



TOWN OF OXFORD
Council Meeting
Town Hall – Council Chambers
Monday, 17 September 2018
6:00 PM

AGENDA

1. Call to Order
2. Approval of Agenda
3. Presentations
 - a. Keegan Kouwenbourg
4. Minutes of the Previous Meetings
 - 4.1 July 9, 2018
5. New Business
 - 5.1 RFD 007-2018 Surplus Land Sale
 - 5.2 RFD 008-2018 Routine Access Policy
 - 5.3 Proclamation: Right to Know Week September 24-30, 2018
 - 5.4 NSFM Interim Resolutions Report
 - 5.5 Towns Caucus Meeting – Truro, Friday September 21, 2018
 - 5.6 Correspondence from Gary and Bonita Moore
6. Reports
 - 6.1 YMCA
 - 6.2 Recreation and Leisure
 - 6.3 Personnel Committee
 - 6.4 Police Advisory Board
 - 6.5 RCMP June 2018
 - 6.6 Public Works
 - 6.7 NSFM Board Report
7. In Camera
8. Adjournment



REQUEST FOR DECISION
Sale of Surplus Land
#007-2018

Date: 16 September 2018	Subject: Sale of Surplus Land
Proposal Attached: No	Submitted by: Rachel Jones, Chief Administrative Officer

Proposal:	To determine an approved process as it relates to disposing of surplus land owned by the Town of Oxford.
Background:	<p>Recently, a parcel of unused land that is owned by the Town of Oxford became of interest from a member of the public to purchase. There are provisions within the Municipal Government Act of Nova Scotia to consider when faced with selling municipally-owned land. The sections to consult are provided here:</p> <p>Sale or lease of municipal property</p> <p>51 (1) A municipality may sell or lease property at a price less than market value to a nonprofit organization that the council considers to be carrying on an activity that is beneficial to the municipality.</p> <p>(2) A resolution to sell or lease property referred to in subsection (1) at less than market value shall be passed by at least a two thirds majority of the council present and voting.</p> <p>(3) Where the council proposes to sell property referred to in subsection (1) valued at more than ten thousand dollars at less than market value, the council shall first hold a public hearing respecting the sale.</p> <p>(4) The council shall advertise the public hearing at least twice, in a newspaper circulating in the municipality, the first notice to appear at least fourteen days before the hearing.</p> <p>(5) The notice of the public hearing shall include the date, time and place of the hearing, the location of the real property or a description of the tangible personal property, the estimated value</p>

	<p>of the property and the purpose of the sale.</p> <p>Sale to abutting owner 51A Where a municipality holds land that is of insufficient size or dimensions to be capable of any reasonable use, in the opinion of the council, all or part of the land may be sold to the owner of any lot abutting that land and may be consolidated with such lot and, notwithstanding Section 51, the sale price of the land so sold may be set by council at a price that is less than market value at the time of the sale.</p> <p>From this information, it is certain that the Town should have the property in question appraised to determine what market value is set at for that time. From there, Council has the right to follow several options, including holding a public hearing on each sale regardless of property value, list the property with a professional real estate agent to acquire offers of purchase, or only deal with the individual who initiates a request to purchase.</p> <p>Since the time of inquiry on a particular parcel of land, the interested party has withdrawn their interest in purchasing the land. We do have a professional appraisal done on the parcel for future reference. As a result, a discussion on how Council would like to proceed with any future inquiries would be useful and facilitate a speedier response to any other inquiries for purchasing Town-owned land.</p>
Benefits:	Determine a process that Council wishes to use for future land purchase inquiries to provide clarity and direction to staff.
Disadvantages:	
Options:	
Required Resources:	
Source of Funding:	
Sustainability Implications: (Environmental, Social, Economic and Cultural)	

Workplan Implications (now/future):	
Communication Plan:	
Staff Comments/ Recommendations:	
CAO's Review/ Comments:	

CAO Initials: RLJ

Target Decision Date: September 17, 2018



REQUEST FOR DECISION
Routine Access Policy
#008-2018

Date: 16 September 2018	Subject: Routine Access Policy
Proposal Attached: Yes	Submitted by: Rachel Jones, Chief Administrative Officer

Proposal:	That Council approve the Routine Access Policy to provide clarity and consistency to the public who request information from the Town of Oxford.
Background:	<p>Under Part XX, Freedom of Information and Protection of Privacy, of the Municipal Government Act, the public has the right to request information from the Town of Oxford. In an effort to develop and maintain transparency and clarity for the public and staff, a Routine Access Policy outlines the general documents and information that are routinely and readily available for distribution to the public, either automatically through regular Town processes, or specifically through requests from the public.</p> <p>As per the Municipal Government Act of Nova Scotia, Part III, s. 48(1), seven days' notice is required for all members of Council with respect to policy implementation or revision. This is notice that the following policy will be presented for final decision at the regular October Town Council meeting.</p>
Benefits:	<ol style="list-style-type: none"> 1. Provides clarity to staff and members of the public as to what information can readily be released or circulated to the public. 2. Streamlines processes for information requests, allowing the employee who has custody of the records to release them directly to the public upon request. 3. Provides consistent guidelines around what information is routinely accessible.
Disadvantages:	None foreseen.
Options:	

Required Resources:	Refer to the Town of Oxford Fees Policy for charges to the public around request for information (i.e. staff time and/or additional reproduction charges).
Source of Funding:	
Sustainability Implications: (Environmental, Social, Economic and Cultural)	
Workplan Implications (now/future):	
Communication Plan:	
Staff Comments/ Recommendations:	
CAO's Review/ Comments:	

CAO Initials: RLJ

Target Decision Date: 15 October 2018



TOWN OF OXFORD POLICY

Subject: Routine Access Policy

Number:

Effective Date : October 16, 2018

Revision Date:

Purpose

This Routine Access Policy is intended to clarify which records of the Town are available routinely upon request, and which requests for records require review by the Responsible Officer under Part XX, Freedom of Information and Protection of Privacy, of the *Municipal Government Act* for conformity with the terms of the Act.

Objectives

This Routine Access Policy will improve public access to the records of the Town which are not released through active publication, without the requirement to submit a request under Part XX of the *Municipal Government Act*.

This Policy will provide greater certainty to staff and the public as to which records can be routinely accessed by the public, and which records can be accessed only by application to the Responsible Officer.

Policy

1. Applications for routine release of information may be made in writing to the staff person having custody of the record.
2. Any applications for records exceeding one copy of a single record must be made in writing to the Chief Administrative Officer and such applicants will be expected to pay for the staff time and costs required to process the application.
3. Staff having custody of the requested record may copy and release to the public within two business days any record listed in Appendix A to a maximum total of one copy of one record. Fees for copying in accordance with the Fees Policy will apply.
4. Staff having custody of the requested record which is not clearly listed in Appendix A shall not release the requested record except as directed by the Responsible Officer.

APPENDIX A

1. All Policies and Bylaws approved by Council.
2. Any document received by Council or any Committee of Council at any meeting which is not a “closed session” under Sections 22 or 203 of the Municipal Government Act.
3. All minutes of any meeting of Council or any Committee of Council which is not a “closed session”, after the minutes have been approved by the Council or Committee.
4. All agendas of any meeting of Council or any Committee of Council which is not a “closed session”.
5. Any permit or approval issued by any officer of the Town (including any document directly referenced by the permit or approval), except that the mailing address of the permit holder shall be excised. This specifically does not include the application for such permit or approval, nor any document which is not directly referenced by the permit or approval.
6. Any finished map created and published by the Town.
7. Printed copies of map images produced by Town-licensed programs. This specifically does not include (a) raw data such as shape files or data tables required to produce the map and (b) printed copies of map images or other information pages produced by Property Online. There may be a charge incurred by the applicant associated with the reproduction of any maps.
8. Any newsletter, advertisement or other document publicly distributed by the Town.
9. Any document published by the Town on its website.
10. Owner name, civic address, Property Identification number, Assessment Account number and assessed value of any property within the Town. This specifically does not include the capped assessment figure or the owner’s mailing address.
11. The amount of taxes or other debts owed to the Town.
12. The job description and salary band of any employee or Council member of the Town.

Certification

I, Rachel L. Jones, Chief Administrative Officer of the Town of Oxford, do hereby certify that the policy, of which the foregoing is a true copy, was duly passed at a duly called meeting of the Town Council of the Town of Oxford held on the 15th day of October, 2018.

GIVEN under the hand of the Chief Administrative Officer and the corporate seal of the Town of Middleton this 16th day of October, 2018.

Rachel L. Jones
Chief Administrative Officer

RE: Right to Know Week in Nova Scotia

I am very pleased to take this opportunity to once again encourage your participation in Right to Know Week.

September 28, 2018 is **International Right to Know Day**. In Canada, the week of September 24 to September 30 has been designated as “Right to Know Week.” There will be various activities in most provinces/territories and at the national level during this week.

This year we are asking for your support in two ways. First, we invite your municipality to proclaim September 24 to September 30 Right to Know Week in your municipality. I have enclosed further information about proclamations and a template proclamation for your consideration.

Second, we ask that you publicize Right to Know Week events nearest your municipality. Our office is currently creating a plan for this year’s Right to Know Week celebration, and we may schedule an event in your area. If so, we will contact you to provide further details about the event and ask that you help to spread the word.

Thank you for your participation in Right to Know Week. If you require further information, please contact Julie Young, Executive Assistant, OIPC at 902-424-4684, or julie.young@novascotia.ca.

I invite you to feel free to contact my office you have any questions or concerns relating to your administration of your access responsibilities under *Part XX* of the *Municipal Government Act*.

Information about proclamations:

To enhance public awareness, we invite your municipality to proclaim September 24 to September 30, 2018 Right to Know Week in your municipality. A proclamation would serve as an official endorsement demonstrating your commitment to openness, transparency and accountability, greatly increasing the number of citizens who will become aware of their right to access information.

The purpose of Right to Know Week is to celebrate the right of all Canadians, and in our case specifically Nova Scotians, to access information in the custody or under the control of public bodies, municipalities, and health custodians as guaranteed by access to information legislation. Such legislation entrenches the accountability of governments by ensuring they operate with transparency and openness.

As the Nova Scotia’s Information and Privacy Commissioner, I am participating in this Canada-wide effort along with my other Canadian Commissioner colleagues to raise awareness of the right to access information and its value, with a local focus on what it means to those living and working in Nova Scotia.

In 2017, the OIPC sent invitations to the Province of Nova Scotia and all municipalities inviting them to proclaim Right to Know Week. The following proclaimed or passed a motion/resolution for Right to Know Week in Nova Scotia:

- Province of Nova Scotia
- Town of Wolfville
- Municipality of the District of Barrington
- Town of Clarke’s Harbour

- Town of Westville
- Town of Bridgewater
- Municipality of Victoria County
- Halifax Regional Municipality
- Municipality of the County of Pictou
- Town of Antigonish
- Cape Breton Regional Municipality
- Town of Middleton
- Municipality of the County of Kings
- Municipality of the County of Richmond

A copy of the proposed wording for the proclamation is attached. It has been formatted in such a way as to make it easy for you to complete. As soon as your municipality has passed a motion to sign the proclamation please provide the OIPC with a signed and sealed copy of the proclamation, which will be posted on the Right to Know Week webpage of our website www.foipop.ns.ca. We also may Tweet about it on our Twitter page, [@NSInfoPrivacy](https://twitter.com/NSInfoPrivacy). We invite you to retain an original signed copy of the Right to Know Proclamation and post it in a prominent location in your municipality.

Yours truly,



Catherine Tully
Information and Privacy Commissioner for Nova Scotia

Sent on behalf of Catherine Tully by:

Julie Young

Executive Assistant to the Commissioner



Office of the Information and Privacy Commissioner for Nova Scotia

Telephone: 902.424.4684; Toll free within NS: 1.866.243.1564

TDD: 1.800.855.0511; Fax: 1.902.424.8303

www.foipop.ns.ca

Follow us on Twitter @NSInfoPrivacy

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**PROCLAMATION
RIGHT TO KNOW WEEK
September 24 to September 30, 2018**

WHEREAS the **Town of Oxford** has adopted the principles of openness, transparency and accountability; and

WHEREAS *Part XX* of the *Municipal Government Act* gives citizens a right of access to information in the custody or under the control of the **Town of Oxford**; and

WHEREAS access to information ensures citizens of Nova Scotia have the opportunity for meaningful participation in the democratic process; and

WHEREAS a celebration of the right of citizens to access information will facilitate informed public participation in policy formulation, ensure fairness in government decision-making and permit the airing and reconciliation of divergent views; and

WHEREAS the **Town of Oxford** joins all other Canadian jurisdictions and democracies world-wide in acknowledging international Right to Know Week;

THEREFORE be it resolved that I, **Patricia Stewart, Mayor**, do hereby proclaim September 24 to September 30, 2018 to be Right to Know Week in the **Town of Oxford**.



NOVA SCOTIA
FEDERATION OF
MUNICIPALITIES

INTERIM RESOLUTIONS REPORT

September 7, 2018

Feedback Welcome

Deadline for written feedback: September 30, 2018

Meetings to discuss Resolutions:

September 21, 2018, 9:30 – 12:00, Holiday Inn, Truro

September 24, 2018, 9:30 – 12:00, Old Orchard Inn, Kings County

October 1, 2018, Conference Room, Civic Centre, Port Hawkesbury, 1:00 – 3:30

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INTRODUCTION

Resolutions are a means to convey matters of importance. They are passed by majority vote at our annual conference and serve as notice to other levels of government that specific matters need to be addressed. Only those resolutions of the highest priority to NSFM members are adopted each year, providing a very clear signal of the importance of these issues.

NSFM's resolution policy ensures resolutions are on matters that would make a difference to most Nova Scotian municipalities. Last winter and spring, regional and caucus meetings were held across the Province. Participants suggested possible resolutions. Councils were also invited to submit priorities for NSFM to focus on. There were several overlaps, and the most frequently mentioned issues were presented at the NSFM spring workshop as the ones to be considered as possible new resolutions.

Generating potential resolutions involves research and analysis to identify an issue, describe how that issue is impacting municipalities, provide multiple options to address the issue, and present a recommended solution in the form of a resolution. Over the summer, NSFM staff worked with others to research the various topics. This interim document provides the information gained and suggests possible actions, not all of which lead to resolutions.

As well, the Board has reviewed the progress of the five resolutions from 2017. In some cases, the Board felt progress was enough, and work can continue as planned to address the resolution. In other cases, the Board felt there was a need to propose an additional resolution to achieve progress. These resolutions are also included in this package.

Three resolution meetings are being scheduled over the next month. They are intended to get further feedback from the membership and will take place across Nova Scotia. As well written feedback should be sent to info@nsfm.ca by September 30, 2018.

Key questions to consider for each resolution:

- Is this of major importance to municipalities?
- Is the issue correctly identified?
- Is there information missing in the discussion?
- Is there something inaccurate or wrong in the analysis?
- Do the proposed actions make sense?
- Is there a major issue missing?

