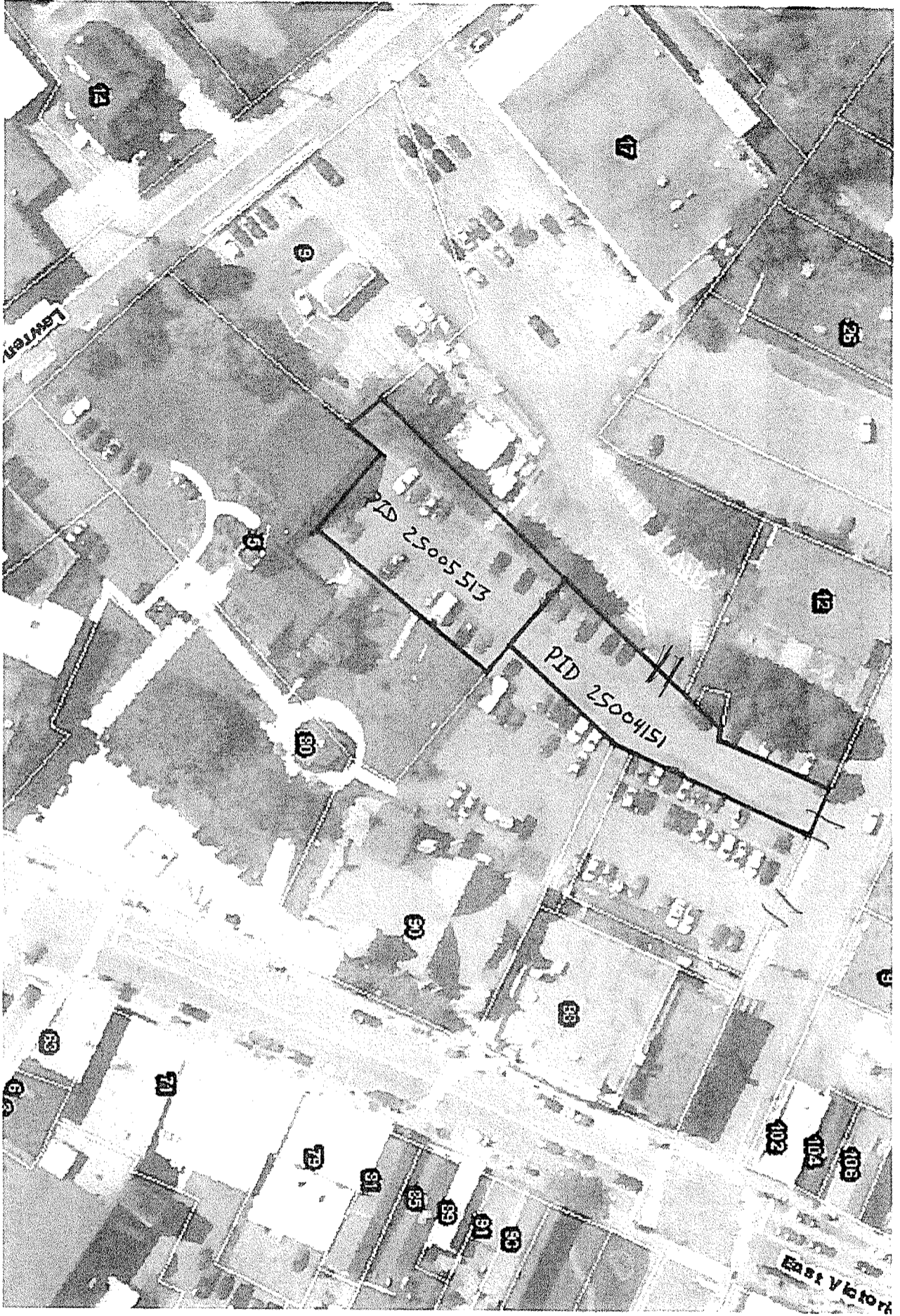
\_\_\_\_\_  
A Commissioner of the Supreme Court of Nova Scotia

**PROVINCE OF NOVA SCOTIA  
COUNTY OF CUMBERLAND**

**ON THIS** \_\_\_\_\_ day of \_\_\_\_\_, 2026, before me, the subscriber personally came and appeared \_\_\_\_\_, a subscribing witness to the foregoing Lease, who, having been by me duly sworn, made oath and said that the Town of Amherst, one of the parties hereto, caused the foregoing Lease to be signed, sealed and delivered by the Mayor and Chief Administrative Officer in \_\_\_\_\_ presence.

\_\_\_\_\_  
A Commissioner of the Supreme Court of Nova Scotia

Schedule "A"



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

**SUBMITTED BY:** Andrew Fisher, Director of Planning & Economic Development

**DATE:** March 16, 2026

**SUBJECT:** Additional Housing Accelerator Funding Opportunity

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**ORIGIN:** The Housing Accelerator Fund (HAF) provides funding in return for municipalities undertaking initiatives that incentivize more housing. An immediate opportunity has come up to apply for additional funding.

**LEGISLATIVE AUTHORITY:** MGA section 65 Authorized Municipal Expenditures

**RECOMMENDATION:** That Council direct staff to apply for additional Housing Accelerator Funding by undertaking an initiative to adopt the CMHC Housing Design Catalogue and explore the option to digitize the Town's planning documents as an optional initiative.

That Council forward approval to apply for additional Housing Accelerator Funding to the March 23, 2026, regular Council meeting.

**BACKGROUND:** In December 2024 the Town entered into an agreement under the HAF for \$2,264,150 in funding over three years in return for implementing a Housing Action Plan that included five initiatives aimed at incentivizing more housing. In the first year the Town approved 158 net new units of the 177 units targeted over the three-year program. Due to this early success and availability of remaining funds in the program, the Town has been given the opportunity to propose additional initiatives to receive more funding.

Upon discussion with the fund administrators, it was determined that adoption of the CMHC Housing Design Catalogue would be achievable and beneficial to developers. The Housing Design Catalogue is a library of free, standardized housing plans (e.g., townhouses, fourplexes, and accessory dwelling units) created to help build homes faster and more affordably across Canada. It provides ready-to-use architectural and engineering designs tailored to regional building codes and climates so builders and communities can shorten the time from planning to construction. Several municipalities large and small have already adopted parts of the catalogue.

The timeline to apply for the additional funding is this week. As such, staff have prioritized the work needed to submit the application.





## COMMITTEE OF THE WHOLE

CDR# 2026034

Date: March 16, 2026

**DISCUSSION:** Once the new planning documents are approved by the minister and the e-permitting system comes online in September, all of the initial five initiatives proposed will be implemented. The additional initiatives noted above could be implemented by the end of 2026.

**FINANCIAL IMPLICATIONS:** Potential additional funding of up to \$452,830 over two years for uses that support housing. Adoption of the Housing Design Catalogue will have minimal cost. Digitizing Planning documents, if implemented, would have initial costs of approximately \$10,000 with \$1-2,000 in ongoing maintenance costs annually.

