



**Town of Amherst  
Regular Council Meeting  
Agenda**

Date: **Monday, May 28, 2018**  
Time: **7:00 pm**  
Location: **Council Chambers, Town Hall**

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1. CALL TO ORDER	
2. O'CANADA	
3. APPROVAL OF AGENDA/MINUTES	
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**7. EXTERNAL COMMITTEE REPORTS**

**7.1 Cumberland Public Libraries - No Report**

**7.2 Cumberland YMCA - No Report**

**7.3 Cumberland Joint Services Management Authority 55 - 55**

**7.4 Northern Region Solid Waste Committee - No Report**

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**8. ADJOURNMENT**

**TOWN OF AMHERST**  
**Regular Council Meeting**  
**Minutes**

**Date:** April 30, 2018  
**Time:** 7:00 pm  
**Location:** Council Chambers, Town Hall

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

**Members Absent** Councillor Vince Byrne

**Staff Present** Greg Herrett, CAO  
Jason MacDonald, Deputy CAO  
Ian Naylor, Police Chief  
Shelley Rector, Chief Financial Officer  
Bill Schurman, Director of Recreation  
Rebecca Taylor, Business Development Officer  
Tom McCoag, Corporate Communications Officer  
Andrew Fisher, Manager of Planning & Strategic Initiatives  
Kim Jones, Municipal Clerk  
Natalie LeBlanc, Deputy Clerk  
Rohin Minocha-McKenney, AYTC

**Staff Absent** Greg Jones, Fire Chief

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**1. CALL TO ORDER**

Prior to calling the meeting to order, all members observed a moment of silence for the Humboldt Broncos, as well as for long-time community school teacher and long-time partner of Councillor Byrne, Lucille Gillis, whose funeral was held today.

Mayor Kogon called the meeting to order at 7:02 PM, introducing AYTC member Rohin Minocha-McKenny and O Canada singer Roy Pettigrew.

**2. O'CANADA**

**3. HEARINGS/PRESENTATIONS/PETITIONS**

No Hearings/Presentations/Petitions

**4. APPROVAL OF AGENDA/MINUTES**

**4.1 Approval of the Agenda**

Moved By Councillor Rhindress

Seconded By Councillor Jones

That the agenda be approved as circulated.

**Motion Carried**

**4.2 Approval of Minutes**

**4.2.1 20180326 Council Minutes**

**Moved By Councillor MacKenzie**

**Seconded By Deputy Mayor Christie**

**That the minutes of the March 26, 2018 regular meeting of Amherst Town Council be approved as circulated.**

**Motion Carried**

**5. REQUESTS FOR DECISION**

**5.1 North Tyndal Wellfield Source Water Protection Plan**

**Moved By Councillor Blanch**

**Seconded By Councillor Jones**

**That Council approve the new North Tyndal Wellfield Source Water Protection Strategy.**

**Motion Carried**

**5.2 Mandatory Helmets**

**Moved By Councillor MacKenzie**

**Seconded By Councillor Blanch**

**That Council approve Ice Helmet Policy #72300-10 for the Amherst Stadium, effective August 15, 2018.**

**Moved By Deputy Mayor Christie**

**Seconded By Councillor MacKenzie**

**That Council refer the matter to Committee of the Whole, and request further research and amendments to the Policy by staff.**

Against (2): Councillor Blanch, and Councillor Jones

**Motion Carried**

**5.3 CWWF Reservoir Replacement Project - Mobile Generator Purchase**

**Moved By Councillor Rhindress**

**Seconded By Councillor MacKenzie**

**That Council approve the updated purchase price of a new mobile generator, included in the Willow Street Water Reservoir CWWF project.**

**Motion Carried**

**5.4 APA Collective Agreement**

Constable Tom Wood who was in the audience was recognized for all of his hard work during the APA contract negotiation process.

**Moved By Deputy Mayor Christie**

**Seconded By Councillor Blanch**

**That Council approve the APA Collective Agreement.**

**Motion Carried**

**6. INFORMATION / DISCUSSION ITEMS**

**6.1 UNSM Board Report**

At the request of the UNSM Board to do so for all Municipal Councils, the CAO provided a UNSM Board report update, included as part of the agenda package. Information item; no direction given or action required.

**7. INTERNAL COMMITTEE REPORTS**

**7.1 Planning Advisory Committee**

Information item; no direction given or action required.

7.2 **Amherst Board of Police Commissioners**  
Information item; no direction given or action required.

7.3 **Amherst Youth Town Council**  
Information item; no direction given or action required.

8. **EXTERNAL COMMITTEE REPORTS**

8.1 **Cumberland Public Libraries**  
Information item; no direction given or action required.

8.2 **Cumberland YMCA**  
Information item; no direction given or action required.

8.3 **Cumberland Joint Services Management Authority**  
Information item; no direction given or action required.

8.4 **Northern Region Solid Waste Committee**  
No Report

8.5 **L. A. Animal Shelter**  
Information item; no direction given or action required.

9. **ADJOURNMENT**

**Moved By Deputy Mayor Christie  
Seconded By Councillor MacKenzie  
To adjourn the meeting at 7:40 PM.**

**Motion Carried**

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Kimberlee Jones  
Municipal Clerk

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David Kogon, MD  
Mayor

# Synopsis

## ACTIVE TRANSPORTATION PLAN

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The initial draft of the Active Transportation Plan was developed in 2013. In 2016 Council directed staff to revisit the draft and provide an updated version for consideration. Work on the plan was carried out over the past 18 months and a public participation session was held in 2017. The draft Plan was presented to Council in January of 2018, with further discussions taking place during the budget process.

### **MOTION :**

**That Council adopt the Active Transportation Plan.**



## AMHERST TOWN COUNCIL

RFD# 2018096

Date: May 28, 2018

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

**SUBMITTED BY:** Jason MacDonald, Deputy CAO

**DATE:** May 28, 2018

**SUBJECT:** Active Transportation Plan Adoption

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**ORIGIN:** The Town has been developing an Active Transportation Plan for some time, and a draft plan has recently been presented to Council.

**LEGISLATIVE AUTHORITY:** MGA Section 65 ‘The council may expend money required by the municipality for: (aa) streets, culverts, retaining walls, sidewalks, curbs and gutters;’

**RECOMMENDATION:** That Council adopt the Active Transportation Plan.

**BACKGROUND:** The initial draft of the Active Transportation Plan was developed in 2013. In 2016 Council directed staff to revisit the draft and provide an updated version for consideration. Work on the plan was carried out over the past 18 months and a public participation session was held in 2017. The draft Plan was presented to Council in January of 2018, with further discussions taking place during the budget process.

**DISCUSSION:** The attached draft is largely the same document previously presented to Council. Some minor text changes and map improvements have been undertaken. In addition, additional areas for bike stencils are included in order to deal with gaps in the system, mainly in the Spring Street, Marshview Drive, and Derby Street areas as well as the downtown.

**FINANCIAL IMPLICATIONS:** The adoption of the Plan will result in the projects being integrated into the capital and operating budgets going forward. There is an annual cost of approximately \$5,000 for bike stencil painting and a total cost of \$859,150 over five years. The funding sources and yearly projects are detailed in the attached plan.

**COMMUNITY ENGAGEMENT:** A public participation session has been held, and a community engagement plan will be developed by Recreation and Communications staff should the Plan be adopted.

**ENVIRONMENTAL IMPLICATIONS:** Transitioning to active transportation will result in a reduced carbon footprint for the community. The total impact will depend on the number of trip mode changes.



**ALTERNATIVES:**

1. Do not adopt the plan
2. Adopt the plan with changes

**ATTACHMENTS:** Town of Amherst Active Transportation Plan

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Report prepared by: Jason MacDonald, Deputy CAO  
Report and Financial approved by:



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## 1.0 INTRODUCTION

In recognition of the benefits of active transportation (AT), there is a widespread movement aimed at promoting non-motorized modes of travel. Many communities in Canada and internationally are providing opportunities for walking and cycling. This AT Plan is intended to encourage a healthy and active Amherst by improving conditions for cycling and walking. The Plan focuses on infrastructure improvements in the form of network and facility design.

Network design is a system of cycling and walking routes, for both utilitarian and recreational use. Facility design refers to the type of infrastructure envisioned to support cycling and walking within the network.

### 1.1 Active Transportation Defined

Active Transportation is human powered travel. The term refers primarily to walking and cycling, but also to wheel chairing, in-line skating, skateboarding, and jogging. It is about focusing public and private space on non-motorized transport. AT is located on the street, sidewalks, trails, and park spaces.

The two main components required for AT are infrastructure and programming. Infrastructure for AT will never be successful without education, promotion, and enforcement. After generations of car-focused transportation systems, changing the public's perception of AT through programming is critical to making AT a part of everyday life.

An effective AT network is rooted in easy access to the system. The network must offer easy connections throughout the community that are safe, comfortable, and aesthetically pleasing. Ease of access is also measured by the ability of all age groups and physical abilities to use the network.

### 1.2 Goal and Objectives

The goals and objectives are based on the town's vision for an active and healthy Amherst, and community input. Rooted in Canadian AT best practice while recognizing financial constraints, the goals and objectives are intended to build on and expand existing infrastructure.

### Goal

The goal of the Plan is to promote cycling and walking for living, working, and playing by providing an efficient and effective network of interconnected and continuous cycling and pedestrian routes, which link neighbourhoods and major destinations.

### Objectives

The Plan objectives are as follows:

- To develop a connected and continuous town-wide cycling and pedestrian network with safe, comfortable, and direct routes.
- Ensure a made in Amherst Plan by integrating best practice with local context.
- Make efficient use of existing infrastructure and incorporate existing and planned routes where they meet the goal of the Plan.

### 1.3 Benefits

Benefits transcend environmental, economic, and social issues. The benefits are extensive and well documented. Below are only a few examples of the benefits associated with AT:

- Improves public health by fighting obesity and chronic illness like heart disease and Type 2 Diabetes.
- Offers mobility for children, youth, seniors, low-income families, and persons with disabilities.
- Reduces the cost of transportation and attracts tourists.
- Enhances street life, increasing citizen interaction, and improves personal security.
- It is emission-free, making it a mechanism for minimizing effects of climate change and reducing air pollution.

### 1.4 Local context

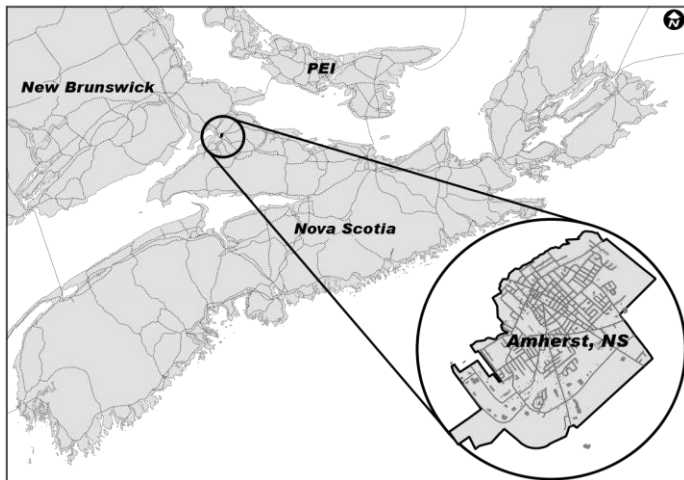
Amherst is located in the northwestern Cumberland County of Nova Scotia, Canada. Amherst is the first town in Nova Scotia when travelling from New Brunswick on the TransCanada Highway. Amherst is the largest town in the Cumberland County, and the second largest town in Nova Scotia.

As a small town with a relatively dense and contiguously developed built form, Amherst is inherently walkable. In fact, if one started at a central location such as the Fire Station, almost



all developed areas of town can be reached within about 20-minutes or less walking at an average pace (1km/10 minutes).

While some important gaps remain, there exists an extensive sidewalk network that covers most areas of town. The downtown core area, main corridor streets, and common school routes all have existing sidewalk infrastructure.



## 2.0 BACKGROUND

The background provides a summary of information that informs the Plan Goal and Objectives. The information provides a basis for the development of the network plan, design guidelines, and policy components.

### 2.1 Population Structure

Since the early 1960s when it peaked at 10,788, the Town's population has remained relatively stable but stagnant in the mid to upper 9,000 range. At the last Census in 2016 the population was 9,413, representing a 3% decrease from 2011. The recent decline erased modest increases over the previous two Census periods, where the population increased by approximately 2%.

