



Town Council Meeting  
Council Chambers – 105 Lower Main Street  
Wednesday, April 22, 2026  
6:00 pm

## **AGENDA**

1. Call to Order

2. Approval of Agenda

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3. Approval of Minutes – Regular Council Meeting – March 25, 2026

Special Council Meeting – April 8, 2026

*Pages 2 - 4 – March 25, 2026, Minutes*

*Pages 5 - 6 – April 8, 2026, Minutes*

4. Business

4.1 RFD – REMO Strategic Plan – to be approved and adopted  
Recommendation from the Regional Emergency Management Advisory  
Committee

*Pages 7 - 33*

4.2 RFD – Draft 2026 / 2027 Water Budget

*Pages 34 - 36*

4.3 RFD – Draft 2026 / 2027 Operating Budget

*Pages 37 - 44*

4.4 RFD – Draft 2026 / 2027 Capital Budget

*Page 45*

5. Adjournment



# Minutes of the Regular Town Council Meeting

Place: Council Chambers, Zoom, streamed live to Facebook  
Date: Wednesday, March 25, 2026  
Presiding Officer: Mayor Greg Henley  
Councillor Present: Councillors Carla Black, Brenton Colborne, Olivia Canning-Sweet, Paul Jones, and Deputy Mayor Chrystal McNutt.  
Councillors Regrets: Padraic Moore

**A quorum was present throughout the meeting.**

**Staff in attendance:** Linda Cloney – CAO and recording secretary, Ruthann Brookins – Manager of Finance,

**Presenters in attendance:** Nil

**Gallery (media and public) in attendance:** Nil

**1. Call to Order**

Mayor Henley called the meeting to order at 6:08 PM and welcomed all who were in attendance.

**2. Approval of Agenda**

3. Approval of Minutes – Regular Council Meeting – February 25, 2026  
Special Council Meeting – March 11, 2026  
*Pages 2 – 7 – January 28, 2026, Minutes*  
*Pages 8 – 10 – February 11, 2026, Minutes*

**Approved by**

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**Mayor Greg Henley**, on March 25, 2026

#### **4. In-Camera**

##### **4.1 pursuant to MGA 22 (2) (c)**

At 6:10 PM, it was moved and seconded to go into camera

**Motion Carried**

At 6:22 PM, it was moved and seconded to come out of in-camera and resume the regular council meeting.

**Motion Carried**

#### **5. Business**

##### **5.1 RFD – External Auditing Services Award**

The Town of Oxford has completed a 5-year term with Baker Tilley Nova Scotia for external audit services, and as per the Town of Oxford's Procurement Policy, appendix #2, special services #3, audit services will be required by public tender every 5 years.

An RFP was posted and closed on March 20, 2026. Two tender bids were received and the audit committee reviewed the two bids and recommended to the Council for consideration. Many criteria were evaluated between the two tender bids including price and previous municipal experience.

The audit committee reviewed the evaluation and made the motion to approve to recommend the award of external audit service to Doane Grant Thornton.

Moved by Deputy Mayor McNutt and seconded by Councillor Jones that the Oxford Town Council approve to award Doane Grant Thornton, Halifax, NS the tender (TOO-2026-03) External Auditing Services for the 2025/26 fiscal year, with possible four single year extensions. The prices excluding taxes for 2025/26 listed at \$39,458 plus account services fees.

**Motion Carried**

## **5.2 RFD – Appointment of Fire Inspectors**

A letter was received from the Fire Marshal's office pertaining to the annual update of the fire inspector's database and are requesting confirmation of current appointments for all the fire inspectors in the municipality.

Moved by Councillor Jones and seconded by Councillor Black that the Council of the Town of Oxford appoint David Buell and Brian Wood, employees of the Municipality of the County of Cumberland, as fire inspectors for the Town of Oxford.

**Motion Carried**

## 6. Adjournment

The meeting adjourned at 6:29 PM

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**Mayor Greg Henley**

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**Linda Cloney, CAO and Recording Secretary**

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**Date Approved**



## Minutes of the Special Council Meeting

**Place:** Council Chambers, Zoom, streamed live to Facebook  
**Date:** Wednesday, April 8, 2026  
**Presiding Officer:** Mayor Greg Henley  
**Councillors Present:** Councillors Carla Black, Brenton Colborne, Padraic Moore, and Deputy Mayor Chrystal McNutt  
**Councillor Regrets:** Councillors Olivia Canning-Sweet and Paul Jones

***A quorum was present throughout the meeting.***

**Staff in attendance:** Linda Cloney (CAO) and Stan McDougall (Admin Assistant, Recording Secretary)

**Staff Regrets:** Nil

**Presenters in attendance:** Nil

**Media in attendance:** Nil

**Gallery in attendance:** Nil

1. **Call to Order**

At 6:36 PM, Mayor Henley called the meeting to order and welcomed all in attendance.

2. **Approval of Agenda**

Moved and seconded that the agenda of the Special Council Meeting for Wednesday, April 8, 2026, be approved as presented.

***Motion Carried***

3. **RFD – Easement for Nova Scotia Power Incorporated – Wellfield**  
November 2025, Nova Scotia Power Incorporated reached out to the Town of Oxford for access via an easement to the wellfield property. The town had been in process of acquiring these lands from the Crown to develop its source water protection plan.

The Oxford Council made a motion that there was no objection in advance for access via the easement on the wellfield property by Nova Scotia Power Incorporated and they would be permitted to carry out their plans including removal of trees along the transmission corridor. The legal department discussed that a motion to formally grant easement to Nova Scotia Power Incorporated for PIDs 252060555 and 25260563 was necessary.

Moved by Deputy Mayor McNutt and seconded by Councillor Moore, that whereas the Town of Oxford had already agreed to permit Nova Scotia Power Incorporation entrance on the wellfield lands in Mansfield to remove trees for clearance of the transmission corridor November 26, 2025, that the Town of Oxford authorizes the Mayor and CAO to execute a formal grant of easement to Nova Scotia Power Incorporation with regards to PIDs 25260555, and 25260563.

***Motion Carried***

4. **Adjournment**

The meeting adjourned at 6:37 PM.

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**Mayor Greg Henley**

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**Stan McDougall, Admin Assistant**

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**Date Approved**

# CUMBERLAND REGIONAL EMERGENCY MANAGEMENT ORGANIZATION

## EMERGENCY MANAGEMENT PLAN



## **FOREWORD**

The Cumberland Regional Emergency Management Plan (CREMP) was prepared with the intention of ensuring Elected Officials, Staff and Municipal Partners understand how the Cumberland Regional Emergency Management Organization (CREMO) will prepare for, respond to and recover from significant events that impact the Municipality of the County of Cumberland, the Town of Amherst and the Town of Oxford. This Document will refer to these three entities as CREMO.

The CREMO recognizes that emergency preparedness is the responsibility of everyone in the County, and this plan lays out CREMO's responsibility for community outreach through education sessions, preparedness tips, and resource availability to help residents be better prepared.

This plan serves as the overarching document that will guide CREMO's decision-making to do everything possible to protect all residents, their property, and the environment. It will also provide the foundation to develop the hazard-specific plans needed when disaster strikes.

The all-hazard philosophy recognizes that the same comprehensive framework of Mitigation, Preparedness, Response and Recovery can be used to address the impact of all types of disasters. This gives the CREMO a consistent approach to emergency management activities and promotes efficient use of all available resources.

The CREMO program is augmented by the Cumberland Regional Emergency Coordination Centre (CRECC) Operational Guidelines and several hazards-based operational plans. These specific documents address the activities performed by emergency management partners during the planning, response, and recovery phases of an emergency response.

CREMO strives for strong leadership within the emergency management community and is dedicated to continuous improvements to the emergency management program. This will be achieved through training, exercising and community outreach throughout the three municipalities. Therefore, this is a living document that will be amended as necessary through a planning process that is managed by the Cumberland Regional Emergency Management Coordinator (CREMC) in consultation with emergency management Partners.

The CREMO acknowledges that all citizens are involved in emergency management. Individual residents, communities, municipalities, each level of government, first responders, the private sector, volunteers, and non-government organizations (NGOs) are critical Partners. Solid Partnerships based on effective collaboration, coordination and communication are key components to sustainable emergency management programs.

The CREMO plans are not designed to replace existing procedures for managing normal day-to-day incidents in the three municipalities of Cumberland County. Normal day-to-day incidents are common occurrences that are managed effectively on a routine basis by Emergency Services and/or Municipal Departments. The CREMC may be involved to assist where needed and make recommendations if the situation requires an escalation in the response.

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**Plan Administration**

The Cumberland Regional Emergency Management Coordinator (CREMC) is responsible for the maintenance and development of the Cumberland Regional Emergency Management Plan (CREMP). This plan has been developed in accordance with the Nova Scotia Emergency Management Act, S.N.S 1990, c.8 and the by-laws of the Municipality of the County of Cumberland, Town of Amherst and the Town of Oxford and is pursuant to the Inter-Municipal Emergency Services Agreement between the three entities.