**SOCIAL JUSTICE IMPLICATIONS:** This policy supports housing.

**ENVIRONMENTAL IMPLICATIONS:** None specific to this issue.

**COMMUNITY ENGAGEMENT:** Promotion of the initiative if adopted.

**ALTERNATIVES:** Direct staff not to apply for more HAF funding.

**ATTACHMENTS:** None

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**TOWN OF AMHERST  
BYLAW LISTING**

DEADLINE	BYLAW/POLICY NO.	BYLAW / POLICY	ASSIGNED TO	NOTES
<b>Jan-23</b>				
	03400-01	SIGNING AUTHORITY POLICY (210-12)	FINANCE	updated january council
	03400-02	BANKING (211-2)	FINANCE	updated january council
	C 02	DISCHARGE OF FIREARMS BYLAW	POLICE	Reviewed at January COW - No changes
<b>Feb-23</b>				
	03800-05	COVID-19 PROPERTY TAX FINANCING PROGRAM POLICY	FINANCE	repealed Feb 2023
	10350-23	DOWNTOWN BUSINESS ADVISORY COMMITTEE	PLANNING	repealed feb 2023
	10350-22	COMMUNITY ARTS COUNCIL COMMITTEE	COMMUNITY LIVING	repealed Feb 2023
	72000-08	COMMUNITY SUPPORT GRANTS	COMMUNITY LIVING	updated Feb 2023
<b>Mar-23</b>				
	P 09	COMMERCIAL DEVELOPMENT SUPPORT BYLAW	PLANNING	reviewed, no change recommended March COW 2023
	C 10	MOBILE VENDORS ON STREETS AND SIDEWALKS	POLICE	First reading March 2023
	04000-05	OVERTIME - NON-UNION EMPLOYEES (211-21)	CUSTOMER SERVICE/HR	updated March 2023
	10350-14	REQUESTS FOR FLAG RAISINGS & PROCLAMATIONS (210-24)	CLERK / COMMUNICATIONS	updated March 2023
	10350-24	PROCEEDINGS OF COUNCIL	CLERK / COMMUNICATIONS	referred to April 2023
	317400-05	NORTH TYNDAL WELLFIELD ADVISORY COMMITTEE POLICY	PLANNING	updated March 2023
	03700-01	PROCUREMENT POLICY	CLERK / COMMUNICATIONS	updated March 2023
	66000-01	PLANNING ADVISORY COMMITTEE (210-23)	PLANNING	updated March 2023
	04530-01	SALARY ADMINISTRATION (211-27)	CUSTOMER SERVICE/HR	updated March 2023
	3000-10	Inventory of Non Capital Equipment Policy - (New)	Finance	approved March 2023
<b>Apr-23</b>				
	01130-01	TOWN CREST (210)02)	CLERK / COMMUNICATIONS	amended April 2023
	01130-02	PURCHASE AND USE OF BOTTLED WATER	CLERK	amended April 2023
	03800-02	TAX REDUCTION POLICY (110-02)	FINANCE	updated to Customer Service/HR from Finance. Policy was included in the Operating Budget presentation, no changes recommended.
	03800-04	TAX EXEMPTION POLICY	FINANCE	updated to Customer Service/HR from Finance
	03470-03	USER FEES	FINANCE	updated to Finance from Customer Service/HR
<b>May-23</b>				
	C 09	C TAXI BYLAW	POLICE	given 1st reading at May 2023
	C07	FIRES AND BURNING OF MATERIALS BYLAW	FIRE	given 1st reading at May 2023
	C08	REGIONAL EMERGENCY MANAGEMENT BYLAW	FIRE	postponed to a later date pending consultation
	03000-07	EXPENSE REIMBURSEMENT POLICY	FINANCE	amended at May 2023 Council
		Territorial Acknowledgement Policy (NEW)	CLERK	approved May 2023 Council
<b>Jun-23</b>				
	P 04	MINIMUM STANDARDS FOR RESIDENTIAL OCCUPANCIES	PLANNING	memo presented to COW, bring back in Fall for revisions



**TOWN OF AMHERST  
BYLAW LISTING**

DEADLINE	BYLAW/POLICY NO.	BYLAW / POLICY	ASSIGNED TO	NOTES
		Street Banner Policy	COMMUNITY LIVING	amended June 2023
Sep-23				
	10350-21	AMHERST YOUTH TOWN COUNCIL	COMMUNITY LIVING	Amended Sept 2023
	C 10	MOBILE VENDORS ON STREETS AND SIDEWALKS	POLICE	memo presented to COW from Andrew Fisher
	04530-01	SALARY ADMINISTRATION (211-27)	CUSTOMER SERVICE/HR	Amended Sept 2023
Oct-23				
	72000-08	COMMUNITY SUPPORT GRANTS	COMMUNITY LIVING	Amended Oct 2023
	C 04	COMPANION ANIMAL BYLAW	POLICE	received first reading in October 2023
Nov-23				
	10350-31	INCLUSION, DIVERSITY AND EQUITY COMMITTEE TERMS OF REFERENCE POLICY	COMMUNITY LIVING	amended Nov 2023
	10350-21	AMHERST YOUTH TOWN COUNCIL	COMMUNITY LIVING	amendments approved Nov 2023
	C 04	COMPANION ANIMAL BYLAW	POLICE	received 2nd reading in Nov 2023
Dec-23				
	66000-04	PROPERTY ASSESSED CLEAN ENERGY (PACE) PROGRAM POLICY	PLANNING	recommended no change
	10350-29	POVERTY ADVISORY COMMITTEE TERMS OF REFERENCE POLICY	COMMUNITY LIVING	Amended
	04500-06	SUBSTANCE USE POLICY	CUSTOMER SERVICE/HR	forwarded to January
	P 06	TRANSIENT AUTOMOBILE VENDORS	PLANNING	recommended no change
Jan-24				
		Noise bylaw	POLICE	recommend to not proceed
		USER FEE POLICY	CLERK	amended
Feb-24				
	10350-08	APPOINTMENTS OF CITIZENS TO BOARDS (210-11)	CLERK / COMMUNICATIONS	repealed Feb 2024
	NEW	EMPLOYMENT EQUITY POLICY	CUSTOMER SERVICE/HR	Approved Feb 2024
Mar-24				
Apr-24				
	<a href="#">10359 24</a>	Proceedings of Council Policy	Clerk	
	10350 32	Council committees Policy	Clerk	
	4000 10	Vacation Holiday Policy Non Union employees	HR	



**TOWN OF AMHERST  
BYLAW LISTING**

DEADLINE	BYLAW/POLICY NO.	BYLAW / POLICY	ASSIGNED TO	NOTES
	4000 11	Maternity Parental and Adoption Leave policy	HR	
May-24				
	04000-10	VACATION/HOLIDAY - NON-UNION EMPLOYEES (211-31)	CUSTOMER SERVICE/HR	
Jun-24	04000-10	VACATION/HOLIDAY - NON-UNION EMPLOYEES (211-31)	CUSTOMER SERVICE/HR	amended June 2024
	10350-28	APPOINTMENTS OF MEMBERS OF COUNCIL TO EXTERNAL BOARDS, COMMITTEES & COMMISSIONS	Clerk	amended June 2024
		AUXILLIARY POLICY BYLAW	POLICE	given 2nd reading
Sep-24				
	03800-01	TAX COLLECTION POLICY (110-01)	FINANCE	approved Sept Council
Oct 2024 -NONE				
Nov-24		new council orientation		
Dec-24				
Jan-25				
	03000-08	HOSPITALITY EXPENSE POLICY	FINANCE	Amended January Council
	03000-07	EXPENSE REIMBURSEMENT POLICY	FINANCE	Amended January Council
	03000-05	AUDIT COMMITTEE TERMS OF REFERNCE POLICY	FINANCE	Approved January Council Status quo
	10350-26	COUNCIL CONFERENCE ATTENDANCE AND PROFESSIONAL DEVELOPMENT	CLERK	Approved January Council Status quo
Feb-25				
	10350-28	APPOINTMENTS OF MEMBERS OF COUNCIL TO EXTERNAL BOARDS, COMMITTEES & COMMISSIONS	Clerk	Amended February Council
		Sidewalk/Curb Construction Policy	Operations	Amended February Council



