

**Minutes of a Regular Meeting of Amherst Town Council
Held in Council Chambers
Monday, January 26, 2009 at 7:00 PM**

PRESENT: Mayor Rob Small
Councillor Robert Angel
Councillor George Baker
Councillor Robert Bird
Councillor Dale Fawthrop
Councillor David March
Councillor Terry Rhindress
Greg Herrett, CAO
Rebecca Purdy, Executive Assistant

1. O CANADA

2. HEARINGS / PRESENTATIONS

2.1 Public Hearing – 82 Willow Street – Proposed Development Agreement

Jason MacDonald, Director of Planning and Engineering Services, gave a brief summary of the proposed Development Agreement, and informed Council that it satisfies all relevant policies of the Town's Municipal Planning Strategy and Land Use By-Law. A positive recommendation has been given to this proposal by both the Director of Planning and Engineering and the Planning Advisory Committee. The issues identified by an adjacent property owner at the public participation opportunity have been addressed, i.e. easements and landscaping.

The CAO read three brief letters received, one from the Board of Directors of the Amherst and Area Residential Services Society, one from Susan Estabrooks, and one from Evelyn Bradford, Chair of the local CACL, all of which were supportive of the proposed development. The Mayor asked if anyone present wished to make any comments. No one came forward. This concluded the public hearing.

2.2 Presentation by Relay for Life

Sharon Bristol, spokesperson for Canadian Cancer Society's Relay for Life Committee acknowledged the large contingent from the local Relay for Life Committee in the audience this evening. She expressed appreciation for the Town's overwhelming contribution to the Relay over the past number of years: donating the Robb Complex, cleanup, security, working cooperatively in time leading up to event, etc. In particular, she extended appreciation to Greg Herrett and Roger MacIsaac for their leadership and support; she named others in the Town who had been of great assistance, including Kim Jones, Ray Gouchie, the Public Works crew, "Katie at the Park", and Police Chief Charles Rushton and the APD. Last year, 161 survivors were celebrated; there were 42 teams and 429 participants who collected over \$121,000.

Kathy Chapman on behalf of the Provincial Cancer Society office expressed appreciation to the Town as well. She advised that the Society has a strong focus on services for cancer patients as well as in research. She offered some statistics to support the success in the fight against cancer due to research, and she credited Nova Scotia as the recipient of a significant number of research dollars from the Cancer Society. She further stated that Canadian researchers make a bigger impact with research dollars than any other country in the world.

On behalf of the Town, Mayor Small accepted "proud supporter" plaque and framed certificate from the Relay for Life Committee. Former Mayor Jerry Hallee, Honourary Chair of the Relay for Life Committee, urged people to get a team together and enter the relay.

Mayor Small thanked the committee members and volunteers for their efforts, saying he was proud to know research is being done in Nova Scotia, not just fund raising, and indicated the Town just might have a team for the next Relay for Life.

3. CALL TO ORDER

Mayor Small called the meeting to order at 7:20 PM

4. ACTION ITEMS

4.1 Additions to Agenda

Councillor Fawthrop requested that the following items be added to the agenda:

- 6.1 Council Priorities
- 6.2 Council Structure
- 6.3 Project Sponsors
- 6.4 Letter to Minister of Justice.

4.2 Approval of Agenda

Moved by Councillor Baker seconded by Councillor March to approve the agenda with the above noted additions.

MOTION CARRIED

4.3 Approval of Minutes

Moved by Councillor Rhindress seconded by Councillor Fawthrop to approve the minutes of the November 24, 2008 Regular Meeting of Council as distributed.

MOTION CARRIED

4.4 2nd Reading, Development Agreement – 82 Willow Street, RFD#2008105

Moved by Councillor Bird, seconded by Councillor Baker that Council enter into a development agreement with the Amherst and Area Residential Services Society in order to permit an eight-bed group home on property located at 82 Willow Street, as recommended by the Planning Advisory Committee.

MOTION CARRIED

Case No. DA-2008-04

This Agreement made this _____ Day of _____ 2009.

Between:

Amherst and Area Residential Services Society Owners of property located at 82 Willow Street (PID 25337668), hereinafter called the Owner

Of the one part

- and-

The Town of Amherst, a body corporate hereinafter called the Town

Of the other part

WHEREAS the Owner wishes to obtain permission pursuant to Policy RP-13 of the Municipal Planning Strategy of the Town of Amherst, to construct an eight bed group home on property located 82 Willow Street.

AND WHEREAS a condition of the granting of approval of Council is that the Owner enter into an agreement with the Town;

AND WHEREAS the Council of the Town, at its meeting on the _____ Day of _____ 2009, approved the said development agreement subject to the registered owner of the land described herein entering into this agreement;

NOW THEREFORE THIS AGREEMENT WITNESSETH THAT in consideration of the granting by the Town of the development agreement requested by the Owner, the Owner agrees as follows:

1. That the Owner is the registered owner of the aforesaid lands in the Town of Amherst, hereinafter called the lands. The aforesaid lots are the only lands in the Town of Amherst to which this agreement applies, and the lands are illustrated in the plan shown on Schedule B attached hereto and forming part of this agreement.
2. That the owner may construct an eight bed group home on the said lands, subject to the following Schedules A, B and C, attached.
3. Any failure of the Town to insist upon strict enforcement of any requirements or conditions contained in this agreement shall not be deemed a waiver of any rights or remedies that the Town may have and shall not be deemed a waiver of any subsequent breach or default in the conditions or requirements contained in this agreement.
4. Should the owner fail to act in accordance with any aspect of this agreement, the Town shall retain the right to discharge the agreement upon 30 days notification and / or enter the property and conduct the required work. The cost of the said work will become a lien on the property tax bill.
5. The Town shall issue the necessary permit for the development upon the expiration of the appeal period specified for development agreements in the Municipal Government Act, Section 249 , as the same may be amended from time to time, or upon the withdrawal or dismissal of any appeal which may be taken.

SIGNED, SEALED AND DELIVERED

Schedule A 82 Willow Street - Development Agreement - Terms and Conditions

1. The use of the property be limited to eight bed group home for mentally challenged adults;
2. The design of the building be generally in accordance with attached Schedule C;
3. The location of the building be generally in accordance with attached Schedule B;
4. Street access and driveway locations to be substantially in accordance with the attached Schedule B, and to the satisfaction of the Development Officer;
5. A minimum of 8 parking spaces be provided on the site, generally in accordance with the attached Schedule B;
6. All driveway and parking areas be maintained with asphalt and kept clear of snow and otherwise be unobstructed at all times so as to be passable by emergency vehicles;
7. Water, sanitary sewer and storm sewer services be provided in accordance with any rules and regulations of the Town of Amherst and the National Building Code;
8. Signage on the property be limited to one free standing sign a maximum of 1.6 square meters in size plus required directional signage. Such signage are not to be internally illuminated;
9. All areas not used for buildings, parking or driveways shall be landscaped with grass or other such vegetation;
10. No outdoor storage be permitted on the property;
11. Exterior lighting should be designed to not shine directly onto adjacent properties;
12. The location of the existing easements on the property, to the benefit of the adjacent property (PID 25001926) be changed so that the easements are over the adjacent proposed driveway as illustrated on Schedule B;
13. An outdoor shed, no greater than 3 meters by 4 meters be permitted generally in accordance with Schedule B.

4.5 Code of Conduct for Elected Municipal Officials, RFD#2008106

Moved by Councillor Fawthrop, seconded by Councillor March that Council adopt the Code of Conduct for Municipal Elected Officials Policy, #10350-20, as requested by the UNSM.