**Review**

The CREMP will be reviewed:

- As directed by the Regional Emergency Management Advisory Committee
- After an emergency, following an After-Action Review
- At the request of the CREMC or any CAO as identified in the Inter-Municipal Emergency Services Agreement.
- At the request of the NS Department of Emergency Management

**Revisions – Major**

Version control of the plan is managed by the Cumberland Regional Emergency Management Organization (CREMO). The CREMC has the responsibility for maintaining all revisions and updates to this plan. Re-issue of this plan following an amendment or review will be recorded in the table below and distributed to the CREMO and all corporate and external Partners as required. Examples of major revisions are when a section or a large portion of the plan is updated and/or revised.

REVISION NUMBER	DESCRIPTION OF CHANGE	AUTHOR	EFFECTIVE DATE

The controlled master copy of this plan is held by the CREMO. Overall responsibility for the plans and their distribution rests with the CREMC.

A list of agencies the CREMP is sent to will be documented and numbered. Copies of the CREMP will also be available electronically on the three municipalities network drive (shared drive). The plan will be available in a “read-only” format.

**Cumberland Regional Emergency Management Plan – Approving Authority**

<b>Municipality of the County of Cumberland</b>	
Chief Administrative Office/Clerk	Mayor of the County of Cumberland
Date	Date
<b>Town of Amherst</b>	
Chief Administrative Office/Clerk	Mayor of Amherst
Date	Date
<b>Town of Oxford</b>	
Chief Administrative Office/Clerk	Mayor of Oxford
Date	Date

## **PART 1 - PURPOSE AND SCOPE**

The primary focus of the Cumberland Regional Emergency Management Plan is to provide strategic direction outlining how the Region will conduct their response to an emergency that may have beyond normal impacts to people, property and or the environment. This plan identifies the governance, requirements under the Nova Scotia Emergency Management Act, roles and responsibilities, potential hazards, and the level of municipal response to those hazards. This plan also provides the framework for the Cumberland Regional Emergency Coordination Centre activation, public alerting and processes for the implementation of hazard-specific contingency plans.

The number and severity of emergencies and disasters across the province that challenge individuals, communities, and all levels of government are increasing due to the diversity of human and natural hazards and climate change. These same factors will influence the threat of flooding, fires, severe weather, and industrial accidents across the region.

This plan is based on a flexible and scalable all-hazards approach throughout the Emergency Management Continuum: prevention and mitigation, preparedness, response, and recovery. This is achieved by:

- Ensuring appropriate strategies are developed to minimize the adverse effects of a disaster on our region.
- Developing risk-based plans with a community focus as Annexes to the CREMP.
- Describing the organization, roles, responsibilities, and procedures for effective emergency management.
- Outlining operations for effective disaster management across the four phases of the Emergency Management Continuum.
- Describing the committees and agencies established for the coordination of multi-agency responses.
- Assessing and regularly re-evaluating the likelihood and potential impacts of identified and emerging threats to public health and safety, public and private infrastructure, environment, and economy.
- Providing information to build community resilience and better assist communities in preparing for, responding to, and recovering from disaster events.
- Providing a comprehensive framework for emergency and disaster management activities.

### **1.1 Comprehensive Approach**

A comprehensive approach is adopted throughout emergency management planning to ensure that risk reduction and community resilience are developed in unison, while maintaining effective response and recovery capabilities. The comprehensive approach provides an overarching framework for emergency and disaster management by acknowledging the need for sufficient resources for all phases of the emergency management continuum.

### 1.1.1 Prevention and Mitigation

- Prevention is the action taken to avoid the occurrence of negative consequences associated with a given threat or Hazard.
- Mitigation is the actions taken to adapt to, eliminate or reduce the impact of disasters to protect lives, property, the environment, and reduce economic disruption.

This includes hazard identification, risk assessment and implementation of measures to reduce the exposure and vulnerabilities to the potential consequences of events arising from identified hazards. Land-use and zoning management, building and maintenance of critical infrastructure, flood plain mapping, and public education campaigns are examples of prevention and mitigation initiatives.

### 1.1.2 Preparedness

Preparedness is the process of building capacity to effectively respond when people, property, the environment, or the economy are impacted by disasters.

This includes plans to ensure a timely response. Relief and rehabilitation in the event of an emergency or disaster. It requires appropriate organizational structure, trained personnel, plans and procedures. Preparedness activities include the establishment of Mutual Aid or Assistance agreements, memorandums of understanding (MOU) for goods and services, inventories of resources and ongoing training and exercises.

### 1.1.3 Response

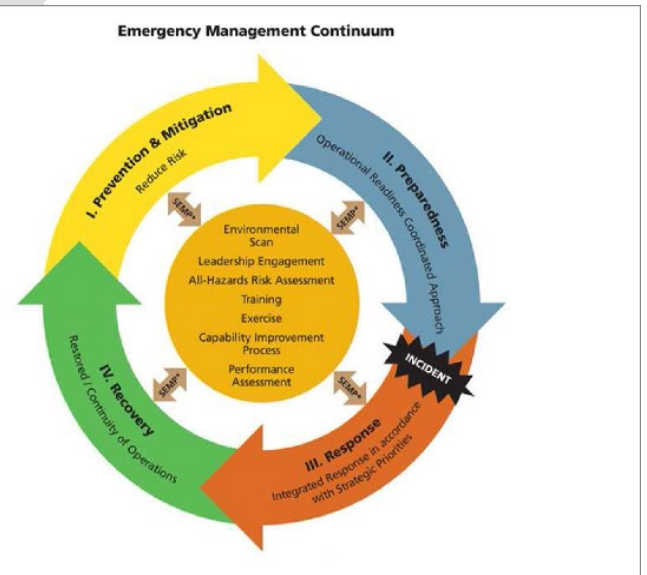
Response is the actions taken to minimize the impact of emergencies or disasters on people, property, and the environment during an incident.

This is the process by which immediate assistance is provided to affected persons and the community. Response operations deal with the immediate issues related to an emergency or disaster. Police, Fire and Ground Search and Rescue (GSAR), Emergency Hospital Services (EHS), as well as internal Municipal Partners respond to everyday emergencies. When emergencies go beyond the first responder's normal procedures and warrants support from CREMO, the CRECC is activated to the level needed to provide that support.

### 1.1.4 Recovery

Recovery are the actions taken to repair and restore a community to normality after a disaster.

Reducing the negative impacts experienced by residents is a priority. Planning early for community recovery can help to limit the period of disruption for people living in disaster-impacted areas. There are three recognized phases of recovery.



- **Short-term:** To support and meet the immediate needs of individuals, businesses and the community affected by the event. This may occur while essential services are being restored to the level where response agencies are no longer required to maintain them.
- **Medium-term:** To continue the coordinated response of supporting affected communities in the reconstruction of physical infrastructure, restoration of the economy and the environment, and support for the emotional, social, and physical well-being of those affected. Recovery can occur for weeks and months after the event.
- **Long-term:** To continue the established coordinated process from the Medium-term phase for as long as necessary after the event.

The recovery plan is designed to aid officials in decision-making when coordinated actions are required for effective recovery from a specific event. It is important to acknowledge that response activities may be occurring during the recovery phase. CREMO plays primarily a support and coordinating role during the response to a major incident. However, CREMO will take a leadership role in the recovery phase.

## 1.2 Comprehensive Emergency Management

### 1.2.1 All Hazards Approach

An all-hazards approach employs generic emergency planning methodologies, modified as necessary according to the circumstances. It involves the development of arrangements for managing the extensive range of possible effects and risks associated with emergencies and disasters. The all-hazards approach is useful as the range of impacts can create similar consequences, which require similar actions. However, some risks will necessitate specific prevention measures, response, and recovery actions.

### 1.2.2 Prepared and Resilient Communities

The REMC will ensure strong links between individuals, volunteer organizations and local authorities to enhance community preparedness and resiliency. Community members should be informed of the risks and follow the advice on appropriate precautions. When effectively integrated into disaster management plans, community organizations may be capable of providing assistance and access to resources, expertise, and specialized skills. Individuals and communities should be prepared to support themselves during an emergency for up to 72 hrs.

The CREMO's primary objective when responding to emergencies and disasters is managing the consequences of events to reduce the impact on individuals, property, the environment, and the economy. Consequence management enables the efficient and effective support of communities through key response and recovery plans.

## Part 2 – GOVERNANCE

1.	Province of Nova Scotia Emergency Management Act – <b>Annex</b>
2.	MCC Regional Emergency Management By-Law 13-02 - <b>Annex</b>
3.	Town of Amherst Emergency Management By-Law – <b>Annex</b>
4.	Town of Oxford Emergency Management By-Law – <b>Annex</b>
5.	Inter-Municipal Emergency Services Agreement– <b>Annex</b>

The **Nova Scotia Emergency Management Act** is the primary legislation related to emergency management in the province and establishes the powers and responsibilities of Provincial and Municipal governments and their respective emergency management organizations.

The Nova Scotia Emergency Management Act (NSEMA) provides direction on emergency management roles and responsibilities and requirements of municipalities to plan and prepare for the safety of their respective communities. The NSEMA provides the requirements for the Cumberland Regional Emergency Management Advisory Committee (CREMAC), Cumberland Regional Emergency Management Organization (CREMO), Cumberland Regional Emergency Management Coordinator (CREMC), regional collaboration, and emergency management planning and exercises.