**TOWN OF AMHERST  
BYLAW LISTING**

DEADLINE	BYLAW/POLICY NO.	BYLAW / POLICY	ASSIGNED TO	NOTES
<b>Mar-25</b>				
	03800-03	INSTALLMENT BILLING POLICY (110-03) Themed Crosswalk Policy (new)	FINANCE Community Living	
	10350-25	ANNUAL PERFORMANCE REVIEW - CAO	HR	
	10350-30	ACCESSIBILITY ADVISORY COMMITTEE TERMS OF REFERENCE POLICY	COMMUNITY LIVING	
<b>Apr-25</b>				
	03800-02	TAX REDUCTION POLICY (110-02)	FINANCE	
	03800-04	TAX EXEMPTION POLICY	FINANCE	
	03470-03	USER FEES	FINANCE	
	04530-02	EMPLOYEE COMPUTER PURCHASED POLICY (211-29)	HR	
<b>May-25</b>				
		Ice Allocation Policy	OPERATIONS	
		Sign Rental Policy - Stadium	OPERATIONS	
	03400-01	SIGNING AUTHORITY POLICY (210-12)	FINANCE	
<b>Jun-25</b>				
	04500-04	SMOKE FREE WORKPLACE POLICY	HR	
	P 05	VACANT BUILDING BY LAW	PLANNING	
	03700-01	PROCUREMENT POLICY	Communications	
<b>Sep-25</b>	66150-01	DANGEROUS OR UNSIGHTLY PREMISES POLICY (210-21)	PLANNING	amended Sept 2025
	04500-02	VIOLENCE IN THE WORKPLACE POLICY	HR	Approved Sept 2025
		Fire and Burning of Materials Bylaw (C-07)	Fire	First reading Sept 2025
		Surplus Fill Policy	Operations	Approved Sept 2025
		Asset Management Policy	Operations	Approved Sept 2025
	New			deferred to Oct
<b>Oct-25</b>				
	72000-04	ARTS & CULTURE POLICY (211-38)	COMMUNITY LIVING	Approved Oct 2025
		Volunteer Code of Conduct Policy	Exec	deferred



**TOWN OF AMHERST  
BYLAW LISTING**

DEADLINE	BYLAW/POLICY NO.	BYLAW / POLICY	ASSIGNED TO	NOTES
	10350-26	COUNCIL CONFERENCE ATTENDANCE AND PROFESSIONAL DEVELOPMENT	CLERK	Approved Oct 2025
		Corrective Action Policy (new)	HR	Approved Oct 2025
		Land Sales and Development Policy	Planning	Approved Oct 2025
		Fire and Burning of Materials Bylaw (C-07)	Fire	2nd reading October 2025
<b>Nov-25</b>				
	10350-15	WRITTEN SUBMISSION TO COUNCIL (210-25)	CLERK	
	03450-03	DEBT MANAGEMENT POLICY (211-37)	FINANCE	
<b>Dec-25</b>				
	P 08	LEASED LAND COMMUNITY BYLAW	PLANNING	
	04000-06	RENUMERATION FOR ACTING POSITIONS (211-22)	HR	
<b>Jan-26</b>				
	B 02-1	DEED TRANSFER TAX BYLAW	FINANCE	
	66000-05	HOUSING, INFRASTRUCTURE INVESTMENT POLICY	PLANNING	
	66580-01	NEW SUBDIVISION STREETS - FINAL SUBDIVISION APPROVAL PRIOR TO STREET PAVING	PLANNING	
	10350-14	REQUESTS FOR FLAG RAISINGS & PROCLAMATIONS (210-24)	CAO	amended January 2026
<b>Feb-26</b>				
		Volunteer Code of Conduct Policy	Exec	approved
		Commercial Development Support Bylaw		First reading
	03000-04	Rounding of Cash Transactions	Finance	amended
	10350-17	MEMBERSHIP ON NATIONAL BOARDS AND COMMITTEES (211-32)	CLERK	Repealed
	10350-18	MEMBERSHIP IN CLUBS, SOCIETIES AND ASSOCIATIONS (211-33)	CLERK	Repealed
<b>Mar-26</b>				
	03700-01	PROCUREMENT POLICY	Communications	
		Snow and Ice Management Policy	Operations	
	10350-05	INQUIRIES FROM COUNCIL (210-07)	CLERK / COMMUNICATIONS	
	31600-02	Street Light Policy	Operations	
		Performance Management Policy	HR	



**TOWN OF AMHERST  
BYLAW LISTING**

DEADLINE	BYLAW/POLICY NO.	BYLAW / POLICY	ASSIGNED TO	NOTES
Apr-26	A 05	HERITAGE PROPERTIES	PLANNING	
	D 19	Sanitary Sewer Rates	Finance	
	10350-20	CODE OF CONDUCT OF ELECTED MUNICIPAL OFFICIALS	CLERK	
	04000-12	PERSONNEL POLICY & CODE OF ETHICS	HR	
May-26	C 01	BY LAW RESPECTING THE AMHERST BOARD OF POLICE COMMISSIONERS	POLICE	
		Vehicular Idling Control Policy	Operations	
		PACE BYLAW	FINANCE	
	05000-01	RECORDS MANAGEMENT (211-26)	CLERK	
	10350-19	SCHOLARSHIP AND BUSARY POLICY (NEW)	CLERK	
	02300-01	SALE OF USABLE TOWN OWNED LAND (211-07)	PLANNING	
	02300-02	SALE OF NON-USABLE TOWN OWNED LAND (211-08)	PLANNING	
	<del>68500-01</del>	<del>FEMALE POLICE CONSTABLE AND EXPENSE (220-01)</del>	<del>POLICE</del>	
	04000-09	EMPLOYEE/FAMILY ASSISTANCE (211-30)	HR	
Jun-26	68300-01	PERMANENT FIREFIGHTERS (221-01)	FIRE	
	68300-05	RESPECTING THE MANAGEMENT OF THE VOLUNTEER COMPONENT OF THE AMHERST FIRE DEPARTMENT	FIRE	
	03600-01	Investment Policy	Finance	
	10350-11	GIFTS, CARDS, FLOWERS	CLERK/COMM	
	A 07	ALTERNATIVE VOTING BYLAW 2018	CLERK	
	10350-10	RECOGNITION OF RETIRING MEMBERS OF COUNCIL (210-14)	CLERK	
Sep-26	C 11	ALARM BYLAW INTRUSION ROBBERY AND FIRE ALARM SYSTEMS	POLCE	
	04000-08	ATTENDANCE ADMINISTRATION (211-24)	HR	
	05000-04	ROUTINE ACCESS POLICY	CLERK	
	68300-02	NEW FIRE STATION, ALBION STREET (221-02)	FIRE	
	72200-01	R. H. SMITH BEQUEST LIBRARY (274-01)	COMMUNITY LIVING	
Oct-26	03450-01	CAPITAL BUDGETING (211-14)	FINANCE	
	01000-01	MEDIA POLICY (210-19)	COMMUNICATIONS	
	04000-04	INQUIRIES REGARDING EMPLOYEES (211-16)	HR	
	04000-07	HIRING POLICY (211-23)	HR	
Nov-26				



**TOWN OF AMHERST  
BYLAW LISTING**

DEADLINE	BYLAW/POLICY NO.	BYLAW / POLICY	ASSIGNED TO	NOTES
		Solid Waste Bylaw	Operations	
	03450-02	CAPITAL INVESTMENT PLAN (CIP) FRAMEWORK/BUDGET POLICY (211-36)	FINANCE	
	03450-04	Budget Management Policy	Finance	
	05000-02	INFORMATION/COMMUNICATION/TECHNOLOGY USAGE POLICY	CLERK / COMMUNICATIONS	
<b>Dec-26</b>				
	68300-04	FIRE INSPECTION POLICY	FIRE	
	31600-23	STREET NAMING POLICY	PLANNING	
	31000-01	Standard Specifications for Municipal Services	OPERATIONS	
	68000-03	TRAFFIC AUTHORITY	POLICE	
	31600-26	STREET RENAMING COPP LANE TO ERNIE LANE POLICY	PLANNING	
	03000-05	AUDIT COMMITTEE TERMS OF REFERENCE POLICY	FINANCE	
<b>Jan-27</b>				
		Catch Basins and Laterals	Operations	
	03000-10	Inventory of Non Capital Equipment Policy	Finance	
	31700-04	NORTH TYNDAL LAND ACQUISITION (241-06)	PLANNING	
	02000-01	USE OF FACILITIES - DOMINION PUBLIC BUILDING	CLERK / COMMUNICATIONS	
	66000-02	POLICY FOR MPS, LUB, SUBDIVISION BYLAW AND DA AGREEMENT ADOPTION AND ADMENDMENT	PLANNING	
	66150-02	ENFORCEMENT POLICY AND SUMMARY OFFENCE TICKETS (211-28)	POLICE	
<b>Feb-27</b>				
		PACE Bylaw	Finance	
	C 02	Discharge of Firearms Bylaw	Police	
	P 04	MINIMUM STANDARDS FOR RESIDENTIAL OCCUPANCIES	PLANNING	
	04000-03	STAFF TRAINING (211-06)	HR	
	66400-01	HERITAGE ADVISORY COMMITTEE	PLANNING	
<b>Mar-27</b>				
	72000-08	Community Support Grants Policy	Community Living	
		Adopt A Garden	Operations	
	66000-03	POLICY FOR PUBLIC PARTICIPATION AND NOTIFICATION	PLANNING	
	C 03	LOITERING BYLAW	POLICE	
	66000-01	PLANNING ADVISORY COMMITTEE (210-23)	PLANNING	updated March 2023
	72000-01	RECOGNITION OF ATHLETIC ACHIEVERS (210-22)	COMMUNITY LIVING	
	10350-01	RECOGNITION OF SERVICE OF BOARDS (210-01)	CLERK	
	04500-03	SCENT REDUCTION POLICY	HR	
<b>Apr-27</b>				
	C 10	MOBILE VENDORS ON STREETS AND SIDEWALKS	POLICE	
	04000-05	OVERTIME - NON-UNION EMPLOYEES (211-21)	CUSTOMER SERVICE/HR	



