



TOWN OF OXFORD
Town Council Meeting
Council Chambers, conducted through Zoom and Live to
FaceBook
Monday, December 20, 2021
6 PM

AGENDA

1. Call to Order
2. Approval of Agenda
3. Approval of Previous Minutes
 - 3.1 Town Council Minutes – November 15, 2021
4. New Business
 - 4.1 Vaccination Policy – revision recommended – *Linda*
 - 4.2 Retirement of Police Advisory Board Chair and Police Advisory Board Public Appointees – *Linda*
 - 4.3 Accessibility Advisory Committee Public Appointees – *Linda*
 - 4.4 Town of Oxford Accessibility Advisory Committee – Terms of Reference – recommendation from Committee of the Whole - *Councillor MacDonald*
 - 4.5 2021/2022 Boards and Committees – *Mayor Henley*
 - 4.6 2021 Election of Deputy Mayor – *Mayor Henley*
 - 4.7 Black River Substance Update – *Mayor Henley*
 - 4.8 2020-21 Audited Financial Statements – recommendation from Audit Committee – *Councillor Black*
5. Reports
 - 5.1 Public Works Report - *Linda*
 - 5.2 Fire Department Report – *Linda*
 - 5.3 Cumberland Business Connector Report – *Linda*
 - 5.4 Library Report – *Councillor Black*

6. Committee Updates
 - 6.1 Occupational Health and Safety Committee - *Linda*
 - 6.2 Accessibility Committee – Chairperson Councillor MacDonald
 - 6.3 Arena Committee – Councillor Colborne, Jones, and MacDonald
 - 6.4 Audit Committee – Chairperson Councillor Black
 - 6.5 Community Economic Development Committee – Chairperson Councillor MacDonald
 - 6.6 Fire Department Committee – Councillors MacDonald and Colborne
 - 6.7 Procurement Committee – Chairperson Councillor Jones
 - 6.8 Public Works Committee – Mayor Henley, Councillors Black and Jones
 - 6.9 Recreation Commission Committee – Councillor McNutt
 - 6.10 Town Buildings Committee – Mayor Henley, Deputy Mayor Adshade, Councillors Colborne and Jones.
 - 6.11 Town Services Committee – Chairperson Councillor Jones
 - 6.12 Redevelopment Website Committee – Mayor Henley and Deputy Mayor Adshade
7. Correspondence
 - 7.1 Nova Scotia Utility and Review Board – 2022 Municipal Boundary Review – Bruce Kiley, Chief Clerk of the Board
8. Adjournment



Minutes of the Regular Council Meeting

Place: Conducted through Zoom and shared to Facebook immediately following meeting

Date: Monday, November 15, 2021

Presiding Officer: Mayor Gregory Henley

Councillors present: Deputy Mayor: Wade Adshade and Councillors: Carla Black, Brenton Colborne, Paul Jones, Arnold MacDonald, and Chrystal McNutt

Regrets: nil

A quorum was present throughout the meeting.

Staff in attendance: Town Clerk – Linda Cloney (recording secretary)

Media in attendance: Mark Rushton – Six Rivers News

1. Call to order

Mayor Henley called the meeting to order at 6:02 pm. Mayor Henley noted that the Public Works Crew is working very hard to get the water break fixed on James Street. Residents and businesses, in that area, do not have water service till that is fixed.

2. Approval of Agenda

It was moved and seconded that the agenda of the Regular Town Council Meeting for November 15, 2021, be approved, as presented.

Motion Carried

3. Approval of Previous Minutes

It was moved and seconded that the minutes of the Town Council Meeting for October 18, 2021, be approved, as presented.

Motion Carried

4. New Business

4.1 Vaccination Policy

Staff presented to Council a drafted Vaccination Policy that will affect all Town of Oxford Employees, Council, Volunteers and the Board and Committee Members. All affected personal outlined in this policy must be fully vaccinated by January 17, 2022.

It was moved and seconded to accept the COVID 19 Vaccination Policy as presented.

Motion Carried

4.2 Intermunicipal Poverty Reduction Advisory Committee, Terms of Reference

The purpose of the Property Reduction Advisory Committee is to advise all municipalities of Cumberland County on matters regarding poverty reduction through the application of social equity lenses within rural communities.

**It was moved and seconded that Council accepts the Terms of Reference for the Intermunicipal Poverty Reduction Advisory Committee, as presented.
Motion Carried**

4.3 Policing Review Update

Regarding a recent letter from Donna Jewers that was received regarding the Municipality of the County of Cumberland's decision on the reduction of RCMP members. It was stated that the Municipality of the County of Cumberland Council have declined any further reduction in RCMP members.

At the October 18 Council meeting, Council asked staff to reach out to Ms. Jewers for clarity of Oxford's options. The response was that there were not many options left for the Town of Oxford other than to do a Request for Proposal if Oxford wants to explore other policing models.

4.4 Black River Substance Update

The Town of Oxford has not heard anything back from the Department of Environment regarding the Black River Substance that occurred back in the early fall. The Mayor will continue to reach out to the Department of Environment until the Town of Oxford gets a response regarding this issue.

4.5 Recommendation of the Steering Committee, re: Divestiture of Cumberland Central Landfill

The Steering Committee recently met and put forward to the respecting Councils the following recommendation.

RECOMMENDATION:

It is the unanimous recommendation of the Steering Committee that the Councils approve the legal agreements necessary to give effect to the land exchange agreement with Rothesay Paper Holdings Ltd. and the indemnity agreement with GFL Environmental Inc. pursuant to the terms of the agreement for the sale of the Cumberland Central Landfill to GFL Environmental Inc.

It was moved and seconded that the Oxford Town Council approve the subdivision, granting of right of ways over and exchange of lands owned by the Municipality of Cumberland County in Trust for the Towns of Oxford and Amherst by approving the land exchange agreement with Rothesay Paper Holdings Ltd. and the indemnity agreement with GFL Environmental Inc., and that the Mayor and Town Clerk be authorized to

execute the agreements with such amendments as the Mayor and Town Clerk deem necessary or advisable and implement same.

Motion Carried

4.6 Eat Local Cumberland request

Eat Local Cumberland received a grant from the Municipality of Cumberland for use towards the municipality's community gardens and was awarded a grant of \$1,500. The Eat Local Cumberland board decided to distribute the funds to the active community gardens in Pugwash, Amherst, Oxford, Springhill and Joggins. Therefore, Eleanor Crowley (volunteer representative for Oxford) received a cheque for \$215.00.

Mrs. Crowley wrote a letter to Council for allowance to be able to spend that money on the gardens in South Oxford, also to start one back up at the foodbank. Another area of focus is the group of gardens at the Meadow Vista to find a solution to deter wildlife from eating the plants.

It was moved and seconded to accept Eleanor Crowley's request to spend the \$215.00 on the Community Gardens as needed.

Motion Carried

4.7 Oxford Historical Society request

The Oxford Historical Society sent in a request for use of space, upstairs, at the Town Hall. The Oxford Historical Society is made up of volunteers and people, at times, give the volunteers historical items that would end up being thrown out in the trash if not taken. Volunteers do not have room to house these items and are in fear that they will lose valuable history of Oxford.

It was moved and seconded to grant the Oxford Historical Society use of the upstairs at the Town Hall to store the Oxford Historical Society items.

Motion Carried

4.8 Oxford Pioneer Heritage Club request

The Oxford Pioneer Heritage Club sent in a request to paint the paneled walls at the OPH Centre. Also noted in the request that there are broken floor tiles at the centre that need to be replaced as this is a hazard.

Currently in the budget there is money set aside to have repairs done on the roof, window, and handrails. Those projects are not completed yet.

Council gave permission for the Oxford Pioneer Heritage Club to paint the panel walls as long that they are supplying the paint, not the Town.

Council authorized having the broken floor tiles the outside light fixed. Staff will ask Public Works to investigate these maintenance issues.

5. Reports

5.1 Public Works Report

Report accepted. No discussion.

5.2 Fire Department Report

Report accepted. No discussion.

It was moved and seconded to accept the reports as presented.

Motion Carried

6. Committee Updates

6.1 Accessibility Committee – Chairperson Councillor MacDonald

The Accessibility Committee had their first meeting last month and another meeting scheduled for Thursday, November 18. Drafted together a Terms of Reference and working towards the mandate of having an Accessibility Plan in place by the end of March 2022.

6.2 Arena Committee – Councillor Colborne

The Arena Association is working on renovations for a Community Room upstairs. The company hired to fix the ceiling tape needs to get a lift truck and then will be able to proceed with the project.

The Arena Association and the Town of Oxford worked together on a Rink Revitalization grant and submitted it today. If successful with the Rink Revitalization Grant the projects highlighted to get done are the Arena Louvers project, renovations to the Community Room upstairs, the Zamboni / engine room needs repair. If there are any monies left over from this the next projects are the repair/replacing of the puck boards, repairing windows, and painting. Staff anticipates learning about the success of the Rink Revitalization Grant application by the third week of December 2021.

6.3 Audit Committee – Councillor Black

It was reported that the Town of Oxford books have been completed and are now under review with the staff. A meeting with the Audit Committee will be coordinated soon for their review.