The *Municipal Emergency Management Bylaw* establishes the CREMO as follows:

- A Regional Emergency Management Organization
  - The Regional Emergency Management Organization shall consist of the following persons and Committees:
    - A Regional Emergency Management Advisory Committee;
    - A Regional Emergency Management Coordinator; and
    - A Regional Emergency Management Planning Committee.

The *Emergency Management Bylaws* of the parties to the Agreement sets out the responsibilities of the CREMO. This plan outlines the structure and decision-making process during emergencies and disasters as well as the roles and responsibilities of elected officials, committees, and Cumberland Regional Emergency Coordination Centre (CRECC) staff.

### 2.1 Reporting Structure and Governance

The Province of NS Emergency Management Act, the 3 by-laws for the Town of Amherst, Town of Oxford and the Municipality of the County of Cumberland, and the Inter-Municipal Emergency Services Agreement explains the structure and governance of CREMO.

#### 2.1.1 Mayor and Council

In accordance with the NSEMA, each municipality is responsible for the direction and control of the municipality's emergency response and the preparation of emergency plans and programs.

The *Emergency Management Act* establishes that:

A local authority shall establish and maintain, subject to the regulations, an emergency management agency to act as the agent of the local authority in exercising the local authority's powers and duties under this act (*Emergency Management Act, 1990, c.8, p.6*). In the Region the CREMO is authorized to act as the agent of the local authorities.

#### 2.1.2 Emergency Advisory Committee

The *Emergency Management Act* requires that:

- Each Council shall appoint members to serve as representatives on the Regional Emergency Management Advisory Committee, in accordance with the Agreement and for the applicable term.
- The Councils agree to the establishment of a Regional Emergency Management Organization in accordance with the Agreement.
- The Regional Emergency Management Advisory Committee shall:
  - Be responsible for directing and overseeing the development of the regional emergency management plans;
  - Brief council(s) on the development of these plans;
  - Recommend declaration of a State of Local Emergency to the Council(s) of participating municipalities, as required, or in the event such Council(s) cannot be assembled in a timely manner, the senior elected official of the affected municipality(s) may declare such a state in accordance with the NSEMA;
  - Be responsible for the executive direction and management of emergency activities during a State of Local Emergency;
  - With the approval of the Minister, recommend the renewal of a State of Local Emergency;
  - Brief Council(s) on developments during a State of Local Emergency;
  - Recommend the termination of a State of Local Emergency;
  - Ensure a copy of any signed declaration of a State of Local Emergency is delivered to the Minister.
- In carrying out its responsibilities, the Agreement provides for:
  - Establishment of sub-committees or working groups as it deems advisable to seek information and advice from key Partners with respect to Emergency Management in the Region.

#### 2.1.3 Chief Administrative Officer

The Chief Administrative Officer (CAO) shall:

- Appoint such members of the Municipality's senior leadership team to the Cumberland Regional Emergency Management Organization each CAO deems appropriate to support the Organization's duties and functions.

- Recommend for Approval, the Region's Emergency Management Plan.
- Approve such administrative directives, business continuity plans and other supporting documents as each CAO deems advisable to support the Emergency Management Plan.
- Act as the Commander of the Emergency Coordination Center.

#### 2.1.4 Cumberland Regional Emergency Management Coordinator (CREMC)

In accordance with the by-laws and the inter-municipal emergency management agreement:

- The REMC shall be appointed in accordance with the Agreement.
- The REMC shall be employed by the Municipality of the County of Cumberland for work incurred under this Municipality of Cumberland By-Law 13-02 November 13, and the Inter-Municipal Emergency Management agreement.
- The REMC shall:
  - coordinate and prepare regional emergency management plans;
  - During activations, coordinate ECC responsibilities with the Emergency site.
  - During activations, assume the position of Liaison Officer or other duties as assigned by the ECC Commander.

## 2.2 State of Local Emergency

The *Nova Scotia Emergency Management Act* specifies the authority with respect to the declaration, renewal, and termination of a State of Local Emergency (SOLE) as well as the powers delegated to local authority once a SOLE is declared.

Section 12(1) to 12(5) of the NSEMA provides for the establishment of the following:

- The Minister, after consulting, if it is practical to do so, with a majority of the members of a committee established pursuant to Section 5 or a quorum of the Executive Council and, if the Minister is satisfied that an emergency exists or may exist, may declare a state of emergency in respect of all or any district, subdistrict or area of the province.
- A municipal council may, when satisfied that an emergency exists or may exist in all or any area of that municipality, declare a state of local emergency in respect of that municipality or area thereof.
- If a municipal council is unable to act promptly, the mayor or warden may exercise the authority of the municipal council contained in subsection (2) after consulting, if it is practical to do so, with a majority of the members of the council's committee to advise on the development of emergency management plans.
- A declaration pursuant to this Section shall identify the nature of the emergency and the area in which it exists.

- Nothing in this Section prevents the Minister from declaring a state of emergency, whether a state of local emergency has been declared or not. 1990, c. 8, s. 12; 2005, c. 48, s. 6

In accordance with the NSEMA, the Minister may revoke a State of Local Emergency if the declaration is deemed inappropriate. A declaration of SOLE lapses after seven days unless it is renewed or cancelled by the mayor or delegate.

A Declaration of a State of Local Emergency must:
<ul style="list-style-type: none"> <li>• Identify the nature of the emergency, disaster, or catastrophe, and the area of the Municipality that is affected</li> </ul>
<ul style="list-style-type: none"> <li>• Provide the date and the time that the declaration of SOLE is declared, with signatures and title(s) of the officials making the declaration</li> </ul>
<ul style="list-style-type: none"> <li>• Be made public immediately by the most effective means of communication</li> </ul>
<ul style="list-style-type: none"> <li>• Notify the Minister Responsible; This is done by contacting the Nova Scotia Department of Emergency Management (NSDEM)</li> </ul>

An official declaration of SOLE provides extraordinary powers in relation to the area of the Municipality affected by the SOLE declaration. When a SOLE is declared, the CAO is authorized to exercise the powers delegated to the CAO from Council. CAOs can delegate these powers and may authorize any persons at any time to exercise any power given to the CAO in relation to any part of the municipality affected by the declaration of a SOLE. In the absence of the CAO, all broad powers delegated to the CAO are delegated to their Designate.

POWERS AVAILABLE UNDER STATE OF LOCAL EMERGENCY
Cause the Regional Emergency Plan or any related plans or programs to be put into effect.
Control or prohibit travel to or from any area in the municipality.
Authorize the conscription of persons needed to meet an emergency.
Procure or fix prices for food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within the municipality for the duration of the State of Emergency.
Any other acts necessary to respond to the emergency, but not specified in Section 14 of the <i>Nova Scotia Emergency Management Act</i>
Provide for the maintenance and restoration of essential facilities, the distribution of essential supplies and the maintenance and coordination of emergency medical, social and other essential services.
Cause or order the evacuation of persons and the removal of livestock and personal property threatened by the emergency and make arrangements for the adequate care and protection thereof.
Authorize the entry by a person into any building or upon land without a warrant.
Cause or order the demolition or removal of anything where the demolition or removal is necessary or advisable for the purpose of reaching the scene of an emergency, of attempting to forestall its occurrence or of combating its progress
Order the assistance of persons needed to carry out the provisions mentioned in this section.
Regulate the distribution and availability of essential goods, services, and resources.

Authorize and make emergency payments.
Assess damage to any works, property or undertaking and the costs to repair, replace or restore the same.
Assess damage to the environment and the costs and methods to eliminate or alleviate the damage.

## 2.3 Operations

The Cumberland Regional Emergency Management Organization (CREMO) supports and, at times, coordinates response efforts from the Cumberland Regional Emergency Coordination Center (CRECC) facility in cooperation with internal municipal departments, external agency Partners, and the provincial government. In most instances, “operations” is an emergency site responsibility, however, the CRECC has a responsibility to support, coordinate and at times, set up the necessary support facilities to look after evacuees, ensure municipal essential services continue and notify the public of potential dangers through the Public Alert Systems.

Departments whose managed services are directly related to the protection of life, property, and/or environment are considered lead departments. A Lead Department provides leadership and subject matter expertise for an emergency management event, including advice on legislation that pertains to their role in the municipality. For example, the Engineering and Public Works Department is responsible for the provision of potable water; therefore, should a major water emergency occur, the Engineering and Public Works Department could be tasked as the lead department for the response directly related to the provision of water. This relates to outside agencies as well that have a responsibility to provide essential services during emergency times. The CRECC would provide coordination and support to the Lead Departments/Agency.

Municipal directors and managers have specific responsibilities in relation to Emergency Management, including but not limited to:

- Understanding the prescribed emergency management roles and responsibilities related to prevention/mitigation, preparedness, response, and recovery, designated to their department and allocating staff and resources accordingly.
  - Ensuring corporate policies and procedures related to emergency management are appropriately operationalized in their department.
  - Ensuring the completion and implementation of department-specific procedures for the prevention/mitigation of and operational response to emergency events involving department staff and/or equipment.
- Supporting staff to engage in emergency management training, exercising and development opportunities as they pertain to their designated roles in emergency plans and programs.
- Supporting the development and implementation of the Cumberland Regional Emergency Management Plan (CREMP) and all corresponding plans and procedures. Participating fully in any emergency management related committees and/or agencies to which said director or manager is a designated member.