**TOWN OF AMHERST  
BYLAW LISTING**

DEADLINE	BYLAW/POLICY NO.	BYLAW / POLICY	ASSIGNED TO	NOTES
	04500-01	Safety Policy (211-25)	FIRE	
	01700-01	REPORTING ACCIDENTS (211-03)	FIRE	
	31600-09	Paving New Residential Subdivision Streets (230-11)	Operations	
	02000-03	NAMING PUBLIC LANDS AND TOWN OWNED FACILITIES	CLERK	
	10350-24	PROCEEDINGS OF COUNCIL	Clerk	
	317400-05	NORTH TYNDAL WELLFIELD ADVISORY COMMITTEE POLICY	PLANNING	
		Beer Garden Policy - Stadium	Operations	
Jun-27				
	02300-03	Sale/Disposal of Surplus Equipment	Finance	
	C 09	C TAXI BYLAW	POLICE	
	C07	FIRES AND BURNING OF MATERIALS BYLAW	FIRE	
	P 07	SUBDIVISION BYLAW	PLANNING	
	P 03	CIVIC ADDRESS BY LAW	PLANNING	
Sep-27				
		Street Rating System	Operations	
	04000-01	RECOGNITION OF EMPLOYEES (210-15)	HR	
	04000-02	SUGGESTION AWARDS (211-16)	HR	
	04000-14	PERSONAL LEAVE OF ABSENCE POLICY	HR	
	04000-11	MATERNITY, PATERNAL AND ADOPTION LEAVE POLICY (20071126)	HR	
	D 06	BUILDING BY LAW	PLANNING	
Oct-27				
	01130-01	TOWN CREST (210)02)	CLERK	
Nov-27				
		Ice Helmet Policy	Operations	
		Smoke Free Recreational Places Bylaw	Operations	
	03450-02	Capital Investment Plan (CIP) Framework/Budget Policy	Finance	
Dec-27				
	03000-03`	Fund Raising	Finance	
		Sale of Beer/Liquor - Robbs Park	Operations	
Jan-28				
		Sidewalk Inspection and Maintenance	Operations	
		Street Inspection and Maintenance	Operations	
	03400-02	Banking Policy	Finance	
Feb-28				



# CAO Task Report

March 2026

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## Task Updates:

<b>Task: Municipal Boundary Change</b>
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Cumberland has sent their MPS amendments to the province for review. Province has 60 days. Our part is complete. No further update at this time.
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Status: In Progress
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<b>Task: Pain Clinic</b>
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CAO has sent an email requesting an update from Bethany McCormick, Nova Scotia Health's Vice-President of Operations for the Northern Zone.
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Status: Ongoing
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<b>Task: Request to Present – Social Media and Communication</b>
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Presentation scheduled for March 23 <sup>rd</sup> .
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Status: In Progress
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<b>Task: Visitor Information Centre</b>
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Mayor Small has been in contact with the MCC who has been speaking with the appropriate Minister. Minister is investigating and will circle back with MCC who will contact us. No formal update has yet been received.
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Status: In Progress
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# Monthly Report

## Corporate

### March 2026

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#### **IT Services:**

Multiple POs completed and received.

Completed Server updates.

Completed the final part of the Firewall update at APD.

Working on the Hardware and Software budget for 2026/27

Continuing to work on reviewing the IT asset list.

Reconfigured and cleaned up the switches in the server racks at APD.

Updated the Entrust software on all computers at APD.

Day to Day IT issues.

#### **Procurement:**

Currently there are multiple procurements in various stages. However none have hit the closed stage at the time of this report.

#### **Other:**

##### **E-11 Customer service**

Top categories this month were: Icy Streets (5 cases), Solid Waste / Bin replacements or repairs (7 cases), Snow Clearing (23 cases), Potholes/Damaged asphalt (6 cases)

Task: Volunteer Code of Conduct Policy.

Complete

# Monthly Report

## Community Living

### March 2026

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Over the months of January and February the Community Living Department has been working on the following things:

#### **Events:**

- Winter Carnival planning
- French Toast Festival planning
- Working with Canada Post on Ad campaign
- Development of ads for Marketing (Economic Development)

#### **Community Well Being:**

- African Heritage Month reception
- Developing volunteer screening and training procedure
- Grant writing for Accessible Playground
- Working with AYTC, Anchor
- Indigenous celebrations planning

#### **Community Health Navigator:**

- Separate report attached

#### **Active Living:**

- Volunteer recruitment 55+ committee
- Multisport start up January-June
- Winter Carnival Planning
- Grant writing/working with community groups

#### **Marketing/Communication**

- Brand strategy, marketing plan, and communications plan follow up
- Radio station Mayoral address prep
- Website updates inc. public notices, street closures
- Tourism communications planning
- Proclamations for upcoming events

Director Task Updates:

<p>Task: Accessible playground Update: Designs complete Status: Design plan received, grant submitted for NS, working on community and Federal grants</p>
<p>Task: "A" Special Day Update: Working on concept of a multi-day music festival to be held after the summer break. More information will be provided in April. Status: Applying for funding from NS government this month.</p>
<p>Task: Green Space Veterans Park Update: Met January 29<sup>th</sup> with Indigenous Elders and Indigenous affairs to discuss multiple initiatives including this issue. Status: To consult with Indigenous Elders Friendship Centre in Debert ASAP. Goal is to have the dedication on Indigenous Persons Day.</p>

Community Navigator Town of Amherst Council Report  
February 2026

February was another busy month of meetings and organizing and implementing events.