6.6 Procurement Committee – Chairperson Councillor Jones

Parts for the defibrillator at the Medical Center have been ordered to bring them up to code. The RFP of the Arena Louvers may get completed with funding from the Rink Revitalization Grant, if successful. The committee has authorized the purchase of the Meeting Owl Pro from Robert Mannette for conference centre needs, it should enhance the zoom meetings. The cost of the Meeting Owl Pro will come from the Safe Restart Funds.

6.7 Public Works Committee – Mayor Henley, Councillors Black and Jones

Council reminded the public that between November 15 to April 15 night parking is prohibited and vehicles will be towed at owner's expense. Residents should take note to remove any of their property close to the road, as in basketball nets, lumber, fill for example. This affects how well the Public Works Crew remove the snow.

6.8 Recreation Commission Committee – Councillor McNutt

The Recreation Commission is going to meet, this week, with the Oxford Minor Ball and the Fire Department regarding their request last week for use of Town Land at the Ballfield. The 16th Annual Parade, Parade of Lights, is set for Friday, December 3 at 6:30 pm. There is a free skate organized following the parade at the arena, proof of vaccination and masks to be worn will be required. If participant is on the ice, they can then remove the mask. The parade committee was in contact with public health regarding all COVID protocols set. All participants in the parade must be fully vaccinated and show proof of vaccination the night of the parade. There will be nothing handed out or tossed during the parade this year.

6.10 Town Services Committee – Chairperson Councillor Jones

The committee has authorized the staff to purchase 5-gallon hot water heaters for two locations at Town Hall, this expense will be funded by the Safe Restart Funds. It was suggested to investigate the on-demand hot water also. Staff will investigate that and get back quotes to the committee.

It was moved and seconded to accept the reports as verbally presented.

Motion Carried

7. Correspondence

7.1 Municipal Affairs and Housing – Minister Lohr – Municipal Awareness Week

Municipal Awareness Week is recognized November 22 to November 28. This is a time to highlight the important work happening at local government level and to encourage citizens to participate in municipal government and in elections.

7.2 Nova Scotia Department of Justice – Hayley Crichton, A/Executive Director, Public Safety and Security Division – Collective Agreement

The Collective Agreement was signed on August 6, 2021, with an expiry date of March 31, 2023. This agreement, RCMP total compensation, including pensions and benefits, is competitive with other police services, and considered to be fair and reasonable for Canadian taxpayers.

The province is aware that policing represents a significant cost for municipalities. Currently the provisions in the Nova Scotia Police Service Agreements are unchanged and remain in effect.

As soon as the Nova Scotia Department of Justice has answers to calculate the financial impact to municipal budgets, they will share this information.

8. Adjournment

At 6:35 pm, it was moved and seconded that the meeting be adjourned.

Motion Carried

Gregory Henley, Mayor

Linda Cloney, Recording Secretary

DRAFT

TOWN OF OXFORD POLICY

Subject: COVID 19 Vaccination Policy

Minutes reference date: November 15, 2021

Department: All Town of Oxford Employees, Council, Volunteers, Board and Committee Members

Effective Date: November 15, 2021

Revision Date:

Purpose:

The Town of Oxford is committed to providing a safe working environment for our employees, Council and members of the public with whom we interact with regularly. Protective measures within the workplace are the responsibility of the employer. The purpose of this policy is to provide the Town of Oxford's expectations and requirements of staff, Council, volunteers, Board and committee members with respects to COVID-19 vaccination requirements so as to protect all workers and the public we serve.

Policy Statement

1. The Town of Oxford will require all employees, Council, volunteers, board and committee members (a part of membership in Town-owned premises) to be fully vaccinated against COVID-19 and provide proof of vaccination by January 17, 2022. The required proof needed is the most up to date Province of Nova Scotia COVID 19 proof of vaccination issued, ie. QR code. All people involved, that is described in the category of Department at the top of this document, must have received full vaccination of an approved COVID-19 vaccine by January 4, 2022. Proof of vaccination records will be kept confidential and used only as required to administer the Policy. Proof of vaccination will be the responsibility of the Mayor, Town Clerk, Chair and anyone that is head of an organization relating to the Town of Oxford.
2. The Policy applies to all Town of Oxford employees, Council, volunteers, board and committee members regardless of workplace, or worksite location, including those who are remote working.
3. Those who cannot be vaccinated based on an approved written medical exemption may request an exemption through the Town Clerk, by providing the appropriate documentation from a qualified medical professional as determined by the Province of Nova Scotia. If the exemption is validated and accepted by the Mayor, those people must participate in a Rapid Testing Program, and wear masks on an ongoing basis.
4. Any persons who fail to comply with any of the requirements by January 17, 2022, will be placed on an immediate unpaid leave of absence and may be subject to disciplinary action, up to and including dismissal.
5. Based on operational needs, positions vacated by the unpaid leaves of absence may be temporarily filed.

Definitions

- “fully vaccinated” means receipt of 1 dose of a vaccine authorized as a 1 dose vaccine series such as Janssen plus 14 days, or 2 doses of a vaccine authorized as a 2 dose vaccine series such as Pfizer, Moderna or AstraZeneca plus 14 days, or a complete series of any other World Health Organization authorized series of COVID-19 vaccine such as Sinopharm or Sinovac plus 14 days.
- “not fully vaccinated” means no receipt of any vaccine dose or receipt of 1 dose of a vaccine authorized as a 2 dose vaccine series such as Pfizer, Moderna or AstraZeneca plus 14 days.
- “vaccine” means a vaccine against COVID-19 that has been approved by either the Public Health Agency of Canada or the World Health Organization.

Certification

I, Gregory Henley, Mayor 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 November 2021.

GIVEN under the hand of the Mayor and the corporate seal of the Town of Oxford this 15th day of November 2021.

Gregory Henley
Mayor



Town of Oxford Accessibility Advisory Committee

Terms of Reference

1.0 Purpose

The Town of Oxford Accessibility Advisory Committee's (AAC) role is to assist the Town of Oxford in Cumberland County to develop an Accessibility Plan in accordance with "An Act Respecting Accessibility in Nova Scotia, 2017" (The Act). The AAC provides advice to the Oxford Town Council on identifying, preventing, and eliminating barriers to people with disabilities in municipal programs, services, initiatives, and facilities. The Committee plays a pivotal role in helping the Town of Oxford become a barrier-free community and ensuring the obligations under the Act are met.

2.0 Scope

These Terms of Reference are applicable to all members appointed to the Town of Oxford Accessibility Advisory Committee (AAC).

3.0 References

3.1 Bill No. 59 – Accessibility Act, Chapter 2 of the Acts of 2017

4.0 Definitions

4.1 **Barrier** means anything that hinders or challenges the full and effective participation in society of persons with disabilities including a physical barrier, an architectural barrier, an information or communication barrier, an attitudinal barrier, a technological barrier, a policy, or a practice.



- 4.2 **Council** means the Council for the Town of Oxford.
- 4.3 **Disability** includes a physical, mental, intellectual, learning, or sensory impairment, including an episodic disability (long-term conditions that are characterized by periods of good health interrupted by periods of illness or disability); that, in interaction with a barrier, hinders an individual's full and effective participation in society.

5.0 Policy

5.1 Membership

- 5.1.1 The Committee shall consist of a minimum of six (6) and a maximum of ten (10) voting members who serve without pay, except for associated expenses. Five (5) community members and one (1) Council member. Council will appoint their own Council member representative. The five (5) community representatives are to be appointed by Council.
- 5.1.2 Applications for the community members will be sent to the Town Clerk. The Town Clerk will send a recommendation to council concerning the appointment of the community members.
- 5.1.3 Councils shall appoint each of the five (5) community members for a minimum term of 2 years and a maximum term of 3 years.
- 5.1.4 At least one half of the members (community and council representatives) of the AAC must be persons with disabilities or representatives from organizations representing persons with disabilities.
- 5.1.5 If a community member vacates the Committee for any reason at any time before that member's term would normally expire, the Council shall

- 5.1.6 appoint promptly a new member to the Committee to hold office for the unexpired term. If a Council member vacates the Committee for any reason at any time before that Council member's term would normally expire, the Council shall appoint promptly a new member to the Committee to hold office for the unexpired term.
- 5.1.7 Applications for the appointment of the community representatives to the Committee shall be invited by public advertisement.
- 5.1.8 The Chair and Vice-Chair will be appointed annually by the Committee.

5.2 Qualifications

- 5.2.1 Any member of the Committee is eligible for reappointment.
- 5.2.2 Any member of the Committee, who is absent for three (3) consecutive meetings of the Committee, forfeits office, unless the absence is caused by illness or authorized by resolution of the Committee and noted in the Committee minutes. Any member who forfeits office is eligible for reappointment following the remainder of the unexpired term.