Overall, population is a function of births, deaths, and migration. In Canada, as in most other developed countries, the birth rate has been stagnant or in decline as has the death rate. This leaves the migration rate as the most significant source of population growth in the country. Amherst is experiencing similar birth and death

rate trends but has not been a location for significant migration. While there is modest in migration to Amherst across all age groups, this has been offset by out migration of young adults (aged 25-29). Indeed, the population in the key child bearing years (aged 25-39) is small and declining. As a result, the proportion of Amherst's population above the age of 65 is expected to increase from about 1/5 of the population to over 1/3 by 2031. A more detailed analysis and projection of the Town's population can be found in the 2015 Town of Amherst Population Projection and Shift-Share Analysis (Stantec Consulting Ltd).

In response to this aging population trend, AT infrastructure and programming must consider access, safety and comfort for those with mobility challenges, while making the community more attractive for younger people that might move back.

### 2.2 Past Trail Plans

This section reports existing and planned trails. Some trail plans have in part been implemented while other have not. The more complex trails which include sections extending beyond Town boundaries and located in environmentally sensitive marsh lands. These out of town extensions will require coordination and partnerships with individual land owners, organizations such as Ducks Unlimited, the Amherst and Area Trails Society, the County of Cumberland, and the Province.

#### **Centennial Trail Program**

This plan consisted of a series of six loops, on-road and offroad, for both recreation biking and walking. Some sections exist and developed as funding became available. Funding, priorities, and land availability are barriers to carrying out trail construction.

#### **Tantramar Marsh Trail – Center First: Downtown Amherst Action Strategy**

The Center First: downtown Amherst Action Strategy (2010) recommended a multi-use trail loop around a section of the marsh with direct connection to the downtown via LePlanche Street. While this recommendation does have merit, this plan focuses limited resources on building connectivity into the network.



## 2.3 Other Town Plans and Strategies

In addition to The Centre First: Downtown Amherst Action Strategy (2010) noted referenced above, there are other Town studies and reports that add support for AT.

### Physical Activity Plan (2017)

Developed as part of the Physical Activity Leadership Program, the Physical Activity Plan outlines how the Town can increase physical activity and raise awareness of its positive impact on the community. The plan recognizes the AT as an important component of an active community. As such, Goal #3 of this plan is to *Support a Physically Active Environment*. To realize this goal, the plan focuses on implementation of this AT Plan and the provision of programming in the form of communication, education, and awareness. Town summer employees riding bicycles, bike/walk to school campaigns, and other programming are parts of this area of focus.

### Recreation Master Plan (2016)

The Recreation Master Plan (RMP) was developed to ensure the Town's recreation facilities and services meet the needs of the community now and in the future. Data collected from Town residents found that walking is by far the most prevalent form of physical activity, particularly for adults. Recreation facilities such as the Amherst Stadium Walking Track, Dickey Park Track, trail system, and sidewalk network are widely used by Town residents.

The RMP recommended further development of the Town's trails, and a commitment to ongoing maintenance and increased connectivity. Priority is also given to the disjointed trail route along Dickey Brook that runs through the middle of Town and connects several schools and park spaces. The RMP also emphasizes the importance of sidewalk maintenance and connectivity as a critical component of AT. These recommendations align with the implementation section of the AT Plan.

## 2.4 Public Participation

Development of this plan included two public workshops held in 2011, and a third held in spring of 2017. Using a map of Amherst, workshop attendees were asked to locate key destinations and connections, both within Town as well as regionally. Attendees were also asked to identify way in which to build an AT culture through

programming (communication, education, and promotion)

The concept map below visually summarizes suggested key destinations and connections. Three pre-defined issues guided discussion and feedback during the sessions:

1. Cycling and walking routes to connect key destinations.
2. Opportunities for cycling, sidewalk, and trail extensions.
3. Physical barriers and solutions to effective cycling and walking routes.

### Key Destinations:

The Industrial Park, a key employment area, should connect to a cycling route to encourage cycling to work. Tupper Street and Chandler Street, the main roads of the Industrial Park, have existing design elements for safe road cycling and walking, such as lighting, a wide road, and low traffic volume.

Other key destinations identified include the Downtown, Town parks, Dickey Brook Road, schools, the highway commercial area, and medical clinics.

### Opportunities for Extensions – Utilitarian Trips:

- Make Downtown more accessible especially for seniors with cycling routes and sidewalk extensions to adjacent neighbourhoods.
- Connect seniors to shopping and connect seniors to seniors.
- Connect residential areas to shopping on Robert Angus Drive and South Albion Street.
- Link the Hospital to Robert Angus Drive.
- Link soccer fields to Robert Angus Drive.
- Connect new subdivisions to schools.

### Opportunities for Extensions – Recreation:

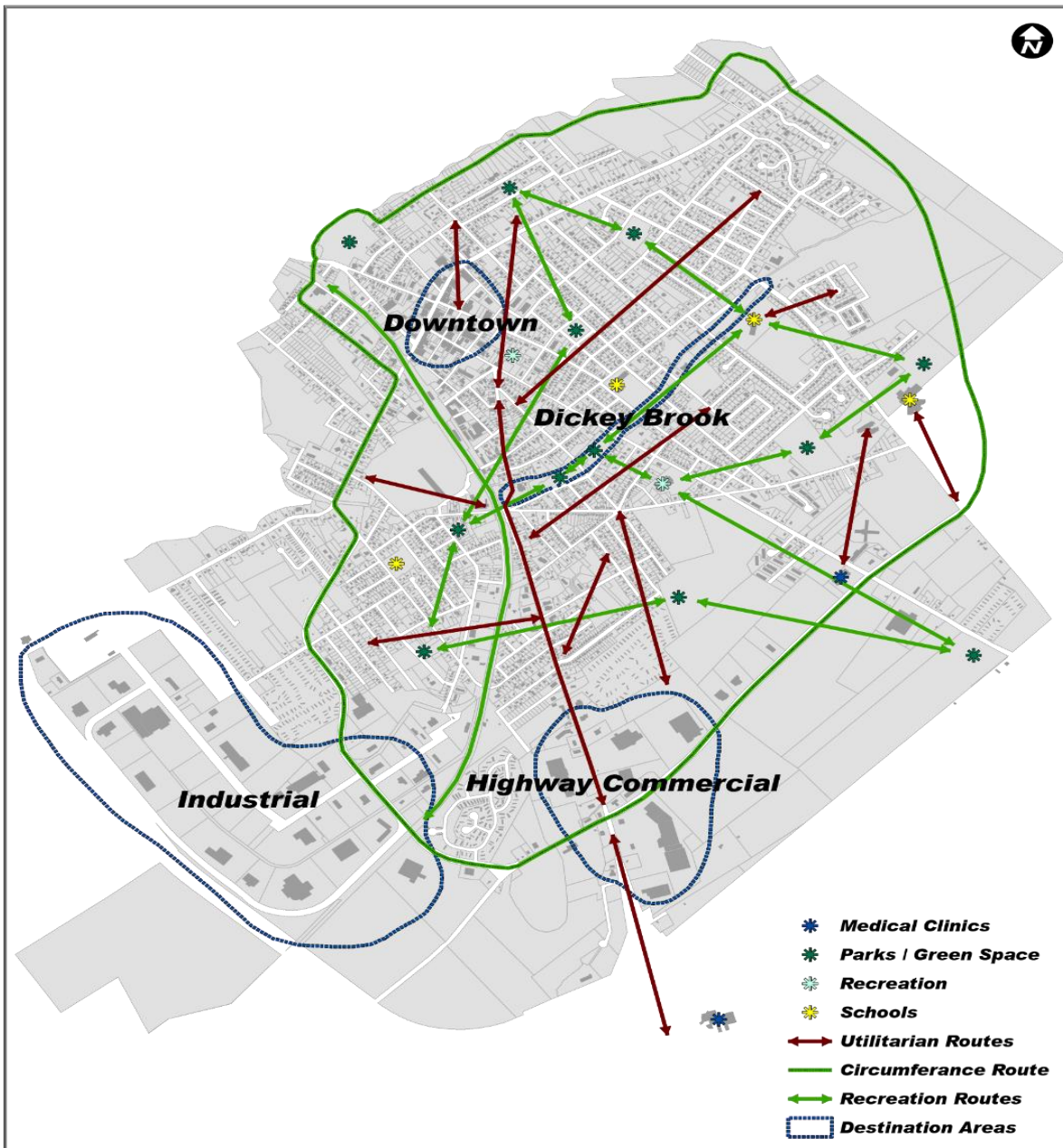
- Connect multi-use trails to parks for pleasant resting and play areas, an aesthetically pleasing route, and better access to parks.
- Create a route for cycling and walking around the circumference of the Town, connecting the Industrial Park, the existing Centennial Trail in the north, and Robert Angus Drive. The continuous Town perimeter route would connect to neighbourhoods less traffic and fewer crossings.
- Most dedicated recreation cyclists want to follow continuous routes that extend beyond the Town boundary.
- The Amherst Point Bird Sanctuary has significant recreation potential and is currently underutilized. This site offers walking,



skating, cycling, and cross-country skiing, and is a natural amenity and recreation area that should be made more accessible.

**Physical Barriers and Solutions to Effective Routes:**

- Winter snow and ice conditions can reduce accessibility to sidewalks This is a significant concern for pedestrians and scooters who are made to share the road with vehicles during winter conditions.
- Route and site design should reflect Amherst's high senior population and should be designed appropriately to accommodate seniors' needs.



## 2.5 Best Practice Principles

Safety, connectivity, accessibility, and aesthetics are commonly used principles in AT plans and the basis of discussion in AT literature. The following section provides a summary of these principles.

### Safety:

A significant determinant of AT participation is safety. Significant use of AT infrastructure will not be realized where real or perceived risks to personal safety exist. Conversely, well designed infrastructure and design elements can reduce the frequency and severity of pedestrian and cyclist injuries, especially for vulnerable users such as children and seniors. Increased use of AT infrastructure increases safety as the presence of cyclists and pedestrian on public streets results in greater awareness by motorists. AT use can also deter criminal activity with more “eyes on the street”.

Important elements of safety include:

- Well marked and appropriately placed cross walks
- Pedestrian lighting
- Separation from vehicles where possible or clear demarcation of shared routes
- Effective signage
- Communication, education, and promotion

### Connectivity:

Connectivity optimizes proximity for convenience and achieved by integrating many linkages. An example of this is the fused grid, a street network design of continuous and discontinuous streets with discontinuous streets supplemented by pedestrian links. Similarly, a continuous ring connecting key destinations is an alternative design documented in the Victoria Cycling Plan. Furthermore, a well documented strategy for maximum connectivity is reducing the effect of intersections as barriers to the network.

### Accessibility & Aesthetics:

This principle refers to promoting use and optimizing the users experience by establishing inviting and convenient facilities. Where possible, facilities should take advantage of natural geography such as water courses and parks which create pleasant environment. User comfort and convenience is also an important consideration. Facilities must be wide enough to accommodate intended users, and vertical clearance must be adequate, especially in areas

with significant tree canopy. Furthermore, cycling and walking must be able to compete with other modes of transportation in terms of efficiency (time, money, and space), and be designed to accommodate all types of competencies and abilities.



## 2.6 Programming

Promotion and education—Individual travel behaviour is influenced by a combination of factors—infrastructure, promotion, education—all of which are integral to increasing the number of active transportation users. In addition to building new active transportation infrastructure, it is important to promote new facilities and offer information on safe cycling skills and sharing the road. This information can be provided in print, on-line and in person (e.g., through school-based programs and CAN-BIKE courses). Promotional events that celebrate walking and cycling can also be effective tools for raising awareness and encouraging more people to get active.