Feedback from the three sessions and any written comments will be presented to the NSFM Executive, who will make recommendations for resolutions to be brought to the membership at the annual conference. Should more than five resolutions to the Province be proposed, there

will be a process for the membership to select their top resolutions at the caucus meetings during the AGM in November.

For those proposed resolutions which do not go forward, NSFM will identify the issue as a Statement of Municipal Concern to the respective Minister. Last year a number of these issues led to helpful discussions with the province and in several cases, agreement to work together to help resolve the issue. The Statement of Municipal Concern does raise awareness of the issue.

A summary table of recommended resolution responses follows. Ten resolutions are proposed: three are follow-up resolutions from the 2017 list. One requires leadership from NSFM to work with municipalities to do as much as we can in the short term to address the issue. Work is being undertaken in five more areas and it is recommended this work continue – should progress not be achieved, new resolutions or strategies could be developed over the coming year.

Next Steps:

- Members are asked to review the Interim Resolution Report and provide feedback, either written or through attendance at one of the three meetings planned for discussion. These meetings are scheduled as follows:
 - September 21, 2018, 9:30 – 12:00, Holiday Inn, Truro
 - September 24, 2018, 9:30 – 12:00, Old Orchard Inn, Kings County
 - October 1, 2018, Conference Room, Civic Centre, Port Hawkesbury, 1:00 – 3:30
- Feedback will be summarized and presented to the NSFM Executive. NSFM Executive will incorporate as appropriate.
- Final draft of resolutions will be sent to members in advance of the Fall Conference.
- If there are more than five resolutions proposed, the membership will be asked to vote on their top resolutions during the caucus meetings being held Wednesday, November 7th, from 1:45 – 4:15.
- The top five resolutions will be presented to the membership for consideration and vote on Thursday, November 8, at 9:30.

Possible Resolution for 2018	NSFM Commitment to Lead	Issues to Monitor
Municipal Funding: following on 2017, specific requests re: mandatory education, operating grant, funding for accessibility.	Code of Conduct: develop a model code of conduct, complaint process, propose sanctions for legislation.	Internet and Connectivity: work with Develop NS, following workshop in October
Roads: continue to work with TIR and DMA to address road issues but ask the province to increase its funding of roads beginning in 2019		Doctor Recruitment: to continue to work with the NS Health Authority and municipalities to facilitate recruitment efforts
CAP: request pilot program		
Municipal Modernization: ask the province to continue to work with municipalities to develop and support municipalities willing to work together		Housing: continue to work with Housing Nova Scotia, Dept. of Seniors and DMA to help municipalities find solutions
Cannabis: ask the province for funding to share revenue from cannabis, and to classify land used to grow cannabis outdoors as commercial		Immigration: work with the province to better understand the issue
EPR: request the province implement extended producer responsibility for printed paper and packaging		Libraries: monitor success of LBANS in addressing the funding formula and financial assistance from the province for libraries
Municipal Responsibilities: ask the province to work with NSFM to address concerns around the sustainability of relying on property taxes to pay for services		
Policing: request arbitration legislation to reflect ability of the average homeowner to pay		
Surplus Schools: request confirmation of right of first refusal, provincial funding for environmental clean-up, and funding to assist in demolition		
Sustainability and Infrastructure funding support: request provincial and		

municipalities to cost share a resource		
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Proposed Resolutions for 2018

1. Municipal Funding – 2017 Resolution

Current Progress:

The 2017 resolution pointed out the fact the formula and funding under the provincial equalization program (operating grant) had been frozen while a new formula was to be developed. The Partnership Framework signed in 2018 includes a commitment to work collaboratively to address the municipal equalization and provincial grant program. While NSFMR continues to take every opportunity to raise this issue with the Minister, the Department of Municipal Affairs is presently undertaking its own work to explore the issue. NSFMR recognizes there is a significant challenge if no new monies are allocated to the operating grant program – otherwise any changes would simply move funds from one municipality to another. In the meantime, despite increasing cost pressures the equalization grant has been frozen. While this work needs to continue, immediate financial relief is needed.

Consideration for 2018 Resolutions:

Municipalities continue to face increasing cost pressures, many of which are downloaded to them from the Province. Resolutions dealing with cannabis and surplus schools have a significant financial element. In the absence of a new operating grant program, and in the absence of new municipal revenues, a new resolution for 2018 could be put forward, with the aim of bringing some financial relief to property owners. The resolution recommended is focussed on three areas: mandatory education, the level of funding in the equalization program; and the need to help municipalities comply with provincial accessibility legislation.

The issue of mandatory education payments must be addressed. Last year over \$240 million was collected from municipalities through property tax, about 20 per cent of the property taxes collected. The amount increases each year as assessments rise, and there is some evidence to show the share of education costs paid for by property taxes has been increasing over time (this is difficult to determine with certainty, as provincial budget numbers do not break down these details—a change in this reporting which included these details would be useful and appreciated, as well as the data for these figures for past years). For many municipalities, mandatory education payments are one of the top three expenses in the municipal budget.

Education is a provincial responsibility and municipalities have no say in how these payments are spread. While the province has not changed the formula for determining mandatory education payments, payments have continued to rise as it is based on assessments. Furthermore, when taxpayers default on their property taxes, their share of the mandatory

education payments should not be allocated to other property tax payers in the municipality – this should instead be absorbed by the Province. The resolution requests mandatory education payments be frozen at 2017 levels for each municipality, and where taxpayers default on their property taxes, the portion related to mandatory education should be deducted from the amount assigned to the municipality.

The equalization program (operating grant) is intended to help municipalities provide services at a reasonable tax burden. The funding sources for the equalization program come from the NSPI payment in lieu of taxes and from the province. The portion coming from NSPI increases each year. As the total funding in the program has been frozen, the amount coming from provincial sources has been decreasing. At the very least, the amount in the program from the province should be increasing by the consumer price index.

Provincial legislation on accessibility requires municipalities to establish advisory committees and develop plans to ensure their communities are accessible by 2030. The legislation covers the built environment and includes information as well as other areas that may impact municipalities. The new federal infrastructure program does not appear to include projects to renovate existing facilities to become accessible, unless it is part of a bigger project. Provincial funding to date has been quite limited. Costs will not only be incurred with respect to built assets but could also involve website changes and changes at public meetings to ensure the information can be shared with all persons with disabilities. Municipalities want to comply with the legislation, however costs will become an issue. Financial assistance from the province to support their legislation is needed.

Municipal Funding Resolution

WHEREAS municipal costs are rising due to factors out of their control, and provincial financial support has not kept pace;

WHEREAS property taxes are being used to fund provincial priorities;

THEREFORE be it resolved the Province of Nova Scotia freeze mandatory education payments for each municipality at 2017 levels;

THEREFORE be it resolved the Province of Nova Scotia increase its funding to the municipal equalization program by the CPI beginning in 2019; and

THEREFORE be it resolved the Province of Nova Scotia cost share 50/50 in municipal projects required to comply with the Accessibility Act, if those projects do not receive other funding, beginning in 2019.

2. Roads – 2017 Resolution

Current Progress:

The Partnership Framework committed the Province to work with municipalities to identify options for an appropriate road network throughout Nova Scotia, supporting safety, economic development and continued viability of communities. To this end, a joint committee is being struck with the Department of Transportation and Infrastructure Renewal (TIR) and will begin work in September.

This committee will begin with a review of the current service exchange agreement as well as the agreements between individual municipalities and TIR. It is expected that the key outcome of reviewing these agreements will be a proposal for a new agreement. This new proposed agreement will clarify the ambiguities identified in the old service exchange agreement during the 2017 resolution process and should lay out a plan for addressing road issues.

It is intended that the work of the committee will result in a long-term program that will address municipal issues around roads and transportation. It will assess the issues to determine which should be addressed in the short term and long term, and identify necessary actions and resources required to address the issues. It will develop recommendations based on research and consultation with municipalities. It is intended this committee will be an ongoing forum to discuss the many issues related to roads and transportation.

Consideration for 2018 Resolutions:

Immediate relief for roads is required in 2019 or before. A resolution to request that the Province increase funding for roads should be put forward. It should also ask for additional funding for J-class roads.

While Towns receive \$50,000 under the equalization program in recognition of the provincial arterial roads within their boundaries, this figure has not increased for some time and should be reviewed to ensure there is equitable cost-sharing for these roads.

Road Funding Resolution:

WHEREAS the Service Exchange Agreement gave responsibility to the province to maintain J-class roads, and

WHEREAS the provincial transportation budget for J-class roads has not increased for many years, and is insufficient to address the deteriorating condition of these roads; and

WHEREAS towns are paying the maintenance costs of provincial arterial roads within their borders; and

THEREFORE be it resolved the Province of Nova Scotia increase its transportation budget for J- class roads in the 2019 Budget or before; and

THEREFORE be it resolved the province increase the amount of funding given to towns, in the 2019 Budget or before, in recognition of provincial roads within their boundaries, and to undertake a review of this funding to ensure it is equitable; and

THEREFORE be it resolved that the joint Provincial-municipal committee on roads develop a proposed new agreement and plan by the end of June 2019.

3. Capped Assessment Program (CAP) – 2017 Resolution

Current Progress:

The CAP is a significant issue for municipalities as it unfairly distorts the property tax system. For every dollar one person might save, another person pays, and evidence shows the people who need assistance the most are not the ones receiving it.

While the Partnership Framework signed in 2018 includes a commitment to review issues and make recommendations on proposed solutions, there has been no commitment to establish a joint municipal/provincial committee to identify and address the CAP issue. The Province is looking to municipalities to raise the CAP issue with their residents. NSFM is committed to working with municipalities to increase their education efforts on this issue.

Municipalities recognize any solution will need to support low income property owners and protect against significant increases in assessment.

The Real Estate Association, along with the NS Home Builders Association, the Atlantic Mortgage Brokers Association, the Real Estate Lawyers of Nova Scotia and the Real Estate Appraisers of Nova Scotia have also requested the Province eliminate the CAP program. NSFM will be working with this group to explore solutions. In addition to the elimination of the program, other alternatives may be identified that minimize the harm of the CAP. It may be appropriate for a joint request to the Province to consider two or three options. For example, one possible option in addition to elimination of the program would be to increase the rate of at which the CAP applies over time back to its initial rate of 10%. The intent would be to submit a joint proposal to the province with options to address the issues.

Consideration for 2018 Resolutions:

Several municipalities have requested the opportunity to have a pilot program to demonstrate the impact of removing the CAP program. A resolution is recommended requesting the province allow a pilot program.

CAP Pilot Program Resolution

WHEREAS the CAP program distorts the property tax system; and

WHEREAS it is not clear the homeowners most in need of property tax relief are the ones benefitting from the CAP program; and

WHEREAS municipalities are willing to offer pilot programs that will continue to meet the original objectives of the CAP program though a different approach; and

WHEREAS pilot programs can be evaluated to determine intended and unintended impacts of changes,

THEREFORE be it resolved the Province enable one or more pilot projects to be undertaken as soon as possible.

4. MUNICIPAL MODERNIZATION

Issue Identification:

The Partnership Framework identified the development of a municipal modernization strategy to support municipal cooperation and regional governance. Included in the concept were changes to the MGA/Halifax Charter; regional planning and minimum planning standards; municipal equalization and provincial grants; and the creation of economic development tools. While this was not a specific resolution in 2017, the Towns Task Force and the Fiscal Review both called for assistance in supporting greater collaboration. This work needs to continue.

Current Progress:

The Province has undertaken consultation on minimum planning standards and it is anticipated this may be included in legislative changes in the fall legislature.

Municipalities need more help to explore new ways of working together. Many have identified opportunities and a willingness to work together, but need assistance in facilitating discussions, analysing options, and developing necessary documents to establish new mechanisms. Staff time is often limited, requiring new positions or backfilling for existing staff. A flexible funding program that would provide targeted assistance, suited to each circumstance, to those willing to develop new approaches would be of great assistance. Where efforts are being made to collaborate, support should also include evaluation of the efforts made and identification of lessons learned, to be shared with others in the future.

Municipal Modernization Resolution

WHEREAS municipalities recognize opportunities to accomplish more together and are willing to find new ways of collaborating

WHEREAS municipalities are often limited in resources to appropriately pursue these opportunities

WHEREAS there may be numerous barriers that hinder collaboration

WHEREAS all municipalities will benefit from lessons learned in collaborative efforts

THEREFORE be it resolved the Province provide assistance, both resources and financial included in the 2019 budget or before, to those municipalities willing to collaborate, based on the specific needs of those requesting assistance.

5. CANNABIS

Issue Identification:

The federal government has mandated the legalization of cannabis, effective October 2018, and the Province has now determined a regime for the legalization of cannabis in Nova Scotia. But municipalities have been left to implement the legislation and respond to community concerns without any additional funding.

Background Information:

The Province of Nova Scotia has established a regime where cannabis will be sold through the NSLC, although this may change over time and as edibles become legal. Municipalities have been left to deal with illegal cannabis retail operations. Consumption of cannabis is restricted in a few areas, and Municipalities have been provided with the ability to limit smoking in their communities. Police enforcement will receive some financial support for training and equipment.

The NSFMM Municipal Working group has identified multiple municipal services that could be impacted by the legalization of cannabis. This will be largely driven by decisions councils make around further restrictions to the consumption and locations of cannabis-related facilities. Meeting expectations around enforcement is of concern – councils may pass bylaws in response to community concerns, but enforcement is both difficult and costly.

Staff from the FCM have held discussions with the federal government on municipal concerns regarding the legalization of cannabis. The FCM has communicated that the federal government

clearly recognizes the impacts of marijuana legalization on municipalities, and that the federal government expects provinces to share in the new revenues generated.

Meanwhile, the Province is incurring its own costs related to marijuana legalization, and has indicated they believe, at least in the short run, that new revenues will not exceed costs. There seems to be a perception that current municipal resources being used to deal with illegal cannabis will be freed up and reallocated to address cannabis-related activity. In recent years, some police forces have not been as aggressive in pursuing illegal cannabis activity, but their time is simply being devoted to other, more pressing police matters – there is no free time.

The Province has indicated it is willing to continue discussions with municipalities on the implications of cannabis legalization and is asking for concrete numbers around the impacts. Concrete numbers are not presently available, yet municipalities are now incurring costs in relation to policing, reviews of bylaws, changes to bylaws, hiring of enforcement officers, and so forth. Unlike provinces, municipalities are not permitted to incur deficits, so these costs will need to be recovered either through cuts in other areas or increases in property taxes.

All of this is being done in the context of other increasing demands on municipalities such as responding to provincial regulations around accessibility, as well as expectations that municipalities will support investments in high speed internet, doctor recruitment, surplus schools – cumulatively the impact is significant.