5.3 Mandate of Responsibilities

The Committee has the following responsibilities:

- 5.3.1 Advise the Council in the preparation, implementation, and effectiveness of an Accessibility Plan. In accordance with the Act, the Plan must include:

- a. A report on measures the municipal unit have taken and intend to take to identify, remove and prevent barriers;
- b. Information on procedures the municipal unit have in place to assess the following for their effect on accessibility for persons with disabilities:
 - i. Any of its existing and proposed policies, programs, practices, and services, and
 - ii. Any existing and proposed enactments or bylaws it will be administering; and
- c. Any other prescribed information.

- 5.3.2 Advise Council on opportunities to promote the full participation of persons with disabilities, in accordance with the Act;
- 5.3.3 Identify and advise on the accessibility of existing and proposed municipal services and facilities;
- 5.3.4 Advise and make recommendations about strategies designed to achieve the objectives of the municipal unit Accessibility Plan;
- 5.3.5 Receive and review information directed to it by municipal Council and their committees, and to make recommendations as requested;
- 5.3.6 Monitor federal and provincial government directives and regulations; and
- 5.3.7 Host public consultations related to accessibility.
- 5.3.8 Provide input and advice to council with respect to updating the Accessibility Plan every three years.

5.3.9 Provide and annual budget for Councils' consideration, in order for the Committee to carry out their mandate.

5.4 Rules of Engagement:

5.4.1 Committee meetings will be called by the Chair as required to fulfill the duties outline. Meetings of the AAC shall be open to the public and advertised no less than one week in advance.

5.4.2 A majority of the appointed voting members of the Committee constitutes a quorum.

5.4.3 Subject to the principles set out in the ***Municipal Conflict of Interest Act***, all committee members present including the person presiding shall vote on a question.

5.4.4 Subject to section 22 of the ***Municipal Government Act***, meetings of the committee are open to the public.

5.4.5 The Committee may receive presentations from the public upon the approval of the Chair.

5.4.6 The committee may establish Working Groups to explore specific issues related to the Accessibility Plan and/or other responsibilities. Members of the Working Group may consist of additional members of the community. A member of the AAC shall chair the Working Group.

5.5 Staff Resources

5.5.1 The Committee will be supported by municipal staff and consulting resources as required.

5.5.2 Staff appointed by the municipal unit will attend meetings as a resource to the Committee.

5.5.3 The Town of Oxford will provide administrative support services to the Committee to aid in agenda preparation, minute taking, and other administrative duties as required.

6.0 Policy Review

6.1 These Terms of Reference will be reviewed by the Council at least every four years from the effective / amended date.

For consideration on December 20, 2021

2021 / 2022 Boards and Committees

Boards	
All Saints Community Health Care Foundation	Councillor Black
Cumberland Joint Services Management Authority - (CJSMA)	Deputy Mayor Adshade
Cumberland Regional Library Board	Councillor Black
Lillian Albion Animal Shelter	There is currently no space for Oxford at this time, the board is full. (2021)
Municipal Alcohol Program Board (MAP)	Councillor Black
Police Advisory Board	Deputy Mayor Adshade, Councillor Colborne, 2 vacant (public appointees) , Thomas Shears - DOJ Representative
Committees - Internal	
Accessibility Committee	Councillor MacDonald (Chair), Josephine MacDonald (Vice Chair), Tracy Briggs, Mandy Blake, Brenda MacDonald, Margaret Hodgins and Meagan Marchant
Arena Committee	Councillor Colborne, Councillor MacDonald, Councillor Jones and public members - Jennifer Kouwenberg and 1 vacant position
Arena Fundraising Committee	Chairperson Councillor Colborne, Councillor Jones, Councillor McNutt, Recreation Director (vacant) and Community Members: Bev Clark, Tracy Black, Greg Wood, Alfie King, Eleanor Crowley, Joe Reade, Tom Reid, Tracy Sweet, Dave Clark and Jennifer Kouwenberg
Audit Committee	Councillor Jones, Councillor Black (Chair), Councillor McNutt, Tracy Black, and Dave Clark
Community Economic Development Committee	Councillor MacDonald, Councillor Jones and Public Members (2 vacant)
Fire Department Committee	Councillor MacDonald and Councillor Colborne
Personnel Committee	Mayor Henley (Chair), Councillor Black and Councillor Jones
Procurement Committee	Mayor Henley, Councillor Jones (Chair) and Councillor Black
Public Works Committee	Mayor Henley, Councillor Black, and Chair Person Councillor Jones
Recreation Commission	Councillor McNutt (Chair), Deputy Mayor Adshade, Haylen Bezubiak, Sarah Henley, Kristen Thompson and Kody Wood
Town Buildings Committee	Mayor Henley, Deputy Mayor Adshade, Councilor Colborne, Councilor Jones
Town Services Committee	Councilor MacDonald, Councilor Colborne, Councilor Jones and Mayor Henley (spare)
Website Committee	Mayor Henley and Deputy Mayor Adshade
Committees - External	
Cumberland Forestry Advisory Committee	Deputy Mayor Adshade
Cumberland Region Tourism Marketing Committee	Councillor MacDonald
Team Cumberland Committee	Councillor MacDonald
Joint Poverty Reduction Advisory Committee	Councillor Black
Northern Region Solid Waste Management Committee	Councillor McNutt
Physician Recruitment Committee	Mayor Henley
Regional Emergency Measures Organization Advisory Committee - (REMO)	Councillor Colborne
Tourism Advisory Committee	Councillor MacDonald
Victorian Order of Nurses (VON)	Mayor Henley and Councillor Colborne

TOWN OF OXFORD - GENERAL OPERATING FUND

NON-CONSOLIDATED FINANCIAL STATEMENTS

MARCH 31, 2021

UNAUDITED - PREPARED BY MANAGEMENT

Draft

ADVISORY TO READERS

These non-consolidated financial statements of the Town of Oxford have been prepared by management. They have been prepared to assist readers in understanding the financial results of individual funds of the Town. They are not in accordance with Public Sector Accounting Standards because they are presented on a non-consolidated basis. Treatment of capital funding from senior levels of government is deferred and amortized in the Water Utility and matched with capital expenditures in the General Operating Fund, which is also not in accordance with Public Sector Accounting Standards. There is no supplementary note disclosure in these non-consolidated financial statements.

These financial statements have not been audited by any external parties. Accordingly, they should not be relied upon for any purpose. Readers are strongly encouraged to also read the Consolidated Financial Statements which have been audited by registered municipal auditors.

TOWN OF OXFORD - GENERAL OPERATING FUND
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

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	2021	2020
	\$	\$
FINANCIAL ASSETS		
Cash	161,766	200
Receivables		
Taxes and sewer rates (net of valuation allowance)	76,212	93,121
Other (net of valuation allowances)	43,095	166,382
Government of Canada	16	20,359
Own funds		
General capital	109,139	109,139
Water operating	<u>219,454</u>	<u>22,550</u>
	<u>609,682</u>	<u>411,751</u>
FINANCIAL LIABILITIES		
Bank indebtedness	-	44,912
Demand loan	52,475	-
Trade payables and accruals	171,543	115,137
Source deductions	1,378	28,263
Deferred revenue	249,658	-
Own funds		
Water capital	51,141	46,917
Special reserve - operating	88,249	303,736
Special reserve - capital	-	2,486
Special reserve - Gas Tax	<u>-</u>	<u>90,254</u>
	<u>614,444</u>	<u>631,705</u>
NET FINANCIAL ASSETS (LIABILITIES)	(<u>4,762</u>)	(<u>219,954</u>)
NON-FINANCIAL ASSETS		
Prepays	<u>20,250</u>	<u>28,800</u>
ACCUMULATED SURPLUS (DEFICIT)	<u>15,488</u>	(<u>191,154</u>)

On behalf of the Town

_____ Mayor

_____ Town Clerk

**TOWN OF OXFORD - GENERAL OPERATING FUND
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT**

3

	Budget	2021	2020
	\$	\$	\$
REVENUES			
Taxes	1,768,829	1,792,108	1,750,680
Grants in lieu of taxes	44,265	50,035	50,917
Services provided to other governments	57,000	58,543	57,452
Sale of services	500	20,041	48,711
Other revenue from own sources	76,300	96,088	115,504
Unconditional transfers from other governments	181,828	181,899	181,828
Conditional transfers from other governments	<u>17,028</u>	<u>22,300</u>	<u>130,383</u>
	<u>2,145,750</u>	<u>2,221,014</u>	<u>2,335,475</u>
EXPENDITURES			
General government services	332,292	431,502	428,315
Protective services	766,732	808,159	819,703
Transportation services	316,874	349,322	325,789
Environmental health services	218,000	199,809	214,403
Public health services	31,614	30,095	33,054
Environmental development services	44,750	44,638	63,914
Recreation and cultural services	<u>82,551</u>	<u>90,964</u>	<u>302,530</u>
	<u>1,792,813</u>	<u>1,954,489</u>	<u>2,187,708</u>
OPERATING SURPLUS	352,937	266,525	147,767
TRANSFERS FROM (TO) OWN FUNDS	(<u>253,479</u>)	(<u>219,783</u>)	(<u>276,397</u>)
ANNUAL SURPLUS (DEFICIT)	<u>-</u>	46,742	(128,630)
ACCUMULATED SURPLUS (DEFICIT) - beginning of year		(191,154)	24,803
TRANSFER FROM (TO) OPERATING RESERVE		<u>159,900</u>	(<u>87,327</u>)
ACCUMULATED SURPLUS (DEFICIT) - end of year		<u>15,488</u>	(<u>191,154</u>)