MOTION CARRIED

TOWN OF AMHERST POLICY NUMBER 10350-20**TITLE: Code of Conduct for Elected Municipal Officials**

PURPOSE: *The public expects the highest standards of professional conduct from Members elected to local government. The purpose of this Code is to establish guidelines for the ethical and inter-personal conduct of Members of Council ("Members"). The Council is answerable to the community through democratic processes and this Code will assist in providing for the good government of the Town of Amherst.*

STANDARDS OF CONDUCT: *Members shall uphold the law and at all times:*

- a) *Seek to advance the common good of the municipality as a whole while conscientiously representing the communities they serve;*
- b) *Perform the functions of office truly, faithfully and impartially to the best of their knowledge and ability in accordance with the following core values:*
 - i. **Integrity** – *giving the municipality's interests absolute priority over private individual interests;*
 - ii. **Honesty** – *being truthful and open;*
 - iii. **Objectivity** – *making decisions based on a careful and fair analysis of the facts;*
 - iv. **Accountability** – *being accountable to each other and the public for decisions taken;*
 - v. **Leadership** – *confronting challenges and providing direction on the issues of the day.*
- c) *Uphold this Code as a means of promoting the standards of behavior expected of Members and enhancing the credibility and integrity of Council in the broader community.*

COUNCIL RESPONSIBILITIES: *The Council (or its designated committee) will:*

- a) *review the municipality's Code of Conduct as required and make any amendments considered appropriate;*
- b) *review, consider or take other action concerning any violation of the Code of Conduct which is referred to Council for consideration.*

Where there is any conflict between the Code of Conduct and the requirements of any statute of the provincial or federal government, provincial or federal statutes shall take precedence

MEMBER RESPONSIBILITIES:**Conduct To Be Observed**

Members are agents of the public whose primary objective is to address the needs of the citizens. As such, they're entrusted with upholding and adhering to the by-laws of the municipality as well as all applicable provincial and federal laws. As public servants, Members must observe a high standard of morality in the conduct of their official duties and faithfully fulfill the responsibilities of their offices, regardless of their personal or financial interests.

Dedicated Service

All Members should faithfully work towards developing programs to address the needs of the citizens in the course of their duties. Members should strive to perform at a level which is expected of those who work in the public's interest.

Respect For Decision-Making Process

All Members recognize the responsibility of the Mayor to accurately communicate the decisions of the Council, even if they disagree with such decisions, such that respect for the decision-making processes of Council is fostered.

Conduct At Meetings

Members shall respect the chair, colleagues, staff and members of the public present during Council meetings or other proceedings of the municipality. Meetings shall provide an environment for transparent and healthy debate on matters requiring decision-making.

Release of Confidential Information Prohibited

No Member shall disclose or release to any member of the public any confidential information acquired by virtue of their office, in either oral or written form except when required by law or authorized by the municipality to do so. Nor shall Members use confidential information for personal or private gain, or for the gain of relatives or any person or corporation.

Gifts and Benefits

No Member shall show favouritism or bias toward any vendor, contractor or others doing business with the municipality. Members are prohibited from accepting gifts or favours from any vendor, contractor or others doing business with the municipality personally, or through a family member or friend, which could give rise to a reasonable suspicion of influence to show favour or disadvantage to any individual or organization.

Use Of Public Property

No Member shall request or permit the use of municipal-owned vehicles, equipment, materials or property for personal convenience or profit, except where such privileges are granted to the general public. Members shall ensure that the business of the municipality is conducted with efficiency and shall avoid waste, abuse and extravagance in the provision or use of municipal resources.

Obligations To Citizens

No member shall grant any special consideration, treatment, or advantage to any citizen or group of citizens beyond that which is accorded to all citizens.

Interpersonal Behaviour

Members shall treat every person, including other Members, corporate employees, individuals providing services on a contract for service, and the public with dignity, understanding and respect and ensure that their work environment is free from discrimination, bullying and harassment.

Community Representation

Members shall observe a high standard of professionalism when representing the municipality and in their dealings with members of the broader community.

GOOD GOVERNANCE

Members accept that effective governance of the municipality is critical to ensuring that decisions are taken in the best interests of all stakeholders and to enable the municipality to function as a good corporate citizen.

GOVERNMENT RELATIONSHIPS

Members recognize the importance of working constructively with other levels of government and organizations in Nova Scotia and beyond to achieve the goals of the municipality.

CONFLICT OF INTEREST AVOIDANCE

Members are committed to making decisions impartially and in the best interests of the municipality and recognize the importance of fully observing the requirements of the Municipal Conflict of Interest Act, R.S.N.S. 1989, c. 299 with regard to the disclosure and avoidance of conflicts of interest.

REPORTING BREACHES

Persons who have reasons to believe that this Code has been breached in any way are encouraged to bring their concerns forward. No adverse action shall be taken against any Member or municipal employee who, acting in good faith, brings forward such information.

CORRECTIVE ACTION

Any reported violation of the Code will be subject to investigation by the Council. Violation of this Code by a Member may constitute a cause for corrective action. If an investigation finds a Member has breached a provision of the Code, Council may impose corrective action commensurate with the nature and severity of the breach, which may include a formal warning or reprimand to the Member.

COMPLIANCE WITH CODE

Members acknowledge the importance of the principles contained in this Code which will be self-regulated by Council. Councillors are required to sign a "Statement of Commitment to the Code" (Attachment A) within seven (7) days of taking the Councillors' oath pursuant to section 147 of the Municipal Elections Act, R.S.N.S. 1989, c. 300

4.6 Transfer from Operating Reserves – PANS Pension Deficiency, RFD#2008103

Moved by Councillor March, seconded by Councillor Rhindress that Council approve the withdrawal of \$156,170 from the Town's Operating Reserve to fund the balance of our current obligation with regards to the PANS Pension Deficiency.

MOTION CARRIED4.7 CJSMA Renewal of Borrowing Resolution, RFD#2008107

Moved by Councillor Rhindress, seconded by Councillor Baker that Council approve the Temporary Borrowing Resolution for Solid Waste Management in the amount of \$245,238 as recommended by Administration, as an extension of the Temporary Borrowing Resolution previously approved, which will expire on February 5, 2009.

MOTION CARRIED**TOWN OF AMHERST TEMPORARY BORROWING RESOLUTION**

Solid Waste Management
\$245,238

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

AND WHEREAS clause 65 of the Municipal Government Act authorizes the Town of Amherst to expend funds for the capital purpose of: solid waste management;

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

BE IT THEREFORE RESOLVED

THAT under the authority of Section 66 of the Municipal Government Act, the Town borrow a sum or sums not exceeding two hundred forty-five thousand two hundred thirty eight dollars (\$245,238) for the purpose set out above, subject to the approval of the Minister of Service Nova Scotia and Municipal Relations;

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

THAT the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Town borrow from time to time a sum or sums not exceeding two hundred forty-five thousand two hundred thirty eight dollars (\$245,238) in total from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding Twelve Months (12) from the date of the approval of the Minister of Service Nova Scotia and Municipal Relations of this resolution.

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

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

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

\$245,238

File No.
Solid Waste Management

4.8 Forest Management Plan (Irving), RFD#2008104

Moved by Councillor Baker, seconded by Councillor Rhindress that Council approve the 2009 Forestry Management Plan as submitted by J D Irving for the identified Irving owned properties.

MOTION CARRIED

4.9 4-H Request for Financial Assistance, RFD#2009002

Moved by Deputy Mayor Angel, seconded by Councillor March that the Town of Amherst approves a request from the Cumberland County 4-H Council with funding in the amount of \$500 in support of programming activities in Amherst.

MOTION CARRIED

4.10 Cumberland YMCA – Ratify Assistance of \$12,500, RFD#2009004

Moved by Deputy Mayor Angel, seconded by Councillor Baker that the Town of Amherst formally approve funding support in the amount of \$12,500 to the Cumberland YMCA.

MOTION CARRIED

4.11 Dutch Elm Disease Trees, RFD#2009001

Moved by Councillor Fawthrop, seconded by Councillor Rhindress that Council accept the quotation from Atlantic Arborists Ltd from Kingston, Nova Scotia in the amount of \$32,857.50 plus HST for removal and disposal of 52 Dutch Elm Disease infected elm trees within the Town of Amherst.

MOTION CARRIED

It was pointed out that there were no local submissions.

4.12 March Council and Committee of the Whole Meetings, RFD#2009003

Moved by Councillor March, seconded by Councillor Fawthrop that the Regular Meeting of Amherst Town Council Committee of the Whole be changed from March 16 to March 23, 2009 and that the Regular Meeting of Amherst Town Council be changed from March 23 to March 30, 2009.