- Taking part in training and exercising opportunities related to their prescribed role(s) in emergency management plans and programs.

### PART 3 – Hazard, Risk, and Vulnerability Analysis

#### 3.1 List of Hazards Identified for the Region

The following table provides the list of hazards that the Cumberland Region can be impacted by during particular times of the year. They are prioritized; however, either of these hazards can and most likely will have major impacts on Cumberland municipalities.

Contingency plans, along with logistical support documents, will help lessen the impact and help Cumberland municipalities respond and recover from these events as effectively and efficiently as possible.

RISK EVENT	SEVERITY	LIKELIHOOD
Wildfire	Major	Very High
Hurricane	Moderate	High
Severe Storm - ICE	Major	High
Flooding	Moderate	Moderate
Tantramar Marsh Incident	Moderate	Moderate
Severe Heat Event	Moderate	Moderate

### PART 4- Summary of Major Risk Events (See annexes for Contingency Plans)

#### 4.1.1 Wildfires

Most wildfires in Nova Scotia occur during the spring and summer seasons, when conditions are optimal for fire ignition and spread. Fire locations are closely tied to where people reside. Densely populated areas frequently have many fires, while remote areas have few. Only about 3% of wildfires are caused by lightning strikes in Nova Scotia. The major cause of wildfires in Nova Scotia is human caused, followed by recreational, residential, and industrial activities. The **Wildfire Contingency Plan** will address the actions the Cumberland Regional Emergency Management Organization will take during a wildfire incident in Cumberland Region.

#### 4.1.2 Hurricanes

Hurricanes have major impacts on our area that can affect transportation, utilities Homes and infrastructure. The **Hurricane Contingency Plan** will address the actions the Cumberland Regional Emergency Management Organization will take during a hurricane incident in the Cumberland Region. Planning, response and recovery efforts outlined in the contingency plan are specific to the impacts of a hurricane and serve as a guide that speaks to roles, responsibilities and resources.

#### 4.1.3 Floods

Floods are a natural part of Nova Scotia’s environment, but they become a cause for concern when they intersect with communities, damaging lives, commerce, and property. The Region has several “*at risk*” areas that include the Tantramar Marsh, Advocate Harbour, Parrsboro, and areas along the North Shore, to highlight a few.

In many areas of the Cumberland, flooding can be difficult to predict. The frequency and severity of any flood is governed by a complex interaction of weather events, local geography, and human factors. The **Flood Contingency Plan** addresses the high and medium risk areas of Cumberland with an emphasis on the movement of people,

#### 4.1.4 Snow and Ice Storms

During the winter months, severe weather conditions often occur in this area, including heavy snowfalls, ice storms, and severe winds. Long-term power outages resulting from these conditions can cause severe hardship.

#### 4.1.5 Tantramar Marsh Incident

An incident on the Tantramar Marsh puts extreme pressure on the municipalities in Cumberland County. When travellers can not navigate the Marsh, traffic builds up in the municipalities, causing congestion and impedes emergency response, such as fire, police and EHS. A traffic staging plan helps alleviate this issue and provides for coordinated egress when the highway opens.

## Part 5 – Cumberland Regional Emergency Coordination Centre (CRECC)

### 5.1 CRECC

The CRECC is the established place where members of the emergency management team coordinate and support emergency response. During a major emergency or incident, the CRECC will be staffed with municipal employees and partner agencies to strategically coordinate resources in support of on-scene operations.

### 5.2 Activation of Regional Emergency Coordination Center (CRECC)

The CRECC may be activated by the CAOs or their delegates in response to any event that has a significant community consequence. Timely activation is critical for an effective response to minimize loss of human life, property loss or damage, or damage to the environment or economy. When activated, one of the three (3) CAO’s become the ECC Commander. They may delegate this if the situation requires it.

The CRECC may be activated when the following criteria are met:

- The number of people who may be at risk is significant.
- The event requires centralized decision making to mitigate impact.
- The event requires attention outside the scope of regular business activities.
- The event is pre-planned and requires active management to ensure public safety.

- Response coordination is required because;
  - It is a large, widespread event.
  - Several responding agencies are involved, and/or
  - There are multiple emergency sites.
- Resource coordination is required because:
  - There are limited local resources, and/or
  - There is a significant need for external resources; and
  - Conditions are uncertain because the event may escalate and/or the extent of the threat to people, property and/or the environment is not known.
- A declaration of “State of Local Emergency” (SOLE) is in effect; the CRECC can be activated without a SOLE being declared.

### 5.3 Levels of Activation

The magnitude, scope and stage of the emergency will determine to what level the CRECC is activated and what positions are required within the incident management team. When the CRECC is activated, Incident Command System (ICS) positions in the CRECC are staffed dependant on the activation level.

When it is determined that the CRECC is no longer required (CAO or Designate has authority to terminate operations), to coordinate emergency response and recovery operations, the CRECC will be deactivated.

The following chart outlines general considerations for the determination of the level of activation.

Levels of Activation	Event/Situation	Activity
<b>Monitor</b>	<ul style="list-style-type: none"> <li>• Potential Threat has been identified.</li> <li>• Pre-response readiness activities and monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Virtually or Physically in the ECC</li> <li>• Level 1 Staffing</li> <li>• No formal ICS forms required (although documentation of awareness activities logged)</li> <li>• No conscription on non-EM-Staff</li> </ul>
<b>Partial</b>	<ul style="list-style-type: none"> <li>• Limited Evacuations</li> <li>• Large scheduled events (high Potential)</li> <li>• Some resource/support required.</li> <li>• Monitor status of ongoing incident</li> </ul>	<ul style="list-style-type: none"> <li>• Virtual or Physically in the ECC</li> <li>• Level 2 Staffing</li> <li>• ICS forms and Operational Periods required.</li> <li>• Conscription of ECC/MCC Staff personnel</li> </ul>

<b>Full</b>	<ul style="list-style-type: none"> <li>• Multiple Sites</li> <li>• Multiple Agencies involved.</li> <li>• Extensive evacuations</li> <li>• Infrastructure damage</li> <li>• Above typical resources/support required.</li> <li>• Potential for declaration of State of Local Emergency</li> </ul>	<ul style="list-style-type: none"> <li>• Physical Activation</li> <li>• Level 3 Staffing</li> <li>• ICS Forms required.</li> <li>• External Partners as needed.</li> <li>• Extended Operational period staffing relief considerations.</li> </ul>
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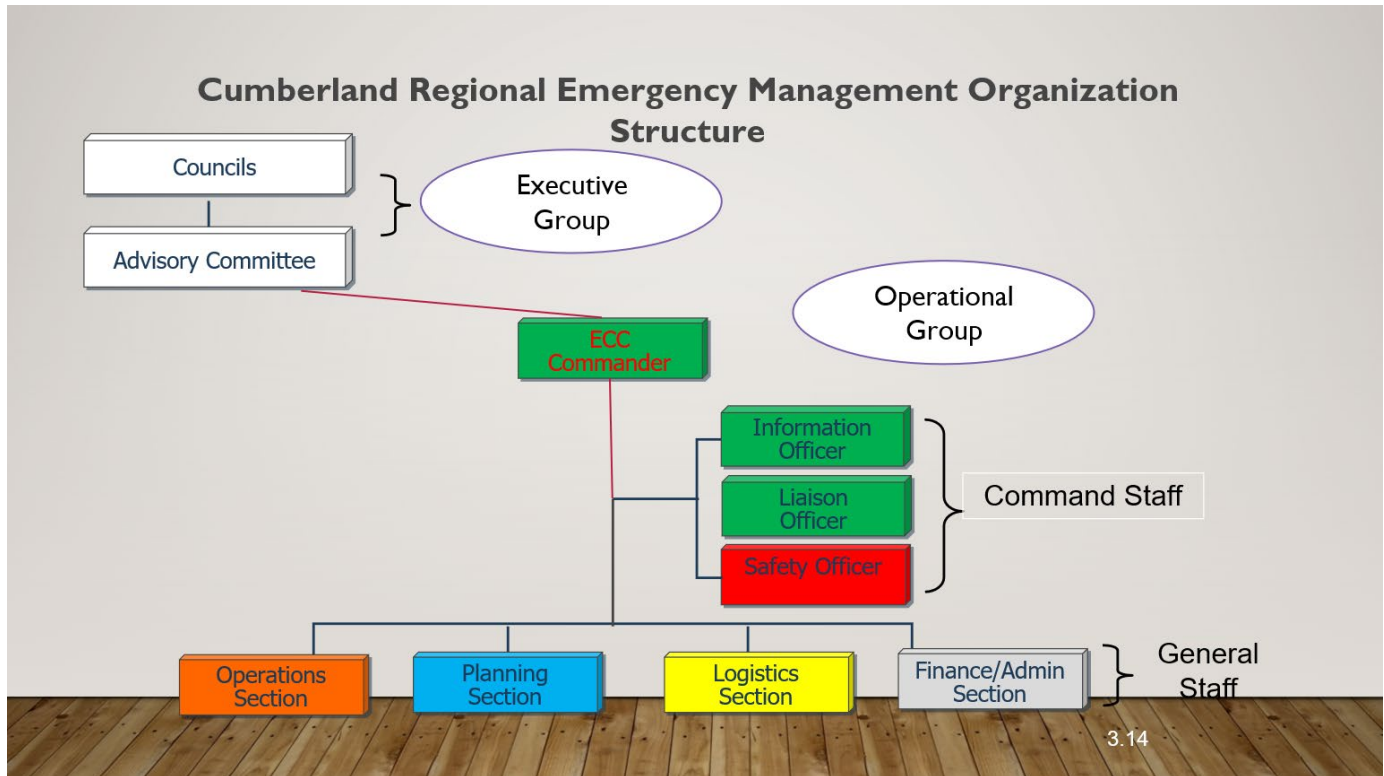
#### 5.4 CRECC Organization under Incident Command System (ICS)