TOWN OF OXFORD - GENERAL OPERATING FUND
SCHEDULES TO THE STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

4

	Budget	2021	2020
	\$	\$	\$
REVENUES			
TAXES			
Residential	791,627	791,170	775,494
Commercial			
Based on assessment	1,025,365	1,025,365	1,020,564
Resource			
Taxable assessment	13,358	10,491	10,712
Forestry under 50,000 acres	179	179	182
Sewer rates	181,000	181,589	181,439
Deed transfer tax	12,000	37,137	18,342
Based on revenue - Bell Aliant	3,700	2,534	2,935
HST offset	7,000	7,135	3,288
	<u>2,034,229</u>	<u>2,055,600</u>	<u>2,012,956</u>
Less: collected for other governments			
Education	(224,000)	(220,188)	(223,782)
Corrections	(15,000)	(14,627)	(14,966)
Public housing	(26,400)	(28,677)	(23,528)
	<u>1,768,829</u>	<u>1,792,108</u>	<u>1,750,680</u>
GRANTS IN LIEU OF TAXES			
Federal government agencies	19,947	24,649	24,990
Provincial government	15,342	16,104	15,804
Provincial government agencies	8,976	9,282	10,123
	<u>44,265</u>	<u>50,035</u>	<u>50,917</u>
SERVICES PROVIDED TO OTHER GOVERNMENTS			
Municipality of County of Cumberland - fire protection	<u>57,000</u>	<u>58,543</u>	<u>57,452</u>
SALES OF SERVICES			
General government - tax certificates	500	1,525	800
Arena lease recovery	-	18,500	-
Recreation			
Ice rentals	-	16	41,521
Program registrations	-	-	6,390
	<u>500</u>	<u>20,041</u>	<u>48,711</u>

TOWN OF OXFORD - GENERAL OPERATING FUND
SCHEDULES TO THE STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

	Budget	2021	2020
	\$	\$	\$
REVENUES (Continued)			
OTHER REVENUE FROM OWN SOURCES			
Licenses and permits	1,050	676	2,891
Fines	750	542	1,612
Rent	25,500	24,283	30,480
Other concessions - Heritage Gas	20,000	20,944	38,173
Interest on taxes and rates	25,000	38,047	30,697
Gain on sale of land	-	-	2,486
Other	<u>4,000</u>	<u>11,596</u>	<u>9,165</u>
	<u>76,300</u>	<u>96,088</u>	<u>115,504</u>
UNCONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS			
Provincial government			
Equalization	178,171	178,171	178,171
Farm acreage	2,657	2,728	2,657
Civic numbering	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
	<u>181,828</u>	<u>181,899</u>	<u>181,828</u>
CONDITIONAL TRANSFERS FROM OTHER GOVERNMENTS			
Federal government	7,028	7,028	75,381
Provincial government	-	2,500	15,000
County of Cumberland	-	-	20,000
Other organizations	-	2,772	10,002
Oxford Firefighters Association	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
	<u>17,028</u>	<u>22,300</u>	<u>130,383</u>

TOWN OF OXFORD - GENERAL OPERATING FUND
SCHEDULES TO THE STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

	Budget	2021	2020
	\$	\$	\$
EXPENDITURES			
GENERAL GOVERNMENT SERVICES			
Legislative			
Mayor			
Remuneration	9,011	9,011	9,011
Expenses	2,500	704	1,092
Council			
Remuneration	27,000	23,129	26,433
Expenses	5,000	2,691	2,562
Administrative	247,285	291,105	315,608
Audit	20,000	40,006	21,906
Transfer for assessment services	18,892	18,892	19,042
Interest on term debt	1,604	1,326	1,700
Other interest and bank charges	500	6,094	11,297
Valuation allowance for taxes	-	38,044	12,664
Grants to organizations	500	500	7,000
	<u>332,292</u>	<u>431,502</u>	<u>428,315</u>
PROTECTIVE SERVICES			
Police protection	505,605	505,604	461,448
Crossing guards	7,200	4,997	7,290
Prosecutions	500	-	300
Water supply and hydrants	120,935	140,439	120,935
Fire protection	107,906	129,408	98,329
Emergency measures	6,619	10,392	105,465
Interest on term debt	10,967	10,319	11,936
Protective inspections	7,000	7,000	14,000
	<u>766,732</u>	<u>808,159</u>	<u>819,703</u>
TRANSPORTATION SERVICES			
Roads and streets	299,320	330,337	304,569
Street lighting	7,000	7,599	6,742
Interest on term debt	10,554	11,386	14,478
	<u>316,874</u>	<u>349,322</u>	<u>325,789</u>

TOWN OF OXFORD - GENERAL OPERATING FUND
SCHEDULES TO THE STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

7

	Budget	2021	2020
	\$	\$	\$
EXPENDITURES (Continued)			
ENVIRONMENTAL HEALTH SERVICES			
Sewage collection and disposal	93,000	72,946	91,699
Solid waste disposal	<u>125,000</u>	<u>126,863</u>	<u>122,704</u>
	<u>218,000</u>	<u>199,809</u>	<u>214,403</u>
PUBLIC HEALTH SERVICES			
Medical centre operating costs	31,000	29,494	32,389
Interest on term debt	<u>614</u>	<u>601</u>	<u>665</u>
	<u>31,614</u>	<u>30,095</u>	<u>33,054</u>
ENVIRONMENTAL DEVELOPMENT SERVICES			
Town of Amherst - planning services	17,000	15,643	15,643
Transfer to Cumberland Business Connector	10,000	10,000	10,000
Other community development	12,000	11,309	26,702
Beautification	<u>5,750</u>	<u>7,686</u>	<u>11,569</u>
	<u>44,750</u>	<u>44,638</u>	<u>63,914</u>
RECREATION AND CULTURAL SERVICES			
Arena	39,836	37,137	191,070
Ballfield	2,000	227	1,445
Theatre	11,656	8,823	13,193
Programs and administration	11,200	6,499	72,921
Other	2,500	1,752	1,240
Interest on term debt	1,679	2,832	3,841
Library - local branch	6,000	26,014	11,140
Transfer to Regional Library	<u>7,680</u>	<u>7,680</u>	<u>7,680</u>
	<u>82,551</u>	<u>90,964</u>	<u>302,530</u>
TRANSFERS FROM (TO) OWN FUNDS			
General capital			
Principal repayment of debt	<u>(253,479)</u>	<u>(219,783)</u>	<u>(276,397)</u>

TOWN OF OXFORD - WATER UTILITY CAPITAL FUND

NON-CONSOLIDATED FINANCIAL STATEMENTS

MARCH 31, 2021

UNAUDITED - PREPARED BY MANAGEMENT

Draft

ADVISORY TO READERS

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TOWN OF OXFORD - WATER UTILITY CAPITAL FUND
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

	2021	2020
	\$	\$
FINANCIAL ASSETS		
Cash	6,519	6,711
Due from own funds		
Water operating	119,991	71,546
General operating	<u>51,141</u>	<u>46,917</u>
	<u>177,651</u>	<u>125,174</u>
FINANCIAL LIABILITIES		
Long-term debt - Municipal Finance Corporation	<u>918,525</u>	<u>401,000</u>
NET FINANCIAL ASSETS (LIABILITIES)	<u>(740,874)</u>	<u>(275,826)</u>
NON-FINANCIAL ASSETS		
Tangible capital assets	5,006,167	4,394,808
Less: accumulated depreciation	(1,108,268)	(1,052,213)
Deferred contributions	<u>(181,475)</u>	<u>(184,026)</u>
	<u>3,716,424</u>	<u>3,158,569</u>
INVESTMENT IN CAPITAL ASSETS	<u>2,975,550</u>	<u>2,882,743</u>

On behalf of the Town

_____ Mayor

_____ Town Clerk

TOWN OF OXFORD - WATER UTILITY CAPITAL FUND
STATEMENT OF INVESTMENT IN CAPITAL ASSETS
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

3

	2021	2020
	\$	\$
BALANCE, beginning of year	2,882,743	2,789,792
Add:		
Interest revenue	-	29
Service charges	(193)	(78)
Term debt retired	<u>93,000</u>	<u>93,000</u>
	<u>92,807</u>	<u>92,951</u>
BALANCE, end of year	<u>2,975,550</u>	<u>2,882,743</u>

Draft

**TOWN OF OXFORD - WATER UTILITY CAPITAL FUND
STATEMENT OF DEFERRED CONTRIBUTIONS
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT**

	2021	2020
	\$	\$
BALANCE, beginning of year	184,026	180,694
Clean Water and Wastewater Fund		
Current additions	-	6,941
Refund of prior years	-	(1,702)
Amortization	(<u>2,551</u>)	(<u>1,907</u>)
BALANCE, end of year	<u>181,475</u>	<u>184,026</u>