**Completed:**

- Met with NS Health representatives along with the Cumberland Physician advisor to discuss the upcoming Resident and Learner events.
  - We will be hosting a 2 day learner event in May under Rural Week with approximately 10 attendees. They will be doing simulation training and tours at the Amherst and Pugwash hospitals.
  - There will be a lunch and a supper provided to them during this time which will include the instructors and various physicians to open the lines of communication to future physicians.
- Attended the physician Retention committee meeting where we discussed the following:
  - Physician and resident lounges – would restock supplies (coffee, snacks, etc)
  - There was a dinner held for new families in November by one of the members of the committee, we felt we should do more of those to allow networking.
  - Physician pizza party to be held in March.
- Attended the monthly virtual Navigators meeting where we welcomed Rachel Wisted, a fourth year Dalhousie medical student to our meeting to discuss her proposal on rural high school outreach. A program she is developing to build connections, increase awareness, provide mentorship as well as giving medical students exposure to rural communities.
  - We wrote a letter of support for Rachael after her presentation.
- Provided valentine's treats to hospital staff



- Attended the physician Recruitment virtual meeting where we discussed the following:
  - Recruitment needs –NS Health is working with a few potential physicians and will provide updates as they have them available.
    - Vacancies

Stream	Amherst	Pugwash	Springhill	Parrsboro
Family	3.0	1.5	1.2	1.0
OB/GYN	1.0			
Oncology	0.2			
Psychiatry (Child & Adolescent)	0.5			
Internal Medicine	0.5			
<b>Totals</b>	<b>5.2</b>	<b>1.5</b>	<b>1.2</b>	<b>1.0</b>

- Housing – We are in need of 3 bedroom housing as that is the one we are lacking in Cumberland County for new healthcare professionals who are not looking to purchase initially.
  - Recruitment fairs
    - Rural and Remote to be held April 15-19 in Quebec– NS Health has a booth.
    - Dalhousie University FMRES (Family Medicine Resident Education Symposium) to be held August 19-21 in Halifax.
- Met with a representative with The Groves at Hillsdale, a United Way Project to see what they have to offer.
  - Will be touring the facilities in March to see how their project may enhance housing opportunities for healthcare workers.
- Organizing 4 Mosaic art workshops for a total of 120 participants
  - Cumberland Regional Healthcare Centre (CRHCC) – Amherst (CRHCC Cafeteria) March 10<sup>th</sup>, 2026.
  - All Saints Springhill Hospital (ASSH) – Dr. Carson and Marion Murray Community Centre CIBC Room March 25<sup>th</sup>, 2026
  - Bayview Memorial Health Centre & South Cumberland Community Care Centre joint event – Diligent River Community Centre March 26<sup>th</sup>, 2026
  - North Cumberland Health Care Centre – Pugwash Library April 1<sup>st</sup>, 2026

- Created CRHCC Break kits to allow managers to use them for one on one staff breaks or check ins. Contains: coffee, tea, hot chocolate, small candies & chocolates.
- Held a healthcare movie day on Saturday February 28<sup>th</sup> at the Amherst theatre, open to all locations. There were a total of 200 spaces available.
  - Amherst location had 35 adults and 32 children attend
  - County locations combined had 27 adults and 24 children attend.



The **AMHERST** Theatre



**“ I had some staff stop me in the hallway and tell me how nice the movie day was and how good it was to see so many people from different departments/sites all together. These are the things that bring a sense of community to our staff and help with retention efforts 😊❤️”**

Angela Sangster, Site Administrative Assistant CRHCC

**“My family loved being able to attend the movie. We all enjoyed the outing together and appreciated the cost be covering. Thank you for this opportunity!”**

Ashley LePage Secretary II Mental Health & Addictions Cumberland.

**Ongoing:**

- With a suggestion from one of the nurse managers of Cumberland Regional Health Care Centre (CRHCC), we will be implementing a self-care cart that provides resources and comfort items for staff that they can utilize in difficult situations. We sometimes forget that healthcare staff have to go from helping family members say goodbye to loved ones straight to being cheerful and helpful to other patients. This cart will assist in being able to unwind, feel heard and appreciated. It will be called a “lavender cart” and will hold such things as, but not limited to:
  - Herbal teas
  - Fidget toys
  - Relaxation tools
  - Inspirational cards/notes that co-workers can give to one another
  - Pamphlets for counselling resources
- Received documentation to complete the Office of Healthcare Professionals Recruitment (OHPR) project status check in reports
  - Finalizing budgets per line for up-to-date spending as well as forecasting spending to the end of the fiscal year, March 2026.
  - Working on final project reports to submit to the Province to finalize the grant requirements.

**Coming up:**

- Monthly meeting with Nova Scotia navigators.
- Research and plan upcoming recruitment conferences
- Plan recognition events for physicians and all staff.
  - Resident/Learner week
  - Physicians’ week
  - Nurses’ (healthcare) week
- Prepare for upcoming site visits for possible physician recruitment.
- Plan and order recognition items for staff
- 2 potential site visits scheduled for March and April 2026.

Amy Menzies  
[amenzies@amherst.ca](mailto:amenzies@amherst.ca)  
 902 694 0831

# Monthly Report

## Finance

### March 2026

#### FINANCE

The operating and capital budgets were presented to Council on February 27<sup>th</sup>. The operating presentation covered all operating budget components (general rate, mandatory provincial contribution area rate, community support area rate, solid waste, sewage and water utility) and any relevant policies that required amendment due to budget changes. The capital budget covered the 2026/27 water and general capital budgets with supporting RFD's as well as the proposed future capital budgets for years two to five.

The 2026/27 operating and capital budgets were approved by Council at a special meeting on March 9<sup>th</sup>. A report on the 2026/27 operating and capital budgets has been placed on the Town of Amherst website at <https://www.amherst.ca/town-departments/finance/budgets.html>

As we are quickly approaching year end (March 31), staff have also directed their focus towards year end tasks.

#### TAX / ACCOUNTS RECEIVABLE / COLLECTIONS

**2025/26 Tax Sale** – There were 5 properties posted in the Wednesday, February 11, 2026, edition of the Casket, as well as on the Town of Amherst website and Facebook page. Payment in full and/or arrangements have been made with all of the properties, therefore the tax sale scheduled for March 26, 2026 is now cancelled.

**2026 Assessment Appeals** – The 2026 assessment appeal inventory from PVSC has 57 accounts with appeals as of March 1, 2026.

	# of Accounts Appealing		Appeal Completed as of Mar 1/26	Pending as of Mar 1/26	Withdrawn as of Mar 1/26	Outstanding Appeals as of Mar 1/26	Appeals Successful as of Mar 1/26	Loss of Assessment Value	Amount of Revenue Reduction	Nova Scotia Assessment Appeal Tribunal Status
Residential /Resource	45	\$52,467,300	-	-	-	45	-	\$0	\$0	0
Commercial	12	\$34,384,100	-	-	-	12	-	\$0	\$0	0
<b>TOTAL</b>	<b>57</b>	<b>\$86,851,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>57</b>	<b>-</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>

**Property Sales/Tax Certificates** – There were 18 residential and 6 commercial property sales in February as well as 17 tax certificate requests completed during the month of February.

#### WATER/SEWER

Preparations are being made for 4<sup>th</sup> quarter water meter reads for billing in April. We will continue with maintaining customer accounts and contacting residents that may require meter repair or replacement as required.

## TASK UPDATES

Task: By-Law to Amend the Deed Transfer Tax By-Law (increasing rate from 1.25% to 1.5% effective July 1, 2026).

Update: First reading was completed on March 9<sup>th</sup>. Second reading will be done in April.

Status: Ongoing

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Task: Tax Reduction Policy - increase income level from \$30,000 to \$32,000.

Update: Policy has been updated.

Status: Complete

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Task: User Fee Policy – various fee changes

Update: Policy has been updated and distributed to staff informing of rate changes.

Status: Complete

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Task: Tax Exemption Policy – policy changes – new qualifying defining criteria

Update: Policy has been updated and letters have been sent to notify applicants affected by new qualifying criteria.

Status: Complete

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Task: Tax Exemption Policy – new applicant – deny application

Update: Letter has been sent to new applicant.

Status: Complete

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Task: 2026/27 Operating Budget

- Estimate of Revenues and Expenditures
- General Tax Rate
- Area Rate – Community Support
- Area Rate – Mandatory Provincial Contribution Area Rate
- Wastewater Treatment Facility Uniform Charge
- Solid Waste Management Uniform Charge
- Sanitary Sewer Rates
- Water Utility Operating Budget
- General Borrowing Resolution

Update: 2026/27 Budget report has been posted to the Town website. Rate changes (if applicable) will be made in SAP on April 1.

Status: All operating budget tasks are complete.

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Task: 2026/27 Capital Budget - General and Water Capital

Update: The 2026/27 capital budget was included in the 2026/27 Budget Report which is posted on the Town website.

Status: Complete.