NSDEM requires the municipalities to train to and operate under the Incident Command System (ICS) when managing emergencies. Cumberland REMO has adopted ICS and activates the functions necessary when responding to emergencies. ICS is divided into five sections:

- Command (REECC Commander, Information Officer, Safety Officer, Liaison Officer),
- Operations Section
- Planning Section
- Logistics Section
- Finance Section

## 5.5 CRECC Command Positions

Below are brief descriptions of the CRECC Command Positions within the CRECC.



### 5.5.1 ECC

#### Commander

- The CAO is the designated CRECC Commander and is a direct link to the Advisory Committee
- Maintains overall responsibility for the incident as it pertains to Municipalities
- Oversees all the activities of the CRECC
- Enacts the policy guidance as required.
- Provides high-level incident briefs to the Mayor, Council and Partners as required.
- Provides policy guidance to the CRECC Staff.
- Can appoint and/or replace a site IC if required or if a more qualified person is available.

### 5.5.2 Information Officer (IO)

- Serves as the coordination point for public information and media relations.
- Actions the policies and procedures defined in the Crisis Communications Plan
- The IO may be assigned assistants as necessary.
- All communications must be approved by the CRECC Commander or Site IC.

### 5.5.3 Safety Officer

- Develops and recommends measures to ensure personnel safety and to assess and anticipate hazardous situations.

- Liaises with other Section Chiefs to ensure the overall safety of the incident or event.
- The Safety Officer has the authority to exercise an emergency stop to any unsafe act if personnel are in imminent danger.
- Coordinates multi-agency Safety efforts.

#### 5.5.4 Liaison Officer (LO)

- Functions as a point of contact for outside agencies and representatives that may be asked to attend the CRECC.
- Assists and serves as an advisor to the ECC Commander.
- Communicates CRECC Guidelines, directives, Incident Support Plans, and Situation reports to Partners and Stakeholders.
- Maintains a list of assisting and cooperating agencies and Agency Representatives.

### 5.6 CRECC Section Descriptions

#### 5.6.1 Operations Section

- Communicates Operational needs to appropriate CRECC personnel.
- Assists the IC in developing objectives and strategies for the incident.
- Oversees tactical operations.
- Gathers situational information, responds to the evolving needs of groups working in the field and recommends adjustments to action plans through the IC.
- Ensures effective communication between service providers and first responders, and the CRECC.

#### 5.6.2 Planning Section

- Leads the operational planning process.
- Establishes specialized planning teams, including recovery planning.
- Conducts advanced planning, ensuring foresight in developing plans to address potential issues likely to occur in subsequent operational periods.
- Manages and oversees the collection of incident-related documentation, maintains a permanent archive of incident decisions and Incident Action Plans (IAP) associated with the event.

#### 5.6.3 Logistics Section

- Provides telecommunications services, human resources and information technology resources, as well as arranging for food, lodging, and other support for the CRECC.
- Coordinates closely with the planning Section when the site is requesting additional resources.
- Ensure that the transportation and facility requirements, in support of response operations, are met when evacuations are taking place or are going to occur.

#### 5.6.4 Finance Section

- Ensures the financial records are maintained throughout the incident.
- In consultation with the CAO and IC establishes spending limits.
- Monitors section activities continuously and modifies emergency financial procedures as necessary.

- Collects and maintains documentation of disaster information for possible reimbursement, prepares and coordinates disaster financial assistance documents and claims.
- Tracks, records, and reports on-duty time for personnel and other resources.

### **5.7 Regional Evacuation Plan/ Re-entry Plan (see Annex for Evacuation and Re-entry Plan)**

An evacuation is defined as the process of removing people from an area where a present or imminent situation has or may result in the loss of life or the risk to the safety, health, and well-being of individuals. Damage to property or the environment may also trigger an evacuation if it poses a risk to the health and safety of residents.

The evacuation/re-entry plan streamlines the evacuation process by providing an organized framework for the activities involved in coordinating and conducting an evacuation and re-entry. The goal is to provide the framework and guidance for identifying different needs and vulnerabilities to communities in the region, to allow for a safe, effective, and coordinated evacuation of individuals from an emergency-affected area. The evacuation plan is developed so it can be adapted to meet the specific evacuation support the Incident Commander requires.

### **5.8 Recovery and Re-Entry**

The goal is for the Region, our citizens and businesses to recover from the event. This includes restoring the physical infrastructure where possible or desirable, as well as addressing the emotional, social, economic, and physical well-being of those involved. If property damages have been incurred as a result of a natural hazard, then a request will be made under the Nova Scotia Disaster Financial Assistance Program (NSDFA).

The Region will attempt to maintain a current essential services list. This list will contain the names of persons needed to restart systems that must be in place before evacuees can return home. In some situations, and if it is safe to do so, essential services personnel may be required to remain in the community to provide security, information, and assessments on the conditions in the community.

When the emergency that prompted the evacuation has been resolved, it will be necessary to plan for the return of evacuees. The impacted area must be safe for residents and business owners to return. The decision to re-enter an area that has been evacuated is based on public safety factors, including:

- Whether the threat that prompted the evacuation has been resolved or the incident has been stabilized.
- Access to the community is assured.
- Infrastructure is safe and accessible.
- Hazards connected to the emergency have been eliminated.
- Homes are safe to be occupied
- Weather conditions allow for a safe return.
- Essential services have resumed and are sufficient to support returning evacuees.

Since the degree of damage will likely vary within the affected area, a phased re-entry process may be used. As geographic areas are declared safe for re-entry, evacuees will be able to return home.

## PART 6 - ROLES AND RESPONSIBILITIES

### 6.1 Advisory Committee

- Review the CREMP and related plans and programs at least once per year.
- Participate in appropriate emergency management training and exercises.
- Advocate for Disaster risk reduction activities and advance preparedness initiatives at the individual, family, and community levels to create a resilient region.
- Contribute to community education and awareness about local hazards and personal emergency preparedness.
- The Roles and Responsibilities of elected officials do not include attendance at the Regional Emergency Coordination Centre or the Incident Site unless specifically requested and organized by the CRECC commander.
- Declare, renew, or terminate a State of Local Emergency (SOLE) as recommended by the CRECC Commander.
- Keep the community informed of the situation using approved information from the CRECC.
- Serve as spokesperson(s) for the emergency when directed by the CRECC Commander.
- Provide approved briefings to other levels of government.
- Authorize major expenditures as required.

The purpose of the Emergency Advisory Committee is to advise Councils on matters related to the Municipality's Emergency Management Program.

#### 6.1.2 Chief Administrative Officers

During an activation, the Chief Administrative Officers of Town Amherst, Municipality of the County of Cumberland, and Town Oxford will provide the necessary corporate resources to assist the CREMO in managing the event.

##### **During non-emergency times, CAOs**

- Work with CREMC to ensure the emergency management program is developed, trained, and tested.
- Review annually the Inter-Municipal agreements to ensure they meet the needs of the region,
- Make Training and Exercises **mandatory** for staff.
- Act in a strategic advisory capacity to the Mayors and Council

### **During emergencies:**

- Act as the Emergency Coordination Center Commander,
- Work with the CRECC on determining response and recovery priorities,
- Maintain essential and non-essential services outside of the incident site.
- Maintain an open channel for communication with the site commander(s)

### **6.1.3 Director of Protective Services**

The Director of Protective Services (DPS) is responsible for the following activities:

- Oversee the development and ongoing Reviews of the emergency management program for CREMO.
- Perform other duties as prescribed by the CAO.
- Recommend a declaration, renewal and/or termination of a SOLE.

### **6.1.4 Cumberland Regional Emergency Management Coordinator**

The Cumberland Regional Emergency Management Coordinator (CREMC).

#### **Normal day activities:**

- Develop and participate in exercises and ensure personnel are trained in emergency management plans and procedures.
- Prepare and maintain the CRECC, ensuring it's always in a ready state.
- Recommend risk reduction, mitigation, and preparedness measures to the Director of Protective.
- Performs annual updates to the CREMO Emergency Management Program.
- Develop and maintain stakeholder relationships.
- Develop and implement the community outreach program.