Impact on Municipalities

The NFSM Municipal Cannabis working group has identified the following areas for potential impact:

- **Administration:**
 - Time spent by senior municipal departmental staff, city senior leadership teams, and staff in corporate support departments such as Finance, Legal and Communications to implement, administer, coordinate and support all cannabis legalization work. This could include FTE hours for both start-up and ongoing administration in positions such as policy coordination, project management, business licensing administration, legal, communications and IT. These positions could be spread across several existing departments or centralized in a new department/secretariat specifically for cannabis legalization. It may also be necessary to track programs and bylaws that are amended because of cannabis legalization. Specific tasks may include, without limitation: prosecution lawyers reviewing the enforceability of by-laws, a legal team providing ongoing support for enforcement of by-laws, intergovernmental staff to engage with other orders of government on this complex, multi-layered file, and development of a communications plan to help citizens understand by-law changes.
 - There are also material costs such as public consultations, advertising public notices and communications products for specific local rules.

- **Enforcement:** This includes personnel and capital costs required to monitor and enforce the additional activities associated with cannabis legalization as predicated on municipal by-laws and services. This includes the costs associated with additional staffing requirements for bylaw management and enforcement in the following areas:
 - Property use inspection – to investigate cannabis business license complaints
 - Zoning enforcement – to ensure cannabis retail and other cannabis related establishments are in adherence with local zoning by-laws; and the need to deal with illegal operations.
 - Property standards enforcement – to address issues/complaints related to potential degradation/danger to property such as smoke dispersion in multi-residential units or issues related to home cultivation.
 - Training – time and capital is required to develop and undertake learning exercises related to the roles and responsibilities of municipal staff tasked with administering and enforcing municipal aspects of the cannabis framework such as business licensing.
 - There will also be costs for Community Standards, Public Spaces and Smoke-Free or Second-Hand Smoke Bylaw enforcement, and a predicted increase in service demand with new by-laws such as smoke-free by-laws and municipal rules for vaping lounges, restaurants and cafés (where applicable) and public consumption.
 - Other Enforcement – service changes such as increased transit authority time spent addressing consumption and odour issues on public transit; costs associated with training transit workers about the rules around cannabis consumption (i.e. length of time before transit worker must abstain from consuming cannabis before arriving for work).

- **Planning/Zoning:**
 - Personnel and capital cost to conduct by-law reviews and updates, as well as the ongoing management of zoning bylaws. In addition to both in-house and consultant contracting, this also includes the cost to undertake required public consultation processes and public education related to adding new criteria to zoning by-laws, business licensing and building code permits and inspections.

- **Fire Services:** Cost increases directly or indirectly incurred by the municipal department responsible for fire safety, prevention and submission. This includes the following positions and activities:
 - Process Changes - amendments to the fire inspection component of business licensing approval process, protocol for one-time and ongoing inspections
 - Training – for fire department staff regarding revisions to the Fire Code, and on immersing hazardous home cultivation processes such as for the extraction of cannabis oils and the use of flammable hydrocarbons

- Public education – Education campaigns informing the public about the dangers related to oil extraction processes and flammable hydrocarbons; development and printing of fire safety messaging;
 - Fire investigation costs – costs primarily due to overtime pay for fire safety officers investigating code and safety issues (e.g. hazards in retail establishments); and to a small extent for manufacturing/processing establishments / responding to fires associated with legal/illegal home cultivation.
 - There are also public education, communications and citizen services costs to properly engage with the public and provide preventative public education campaigns.
 - HAZMAT Response - for both licenced and illegal producers
- Human Resources:
 - Internal and external staff time committed to ensuring municipal drug policies are up-to-date/adequately address non-medical cannabis and that municipal employees are well informed of the new policies. This could include substance use policy, substance use guidelines, workplace smoking policies and hosting social event guidelines. There may be additional FTE time spent engaging and negotiating with municipal staff unions over the drug policy changes.
 - Staff resources and capital costs may also be incurred to ensure there is capacity in place for testing municipal employees if necessary, new staff training to address safety related to cannabis in the workplace and additional adjustments to safety integrate HR policies related to cannabis edibles when they are regulated federally.
- Possible non-policing costs that have been identified by municipal partners include:
 - Provincial Offenses Act (POA) Court Costs - Moving cannabis regulation and enforcement from criminal courts to POA courts will add a considerable workload to municipally funded courts, and this needs to be further explored for its relevance to Nova Scotia.
 - Environmental Health and Safety - Amendments to workplace safety related policies, air quality testing and complaints related to production and consumption of cannabis (indoor and outdoor), food inspection concerns when edibles get introduced.
 - Social Housing – In some jurisdictions where municipalities have responsibilities over social housing there will be costs associated with writing provisions in tenancy agreements which prohibit smoking cannabis in social housing units; additional FTEs to enforce the new provisions; and an O&M budget to address violations
 - Public Health – In some jurisdictions, municipalities address varying areas of public health not covered by provincial or territorial budgets. Anticipated municipal costs related to public health include public education initiatives

(consumption, health, harm reduction, prevention, rules for restaurants and festival organizers)

- Additional social workers
 - Municipal signage and advertisements
 - Developing and undertaking health outcome assessments
 - Data collection
 - 311 Services – Increased staff time, particularly during implementation, to handle citizen inquires regarding cannabis legalization. This could also include time and resources to train 311 staff on the new changes and which municipal departments address the principle areas of concern.
 - Waste Management - The development of municipal policies and procedures that address the proper disposal of refuse from cannabis cultivation, concerns around humidity in composting.
 - Emergency Services - Increase in calls related to overconsumption of Cannabis. This may be particularly prevalent when cannabis edibles are made legal.
- Policing costs
 - SFST Training for drug impaired driving
 - Drug Recognition Expert (DRE) Training
 - Facilities to store cannabis seizures
 - General training on Bill C-45/46
 - Roadside screening equipment and supplies
 - Costs to close illegal dispensaries/growth operations
 - Youth education and prevention in schools, community engagement
 - Increase in forensic laboratory capacity: blood draws, testing equipment, forensic analysis
 - Additional officers/work: drug seizures, RIDE spot checks, drug related criminal investigation, drug complaints, cannabis specific violations, motor vehicle collisions, cannabis related demands for services, DRE testing, SFST training.

These cost areas have been identified to assist municipalities in understanding the possible implications of the legalization of cannabis.

The federal government has provided a new revenue stream to provinces to assist in their initiatives related to the legalization of cannabis, without requiring them to justify or document their costs.

With a new revenue stream from an area involving both the province and municipalities, it is only fair that municipalities receive a share. The federal government decreased their share of these revenues specifically recognizing the need for provinces to share this revenue with municipalities. Municipalities already deliver a large component of citizen services with a disproportionately small share of the tax pie.

As well, where cannabis is grown outdoors on agricultural land, the Assessment Act will likely classify this land as agriculture, eligible for a provincial subsidy and lower property tax. As cannabis is not food, it should be regarded as an agricultural crop. It should be classified as commercial for property tax purposes. This will require a change in the assessment act.

Proposed Action:

The legalization of cannabis involves the delegation of a considerable number of responsibilities to municipal governments in Nova Scotia. However, many municipal governments in Nova Scotia already struggle to make ends meet. The Province should not expect municipalities to be able to assume these additional responsibilities without better financial and material resources. Municipalities need a new revenue source.

Cannabis Resolution

WHEREAS the Government of Canada decided to legalize cannabis; and

WHEREAS the Government of Nova Scotia decided how cannabis would be dealt with within the province; and

WHEREAS the legalization of cannabis is creating a new revenue source for both the federal government and the province, and there are no new revenues accruing to municipalities

THEREFORE be it resolved that NSFM request the Province to provide a share of the revenues being generated through the sale of cannabis to municipalities

THEREFORE be it resolved the Province ensure agricultural properties used for growing cannabis be classified and taxed as commercial property.

6. EXTENDED PRODUCER RESPONSIBILITY FOR PRINTED PAPER AND PACKAGING (EPR for PPP)

Issue Identification:

Nova Scotian municipalities spend more than \$25 million a year to collect and process blue bag materials, printed paper and packaging (PPP). Coordinated PPP recycling programs exist in many other provinces, but not in Nova Scotia. In other provinces, these programs are funded by the companies that produce PPP, who incorporate the costs of the recycling programs into their national product pricing. This approach is known as extended producer responsibility (EPR).

Because producers build these costs into their national product pricing, Nova Scotia consumers are already paying for the costs of the PPP programs operating in other provinces. But Nova Scotian consumers and municipalities don't receive any benefit for these costs because Nova Scotia has no PPP program. Implementing an EPR program to recycle PPP materials here in Nova Scotia will help to harmonize costs with other provincial EPR programs, and additionally generate a financial benefit of up to \$16 million per year.

Background Information:

Nova Scotia does have a few stewardship programs in place for products such as paint, tires and some electronics. There is also a diversion credit system for beverage container deposits which provides a stream of funding for municipalities which should be maintained. In these specific cases, these programs are paid for by the consumer at the point of sale through the collection of environmental handling fees. The dairy industry also operates an EPR-style program for the recycling of some (though not all) of their containers.

However, the bulk of Nova Scotian recycling programs and services are funded through a combination of municipal taxes and/or the payment of tipping fees. In large part, these are collected through residential, commercial, and industrial property taxes. In the current system, municipalities typically have very little control over the costs associated with processing and marketing recyclable materials. In recent years, exposure to fluctuations in market conditions for plastic bags and plastic film has caused a noticeable strain on the Nova Scotian recycling system and Nova Scotian municipalities.

Impact on Municipalities

Solid waste management services continue to be one of the most expensive line items for any Nova Scotian municipality. The total cost of these services for Nova Scotian municipalities in 2017, even after considering revenues from tipping fees and the sale of recyclables, exceeded \$91 million. At a cost of approximately \$94 per capita, Nova Scotian residents are roughly on par with citizens in other provinces for solid waste management costs. However, British Columbia, Saskatchewan, Manitoba, Ontario and Quebec have a form of fiscal relief we do not have: EPR.

There are several grants and programs that assist with the costs of solid waste management in Nova Scotia. In total, this assistance has averaged approximately \$8 million over the past decade. However, in 2017, due to fluctuations in the market price of recyclables and increased return rates, this amount dropped to just over \$6 million. And over this same period, expenses

facing municipalities have continued to climb at a pace nearly tripling the overall cost of living, as measured by the consumer price index (CPI).¹

	2005	2015	% Change
Garbage and Collection Costs (all NS)	\$ 70,115,488	\$ 109,403,443	56.03%
CPI - Canada, All-items (2002 = 100)	107	126.6	18.32%
CPI - Nova Scotia, All-items (2002 = 100)	108.2	129.3	19.50%

Proposed Action:

EPR is a regulatory tool designed to drive industry to be financially and environmentally responsible for the end-of-life management of the materials they put into the marketplace. A full EPR model for Nova Scotians will build on the progress that has been made in recycling in Nova Scotia over the past 20 years and will harmonize with existing EPR programs across Canada. An EPR for PPP program for Nova Scotia will save Nova Scotian municipalities millions.

NSFM recommends that members vote in support of a resolution to support a full EPR program in Nova Scotia as detailed below:

- The EPR program should use existing infrastructure and human resources
- Municipalities would have right of first refusal for collection and education
- The program would maintain or improve upon the current level of curbside service
- The program would apply to residential PPP materials
- Time must be allowed for planning and transition
- A transition program would be provided by the Province for municipalities with redundant facilities
- Most small businesses would be exempt, including those:
 - With revenue under \$2 million
 - Supplying less than 1 tonne of PPP to Nova Scotia residents annually
 - With a single storefront in NS and who are not supplied by (or operated as part of) a franchise
 - Producing newspapers (except flyers) and registered charities
- The program would be harmonized with other Canadian EPR programs
- Monitoring and compliance must be in place to ensure a level playing field for businesses

¹ These data are collected from the 2005 and 2015 Annual Reports of Municipal Statistics published by Service Nova Scotia and Municipal Relations (2005) and the Nova Scotia Department of Municipal Affairs (2015).

Moving to an industry-led model may have implications for municipalities who have invested in infrastructure to deal with waste from printed paper and packaging. Assistance in transitioning to the industry-led model should be made available.

EPR for PPP Resolution

WHEREAS municipalities have been abiding by the Solid Waste-Resource Management Regulations since 1995; and

WHEREAS these regulations hold municipalities solely accountable for proper separation of blue bag materials; and

WHEREAS municipalities must manage the risk of rising costs and fluctuating commodity markets for blue bag materials; and

WHEREAS municipalities' residential recycling programs cost over \$25 million per year and are paid for primarily by municipal taxpayers; and

WHEREAS 80% of Canadian consumers live in areas where producers fund PPP programs by incorporating program costs into their national product pricing; and

WHEREAS Nova Scotia consumers are already paying the national product prices that support PPP programs in other provinces, but receive none of the benefits because Nova Scotia has no EPR program; and

WHEREAS NSFM has developed a proposed model for EPR for PPP in cooperation with municipalities and businesses; and

WHEREAS EPR for PPP would significantly decrease both costs and risks associated with municipal curbside recycling programs;

THEREFORE be it resolved that NSFM request the Province develop legislation and regulations in support of a full EPR for PPP model as proposed by NSFM in consultation with municipalities and businesses; and

THEREFORE be it resolved the province provide transition program to assist those municipalities who are left with redundant facilities.

7. MUNICIPAL RESPONSIBILITIES

Issue Identification:

Municipalities have been granted few revenue sources, and property taxes remain the primary source to pay for municipal services. As municipal responsibilities have grown, revenue sources have not. If municipalities are to continue to meet the needs and expectations of their citizens, the property tax burden will become unbearable for many.

Background Information:

At Confederation the provinces were given the responsibility for municipalities, and property tax was established as the primary source of taxation. Since that time, the responsibilities of municipalities have grown, some through downloading, others through a willingness to better serve their citizens. The ability of property taxes to continue to remain the primary source of revenue for municipalities needs to be examined.

Already many Nova Scotians are paying more than 5% of their household incomes on property taxes. Municipalities are being challenged to replace aging infrastructure, build new infrastructure, respond to increasing regulations, and accept new responsibilities for traditional provincial services such as doctor recruitment. Revenue potential is decreasing as the population ages and declines and as global forces change the economy. Demand for commercial property could well decline as retail space gives way to online shopping and as artificial intelligence impacts the need for workers in offices. The impact on property tax is not known, but chances are it will reduce property tax revenues.

Municipalities need to begin work now with the Province to develop a long-term path to sustainable communities. This means revisiting the relative roles and responsibilities between the Province and municipalities and revisiting the revenue sources available to municipalities. The problem is not going to solve itself, and municipalities should not expect the problem to be solved in the short run.

Impact on Municipalities:

The ability of municipalities to address the infrastructure needs in their communities varies, most often on town vs. rural lines. Towns provide more services (typically) than rural municipalities, although there are often pockets within rural municipalities where services are like those of towns (indeed some encompass former towns). Development patterns are changing the responsibilities of rural municipalities, and this has a distinct and measurable impact on towns. The lines between urban and rural, or towns and rural municipalities, is blurring. Boundaries established 150 years ago, when services were delivered based on how far one could travel in a day by horse and buggy, may no longer be serving us well.