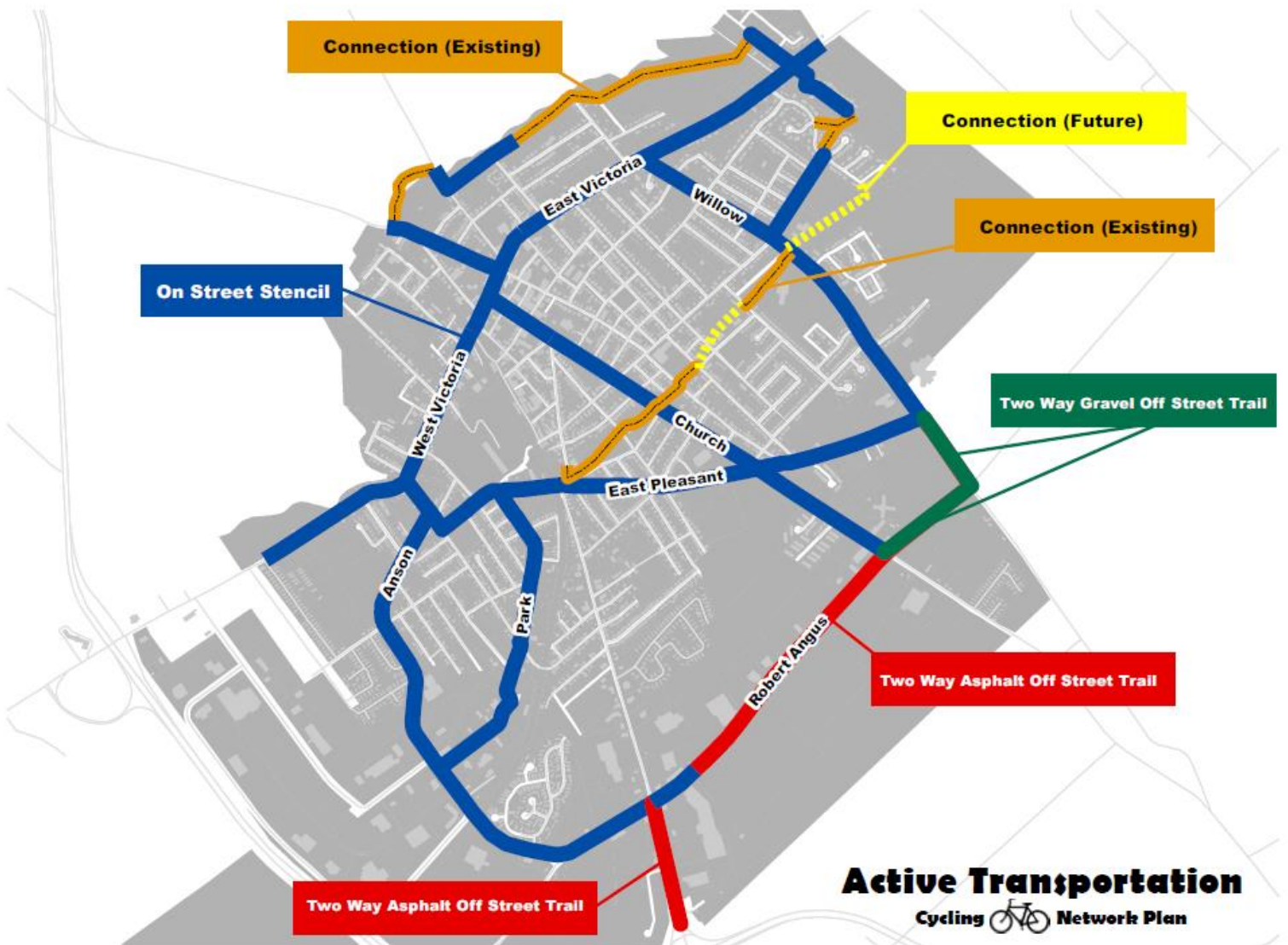


### 3.0 NETWORK PLAN

#### 3.1 Network Plan

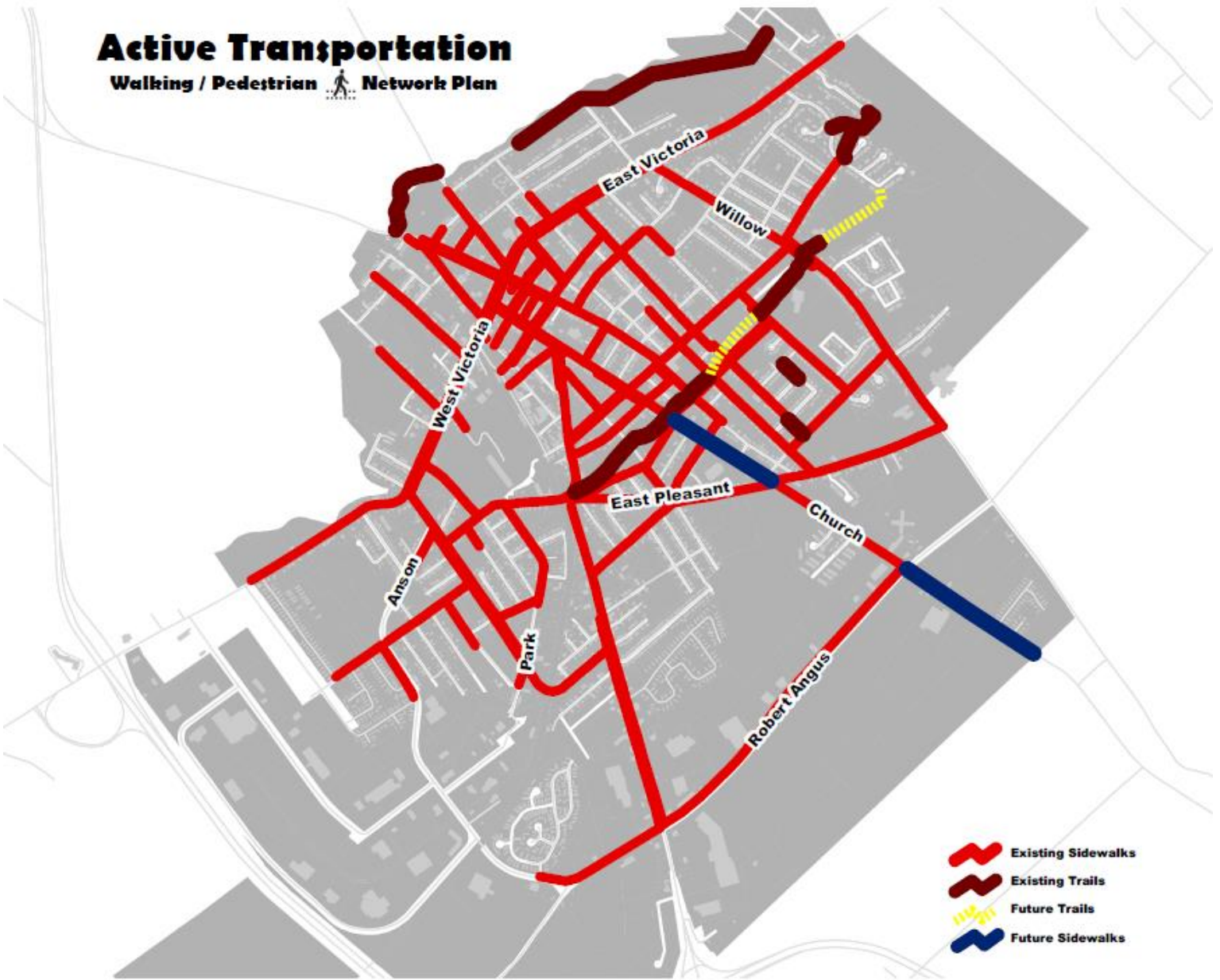
The network plan consists of a Cycling Network Plan and a Pedestrian Network Plan designed to provide connections and routes throughout Town. The Plans build and expand on existing street and trail infrastructure.

#### Cycling Network Plan



# Walking/Pedestrian Network Plan

## Active Transportation Walking / Pedestrian Network Plan



## 4.0 DESIGN GUIDELINES for CYCLING FACILITY DESIGN

A cycling facility is any physical facility that provides for the exclusive or semi-exclusive use of bicycles. The guidelines are meant to guide construction of cycling facilities within the identified cycling network. The guidelines presented in this section cover a variety of facility components ranging from facility types to physical barriers and bike parking facilities.

Aside from multi-use trails, pedestrian facilities are typically sidewalks, a commonly constructed facility type which is not included in the design guidelines. The barriers, signage, and rest area guidelines do relate to pedestrian facilities and should be applied in the construction of the walking network plan.

### 4.1 Facility Types:

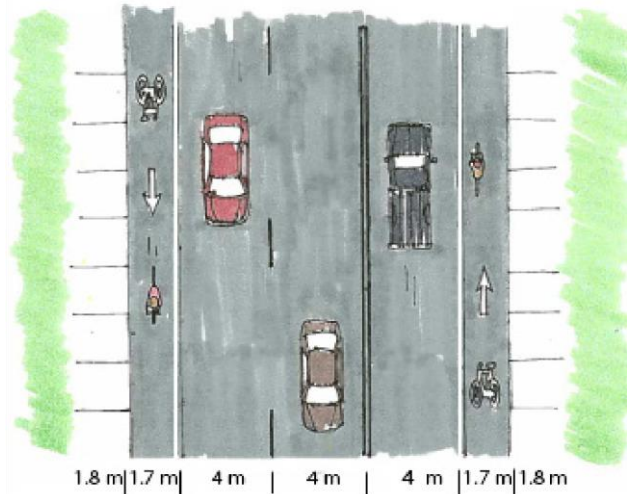
This section outlines common facility types used for cycling networks and the appropriate location for each type within the existing road network.

#### Bike Lane:

A bike lane is a designated space on the road, separated from vehicle traffic and designated for one-way cycling. A bike lane is delineated by visual road treatments including a painted line, texturing, colouring, a physical barrier such as a curb, or raised lanes known as "cycle tracks." To separate vehicle traffic from the cycle lane, on-street parking can be used in addition to the above mechanisms. The bike lane is generally identified with signs or bike stencils painted directly on the lane.



Typically located on curb and gutter roads, and most appropriate for arterial and collector roads, main sections of the network connections expected to experience higher cyclist and/or motor vehicle volumes.



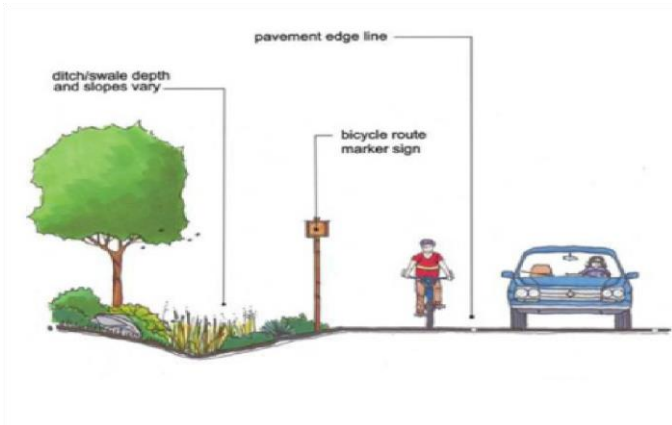
#### Signage Only/Shared Lane:

A shared lane is a travel lane shared by vehicles and cyclists. Street parking is permitted on these routes. There is no visual or physical barrier between cyclists and vehicles. On these roads, due to traffic conditions, there is no need to build a designated bike lane. Signed only routes can be located on roads with standard and wide curb lane widths.



### Paved Shoulder

A paved shoulder facility type is a marked edge line, typically a painted line, on an existing road with no curbs. Signs should be used to indicate the presence of cyclists. Typically located on rural roads with no curb.



### Multi-Use Trails

A multi-use trail is a separate facility from which all motorized traffic is excluded and generally designed for slow riding. Two lanes wide enough for walking and cycling in either direction may take the form of a path in open space areas, or parks.

Paved multi-use trails are the best option for encouraging widespread use. A paved surface opens a facility up for wheelchair, rollerblading, stroller, and novice cyclist use. Off-road paved multi-use trails are excellent conditions for learning how to cycle.



Providing a space for beginners to become confident cyclists encourages network use, as reported in the Victoria Master Cycling Plan.

### Width Range Standards

Transportation Association of Canada (TAC) standard, and standard common to AT plans are included below:

Cycling Facility	Width Range
Motor Vehicle Travel lane (not including gutter dimension)	3.0 to 3.7 m
On Street Parking	2.5 to 2.8 m
Marked Bicycle Lane Width	1.5 to 2 m
Shared Lane and No Parking	≥ 4.25 m
Shared Lane with Parking	6.6 to 7.1 m
Paved Shoulder	2.5 m (≥ 60 km/hr with adjacent 0.5 granular shoulder)
Multi-use Trail	3 m

## 4.2 Other Design Considerations

### Intersections:

Intersections and significant points of danger and motorists and cyclist education is necessary to improve safety at intersections. Appropriate signage should be carefully incorporated into intersections.

### Lighting:

For safety and security, lighting is an important feature for walking and cycling facilities, however, due to costs, off-road trails are rarely lit. To avoid high costs and ensure safety, facilities should be located close to street lights where possible. If lighting fixtures are considered, solar powered lighting fixtures may save on long term energy costs.

### Snow Clearing:

While snow clearing recreational trails may be cost prohibitive, winter maintenance on the Pedestrian network should be given priority. This is particularly important to enable seniors to use the network throughout the year. A regular monitoring schedule is necessary in between significant weather events to ensure sidewalk surfaces are kept walkable as winter conditions change.