Draft

TOWN OF OXFORD - WATER UTILITY CAPITAL FUND
STATEMENT OF CONTINUITY OF DEPRECIATION FUNDS
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

5

	2021	2020
	\$	\$
BALANCE, beginning of year	125,174	274,245
Interest, net of service charges	(192)	(50)
Current depreciation	80,805	64,604
Refund of CWWF funding	-	5,240
Purchase of capital assets	(638,661)	(218,865)
Acquisition of long-term debt - Municipal Finance Corporation	<u>610,525</u>	<u>-</u>
BALANCE, end of year	<u>177,651</u>	<u>125,174</u>
 Comprised of		
Cash	6,519	6,711
Due from General operating	51,141	46,917
Due from Water operating	<u>119,991</u>	<u>71,546</u>
	<u><u>177,651</u></u>	<u><u>125,174</u></u>

Draft

TOWN OF OXFORD - GENERAL CAPITAL FUND

NON-CONSOLIDATED FINANCIAL STATEMENTS

MARCH 31, 2021

UNAUDITED - PREPARED BY MANAGEMENT

Draft

ADVISORY TO READERS

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**TOWN OF OXFORD - GENERAL CAPITAL FUND
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT**

2

	2021	2020
	\$	\$
FINANCIAL ASSETS		
Own funds		
Gas Tax reserve	<u>82,150</u>	<u>82,150</u>
FINANCIAL LIABILITIES		
Own funds		
General operating	109,139	109,139
Long-term debt		
Capital lease obligation	71,162	81,459
Municipal Finance Corporation	<u>710,500</u>	<u>925,300</u>
	<u>890,801</u>	<u>1,115,898</u>
NET FINANCIAL ASSETS (LIABILITIES)	<u>(808,651)</u>	<u>(1,033,748)</u>
NON-FINANCIAL ASSETS		
Tangible capital assets	11,560,494	11,461,339
Accumulated allowance for depreciation	<u>(6,552,984)</u>	<u>(6,220,503)</u>
	<u>5,007,510</u>	<u>5,240,836</u>
INVESTMENT IN CAPITAL ASSETS	<u>4,198,859</u>	<u>4,207,088</u>

On behalf of the Town

_____ Mayor

_____ Town Clerk

TOWN OF OXFORD - GENERAL CAPITAL FUND
STATEMENT OF INVESTMENT IN CAPITAL ASSETS
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

3

	2021	2020
	\$	\$
BALANCE, beginning of year	<u>4,207,088</u>	<u>4,175,109</u>
Add:		
Term debt retired	225,097	279,221
Transfer from own funds		
Transfer from gas tax reserve	<u>99,155</u>	<u>82,150</u>
	<u>324,252</u>	<u>361,371</u>
Less:		
Amortization of intangible capital assets	<u>(332,481)</u>	<u>(329,392)</u>
BALANCE, end of year	<u><u>4,198,859</u></u>	<u><u>4,207,088</u></u>

Draft

TOWN OF OXFORD - SPECIAL RESERVE FUNDS

NON-CONSOLIDATED FINANCIAL STATEMENTS

MARCH 31, 2021

UNAUDITED - PREPARED BY MANAGEMENT

Draft

ADVISORY TO READERS

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**TOWN OF OXFORD - SPECIAL RESERVE FUNDS
STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT**

	Operating \$	Gas Tax \$	Capital \$	Total 2021 \$	Total 2020 \$
FINANCIAL ASSETS					
Cash	66,491	155,276	182,756	404,523	174,637
Receivables	-	-	-	-	89,865
Due from own funds					
General operating	3,736	82,027	2,486	88,249	396,476
Water operating	-	-	-	-	-
	<u>70,227</u>	<u>237,303</u>	<u>185,242</u>	<u>492,772</u>	<u>660,978</u>
FINANCIAL LIABILITIES					
Due to own funds					
General capital	-	82,150	-	82,150	82,150
FUND BALANCES	<u>70,227</u>	<u>155,153</u>	<u>185,242</u>	<u>410,622</u>	<u>578,828</u>

On behalf of the Town

_____ **Mayor**

_____ **Town Clerk**

**TOWN OF OXFORD - SPECIAL RESERVE FUNDS
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT**

	Operating \$	Gas Tax \$	Capital \$	Total 2021 \$	Total 2020 \$
FUND BALANCES, beginning of year					
As previously stated	228,452	75,269	185,242	488,963	386,925
Restatement	<u>-</u>	<u>89,865</u>	<u>-</u>	<u>89,865</u>	<u>-</u>
As restated	<u>228,452</u>	<u>165,134</u>	<u>185,242</u>	<u>578,828</u>	<u>386,925</u>
Proceeds from					
Gas tax funds received	-	88,466	-	88,466	184,672
Interest	1,740	775	-	2,515	3,093
Gain on sale of land	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,486</u>
	<u>1,740</u>	<u>89,241</u>	<u>-</u>	<u>90,981</u>	<u>190,251</u>
Bank charges	65	67	-	132	112
Transfers to					
General operating	159,900	-	-	159,900	(83,914)
General capital	<u>-</u>	<u>99,155</u>	<u>-</u>	<u>99,155</u>	<u>82,150</u>
	<u>159,965</u>	<u>99,222</u>	<u>-</u>	<u>259,187</u>	<u>(1,652)</u>
FUND BALANCES, end of year	<u><u>70,227</u></u>	<u><u>155,153</u></u>	<u><u>185,242</u></u>	<u><u>410,622</u></u>	<u><u>578,828</u></u>

On behalf of the Town

_____ Mayor

_____ Town Clerk

TOWN OF OXFORD - WATER UTILITY OPERATING FUND

NON-CONSOLIDATED FINANCIAL STATEMENTS

MARCH 31, 2021

UNAUDITED - PREPARED BY MANAGEMENT

Draft

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TOWN OF OXFORD - WATER UTILITY OPERATING FUND
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

2

	2021	2020
	\$	\$
FINANCIAL ASSETS		
Cash	283,130	-
Receivables		
Consumer rates (net of valuation allowance)	<u>114,984</u>	<u>93,241</u>
	<u>398,114</u>	<u>93,241</u>
FINANCIAL LIABILITIES		
Bank indebtedness	-	14,385
Payables and accruals	4,936	3,681
Own funds		
Water capital	119,991	71,547
General operating	<u>219,453</u>	<u>22,550</u>
	<u>344,380</u>	<u>112,163</u>
NET FINANCIAL ASSETS (LIABILITIES)	<u>53,734</u>	(<u>18,922</u>)
NON-FINANCIAL ASSETS		
Inventories of supplies and materials, at cost	36,451	29,874
Debenture discount	<u>2,283</u>	<u>2,129</u>
	<u>38,734</u>	<u>32,003</u>
ACCUMULATED SURPLUS	<u>92,468</u>	<u>13,081</u>

On behalf of the Town

_____ Mayor

_____ Town Clerk

TOWN OF OXFORD - WATER UTILITY OPERATING FUND
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED MARCH 31, 2021
UNAUDITED - PREPARED BY MANAGEMENT

3

	Budget	2021	2020
	\$	\$	\$
REVENUES			
Metered sales	453,874	458,938	467,863
Flat rate sales	2,400	1,600	2,806
Public fire protection	140,439	140,439	120,934
Sale of services	500	50	801
Sprinkler service	<u>480</u>	<u>200</u>	<u>200</u>
	<u>597,693</u>	<u>601,227</u>	<u>592,604</u>
EXPENDITURES			
Power and pumping	105,236	107,105	100,594
Transmission and distribution	95,805	28,795	95,819
Administration and general	116,089	131,380	112,975
Depreciation, net of amortization of deferred contributions	82,304	80,805	64,604
Taxes	19,096	18,998	18,998
Purification	<u>40,112</u>	<u>54,376</u>	<u>20,418</u>
	<u>458,642</u>	<u>421,459</u>	<u>413,408</u>
OPERATING PROFIT	<u>139,051</u>	<u>179,768</u>	<u>179,196</u>
NON-OPERATING REVENUES			
Interest on overdue accounts	4,000	3,237	2,941
Recovery of accounts and adjustments	<u>-</u>	<u>8,381</u>	<u>(3,088)</u>
	<u>4,000</u>	<u>11,618</u>	<u>(147)</u>
NON-OPERATING EXPENDITURES			
Debt charges			
Principal	101,397	98,311	98,311
Interest	26,654	13,381	14,096
Bank charges	-	461	222
Amortization of debenture discount	<u>-</u>	<u>(154)</u>	<u>322</u>
	<u>128,051</u>	<u>111,999</u>	<u>112,951</u>
ANNUAL SURPLUS	<u>15,000</u>	<u>79,387</u>	66,098
ACCUMULATED SURPLUS (DEFICIT) -			
beginning of year		<u>13,081</u>	<u>(53,017)</u>
ACCUMULATED SURPLUS - end of year		<u>92,468</u>	<u>13,081</u>

Nov 2021

Public Works Report

- Water Break -James St - 4' cast
- Installed No Jake Breaks at the town limits
- Installed two Pedestrian crossing signs on Lower Main St
- Used 12 ton of asphalt for potholes
- Cleaned storm drains
- Trimmed bushes around the Lagoons
- Put salt bins out
- Got equipment ready for winter season
- Decorated the town for Christmas
- Crew received a Fall Arrest course at the Fire Hall
- Tree on Rideau St was removed by Lucas Cleaned up by Public Works
- The Actuator (determines the chlorine ratio being distributed into the system) could not be calibrated properly due to the water consumption being used by Oxford Frozen Foods (OFF) at 1300 plus gpm. Our system is design to operate 1000 gpm which means we have 300 gpm keeping us at a lower residual because we are to our limit for treating water. This means instead of having a Chlorine Residual at .60 to .70 our residual is at .40 to .50. On our outer limits of the system it keeps the residual down to .25 to .30. If the (OFF) continues to use water like this, we are looking at a 5 to 6 000 dollar upgrade which we should be able to wait till budget. I recommend getting this upgraded before OFF starts back up next season.