The need for new infrastructure and for replacement of existing infrastructure is understood, but the size of the infrastructure gap in Nova Scotia is not. Applications under new funding programs from the federal and provincial government generally suggest the demand could be ten times the available funding, recognizing that applications typically only represent the top priorities. Although the strain of funding infrastructure is shared by all three levels of government, municipal governments across Canada spend, on average, a little under 50 per cent of each infrastructure dollar in the nation. Furthermore, it is municipalities that are most typically the last recourse for funding: if sewer pipes are failing, and people are leaving communities that lack community and recreation opportunities, it is the municipality that is expected to solve the problem—and no one wants to pay more taxes.

An analysis of the municipal financial condition indices provided by the Department of Municipal Affairs indicates the financial tax burden is higher in towns, and that the ability to put funds away in capital reserves is a struggle. While work is being done with the Province on several of the larger issues (roads, housing, physician recruitment) and a review of the Province's operation grant is being undertaken, there needs to be work done on understanding the future of property taxes and the extent to which this form of taxation can reasonably be expected to cover local services.

The Service Exchange Agreement has not been reviewed in the 30-plus years since it was introduced. In the meantime, municipal costs in policing, fire services, solid waste, water and wastewater have been increasing faster than the consumer price index, with municipalities having little control over those costs. Shared infrastructure is an opportunity to reduce the cost burden, and while there are many examples where municipalities are working together, more of these instances need to be encouraged and/or facilitated. This can be supported through incentives and expertise to facilitate intermunicipal agreements.

While it is understood the Province also levies high income taxes, and has high demands on its services, it should be equally understood that local services are just as important. If local services can't be paid for through property tax, everyone loses, the Province included. It is time now to look at what the infrastructure gap means, what responsibilities municipalities have, and how we can continue to provide the local services communities expect.

Proposed Action:

The problem of what should, and what should not, properly be understood as a municipal responsibility is large and complex and will take time to understand. Before a review of municipal responsibilities is undertaken, the ability of property taxes to pay for the status quo into the future needs to be understood. Once the capacity of property taxes is better defined, the gap can be identified. To begin the work, a resolution is proposed to request funding to conduct research on the future trend for property taxes, and what can be expected to the average homeowner's tax bill in future years given the current set of municipal responsibilities.

Municipal Responsibilities Resolution

WHEREAS municipalities are expected to provide a package of services to residents; and

WHEREAS the cost of these services has often grown at a rate outpacing increases to the cost of living, as measured by the consumer price index; and

WHEREAS municipalities rely primarily on property tax to fund the provision of these services; and

WHEREAS continually rising service costs result in an increasing tax burden on homeowners; and

WHEREAS a large percentage of property taxes collected at the local government level are transferred to the Province;

THEREFORE be it resolved that NSFM request funding from the provincial government to conduct research on future trends for property taxes, the impact of these trends for average Nova Scotian homeowners, and to explore possible alternative revenue sources for municipalities.

8. POLICING COSTS

Issue Identification:

The rising cost of policing is one of the greatest concerns faced by Nova Scotian municipalities. In 2005, Nova Scotian municipalities spent \$1.31 billion on policing. By 2015, this total had increased to \$2.16 billion. This equates to a 64.8 per cent increase, which exceeds the 19.5 per cent increase in the overall cost of living during the same period measured by the consumer price index (CPI), as well as the 18 per cent growth in GDP in Nova Scotia over the same years.²

² These data are collected from Statistics Canada and the 2005 and 2015 Annual Reports of Municipal Statistics published by Service Nova Scotia and Municipal Relations (2005) and the Nova Scotia Department of Municipal Affairs (2015).

	2005		2015 % Change
Policing Costs - Towns	\$ 24,384,285	\$ 37,460,629	53.63%
Policing Costs - Rurals	\$ 25,505,833	\$ 40,491,931	58.76%
Policing Costs - Regionals	\$ 81,727,890	\$ 138,932,779	69.99%
Policing Costs - Total	\$ 131,618,008	\$ 216,932,779	64.82%
CPI - Canada, All-items (2002 = 100)	107	126.6	18.32%
CPI - Nova Scotia, All-items (2002 = 100)	108.2	129.3	19.50%

Background Information:

Nova Scotian municipalities provide policing services under three models: municipal police forces; RCMP service through a direct contract; or RCMP through the provincial RCMP contract. NSFM currently shares municipal concerns about policing services with the Nova Scotia Department of Justice (NS DOJ) through two committees. One is a committee that discusses municipal experiences under the RCMP contract. The other is advisory committee to the department on general policing matters.

Impact on Municipalities

Policing is an essential service necessary in providing safety and security to citizens. The rising cost of policing services, however, constitutes a tremendous pressure on municipal elected officials, who often feel powerless to counteract these cost increases. This is because wages make up the bulk of policing costs, and wages are typically set by arbitrators. When arbitrators decide on wages, they usually duplicate police wage deals from other communities, with little or no consideration for the fiscal situation of the community in question. As a result, many municipalities see continually rising policing costs as proof that the arbitration process is broken.

Proposed Action:

Not only does the arbitration process need to work, but it also needs to be seen to work. Change must be collaborative, and workers and employers must both work towards their goals in good faith. Arbitration should respect the interests of both employers and employees; help to provide value to citizens receiving police services; and be seen to do both these things. To these ends a few possible solutions might be explored:

- Arbitrators should be required to consider a community's ability to pay as well as agreements negotiated with other local municipal employee unions when ruling on raises for police workers, as well as all other unionized workers in the broader public sector, including fire, public works, and other unions. Furthermore, the specific ability to

pay to be considered must be that of the tax burden for residential ratepayers, and not the theoretic ability of a municipality to continuously increase residential tax rates.

- Municipalities and the Province could consider a centralized arbitration service that is openly made available to employers but voluntary in terms of participation. When individual units negotiate separately with individual police unions, leapfrogging occurs, with one employer being picked off for a concession or increase that will then be replicated. At arbitration, these become the comparators and the spiral continues.
- Police services could be carefully examined to identify opportunities for alternative resources, including civilians, technology and outsourcing. The focus should be on program outcomes and budgets, and not on arbitrary limits on the size of the police force. There should be no ideological or other bias towards or away from civilian delivery of services. We need the flexibility to use civilians for some duties that don't require a uniformed and armed officer.
- Advocacy work could be done at the provincial and federal levels for sharing those costs that are related directly to responsibilities downloaded by them, such as cannabis, mental health, policing of international waters and national security.

At this time, a resolution around arbitration is suggested. Asking arbitrators to consider a community's capacity to pay is a specific and attainable request that will help to mitigate the sharp increases in policing costs experienced by Nova Scotian Municipalities. This solution is also likely to go a long way towards restoring municipal faith in the arbitration process

Adding an ability-to-pay consideration to arbitration is not likely to be a long-term solution for policing costs. Such temporary wage controls will be effective in meeting short-term fiscal targets, but longer-term action will require co-operative approaches that can drive institutional and system-level change. To this end NSFM continues to work collaboratively with the NS DOJ and the Nova Scotia Association of Police Governance boards to identify opportunities for service delivery opportunities and cost containment on the Joint Police Services and Community Safety Advisory Committee. Further solutions may emerge from this committee work, and at that time, additional resolutions would be appropriate.

POLICING RESOLUTION

WHEREAS policing is an essential service; and

WHEREAS municipal governments pay the bulk of policing costs in Nova Scotia; and

WHEREAS the cost of policing services continues to rise at a rate exceeding CPI and GDP growth; and

WHEREAS these changes have constituted a great increase in the tax burden of residential property owners; and

THEREFORE be it resolved that NSFM advocate for the inclusion of ability-to-pay considerations in arbitrations for all employees in municipal services, including, without limitation, police services, fire services, and public works, and that the ability-to-pay be based on a consideration of the average homeowner's tax burden; and

THEREFORE be it resolved that the Department of Justice ensure the joint provincial-municipal advisory committees currently established lead to positive initiatives and changes that will make our police forces more effective and sustainable.

9. SURPLUS SCHOOLS

Issue Identification:

The cost of demolishing schools declared surplus has become a significant burden for several municipalities. In a few cases, the burden is simply unmanageable.

Background Information:

Prior to 1982, municipalities were responsible for school board operations and were therefore responsible for the construction and maintenance of schools. When the responsibility for school boards was transferred to the Province, legislation granted school boards control of the school assets. Schools built after 1982 are provincial assets.

There exist some 400 schools throughout Nova Scotia, and about half are owned by municipalities. The Province's position has been that when these schools are declared surplus, they revert to the municipality. In the former school boards in Halifax, South Shore and Tri-County, more than half of the schools are municipal. In Annapolis Valley and Chignecto-Central, less than a third are municipally owned. The implications of surplus schools are not equal throughout Nova Scotia.

Section 93 (1) of the Education Act states that where land and buildings (previously owned by a municipality and that have been vested in a school board) are declared surplus, the municipality shall have the option of having the surplus land and buildings re-conveyed to it. Although several municipalities have raised this section of the Act, the Province continues to insist municipalities do not have a choice and must assume responsibility for the surplus schools.

In several cases, municipalities have willingly agreed to resume responsibility and have been able to transform the schools for other purposes. In other cases, the location of the school, the state of disrepair, and the financial circumstances of the municipality hinders the opportunity to make use of these facilities and the only course of action is to demolish the school. Vacant

schools are a liability to municipalities and there are concerns about public safety should they remain vacant.

Impact on Municipalities

For those who face a school closure, the cost implications can be significant. Many of these schools have not been maintained to a level that renders them usable for other purposes, and may have mould, mercury switches, or other hazardous features. Building codes were not always followed, and schools being handed over often lack any plans or drawings, or any information about services or utilities. Some locations have environmental issues due to buses being parked, serviced, and maintained on the lands, and some contain asbestos products and lead paint.

Examples of recent estimates to demolish a surplus school are as follows:

- CBRM: 7 surplus schools since 2015, with costs to demolish ranging from \$40,000 – \$250,000 and a total cost for the 7 schools of \$1.3 million.
- Town of Pictou: estimated cost \$500,000 for one school.
- Annapolis County - \$700,000 - \$1 million estimate for one school
- District of Lunenburg – current cost to date for three schools is \$497,775.88 and counting, with \$2.5 to \$3.0 million in additional expenses expected for two large schools yet to be demolished.
- Mulgrave \$350,000 – \$500,000 for one school.
- Municipality of Pictou – over \$500,000 for one school.

In some cases, the value of the land is such that it can be sold to other interests, and revenues may offset the cost of demolition. In other cases, the municipality can find funding and/or partners who are willing to share in the investment required to repurpose the property. Since these lands and facilities were built with taxpayers' monies, the municipality should be able to decide the best future for these lands.

In those cases where the municipality refuses the offer for the surplus school, the facility should be demolished by the Province and the land returned to the municipality. The decision to not maintain or close the school was not the decision of the municipality.

It should also be noted property taxpayers contribute over \$250 million annually to the Province for education. This amount is collected by municipal governments and transferred to the Province. It is estimated the mandatory education payments represent close to 20% of the province's education costs. It is not fair to ask property owners to pay more.

Proposed Action:

The Province needs to abide by the Education Act and offer municipalities the right to refuse to assume a surplus school, with enough time provided to allow municipalities to conduct a thorough analysis of the options.

For those municipalities that are not interested in taking ownership of the surplus school, the province should be responsible for demolishing it and for ensuring the site is environmentally safe.

Given municipalities did not have control over the use of these sites, costs associated with any environmental damage should be assumed by the Province.

As well, given the municipalities did not have control over the maintenance of the school, the province should assist the municipality with costs required to make the school usable for other purposes.

Surplus School Resolution

WHEREAS the Education Act says municipalities have the option to assume a surplus school, and municipalities are being told they have no choice but to assume responsibility for it; and

WHEREAS municipalities have had no control over the school lands and buildings and may be faced with significant costs to address environmental concerns and to demolish the buildings; and

WHEREAS many of the schools have not been maintained nor do they meet building codes,

THEREFORE be it resolved that the Department of Education provide all municipalities the option to not to have schools conveyed to the municipality; and

THEREFORE be it resolved the Province pay for any environmental clean-up and to cost share in any renovations required to make school buildings usable for other purposes.

10. SUSTAINABILITY & INFRASTRUCTURE FUNDING SUPPORT

Issue Identification

Numerous funding resources exist for municipalities to make their operations more efficient, strengthen their infrastructure planning initiatives and increase their resiliency to our changing climate. However, despite the availability of programs, a significant number of Nova Scotia's municipalities lack the capacity and/or time to access them.

As a provincial association, NSFM is well positioned to support municipalities in accessing available funding to foster the adoption of innovative and strategic approaches to managing their operations and infrastructure. NSFM could play a key role in identifying appropriate projects and sources of funding, and opportunities to partner with other municipalities on initiatives that are mutually beneficial.

Background Information

Over the next 10 years, Nova Scotia will receive \$828 million in federal infrastructure funding through the *Investing in Canada Plan*. This program will offer funding for green infrastructure, public transit infrastructure and community, culture and recreation infrastructure. To access the funding, municipalities will have the added requirement of applying a "climate lens" to applications for major infrastructure projects, where they will need to undertake an assessment of how projects will reduce carbon pollution and better withstand the impacts of climate change.

In addition to the *Investing in Canada Plan* opportunities, the Federation of Canadian Municipalities (FCM) has funding to support sustainability, infrastructure and climate change initiatives. Its main funding program is the *Green Municipal Fund*, which supports projects that improve air, water, soil and reduce greenhouse gas emissions.

Although these programs are available to communities across the country, Nova Scotia's municipalities are often under represented as funding recipients. To position our municipalities to take advantage of these opportunities, NSFM could support municipalities (which may otherwise not have to the in-house capacity) in securing funding for sustainable infrastructure planning, green innovation and climate change initiatives.

NSFM could create an in-house position, which would be funded from the Province and NSFM membership dues. NSFM would focus on helping municipalities identify and access funding to support initiatives designed to mitigate current and future climate risks as well as those that lead to the adoption of new and sustainable approaches to infrastructure planning.

Through the development of resources, training opportunities and knowledge sharing events, NSFM could help streamline the application process for municipalities and position them to be successful applicants. Recognizing that local leaders know what is best for their communities, NSFM could work with municipalities to identify innovative solutions to make their

communities more sustainable that also fit within the program requirements. To make the most of available resources, NSFM would also look for opportunities for municipalities to partner in circumstances where they would benefit from regional or collaborative applications. This would not only ensure that funding programs are as impactful as possible, but also make limited resources go farther.

Impact on Municipalities

NSFM could play a coordinating role in helping municipalities secure funding that they otherwise would not have the capacity to access. This support would help municipalities make the most of programs that mitigate current and future climate risks and enhance infrastructure planning and service delivery.

Proposed Action

To provide this support to municipalities, the suggested approach is to secure \$125,000 to cover the cost of creating a Sustainability & Infrastructure Funding Support position within NSFM (funding for the position would cover salary, benefits, resource development, coordination of events, travel, etc.). Because this position would provide value to both municipalities and the Province, in terms of meeting shared goals relating to environmental and infrastructure sustainability, NSFM would seek half of the funding from the Province of Nova Scotia and the remaining half through membership dues.