### Rest Areas:

Periodic shaded rest areas are beneficial for all on and off-road facility users, particularly for people with mobility impairments that expend more effort to walk than other pedestrians. In general, rest areas should have the following design characteristics:

- A firm and stable surface;
- A width equal to, or greater, than the width of the trail segment leading to an from the rest area;
- A minimum length of 1.525 m (60 in);
- A minimal change of grade and cross slope on the segment connecting the rest area with the main pathway; and
- Accessible designs for amenities, such as benches, were provided.

Benches can be particularly important for people with disabilities who may have difficulty getting up from a seated position on the ground. Some benches should have backrest to provide support when resting, and at least one arm rest to provide support as the user resumes a standing position.



### Signage:

The goal of incorporating signage into facility design is to achieve a high level of legibility and comprehension for user safety and convenience. Signage is also very important to notify motorists of designated routes and to expect cyclists. Typical categories of signs include: navigation, warning, connections, and points of interest.

#### Navigation Signs

Navigation signs display destinations and distances. A more detailed design includes route destination and direction, simplified route map, and distances to major cross streets and neighbourhood. Displayed in locations leading to and along a cycling route, and where multiple routes intersect, "decision points."

#### Warning Signs

Warning signs convey the following messages to both motorists and cyclists:

- Draw driver attention to the presence of cyclists on the road.
- Warn cyclists of busy intersections where cross traffic does not stop.
- Advise motorists to "share the road".

Warning signs are typically displayed near bicycle trip generators, such as schools, parks, and other activity centers, and are also located at major streets approaching a route. The largest and most basic of road signs are pavement markings.

Pavement markings should be applied using appropriate materials and should be of a size and colour to make them highly visible. For example, Vancouver uses bright colours to mark hazardous bike lane areas, such as intersection crossings.



#### Connections

Connections point cyclists to nearby routes and integrate individual routes to broader network.

### 4.3 Bike Parking

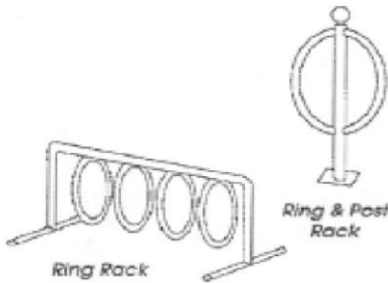
An important support for the bike network is the provision of bike parking at key destinations. In addition to providing bike racks in public spaces, private property owners, particularly businesses, should be encouraged to provide bike parking.

The following points should be considered for optimum parking facilities. Parking should:

- Be located in areas that deter theft and vandalism, such as in full public view where they can be viewed by passers-by, fellow workers, etc.;



- Present no hazard to pedestrians;
- Be easily accessible from the road or bicycle route;
- Be attractive in design;
- Be as close as possible to the cyclist's destination;
- Have appropriate security lighting, where possible; and
- Be located at all buildings or intervals in high density areas, such as the downtown.



## 5.0 IMPLEMENTATION

This section provides recommendations for effective implementation of the Plan's network and design guidelines.

### 5.1 Programming – Partnerships, Education, and Promotion

As previously mentioned, programming is critical to successful implementation, acceptance, and uptake of the AT infrastructure.

While the Town does have lead role to play, it does not have take on programming alone. Partnerships can extend outside of Town departments and include agencies with a vested interest in health and wellness. The Town could actively consult a variety of potential partners including:

- Amherst and Area Trail Society
- Amherst Striders Running Club
- Bicycle Specialist Riding Club
- The Cumberland Health Authority
- Local ATV and snowmobile clubs
- Canadian Cancer Society, Norther Region
- Maggie's place
- Empowering Beyond Barriers Society
- Cumberland early Intervention Program
- Highland View Regional Hospital
- The Municipality of the County of Cumberland
- Chignecto-Central Regional School Board

The Chignecto-Central Regional School Board is an example of how a potential partner could support the Town's AT Plan. With a focus on safety and promotion of AT, the School Board could provide students, particularly elementary students, with cycling education such as CAN-BIKE safety courses, incorporate cycling into physical education curricula, or develop targeted safety material to distribute to students.

The Town could encourage the private sector to partner with the Town to develop a Bikeshare program. This program is convenient and economical for anyone who makes frequent trips around the Town. Members of Bikeshare can borrow a bike for up to three days. Bikeshare hubs are connected by an online database which allows members to use any one of the destination or pick up points.

The Town should set an example to encourage other agencies to take action in supporting AT and facility use by expanding internal partnerships and current AT programs. For example, the Town could provide incentive programs or application of support facilities (showers and bike racks) to motivate employees to cycle or walk to work.

Transport Canada addresses education and promotion of AT by recommending removal of non-physical barriers by "addressing the attitudes, awareness, understanding, or skills of potential pedestrians and cyclists" and by developing the following:

- Campaigns (e.g. Bike to Work Week) that raise awareness and encourage people to try new ways of getting around;
- Walking or cycling maps that highlight recommended route including sidewalks, trails, bike lanes, and roads with wide curb lanes or paved shoulders;
- Promotional events to mark milestones (e.g. approval of a cycling plan, opening of a new trail, publication of a walking map) and attract media attention that can raise awareness and build public support for future measures;
- Awards that recognize the contribution of key individuals and organizations;
- Cycling skills courses that teach cyclists to ride safely on the road; and
- Educational campaigns that encourage drivers to treat cyclists and pedestrians with care and courtesy.
- Collaboration with local businesses that directly and indirectly provide services for AT users.



## 5.2 Policy

Some of the policy recommendations below are amendment ready, while most are general recommendations for drafting more detailed amendments following further review and consultation with relevant Town bodies and stakeholders.

For successful implementation of this Plan, an open participatory process should be applied. Development of policy should include a collaborative and consultative approach with affected Town departments. Furthermore, to promote an evaluate support for improved cycling and walking facilities, other interest group and agencies should be consulted for feedback and the Plan should be subject to the existing approval process, including review by the Planning Advisory Committee and public consultation before being considered by council.

### **New Development**

- All subdivision development applications and Development Agreements should be subject to an AT review as part of the approval process. The review process would gauge the suitability of proposals against the goal and objectives of the AT Plan.
- The Town should require new developments to consider bicycle parking spaces or other AT infrastructure.

### **Private Land**

- Work with private land owners to secure easements, options, or agreements of purchase and sale where network connections are required.

### **Standards and Maintenance**

- Include regular funding for maintenance of AT infrastructure
- Consider AT infrastructure opportunities as part of any Public Works project.
- Ensure the safe and comfortable seasonal operation of the cycling and walking network through monitoring of maintenance practices.

### **Support, Education, and Training**

- Support efforts to achieve an environmentally responsible and healthier population by encouraging residents and visitors to choose cycling or walking as part of a commuting and fitness regime.

- Continue to support and include new cycling education programs and cycle skills training initiatives, such as the Bike Rodeo to raise awareness of safe cycling practices for all road and pathway users and the public.

### **Cooperation, Collaboration, and Engagement**

- Recognize cycling and walking as important elements towards maximizing efficient operations of the transportation and land use system, by helping to reduce space for parking, and being supportive of more intensive land use practices.
- Adopt the International Charter for Walking (ICW), as suggested by transport Canada's Rural and Small Communities Guide, "several Canadian municipalities that are working to improve active transportation have adopted the ICW. This policy statement defines a community as pedestrian friendly in principle and reinforces a sense of collaborative determination to bring about change." See International charter for Walking. ([www.walk21.com](http://www.walk21.com))

### **County and Provincial Routes**

- Support inter-municipal cycling tourism and travel by coordinating with the County to establish bicycle route connections.
- Coordinate with the Province to provide connections to the Blue Route Program.

## 5.3 Network Development Phasing Plan

Creation and expansion of the Cycling and Pedestrian network Plans are being phased out over five years. The following pages provide maps that show the type AT infrastructure project begin undertaken each year. The estimated cost and overall budget for AT infrastructure, including estimated costs for signage, benches, and bike parking.

It should be noted that the Implementation Plan is not set in stone, and may be altered depending on future budget availability, changes in AT priorities, user feedback, and lessons learned along the way. There be unforeseen gaps in the networks, or infrastructure and facilities that require further augmentation. This plan should be viewed as a living document that must be revisited as implementation takes place.



# Year One

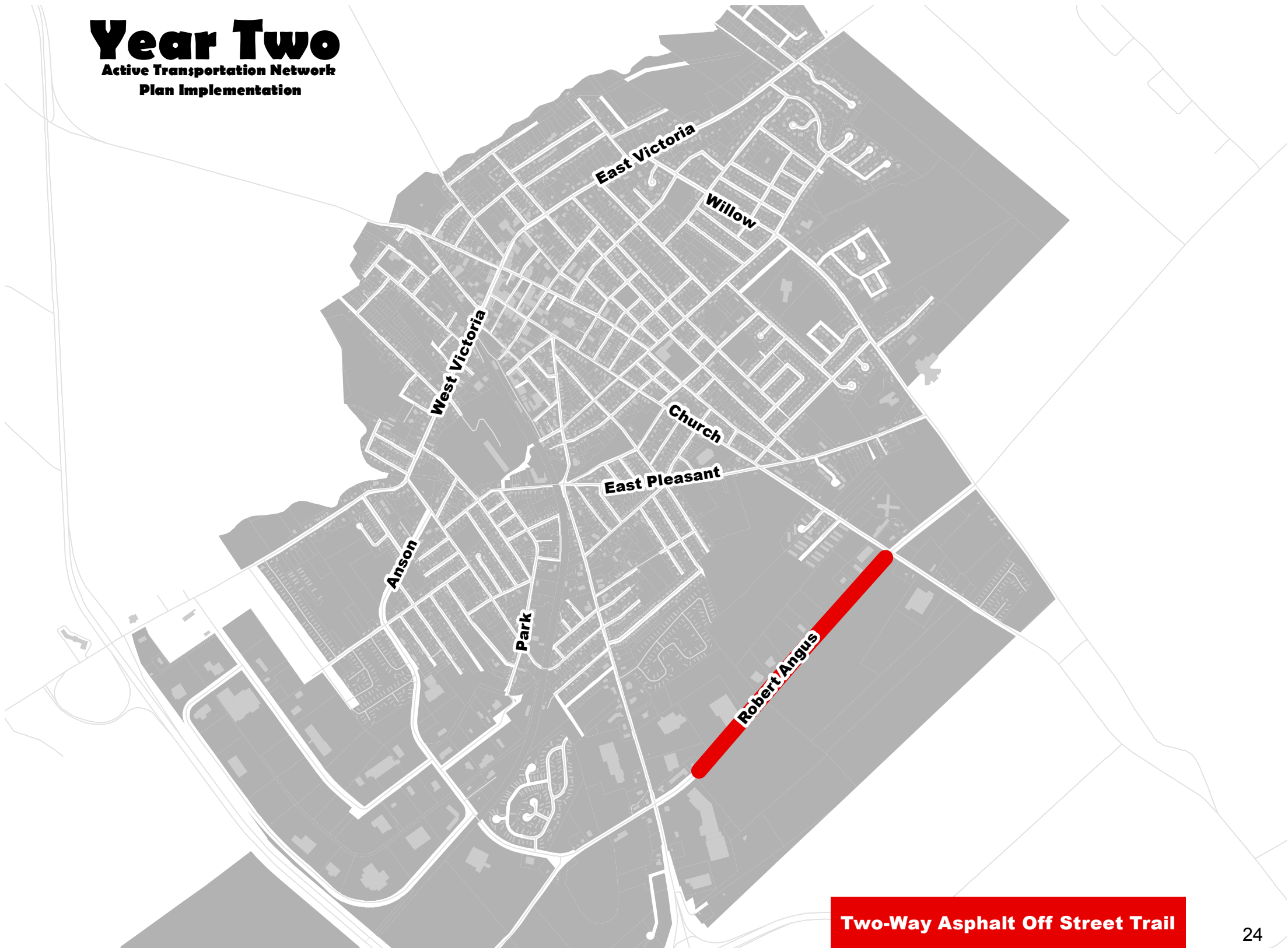
Active Transportation Network  
Plan Implementation



<b>On Street Stencil</b>
<b>Two-Way Asphalt Off Street Trail</b>
<b>Two-Way Gravel Off Street Trail</b>