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# Monthly Report

## Fire Department

### March 2026

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#### RESPONSES (February)

	<u>Town of Amherst</u>	<u>District 2</u>
Assist Police / RCMP	1	
Flue fire	1	
Hazardous materials	1	
Medical Assist		1
Monitored alarm	3	2
Motor vehicle accidents	1	5
Smell of smoke / Air quality check	4	
Sprinkler head failure	1	
<b>Total events</b>	<b>12</b>	<b>8</b>

#### PROFESSIONAL DEVELOPMENT

##### Weekly fire fighter training

During the month of February, the Fire Department's weekly training sessions focused on enhancing operational readiness in several key areas. Training topics included Lithium-ion battery awareness and response, practical skills for search patterns, and a structured communications exercise aimed at improving team coordination during emergency incidents.

##### Recruit fire fighter training

During the month of February, the new recruit firefighters focused on learning and practicing key foundational skills essential to safe and effective fire service operations. Training topics included the proper use, care, and maintenance of personal protective equipment (PPE); building construction; fire dynamics; portable fire extinguisher operations; and ropes and knots.

##### Junior firefighter program

During the month of February, the Junior Firefighters focused on building their skills and confidence in the use of personal protective equipment (PPE) and self-contained breathing apparatus (SCBA). These training modules help to prepare participants for future advancement within the fire service.

##### Specialized training

During the month of February, several members successfully completed the Hazardous Materials Operations training program. This training was delivered at the Amherst Fire Station in partnership with the Municipality of the County of Cumberland. In addition, members of the Amherst Fire Department will continue to participate in specialized training opportunities offered through the Cumberland Region over the next nine months.

#### RECRUITMENT

The Fire Department continues to actively seek new members to join our team. Individuals interested in serving their community and learning more about the role of a volunteer firefighter are encouraged to visit [www.amherst.ca/volunteer-firefighter.html](http://www.amherst.ca/volunteer-firefighter.html) for further information and application details.

## **NOVA SCOTIA FIRE SERVICE GOVERNANCE REVIEW - UPDATE**

On February 23, the Province of Nova Scotia introduced the Support for Fire Protection Services Act (Bill 186), which aims to strengthen and standardize fire protection across the province by granting new oversight authority to the Minister of Emergency Management and establishing an Office of the Fire Commissioner. The Act requires all municipalities to complete a review, ensure firefighter training and competencies, and that equipment meets provincial standards, and adopt a common records management system. It is understood that over the coming months further implementation and consultation details will be provided by the province, which will include the province developing a 36-month plan.

### **TASK UPDATES**

Task: No open tasks at this time
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# Monthly Report

## Operations

March 2026

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### Current Recruitment

Summer Students: the competition remains open for our annual summer student recruitment and staff are pleased to see a robust number of applications across all departments thus far (community living, recreation & engineering). Screening and selection will begin the last week of March.

Economic Development Term Position: staff are developing a job description and job posting for this new position, following Council approval of the operating budget March 9. Active recruiting to fill the position will commence in late March.

### Other HR News

#### Market Review

HR staff have concluded the triannual salary market review. Findings and recommendations will be presented to Council in the coming weeks.

#### Wellness Committee

The Wellness Committee met on February 25 to plan for the next few months of employee wellness initiatives which include:

**March 8: *International Women's Day***: a social media campaign was completed to highlight some of the amazing women that make our organization so successful and a great place to work.

**March 20: *International Day of Happiness (also the first day of Spring)***: to promote happiness, wellness committee members will be creating a "happiness/gratitude" wall in each town location where staff can post pictures, quotes, fun memories or other things to share that bring them happiness.

**March 27: *The TOA Tastebook***: staff will be asked to share their favorite healthy recipes which will be compiled into a cookbook available for all staff.

#### Annual Performance Evaluations

All annual non-union staff performance evaluations have been rolled out and will be completed throughout the month of March.

#### People Strategy

HR staff are working to implement the action items from the People Strategy. Key initiatives in March include:

#### **Goal #3: Employee Engagement & Retention**

- Conduct annual employee engagement survey

#### **Goal #7: Operational Excellence in HR Services**

- Improve performance management processes with standardized criteria.
- A new policy, procedure and handbook will be presented to Council in March to complete this action item.

## **Goal #1: Workforce Planning & Talent Attraction**

- Complete workforce demographic analysis and retirement projections
- Identify critical roles and leadership gaps

## **Payroll**

Payroll and WCB remittances are up to date.

Payroll remittances are remitted to CRA bi-weekly by the payroll company.

WCB is remitted automatically via our payroll provider.

HR staff have finalized year-end payroll. T4 documents were distributed February 20.

# Monthly Report

## Operations

### March 2026

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In addition to their routine maintenance work Operational Services staff worked on and will be working on:

#### **RECREATION & HORTICULTURE**

- Dickey Park washroom is open daily 8:00am to 5:00pm.
- The walking track at the stadium is generally available for use daily from 7:00am to 9:00pm.
- Outdoor skating surface is still in use, the weather this winter made for great conditions on the ice surface. The frame and lighting will be removed in the coming weeks as temperatures are changing.
- The Amherst Jr. Ramblers played their last regular season game on March 7<sup>th</sup>.
- The Ramblers playoff schedule may affect other user groups; staff will notify those affected and work with them to reschedule their ice time.
- The stadium hosted:
  - Amherst Figure Skating Club's Skatefest on March 4<sup>th</sup>.
  - The Bates/Merrill Friendship Hockey Tournament on March 6<sup>th</sup>-8<sup>th</sup>.
  - U18 A Provincial playdowns on March 13<sup>th</sup> -15<sup>th</sup>.
- Staff will be transitioning to outdoor work and will be working on cleaning up our parks and green spaces from the winter.
- Staff anticipate the construction of the new dugouts at the Robb Complex will commence in the next 2 weeks.

#### **PUBLIC WORKS**

- There was 1 significant snow event in the past month and 4 other occasions that required plowing of streets, sidewalks, and parking lots.
- With milder days and cold evenings staff have given extra attention to sidewalk inspections to help ensure safe conditions for pedestrians.
- Sidewalk salting took place on 5 occasions, and the salt truck was dispatched 11 times due to icy conditions.
- There were 3 broken water mains repaired in the past month.
- Staff patched potholes with recycled asphalt 8 days in the past month.
- Staff are working on the annual report for the Amherst water utility.
- The accessibility work in the Library seminar room was completed by Public Works staff.

#### **SOLID WASTE**

- The 2026/2027 collection schedule is currently being printed at Acadian Printing and was mailed to residents the week of March 9<sup>th</sup>.
- The Solid Waste Hotline (902-667-5141) which receives calls from residents all over Cumberland County received 228 phone calls during the month of February.
- Staff continue to share sorting information, collection updates, and safety reminders on the Cumberland Region Solid Waste Facebook page

## Curbside Rejections / Enforcement

### Town of Amherst Curbside Rejections (March 2026)

Not dual stream	71
Late	25
Recycle contains garbage	24
Buried in snow	33
Miscellaneous	10
<b>Total</b>	<b>163</b>

- Due to the large number of rejections for “Not Dual Stream”, staff will continue to focus our social media efforts on this topic
- Staff continue to share information on social media regarding the recent recycling changes under the EPR Program.
- Staff have received unofficial notification from the recycling processor that some materials from Cumberland County are not consistently being sorted using the dual-stream system. Staff have been working to educate residents on proper recycling practices to address this issue.
- Circular Materials reported that expanding the drop off depot network continues to be a top priority as there is limited access in Cumberland County.

## UPCOMING

- Public Works staff will be focusing on patching potholes over the next 6 weeks.
- Quarterly reading of water meters will start on April 1<sup>st</sup>.
- Cumberland County Minor Hockey Association concludes their season on March 31<sup>st</sup>.
- The Amherst Stadium will be closed April 3 (Good Friday), April 5 (Easter Sunday) and April 6 (Easter Monday)
- Stadium ice will be removed on April 19<sup>th</sup> if the Ramblers are not in the playoffs.