The main services that could be provided through this position include:

- Coordinating knowledge sharing and educational opportunities about existing funding programs and resources
- Assisting municipalities in preparing to apply for eligible funding programs
- Supporting municipalities in seeking innovative project ideas and applications to facilitate strategic infrastructure and sustainability planning
- Facilitating networking opportunities to share best practices and successes among municipalities
- Facilitating collaboration among municipalities where it creates economies of scale and shared benefits to develop regional/collaborative applications
- Liaising with Infrastructure Canada, the Province of Nova Scotia, FCM and other organizations to remain current on existing resources and opportunities

Upon securing support for this work, NSFM would seek input from municipalities and the Province of Nova Scotia to identify and agree upon the key services that would be most beneficial to access funding resources. NSFM would seek to establish this position as an ongoing initiative; however, the work could be reviewed in 3 years to ensure it continues to provide maximum value to both municipalities and the Province.

Sustainability & Infrastructure Funding Support Resolution

WHEREAS the Province of Nova Scotia and NSFM recognize common goals relating to municipal sustainability to make municipal operations more efficient and increase climate resilience; and

WHEREAS the Province of Nova Scotia and NSFM are supportive of wise investments in infrastructure to support sustainable service delivery at the right level and cost to tax payers; and

WHEREAS the Province of Nova Scotia and NSFM recognize the importance of regional cooperation since the impacts of climate change do not recognize boundaries and enhanced collaboration will support municipalities in making their communities healthier, safer and more prosperous; and

WHEREAS municipalities have direct or indirect influence of close to 50 percent of the nation's greenhouse gas emissions and are responsible for more than half of Canada's public infrastructure; and

WHEREAS NSFM recognizes that some municipalities lack the resources to access existing funding opportunities that would allow them to develop innovative and strategic initiatives to make their operations and infrastructure more sustainable; and

WHEREAS NSFM is uniquely positioned to support municipalities in making the most of existing funding opportunities and resources;

THEREFORE BE IT RESOLVED that the NSFM write the Province requesting \$62,300 to cost share the funding for a Sustainability & Infrastructure Funding Support position within NSFM; and

THEREFORE BE IT RESOLVED that the NSFM increase its membership dues to cover the remaining \$62,500 to support a Sustainability & Infrastructure Funding Support position.

NSFM Leadership Commitment

11. CODE OF CONDUCT

Issue Identification:

Municipal councils are now required to adopt a code of conduct to guide behaviour. A model template for a Code of Conduct was prepared by UNSM a number of years ago and needs to be improved to reflect current realities. Clarity and transparency around appropriate behaviour is helpful. NSFM is committed to working with municipalities to rewrite the model code of conduct.

Questions have been raised about the value of a code if there are no consequences for those who act inappropriately. The issue was identified in consultations around the review of the Municipal Government Act and at NSFM meetings, including ones around the need for transparency with expenses and hospitality for elected officials. Changes to the Municipal Government Act would be required to increase options for sanctions. Processes to deal with complaints vary across municipalities and are often in response to a complaint - not described in policy.

Background:

Elected officials are not considered employees and are not subject to labour legislation. Traditional thinking is that the electorate deal with inappropriate behaviour every four years at election time. In today's culture, certain behaviours are not considered tolerable, and there are expectations that such behaviour should be dealt with in a timely manner. Inappropriate behaviour amongst elected officials, between elected officials and staff, and between elected officials and the public need to be dealt with in a timely fashion, all while maintaining respect for citizens' choices in an election.

Sometimes, education around an inappropriate behaviour is enough to prevent the behaviour from being repeated.

Under the review of the MGA, research undertaken around codes of conduct and sanctions for inappropriate behaviour across the country found six provinces have legislation around codes of conduct: Ontario, Quebec, Manitoba, Saskatchewan, Prince Edward Island and Alberta. The approaches vary in each case. In most cases, councils are required to have a code of conduct. Half require councils to establish procedures for dealing with complaints. Ontario requires each council to have an integrity commissioner; Saskatchewan permits an integrity commissioner, but only to deal with internal complaints. Quebec has established a Quebec Municipal Commission to deal with complaints, while Saskatchewan allows for a Provincial Ombudsperson to hear complaints. Sanctions vary from province to province and can include reprimand, requirement of an apology, requirement for training, suspension or removal from committees/appointments, reduction or suspension of remuneration, and fines.

Before requesting changes to the Municipal Government Act, consultation with municipalities across Nova Scotia will be needed to ensure the request going forward has enough detail and support. Key questions include what behaviours should be included in the code of conduct; who can make a complaint and to whom the complaint ought to be made; who should investigate the complaint, and what, specifically, should be the process for investigations; who determines sanctions, and criteria for which sanctions should be applied; whether there is a role for council/staff or whether there is a role for an independent investigator/mediator; who pays for investigations; and how the complainant and the person being accused of an offense are protected.

Impact on Municipalities:

The number of complaints or incidents that could give rise to a complaint is not known. The lack of clear processes to deal with complaints as well as both the personal and financial costs of formally levying a complaint could be a deterrent. Recent public incidents reported in the media suggest the number of possible complaints could rise, and the lack of clear processes have led to different responses from different councils. It would be helpful to provide guidance to all municipalities on how to deal with inappropriate behaviour in a more uniform fashion.

Proposed Action:

NSFM will work with municipalities and others to develop a model code of conduct.

NSFM will also work to develop a model process to address inappropriate behaviour and complaints of elected officials.

This work will be done over the next six months and will also include the identification of any legislative changes required.

Issues to Monitor

12.Connectivity and High-Speed Internet – 2017 Resolution

Current Progress:

The Partnership Framework commits the Province to working with municipalities to having all communities able to access high-speed internet connections to support economic development, education and health outcomes. The Province has announced funding for internet expansion and has assigned provincial responsibility to Develop Nova Scotia. The roll out of the provincial approach is underway, and NSFAM is organizing a workshop for October 11 to help municipalities understand the issues and opportunities.

While cellphone connectivity will be improved as high-speed internet improves, there is more that needs to be looked at to support better cell phone connectivity. Work will continue to better understand the issue and to identify possible solutions.

Consideration for 2018 Resolutions:

The initial focus has been on internet and the organization of a Fall internet workshop for NSFAM members on October 11th, 2018, in Truro. Following that, next steps will be identified, including the next steps for the cell-phone issue. At this time, it is recommended that this work continue and be monitored.

13.Doctor Recruitment – 2017 Resolution

Current Progress:

NSFAM has been working with the Nova Scotia Health Authority and has been invited to serve on a Physician Recruitment and Retention Committee. NSFAM held a workshop for members in June, sharing the provincial strategy for recruitment and what some municipalities are doing to assist in the recruitment effort. The NS Health Authority is working on a toolkit for municipalities which will identify ways in which communities can assist. In the meantime, the Province has undertaken multiple steps to support greater success in recruitment. It is noted that this is a national problem.

The problem is not yet solved, and the issue remains a critical concern for many Nova Scotians. NSFAM members have called provincial attention to this issue through the 2017 resolution. While it is possible that a more specific request could be put forward, staff are not clear on what that request should be.

Consideration for 2018 Resolutions:

At this point it is recommended that NSFM continue to work with the Nova Scotia Health Authority and monitor the progress on the issue.

14. AFFORDABLE HOUSING

Issue Identification:

Affordable Housing is critical to all communities. This issue includes:

- Lack of housing of various types
- Poor quality of housing, especially for low income renters
- Ongoing support from other levels of government to those supplying housing to citizens
- Homelessness
- Appropriate, affordable housing for those with disabilities
- Senior housing options

Background Information:

NSFM issued a statement of municipal concern on affordable housing in 2017. The statement included two separate plans of action: one federal, and one provincial.

The NSFM statement of concern was timely. On the federal front, many long-established federal housing programs were set to expire. The FCM had also been busy undertaking a significant amount of advocacy work to ensure that these programs, or some equivalent, would be renewed. Shortly after the NSFM statement of concern was issued, the Government of Canada introduced a 10-year, \$40-billion National Housing Strategy (NHS). While this figure may appear generous, the new federal strategy does not specifically address the concerns of NSFM requesting that federal housing programs allow joint applications from municipalities with the Province of Nova Scotia, or that they provide an alternative way of ensuring Nova Scotians receive a fair share of the federal funding for housing.

NSFM is currently in the process of addressing the provincial element of the 2017 statement of concern. In 2017, NSFM recommended that a joint provincial/municipal working group be established to review the current housing strategy, to clarify the role and tools available to municipalities to address housing issues including a review of the legislative changes proposed, to develop guides for municipalities on the tools available to them to address these issues, and to review the current Statement of Provincial Interest with respect to housing. A joint committee has been established by Housing Nova Scotia and NSFM to address these issues, and

it is intended that the work of this committee will be submitted to the Ministers Roundtable under the Department of Municipal Affairs and the NSFM Partnership Framework.

Impact on Municipalities

Municipalities remain under pressure to assist in ensuring affordable housing is available. Municipalities can have a direct hand in planning and regulation, and can also work together to secure funding, as well as influence policy and regulation, concerning affordable housing.

Even with the renewed federal commitment, it is possible the federal and provincial programs are not enough, and municipalities will be asked to invest in housing directly. While partnerships are likely allowed under the MGA, the responsibilities municipalities are currently delivering have led to already high tax burdens on property owners. Adding to these burdens is a challenge, one requiring careful and transparent discussion within the community.

Municipal involvement with the Province in finding housing solutions is essential.

Proposed Action:

The Province has recognized the value of working in collaboration with other levels of government and has established a joint committee involving Housing Nova Scotia and NSFM. Housing Nova Scotia's mandate is to deliver affordable housing solutions for Nova Scotians with low-incomes, and their core priorities for 2018-19 include the identification of partnership opportunities with municipalities to address homelessness and increase the supply of affordable housing.

At this time, it is recommended that the NSFM and Housing Nova Scotia proceed with committee work. Potential resolutions may emerge from the work of the committee concerning municipal involvement in affordable housing, including new ways to work with the Province to ensure that Nova Scotians get their share of the \$40-billion federal NHS commitment. The issue of affordable housing should continue to be monitored by municipalities and NSFM staff.

15. IMMIGRATION

Issue Identification:

Improving immigration could help to solve Nova Scotia's demographic woes and bolster local economies.

- Forecasts show the numbers of senior citizens will continue to increase in Nova Scotia.

- Many young Nova Scotians continue to move away to pursue economic opportunities.
- The dependency ratio—the number of children and seniors per 100 persons in the workforce—is going up, leaving a higher burden on working taxpayers.
- Statistics show negative population growth for most NS municipalities over the past 20 years, and projections for the future show the same.
- Immigration can be an ‘interrupter,’ and help restore balance to the dependency ratio.
- Nova Scotia attracts few international immigrants compared to the rest of Canada and has a lower immigrant retention rate than many other provinces.
- International immigrants coming to Nova Scotia primarily settle in urban centres such as Halifax.
- Rural Nova Scotian communities are left especially disadvantaged by these changes.

Background Information:

The dependency ratio in Nova Scotia has been under 50 per cent since the late 1980s, but is forecast to go up, most likely into the 60 per cent region. The dependency ratio is an important number to consider: for quite some time, 100 working Nova Scotians have only had to support an average of about 47 children and seniors.

Nova Scotia has had a declining birth rate for decades, and many Nova Scotian youths continue to leave Atlantic Canada to seek economic opportunities elsewhere. Meanwhile, baby boomers are rapidly reaching retirement.

Impact on Municipalities

As the dependency ratio increases into the 60 per cent range, fewer and fewer working Nova Scotians will have to support a larger number of senior citizens and children. This support includes everything that is provided privately within families and is sometimes mentioned when people talk about belonging to a ‘sandwich generation.’

But even more importantly, this means that there will be fewer working persons paying tax dollars not only into property taxes, but also into the pension plans that support retired baby boomers, and income taxes that support the health system. This is particularly problematic in the case of health care, with average costs per patient increasing with age, life expectancies on the rise, and the looming retirement of the baby boomers.

The demographic shift will be felt less dramatically in Halifax, which, at 40.9 years, has the lowest average age of any region in the province. Halifax attracts the bulk of Nova Scotia’s international and interprovincial migrants, as well as the bulk of Nova Scotians who decide to relocate within the province.

However, rural municipalities and small towns do not—and will not—have it so easy. The average age of their populations is higher, they lose more of their youth and they attract fewer immigrants.

Proposed action:

No resolution is recommended at this time. It is recommended that NSFMC continue to investigate the issue of immigrant attraction and retention, especially as these subjects pertain to rural municipalities and towns. Consultations will be made with Immigration Nova Scotia, the Immigrant Settlement Association of Nova Scotia (ISANS), the Regional Enterprise Networks and municipalities throughout the province. It is hoped that themes will emerge from these meetings, that partnerships will be built, leading to a concrete action plan for the attraction, settlement, integration, and retention of immigrants.

16. LIBRARIES

Issue Identification:

Libraries are an essential part of the community and contribute to social and economic growth. Funding for libraries comes from municipal taxes, library boards and provincial grants. Provincial funding for libraries has been frozen for years yet demands for library services are increasing. More funding is necessary.

Background Information:

Public libraries inject \$30 million annually into Nova Scotia communities. Data from 2008/9 shows over 800 staff are employed, along with hundreds of youth who are hired each year gaining valuable skills and supporting community initiatives. At least one-third of Nova Scotians own a library card and visit the 77 library branches throughout rural and urban communities. These branches provide high speed wireless access, offer over 11,000 programs to all ages supporting lifelong learning and family literacy – these numbers have increased since that time.

The demand for library services has been growing significantly and there is a need to ensure our library books and materials collections, computers and other technology, and services are meeting current society's needs and expectations. These expectations are high – the global trends, rapidly changing technology and increasingly diverse population need to be addressed. Yet funding has not kept pace.

Impact on Municipalities:

Municipal governments pay for the cost of physical branch facilities and work with their library boards to address improvements. Many of our libraries are old, and the cost of renovations to accommodate current and future technology is increasing and sometimes impossible.

Investment in facilities is required, along with investments in water, wastewater, solid waste, roads, policing, fire – there are many serious demands on municipalities. Property tax burdens are high in many communities and hard choices are being made.

Programing, wages, collections and services are all increasing in demand and costs, and municipal budgets are being stretched.

Proposed Action:

The Library Boards Association of Nova Scotia (LBANS) is led by Digby Warden Jimmy MacAlpine and has been meeting over the summer with the Province to address the funding issue. They are developing solutions for the Province to consider. At this time, it is recommended that this work continue and that NSFM monitor the situation. Should a solution not be forthcoming, NSFM will work with LBANS on next steps.

From: NSFM Info <Info@nsfm.ca>
Sent: September 11, 2018 4:35 PM
To: Tracy Verbeke
Subject: TOWNS CAUCUS MEETING—SEPTEMBER 21, 2018, FOLLOWING RESOLUTIONS MEETING

TO: Mayors, Councillors and CAO's from Town Caucus

FR: Betty MacDonald, Executive Director

RE: TOWNS CAUCUS MEETING—SEPTEMBER 21, 2018, FOLLOWING RESOLUTIONS MEETING

The next Towns Caucus Meeting will take place on September 21, 2018, following the Resolutions Meeting. Please let Mayor Jeff Cantwell or me know if you have any agenda items. An agenda will be provided in advance of the meeting.