# Year Two

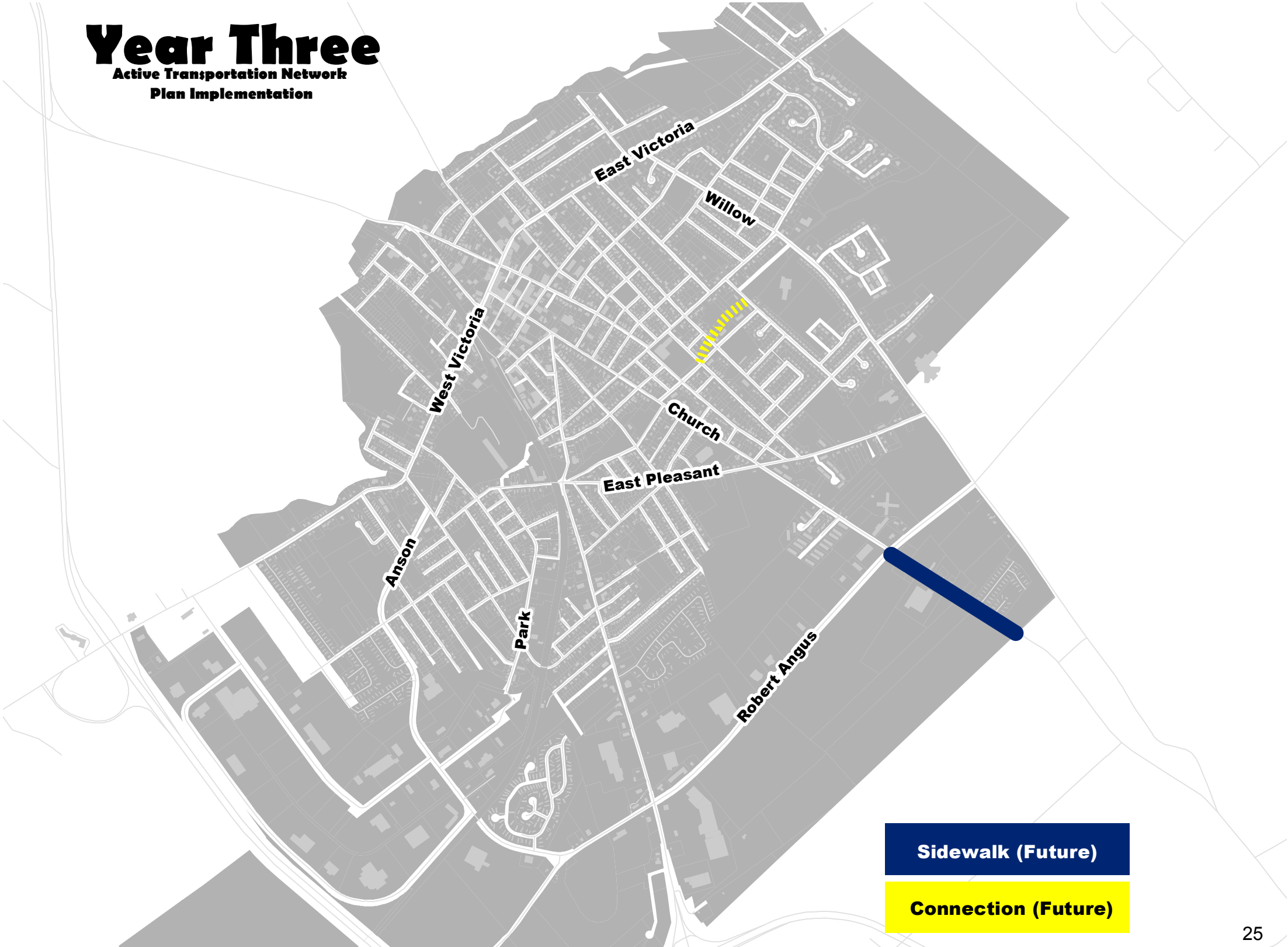
Active Transportation Network  
Plan Implementation



**Two-Way Asphalt Off Street Trail**

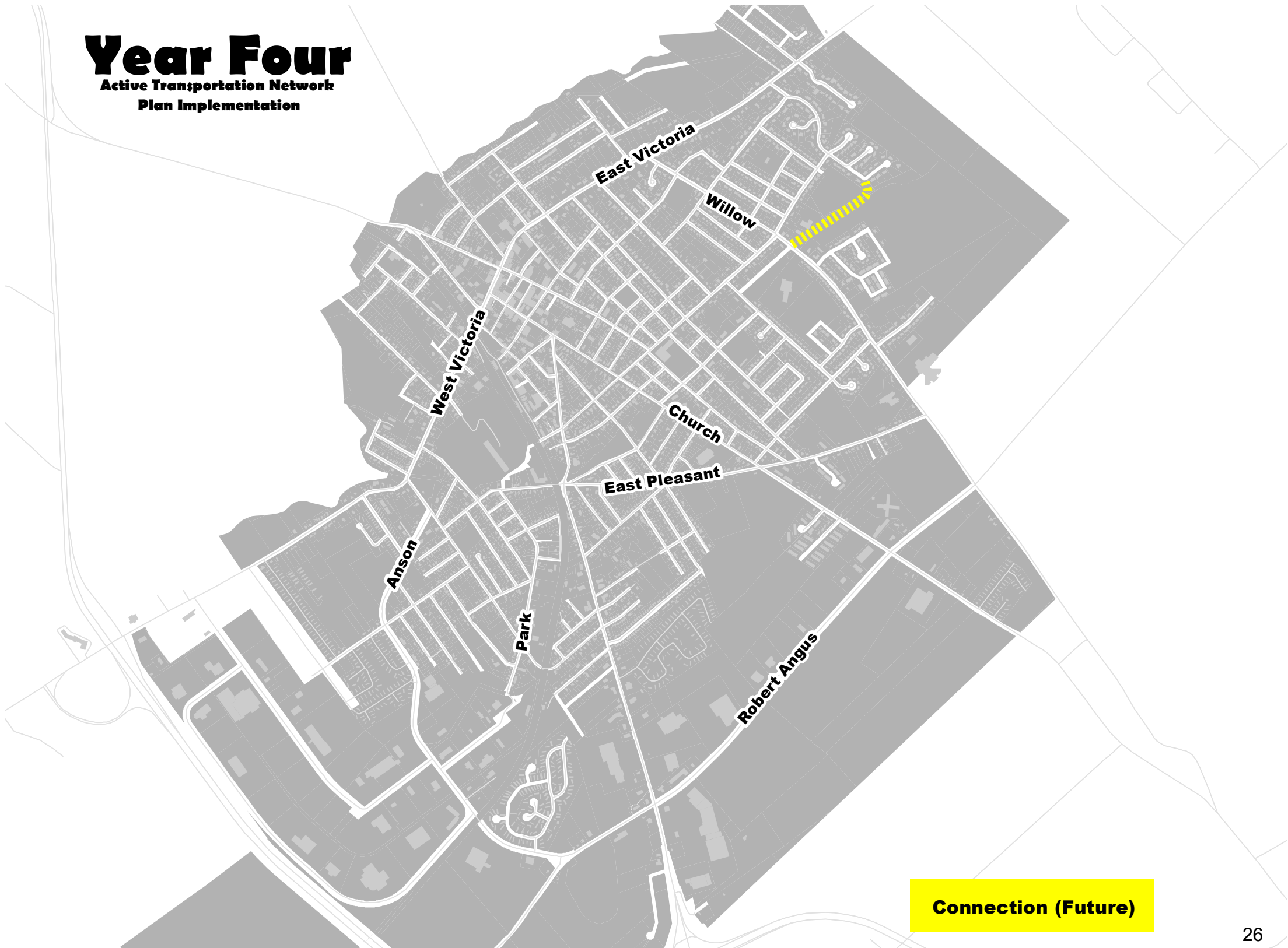
# Year Three

Active Transportation Network  
Plan Implementation



# Year Four

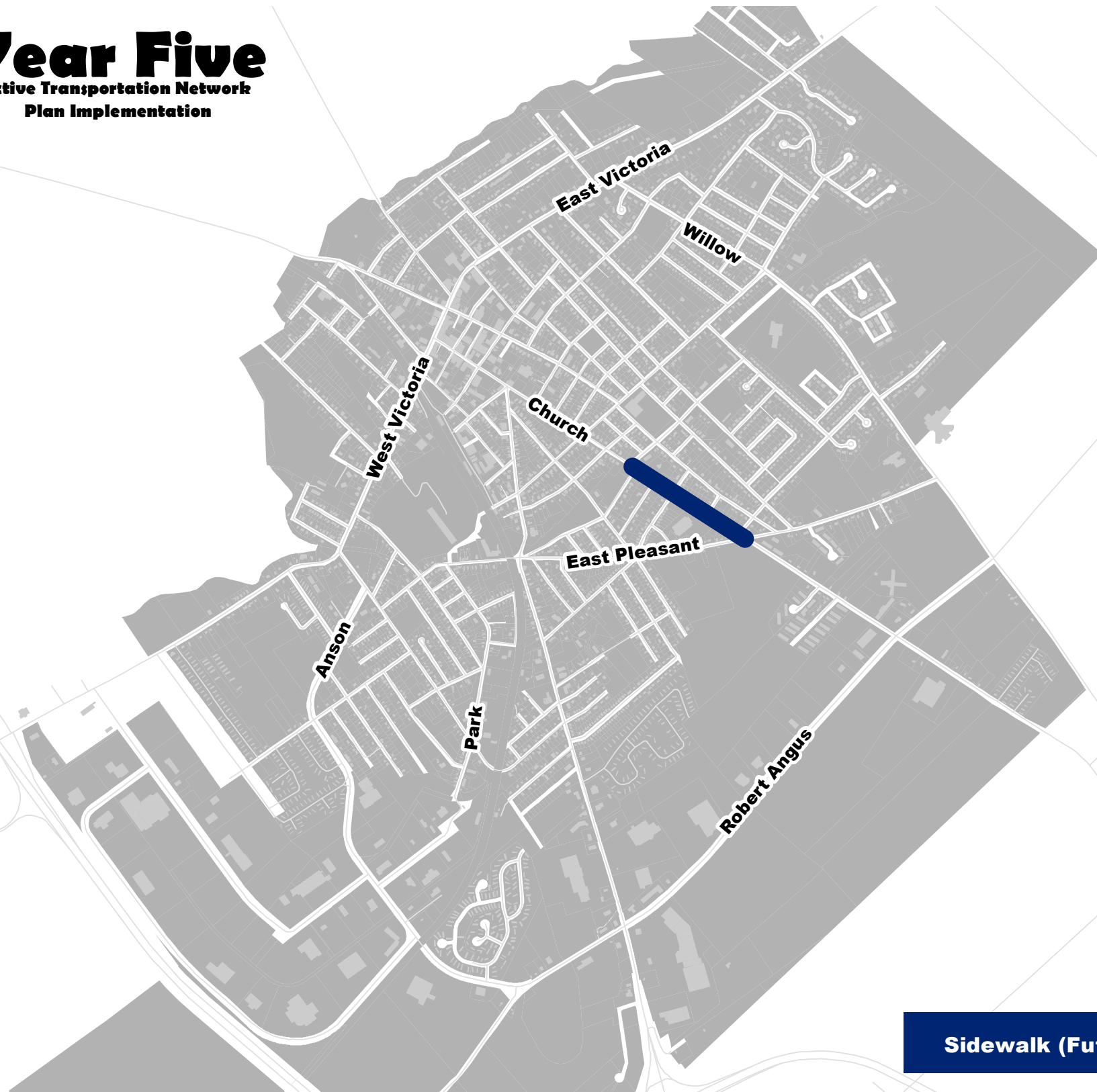
Active Transportation Network  
Plan Implementation