#### **Emergency time activities:**

- If the CRECC is activated, assume the duties of the Liaison Officer.
- Conduct emergency response operations under the direction of the CRECC Commander.
- Visit the Incident Command Post for real-time situational awareness.
- Perform duties assigned for the activated level of the CRECC.

## **Part 7 – TRAINING AND EXERCISES (See Annex for Training and Exercise Plan)**

Training and exercises are critical components of the Cumberland Regional Emergency Management Program

## 7.1 Training

Completion of courses will ensure that participants have the core knowledge and confidence to fulfil their duties in an ECC position. The training program is designed to deliver a range of in-house and accredited training and development opportunities, which cover Basic ICS and ECC training and ECC position-specific training that is tailored to the Cumberland Regional Emergency Management Organization, meets NSDEM training standards and addresses the current hazards the region has identified.

## 7.2 Exercises

Exercises are controlled, objective -based activities used to practice, evaluate or test plans or procedures and resources. Exercises are designed to motivate personnel to think or act as they would in a real-life event.

The Nova Scotia Department of Emergency Management requires municipalities to participate in **two** tabletop exercises each year and **one** full-scale exercise every four years. In at least one training exercise annually, with a larger functional exercise being conducted every four years. All exercises are reported to NSDEM and contain an after-action report, so gaps in the emergency management program can be addressed.

Exercises form an important part of the process as they provide the opportunity to assess the operational readiness of the organization and the effectiveness of various plans. Exercises range from small-scale one to two-hour activities to large, day-long events.

Regardless of size, exercises are useful to:

- Evaluate plans.
- Explore issues.
- Promote awareness.
- Develop or assess competence.
- Demonstrate capability.
- Practice interoperability.
- Validate training.
- Identify gaps, and
- Evaluate equipment, techniques, and processes.

Evaluation is the cornerstone of an exercise and must be considered throughout all phases. Effective evaluation assesses performance against exercise objectives, and identifies and documents strengths and areas for improvement, as well as an analysis of the management of the exercise. Following an exercise, all participants should have the opportunity to engage in a debrief. This ensures that all opportunities for improvement are noted and incorporated into future training activities and all procedures are updated as required.

## ACRONYMS

CAO	Chief Administrative Officer
CREMP	Cumberland Regional Emergency Management Plan
CRECC	Cumberland Regional Emergency Coordination Centre
CREMC	Cumberland Regional Emergency Management Coordinator
DPS	Director of Protective Services
DNR	Department of Natural Resources
EAC	Emergency Advisory Committee
ECC	Emergency Coordination Center
EM	Emergency Management
EHS	Emergency Health Services
ESS	Emergency Social Services
GSAR	Ground Search and Rescue
NSDEM	Nova Scotia Department of Emergency Management
NSDFA	Nova Scotia Disaster Financial Assistance Program
NSEMA	Nova Scotia Emergency Management Act
HRVA	Hazard, Risk and Vulnerability Assessment
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
PCC	Provincial Coordination Center
PSFC	Public Safety and Field Communications
PW	Public Works
RCMP	Royal Canadian Mounted Police
SITREP	Situation Report
SOLE	State of Local Emergency
SOP	Standard Operating Procedures

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## Annex's Added as Separate Documents

- 1: Emergency Coordination Centre Plan
2. Wildfire Contingency Plan

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## Oxford Water Operating I

	Approved Budget 2025/26	Proposed Budget 2026/27	Percentage increase /decrease from prior year
<b>REVENUES for Water Operating</b>			
<b>Water Revenue</b>			
Metered Water/Base Charge	207,161	239,615	
Metered Water/Consumption	50,154	58,011	
Metered Water/O.F.F. Base Charge	32,763	37,895	
Metered Water/O.F.F. Consumption	327,586	378,906	
<b>Total Metered Sales</b>	<b>617,664</b>	<b>714,427</b>	<b>16%</b>
Flat Rate Sales	13,379	5,000	
Public Fire Protection	184,057	216,787	
Sale of Services	2,550	2,000	
Sprinkler Service	400	200	
Interest on O/S Arrears	3,500	3,000	
Amortization of deferred contribution			
<b>Total Other Sales</b>	<b>203,886</b>	<b>226,987</b>	<b>11%</b>
<b>Total Revenues for Water Operating</b>	<b>821,550</b>	<b>941,414</b>	<b>15%</b>

## Town of Oxford Water Operating

CPI increase

1.021

	<u>Approved Budget for 2025/26</u>	<u>Proposed Budget for 2026/27</u>	<u>Percentage increase /decrease from prior year</u>
<b>Expenditures for Water Operating</b>			
<b>Source, Power and Pumping</b>			
P&P Supervisor Salary	21,213	23,935	13%
P&P Power	72,633	81,720	13%
P&P Labour	5,275	5,433	3%
P&P Repairs and Maintenance	74,499	53,806	-28%
<b>Source, Power and Pumping Total</b>	<b>173,620</b>	<b>164,894</b>	<b>-5%</b>
<b>Treatment</b>			
Treatment Insurance property	477	344	-28%
Treatment Chemicals & Testing	41,442	32,563	-21%
Treatment Power	6,125	6,306	3%
Treatment Labour	9,147	9,421	3%
Treatment Maintenance	35,797	37,833	6%
<b>Treatment Total</b>	<b>92,988</b>	<b>86,469</b>	<b>-7%</b>
<b>Transmission and Distribution</b>			
T&D Meters	6,294	0	-100%
T&D Labour	53,332	63,928	20%
T&D Maintenance & Services	31,836	48,621	53%
Lead Sampling	3,039	3,130	3%
T & D Hydrants	4,500	4,954	10%
Cross connection Control program	15,299	15,758	3%
<b>Transmission and Distribution Total</b>	<b>114,300</b>	<b>136,392</b>	<b>19%</b>
<b>Administration</b>			
Admin Salaries	66,653	81,111	22%
Admin CPP	9,337	10,749	15%
Admin EI	3,367	3,855	14%
Admin Pension	11,315	12,774	13%
Admin Health Plan	4,466	6,582	47%
Admin WCB	4,372	4,345	-1%
Admin Rentals	6,190	6,320	2%
Special Services / Regulatory Fees	21,213	1,651	-92%
Admin Office Expense	34,709	31,083	-10%

**Town of Oxford Water Operating**

CPI increase

1.021

	<u>Approved Budget for 2025/26</u>	<u>Proposed Budget for 2026/27</u>	<u>Percentage increase /decrease from prior year</u>
<b>Expenditures for Water Operating</b>			
Admin Audit Fee	5,850	12,300	110%
Admin Bank Charges	561	166	-70%
Valuation expense	3,376	3,477	3%
<b>Administration Total</b>	<b>171,409</b>	<b>174,414</b>	<b>2%</b>
<b>Other</b>			
Depreciation	159,132	171,207	8%
Town Taxes	19,400	20,467	5%
MFC Interest 2016 Water Upgrades	2,098	1,078	-49%
MFC Duke Street Interest	12,131	11,739	-3%
MFC Principal Watermain Upgrades	43,000	43,000	0%
MFC Principal 2021 Watermain Duke St	30,755	30,755	0%
Amortization of debenture discount	1,000	1,000	0%
Capital out of Revenue for capital projects	1,717	100,000	5724%
<b>Total Other</b>	<b>265,233</b>	<b>379,246</b>	<b>41%</b>
<b>Total Expenditures for Water Operating</b>	<b>821,550</b>	<b>941,414</b>	<b>15%</b>
<b>Balanced Budget</b>	<b>(0)</b>	<b>0</b>	

## General Operating Fund

Inflation using CPI from previous year	1.023	1.021	
Revenues for General Operating Fund	Budget 2025/26	Proposed Budget for 2026/27	Percentage Increase/ Decrease from prior year budget
<i>Res Tax Rate</i>	<b>0.017874</b>	<b>0.01885707</b>	<b>5.5%</b>
<i>Comm Tax Rate</i>	<b>0.042804</b>	<b>0.04515822</b>	<b>5.5%</b>
<i>Residential taxable Values</i>	66,899,200	72,051,800	8%
<i>Commercial taxable Values</i>	32,303,500	39,384,200	22%
<i>Resource Taxable</i>	1,545,900	2,032,000	31%
<b>Tax Revenue</b>			
Residential Tax	1,195,756	1,358,686	14%
Commercial Tax	1,382,719	1,778,520	29%
New Build Rebates & Debt Relieif			
Resource Tax	27,631	38,318	39%
Forest (Under 50,000 Acres)	174	174	0%
Based on Revenue - Aliant	1,887	1,800	-5%
Sewer Rates	208,241	207,946	0%
Deed Transfer Tax	75,000	93,176	24%
<b>Total Taxes</b>	<b>2,891,409</b>	<b>3,478,620</b>	<b>20%</b>
<i>Percentage of total revenues</i>	<b>84%</b>	<b>86%</b>	
<b>Grants in Lieu</b>			
Federal Government - Canada Post	3,689	3,974	8%
Federal Government - RCMP	24,285	25,169	4%
Provincial Government - DNR	15,615	15,774	1%
Provincial Government - Liquor Comm	19,865	20,208	2%
<b>Total Grants in Lieu</b>	<b>63,454</b>	<b>65,124</b>	<b>3%</b>
<i>Percentage of total revenues</i>	<b>2%</b>	<b>2%</b>	
<b>Services to Other Governments</b>			
Cumberland County - Fire Protection	120,000	76,575	-36%
<b>Total Services to Other Governments</b>	<b>120,000</b>	<b>76,575</b>	<b>-36%</b>
<i>Percentage of total revenues</i>	<b>4%</b>	<b>2%</b>	
<b>Own Source Revenue</b>			
Recreation Revenues	4,000	13,000	225%
Arena Lease-payment	6,897	10,030	45%