MOTION CARRIED

5. INFORMATION / DISCUSSION ITEMS

5.1 Vancouver 2010 Olympic Torch Relay

Deputy Mayor Angel reported that the 2010 Olympic torch Relay will run over 100 days leading up to the opening ceremony in Vancouver on February 12, 2010. Amherst has been identified as one of the 1000 communities through which Olympic torchbearers will run with the Olympic Flame. This will provide the people of Amherst a once-in-a-lifetime opportunity to share the Olympic spirit first hand. Further information will be forthcoming as details of this event become known.

6. ADDITIONAL ITEMS

6.1 Council's Strategic Priorities

The CAO read the following report to Council:

"As Council is aware, Council and senior staff participated in a strategic planning / goal setting session in mid-December, facilitated by Gord McIntosh of the Local Government Institute.

"During that day-long session, the group identified 87 topics worthy of consideration as organizational priorities. The product of the process is a list of 13 strategic topics that will be the focus of Council and staff for the coming year. Of those 13 topics, seven have been identified as corporate priorities. In addition to these topics, a number of secondary priorities were identified. It is anticipated that several new topics, which are in the process of being fully developed, will be added in the next month or so.

"I have attached a list of Strategic Topics, as well as a Strategic Priorities Chart to this memo. The Strategic Priorities Chart sets out approximate timelines for action to be taken and indicates which department or staff member has been assigned to those actions. It is intended that this Strategic Priorities Chart will be included on all Council agendas for the coming year to assist the organization in remaining focused on its identified priorities.

"I have also included Project Action Plans for each of the items included on the Strategic Priorities Chart. It should be noted that the timelines set out are guidelines. Some will be met, some will not and these timelines will be adjusted as more information is obtained or becomes available.

"It is recommended that Council adopt these priorities for 2009/2010 at its January meeting. In doing so, staff would be directed to begin working through the actions assigned to them."

Mayor Small listed the key priorities identified by Council for the coming year

Moved by Deputy Mayor Angel, seconded by Councillor Baker that Council adopt the Strategic Priorities and Project Action Plans for 2009, as submitted.

MOTION CARRIED

STRATEGIC PRIORITIES

CORPORATE PRIORITIES (Council/CAO)

- | | |
|--|---------------|
| 1. DICKEY PARK | Summer 2009 |
| 2. FESTIVALSPONSORSHIP | March 2009 |
| 3. ARTS CULTURE & HERITAGE STRATEGY | October 2009 |
| 4. SKATEBOARD PARK FEASIBILITY | November 2009 |
| 5. DOWNTOWN REVITALIZATION | May 2009 |
| 6. YOUTH ISSUES | May 2009 |
| 7. TOWN BEAUTIFICATION | May 2009 |
- **County Relations**
 - **Lobby: NSCC expansion**
Sewage Treatment Plant funding

OPERATIONAL STRATEGIES (CAO/Staff)

CAO

1. Town/County Cooperation Initiative
2. NSCC Lobby
3. Sewage Treatment Plant Lobby

TRANSPORTATION & PUBLIC WORKS

1. Capital Equipment Plan – May/09
2. Water Rates Study – June/09

COMMUNITY & ECONOMIC DEVELOPMENT

1. **Dickey Park, Phase I – Summer/09**
2. **Festival Sponsorship – April/09**
3. **Skateboard Park Feasibility - September/09**
4. **Youth Issues – May 2009**
 - Stadium Use Maximization – Summer/09

POLICE

1. Police Facility Assessment
2. Police Vehicle Replacement Plan

CORPORATE SERVICES

1. 2009/10 Operating & Capital Budgets – April/09
2. PSAB 3150 Compliance – March /09

FIRE

1. Truck Replacement – June /09
2. EMO Management – June/09
3. Training Facility Proposal – May/09

PLANNING & ENGINEERING

1. **Arts Culture & Heritage Strategy - Sept /09**
2. **Downtown Revitalization - May /09**
3. **Town Beautification Practices – May/09**
4. Facility Assessment – January/10
5. Infrastructure Assessment – January/10
6. Town Entrance Beautification – April/09
7. Integrated Community Sustainability Plan
8. Vacant Buildings By-law

STRATEGIC TOPICS LIST

DICKEY PARK PLAN
 COUNTY COOPERATION
 SEWAGE TREATMENT PLANT
 FACILITY ASSESSMENT
 ARTS / CULTURE / HERITAGE STRATEGY
 FESTIVAL/EVENTS SPONSORSHIP
 CAPITAL EQUIPMENT PLAN
 DOWNTOWN REVITALIZATION
 NOVA SCOTIA COMMUNITY COLLEGE
 SKATEBOARD PARK FEASIBILITY
 INFRASTRUCTURE ASSESSMENT
 YOUTH ISSUES
 TOWN BEAUTIFICATION

PROJECT ACTION PLANS

PROJECT: DICKEY PARK REDEVELOPMENT

PURPOSE: To see the return of Dickey Park to a well-used and well-maintained recreational area.

CURRENT SITUATION: The Community and Economic Development Department has completed some preliminary work on three options for the redevelopment of the Park.

ACTION:	DUE DATE	ASSIGNED TO
1 Direct staff to prepare briefing on redevelopment work to date	January 2009	CED
2 Council will review proposals	February 2009	Council
3 Public Participation	March 2009	CED
4 Recommendation to Council	April 2009	CED
5 Council approval / funding	April 2009	Council
6 Tender	May 2009	CED
7 Construction	August 2009	CED

PROJECT: FESTIVAL SPONSORSHIP / SUPPORT

PURPOSE: To promote, support, facilitate and encourage local festivals and community events.

CURRENT SITUATION: There is currently no Town policy with respect to support for local festivals and events. Some events are supported on an ad-hoc basis.

ACTION:	DUE DATE	ASSIGNED TO
1 Direction to Staff to begin preparatory work for a Four Fathers Festival to kick start the process	January 2009	Council
2 Direction to Staff to draft enabling policy	January 2009	Council
3 Recommendation to Council of Project Plan for Four Fathers Festival	February 2009	CED
4 Recommendation to Council of draft policy	February 2009	CED
5 Recommendation to Council of criteria for support / application process.	February 2009	CED
6 Council approval / allocation of funds / staff resources for Four Fathers Festival	March 2009	Council
7 Council approval / allocation of funds / staff resources for policy implementation	March 2009	Council

PROJECT: ARTS, CULTURE AND HERITAGE STRATEGY

PURPOSE: To design and implement an Arts, Culture & Heritage Strategy for the town of Amherst to ensure that our citizens have an awareness of arts, culture, artistic achievement, cultural diversity and our heritage and that it is reflected to our citizens and to the world, through our businesses, buildings, facilities and programs.

CURRENT SITUATION: While the Town currently has an Arts & Culture Policy (#72000-04), it does not have an overarching Arts, Culture and Heritage Strategy.

ACTION:	DUE DATE	ASSIGNED TO
1 Draft Terms of Reference for Consultant Study	February 2009	Planning
2 Council approval of Terms of Reference	February 2009	Council
3 Call for Consultant Proposals	March 2009	CED
4 Selection of preferred consultant	April 2009	Council
5 Allocation & Approval of funds	April 2009	Council
6 Consultation with Stakeholders	June 2009	CED
7 Presentation of Draft Study	August 2009	CED
8 Feedback	September 2009	CED
9 Council Approval of Strategy	October 2009	Council

PROJECT: SKATEBOARD PARK FEASIBILITY

PURPOSE: To determine the feasibility of and the demand for the establishment of a skateboard park within the Town of Amherst.

CURRENT SITUATION: Currently there is no skateboard park within the Town of Amherst. In addition to a petition received by Council, there is anecdotal evidence to support that the demand exists for the establishment of such a facility.

ACTION:	DUE DATE	ASSIGNED TO
1 Direct staff to draft Terms of Reference for a Feasibility Study	January 2009	Council
2 Arrange for a briefing for Council by outside expert/resource	February 2009	CED
3 Approve Study Terms of Reference	February 2009	Council
4 Consider establishing a reserve for the project	Budget/Apr 2009	CED
5 Present draft feasibility study to Council	September 2009	CED
6 Public Participation	October 2009	CED
7 Decision to build / fund	November 2009	Council

PROJECT: DOWNTOWN REVITALIZATION

PURPOSE: To encourage and facilitate the revitalization of the Downtown Core.