## **TASK UPDATES**

### **Task: GRID Funding Applications**

Update: The GRID funding applications for the wastewater treatment plant UV disinfection system and for the extension of services to expand the Industrial Park were not successful.

Status: Complete

### **Task: Capital Budget Amendment West Victoria Street Engineering Design**

Update: Staff are meeting with the consultant on March 9, 2026 to review the work completed to date.

Status: In Progress

### **Task: Banner Request**

Update: Staff are working on the documents and will present the draft documents to Council at April COW.

Status: In Progress

### **Task: Street Light Policy**

Update: Staff directed to make further amendments to the Street Light Policy and bring back to Council at the February Committee of the Whole meeting. Amended policy will be presented at March COW for approval.

Status: In Progress

### **Task: Request for Policy Review (Snow and Ice Management)**

Update: The amended policy is on the Agenda for March COW for Council's approval.

Status: In Progress

### **Task: Construction of New Residential Streets Policy**

Update: Staff given direction to amend the existing policy. Draft policy will be ready for Council review at April COW.

Status: In Progress

### **Task: Anson Avenue CN Crossing**

Update: With the help of Transport Canada, staff have made initial contact with CN and will be meeting with CN representatives before the end of the month to discuss train whistle cessation at this crossing.

Status: In Progress

# Monthly Report

## Planning & Economic Development

### February 2026

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The attached report outlines permits issued in February and a 2025-26 year-over-year comparison. Of note is the \$8,000,000 - 20,000 sqft expansion at Gordon Food Services.

A Public Participation Opportunity is scheduled for Monday, March 30<sup>th</sup> to review a proposal by the Cumberland YMCA for a 36-unit affordable housing development to be located at the corner of Crescent Avenue and Albion Street. The Planning Advisory Committee will consider a recommendation to Council at their meeting on April 7<sup>th</sup>.

Following Council's approval of the new planning documents (MPS & LUB) in November, the provincial review that was anticipated to be complete by the end of January has been delayed. Provincial staff have advised that ministerial approval of the documents with amended regulations regarding wind turbines is expected imminently.

The Transit Feasibility Study final report was completed and presented by the consultant in February. Through the budget approval process, it was decided not to pursue a transit system at this time.

Staff were advised last week that additional funding may be available under the Housing Accelerator Fund. A report on this funding opportunity and the associated initiative will be brought to Council for approval.

The trade for JD Irving land is still awaiting final approval from the Federal Government. The purchase of the Delco Forestry Ltd. property located directly in the North Tyndal Wellfield will close by the middle of March.

Town and County Staff will again be participating in the Saltscapes Spring Expo at the Halifax Exhibition Centre, from April 24<sup>th</sup> to 26<sup>th</sup>. This year's booth will be double the size of last year's to accommodate the high volume of foot traffic. Last year's booth had hundreds of visitors stopping by to learn about the Cumberland Region and get ideas for their next trip. Local tourism operators will be invited to join staff at the booth to help promote the Cumberland Region and their business.

Staff continue to work with County staff on a renewed MOU for regional tourism. The framework for that MOU includes elements of ongoing cooperation such as building out the Explore Cumberland Website, contributions to regional wayfinding signage reflected in the Town's \$20,000 contribution, and Route 2 improvements. Staff have been advised that a draft MOU is being reviewed by the County; however, a timeline for completion of that review has not been established.

On February 26<sup>th</sup>, partners of the Mind Your Business series of workshops hosted an Experiential Tourism workshop for tourism operators across the Cumberland Region. Presented by TourismNS at the Springhill Community Centre, operators were shown examples of how to expand their offer to visitors by including personal and interactive experiences they can participate in. March 12<sup>th</sup> also held the How to Build a Business Website with AI workshop, presented by Bayloch Technologies.

A new Town of Amherst seasonal marketing campaign is set to begin in March. This campaign will target weekend, culinary, and family outings travelers, over the next six weeks, capturing this year's late Winter and early Spring seasons. The March 2026 issue of The Canada Travel Magazine was released with a full-page Town of Amherst promotional article. By advertising in the magazine, we again were given a digital billboard ad on the Gardener Expressway in Toronto. This year's agreement provided two weeks' worth of advertising and two different ads were placed each week. The following are images of the results.



The 2026 Youth Entrepreneur Challenge has over 60 students registered across the Cumberland Region. Over the next six weeks, participants will learn how to develop a business plan and take their idea and turn it into a business. The pitch night to judge the finalists is planned for early May.

A marketing campaign is in development for the new Business Park expansion. Coinciding with a media release, a new brochure, custom static images, and Town of Amherst website improvements will be developed. The digital ad campaign will drive traffic to the site to access this new content. The planned commencement of the campaign is the end of March.

The facilitator for the Town of Amherst Business Engagement Forum has been rehired to host the event in late April or early May, based on the timing of their availability. Continuing the work from the preliminary plan, questions and discussion topics will be tailored to align with the findings and recommendations of the Dalhousie University Community engagement report released in December 2025.

A new Saturday market was held at the Lions Club Den on March 7<sup>th</sup> which was hosted by The Maritime Market. With 35 vendors, there was a consistent level of public attendance throughout the day. Town staff met with the organizers to discuss the future of the market and their plans for 2026. Their intention is to hold a market once a month until June, however they are still undecided if they will grow it into a permanent market.

## Task Updates

<p><b>Task: Nature Challenge Fund Land Acquisition</b> Purchase of 120 acres from Delco to close March 14<sup>th</sup>. The JDI land trade is under federal review. The Nature Challenge Fund program will end March 31<sup>st</sup> and is not expected to be extended. Status: Ongoing</p>
<p><b>Task: MPS &amp; LUB</b> Provincial staff have drafted changes to how wind turbines are regulated in the planning documents to better align with provincial regulations. The planning documents with the proposed changes are being forwarded to the Minister for approval. Status: Ongoing</p>
<p><b>Task: ATV Access</b> Council directed staff to further investigate a western route through the sod farm and industrial park. Staff have begun planning work to investigate an ATV route through the sod farm and the industrial park to access the South Albion commercial area. Status: Ongoing</p>
<p><b>Task: Reward for Development</b> This idea was included in the 'Points to Capture' component of Council's Strategic Priorities. In February Council determined not to pursue this idea. Status: Complete</p>
<p><b>Task: Industrial Park Land Purchase – Roop property</b> Transaction is complete – now under town ownership. Status: Complete</p>
<p><b>Task: Transit Feasibility Study</b> The study was presented to Council in February. Through the budget process, it was decided not to pursue a transit system in Amherst at this time. Status: Complete</p>
<p><b>Task: Economic Forum</b> Plans for a forum in April 2026 have started. Status: Ongoing</p>
<p><b>Task: Bike Locker Request</b> Council decided not to proceed with a bike locker pilot project at this time and reply to the requester. Status: Complete</p>
<p><b>Task: Community Market</b> Staff are looking for ways to support an effort to establish a monthly Saturday market at the Lions club. The first event was successful. Status: Ongoing</p>
<p><b>Task: Tourism</b> Staff continue to work with County staff on a renewed MOU for regional tourism. The framework for that MOU includes elements of ongoing cooperation such as building out the Explore Cumberland Website, contributions to regional wayfinding signage reflected in the town's \$20,000 contribution, and Route 2 improvements. Staff have been advised that a draft MOU is being reviewed by the County; however, a timeline for completion of that review has not been established. Status: Ongoing</p>

## Permits Issued: February 2026

PERMIT APPLICATIONS								For the Month of February
Number	PID	Civc Address	New Units	Work Type	Bldg Type	Proposed Use	Permit Fee	Value
B2026-005	25010521	131 South Albion St	0	Renovate	Commercial	Restaurants	862.00	325,000.00
D2026-006	25342213	138 South Albion St	0	Construction	Commercial	Com - Permanent Sign	50.00	4,250.00
D2026-007	25033879	102 Victoria St	0	Construction	Commercial	Com - Permanent Sign	50.00	5,100.00
Total	3		0				962.00	334,350.00

## 2025 – 2026 YTD Comparison

ACTIVITY REPORT							For Month of February 2026-02-28
Type	Feb 2025			Feb 2026			
	Permits	Units	Value of Construction	Permits	Units	Value of Construction	
Single Family	2	2	368,000	0	0	0	
Duplex/Semi	1	2	150,000	0	0	0	
Apartments	1	4	300,000	0	0	0	
Other Residential	0	0	0	0	0	0	
Commercial	2	0	5,000	3	0	334,350	
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	
<b>Total</b>	<b>6</b>	<b>8</b>	<b>823,000</b>	<b>3</b>	<b>0</b>	<b>334,350</b>	
<b>Year To Date</b>	<b>18</b>	<b>17</b>	<b>2,714,000</b>	<b>9</b>	<b>1</b>	<b>9,041,478</b>	

# Monthly Report

## Police Services

### March 2026

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#### TRAINING:

**Canadian Police Information Centre (CPIC) Maintenance:** Josh Fletcher, (Dispatch) completed the week long CPIC Maintenance Course from February 2<sup>nd</sup> to 6<sup>th</sup>. CPIC maintenance courses are required to add, remove, edit and audit orders that our department adds to the national system CPIC.