Revenues for General Operating Fund	Budget 2025/26	Proposed Budget for 2026/27	Percentage Increase/ Decrease from prior year budget
Eastward Energy Gas Revenue & Permits	21,687	23,002	6%
Theatre Revenue	4,000	12,000	200%
Dog Licences	100	110	10%
Building Permits	2,000	2,042	2%
Fine Revenue	732	500	-32%
Office Rent Water	6,190	6,320	2%
Medical Centre Rents	22,005	22,553	2%
Probation Office Rent	2,745	2,803	2%
Interest on Taxes	20,835	21,272	2%
Tax Certificates & Certificate of Sales	3,000	3,063	2%
Sales of materials	4,055	4,140	2%
<b>Total Own Source Revenue</b>	<b>98,246</b>	<b>120,834</b>	<b>23%</b>
<i>Percentage of total revenues</i>	<b>3%</b>	<b>3%</b>	
<b>Unconditional Transfers</b>			
Municipal Financial Capacity Grant	198,592	198,592	0%
Farm Acreage Grant	3,210	3,210	0%
HST Offset Payment	300	15,000	4900%
<b>Total Unconditional Transfers</b>	<b>202,102</b>	<b>216,802</b>	<b>7%</b>
<i>Percentage of total revenues</i>	<b>6%</b>	<b>5%</b>	
<b>Other Transfers</b>			
EMO Grant Civic #	1,000	1,000	0%
Fed Gov Funding - Summer Students	2,378	2,599	9%
MPAL Funding Province	27,015	27,015	0%
Grants from Other Org for Operation	3,000	32,480	983%
Transfer From Local Fire Assoc	0	9,860	
Interest on CRA refunds			
<b>Total Other Transfers</b>	<b>36,394</b>	<b>72,955</b>	<b>100%</b>
<i>Percentage of total revenues</i>	<b>1%</b>	<b>2%</b>	
<b>Total General Operating Revenues</b>	<b>3,411,604</b>	<b>4,030,910</b>	<b>18%</b>

<b>General Operating Fund</b>			
<b>Inflation using CPI from previous year</b>	1.023	1.021	
<b>Expenditures for General Operating Fund</b>	<b>Budget 2025/26</b>	<b>Proposed Budget for 2026/27</b>	<b>Increase/ Decrease from prior budget</b>
<b>General Administration</b>			
Mayor Honorarium	12,720	12,987	2.1%
Mayor Expenses	1,084	1,107	2.1%
Council Honorariums	50,332	51,389	2.1%
Council Expenses	3,069	3,133	2.1%
Salary - CAO	70,191	96,479	37.5%
Salary - Accountant	59,207	79,160	33.7%
Salary - Office Staff	92,778	94,732	2.1%
Admin Salaries paid by Water	-66,653	-81,111	21.7%
Legal Fees	21,600	17,053	-21.0%
CAO Contracted Services	6,083	6,211	2.1%
Accounting Contracted Services	19,088	30,000	65.9%
CPP paid by employer	27,126	34,342	26.6%
EI Paid by employer	9,754	12,409	27.2%
Health Plan paid by employer	16,064	21,955	36.7%
Pension Plan paid by employer	28,837	32,559	12.9%
Administration Appreciation Bonus	984	1,250	27.0%
Travel, Seminars and Professional Development	7,934	4,100	-48.3%
Audit Fee	13,569	28,700	111.5%
Town Hall Insurance	5,046	5,152	2.1%
Office Postage	5,236	5,588	6.7%
Office Supplies & Advertsing	9,629	12,053	25.2%
IT software, support and apps	11,598	20,000	72.4%
Town Hall Janitor & Supplies	7,628	9,664	26.7%
Town Hall Telephones	4,584	5,022	9.6%
Town Hall Electricity	4,331	4,601	6.2%
Town Hall Natural Gas	6,585	7,446	13.1%
Town Hall Water	578	590	2.1%
Town Hall Sewer	325	325	0.0%
Workplace Wellness	1,437	1,467	2.1%
Town Hall Maintenance	8,490	3,160	-62.8%
Office Expense Paid to Water	-19,299	-31,083	61.1%
Municipal Election	10,000	0	-100.0%
Public Official Liability Ins	3,346	3,416	2.1%

Expenditures for General Operating Fund	Budget 2025/26	Proposed Budget for 2026/27	Increase/ Decrease from prior budget
Dues - AMANS/FCM/CNTA/POL BD	5,637	5,756	2.1%
Tax Rebates for Phase in Agreements	84,528	79,508	-5.9%
Sponsorship for Cumb Co Exhibition	750	750	0.0%
Tax relief for non profits	4,098	306,778	7386.0%
Grant for Oxford Community Center	40,000	40,000	0.0%
Bursary OREC	2,000	2,000	0.0%
PVSC - Assessment Costs	19,328	20,879	8.0%
Valuation Allowance - Taxes	12,000	12,000	0.0%
Bank Service Charges	6,439	6,575	2.1%
Credit Card Fees & Interest	394	402	2.1%
<b>Total for General Administration</b>	<b>607,453</b>	<b>968,502</b>	<b>59%</b>
<i>Percentage of total budget</i>	<i>17.8%</i>	<i>24.0%</i>	
<b>Protective Services - Police</b>			
RCMP Contract	610,538	658,494	7.9%
School Crosswalk Guard	10,626	12,466	17.3%
<b>Total Police</b>	<b>621,164</b>	<b>670,960</b>	<b>8%</b>
<i>Percentage of total budget</i>	<i>18.2%</i>	<i>16.6%</i>	
<b>Protective Services - Fire Department</b>			
Fire Inspection Cost			
Firefighters Honorariums/Incentives	21,730	22,186	2.1%
Fire Phones	2,104	2,472	17.5%
Fire Communication System	5,461	8,136	49.0%
Public Fire Protection Charge	184,057	216,787	17.8%
Fire Chief's Convention	3,593	3,668	2.1%
Fire Training	4,664	4,762	2.1%
Fire Hall Lights & Power	6,817	7,223	5.9%
Fire Hall Natural Gas	9,092	10,600	16.6%
Fire Hall Insurance	1,705	1,769	3.8%
Fire Hall Maintenance	8,609	10,113	17.5%
Firefighters Liability Insurance	10,283	11,216	9.1%
Fire Hall Water	548	559	2.1%
Fire Hall Sewer	325	325	0.0%
Fire Trucks Insurance	7,177	10,900	51.9%
Fire Trucks Fuel	7,119	7,268	2.1%
Fire Trucks Repairs & Maintenance	10,000	10,210	2.1%

Expenditures for General Operating Fund	Budget 2025/26	Proposed Budget for 2026/27	Increase/ Decrease from prior budget
Fire Equipment & Supplies	16,651	17,001	2.1%
Fire Equipment Repairs & Maint	11,799	12,046	2.1%
Fire B.A. - MFC Interest	131	53	-59.2%
INTEREST 2024 Fire Truck CX 44-A-1	32,762	29,634	-9.5%
<b>Total for Fire Department</b>	<b>344,627</b>	<b>386,930</b>	<b>12%</b>
<i>Percentage of total budget</i>	<b>10.1%</b>	<b>9.6%</b>	
<b>Emergency Management</b>			
Regional Emergency Mgmt Officer	4,809	4,910	2.1%
EMO Grant for Fire Dept 2025-2027 spends		9,860	
Emergency Measures Expenses	648	1,000	54.4%
Special Hazard Response Unit	708	723	2.1%
<b>Total for Emergency Management</b>	<b>6,165</b>	<b>16,493</b>	<b>168%</b>
<i>Percentage of total budget</i>	<b>0.2%</b>	<b>0.4%</b>	
<b>Other Protective Services</b>			
Building Inspection Officer	7,161	7,311	2.1%
Animal Control	229	234	2.1%
Fire Inspection Costs	7,000	7,000	0.0%
Traffic Lights	10,000	500	-95.0%
Bylaw Officer	15,000	15,928	6.2%
<b>Total Other Protective Services</b>	<b>39,390</b>	<b>30,973</b>	<b>-21%</b>
<i>Percentage of total budget</i>	<b>1.2%</b>	<b>0.8%</b>	
<b>TOTAL PROTECTIVE SERVICES</b>	<b>1,011,346</b>	<b>1,105,356</b>	<b>9%</b>
<i>Percentage of total budget</i>	<b>29.6%</b>	<b>27.4%</b>	
<b>Transportation Services</b>			
Salary - PW Supervisor	41,100	46,374	12.8%
Labour - PW	162,128	188,515	16.3%
Summer Students	0	0	
Supervisor Phone	1,079	432	-60.0%
Town Truck & Van	8,216	8,389	2.1%
Loaders and Plow #624 & 544	20,670	24,691	19.5%
Kubota Lease & 2013 Trackless	8,002	27,027	237.8%
Backhoe	5,115	5,943	16.2%
Salt Truck/ Dump Truck	15,084	35,488	135.3%