CURRENT SITUATION: There are very few retail establishments remaining in the downtown core, which has suffered the effects of the movement of retail to the South Albion Street area over the past 30 years.

ACTION:	DUE DATE	ASSIGNED TO
1 Request CREDA provide a briefing on progress to date	January 2009	Council
2 Briefing by CREDA	February 2009	CREDA
3 Consider Council involvement	Mar 2009	Council
4 Council consideration/approval of funding	Apr 2009	Council
5 Implementation	May 2009	CREDA

PROJECT: YOUTH ISSUES

PURPOSE: To promote, recognize and provide a forum for issues in the Town of Amherst

CURRENT SITUATION: Presently there is no formal forum for youth issues

ACTION:	DUE DATE	ASSIGNED TO
1 Direct staff to prepare a report on the Youth Town Council Proposal	January, 2009	CED
2 Staff report on Youth Town Council	March, 2009	CED
3 Council consideration of options/actions	May, 2009	Council

PROJECT: TOWN BEAUTIFICATION

PURPOSE: To improve the aesthetics of the Town in general.

CURRENT SITUATION: The Town currently has in place an unsightly premises policy which, other than arterial streets, is administered on a "complaints" basis. The Town currently quietly participates in the Communities in Bloom program.

ACTION:	DUE DATE	ASSIGNED TO
1 Staff briefing of Council on Unsightly Premises	February 2009	Planning
2 Staff briefing of Council on Participation in Communities in Bloom	February 2009	Planning
3 Direction to Staff re: Unsightly Premises Policy	February 2009	Council
4 Recommendations / approval of Revisions to Policy	March 2009	Planning
5 Allocation of Funds / Staff	Budget/Apr 2009	Council
6 Implementation	May 2009	Planning

PROJECT: TOWN / COUNTY COOPERATION INITIATIVE

PURPOSE: To achieve better use of resources and better, more sustainable levels of municipal services through cooperation with the Municipality of the County of Cumberland.

CURRENT SITUATION:

ACTION:	DUE DATE	ASSIGNED TO
1 Cooperation Committee meetings	Jan/Feb 2009	CAO
2 First proposal from Committee to Council	March 2009	CAO
3 Consider / approve proposal	April 2009	Council
4 Further areas for cooperation	Ongoing	CAO

PROJECT: NOVA SCOTIA COMMUNITY COLLEGE EXPANSION

PURPOSE: to facilitate and encourage the establishment of expanded programs and facilities of the NSCC in Amherst to meet the local industrial and commercial human resource requirements.

CURRENT SITUATION: There is a satellite campus of the NSCC in Downtown Amherst offering limited programs to local students. Currently, local industry has identified a need for specific employability skills for entry level employees. This remote campus is in very cramped quarters.

ACTION:	DUE DATE	ASSIGNED TO
1 Continue work defining expanded training programs for Amherst	February 2009	CED
2 Continue to lobby provincial politicians for support for the expanded NSCC project	Ongoing	CAO/Council

PROJECT: CONSTRUCTION OF A SEWAGE TREATMENT PLANT

PURPOSE: The completion of the Sewage Abatement Strategy by construction of a Sewage Treatment Plant.

CURRENT SITUATION: Recent completion of the North Town Collector Project means that 100% of the Town's wastewater now flows into the tidal salt water of the Bay of Fundy, rather than the fresh water of the LaPlanche River. While this is better than the past situation, this is still clearly unacceptable. The preliminary design for the plant is complete.

ACTION:	DUE DATE	ASSIGNED TO
1 Lobby for funding approval	Ongoing	CAO
2 Direct staff to draft preliminary funding plan	January, 2009	Council
3 Upon funding approval, have consultants complete detailed design		Planning
4 Call for tenders		Planning
5 Award contract		Council
6 Construction		Planning

PROJECT: 2009 – 2010 BUDGET

PURPOSE: To prepare a balanced Budget for the fiscal year ending March 31, 2010.

CURRENT SITUATION: All departments are currently working on a tentative Budget.

ACTION:	DUE DATE	ASSIGNED TO
1 Directors submit tentative Operating and Capital Budget to Treasurer.	January 12, 2009	Corporate
2 Treasurer reviews Directors budget and produces a balanced tentative budget and submits to CAO for his review.	January 31, 2009	Corporate
3 Treasurer re-visits the submitted tentative budget and reviews for changes and updates.	February, 2009	Corporate
4 Treasurer makes final changes to budget and submits the final balanced Operating and Capital Budget with sources of funding to CAO for his review.	February , 2009	Corporate
5 CAO changes are complete and budgets are ready for Council.	March , 2009	CAO
6 COW meeting, Operating and Capital Budget are presented to Council	March , 2009	Corporate
7 Council final approval.	April 30, 2009	Council

PROJECT: TANGIBLE CAPITAL ASSETS – PSAB 3150

PURPOSE: The Public Sector Accounting Board will require all Municipalities in Canada to start capitalizing their Tangible Capital Assets and to allocate their costs to future accounting periods through an annual amortization.

CURRENT SITUATION: There is a Tangible Capital Assets value on our consolidated Balance Sheet. However, they are also 100% expensed on the consolidated Income Statement and we only depreciated our Capital Assets in our Water Utility Fund.

ACTION:	DUE DATE	ASSIGNED TO
1 Do a GAP Analysis.	November 2008	Corporate
2 Assign project coordinator.	December 2008	Corporate
3 Talk to our Auditor.	January 2009	Corporate
4 Identify our Tangible Capital Assets.	March 2009	Corporate
5 Useful life.	March 2009	Corporate
6 Acquisition dates.	March 2009	Corporate
7 Capitalization threshold	March 2009	Corporate
8 Determine Tangible Capital Assets value.	March 2009	Corporate
9 Other Asset issues – Capital leases, etc.	March 2009	Corporate
10 Amortization methods.	March 2009	Corporate
11 Note disclosure requirements.	March 2009	Corporate

PROJECT: CAPITAL EQUIPMENT REPLACEMENT PLAN

PURPOSE: To ensure that Transportation and Public Works have adequate equipment to allow this Department to meet work requirements

CURRENT SITUATION: TPW has one loader/snow plow, one dump truck and four light trucks that need to be replaced this year. A Capital Equipment Replacement Plan would ensure that old equipment is cycled out on a timely basis.

ACTION:	DUE DATE	ASSIGNED TO
1 Submission of Current Capital requirements complete with an five year replacement plan	February 2009	TPW
2 Development of Equipment Life Cycle Guidelines (Purchase, Repair, midlife rebuilds and equipment retirement)	February 2009	TPW
3 Submission of Plan to CAO and Council	March 2009	TPW
4 Council approval / funding	April 2009	Council
5 Tender for items as per budget approval	May 2009	TPW

PROJECT: WATER RATES STUDY

PURPOSE: To Review Current Water Rates recommend changes if necessary to ensure that the Water Dept is adequately funded

CURRENT SITUATION: Consultant WH Gates has been hired to complete water rate study (study was started in October 2008).

ACTION:	DUE DATE	ASSIGNED TO
1 Submission of Report to Council	February 2009	TPW/Corp
2 Council approval	February 2009	Council
3 Utility Review Board Hearing	March 2009	TPW/Corp
4 Utility & Review Board Order	April 2009	
5 Water Rate Increase	June 2009	Corporate

PROJECT: FIRE TRUCK REPLACEMENT

PURPOSE: To establish a plan that will address the need to replace aging fire apparatus, using recognized standards (NFPA) as a guide.

CURRENT SITUATION: Our Fire Department has four vehicles that will be in need of replacement within the next five-six years

ACTION:	DUE DATE	ASSIGNED TO
1 Develop the action plan	February 2009	Fire
2 Council will review the plan	February 2009	Council
3 Council approval of plan action strategy	March 2009	Council
4 Allocation and Approval of funding	April 2009	Council
5 Tender for first vehicle as per budget approval	May 2009	Fire
6 Delivery of first vehicle	June 2009	Fire

PROJECT: EMO MANAGEMENT REVIEW

PURPOSE: To develop a strategic emergency plan that will address the long term need for the Town of Amherst in cooperation with the County and our neighboring Towns.