**Connection (Future)**

# Year Five

Active Transportation Network  
Plan Implementation



**Sidewalk (Future)**

Town of Amherst										
Active Transportation Plan										
Location	Infrastructure	Length (m)	Unit Cost	Estimate						
					Year One	Year Two	Year Three	Year Four	Year Five	Total
Victoria East	Bike stencil	3,000	\$ 0.20	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 3,000
Victoria West	Bike stencil	3,000	\$ 0.20	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 3,000
Pleasant Street	Bike stencil	4,800	\$ 0.20	\$ 960	\$ 960	\$ 960	\$ 960	\$ 960	\$ 960	\$ 4,800
Willow Street (Spring to Victoria)	Bike stencil	1,500	\$ 0.20	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 1,500
Anson - Industrial Park Drive	Bike stencil	5,000	\$ 0.20	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000
Park Street	Bike stencil	3,000	\$ 0.20	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 3,000
Church Street - Albion to Robert Angus	Bike stencil	3,600	\$ 0.20	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	\$ 3,600
		23,900		Total Per Year \$ 4,780	\$ 4,780	\$ 4,780	\$ 4,780	\$ 4,780	\$ 4,780	\$ 23,900
				x 5 years \$ 23,900						
Robert Angus Drive - Dairy Queen to Church	Widen Apshalt Sidewalk	1,300	\$ 150.00	\$ 195,000	\$ -	\$ 195,000	\$ -	\$ -	\$ -	\$ 195,000
South Albion Street - Robert Angus Drive to Canadian Tire	Off Street Asphalt Trail	400	\$ 250.00	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Robert Angus Drive- Church to Willow	Gravel Trail	500	\$ 125.00	\$ 62,500	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ 62,500
Willow Street - Robert Angus to East Pleasant	Gravel Trail	500	\$ 125.00	\$ 62,500	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ 62,500
Willow Street - High School to Dickey Brook	Replace existing portions		est	\$ 85,000	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ 85,000
				\$ 505,000	\$ 310,000	\$ 195,000	\$ -	\$ -	\$ -	\$ 505,000
Dickey Brook Trail - Willow to Abbey	Gravel Trail	500	\$ 200.00	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
Dickey Brook trail - Donald to Charles	Gravel Trail	350	\$ 125.00	\$ 43,750	\$ -	\$ -	\$ 43,750	\$ -	\$ -	\$ 43,750
				\$ 143,750	\$ -	\$ -	\$ 43,750	\$ 100,000	\$ -	\$ 143,750
Church Street - Beacon to East Pleasant	Sidewalk	500	\$ 150.00	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
Upper Church Street - Robert Angus to Town Boundary	Sidewalk	700	\$ 125.00	\$ 87,500	\$ -	\$ -	\$ 87,500	\$ -	\$ -	\$ 87,500
Furniture	Bike Racks, Garbage Cans			\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Signage		100	\$ 125.00	\$ 12,500	\$ 12,500	\$ -	\$ -	\$ -	\$ -	\$ 12,500
Promotion	Advertising		5 Year Total	\$ 6,500	\$ 2,500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 6,500
<b>Total</b>				<b>\$ 859,150</b>	<b>\$ 334,780</b>	<b>\$ 200,780</b>	<b>\$ 137,030</b>	<b>\$ 105,780</b>	<b>\$ 80,780</b>	<b>\$ 859,150</b>

# Synopsis

## Birkinshaw's Lease Agreement

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Birkinshaw's is interested in providing a seasonal outdoor seating area for its patrons, similar to the sidewalk patios provided by Bella's and Duncan's. These two establishments have seasonal patios located on a Town sidewalk, which is specifically provided for under the Land Use Bylaw. In the Birkinshaw's situation the property line abuts the building wall, so all outdoor areas adjacent to the building are Town-owned.

### **MOTION :**

**That Council enter into an agreement with Birkinshaw's to lease a portion of the park space at 12 Havelock Street generally north of the existing walkway, along Ratchford Street.**



**AMHERST TOWN COUNCIL**

**RFD# 2018093**

**Date: May 28, 2018**

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

**SUBMITTED BY:** Andrew Fisher, Manager of Planning & Strategic Initiatives

**DATE:** May 28, 2018

**SUBJECT:** 12 Havelock Street (Birkinshaw's) – Request to Lease Town Land

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**ORIGIN:** Adrian Bligh, owner of Birkinshaw's Tea Room, Coffee House & Restaurant (Birkinshaw's) located at 10B Havelock Street requested the use of a portion of the park space at 12 Havelock Street that fronts on Ratchford Street for use as an outdoor seating area.

**LEGISLATIVE AUTHORITY:** Municipal Government Act (MGA) section 50(5) requires that Town-owned land must be leased at market rates.

**RECOMMENDATION:** That Council enter into an agreement with Birkinshaw's to lease a portion of the park space at 12 Havelock Street generally north of the existing walkway, along Ratchford Street.

**BACKGROUND:** Birkinshaw's is interested in providing a seasonal outdoor seating area for its patrons, similar to the sidewalk patios provided by Bella's and Duncan's. These two establishments have seasonal patios located on a Town sidewalk, which is specifically provided for under the Land Use Bylaw. In the Birkinshaw's situation the property line abuts the building wall, so all outdoor areas adjacent to the building are Town-owned.

In 2013, the Town entered into a lease with the building owner (Kevin Nelson) to allow for a six-foot-wide walkway to allow access to the new entrance on this side of the building. To facilitate the lease Council declared this property surplus to its needs, and established market rate by an Altus Group appraisal. The 2012 appraisal recommended a lease rate of \$0.30 per square foot per annum. The lease rate adjusted for CPI is \$0.32 per square foot.

Recreation have confirmed that the subject area is currently surplus to its operations but felt the area south of the walkway in front of the mural should remain a public space.

The draft lease with the Birkinshaw's establishment is similar to the 2013 lease for the walkway with the building owner. Birkinshaw's would be responsible for maintenance of the area being leased. The area to be leased could be the entire area north of the walkway (approximately 4,000 sqft) or a portion thereof but must extend out to the sidewalk on Ratchford Street. If the full area is included the annual lease would be \$1,269.

It should be noted that between today's meeting and the Council meeting on the 28<sup>th</sup> staff expect to be back and forth a bit with Mr. Bligh on the exact parcel to be leased and a term of the lease that will render it null & void should he cease to be a tenant of the building.



**FINANCIAL IMPLICATIONS:** The 2012 Altus Group determined the property value of \$3.50 per square foot, with an 8-9 % capitalization rate to convert this value into an annual ground rent. Therefore, at 8.5% capitalization, the annual lease rate is \$0.30 per square foot, or \$0.32 per square foot with a CPI adjustment.

**COMMUNITY ENGAGEMENT:** There are benches donated by a resident that may have to be moved to another location. Recreation is aware and will communicate this change with the interested party.

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

**ALTERNATIVES:** Do not lease the property

**ATTACHMENTS:** Draft lease agreement

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Report prepared by: Andrew Fisher, Manager of Planning & Strategic Initiatives  
Report and Financial approved by:

**THIS LEASE** made this \_\_\_ day of \_\_\_\_\_ 2018 effective as of June 1,2018

BETWEEN:

**TOWN OF AMHERST**, a municipal corporation in the Province of Nova Scotia,  
(herein called the “Lessor”)

OF THE ONE PART

- and –

**ADRIAN BLIGH**, owner of Birkinshaw’s Tea Room, Coffee House & Restaurant, in the  
Town of Amherst, Province of Nova Scotia

(herein after called the “Lessee”)

OF THE OTHER PART

**WITNESSETH THAT:**

1. In this Lease,
  - (a) The “Lessor’s Lands” means the lands of the Lessor situate at 12 Havelock Street, Amherst, Cumberland County, Province of Nova Scotia (PID No. 25028713);
  - (b) The “Business” means Birkinshaw’s Tea Room, Coffee House & Restaurant operating from leased premises at 10b Havelock Street in Amherst;
  - (c) “Demised Premises” means 1,536 square feet of the Lessor’s Lands adjacent to and north of the walkway leading from the sidewalk on Ratchford Street to the Business entrance at 10b Havelock Street and more particularly as shown on Schedule “A” to this Lease;
  - (d) “Lessor” means Town of Amherst, a municipal corporation; and
  - (e) “Lessee” means Adrian Bligh, the owner of the Business and his successors and assigns.

**DEMISE**

2. In consideration of the rents hereby reserved and the covenants herein contained, the Lessor hereby leases to the Lessee the Demised Premises, for a term equals to the lesser of five (5) years beginning June 1, 2018 and ending May 31, 2023 and upon agreement of both parties renewable for three five-year terms thereafter.

## **RENT**

3. The Lessee shall pay to the Lessor as rent the sum of Four Hundred Ninety-Two dollars (\$492) per year together with the Harmonized Sales Tax, payable yearly in advance from the date upon which the lease term commences.

The rent for any additional five-year term shall be adjusted upward (but not downward) in an amount equal to the increase, if any, in the "Consumer Price Index" published by Statistics Canada and compounded annually as appropriate.

## **LESSOR'S COVENANTS**

4. The Lessor covenants with the Lessee as follows:
  - (a) To permit the Lessee to use the Demised Premises to develop, operate and maintain an outdoor eating area for the Business' patrons;
  - (b) The Lessor has good and marketable title to the Demised Premises and full and absolute right to lease the Demised Premises;
  - (c) The Lessee may construct a patio surface, signage, and landscaping improvements, subject to the requirements of the Town of Amherst Land Use Bylaw; and
  - (d) The Lessee may not sub-lease any portion of the Demised Premises or assign to another party without written consent of the Lessor.

## **LESSEE'S COVENANTS**

5. The Lessee covenants with the Lessor as follows:
  - (a) To use the Demised Premises only for the development, operation and maintenance of an outdoor eating area for the Business;
  - (b) To maintain the Demised Premises in a neat and tidy condition including ground maintenance;
  - (c) To indemnify and save harmless the Lessor from and against all or any actions, claims or demands that may be lawfully brought against the Lessor by reason of anything done by the Lessee, its agents or contractors or anything placed on the Demised Premises by the Lessee its agents or contractors;
  - (d) To promptly discharge any Builders Liens filed against the Demised Premises with respect to work done for the benefit of or at the request of the Lessee, provided that the Lessee may in good faith contest any lien in a court or tribunal having jurisdiction and, further provided that the entry into this Lease by the Lessor shall not constitute a consent by the Lessor under the *Builders' Lien Act*, R.S.N.S., 1989, c. 277 in respect of Section 8(2) of the *Act*;

- (e) To repair any damage to the Lessor's Lands resulting from installation of and subsequent maintenance to the Lessee's operations on the Demised Premises;
- (f) The Lessee will comply with all laws, regulations and rulings of any government or governmental agency having lawful jurisdiction; and
- (g) Except to surround the patio surface, the Lessee shall not install any obstruction, fence, barrier or other device around the Demised Premises.

### **TERMINATION, FOREFEITURE AND RE-ENTRY**

- 6. The Lessor may terminate this lease upon three (3) months' written notice given by the Lessor to the Lessee provided however any rent paid in advance to the Lessor shall not be refundable to the Lessee.
- 7. This Lease is deemed terminated upon the closure of the Business by the Lessee or the termination of the Lessee's lease of premises for the operation of the Business at 10b Havelock Street.
- 8. Upon expiry or earlier termination of this Lease, the Lessee shall remove any structures and signage, and restore the Demised Premises to its original condition.
- 9. If the Lessee should be in default of any of the terms of this Lease and if the Lessee should fail to cure such default within thirty (30) days after the Lessor gives the Lessee written notice of such default or if the Lessee shall become bankrupt or make a general assignment for the benefit of his creditors, then the Lessor may enter upon the Demised Premises and every part thereof and this Lease shall be deemed terminated.

### **NOTICES**

- 10. Any notice in writing which either party may give to the other with regard to any matter or thing in this Lease may be validly given by mailing the same by prepaid registered post addressed, if intended for the Lessor, to:

Town of Amherst  
98 Victoria Street  
PO Box 516  
Amherst NS B4H 4A1

Attention: Gregory D. Herrett, CA, Chief Administrative Officer

And, if intended for the Lessee, to:

Adrian Bligh  
Birkinshaw's Tea Room, Coffee House & Restaurant  
10b Havelock Street  
Amherst, NS B4H 3J7

**SUCCESSORS AND ASSIGNS**

11. This Lease shall enure to the benefit of and be binding upon the Lessor, their heirs, executors, administrators, successors and assigns, the owners from time to time of the Lessor's Lands and upon the Lessee and its successors and assigns, the holders from time to time of the Lessee's leasehold interest in the Demised Premises.

**IN WITNESS WHEREOF** the Parties have duly executed these presents the day and year first above mentioned.

**SIGNED, SEALED AND DELIVERED** )

in the presence of: )

**TOWN OF AMHERST**

\_\_\_\_\_  
Witness )

) Per: \_\_\_\_\_

) Per: \_\_\_\_\_

\_\_\_\_\_  
Witness )

\_\_\_\_\_  
**ADRIAN BLIGH**

# Synopsis

## Cost of Policing Study TERMS OF REFERENCE

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One of Council's strategic priorities is to conduct a review of policing services and costs. The CAO and CFO after having consulted with the Department of Justice, and with the assistance of the Chief and Deputy Chief, have compiled the Terms of Reference for the Study which includes a two-Phased approach. This terms of reference has been reviewed by Council in Committee of the Whole. The terms of reference has also been reviewed with the President of the APA Local.

In order to understand and appropriately review policing costs, staff recommends conducting the activities outlined in Phase I of the Terms of Reference. This information will inform Council and the public about the services being offered by the Amherst Police Department and will include estimated costs for the various services.