Best Regards
Merry Christmas

Wes Adshade
Supervisor Public Works

Fire report for November 2021

We had 7 calls in the month of November

1 commercial fire alarm

3 mutual aid calls

1 investigation

1 MVA

1 commercial fire alarm

One of the calls was in town and the six other calls were in the county.

Clean Heros were in and washed and inspected all the tan gear we have. We are waiting for their report to see if any gear needs repaired

The department had a friendly competition with the neighbouring departments for the parade, which I think we won.

In the next budget we will have to have new leaf springs installed on Truck 2. I am waiting on a price to have this work done.

We have formed a committee to look at trucks to replace our aging Truck 5, this year may have been the last year of passing safety.

That is my report, if you have any questions or concerns feel free to contact me.

Respectfully submitted,

Trueman Rushton
Fire Chief

Cumberland Business Connector
CEO Report on Strategic Priorities Progress

April – October 2021

Community
Economic
Development
Strategy

Economy

1) Support Existing Business

- EC 1.1.4. a) **Expand the CUMBERLAND BUSINESS ACCELERATOR program** to support businesses with high growth potential
- b) **Productivity Improvement for businesses**
- EC 1.1.1 • Promote digitalization and automation and connect businesses to appropriate resources
- EC 1.1.5 • Promote process improvements and simplification
- EC 1.4 c) **Identify and support at least 2 opportunities within the Natural Resource Sectors** (Agriculture, Aquaculture, Forestry)
- EC 1.5.2 d) **Keep the Business Directory up to date**
- EC 1.5.1 e) **Advocate to the province to remove Hwy 104 tolls for businesses**
- EC 1.5.1 f) **Advocate to keep our provincial border open with New Brunswick**
- EC 1.5.1 g) **Other advocacy work**
- EC 1.5.1 h) **Connect businesses to the resources that they need**

Current business needs that have been identified include:

- Critical need of additional financial support from the Province of Nova Scotia for businesses mandated to close in Spring 2021 (Wave 3 of COVID)
- Assistance for businesses who have been cut off from their existing New Brunswick customer base
- Labour force shortage – particularly skilled trades and labourers
- Need to invest in equipment and / or software to improve productivity
- Need for financial support for specialized training
- Marketing
- Branding
- Business Plan Development
- Website improvements
- Lending options for small farm expansion
- Advice in dealing with infringement of copyright
- Inquiries for building or site for expansion
- Assistance to understand business culture in Canada (for immigrant business owners)

Accomplishments

EC

1.1.1 – 1.1.4
EC 1.5.4/1.5.5
& 1.6.1

- 1 a) **The Cumberland Business Accelerator Program** is designed to support businesses with high growth potential. It addresses both the business's immediate challenges and works toward addressing strategic issues. This includes identifying management gaps as well as gaps in the business plan.
- Assisted 8 of the businesses with marketing strategy, design, and implementation
 - Coached 3 businesses in digital analytics to monitor effectiveness in reaching target audiences
 - Assisting 5 existing businesses start up secondary, new start-up businesses
 - Assisted 3 new start-up businesses that each have high growth potential
 - Assisted one of the start-up businesses by identifying a market opportunity for their Enterprise Management System, arranged for beta testing of the software with five local businesses, and introduced this business to Ignite Labs and government departments that could provide additional support. This resulted in this Amherst-based business winning 2nd Prize and \$40,000 in the SPARK Business Competition for Northern Nova Scotia on November 1st, 2021. This is the first time that a Cumberland-based business has even entered the SPARK Business Competition.
 - Assisted 8 businesses in adopting digitalization and more sophisticated business processes. This included moving into e-commerce, tapping into new export markets, and deploying more efficient distribution structures.
 - A 3-part (8 hour) Design Thinking training session was provided to the businesses which was hosted by the Acadia Entrepreneurship Centre. The focus was on using Design Thinking tools to address human resource challenges and customer challenges.
 - All the pre-existing Accelerator Businesses (that started in 2019) as well as the more recent ones are still in business. Without the support of this program, at least 3 have said that they would not have survived the turmoil of the past 18 months.

1 b) **Productivity Improvement for businesses**

See section 1 a

1c) **Identify and support at least 2 opportunities within the Natural Resource Sectors** (Agriculture, Aquaculture, Forestry)

EC 1.2 & 1.4

Work continues with the natural resource sectors, particularly forestry which directly employs hundreds of people in the Cumberland Region and is a major purchaser of goods and services from other local businesses.

- We continue to work with and support the Cumberland Forestry Advisory Committee to help the Forestry sector transition through the turmoil of losing its largest market. More details on the extensive work of the CFAC will be provided in a separate document in December.
- We have worked with the Town of Amherst's Business Development Officer on very preliminary discussions with a business that had approached the

EC 1.2.1

EC 1.2.1 & 1.4.11	<p>Town. If these discussions were to result in a business getting established, it would use wood fibre that previously would have been used for pulp.</p> <ul style="list-style-type: none"> ○ We provided background information on the logistical strength of the region, and the size of the local pulp wood supply ○ In collaboration with town staff, I reviewed a draft business plan and highlighted areas needing more work ○ With the Business Development Officer position vacant, I continue to be the main point of contact for this business <ul style="list-style-type: none"> ● Our map of Maple Producers in the Cumberland Region brought an increase in profile to 16 local businesses. It also served a secondary purpose of highlighting seasonal activities that add to the region’s quality of life. ● Extensive video footage has also been shot during the maple syrup season to create another business video, highlighting another important industry in this region. This will be released prior to the 2022 maple syrup season to maximize the impact to our region’s economy. The Cumberland Region accounts for approximately 70% of Nova Scotia’s maple syrup production. ● A short video highlighting local innovation in making birch syrup will also be released in the New Year, showing another value-added opportunity. ● Along with other members of the Cumberland Forestry Advisory Committee we met with senior staff of the Department of Transportation and Infrastructure Renewal to discuss:
EC 1.5.1	<ul style="list-style-type: none"> ○ a more science-based approach to spring road closures based on temperatures not just dates. ○ To provide feedback on the new process for trucking permits during road closures and where improvements could be made to simplify the process.
EC 1.4.7	<ul style="list-style-type: none"> ○ Opportunities to use more wood in provincial infrastructure such as using cross-laminated timber in construction of Elementary Schools.
EC 1.4.11	<ul style="list-style-type: none"> ● The Connector provided background information to the N.S. Department of Agriculture on our earlier work identifying opportunities with the beef/sheep sector. The province is looking at investing/upgrading Community Pastures across NS to allow beef farms to scale up with better utilization of these pastures. The Community Pasture in Minudie is the largest in NS.
EC 1.5.2	<p>1 d) Keep the Business Directory up to date</p> <ul style="list-style-type: none"> ● New businesses have been added to the on-line business directory every few weeks.
EC 1.5.1	<p>1 e) Advocate to the province to remove Hwy 104 tolls for businesses</p> <ul style="list-style-type: none"> ● This was a campaign promise of the new Provincial Government. It is anticipated that no further work will be needed on this file.
EC 1.5.1	<p>1 f) Advocate to keep our provincial border open with New Brunswick</p> <ul style="list-style-type: none"> ● Along with the Amherst and Area Chamber of Commerce, we wrote to the Minister of Business/ Minister of Finance to open Exit 1 by the Visitor Information Centre. Pre-COVID this exit had 550,000 vehicles per year use

this exit, many of whom continued down Laplanche Street to downtown Amherst and to then on to other areas of Cumberland County.

EC 1.5.1

1 g) Other advocacy work

- Along with the Amherst and Area Chamber of Commerce, we requested that the Department of Inclusive Economic Growth to set up a specific fund to help Amherst/Cumberland businesses who have been cut off from a significant portion of their customer base in New Brunswick due to the Public Health Restrictions for 9 of the first 13 months of the pandemic.
- We also raised concerns with the Deputy Minister of Inclusive Economic Growth that there was insufficient support for small businesses under the Small Business Impact Grant announced in May. Many other business organizations expressed the same concern that our small retail and restaurant businesses wouldn't make it until summer. With consistent feedback coming from all parts of the province, the province adapted this program, announcing in late May that there would be a flat \$5,000 grant to all the eligible businesses.