CURRENT SITUATION: We currently have an emergency management coordinator and an approved emergency plan however many of the resources and facilities identified in our plan have also been identified for use in the County's plan. In the event of a major emergency a coordinated approach may be beneficial to all.

ACTION:	DUE DATE	ASSIGNED TO
1 Review all available information	February 2009	Fire
2 Meet with all coordinators and EMO (NS)	February 2009	Fire
3 Recommendation to Council	March 2009	Fire
4 Council approval/ funding	April 2009	Council
5 Implementation	June 2009	Fire

PROJECT: TRAINING FACILITY PROPOSAL

PURPOSE: To develop a long term training facility that is located in Cumberland County and allows our firefighters to be trained to a standard that enhances the services being provided by our Fire Departments in a safe and effective manor.

CURRENT SITUATION: Presently there is only one training facility in Nova Scotia that provides the required training in all aspects of firefighting. Our volunteers must travel to Halifax to receive live fire and other types of training for certification. A locally developed facility would provide more training opportunities and eliminate the need for these volunteers to travel and stay in Halifax.

ACTION:	DUE DATE	ASSIGNED TO
1 Develop the facility plan	February 2009	Fire
2 Council will review the plan	February 2009	Council
3 Recommendation to Council	March 2009	Fire
4 Council approval of funding	April 2009	Council
5 Construction/ Development start as per budget approval	May 2009	Fire

PROJECT: STADIUM MAXIMIZATION

PURPOSE: To increase usage of the Amherst Stadium by attraction events and encouraging additional community use.

CURRENT SITUATION: During the winter month, the stadium is very active with minor hockey, figure skating and Jr. hockey. During the off season from mid April to August, we currently only attract a few activities.

ACTION:	DUE DATE	ASSIGNED TO
1 Identify current usage patterns and vacancy times at the facility.	January 2009	CED
2 Research events and activities being held in similar venues in region (Maritimes)	February 2009	CED
3 Research community activities which may be successfully offered or held at the Stadium	Feb. Mar. 2009	CED
4 Search out event producers to identify opportunities.	March 2009	CED
5 Determine best avenue for attraction of outside events to the Stadium	March 2009	CED
6 Produce marketing aids that will support attraction efforts.	April – May 2009	CED
7 Promote our venue through web site, event planners, and various publications	June and ongoing	CED

PROJECT: FACILITY ASSESSMENT

PURPOSE: To determine facility needs for the next ten years (buildings, parks, properties).

CURRENT SITUATION: Many of the Town's current facilities have been in use for a number of years. While most are in a decent state of repair, we do not have an accurate estimate of capital improvements / replacement needs for the next ten years. As well, some facilities are under-utilized, while others are bursting at the seams.

ACTION:	DUE DATE	ASSIGNED TO
1 Direct Staff to draft Terms of Reference for a Facility Assessment	January 2009	Council
2 Recommendation of Terms of Reference to Council	February 2009	Planning
3 Approve Terms of Reference	February 2009	Council
4 Presentation of Draft Report	October 2009	Planning
5 Public Participation	November 2009	Planning
6 Final Report	January 2010	Planning

PROJECT: INFRASTRUCTURE ASSESSMENT

PURPOSE: To determine infrastructure needs for the next ten years (roads, sidewalks, water, sewer).

CURRENT SITUATION: The Town owns and maintains a significant investment in municipal infrastructure. Engineering staff have a system in place which tracks the age and condition of these assets. A formal report on this infrastructure has never been made to Council.

ACTION:	DUE DATE	ASSIGNED TO
1 Direct Staff to draft Terms of Reference for an Infrastructure Assessment	January 2009	Council
2 Recommendation of terms of reference to Council	February 2009	Planning
3 Approve Terms of Reference	February 2009	Council
4 Presentation of Draft Report	June 2009	Planning
5 Public Participation	November 2009	Planning
6 Final Report	January 2010	Planning

PROJECT: TOWN ENTRANCE BEAUTIFICATION

PURPOSE: To improve the aesthetics of the Town entrances by determining most effect focus areas and taking appropriate actions.

CURRENT SITUATION: The Town and County have both withdrawn from the Entrance Development Committee and there is some dissatisfaction with the state of the LaPlanche Street entrance. There is limited signage at all other entrances to the Town.

ACTION:	DUE DATE	ASSIGNED TO
1 Staff report on entrances	February 2009	Planning
2 Direction to Staff	February 2009	Council
3 Recommendation to Council re: Entrance Signage	March 2009	Planning
4 Approval of Entrance Signage recommendation	Budget/Apr 2009	Council
5 Allocation of Funds	Budget/Apr 2009	Council

PROJECT: INTEGRATED COMMUNITY SUSTAINABILITY PLAN (ICSP)

PURPOSE: Required undertaking by a municipality in order to procure Federal Gas Tax funding, as per the *Canada – Nova Scotia Agreement on the Transfer of Federal Gas Tax Revenues*.

CURRENT SITUATION: A draft ICSP for the Town of Amherst has been prepared. It is the intention of Administration that the ICSP substantially reflect the existing Municipal Planning Strategy (MPS), which is oriented towards sustainability objectives.

On May 12, 2008, Council directed Staff and the Planning Advisory Committee (PAC) to review, and provide recommendations on, potential MPS policy issues. The next step, therefore, is to obtain the PAC's recommendations, and then to submit proposed MPS revisions to Council, if required.

The Province requires municipalities to submit their final ICPS by no later than: **March 31, 2010.**

ACTION:	DUE DATE	ASSIGNED TO
1 Prepare draft ICSP	Done	Planning
2 Obtain PAC recommendations regarding potential MPS revisions	March 2009	Planning
3 Submit proposed MPS revisions to Council, if required	June 2009	Planning
4 Council approval	July, 2009	Council
5 Submit draft ICSP to Province	September 2009	Planning
6 Submit proposed ICSP to Council	December 2009	Planning
7 Council approval	February 2010	Council
8 Submit final ICSP to Province	March 2010	Planning

PROJECT: VACANT BUILDINGS BYLAW

PURPOSE: The purpose of the proposed Vacant Buildings Bylaw is to establish regulations for enforcing the rehabilitation, re-use or removal of privately owned vacant buildings within the town. It is anticipated that a Vacant Buildings Bylaw will decrease potentially hazardous and unsightly conditions associated with identified vacant buildings, and will promote the re-use of underutilized lots.

CURRENT SITUATION: The Town does not currently have a bylaw to address vacant buildings. The Province recently amended the *Municipal Government Act* to authorize municipalities to address this issue.

ACTION:	DUE DATE	ASSIGNED TO
1 Submit proposed bylaw to Council	June 2009	Planning

PROJECT: POLICE FACILITY ASSESSMENT

PURPOSE: To determine the facility requirements of the department and establish a design that meets those requirements.

CURRENT SITUATION: The department has outgrown the current facility. The building does not have sufficient room to house the officers of the department. The parking area does not have sufficient space for police vehicles, members or the public conducting business with the police.

ACTION:	DUE DATE	ASSIGNED TO
1 Establish a focus group consisting of persons from the board of police commissioners and members of the police department.	Feb 2009	Police
2 Assess the requirements of the department through a review of other recently built police facilities in Nova Scotia	March 2009	Police
3 Prepare a presentation for Board of Police Commissioners and members of council on findings	May 2009	Police
4 Forward findings to Planning & Engineering Department for inclusion in organizational facility assessment.	June 2009	Police

PROJECT: POLICE VEHICLE REPLACEMENT PROGRAM

PURPOSE: To insure the police vehicles are replaced in a time frame that insures safe vehicles to drive and balances the time frame with a minimum maintenance cost.

CURRENT SITUATION: As the force develops new positions additional vehicles are required to accommodate the positions. Vehicle maintenance costs are increasing as well as the number of vehicles required. We are operating vehicles with excessive mileage and incurring high maintenance costs.