<b>Expenditures for General Operating Fund</b>	<b>Budget 2025/26</b>	<b>Proposed Budget for 2026/27</b>	<b>Increase/ Decrease from prior budget</b>
Equipment and Small Tools & Shop supplies	19,808	20,224	2.1%
OPH Insurance	0		
Town Garage Insurance	4,635	4,805	3.7%
Town Garage Fuel (Wood)	2,859	3,022	5.7%
Town Garage (2 Buildings) Maintenance	7,050	2,190	-68.9%
Town Garage Phone	1,685	1,529	-9.3%
Town Garage Electricity	4,933	5,636	14.3%
Workers Compensation	13,015	16,401	26.0%
Liability Insurance	21,550	22,130	2.7%
Diesel	13,562	16,952	25.0%
Gasoline & Oil	18,085	22,606	25.0%
Public Works Clothing Allowance	4,500	4,595	2.1%
Health and Safety/ Professional Development	9,923	20,015	101.7%
Traffic Control	2,557	25,984	877.9%
Salt	44,954	61,021	35.7%
Sub Contracts/Rentals	48,458	60,000	48.3%
Street Maintenance	55,592	65,405	17.7%
Contracted Street Repair & MT	11,388	19,865	74.4%
Street Lighting	7,849	8,065	2.8%
Paving/Sidewalks 2016-MFC Interest	1,635	1,669	2.1%
Salt Truck 2016 - MFC Interest	307	313	2.1%
<b>Total Transportation Services</b>	<b>547,837</b>	<b>719,287</b>	<b>31%</b>
<b>Percentage of total budget</b>	<b>16.1%</b>	<b>17.8%</b>	
<b>Environmental Health Services</b>			
Sewer Admin Director	0		
Sewer Admin Supervisor	3,977	4,488	12.8%
Sewer Other Labour	12,099	14,068	16.3%
Sewer Maintenance	39,027	60,966	56.2%
Sewer Power	43,946	44,594	1.5%
Transfer Site Payroll	28,506	44,088	54.7%
Transfer Site monitoring & Misc	49,819	30,315	-39.1%
Transfer Site Pick Up FERO	62,107	65,989	6.3%
Transfer Site Tipping Fees GFL	37,501	38,288	2.1%
<b>Total Environmental Health Services</b>	<b>276,982</b>	<b>302,795</b>	<b>9%</b>

Expenditures for General Operating Fund	Budget 2025/26	Proposed Budget for 2026/27	Increase/ Decrease from prior budget
<i>Percentage of total budget</i>	<b>8.1%</b>	<b>7.5%</b>	
<b>Public Health &amp; Environmental Development</b>			
Medical Centre	33,286	37,497	12.7%
Planning - Town of Amherst	16,577	16,925	2.1%
Tree Removal	7,539	7,698	2.1%
<b>Total Public Health and Enviomental Development</b>	<b>57,402</b>	<b>62,120</b>	<b>8%</b>
<i>Percentage of total budget</i>	<b>1.7%</b>	<b>1.5%</b>	
<b>Recreation and Cultural</b>			
<b>Arena Expenses</b>			
Arena Telephone	564	712	26.3%
Arena Electricity	45,575	47,974	5.0%
Arena Maintenance	2,287	2,335	2.1%
Arena Natural Gas	7,935	9,651	21.6%
Arena Water	3,163	3,229	2.1%
Arena Sewer	325	325	0.0%
Arena Insurance	9,817	10,023	2.1%
Arena Automation MFC Nov 18 Int	960	553	-42.4%
<b>Total Arena Expenses</b>	<b>70,726</b>	<b>74,803</b>	<b>6%</b>
<i>Percentage of total budget</i>	<b>2.1%</b>	<b>1.9%</b>	
<b>Fields and Library</b>			
Festive Décor	7,173	2,323	-67.6%
Sports Fields & Parks, Tennis Courts	16,237	5,000	-69.2%
Trails	4,500	6,078	35.1%
Mural Lights	689	750	8.8%
Library Expense	13,002	15,933	22.5%
Regional Library Board Transfer	13,079	10,336	-21.0%
<b>Total Fields and Library</b>	<b>54,680</b>	<b>40,420</b>	<b>-26%</b>
<i>Percentage of total budget</i>	<b>1.6%</b>	<b>1.0%</b>	
<b>Theatre</b>			
Theatre Electricity	1,788	1,191	-33.4%
Theatre Maintenance	7,450	13,500	81.2%
Theatre Natural Gas	6,112	5,932	-2.9%
Theatre Water	348	403	15.7%

Expenditures for General Operating Fund	Budget 2025/26	Proposed Budget for 2026/27	Increase/ Decrease from prior budget
Theatre Sewer	325	325	0.0%
Theatre Property Tax	3,009	2,885	-4.1%
Theatre Insurance	1,702	1,837	7.9%
<b>Total Theatre</b>	<b>20,734</b>	<b>26,073</b>	<b>26%</b>
<i>Percentage of total budget</i>	<b>0.6%</b>	<b>0.6%</b>	
<b>Recreation</b>			
Recreation Community Garden Project	4,190		
Recreation Co-ord Salary	39,585	47,739	20.6%
Recreation Co-ord Travel	1,819	2,484	36.6%
Recreation Summer Students	4,396	4,760	8.3%
Recreation Postage/office supplies	2,309	4,737	105.1%
Recreation Telephone	241	246	2.1%
Recreation - Misc	4,000	9,730	143.2%
Recreation - Grant Expenditures	3,000	1,591	-47.0%
<b>Total Recreation</b>	<b>59,541</b>	<b>71,286</b>	<b>20%</b>
<i>Percentage of total budget</i>	<b>1.7%</b>	<b>1.8%</b>	
<b>Total Recreation and Cultural</b>	<b>205,680</b>	<b>212,582</b>	<b>3%</b>
<i>Percentage of total expenditures</i>	<b>6.0%</b>	<b>5.3%</b>	
<b>Fiscal Services</b>			
MFC Principal - 2016 Breathing App	3,200	3,200	0.0%
MFC Principal - 2016 Paving/Salt Tr	47,500	47,500	0.0%
MFC Principal - 2018 Arena Auto	6,200	6,200	0.0%
MFCPrincipal 2024 Fire Truck	90,000	90,000	0.0%
Transfer to Reserves	264,322	197,442	-25.3%
District School Board	293,682	315,926	7.6%
<b>Total Fiscal Services</b>	<b>704,904</b>	<b>660,268</b>	<b>-6%</b>
<i>Percentage of total budget</i>	<b>21%</b>	<b>16.4%</b>	
<b>Total Expenditures for General Operations</b>	<b>3,411,605</b>	<b>4,030,911</b>	
<b>Total Revenue for General Operations</b>	<b>3,411,604</b>	<b>4,030,910</b>	
<b>Balanced Budget</b>	<b>0</b>	<b>0</b>	

<b>General Capital Spends for 2026/27</b>	
Update Asset Management Plan	4,000
Town Hall-Pointing of Bricks and sign for front of building & sign	75,000
Capitol Theatre (heat pump) dependent on grant	20,857
<b>Design Plans for Service Renewal to Support Community Growth Project</b> water, sewer, storm and pavement replacement for Across the highway, Main Street , Pugwash Road & replace Pugwash Road Reservoir	1,272,844
Truck for Plowing	100,000
Roof for the Arena	100,000
Plow for backhoe	31,703
Salter and Blower for Trackless	30,000
Sweeper & Bush pull for Trackless	10,000
Hut for Transfer Site	7,000
Waste Water Pump	10,000
Culvert for Birchwood Road	40,000
Storm Drain addition Little River Rd Ballfield entrance	30,000
Gate for Lagoons	20,000
Assist Minor Ball with purchases of bleachers for ball field	4,000
<b>Total for General Capital Spends 2026/27</b>	<b>1,755,405</b>
<b>Water Capital Spends for 2026/27</b>	
Replace pipe in Water Treatment Plant	10,000
Replacement of Water meters	400,000
Fence for Wells	23,500
<b>Total for Water Capital Spends 2026/27</b>	<b>433,500</b>
<b>Total Capital Projects (General &amp; Water)</b>	<b>2,188,905</b>
<b>Funding for Capital Projects ( General &amp; Water)2026/27</b>	
Reserve for General Capital	272,132
Water Capital Reserve	33,500
Prov Grant (GRID)for Design plans - received	636,422
Other Grants for Design plans \$209,091, Heat pump \$10,429- In process	219,520
Rescope Prov Grants from previous years PCAP ( Design Plans) & MGCG (for water meters)	241,062
Loan from MFC for design plans, truck, arena roof	559,063
Loan from MFC for design plans (water) and meter replacment	227,206
<b>Total Funding for Capital Projects ( General &amp; Water)</b>	<b>2,188,905</b>