Date: Friday, September 21, 2018

Time: 12:30 p.m.

Location: Holiday Inn, Truro NS

Note: Every effort will be made to provide teleconference services for the meeting, however the technology does not always work well.

A light lunch will be available at 1:00 p.m.

Please RSVP Tracy Verbeke (tverbeke@nsfm.ca), to ensure sufficient food is available.

Betty MacDonald
Executive Director
Nova Scotia Federation of Municipalities
(formerly UNSM)
1809 Barrington St., Suite 1304
Halifax, NS B3J 3K8
(902) 423-3423
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Gary & Bonita Moore
1 James Street
Oxford, NS B0M 1P0

August 20, 2018

Mayor Trish Stewart
Town of Oxford
P.O. Box 338
Oxford, NS B0M 1P0

Dear Mayor Stewart:

Further to your letter dated August 14, 2018, we wish to dispute your decision not to reimburse the late payment charges we incurred on our tax invoice.

You acknowledge that we are not alone in noting that the tax bills should have indicated interest rates to be applied to late payments. We are all about consistency and fairness in dealing with people, as you suggest you are doing with this decision. We would beg to differ on your interpretation of this statement. To us, the only fair thing to do would be to reimburse your citizens. You demonstrate by your own admission that "This will be corrected on future tax bills for clarity and full information disclosure to all our ratepayers." If a correction is to be made going forward, then apparently you are conceding that this was a mistake. It is our opinion that clear indication should have been part of the original roll out on the 2018 tax bills.

You state that this was due to turnover in administration and that inconsistencies have been identified. Making a policy alteration like this, without indicating such a change on invoices, does not seem to be the best way to treat citizens of our small town.

We remain disappointed.

Sincerely,



Gary and Bonita Moore

YMCA of Cumberland Board of Directors Meeting
Minutes – May 1, 2018

Present: Trina Clarke, Charlie Seymour, Kent Leslie, Terry Farrell, Dale Fawthrop, Dan Rector, Loralee Landry

Regrets: Liz Conrad, Stephanie Small, Sheila Christie

Meeting called to order at 7:02 p.m.

Agenda Brent Noiles will be presenting on Y Reach in place of Kathryn Hillier. Add Town of Amherst funding agreement under New Business. Motion to accept agenda as amended. Moved by Terry, seconded by Dale; motion carried.

Minutes Under heading "Pool Incident" – 1st line "ha" should be "has". Motion to accept the minutes with noted corrections. Moved by Dale, seconded by Terry; motion carried.

YMCA Highlight Community highlight – Evening News shared a nice story on the Pay It Forward pantry. Alison Lair was featured in the story and has directed people to the pantry for support.

New Business

- Y Reach – Brent Noiles presented on the Y Reach program. Four years ago the program launched. Brent worked with 50 clients over the past year. Y Reach took over the language training program in the province. Cumberland Y Reach has developed a good working relationship with the Multicultural Association of Cumberland. Brent shared additional highlights of the program.
- Capital Budget 2018-2019 – Trina presented the Capital Wish list and noted the required items plus the recommended items. Trina asking the Board to consider both the required and recommended items for approval. A suggestion was made that the water fountains be replaced as recommended by Facility. Agreed to add this item under recommended items. Motion made to accept required and recommended Capital expenses. Moved by Terry, seconded by Dale; motion carried.
- December, January and Financials – Trina apologized for the delay. Staffing at Town Hall has impacted the production of the financials. Trina noted the year has gone well so far financially. Trina entertained questions. Motion to approve December and January financial statements as presented. Moved by Dan, seconded by Loralee; motion carried.
- Meeting with the Town of Amherst re funding agreement – Trina met with Greg Herett and Sheila Christie. They would like to set up a five-year agreement contract different from what currently exists. They are proposing a new agreement without financial services. The 1 cent levy for the pool will continue

and they will put a dollar value on garbage removal, snow removal, etc. They would round this up to a dollar value to help offset the financial services costs we would undertake. Trina has proposed the transition take place September 1st if possible as opposed to the suggestion of July 1st. Trina would like to meet with Sue McIsaac and discuss what she thinks the Y would need to meet our financial needs. Finance committee will look after the next steps.

Old Business

- Amalgamation/Regional Committee Response – a letter was received from Y Canada. The letter was very positive all things considered. Charlie shared the letter with us. Charlie has a copy of the letter and it can be forwarded to any Board members wishing to read it.

CEO Report – As circulated. Trina entertained questions.

Next Meeting – May 29th at 7:00 p.m.

Motion to adjourn, moved by Dan.

Meeting adjourned at 8:19 p.m.

Respectfully submitted,

Pam Chenhall

YMCA of Cumberland Board of Directors Meeting
Minutes – May 29, 2018

Present: Dale Fawthrop, Charlie Seymour, Dave Clark, Dan Rector, Sheila Christie, Trina Clarke, Pam Chenhall, Kent Leslie, Liz Conrad

Regrets: Stephanie Small, Loralee Landry

Agenda:

Approval of Minutes

Reflection: Y Canada AGM

- 1) Financial Services and Statement format for audit
- 2) Insurance Renewal
- 3) Investment Update

Meeting called to order at 7:05 p.m.

Agenda Motion to approve the agenda. Moved by Dale, seconded by Dan. Motion carried.

Minutes Add Dave Clark under regrets. Motion to approve the minutes with the noted amendment. Moved by Dale, seconded by Dan. Motion carried.

Reflection Y Canada AGM. Trina hoped that Terry would be present to reflect on his experience but Trina shared that Terry thought it was the best AGM he had attended. The Federation passed a motion that engages the Y in the reconciliation process with the Indigenous people of Canada. Participated in the blanket exercise that took participants through colonization to present day. Trina shared how the exercise proceeded and the impact.

Business

- Financial Services and Statement Format for Audit – Trina met with the auditors and laid out the financial services situation and laid out three options:
 - 1) Moncton Y takes over
 - 2) Hire our own position
 - 3) Private company in Amherst

Trina asked their opinion after a good dialogue around the options. First and best option was to partner with Moncton because it was the best fit. If that didn't work out pursue both remaining options simultaneously. The following week Trina had a meeting with the CEO of Moncton who was surprised by how much we still did in house. Zane would see this as an opportunity to post an existing part time bookkeeper as a full time position – half of which would be allocated to our Y. We are waiting on a costing breakdown. He plans to have a costing breakdown to us by middle of June. Trina set up a meeting with Greg and Shelly about what the Town can do or not do:

- 1) Transfer of various reports and responsibilities over August/September with complete take over by October 1st.

- 2) Request Town of Amherst do payroll until January 1 and do T4 (as suggested by Greg in initial meeting).
- 3) Including in letter that Town of Amherst keep reports for seven years after each reporting year and is there should be an audit that Town of Amherst would help with the process.
- 4) Requiring an inclusion in Town of Amherst of what reporting documents are needed and to whom.

Asked Greg about the amount allocated to in kind services. At the end of every quarter we all receive a cheque covering the costs of snow removal, water/sewer and garbage. Trina sees this as a huge risk because she feels some of the estimates as low. Greg has recommended we put money aside into reserves to cover any overages.

Finance committee is requesting a 5 year breakdown of the in kind services in order to assist with budgeting. Mark is already looking into options (snow removal, garbage, etc.).

Property at front belongs to the Y but a verbal agreement is in place with the Town for maintenance but Trina want to make sure it is included in the agreement.

Finance committee recommends to the Board that we pursue the agreement with the YMCA on the time-line Trina laid out above. Motion that the Finance Committee plan is acceptable to the Board and Trina can take the next steps based on costing from Moncton YMCA. If the Moncton cost valuation is greater than \$30,000 it should come back to the Board for further discussion and consideration of Options 2 and 3. Moved by Dale, seconded by Dave, Town of Amherst representative abstained. Motion carried.

Audited financial statements format is going to be more reflective of the reporting that Trina has to make to Y Canada and what every other Y is doing. It is of no further cost to us because they were already doing this. Motion that the format of the audited financial statements mirror those of the Moncton YMCA to be completed for fiscal year 2017-2018. Moved by Dan, seconded by Dave. Motion carried.

- Insurance Renewal – bid went out to four different companies. Our current insurer couldn't give us a better rate. First company couldn't cost it. Two other companies went through the process but couldn't even meet the current company. We have renewed with the same company for a small increase.
- Tabled to the next meeting due to Henry's absence.

Next Meeting tentatively scheduled for June 14th at 5:30 p.m.

Motion for adjournment, moved by Dave.

Meeting adjourned at 8:10 p.m.

Respectfully submitted,
Pam Chenhall, Secretary

YMCA of Cumberland Board of Directors Meeting
Minutes June 14, 2018

Present Dave Clark, Sheila Christie, Terry Farrell, Liz Conrad, Trina Clarke, Charlie Seymour, Kent Leslie, Henry Knol, Dale Fawthrop, Dan Rector, Pam Chenhall

Regrets Lorelee Landry, Stephanie Small

Special guests: Cindy Costin-Fury and Melissa MacDonald, McIssac Darragh

Draft audited financial statements were presented to the Board.

Motion to reallocate the internally restricted capital to the general fund. Moved by Terry, seconded by Henry. Motion carried.

Suggestion that we look into the Endorsement Funds and any restrictions imposed by the Endowment and then consider investing it so it grows more than it currently does.

Motion to accept the audited financial statements with the amendments recommended. Moved by Sheila, seconded by Dave. Motion carried.

Motion to adjourn, moved by Terry.

Respectfully submitted,

Pam Chenhall



**Recreation, Leisure services and Events Committee Meeting Report
July 4, 2018**

Present: Mayor Trish Stewart, Councillor Dawn Thompson, Corey Skinner

1. The meeting was called to order at 5:30 pm.
2. Minutes from the previous meeting were emailed for all to view prior to the meeting. No errors or admissions were noted.

3. Old Business

Strawberry Trail Run: Bottled Water donated from Pharmachoice is on site at town hall. Trish requested that the summer students move the water to the fire hall on Friday. Trish noted that she will be away for the weekend and has asked Corey to replace her for announcing and handing out the medals. Dawn to get iPod for Corey to get students to download upbeat music for race. Trish to let David know of her absence and that Corey will be replacing her.

Blueberry Festival: A couple of updates to the planned Events was given. Confirmed 8 vendors for Artisan Market. Action item for Wes to close the heritage square parking lot for 8am -3pm day of August 18; Legion confirmed breakfast for August 19; Dance confirmed for August 25; DJ booked - big Steve; legion partnering with CIB, legion to look after bar, CIB to cover workers for door and clean up crew, CIB to cover DJ costs, split of door admittance, CIB to host 50/50, Trish to purchase 50/50 tickets; Paint Nite confirmed at fire hall August 23; Advertising to begin right away Summer Rec Programs Summer soccer and t ball have started, numbers are still increasing, currently have 40+ registered for soccer and 12 for t ball; Fun Friday program planning is underway with the students looking after it; Cumberland county exhibition, Corey will not be available for the parade and will ask Taze for his presence the day of parade; Dawn had ad out looking for items for parade entry; Corey is updating the website regularly; community gardens will be finished planting this week with students.

4. No new business to add.
5. No correspondence.
6. Next meeting is scheduled for Wednesday, August 1, 2018 at 5:30pm at town hall chambers.

Notes taken by Councillor Dawn Thompson



Recreation, Leisure services and Events Committee Meeting Report September 12, 2018

Present: Councillor Dawn Thompson, Corey Skinner

Regrets: Mayor Trish Stewart

1. The meeting was called to order at 5:30 pm.
2. Minutes from the previous meeting were circulated via email prior to the meeting and approved with no errors or omissions. Approval of the agenda was given.
3. Old Business

Blueberry Festival

Numbers were very low for all events. We need to reconsider the type of events and the number of events for next year. The movie housed 10 persons, the dye had 5 children show up and the cooking with kids activity only saw three participants. The Blueberry Festival dance only raised \$135.

Rescheduled Paint Nite from Blueberry Festival, Dawn to touch base with Empty Nest Design about rescheduling.

Summer Staffing

Corey felt it was the best year to date for his students. The year ended with a potluck and cake. Corey to check with Taze to see if interested in the odd hour throughout the school year if needed, example Christmas Parade.

Exhibition/parade

Job well done on the float. Town of Oxford received 2nd place in the float category. Thanks to be extended to Rick for the loan of his trailer and to Wes for hauling it in the parade.

Terry Fox Run

To be held this upcoming Sunday, September 16, 2018 at 2pm with starting point from Heritage Square. A 5k and a 10k route will be mapped out. Posters advertised throughout town. Fruit tray and water to be made available to participants.

Christmas Parade

To be held Friday, November 30, 2018 with theme, "It's a Blue Christmas". Corey to print forms to be distributed to all businesses and organizations throughout the community. Check with Trish to see if she had the opportunity to speak with anyone from OFF regarding them being a part of the parade being it their 50th Anniversary of Business. Corey to speak with Wes regarding town entry. Corey to speak with Shelly regarding Santa float. Corey to book Santa. Treat bags to be the same as previous years. Santa to visit children from Heritage Square immediately following the parade. Corey to check with Bill Schumann and Bev Clarke about bands.

New Years Eve Family Event

Tabled until next meeting. Trish, Dawn and Corey to come to next meeting with ideas.

4. New Business

Fall/Winter Programs

- Corey to check about ice going in the rink.
- Fun Hockey
- Corey working with Bob Hensley to coordinate a senior program.
- Senior bingos still a go.
- Corey received email from YMCA regarding funding and programming for the after the bell and youth on the move programs. Corey will meet with YMCA representatives for further discussion.
- Positively pumped fitness, Corey to touch base with Mark Pettigrew to see if a place was found for him to continue classes with the loss of the use of the Lions Den.
- Corey to touch base with Laura, YMCA, regarding fitness classes.
- Corey to touch base with Kerri Warner regarding YOGA classes.

Community in Blooms Fundraising Efforts

It was felt that main focus currently in the town should be on the Lions Club. How do we include CIB for fundraising at this time?

5. No correspondence.

6. Next meeting is scheduled for Wednesday, October 3 at 5:30 pm at Town Hall Council Chambers.

Minutes by Dawn Thompson



**Personnel Committee Meeting Minutes
September 10, 2018**

Attendance: Councillor Rick Draper, Chair, Councillor Dawn Thompson, Councillor Brenton Colburn, Councillor Tom Kay, Rachel Jones, CAO

1. The meeting was called to order at 6 pm.
2. Performance Management
The Committee discussed and agreed on Performance Management goals for the Chief Administrative Officer over the course of her first year within the role, understanding that some goals may span over more than the first year. Ms. Jones will prepare and present performance management documents for distribution to Council.

The Personnel Committee will review progress at November Personnel Committee meeting.

3. Union Contract Negotiations
The Town has been advised that contract negotiations are not anticipated to start before October 2018. The CAO will prepare base offer recommendations for union negotiations and present to Council for discussion and approval.
4. The meeting adjourned at 6:45 pm.