ACTION:	DUE DATE	ASSIGNED TO
1 Review the current status of all vehicles determining mileage, condition and vehicles required.	Jan, 2009	Police
2 Develop a policy which will see the proper turnover and purchasing time lines of new vehicles.	Feb 2009	Police
3 Present the policy to the Amherst Board of Police Commissioners and Amherst Town Council.	March 2009	Police
4 Council approval /allocation of funds	April 2009	Council
5 Vehicle acquisition as per budget approval	June 2009	Police

6.2 Council Structure

Mayor Small presented the following report and recommendation that Council adopt the Roles and Responsibilities Guidelines:

This is further to our ongoing discussions regarding Council structure. I have asked Greg Herrett to prepare the attached "Roles & Responsibilities Guidelines" and Sample Agendas to illustrate and document my recommendation to Council on the issue.

The document on roles and responsibilities very clearly sets out the roles of the various players in our organization. Most of it is just documentation of how we already operate.

There are some significant suggested changes however. I refer you to page 12 of the document and the page entitled "Council Structure". The role of "Council Committee Representative" is nothing new except that they would be bringing forward a report, if warranted, from the committee they serve on. The role of "Project Sponsor" is new. My suggestion is that each of Council's priorities would have a member of Council assigned to it as a "sponsor".

The suggested role of "Project Sponsor" would be as follows:

- *To present 'requests for decisions' to Council relative to assigned projects*
- *To liaise with external interests at the request of Council or Mayor*
- *To liaise with community stakeholders at the request of Council or Mayor*
- *To be well informed on activities and issues within the assigned project*
- *To suggest topics for the consideration Council*
- *To chair any project meetings held*
- *To present project recommendations and reports to Council*

The suggested result of all of this would be that members of Council would be members of external committees, internal committees, and they would be project sponsors. They would read and bring forward all committee reports and would present all "Requests for Decision" related to their

committee or project. Departmental reports would be read and presented at Committee of the Whole by the relevant Director, and that Director would be there to answer any questions relevant to their report or department. I am suggesting that we would require all Directors to attend Committee of the Whole, but only require them to attend meetings of Council if an item requiring their presence is on the agenda.

To illustrate my suggestions, I have attached sample Committee of the Whole and Council agendas.

Gentlemen, it is my recommendation, and my request that you adopt the attached "Roles and Responsibilities Guidelines" at our January meeting of Council. It is my view that this approach goes hand in hand with our Council priorities and will assist us in achieving them.

Moved by Councillor March, seconded by Councillor Fawthrop that Council adopt the Roles and Responsibilities Guidelines and Council structure as proposed.

MOTION CARRIED

ROLES AND RESPONSIBILITIES GUIDELINES

PURPOSE

To clarify the responsibilities of elected officials and staff members reinforcing the distinction between political and administrative roles

1. ROLES

The **key positions** for the purposes of these guidelines include:

- Council – elected decision-making body
- Mayor – elected official presiding over Council meetings
- Chief Administrative Officer – principal staff member responsible for operations
- Staff – responsible for implement policies and programs

The fundamental roles of elected officials and staff involve:

<u>COUNCIL</u>	<u>STAFF</u>
<ul style="list-style-type: none"> ◆ Give direction ◆ Make policy decisions ◆ Represent the public interest 	<ul style="list-style-type: none"> ◆ Implement directions ◆ Develop decision making advice ◆ Provide technical knowledge
<u>MAYOR</u>	<u>CHIEF ADMINISTRATIVE OFFICER</u>
<ul style="list-style-type: none"> ◆ Coordinate Council activities ◆ Represent the organization ◆ Facilitate Council/staff interface 	<ul style="list-style-type: none"> ◆ Coordinate organization systems ◆ Manage organizational resources ◆ Facilitate Council/staff interface

2. REALMS

The **political or governance** realm for Council and the Mayor primarily involves:

- Strategic Direction – to provide the overall direction of the organization through mission, vision, goals and priority statements
- Policy Choices – to make decisions that guide organizational activities in terms of the budget, legislation and organizational rules

POLITICAL

STRATEGIC	DIRECTION Goals & Priorities Vision & Values The <u>PUBLIC</u>	CHOICES Legislation & Policy Budget Allocation	DECISIONS
STAFF	COORDINATION Systems Processes	SERVICES Resource Deployment Service Production The <u>CLIENT</u>	IMPLEMENTATION

ADMINISTRATIVE

The ***administrative or operational*** realm for the CAO and staff primarily involves:

- Service Delivery Implementation – to allocate resources, schedule and deliver internal and external services
- System Coordination to establish and maintain processes required for organizational effectiveness and efficiency

3. RESPONSIBILITIES

PURPOSE

To present specific responsibilities for Council, the Mayor, the CAO and staff.

Key functions associated with both the political and administrative roles include:

- To make informed decisions
- To make and implement policy
- To liaise with other organization
- To allocate resources
- To set a direction
- To effectively utilize staff
- To ensure good systems
- To deal with media
- To establish the Council structure

3.1 TO MAKE INFORMED DECISIONS

To make informed choices in the public interest using all available information

Council

- All items are to be submitted via the Mayor and CAO or designate
- To consider organizational goals, public interest and available resources, existing legislation, current policies and jurisdiction when making decisions
- To provide effective referrals to staff by clarifying the problem, desired outcomes, scope of required analysis and a response timeframe
- To provide effective resolutions – clear direction with clear expectations
- To exercise diligence in ensuring all information is available to make and informed decision
- A councillor is expected to review material provided and ask questions of staff both before and during the meeting

Mayor

- Facilitate decision-making processes to seek informed agreement by ensuring good debate and adequate information is available
- Ensure member regard for organizational values and appropriate behaviour
- Monitor meeting effectiveness and encourage member input

Chief Administrative Officer

- Coordinate the agenda preparation process
- Provide recommendations on all Council items
- Review agenda with the Mayor

Staff

- Proactive in providing a full range of information and implications
- Ensure compliance with statutory requirements
- All staff items submitted through the CAO
- Provide a comprehensive review of related information

3.2 TO MAKE AND IMPLEMENT POLICY

To establish legislation that is fair and consistent

Council

- To thoroughly investigate issues before making decisions
- To seek staff advice prior to making policy decisions
- To portray an open mind on matters and listen to all views
- To reflect the public interest while respecting specific interest group requests

Mayor

- To ensure staff advice is available and presented
- To ensure clear direction for preparing policy from Council to staff

Chief Administrative Officer

- To ensure adherence to existing policy and legislation
- To ensure all options are presented along with recommendations
- To ensure staff compliance to policy
- To monitor and advise Council of liability exposure on policy matters

Staff

- To review legislation, policies and precedents when providing policy advice
- To maintain an efficient policy retrieval process

3.3 TO LIAISE WITH OTHER ORGANIZATIONS

To maintain contact with other organizations to effectively share resources and information

Council

- To promote cooperative relations with other agencies – government, not for profit and private sector
- To approve agreements with other agencies that involve sharing the authority and resources of the organization
- A councillor may be requested to act as a Council representative with another agency at the request of the Mayor or Council (see Council Representative below). **Currently such agencies include Airport Committee, DARS, CJSMA, CREDA, Fundy Shore Tourism Destination Area Committee, Cumberland Regional Library, Northern Region Solid Waste, VON and Cooperation Committee.**

Mayor

- To act as primary spokesperson on behalf of Council with other agencies
- To provide timely reports on agency activities
- To represent the interests of Council based on existing policies, budget and strategic plan
- To keep Council informed on meetings with other organizations

Council Representative

- To act as primary spokesperson on behalf of the Mayor for Council with other agencies as assigned
- To liaise with the CAO or assigned staff person on agency matters
- To provide timely reports on agency representative activities
- To represent the interests of Council based on existing policies, budget and the strategic plan

Chief Administrative Officer

- To coordinate an ongoing and targeted agency representative program
- To act as primary liaison with senior staff of other organization

Staff

- To interact with staff of other agencies as delegated by the CAO

3.4 TO ALLOCATE RESOURCES

To effectively allocate resources in an efficient and accountable manner

Council

- To establish a budget and to allocate resources that are commensurate with expectations of the organization's work program
- To ensure a linkage between the budget process and the strategic plan