A report will be provided at the conclusion of Phase 1 that will provide the information necessary for Council to determine whether to proceed to Phase 2. Phase 2 MAY include seeking proposals from other service providers but that is not necessarily the case. The Phase 1 report is due in October.

### **MOTION :**

**That Council approve the Police Services Review Terms of Reference.**



## AMHERST TOWN COUNCIL

RFD# 2018104

Date: May 28, 2018

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

**SUBMITTED BY:** Shelley Rector CFO

**DATE:** *May 28, 2018*

**SUBJECT:** Police Services Review Terms of Reference (TOR)

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**ORIGIN:** Strategic Priorities set by Council for 2018.

**LEGISLATIVE AUTHORITY:** MGA 65(d)

**RECOMMENDATION:** That Council approve the Police Services Review Terms of Reference.

**BACKGROUND:** One of Council's strategic priorities is to conduct a review of policing services and costs. Town staff, with assistance of the Chief and Deputy Chief, have compiled the Terms of Reference for the Study which includes a two-Phased approach. This terms of reference has been reviewed by Council in Committee of the Whole. The terms of reference has also been reviewed with the President of the APA Local.

**DISCUSSION:** In order to understand and appropriately review policing costs, staff recommends conducting the activities outlined in Phase I of the Terms of Reference. This information will inform Council and the public about the services being offered by the Amherst Police Department and will include estimated costs for the various services.

**FINANCIAL IMPLICATIONS:** There will be some work done by the business student which is already included in budget. There may be some ancillary costs associated with Phase II of the study, but they are not expected to be more than what can be absorbed within the existing budget.

**COMMUNITY ENGAGEMENT:** No community engagement is anticipated at this stage, however, there may be a desire to do community engagement as a part of Phase II. The terms of reference allows for this option.

**ENVIRONMENTAL IMPLICATIONS:** None

**ALTERNATIVES:**

1. Council could direct staff to revise the Terms of Reference based on discussion.



2. Council can reject the Terms of Reference completely. This would delay the process significantly.

**ATTACHMENTS:** Terms of Reference

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Report prepared by: Shelley Rector

Report and Financial approved by: Shelley Rector



## AMHERST POLICE DEPARTMENT SERVICE SUSTAINABILITY REVIEW TERMS OF REFERENCE

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### DEFINITIONS

**Efficiency** - the ability to do something or produce something without wasting materials, time, or energy

**Environmental Scan** - is a process that systematically surveys and interprets relevant data to identify external opportunities and threats.

**Hybrid Model** – a method of delivering service that is made by combining two different entities.

**Integrated Police Service Model** – an approach providing services to one jurisdiction or multiple jurisdictions while funding a joint unit. A unit may comprise officers from more than one police agency or from two or more levels of policing (i.e. federal, provincial, municipal).

**Implementation Plan** – breaks options into identifiable steps, assigns each step to one or more people and suggests when each step will be completed.

**Level of Service** – the amount and kind of service currently being or contemplated to be offered.

**Process Mapping** - refers to activities involved in defining what an entity does, who is responsible, to what standard a process is completed, and how the success of a process can be determined.

### BACKGROUND

Council set out strategic priorities for this fiscal year and one of these was to review policing services and related costs. This Terms of Reference is a first step in addressing this priority. To ensure the process is done properly with the appropriate stakeholders participating, staff determined it would be best to do the work in two Phases. The first Phase would include reviewing the APD from an internal perspective and the second Phase would expand on this and include potential external options for service delivery.

The Terms of Reference is therefore broken into two Phases. There would be a decision point required after the completion of the Phase I work.

### PHASE I - MANDATE & SCOPE OF WORK - PROJECT COMMITTEE

The mandate of the Project Committee is to provide advice and recommendations to Council after examining options related to policing in the Town of Amherst(Town). The committee will be reviewing options to address, educate and/or understand increasing policing costs and the level of services those costs provide.



The initial draft of Phase I of this review (items 1-8 below) is to be completed by September 2018. A final draft will be ready for the October council meeting.

To fulfill its mandate, the Project Committee will be guided by the following scope of work:

1. Conduct an identification of all services provided by the Police.
  - a) Complete process mapping the services offered with staff.
  - b) Identifying costs for each service where possible.
  - c) Identify service authorities/requirements and applicable legislation.
2. Conduct a service review of the existing police service to identify and assess possible efficiency improvements.
  - a) Assess information obtained from step 1.
  - b) Request additional input and feedback from staff regarding efficiency improvements.
  - c) Conduct an environmental scan of other municipal/ provincial/ federal policing organizations for relevant cost-effective options, for example, alternative response options for service calls.
  - d) Determine if there are options that may be relevant to Amherst.
  - e) Assess, develop and monitor the implementation plan for any relevant options.
3. Once all services currently provided and their related costs are identified obtain agreement from council as to whether all services will continue to be offered.
  - a) Prepare a report for council on existing services.
  - b) Meet with council to discuss their willingness to further explore modifications to options (ie musts vs wants).
4. Conduct an analysis of how the Town of Amherst costs and staffing levels compare to other jurisdictions.
  - a) Obtain information from other NS municipal organizations: Bridgewater, Truro, New Glasgow, etc
  - b) Input data into a spreadsheet for comparison; identify special one-off items separately to ensure appropriate comparisons.
5. Evaluate the long-term qualitative and quantitative impacts of remaining with the existing model and service level delivered by the Amherst Police Department including expected increases in costs.
6. Provide options for service delivery alternatives with costs.
7. Conduct a risk assessment of existing service delivery as well as any proposed modifications to service delivery.
  - a) Identify external pressures/factors and risks that may impact service delivery over the next ten years
  - b) Identify internal pressures including succession planning.
8. Prepare a report and presentation with costed options for the Amherst Police Department.
9. Present the report and recommendations to council.



Once the above is complete, Council can determine if they wish to proceed with further review which could include items outlined in Phase II.

## **PROJECT COMMITTEE ROLES AND RESPONSIBILITIES PHASE I**

### **SCOPE OF AUTHORITY**

The Project Committee is made up of staff and will be responsible for Phase I of the terms of reference as outlined above.

### **REPORTING RESPONSIBILITY**

The Project Committee will be responsible for:

1. Completing the work in Phase I
2. Reviewing drafts of the report as it is completed
3. Regular reporting to Council
4. Regular reporting to the Police Commission Board

### **MEMBERSHIP**

The Project Committee membership shall include:

1. Police Chief
2. Deputy Police Chief
3. Chief Administrative Officer
4. Chief Financial Officer
5. Business Student
6. May occasionally include administrative support

### **MEETINGS**

The Project Committee will meet at least every second Wednesday to review steps and information received to date. Additional meeting may be scheduled in order to ensure the project is completed in a timely manner.

### **TERM**

It is intended the term of the project committee shall extend until such time as the mandate has been fulfilled at which point a final report will be presented to Council.

### **CONFORMITY**

The Working Group, when fulfilling their scope of work, must conform to the requirements of various pieces of Provincial and Municipal legislation including



but not limited to:

- The Police Act and Regulations
- The Municipal Government Act
- The Town's Procurement Policy
- Town's Meetings Proceedings of Council Policy

## **PHASE II - MANDATE & SCOPE OF WORK- REVIEW COMMITTEE**

The mandate of the Review Committee is to provide advice and recommendations to Council after examining options related to policing in the Town of Amherst(Town). The committee will be exploring modified police service delivery options.

The initial draft of Phase II of this review (items 1- below) is to be completed by May 31, 2019. A final draft will be ready for the June council meeting. After the completion of Phase I, there will be a decision required by council regarding proceeding to Phase II which will require the Phase II documentation for the Terms of Reference to be brought back to council for additional review.

To fulfill its mandate, the Review Committee will be guided by the following scope of work:

1. Determine the level of interest by other parties in expanding the existing Amherst Police Department service area to adjoining communities/areas beyond the Town boundaries. If sufficient interest exists, conduct a feasibility analysis of this option and develop a plan for implementation.
2. Request a proposal from the Royal Canadian Mounted Police which must follow the protocol in Appendix A.
3. Examine variations of a hybrid model (including by service category) of policing whereby, pursuant to agreement, the required police and security services are delivered by a combination of two or more of the following:
  - a) the Town's own Police Department,
  - b) the Royal Canadian Mounted Police (RCMP),
  - c) an integrated police service model with the RCMP, or
  - d) Civilian personnel (for services not required by regulation to be delivered by sworn police officers).
4. Any additional options that are discovered during Phase I.

During Phase II, if required, the current policing needs and expectations of the community shall be established by obtaining input from a number of the Town's stakeholders; and suitably documented to support the Committee's recommendations for future policing services in the Town. This needs and expectations document shall be a public document, available to all stakeholders.

During Phase II, the deliverables of the Review Committee are to be guided by and be consistent with the attached Protocol document issued by Nova



Scotia Justice, and with Town’s key objective to provide quality programs and services that are cost effective, environmentally responsible, innovative and respectful of our heritage.

## **REVIEW COMMITTEE ROLES AND RESPONSIBILITIES PHASE II**

### **SCOPE OF AUTHORITY**

The Review Committee is advisory in nature and established by Council in accordance with the adopted Terms of Reference.

Actions of the Review Committee that require Council approval include:

- Use of Municipal funds not allocated for Review Committee expenses by budget approval or a supplementary authorization of Council.
- Engaging of external resources such as subject matter consultants.

### **REPORTING RESPONSIBILITY**

The Review Committee will communicate its findings and recommendations to Council. As the Committee is focused on Phase II, it is expected these reports will be monthly or will require a special meeting of council.

### **MEMBERSHIP**

The Review Committee shall be comprised of a minimum of six (6) members and may include up to three (3) additional members, all of which are to be appointed by resolution of Council.

Review Committee membership shall include:

#### REQUIRED VOTING MEMBERS

- The Chair of the Board of Police Commissioners.
- Two Council Member who may or may not be a Member of the Board of Police Commissioners.

#### REQUIRED NON-VOTING MEMBERS

- The Town's Chief Administrative Officer or designate
- Chief Financial Officer
- A Representative of the Nova Scotia Department of Justice

The CAO shall act as Chairperson for the Review Committee

Staff resources will include the Chief Administrative Officer or designate, the Chief Financial Officer and if available within existing staff resources may



include occasional administrative support coordinated through the CAO.

## **MEETINGS**

The Review Committee will meet formally at least monthly or at the call of the Chairperson. Town Administrative staff shall receive advanced notice of meeting times/dates (at least three (3) working days prior to the meeting). Records to document action items dealt with during meetings and attendees shall be maintained and particulars shall be included in the Committee's reports. A quorum of members (50% plus 1) will be required for a meeting to take place. In the absence of the Chairperson, the quorum will appoint a Chairperson for that particular meeting from the members in attendance.

## **TERM**

It is intended the term of appointment shall extend until such time as the mandate has been fulfilled at which point a final report will be presented to Council.

## **CONFORMITY**

The Review Committee, when fulfilling their scope of work, must conform to the requirements of various pieces of Provincial and Municipal legislation including but not limited to:

- The Police Act and Regulations
- The Municipal Government Act
- The Municipal Conflict of Interest Act
- The Town's Procurement Policy
- The Town's Code of Conduct Code for Elected Municipal Officials Policy
- Town's Proceedings of Council Policy



## APPENDIX A Department of Justice Protocol - Review of Policing Services Options

This protocol is provided as a guideline for Municipalities seeking to review options for the provision of policing services within their jurisdiction.