EC 1.1.5

1.h) Connect businesses to the resources that they need

- Businesses have been referred for specific supports to external organizations, such as:
 - ACOA's Regional Relief and Recovery Fund
 - Tourism Nova Scotia's Digitalization Program
 - Ignite Labs
 - CEED
 - Canadian Federation of Independent Businesses
 - Nova Scotia Department of Agriculture
 - Etc.

EC 1.1.2 & 1.1.5

- Other businesses have been helped with referrals for:
 - Marketing and Time Management skills
 - Providing a Business Plan Template
 - Advice on incorporation

EC 1.1.1

- We have provided business plan review and coaching for businesses that won the Cumberland Business Challenge.

EC 1.1.3

- The Connector compiled and updated (often weekly) a summary of programs that were available for businesses from the various levels of government to help them survive through COVID. This was emailed out to hundreds of businesses through our partners such as the Chambers of Commerce and municipal Economic Development Officers.

EC 1.1.5

- We have provided free COVID rapid screening kits to local businesses for their employees. This program is free and available for all sizes of businesses. The Connector, REN's and Chambers of Commerce were approached by the province and asked to distribute these to small businesses that want them.

EC 1.1.5 & 2.4

- We connected Futurepreneur (and their client) to an Amherst restaurant owner to mentor this entrepreneur who is planning on opening a café in the County.

2) Relationships that will support business recovery and Growth

a) Business

- E 1.5.1 (1) Increase the number of 1-on-1 business visits
- EC 1.1.1 (2) Continue to host Business Workshops in collaboration with our partners
- EC 1.7 (3) Support the Tourism Sector with ongoing monthly Coffee Chats and workshops
- ASP (4) Increase business membership in the Cumberland Business Connector

b.) Partners

- EC 1.1.3 (1) Work collaboratively with Municipal Staff, Elected Officials and Liaison and Oversight Committee to minimize duplication, increase efficiency, and enhance co-ordination in priority areas of Economic Development.
- Support new Municipal Economic Development Officers
 - Implement the Joint Community Economic Development Strategy in collaboration with the municipalities
 - Build relationships with new Municipal Councils

c.) Other business organizations and partners

- ASP a) Collaborate with Regional Enterprise Networks across Nova Scotia
- b) Build relationships with Economic Development Partners in Westmorland County
- c) Other

EC 1.5.1 2.a.1) Increase the number of 1-on-1 business visits
Most interaction with businesses has continued to be by phone, email, or zoom with some taking place in person.

EC 2.4 • Over the past three years we (and others) have worked to support an immigrant businessman who has come to start up a business in Amherst. This included taking him to meet immigrant businesspeople in Northern Nova Scotia.

POP 1.2.1

EC 1.1.1 2.a.2) Continue to host Business Workshops in collaboration with our partners
The Mind Your Business Workshops are going well. This is a collaborative effort between the Connector, The Amherst and Area Chamber of Commerce, CBDC Cumberland, the Municipality of the County of Cumberland, and the Towns of Amherst and Oxford. This series of workshops are on-going and include the following workshops:

- April 8 – What is Social Media Marketing
- April 15 – How to Create Eye-Catching graphics
- May 6 – Designing a Positive Customer Experience

- May 19 – Win in Marketing
- Sept 21/22 Process Improvement for Employee Retention (7 h course)
- Oct 19 Take Back the Holiday Shopping Season

November workshops include:

- Nov 16 – How to be Effective with your Recruitment
- Nov 23 – Why your Customers Really Buy

January to March 2022 Workshops will be planned out during late November and Early December by the collaborating organizations.

EC 1.1.3 & 1.7 2.a.3) Support the Tourism Sector with ongoing monthly Coffee Chats and workshops.

- In late March 2021, a ½ day Tourism Symposium had been held. One of the lessons learned from the participating businesses was that they did not have a forum for networking and information sharing with each other. The idea of a 1-hour coffee chat was well received and was implemented. Follow up Zoom coffee chats were held on:
 - May 7
 - Aug 10
 - Sept 15

Another session is scheduled for November

- Nov 10

EC 1.7

- A Regional Digital Footprint has been developed for the Cumberland Colchester region. This was part of the follow up work done jointly with the Truro-Colchester Partnership and the Atlantic Canada Opportunities Agency to support tourism businesses during COVID. A digital footprint is created from many different sources, such as businesses’ websites as well as sources such as user-generated content and online reviews. Combined, these paint the picture that a user or potential visitor sees when they search online.

This report summarized the findings from reviewing the digital footprints of 24 (tourism) businesses in Colchester and Cumberland Counties from a visitor point of view. The report contains findings, remarks, and recommendations to consider for further development of tourism in the region. This has been passed along to the Joint Tourism Committee as an additional resource.

ASP

2.a.4) Increase business membership in the Cumberland Business Connector

- Standardized the process for Membership onboarding and management
- Created a webpage on the website for membership registration
- Created a member resources portal that is password protected for members only to access additional webinar recordings, powerpoints and other resources.

QL 2 – 2.3.3

2.b) Partners

2.b.1) Work collaboratively with Municipal Staff, Elected Officials and Liaison and Oversight Committee to minimize duplication, increase efficiency, and enhance co-ordination in priority areas of Economic Development.

- **Support new Municipal Economic Development Officers**

As these positions are filled, the Business Connector (and the other Economic Development partners on Team Cumberland) are willing to assist and help get up to speed on collaborative projects where relevant.

QL 2 – 4.1.4

- **Implement the Joint Community Economic Development Strategy** in collaboration with the municipalities

The Economic Development Officers of the Municipalities and the Connector presented the Joint CED strategy to the Joint Council meeting (in March 2021). It was also presented to the Cumberland Business Connector's Board.

The Business Connector made a follow up presentation of the Joint CED Strategy to the Town of Oxford as requested. All four organizations have approved the Joint Community Economic Development Strategy.

The Business Connector is continuing to work on several areas of the Joint Community Economic Development Plan where it has been tasked with leading or supporting.

- **Build relationships with new Municipal Councils**

We continue to meet quarterly with the Municipality of Cumberland's Economic Development Staff.

Meetings with the Liaison and Oversight Committee (LOC) have commenced again after major staffing changes have occurred in the senior management of all Municipalities. Recommendations include:

- Having the Mayors join in the LOC to consistently connect and inform the three Councils of the Connectors' work
- Ongoing co-ordination with the Municipal Economic Development Officers (when these positions are filled) to continue to make progress on the Joint Community Economic Development Strategy.
- Get back on track with a quarterly update to all Councils.
- The councils have rationalized the number of committees that councillors sit on, and Amherst/Cumberland will no longer be regularly attending the Cumberland Forestry Advisory Committee. They would like the Connector to take responsibility to include a report on the CFAC with the quarterly updates from the Connector.

EC 1.1.1 & EC 1.1.3	2.c) Other business organizations and partners 2.c.1) Collaborate with Regional Enterprise Networks across Nova Scotia
EC 1.1.2	<ul style="list-style-type: none"> • Collaborated and shared resources extensively with our counterparts across the province as we worked collectively to support businesses throughout COVID, including during the business lockdown in the spring of 2021. • Collaborated on launching the Virtual Advisor Program to provide mentoring support to small businesses struggling through COVID • Joint REN CEO and Department of Economic Development calls with: <ul style="list-style-type: none"> ○ Department of Economic Development <ul style="list-style-type: none"> ▪ They are responsible for the development of the NS Loyalty Program ▪ Expected to be more active in outreach to businesses and Econ. Dev. Partners ▪ The Finance Department will lead the implementation of the Payroll Rebate Program ▪ The Dept. of Agriculture will lead the priority of increasing the share of consumers' food budget spent on local products to 20% ○ Develop Nova Scotia ○ Events East ○ Innovacorp ○ Tourism Nova Scotia ○ Department of Energy and Mines
QL 1.2.1 QL 1.2.1	2.c.3) Other <ul style="list-style-type: none"> • Provide Physician and other Healthcare Recruitment Committees with copies of the Business Directory that is included in their information packages
EC 1.5.1	<ul style="list-style-type: none"> • Over the past year, we have continued to attend weekly briefings coordinated by the Halifax Chamber of Commerce that brings together the 3 levels of governments and economic development organizations across NS. These sessions allow the business community to engage in a two-way discussion with Deputy Ministers and other government staff about challenges facing the business community. It has allowed us to have Rural Nova Scotia and Cumberland-specific concerns reach decision makers.
EC 1.1.3	<ul style="list-style-type: none"> • We are continuing with the monthly Team Cumberland meetings • Meetings continue with the Nova Scotia Quality of Life Local Leadership Team.
POP 1 – 1.24 QL 1.2	3) Increase the workforce of Cumberland County
POP 1.2.1	a) Sign MOU with Pictou County REN to provide Immigration Support for Businesses – 30% FTE
EC 3.1 & 3.3	b) Restart School Liaison work with Greg Nix and local schools. Restart initiatives that were put on hold due to COVID
EC 2.6 & 3.4 POP 1.1.2 & 1.1.3	c) Continue to market the Cumberland Region across Canada

ASP
EC 3.1 & QL
1.3

- d) Create more Business Videos to highlight career opportunities
- e) Create a Pilot Program to bring people who are unemployed/under-employed into the workforce.
- f) Other

Labour Force shortages are the single biggest factor affecting the viability of businesses in the region. The retirement wave of the baby boom generation is hitting both the private sector and the public sector extremely hard. Increasing the workforce of the Cumberland Region is the single biggest challenge that must be addressed in order to maintain the businesses that are already here. Solving this crisis will require a better utilization of existing workforce, attracting workers from across Canada, increased immigration, and increased automation.