Mayor

- To ensure discussion takes place regarding human and fiscal resource implications prior to a Council decision
- To refer emergency expenditures to Council by way of a special meeting or consent by telephone poll (for approval at next meeting) in consultation with the CAO

Chief Administrative Officer

- To advise Council on the implications of all recommendations to Council
- To control financial resources as per Council direction

Staff

- To provide complete assessment of implications for recommendations

3.5 TO SET DIRECTION

To articulate a community vision and establish a strategic organizational direction

Council

- To consider the organization's capacity and public interest to develop short term priorities and longer term directions
- To continually review the implementation of priorities and directions

Mayor

- To ensure a process is in place to establish and monitor strategic directions
- To ensure Committee/Staff issues are brought forward to Council
- To manage Council priorities through discussion of an item's urgency, public sensitivity, legislative imperative, monetary and liability consequence

Chief Administrative Officer

- To keep Council and stakeholders informed on progress, recommend changes and new initiatives for the strategic plan and work programs on a regular basis
- To coordinate an ongoing process to monitor organizational priorities

Staff

- To advise Council of the relevance of their decisions to the strategic plan

3.6 TO EFFECTIVELY UTILIZE STAFF

To ensure a healthy and productive work environment

Council

- Directs information requests to the CAO on the basis that it will not impact staff work programs and that the information provided will be made available to all councillors
- The Mayor, member of Council or project sponsor are required to direct all requests to staff through the CAO
- Concerns regarding a staff member are directed to the CAO
- Concerns regarding the CAO are referred to the Mayor and/or Council

Mayor

- Receives concerns regarding staff performance and refers them to the CAO
- Facilitates Council discussion with the CAO on unresolved personnel matters

Chief Administrative Officer

- Coordinates the ongoing review of the organization's effectiveness
- Coordinates the ongoing appraisal of staff performance

Staff

- Regularly reports on operational activities
- Provides regular updates on Council priorities and operational strategies

3.6 - TO ENSURE GOOD SYSTEMS

To ensure consistent and transparent organization process and systems

Council

- To regularly review organizational efficiency and effectiveness

Mayor

- To receive organizational performance concerns from councillors and refer the to the CAO
- To facilitate Council's discussion with the CAO on unresolved organizational matters

Chief Administrative Officer

- To coordinate the ongoing review of the organization's effectiveness with Council and staff

Staff

- To regularly report on operational activities

3.7 TO COMMUNICATE WITH MEDIA

To effectively communicate Council decisions, strategic directions and organizational accomplishments

Council

- To communicate Council decisions and if deemed appropriate, to express personal concerns discussed during public debate

Mayor

- To represent the views of Council to the media
- To review media releases based on Council's decision or the consent of a majority of Councillors as prepared through the CAO

Chief Administrative Officer

- To provide administrative details on Council decisions and refer political matters to the Mayor

Staff

- To refer requests for non-routine information to the CAO
- To provide readily available public information

3.7 COUNCIL STRUCTURE

To establish governance systems to meet the strategic and political needs of Council

Council

- A councillor may be requested to act as a **Project Sponsor** at the request of the Mayor or Council (see Project Sponsor below). *Council Projects are those identified, through the priority setting process, by Council as having strategic significance*
- A councillor may be requested to act as a **Council Committee Representative** on a Committee of Council at the request of the Mayor or Council (see Council Committee Representative below). *Currently the Committees of Council include Amherst Board of Police Commissioners, Planning Advisory Committee, Tyndal Wellfield Committee, Tree Committee, Heritage Advisory Committee, Audit Committee and Committee of the Whole*

Project Sponsors

- To present 'requests for decisions' to Council relative to assigned projects
- To liaise with external interests at the request of Council or Mayor
- To liaise with community stakeholders at the request of Council or Mayor
- To be well informed on activities and issues within the assigned project
- To suggest topics for the consideration Council
- To chair any project meetings held
- To present project recommendations and reports to Council

Council Committee Representatives

- To make recommendations on policy matters referred by Council
- To make recommendations concerning strategic issues referred by Council
- To suggest topics for the Council consideration
- To act as spokesperson on behalf of the Mayor for Council with Committees of Council as assigned
- To liaise with the CAO or assigned staff person on Committee matters
- To provide timely reports on Council Committee Representative activities
- To represent the interests of Council based on existing policies, budget and the strategic plan

Council Departmental Liaison

- To act primary political point of contact for each of the Town's six operating departments

6.3 Project Sponsors

Moved by seconded by Councillor Baker, seconded by Deputy Mayor Angel that Council appoint the following Strategic Priorities Project Sponsors

- | | | |
|---|---|-----------------------------|
| • Dickey Park Redevelopment | - | Councillor Baker |
| • Festival Sponsorship/Support | - | Deputy Mayor Angel |
| • Arts Culture & Heritage Strategy | - | Councillor Fawthrop |
| • Skateboard Park Feasibility | - | Councillor Bird |
| • Downtown Revitalization | - | Councillor March |
| • Youth Issues | - | Mayor Small |
| • Downtown Beautification | - | Councillor Rhindress |

6.4 Letter to Minister of Justice

The CAO summarized a letter that was written to The Honourable Cecil P. Clarke, Minister of Justice concerning the location of the proposed Cumberland County Correctional Centre. It expressed the concerns of Council with respect to the potential relocation of that facility to Springhill, looking for assurances from the Minister that the facility will remain in this community.

7. INFORMATION ITEMS

The December 22, 2008 regular meeting of Council had been cancelled due to a snowstorm. Therefore, the Monthly Departmental Reports from both December 2008 and January 2009 are included in the Council Agenda for this meeting.

7.1 Planning & Engineering Services Department Monthly Report

Moved by Councillor Baker, seconded by Councillor Fawthrop that Council accept the December 2008 and January 2009 monthly reports from the Planning & Development Department :

MOTION CARRIED

NEW DEVELOPMENT

Three building permits were issued during the month of December with a total value of \$2,500. This brings the total construction value to date this year to \$7,270,500 as compared to \$11,839,349 at this point last year. So far this year 43 new dwelling units have been constructed within the Town.

UNSIGHTLY PREMISES

To date we have had 55 complaints; 47 of which have been brought into compliance. Ten complaints have resulted in orders being placed; with two fines being issued.

EMPLOYEES

Our Certified Engineering Technician, Kraig Morris, has submitted his resignation after approximately five years of employment with the Town. Kraig has been a very valued employee over that time and will be missed. Kraig has accepted a quality control manager position with Casey Concrete in Amherst.

CAPITAL PROJECTS

The replacement of the library second floor windows is underway and should be completed before the end of February.

We have received twelve of the seventeen garbage container holders for the parks and downtown area. These units must now be sandblasted and painted. We had received the individual solid waste receptacles to be placed within the containers, however because these containers were beige and the holders are to be black, it was decided that the beige receptacles should be shipped back to the supplier and exchanged for black ones. This exchange will not delay their placement as the new receptacles will be delivered prior to the holders being painted. At the time the receptacles were ordered in the fall, black was not available.

Councillor Baker added that the Council was invited to a meeting concerning the future of the West Highlands School.

7.2 Corporate Services Department Monthly Report

Moved by Councillor March, seconded by Councillor Fawthrop that Council accept both the January 2009 and December 2008 reports from the Corporate Services Department:

MOTION CARRIED

YEARLY OPERATING STATEMENT

As of December 31, 2008 we are nine months into our fiscal year. Our total revenue to date is \$13,610,383 compared to the budgeted amount of \$13,400,102. Our total expenditures to date are \$10,031,065 compared to the budgeted amount of \$10,492,181.

MONTHLY EXPENDITURES

Expenditures during the month of December 2008 totaled \$1,016,036 compared to \$997,424 for the same month last year.

OUTSTANDING ACCOUNTS RECEIVABLE

Total amount owing to the Town at the end of December 2008 was \$939,816 compared to \$1,089,116 same time last year.

CORPORATE SERVICES DEPARTMENTAL UPDATE

Tentative operating and capital budgets for the 2009/10 fiscal period have been completed. Over the next several weeks the Treasurer and Department Heads will review and make changes as more information becomes available.