1. Council(s) will pass a resolution to conduct a review of policing options and set the Terms of Reference for the review. The Terms of Reference will set the scope of the review and may include the present service, RCMP Service, shared services, amalgamated services, or municipal contracted services.
2. In an amalgamated police service, a letter of request from each Council will be required.
3. Council(s) should empower a Review Committee by establishing working principles or guidelines for the Committee. The Review Committee must have representation from the Department of Justice, the Board of Police Commissioners or Police Advisory Board as applicable, present service provider, and may include other members as directed by Council(s).
4. It is the responsibility of the Review Committee Chair to inform and maintain contact with the Department of Justice representative/consultant. This will include notification of all meetings and correspondence between stakeholders.
5. Principles for the Review Committee will include, but are not limited to: time-frame for the review; direction on the forum of review Committee meetings (public, in-camera); voting privileges (DOJ representative and present service provider will be non-voting); and a communication policy.
6. The options available to a municipality for the selection of a police service may be found in the *Nova Scotia Police Act* (Section 36) and requires consent of the Minister.
7. The existing police service must provide a presentation of the current service provided. All reviews must be qualitative in nature and will begin with determination of the current level of service by the Review Committee.
8. The determination of the current level of service will include, but is not limited to: the planned and actual shift schedule for the preceding twelve (12) months; a listing of all services and programs presently provided; an analysis of work activity indicators; costing details (operating and capital); recognized deficiencies; or other indicators provided by the Department of Justice.
9. The Review Committee will establish, in writing, the policing needs and expectations of the community(s) prior to any presentation or proposal being made. This needs and expectations document will be provided to all stakeholders. The current level of policing service provisions will not be eroded.
10. All service proposals will include, but are not limited to, the following:
  - a. a description of the strategic approach of the option;
  - b. a management and financial reporting structure;
  - c. current and future costing (both operating and capital) with the number of human resource requirements, both sworn and civilian, based on the work activity analysis;
  - d. a shift schedule;



- e. a description of programs and services that will be offered; and
  - f. a process for employment opportunities for current employees of the municipality, if so directed by the Review Committee.
11. RCMP proposals will be in accordance with:
    - a. federal guidelines for “New Entrants” to municipal policing;
    - b. the Provincial Policing Services Agreement or Municipal Policing Services Agreement, whichever is appropriate; and
    - c. cost allocation methodologies as determined by the Department of Justice.
  12. During the review period, service providers shall not market, lobby, or solicit support from either the Council(s) or the public, beyond that of their written proposal to the Review Committee.
  13. Service option proposals or presentations are not to contain any criticism or remarks on the current service provider, except as to how the proposal will address recognized deficiencies as included in the status quo determination.
  14. All proposals will be reviewed and validated by the Review Committee.
  15. After evaluation, the Review Committee will provide to Council(s) the recommendations for the future policing options.
  16. To proceed with an option, Council(s) will be required to pass a resolution. Certified copies of the resolution, with the accepted proposal, will be forwarded to the Minister of Justice for approval. A resolution for an RCMP policing option will require the approval of both the Minister of Justice and the Federal Minister of Public Safety and Emergency Preparedness.
  17. Where the option is an external service provider, a roles and responsibilities document or a signed contract may be established to meet the service expectations of the community(s) and a copy shall be provided to the Minister of Justice. The representative of the Department of Justice will be a contributing partner to the development of the document.
  18. Where the option is an RCMP service provider, the municipality(s) shall establish a Police Advisory Board pursuant to Section 57 of the *Nova Scotia Police Act*.
  19. **Where the option is to establish a Municipal Police Department, the municipality(s) shall establish a Board of Police Commissioners pursuant to Section 44 of the *Nova Scotia Police Act*.**

# Synopsis

## Moving Funds from the Capital Reserve to General Operating Fund

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The FRIIP project 01-14—0242 Terrace Street Flooding Mitigation was completed in 2015-16. The Province advanced funds based on expected expenditures for the project. Actual expenditures of \$19,430.41 were less than the budgeted amount by \$5,276.79. The project is complete and there will be no further expense on this project. The Town attempted to return the funds to the Province previously but there were issues with their system. As of April, 2018 everything was resolved and payment can now be accepted.

We owe the funds to the Province and need to process the payment of \$5,276.79 as soon as possible. The funds are being held in the Capital Reserve Fund and there is no bottom line impact to the Town. This is very simply a “housekeeping” issue.

### **MOTION :**

**That Council approve the resolution to withdraw \$5,276.79 from the Capital Reserve and transfer to the General Operating Fund.**



**AMHERST TOWN COUNCIL**

**RFD# 2018089**

**Date: May 28, 2018**

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

**SUBMITTED BY:** Shelley Rector, CFO

**DATE:** May 28, 2018

**SUBJECT:** **Moving Funds from the Capital Reserve to General Operating Fund**

**ORIGIN:** Budget and Operating from 2015-16. These funds were provided to the Town in the 2015-16 budget year.

**LEGISLATIVE AUTHORITY:** Financial Reporting and Accounting Manual (FRAM) 3.14(h)

**RECOMMENDATION:** That Council approve the resolution to withdraw \$5,276.79 from the Capital Reserve and transfer to the General Operating Fund.

**BACKGROUND:** The FRIIP project 01-14—0242 Terrace Street Flooding Mitigation was completed in 2015-16. The Province advanced funds based on expected expenditures for the project. Actual expenditures of \$19,430.41 were less than the budgeted amount by \$5,276.79. The project is complete and there will be no further expense on this project. The Town attempted to return the funds to the Province previously but there were issues with their system. As of April, 2018 everything was resolved and payment can now be accepted.

**DISCUSSION:** We owe the funds to the Province and need to process the payment of \$5,276.79 as soon as possible. The funds are being held in the Capital Reserve Fund and there is no bottom line impact to the Town. This is very simply a “housekeeping” issue.

**FINANCIAL IMPLICATIONS:** No additional cost to the Town.

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

**ENVIRONMENTAL IMPLICATIONS:** None

**ALTERNATIVES:** We could withhold payment which may impact our relationship with the Province.

**ATTACHMENTS:** None

Report prepared by: Shelley Rector, Chief Financial Officer

Report and Financial approved by: Shelley Rector, Chief Financial Officer



# Synopsis

## Moving Funds from the Operating Reserve to General Capital Fund

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There are currently projects in the General Capital Fund from March 31, 2017 which staff are recommending be funded from reserves rather than from debt, which was the original intention:

• Community Credit Union Business Innovation Centre	\$470,314
• Mill Street	<u>\$149,331</u>
Total	\$619,645

It is estimated that financing these projects from reserves rather than by a 15 year debenture, will save approximately \$210,000 in debenture interest over that period.

### **MOTION :**

**That Council approve the resolution to withdraw \$619,645 from the Operating Reserve and transfer it to the General Capital fund for the 2016/17 Community Credit Union Business Innovation Centre and Mill Street Capital Projects effective March 31, 2018.**



**AMHERST TOWN COUNCIL**

**RFD# 2018090**

**Date: May 28, 2018**

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

**SUBMITTED BY:** Shelley Rector, CFO

**DATE:** May 28, 2018

**SUBJECT:** **Moving Funds from Operating Reserve to General Capital Fund**

**ORIGIN:** Budget and Operating from 2016-17 carried forward to year end 2017-18.

**LEGISLATIVE AUTHORITY:** Financial Reporting and Accounting Manual (FRAM) 3.16(d)

**RECOMMENDATION:** That Council approve of the resolution to withdraw \$619,645 from the Operating Reserve and transfer it to the General Capital fund for the 2016/17 Community Credit Union Business Information Center and Mill Street Capital Projects effective March 31, 2018.

**BACKGROUND:** At March 31, 2017 there were two projects that had long term debt as part of their funding sources on the capital budget, these projects were:

• Community Credit Union Business Information Center	\$470,314
• Mill Street	\$149,331
Total	\$619,645

For year-end purposes these projects were bridge financed with long term debt anticipated to be borrowed in the fall of 2017.

The surplus at March 31, 2017 for sewer was \$95,356 and general was \$682,380 for a total overall surplus of \$777,736. The surplus funds were transferred to Operating Reserve in a separate G/L named Reserve – surplus funds.

In September/October, 2017 a decision was made to not participate in the fall debenture issuance for the CCUBIC and Mill St projects. Since our surplus was significant enough to cover the capital costs of these two projects and still have funds left over, we decided not to borrow.

As we did not borrow, these projects are currently in the General Capital fund not fully funded. We need a resolution from Council to withdraw the funds from Operating Reserve and transfer to the General Capital fund.

**DISCUSSION:** We currently have projects in our General Capital Fund which are not fully funded. This resolution would allow us to ensure proper matching of the funds with the expenditures before the audit of the 2017-18 fiscal year commences.



**FINANCIAL IMPLICATIONS:** By financing the projects from surplus funds, it allows the Town to save approximately \$210,000 in interest that would be paid if the debt were financed over a fifteen year period through the Municipal Finance Corporation. In addition, paying cash for these projects from the Operating Reserve is a furtherance of our long term strategy to avoid debt where possible.

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

**ENVIRONMENTAL IMPLICATIONS:** None

**ALTERNATIVES:** Leave the projects unfunded another year. May result in issues during the audit.

**ATTACHMENTS:** None

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Report prepared by: Shelley Rector  
Report and Financial approved by: Shelley Rector

# **Internal Committee Report**

## **Planning Advisory Committee**

**May 2018**

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The Planning Advisory Committee did not meet in May.

The regular monthly meeting will be held on Monday, June 4<sup>th</sup>. The Planning Advisory Committee will consider a request for a rezoning application to change the zoning at 283 and 295 Church Street from Industrial to Highway Commercial. A Public Participation Opportunity has been scheduled for 5:30 PM.

# **Internal Committee Report**

## **Amherst Board of Police Commissioners**

**2018**

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The Amherst Board of Police Commissioners met on May 16<sup>th</sup>. Items on the agenda included a presentation by the Chief on the Involuntary Psychiatric Treatment Act, as well as a verbal update on motorized scooters.

The next regular meeting is scheduled for Wednesday, June 20, 2018 at 3 PM.

# **Internal Committee Report**

## **Amherst Youth Town Council**

**May 2018**

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Over the last month, AYTC has focused our vision on two topics.

During this year's annual Pride Celebrations, we plan on having a representative from the Youth Council give a few words at the flag raising regarding our involvement and what this means to all of us.

Our other focus has been on a survey we conducted a month ago on smoking and mental health in students at EB Chandler and ARHS. We are in the final stages of processing the data and will be deciding on how we want to use it in the coming month.

# External Committee Report

## Cumberland Joint Services Management Authority

May 2018

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### **Extended Producer Responsibility (EPR) Toolkit**

The NS Solid Waste-Resource Management Regional Chairs Committee has developed a proposed EPR Model for PPP (Printed Paper and Packaging) in NS. This high-level model is being presented to municipal units and waste authorities for comment via Tom Taggart, Chair of the Northern Region Committee, no later than July 31, 2018. Mr. Rayworth has scheduled Council presentations for the Municipality of Cumberland and the Town of Oxford thus far. The Board has suggested that each Council should then provide comments to Mr. Rayworth to be forwarded to Mr. Taggart.

### **Inter-Municipal Agreement (IMA)**

Subsequent to Board input in January 2018, responses were recently received from the Municipality of Cumberland and the Town of Amherst. Upon review of the information, the Board directed Mr. Rayworth to contact David Reid of Cox & Palmer for review of the draft document.

### **Municipal Concern – Meals at Board Meetings**

The Board members agreed that meals should no longer be provided at Board meetings. The Board requested staff input regarding Board meeting attendance and time in lieu for discussion at the September meeting. Board meetings will start at 5:30 pm.

### **Dual Stream Recycling**

As per the Board's recommendation, the Voluntary Phase of this program will commence June 1, 2018 with the Mandatory Phase commencing December 1, 2018. A sort guide and Q&A sheet has been mailed to all residents/businesses in Cumberland County as per Canada Post mail out list. Once the mail out has been completed, copies will then be distributed to various locations in the County for seasonal residents to access.

### **Next Meeting**

Special Meeting – July 5, 2018 (Audited Financial Statements 2017/2018)  
Regular Meeting – September 20, 2018

# External Committee Report

## L.A. Animal Shelter

**May 2018**

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The L.A. Animal Shelter Board Meeting was held on May 17.

Fundraising efforts have included a Spring Tea on April 22, Lotto Tree at Giant Tiger April 21 & 22, and Grocery Bagging on April 27 & 28. And open house/yard sale and Halloween Fundraisers were also discussed, as was participation in this year's Pride Parade.

The current total of missing funds is now estimated at \$23,624.55 and climbing. Some of these funds will never be accounted for. The employee implicated, on advice of legal counsel, was terminated and RCMP are continuing to investigate.

There has been some confusion by the public over the handling of a dog turned over to the shelter from the Animal Control Officer. The shelter did everything as per protocol however received a lot of bad press from an uninformed/misinformed public.

The Treasurer reported that although the Shelter is currently in the red it is significantly less than at this time last year.

The next Board meeting is scheduled for June 21.

# **External Committee Report**

## **Cumberland Senior Safety Society**

### **May 2018**

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#### Results for March to April 2018

A 6 week Academy was held in Springhill.

4 separate group presentation were held.

28 one on one consultation on various subject matters.

8 home visits conducted to assistance with application.

Development of an evaluation framework that tracks and records the results such as participation levels and satisfaction or increased knowledge levels of services delivered by the senior safety program.

Cumberland Senior Safety Society AGM to be held 22 May at 10 am at the Amherst Police Station Francis Smith room.