Notes taken by Councillor Rick Draper

Minutes of the Oxford Police Advisory Board

Place: Council Chambers

Date: Tuesday, March 27, 2018

Attending: Rod MacDonald, Chairman (presiding)
Board Members: Councilor Dawn Thompson, Councilor Dave Clark, Secretary Linda Cloney, Sgt. David Lilly, and Acting Corporal Tom Livingstone

Guests: Kevin Matheson, Interim CAO
Trish Stewart, Mayor
Ray Cochrane and David Arsenault, Ride for Dads

Absent: Byron MacDonnell, Annie Crowe and S/Sgt. Craig Learning

A quorum was not present throughout the meeting.

Call to order: 6:00 pm

Agenda Items	Discussion and Decisions
2. Agenda	It was moved and seconded that the agenda of the Oxford Police Advisory Board for March 27, 2018 be approved. Motion Carried
3. Minutes	It was moved and seconded that the minutes of the December 5, 2017 Oxford Police Advisory Board be approved as amended. The following corrections were made: - Spelling of Acting Corporal Tom Livingstone's last name. Motion Carried
4. Business from the previous meeting	
4.1.1 – Left hand turn off James Street	Key highlights discussed: * Acting Corporal Tom Livingstone spoke to Transportation and Infrastructural Renewal and they have confirmed that the Traffic Authority in Oxford is actually the Oxford RCMP. * After researching with Transportation and Infrastructural Renewal and other members from the Oxford RCMP, their best recommendation would be to make the end of James Street, no left hand turns.
4.1.2 – Traffic Light at Three Way Intersection	Key highlights discussed: * the intersection is too small for the amount of traffic and type of traffic in it. * a flashing red light would be the best fix – the concern is the cost.

-
- * try the no left turn off James Street to see if that helps with the traffic flow at the intersection for a term to see if it will be necessary to install a flashing red light.
 - * Transportation and Infrastructural Renewal do have engineers that they hire to come out to access things. Acting Corporal Thomas Livingstone will look into the cost of this service.
-

4.2 New Business **Ride for Dads – Ray Cochrane and Dave Arsenault presented**

Key highlights discussed:

- * Hosting a Dealer Day and a fundraising ATV Rally in support of Prostate Cancer Research.
- * Estimated dates is September 21 and 22
- * Will be using the arena for the dealer displays
- * Will also be using the ballfield to host their rally
- * Ride for Dads is a national program
- * The main concern is that they would like to be able to run from the ballfield over to the arena via ATV's and UTV's. They are looking for permission from the Police Advisory Board to be able to use the bridge to get over to the arena and back to the ball field.
- * Ground Search and Rescue may be able to police some of the rally.
- * A concern raised that this would be a lot of traffic in one day that could create an issue.
- * It's expected that the largest amount of traffic will be in the morning when they register.
- * If traffic control was in place to cross that one bridge, it is a workable plan.
- * All riders will have to have insurance, trail pass, and a member of ATVANS

The Police Advisory Board will make a recommendation to Oxford Town Council that we met with Ray Cochrane and Dave Arsenault with Ride for Dads and it was decided that as long that they have traffic control in place they would be allowed to use the bridge to get back and forth between the ball field and arena for their event. Dawn Thompson will present this on behalf of the Police Advisory Board at the next regular council meeting.

4.3. RCMP Report **A copy of the RCMP report is filed.**
It was moved and seconded that the RCMP report for this quarter presented on Tuesday, March 27, 2018 be accepted.

Motion Carried

4.4 Correspondence **- Nil**

4.5 Board Members Issues **- Nil**

4.6 Municipal Issues

- Regional Review – Kevin Matheson

Key highlights discussed:

- * What is the appropriate level of policing for the whole area?
- * What does the Province pay for, what does the County pay for and what does the Town pay for?
- * Feasibility for the Town, are we sustainable.
- * The service is there, it comes down to how it is paid for.

5. Adjournment

The Chairman advised that the next regular meeting of the Oxford Police Advisory Board will be held on June 12, 2018 starting at 6:00 pm.

The meeting was adjourned at 7:20 pm.


Rod MacDonald, Chair


Linda Cloney, Secretary

4534 Hwy. 302,
Upper Nappan, N.S.
B0L 1C0
March 27 / 18

Dear Police Advisory Board,

I'm writing on behalf of the Cumberland County Riders ATV Club.

We are anticipating hosting a Dealer Day and ATV,UTV "Ride for Dads" in support of prostate cancer research on Sept.22nd./18.

We would like to use the Oxford Arena for the Dealers Display and also the rally registration.

What we need is to have access to the arena from the ball field via ATV and UTV's. This would require us to have permission to use the bridge so we could do rally registration and also allow participants to view the Dealer Displays.

We would also solicit the support of the Ground Search & Rescue to police the rally and the rally activities along with traffic on the bridge.

The Lions club would be able to host their canteen for the visitors / participants.

With your positive response, this event could become an annual tourist attraction for ATV and UTV participants and make Oxford a desination for these outdoor activities.

Regards,

Ray Cochran

Cumberland County Riders ATV Club



To: Town Council

From: Police Advisory Board

Date: April 16, 2018

Re: No Left Turns at the end of James Street

As a safety measure due to our intersection (on Main and Water Streets) being too small for the type of traffic we have in it, also, with advisement from the Department of Transportation and Infrastructural Renewal and the members from the Oxford RCMP Detachment, the Police Advisory Board is making this recommendation.

There was no quorum present at the Police Advisory Board meeting, but with all those present, below is the recommendation:

Recommendation

No Left Turns at the end of James Street on to Main Street. This will lessen the amount of traffic in the Main Street and Water Street intersection.

To: Town Council

From: Police Advisory Board

Date: April 16, 2018

Re: Ride for Dads – ATV use on bridge

The Ride for Dads is requesting the ATV's and UTV'S be granted the use of the bridge on Water Street between the ballpark and the arena for the days of their upcoming event in September.

There was no quorum present at the Police Advisory Board meeting, but with all those present, below is the recommendation:

Recommendation

As we met with Ray Cochrane and Dave Arsenault with Ride for Dads, we decided that as long that they have traffic control in place, as specified by the local RCMP (Acting Corporal Tom Livingstone) on the day of the event, they may use the bridge and Waverly Street between the ballpark and the arena as requested for their event.

RCMP



Oxford RCMP

Police Advisory Board

March 2018

Submitted by Sgt. Dave Lilly

The members currently posted in Oxford are as follows: Cpl. Christal Ellis, Cst. Tom Livingstone, Cst. Benjamin Goodwin, Cst. Maria Boadway, Cst. Donald Fisher as well as District Assistant, Linda Calder.

Oxford Detachment members are responsible for the areas from Collingwood Corner to East Wentworth area (Zone 6), Leicester area (Zone 7) Rodney area (Zone 8) Outskirts of Springhill RCMP zone (Zone 15), Wentworth Valley (Zone 16), and Provincial Parks (Zone OXP), the 104 Highway from Thomson Station to the Cobequid Pass (TC 2), Oxford Town (Zone 12), and Oxford Schools (Zone OXS).

CALLS FOR SERVICE

April 1st, 2017 to March 15th, 2018

The Oxford RCMP responded to the following Oxford town calls for service	
Zone 12 – Town	400
OXS – Oxford school	50
Total Town Calls for Service = 450	

The Oxford RCMP also responds to the following rural areas for service:	
Zone 6	601
Zone 7	141
Zone 8	53
Zone 15	1
Zone 16	6
TC2	13
OXP	0
Total Rural Calls for service = 815	

Total Calls for Town and Rural = 1265

OXFORD RCMP DETACHMENT POLICE REPORT FOR

December 4, 2017 to March 15, 2018

2018174891

The Oxford RCMP were dispatched to a call of a possible stabbing. Upon arrival a male was found to have 6 stab wounds, 7-8 hammer hits, and was also kicked. A male suspect was identified by witnesses. The male was apprehended and was held for court. The accused has been remanded into custody and has remained there since his arrest. He has been charged with one count of attempted murder, two counts of fail to comply with a probation order and one count of forcible confinement.

20171726041

Anonymous caller reporting that there was a vehicle all over the road coming into Oxford. Vehicle matching description located leaving Oxford by Exit 6. The member initiated a vehicle stop and the driver was showing signs of impairment. The male driver was arrested and transported for a breath test which resulted in a fail. He has been charged with Impaired operation of motor vehicle and Impaired operation over 80mg%. He is currently before the courts.

ANNUAL PERFORMANCE PLAN

Safety – Crime Reduction

****1 percent reduction in property crime***

First Quarter -156 property crimes reported during this quarter. Total will be determined at the end of fourth quarter.

Second Quarter – 199 property crimes reported during this quarter.

Third Quarter – 118 property crimes reported during this quarter

****Presentations to seniors on safety issues ie: Fraud***

First Quarter - Do to the summer months there were no presentations completed.

Second Quarter – one presentation

Third Quarter – one presentation

****Drug and criminal code search warrants***

First Quarter -10 drug and criminal code search warrants executed.

Second Quarter – 8 drug and criminal code search warrants executed.

Third Quarter – 10 drug and 16 criminal code search warrants executed

Road Safety

****2% reduction in fatal and injury collisions***

First Quarter - No data.

Second Quarter – No data.

Third Quarter – No data

****checkpoints***

First Quarter -97 checkpoints completed.

Second Quarter – 112 checkpoints completed.

Third Quarter – 77 checkpoints completed

****Provincial enforcement SOTS***

First Quarter - 184 SOTS issued.

Second Quarter – 294 SOTS issued.

Third Quarter – 308 SOTS issued.

****Impaired Drivers***

First Quarter - 9 Impaired Drivers.

Second Quarter – 14 Impaired Drivers.

Third Quarter – 9 Impaired Drivers

****Presentations to schools on distracted and impaired drivers.***

First Quarter - Do to summer vacation no presentations were given during this quarter.

Second Quarter – No presentations.

Third Quarter – 2 presentations

**APPENDIX A
CUMBERLAND R.C.M.P. DETACHMENT**

Following is a list of all members and staff who are currently posted to Cumberland District R.C.M.P.
*Vacant

**District Commander: S/Sgt. Craig Learning
Operations NCO: Sgt. Dwayne Loppie
Community Policing Officer: Cst. Angela Downey**

Amherst Office

Team Leader: Cpl. David Baldwin
Cst. Ryan Wilson
Cst. Peter Wallace
Cst. Mike Black
Cst. Jeffrey Campbell
Cst. Kenny Jackson
D/A Rachael McLellan
D/A Lina Taraschi
Aux. Cst. Ray Bristol
Aux. Cst. Stephen Rayworth
Aux. Cst. Wade Wolfe

Parrsboro Office

Team Leader: Cpl. Chris MacDonald
Cst. Tim Stocker
Cst. Michael Trecartin
Cst. Jordan Carroll
Cst. Steve Maddison
D/A Heather Winters
Aux. Cst. Scott McLellan

Springhill Office

Team Leader: Sgt. Dave Lilly
Cst. Mike Currie
Cst. Marilyn Campbell
Cst. Stephanie Guzzwell
Cst. Dan Anger
Cst. Shawn Galbraith
Cst. James Campbell
Cst. Travis Dow
D/A Cindy MacDonald

Domestic Violence Co-ordinator
Lydia Quinn

Oxford Office

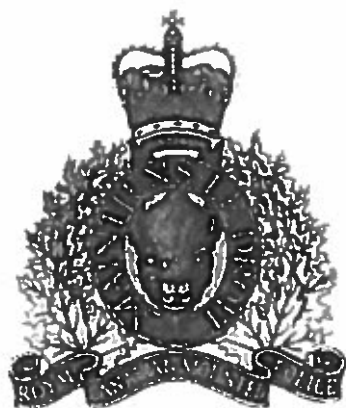
Team Leader: Cpl. Christal Ellis
Cst. Benjamin Goodwin
Cst. Maria Boadway
Cst. Donald Fisher
Cst. Thomas Livingstone
D/A Linda Calder

Pugwash Office

Team Leader: Cpl. Lee Lush
Cst. Scott Allaby
Cst. Heather Lourie
Cst. Rena Currie
D/A Alannah Blanch
Aux. Cst. Sandra Moore

Street Crime Enforcement Unit

Team Leader: Cpl. Tyson Nelson
Cst. Jarrett Munn
Cst. Troy Gill



**"H" Division
Strategic
Planning and
Client Services**

Summary - Cumberland RCMP District

Workload Analysis

2015

**Author: H Division Strategic Planning & Client Services
May, 2016**

Table of Contents

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1.0 Executive Summary

As a result of a request for a reduction in resources from the Town of Oxford, a policing review was requested for the Cumberland County RCMP District (Cumberland District). In order to determine resource requirements for the District, and the appropriate funding requirements for the Town of Oxford, a detailed workload analysis was conducted.

For the purposes of this study, data and information was collected from numerous sources and analyzed. In order to provide meaningful information to make sound decisions with respect to resourcing levels of uniform first responders¹ and the deployment of those resources, various measures of workload were collected and reviewed. Calls for service, distribution of workload and shift coverage formed part of this review.

With the exception of the Towns of Amherst and Parrsboro, general duty positions in the Cumberland District are funded under the Provincial Policing Services Agreement (PPSA). The Town of Amherst has its own Municipal Police force and the Town of Parrsboro is policed by the RCMP under a Municipal Policing Services Agreement (MPSA). All detachments have a Public Service Employee, at least one supervisor and uniform first responders assigned in their area. The offices are located in Amherst, Oxford, Parrsboro, Pugwash and Springhill.

The analysis is based on a total of 27 full time established positions (FTEs); 23 uniform first responders and 4 operational supervisors assigned to individual detachments. Because their primary responsibility is not response to call, supervisors are generally not included in a workload analysis. Due to funding of resources and the already limited resources in the Cumberland District detachments, Corporals are often required to respond to calls for service and at times may be the only general duty member working in their assigned area.

Based on the analysis, the share of workload per funded position in the Oxford Detachment is comparable to that of the other communities within the Cumberland District. Five resources are required to ensure there is at least one uniformed police officer available to respond to calls for service in the Oxford Detachment boundaries during the shifted hours. The Oxford rural area accounts for approximately 65% of the workload however they pay for 40% of Oxford FTEs. Moving the funding for one RM from the Town to the Municipality would result in a more equitable distribution of workload while ensuring five resources remain to provide adequate shift coverage. A reduction from five to four FTEs for Oxford Detachment would result in a dependency on resources in neighboring detachments to respond to calls for service in Oxford.

Community expectations, provincial legislation and RCMP deliverables are an integral part of the decision making process when determining an adequate and effective police service. This analysis is based on the

¹ *Uniform First Responders* are commonly referred to as General Duty Constables. These members are primarily responsible for response to call. Specialized units such as General Investigation Section, Street Crime and Community Policing units do not form part of this analysis and their workload is removed from the data used.

current District Policing Model and the RCMP obligation to be responsive to local government concerns as a funding client within Nova Scotia's service exchange legislation.