Sarah Wilson has returned from Maternity/Parental Leave and has assumed her duties as Accountant. Sarah is also Project Coordinator of the Tangible Capital Assets Project. She will be assisted on this project for the next 3 months by Marie MacDonald. Shawn Canton has resumed her position in Accounts Payable. An internal competition was conducted for the Water/Sewer Billing Clerk and Kim Sears has accepted this position.

Quarterly water/sewer bills will be going out later this month and will be due February 27, 2009.

A tentative tax sale date has been set for Wednesday, May 6, 2009.

7.3 Fire Department Monthly Report

Moved by Councillor Bird, seconded by Councillor March that Council accept the December 2008 and January 2009 monthly reports from the Amherst Fire Department:

MOTION CARRIED

ALARM RESPONSES

During the reporting period from December 11, 2008 – January 14, 2009, our Fire Department responded to 21 calls in the Town of Amherst, which included a motor vehicle accident, chimney fires, monitored alarms, heating equipment malfunctions and a structure fire. We also responded to five calls to the County coverage area which included a structure fire, motor vehicle accidents and monitored alarms.

HAZMAT

Members of our Hazmat team put on a presentation at the Springhill Fire Station on January 13, 2009. Fire, Police and Ground Search and Rescue were in attendance at this presentation and they were given a tour of our response trailer and advised of what additional resources and products that our team can obtain if an incident requires.

TRAINING and FIRE PREVENTION

Our recruits are progressing well with their required training. The rapid intervention team had their first training session on January 8, 2009 and the members have taken a keen interest in this aspect of their training.

Our fire inspectors are busy on a daily basis inspecting new and existing structures in our Town as well as addressing residential complaints. Our main focus recently has been on assembly occupancies and mall structures.

One of our inspectors that is in training to become certified, attended a one day course recently in Halifax.

Councillor Bird added that the Pumper Joe won top prize at the Christmas Parade in Dieppe, and congratulated the Fire Department.

7.4 Community and Economic Development Department Monthly Report

Moved by Deputy Mayor Angel, seconded by Councillor Rhindress that Council accept the December 2008 and January 2009 monthly reports from the Community and Economic Development Department:

MOTION CARRIED

FACILITIES OPERATION

The Stadium is busy once again after the Christmas and New Years Break. Our ice is in excellent shape and we continue to receive positive comments on the renovations. Public skating is being received very well with over 100 participates at some sessions.

Preparations are underway for the Midget Minor AAA Atlantics being held from March 26 to 29th. The volunteer committee is very busy working out details and our staff is working closely with them. It's exciting to see an event such as this being held in Amherst.

Meetings have been held with the Amherst Ramblers related to post season play. Regular season games conclude the end of February with playoff soon thereafter. We have also been discussing needs for their training camp next year and opportunities for other events at the Stadium.

We still have ice time available for rent at the stadium and interested parties can contact the Community and Economic Development Department at 667-6500 or 667-6523.

NATIONAL VOLUNTEER WEEK

National Volunteer Week is April 19th to April 25th, 2009. In preparation for the Amherst Volunteer and Recognition Ceremony scheduled for Tuesday, April 21st, request for nominations will go out to organizations and groups in the coming days. Organizations are asked to submit their nominee volunteer representative selections back to the Town as soon as possible.

BUSINESS

We continue to work with various developers on opportunities for business growth within our Town. In addition, staff is working in partnership with other organizations and government department to address business retentions activities.

7.4 Transportation & Public Works Department Monthly Report

Moved by Councillor Rhindress, seconded by Councillor March that Council accept the December 2008 and January 2009 monthly report from the Operational Services Department:

MOTION CARRIED

During December Town workers were busy dealing with snow and ice control. Early winter storms dumped 65 cm of snow on the Town. The average snowfall for December is 49 cm. Public Works crews plowed on three separate days and used 176 tones of salt to control slippery conditions. As of the end of December spending on snow removal is very close to being on budget.

Workers repaired a water main break on South Albion Street. The leak was located between the Crawford Plaza and the Loon Onn Restaurant. Businesses were out of water for just over two hours while the repair was made. Frost movement is assumed to be the cause of the water break.

A large water and sewer service was installed on East Victoria Street to service the new Lawton's building at the corner of East Victoria Street and Lawrence Street. The service was installed on a Saturday and the street was patched with concrete for the winter. The street will have to be excavated in the spring to remove the concrete and repaired with hot mix asphalt.

6.6 Police Commission Monthly Report

Moved by Councillor Fawthrop, seconded by Councillor Baker that the December 2008 monthly report from the Amherst Board of Police Commissioners as submitted by Chair Raymond Gallant be accepted:

MOTION CARRIED

The Board held its regular meeting on November 25 and was pleased to welcome Mayor Small as a new member, and Councillor Fawthrop as a returning member of the Board. We are confident their knowledge and interest will benefit the Board, as well as the citizens of the Town.

Following a review of the role and responsibilities of the Board and a general discussion of how the Board can fulfill its mandate and requirements of the Police Act, it was decided to engage a facilitator to assist the Board to:

- a) *ensure that community needs and values are reflected in the policing priorities, objectives, goals, programs and strategies; and*
- b) *ensure that police services are delivered in a manner consistent with community values, needs and expectations.*

We anticipate this process will be completed early in the new year, which will enable us to develop and document a strategic and business plan for the operation of the Department. The cost associated with a facilitator will necessitate a small, one time increase in the budget for the 2009-10 fiscal year.

Human Resources Corner

As mentioned previously, 11 of our members were recognized for their contribution to policing by Premier Rodney MacDonald and Honourable Cecil P. Clarke, Attorney General and Minister of Justice. Those in attendance received a medal in recognition of their commitment and long service to policing. The medals for those who could not attend have been received and it is anticipated that they will be presented to them at the January meeting of the Board.

Crime Statistics

The department's program for tracking various and sundry crimes is very detailed. Although it is an important tool for the effective administration of the department, it is far too detailed (usually nine pages) as a report for those of us who are not familiar with all aspects and the terminology of the policing world. We anticipate we will have a one or two page report that will include and highlight various areas that may be of interest to elected officials.

On another positive note, we were advised that there has been a steady decline in the incidents of crime as reported to the department. Correspondence has been forwarded to the officers to acknowledge that this is a direct result of their efforts.

Meetings

It was decided that we would continue with monthly meetings that would be advertised and held in the Council chambers. All meetings are open to the public.

7. ADJOURNMENT

Prior to calling for a motion to adjourn, Mayor Small acknowledged that Council had adopted a totally new approach this evening, and had established who will be involved. He expressed an eagerness to start this new process, which will also result in changes in reporting at future Council meetings.

On motion by Councillor Rhindress the meeting adjourned at 8:30 PM.

APPROVED BY:

Gregory D. Herrett, CA
Chief Administrative Officer

Robert Small
Mayor

1.	O'CANADA
2.	HEARINGS/PRESENTATIONS
2.1	Public Hearing, 82 Willow Street – Proposed Development Agreement
2.2	Presentation to Council by “Relay for Life”
3.	CALL TO ORDER
4.	ACTION ITEMS
4.1	Additions to Agenda
4.2	Approval of Agenda
4.3	Approval of Minutes – November 24 2008 Regular Council Meeting
4.4	2 nd Reading, Development Agreement – 82 Willow Street
4.5	Code of Conduct for Elected Municipal Officials
4.6	Transfer from Operating Reserves – PANS Pension Deficiency
4.7	CJSMA Renewal of Borrowing Resolution
4.8	Forest Management Plan, Irving
4.9	4-H Request for Financial Assistance
4.10	Cumberland YMCA – Ratify Assistance \$12,500
4.11	Dutch Elm Disease Trees
4.12	March Council and Committee of the Whole Meeting Dates
5.	INFORMATION / DISCUSSION ITEMS
5.1	Vancouver 2010 Olympic Torch Relay
6.	ADDITIONAL ITEMS
6.1	Council Strategic Priorities
6.2	Council Structure
6.3	Project Sponsors
6.4	Letter to Justice Minister re Cumberland County Correctional Centre
7.	
7.1	Planning and Engineering Services
7.2	Corporate Services
7.3	Fire Services
7.4	Community & Economic Development
7.5	Transportation & Public Works
7.6	Police Commission
8.	ADJOURNMENT