#### OPERATIONAL INCIDENTS:

**Break & Enter, Theft:** A 24-year-old female is facing several charges following an incident on February 2<sup>nd</sup>. Patrols attended a call of an abandoned vehicle in the Industrial Park and noted footprints in the snow heading into a wooded area. Police followed the tracks which lead them to a building in the industrial park that was not secured and located the female inside. They also learned that the female had outstanding warrants. She was arrested and held in custody for court and is facing charges that include break and enter, theft, possession of stolen property, possession of break-in tool and charges under the Cannabis Act.

**Ammunition and Ordinance:** On March 3<sup>rd</sup>, police received a request to attend a local residence to pick up some ammunition. Upon arrival, the ammunition was determined to be unexploded ordinance. Because of the danger of handling such materials, the Department of Defence was contacted, and they attended to properly remove the materials, which had been in the basement of the house for decades. The ordinance was properly disposed of by DND in a controlled detonation at a quarry outside of town.

**Breach/Warrant/Impaired Driving:** On February 5<sup>th</sup> at approximately 5:30pm. Amherst PD were alerted to a robbery that had allegedly occurred in another jurisdiction. Shortly afterwards, members of the Cumberland Street Crime Enforcement Unit located the suspect vehicle coming towards Amherst and followed it to the South Albion Street area. The Amherst Police Patrol Section was notified and attended. The vehicle attempted to flee, but patrol units were able to block the vehicle in and safely arrest the suspect, who was also wanted on a Canada-wide warrant. The 42-year-old suspect is facing numerous charges that include fleeing police, driving while prohibited, impaired driving, refusal, resist police, breach of conditions and a slew of charges under the Motor Vehicle Act. The file is being carried by the Cumberland Street Crime Enforcement Unit.

**Sudden Death** – On Sunday, February 8<sup>th</sup>, Amherst Police were alerted to what appeared to be a deceased male who had been found outside a local business on Robert Angus Drive. Upon arrival, Amherst Police located an adult male who appeared to have been deceased for several hours. The Amherst Fire Department was called to assist in the matter. While foul play is not suspected, the matter has been referred to the Nova Scotia Medical Examiners Office for investigation. Police are currently awaiting the result of the ME investigation which includes the cause of death.

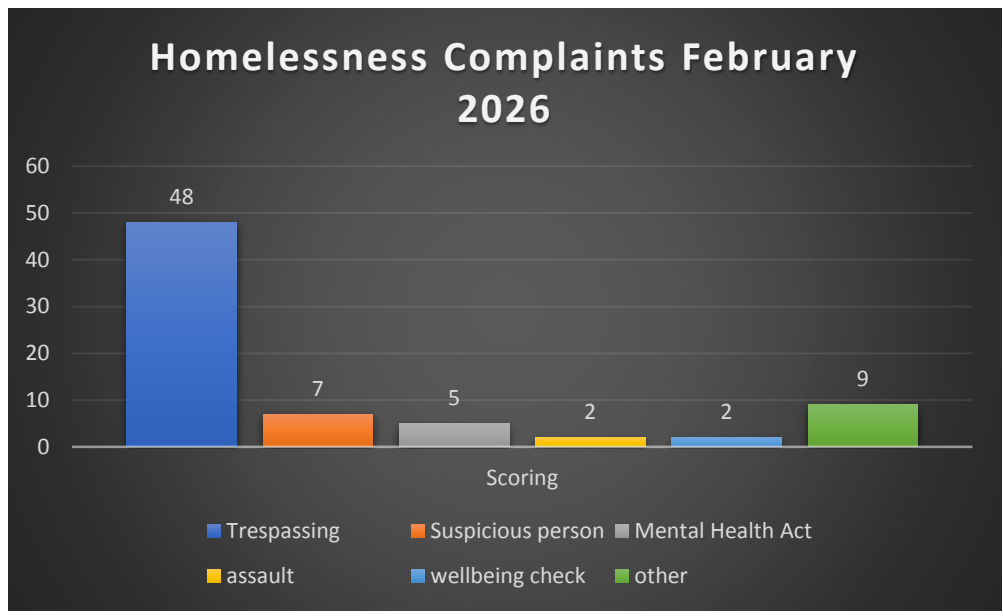
**GENERAL OPERATIONAL UPDATES:**

**Police Pursuits/Failing to Stop:** During the month of February, APD had three incidents when drivers failed to stop for Police. On February 2<sup>nd</sup>, shortly after 10:30pm, patrols attempted to pull over a dark-coloured Honda Civic travelling at excessive speeds on Albion Street. Police started to pursue, but the suspect vehicle fled at a high rate of speed and police discontinued. On February 28<sup>th</sup> shortly after midnight, police attempted to stop a vehicle on Laplanche Street. The suspect vehicle fled at an excessive speed toward the highway and patrols discontinued. On February 5<sup>th</sup>, Police had to block in a vehicle that attempted to flee after a traffic stop was initiated. The male involved was a suspect in an incident in another jurisdiction and had Canada-Wide warrants. He was arrested and held for court. In January Police dealt with 2 instances of fleeing police sand 2 incidents in December.

**Shoplifting/Theft Complaints:** In February, APD received 7 complaints of shoplifting. Of these, charges are being laid in 6 of the incidents as suspects have been identified. This compares to 7 complaints of shoplifting received in January and only 1 in December. This compares to 17 in November 14 in October and 19 complaints in September.

**Trespassing:** February saw a very large increase in trespassing files, hitting a high of 73 complaints. The majority of these (48) are related to homelessness issues and often involve ATM outlets in town and the colder weather. This compares to 49 complaints in January of which 30 were related to homelessness issues. This compares to 34 complaints from December and 25 complaints in November. The vast majority of these complaints involve 2-3 of the same people.

**Homelessness Files:** In February there was a slight increase in homelessness complaints with 73 complaints received that have a nexus to this issue. This compares to 64 complaints in January and 79 in December 2025. As noted, 48 of these are related to trespassing issue. Seven (7) complaints were 'suspicious person', and five (5) were scored 'Mental health'. Many occurrences are cleared as non-criminal incidents. Forty-three of the 64 complaints were concerning 3 individuals, with one person logging 32 complaints in February, the majority regarding trespassing issues.



**OPERATIONAL STATS – February 2026**

Occurrences:	411	Criminal Code Charges:	46
Impaired by Alcohol:	1	CDSA:	1
Impaired by Drug:	0	CBCA:	0
Traffic Tickets:	38	Traffic Written Warnings:	5
Vehicle Checks:	122	LCA:	1
Foot Patrol Hours:	43, hrs, 15 min	PPA:	2
Parking Tickets(police):	0 (members)	Parking Tickets(bylaw):	0
Parking Warnings:	0 (members)	Parking Warnings (bylaw)	6

**TASK REPORT**

Currently no outstanding tasks.