2.0 District Profile

In Cumberland County, the RCMP share policing duties with the municipal police force in the Town of Amherst. Policing in the Town of Springhill was turned over to the RCMP in April of 2015. The Cumberland District office is located in Amherst and is home to the Crime Prevention and Victim Services member and the three person Street Crime Enforcement Unit. The towns policed by the RCMP include Oxford and Parrsboro. All detachments have a Public Service Employee, at least one supervisor and uniform first responders assigned to them. The offices are located in Amherst, Oxford, Parrsboro, Pugwash and Springhill.

Cumberland County is the province's only land connection to the rest of the country. All vehicular traffic entering or exiting the province pass through the county. Cumberland County is approximately 4,273 square kilometers. The average driving distances between the detachments is 45 minutes and driving distance across the District east to west is in excess of two hours. The Cumberland District is responsible for patrolling approximately 85 kilometers of the Trans-Canada Highway stretching from the Nova Scotia New Brunswick border to just beyond the Cobequid Pass.

As is the case in much of the province, the population in Cumberland County is decreasing and aging. According to Statistics Canada, the median age in the county is 48 and its residents are predominantly English speaking. Much of the county is sparsely populated although the Town of Oxford's population density is slightly higher than that of the county; 10.9 persons per square kilometer compared to 7.3. Industry in the area includes fishing, forestry, farming, and mining. The services offered in many of the towns are limited and residents often travel to the larger towns of Amherst and Truro where there are more amenities.

3.0 Contracts / Establishment

With the exception of the Towns of Amherst and Parrsboro, general duty positions in the Cumberland Municipal District are funded under the Provincial Policing Services Agreement (PPSA). The Town of Amherst has their own Municipal Police force and the Town of Parrsboro is policed by the RCMP under a Municipal Policing Services Agreement (MPSA).

The analysis is based on a total of 27 FTE positions; 23 uniform first responders and 4 operational supervisors assigned to individual detachments. These members are responsible for all calls for service, including accidents, during their shifted hours. Oxford Detachment has 4 uniform first responders and 1 operational supervisor. The Town of Oxford pays for three FTEs and the county pays for the 2 rural FTEs.

The following table represents the FTEs in Cumberland District and indicates the 27 general duty members that form the basis of this review.

Cumberland RCMP District Established Positions					
	S/Sgt	Sgt	Cpl	Cst	TOTAL
Cumberland District	1	1			2
Cumberland District SCEU			1	2	3
Cumberland Crime Prevention, Victim Services				1	1
District Resources	1	1	1	3	6
Amherst			1	5	6
Oxford Municipal			1	2	3
Oxford Rural				2	2
Parrsboro Municipal			1	2	3
Parrsboro Rural				2	2
Pugwash			1	3	4
Springhill		1		7	8
Detachment Resources		1	4	23	28
Total District Establishment	1	2	5	26	34

Table 3.0.1

4.0 Population

According to statistics obtained from Stats Canada, population is decreasing in the county. The population changes are contained in the table below.

Cumberland Municipal District Census Population					
	1996	2001	2006	2011	Change
Oxford	1352	1332	1178	1151	
Parrsboro	1617	1529	1401	1305	
Springhill	4193	4091	3941	3868	
RCMP rural area	16973	16183	16021	15312	
Town of Amherst	9669	9470	9505	9717	
Cumberland County	33804	32605	32046	31353	

Table 4.0.1

5.0 Workload Distribution

Workload cannot be determined on a "calls for service" basis alone. Using time standards from our national resourcing model allows us to weigh the calls for service with a time element (initial investigation, follow-up, court and disposition) which is referred to as weighted workload. Because some calls are more serious and/or require more time to investigate, weighted workload is a better indication of busyness.

Driving time responding to calls for service and performing investigational follow-up are not included in the weighted workload. It's important to note that policing sparsely populated rural communities often results in additional workload due to lengthier travel times. Sharing of resources in a District Policing Model can also create additional workload when police are required to leave their designated area to assist and/or respond to calls within the District.

The following table illustrates the percentage of calls and workload for each first responder by detachment. The Trans-Canada highway runs through both Amherst and Oxford Detachment areas which results in a higher number of traffic violations. In order to provide an unbiased comparison, traffic violations were removed from the workload. The chart demonstrates that the share of workload per FTE in each detachment is comparable to that of the district average.

Cumberland RCMP District Percentage of Calls and Workload (in hours) per First Responder by Detachment, April to December 2015

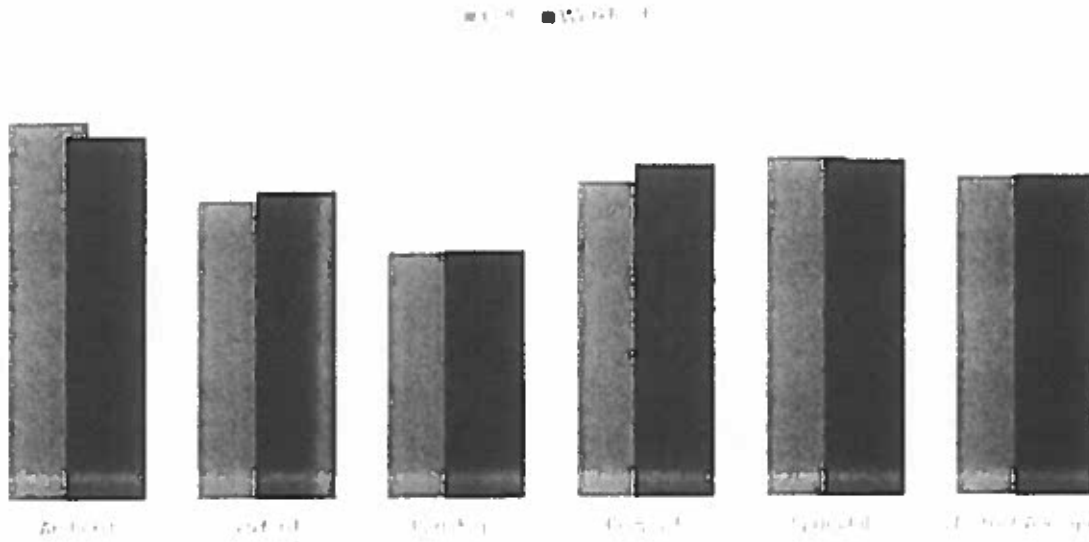


Chart 5.0.1

6.0 General Conclusions/Recommendations

This workload analysis was based on the 27 funded positions assigned to individual detachments. Oxford Detachment accounts for 5, all under the PPSA; 3 positions are funded by the Town of Oxford and the other 2 by the county. The Town of Oxford is seeking to reduce their funding of 1 FTE.

The current hours of service provided in the Oxford shift schedule adequately addresses the hourly call volume and a minimum of five resources is required to cover the shift ensuring uniformed police officers are scheduled and available to respond to calls for service in a timely manner. Although Corporals are not included in the workload calculations, they do in fact respond to calls for service and at times are the only general duty member working in their assigned area. The existing five resources are necessary to ensure

there is at least one Oxford member scheduled and available at any given time. Four FTEs in Oxford Detachment would be insufficient to cover the shifted hours and would result in a dependency on resources in neighbouring detachments to respond to calls for service in Oxford and may also result in a delayed call response.

Based on the analysis, the percentage of workload per funded position in the Oxford Detachment is comparable to that of the other detachments within the Cumberland District. The Oxford rural area accounts for approximately 66% of Oxford Detachment calls and investigational time requirements, however, they pay for 40% of Oxfords FTEs. Moving the funding for one RM from the Town to the Municipality would result in a more equitable distribution of workload while ensuring five resources remain to provide adequate shift coverage.

Community expectations, provincial legislation and RCMP deliverables are an integral part of the decision making process when determining an adequate and effective police service. This analysis is based on the current District Policing Model in Cumberland and the RCMPs obligation to be responsive to local government concerns as a funding client within Nova Scotia's service exchange legislation.

RCMP



ROYAL CANADIAN MOUNTED POLICE

Oxford RCMP

Police Advisory Board

June 2018

Submitted by S/Sgt. Craig Learning

The members currently posted in Oxford are as follows: Cst. Shawn Galbraith (acting Cpl.), Cpl. Robert Parris (end of June), Cst. Heather Lourie, Cst. Maria Boadway, Cst. Donald Fisher as well as District Assistant, Linda Calder.

Oxford Detachment members are responsible for the areas from Collingwood Corner to East Wentworth area (Zone 6), Leicester area (Zone 7) Rodney area (Zone 8) Outskirts of Springhill RCMP zone (Zone 15), Wentworth Valley (Zone 16), and Provincial Parks (Zone OXP), 104 Highway Saltsprings (TC1), the 104 Highway from Thomson Station to the Cobequid Pass (TC 2), Oxford Town (Zone 12), and Oxford Schools (Zone OXS).

CALLS FOR SERVICE

April 1st, 2018 to June 12th, 2018

The Oxford RCMP responded to the following Oxford town calls for service	
Zone 12 – Town	71
OXS – Oxford school	2
Total Town Calls for Service =	73

The Oxford RCMP also responds to rural areas for service:	
Total Rural Calls for service in all zones=	129

Total Calls for Town and Rural = 202

OXFORD RCMP DETACHMENT POLICE REPORT FOR

April 1, 2018 – June 12, 2018

2018520781

Members attended call of a motor vehicle collision. Upon locating driver, members noted signs of impairment. He was arrested and once cleared from the hospital he provided breath samples which resulted in a fail. He has been charged with Impaired Operation of Motor Vehicle and Impaired Care or Control of Motor Vehicle. He is currently before the courts.

2018710161

Members were called to a possible drowning on Poison Lake. When they arrived on scene EHS was conducting CPR on a 78 year old male. Shortly thereafter, while still on scene the male was pronounced deceased. RCMP member remained on scene until body was removed. Preliminary report of death completed and faxed to Medical Examiner.

**APPENDIX A
CUMBERLAND R.C.M.P. DETACHMENT**

Following is a list of all members and staff who are currently posted to Cumberland District R.C.M.P.

**District Commander: S/Sgt. Craig Learning
Operations NCO: Sgt. Dwayne Loppie
Community Policing Officer: Cst. Angela Downey**

Amherst Office

Team Leader: Cpl. David Baldwin
Cst. Ryan Wilson
Cst. Peter Wallace
Cst. Mike Black
Cst. Jeffrey Campbell
Cst. Kenny Jackson
D/A Rachael McLellan
D/A Lina Taraschi

Oxford Office

Team Leader: Cpl. Robert Parris (end of June)
Cst. Benjamin Goodwin
Cst. Maria Boadway
Cst. Donald Fisher
Cst. Heather Lourie
D/A Linda Calder

Parrsboro Office

Team Leader: Cpl. Chris MacDonald
Cst. Tim Stocker
Cst. Michael Trecartin
Cst. Jordan Carroll
Cst. Steve Maddison
D/A Heather Winters

Pugwash Office

Team Leader: *Vacant
Cst. Rena Currie
Cst. Thomas Livingstone
Cst. Brenna Counter
D/A Alannah Blanch

Springhill Office

Team Leader: Sgt. Dave Lilly
Cst. Mike Currie
Cst. Marilyn Campbell
Cst. Stephanie Guzzwell
Cst. Dan Anger
Cst. Shawn Galbraith
Cst. James Campbell
Cst. Travise Dow
D/A Cindy MacDonald

Street Crime Enforcement Unit

Team Leader: *Vacant
Cst. Jarrett Munn
Cst. Troy Gill

Domestic Violence Co-ordinator

Lydia Quinn



NSFM Vision: Effective local government and strong, sustainable communities

NSFM Mission: To enable effective local government for Nova Scotia's communities by facilitating strategic advocacy, education and collaboration

Initiatives

1. Partnership Framework

Description/Update

The workshop on Physician recruitment was held June 19th, and the presentation materials are available on the NSFM website. Staff are continuing to work with the Health Authority. A toolkit for municipalities is being developed.

NSFM President has written to Municipal Affairs encouraging the review of equalization to begin as soon as possible.

A workshop on internet is being planned for October 11. NSFM members will hear more about the provincial and federal initiatives, about municipal initiatives and the ways municipalities can support internet initiatives.

A joint committee on roads is being formed and NSFM members are being invited to serve on the committee.

Staff are working with the NS Real Estate Association on the CAP issue. NSFM will meet with them, the NS Home Builders Association, the Atlantic Mortgage Brokers Association, the Real Estate Lawyers of Nova Scotia and the Real Estate Appraisers of Nova Scotia to explore possible solutions. If agreement can be reached on possible solutions, a joint request will be made to the province to consider the solutions and work with us to implement one. In the meantime, the groups will be working with NSFM to better educate the public on the implications of the program.

The province has been holding consultations on minimum planning standards, and municipal spending authority.

The Joint Fire Services Committee Phase I is nearing completing of its work and is submitting its report. Once submitted, the report will be released to members. The committee is recommending an ongoing committee to act on the recommendations. In the interim to the establishment of this new committee, the existing members of the Phase I committee will begin work on the recommendations.

NSFM and the Departments of Seniors, Community Services and Municipal Affairs have signed a Memorandum of Understanding to support the SHIFT strategy. A Steering Committee to oversee the work is being formed. NSFM members will be invited to serve on this committee.

2. Cannabis Legalization

NSFM continues to raise the need for new revenues for municipalities to address the implications of the legalization of cannabis.

The Joint Municipal Provincial Cannabis Committee met July 17. The province provided additional information on the legalization of cannabis, which has been forwarded to members. Following the latest meeting, NSFM Board wrote to the Ministers of Justice and Municipal Affairs again expressing concerns about the financial ability of municipalities to respond.

The UNSM/AMA Municipal Cannabis Working Group has been meeting to discuss the implications to NS municipalities. Training in preparation for legalization and implications for the workplace is being planned. Discussions continue on the implications for planning, bylaws etc.

3. Asset Management

NSFM continues to support municipalities with asset management planning, as a requirement of the 2014-24 Gas Tax Fund Agreement. In mid-June, NSFM received word that FCM approved our funding proposal to the Municipal Asset Management Program (MAMP) to deliver workshops to help municipalities incorporate climate risks into their asset management planning practices. NSFM will work with a local group – ClimAction Services – to develop two workshops, which will take place in late November. The workshops will aim to enhance local asset management practices by providing municipalities with the capacity to include climate considerations into their long-term infrastructure planning, so they can take necessary steps to proactively adapt their assets to climate risks.

NSFM continues to work on two online resources with funds received from MAMP: 1) an online course for elected officials on the basics of asset management (which is the final stages of development) and 2) an online learning module based on the Province of Nova's asset management pilot project's standard operation procedures for data collection and condition assessments for linear assets. NSFM expects that both courses will be completed in late October.

4. Upcoming Events

- AMANS' "Leading in the Municipal Sector" Relationships, Decision Making and Innovation Workshop", September 5th & 6th, 2018, New Glasgow, NS
- AIM Network's 2018 Atlantic Asset Management Conference, September 6th & 7th, 2018, Moncton, NB
- Atlantic Mayors' Congress, October 17th – 19th, 2018, St. John's, NL