POP 1.2.1

- 3.a) Sign MOU with Pictou County REN** to provide Immigration Support for Businesses – 30% FTE
A Memorandum of Understanding has been signed with the Pictou REN to have Becky work with businesses in the Cumberland Region to help them navigate the process to hire immigrants. This builds upon her experience doing this with Pictou Region businesses. Becky commenced this work in October 2021.

EC 3.1
EC 3.3.

- 3.b) Restart School Liaison work** with local schools. Restart initiatives that were put on hold due to COVID
- We partnered with the Town of Amherst to hold a “Pitch Yourself Competition” for high school students. Students created a video as to why businesses should hire them for the summer.
 - The 2021 Youth Entrepreneurship Challenge was reformatted into a 4-part Webinar Series. It is geared towards grades 5 through 8. Each student that completed a business plan received a small cash award. There also is an option for a repayable micro loan through CBDC Cumberland.
 - Our Post-Secondary booklet listing all-of the courses offered in Cumberland and the surrounding area has been updated. After final review it will be printed early in 2022.
 - A presentation was made in October to Grade 10 and 11 students in Parrsboro regarding: local career opportunities, work ethic dependability, and overview of key economic sectors.
 - During the 2nd semester, we hope to engage more with local schools.

EC 2.6/3.4

- 3.c) Continue to market the Cumberland Region across Canada**

POP 1.1.2
POP 1.1.3

Our Challenge - Attract workers to the Cumberland Region who have little to no knowledge about the region.

Objective - Highlight the quality of life and career opportunities in the region and thereby attract working age families to the area.

Target Audience - Younger families and adults 30 - 40 years old

Advertising Channels - Instagram and Twitter

Campaign Theme

The first part of this campaign used the tag line “Downgrade to Better.” Combining the words “downgrade” and “better” was meant to catch people’s attention and stop them as they scrolled through their social media accounts, engage them, and then cause them to consider the Cumberland Region which most would never have previously heard of.

We have moved up the second portion of our advertising campaign by 1 month so that it started this November. The 2nd phase tagline is “Join us in Cumberland.” Our objective in this phase is to take the people whose attention we caught in the 1st campaign and close the deal in getting them to move here in the second phase. This second phase will have a greater focus on jobs that are available in the region.

Performance Metrics of the “Downgrade to Better” portion of this campaign

Display/Video Impressions	945,983
Conversions (Video Views)	396,099
Click through to site	9,113
Click Through Rate (CTR) compared to Travel and Hospitality Industry Benchmark	40% higher
Most engaged demographic group	
Instagram	Women 55 - 65 years old
Twitter	Men 25 - 45 years old
Top three locations for Impressions	Toronto Alberta Greater Vancouver
Other results	
	A retail business from Halifax contacted our twitter account stating that they will be opening a physical store in Amherst in 2022
	A couple from Toronto with a young family, reached out and told us that this campaign made them look for a job in Nova Scotia. They have since moved to the Province and the husband now has a teaching job.

	This campaign caught the attention of CBC who did an interview about the campaign objectives
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In the “Join us in Cumberland” portion of this campaign we will also track these key metrics.

ASP

3.d) Create more Business Videos to highlight career opportunities

- We continue to develop our own series of business videos with the primary aim of showcasing the variety of careers available in the region. The primary target market is local youth.
- We have worked with Skills Nova Scotia to shoot a video promoting skilled trades. They are doing a video of different business sectors which are being used to encourage youth from across Nova Scotia to choose a career in Trades. One of the ongoing local labour market gaps includes a lack of automotive technicians. We collaborated with Skills Nova Scotia to create a video for this sector. This video will be completed in December 2021. Students who view this video across the province will see an Amherst business, not a Halifax-based business featured.

EC 3.1 - 3.5

3.e) Create a Pilot Program to bring people who are unemployed/under-employed into the workforce.

**EC 3.5
EC 3.4**

3.f) Other

- Provided input to an Agricultural Workforce Development working group
- Matthew hosted a session for immigrants in collaboration with YREACH in Amherst. He was able to connect some of the attendees with potential employers.
- I have met with the Department of Labour, Skills and Immigration on ways to support (a) Workforce Development, and (b) Succession Planning initiatives. Their interest is on initiatives that are innovative and that will have a practical impact on the workforce.
- We have started discussions on a survey of our regional business community regarding Labour Force vacancies and Supply Chain gaps. This is necessary in order to quantify the immediate workforce needs.
- Took part in a focus group with the Affordable Housing Commission to discuss the challenge that the lack of housing is creating when businesses are trying to attract workers to rural areas.

EC 1.4.13

4) Communication – internal and external, in support of the other identified priorities

- a. Grow website and Social Media traffic
- b. Start regular radio interviews and/or write articles for local print media
- c. Produce regular newsletters to members and the broader community
- d. Hold regular meetings with the Liaison and Oversight Committee

- We are continuing to collaborate with the Regional Enterprise Networks to produce a bi-monthly provincial REN Newsletter.
- As part of our new Communications Strategy, we prepared and sent out newsletters to all homes in the Cumberland Region. The first newsletter was sent on the second week in May. The second newsletter went out mid-September, the third one is planned to go out in mid-December. This is to reach additional business owners and potential entrepreneurs.
- We have had interviews with Saltwire network as well as with the Atlantic Forestry Magazine
- A summary of the Business Connector was sent to the Municipality of the County of Cumberland for inclusion in their newsletter.
- Meetings have been held with the Liaison and Oversight Committee.

5) Administration – organization running smoothly

- a. Governance
- b. Finance
- c. Staffing

Accomplishments

- Progress has been made on the evolution of roles of staff and CEO as discussed by the HR Consultants. The job descriptions have been updated to reflect each position's focus.
- The Executive Assistant position has been posted and candidates are being interviewed
- The final draft of the 2021-22 Budget has been created and has been approved
- The Annual Report is completed
- The Annual General Meeting was held as a hybrid in-person and Zoom meeting
- As workforce challenges mount for businesses, the Job Ready Workforce Committee of the board has again been set up to support and oversee this important work of the Connector
- The new Human Resource Committee, Communications Committee, and Finance Committee continue to meet.

**Cumberland Public Libraries
Brief Report- Oxford
November 2021**

Proof of Vaccination (POV)

Cumberland Public libraries has been offering assistance printing off proof of vaccination papers. The library will print off POV for free and has already helped hundreds of people get their vaccination records.

Community Board Member

Cumberland Public Libraries is seeking a Community Board Member, this individual will have a passion for public libraries and their contribution to the community. The will bring a lived experience in diversity, equity or inclusion and foster productive discussions to move the library forward in Cumberland County. Those interested should apply with a resume and cover letter expressing interest and outlining pertinent experience and qualifications.

Vaccination Policy

The Board approved a Vaccination policy at the November 16 meeting. As of December 31, 2021, all employees of Cumberland Public Libraries (CPL) are required to be fully vaccinated for Covid-19 and to inform administration of their vaccination status.

Statistics

In the month of September, Cumberland Public Libraries signed out over 6,607 items, 390 items in Oxford alone. This includes books, movies, TV shows, magazines and more.

Also, in September Oxford offered 9 virtual programs with 87 views and distributed 10 Take and Make crafts. The Oxford Library had 175 in person visits.

Next Board meeting February 15, 2022.



Nova Scotia Utility and Review Board

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December 10, 2021

cao@oxfordns.ca

Town of Oxford
c/o Chief Administrative Officer
PO Box 338
Oxford, NS B0M 1P0

Dear Ms. Jones:

S. 369 of the Municipal Government Act – 2022 Municipal Boundary Review

Section 369 of the *Municipal Government Act* requires councils of every town and municipality to apply to the Nova Scotia Utility and Review Board in 2022 to “confirm or to alter the number and boundaries of polling districts and the number of councillors.” All councils must conduct a study into the number of councillors and into the reasonableness and fairness of the number and boundaries of polling districts before making the application to the Board.

Enclosed is a copy of a User Guide prepared by the Board to provide guidance to towns and municipalities in the preparation of their applications. This information is also available on the Board’s website: <https://nsuarb.novascotia.ca/> under the Municipal Boundaries page.

Also, enclosed is a copy of Board’s *Municipal Government Act Rules (Rules)*. *Rule 27* sets out the information that is required to be filed by towns and municipalities which have polling districts or wards (to be completed on Form C). *Rule 28* sets out the requirements for towns which have no polling districts or wards (Form D).

If you have questions about the application process, please contact the undersigned. Please confirm receipt of this letter.

Yours very truly,

Bruce Kiley
Chief Clerk of the Board

Encl.