



TOWN OF OXFORD

**Committee of the Whole Meeting**

Council Chambers, Zoom and streamed live to Facebook

Monday, June 6, 2022

6 pm

**AGENDA**

**1. Call to Order**

*Pg 1-2* **2. Approval of Agenda, including additions or deletions**

*Pg 3* **3. Proclamations**

3.1 Pride Month – June 2022

**4. Approval of minutes from the previous meeting**

*Pg 4-9* 4.1 Committee of the Whole Minutes – May 2, 2022

**5. New Business**

5.1 Communications – *verbal report by Linda*

*Pg 10-13* 5.2 Information/Communication Technology Usage Policy

*Pg 14-15* 5.3 Proclamations and Flag Raising Ceremonies Policy

*Pg 16* 5.4 Water Service Request – 1698 Black River Road

*Pg 17 – 18* 5.5 Review of Policing Services – discussion

*Pg 19 - 33* 5.6 Cumberland Business Connector Contract and AGM invitation

5.7 Garbage issues at the Gazebo and Ball field – discussion – update on status

**6. Reports of Town Departments**

*Pg 34* 6.1 Public Works Report, submitted by Nick Purdy – Lead Hand for Public Works - *included in package*

*Pg 35* 6.2 Fire Department Report, submitted by Trueman Rushton – Fire Chief – *included in package*

*Pg 36-37* 6.3 Administration Department Report, submitted by Linda Cloney - CAO – *included in package*

## **7. Reports of Committees and Boards**

- Pg 38-39* 7.1 Solid Waste Management Report, submitted by Brenda Rioux – Solid Waste Education & Contract Coordinator – *included in package*  
7.2 Recreation Commission – verbal report from Councillor McNutt  
7.3 Accessibility Advisory Committee – verbal report from Linda

## **8. Consideration of Correspondence**

- Pg 40-45* 8.1 NSFMS survey - exchange of services and changes to the MGA

## **9. Adjournment**



**PROCLAMATION  
PRIDE MONTH JUNE 2022**

**WHEREAS**, June is recognized in Canada as Pride Month - a time to celebrate the contributions of persons from the 2SLGBTQ+ Community, and increase efforts to build awareness; and

**WHEREAS**, the *Nova Scotia Human Rights Act* prohibits all forms of discrimination, including those on the grounds sex, sexual orientation, gender identity and gender expressions; and

**WHEREAS**, the Strategy for Belonging promotes equity, diversity and inclusion; and

**WHEREAS**, the Town of Oxford acknowledges and celebrates the contributions of the 2SLGBTQ+ Community, to the social, cultural and economic wellbeing of all Nova Scotians; and

**WHEREAS**, the recognition of Pride is integral to fostering belonging, increasing public awareness of 2SLGBTQ+ community, their, contribution to community and layers of discrimination;

**THEREFORE, be it resolved that** I, Mayor Greg Henley, do hereby proclaim the month of June 2022 to be Pride Month. I encourage residents, businesses and community groups to learn about the Pride community, participate in the activities and celebrations, and to take the opportunity to reflect on the story of the Town of Oxford and wider Nova Scotia's vibrant 2SLGBTQ+ Community.

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Greg Henley, Mayor, Town of Oxford



## Minutes of Committee of the Whole Meeting

Place: Council Chambers, Zoom, streamed-live to Facebook  
Date: Monday, May 2, 2022  
Presiding Officer: Mayor Gregory Henley  
Councillors Present: Councillor Carla Black, Councillor Brenton Colborne,  
Councillor Paul Jones, Deputy Mayor Arnold MacDonald,  
and Councillor Crystal McNutt  
Regrets: Councillor Wade Adshade

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

Staff in attendance: CAO – Linda Cloney and Office Assistant – Stan McDougall  
(recording secretary)

**1. Call to Order**

At 6:00 pm, Mayor Henley called the meeting to order.

**2. Approval of agenda, including additions or deletions**

Moved by Councillor Jones and seconded by Councillor McNutt that the minutes of the Committee of the Whole Meeting for May 2, 2022, be approved as presented.

***Motion Carried***

**3. Approval of minutes from the previous meeting**

Moved by Deputy Mayor MacDonald and seconded by Councillor McNutt that the minutes of the Committee of the Whole Meeting for April 4, 2022, be approved, as presented.

***Motion Carried***

## **4. New Business**

### **4.1 Request for water and sewer services – 726 Sunset Avenue.**

Moved by Councillor McNutt and seconded by Councillor Black to recommend to Council that the water and sewer services request be approved for 726 Sunset Avenue.

***Motion Carried***

### **4.2 Request for sewer services – 1720 Black River Road**

Moved by Councillor Jones and seconded by Deputy Mayor MacDonald to recommend to Council that the sewer services request be approved at 1720 Black River Road.

***Motion Carried***

### **4.3 Request for water services – 1720 Black River Road**

Moved by Councillor Jones and seconded by Councillor Colborne to recommend to Council to approve that a water service be installed to the main water line at 1720 Black River Road.

***Motion Carried***

### **4.4 Bylaw #01-2018 Commercial Development District Improvement Plan Bylaw**

CAO Linda Cloney addressed the Committee of the Whole and addressed the requirement to review the Bylaw every four years. There have been two applications regarding this Bylaw recently. Staff are currently reviewing the Bylaw. Linda recommended to the Committee of the Whole to review the Bylaw and make recommendation to amend the Bylaw or if no changes are identified to make a motion to approve the Bylaw as presented for the next four years at the next Council Meeting.

## **5. Reports of Town Departments**

Mayor Henley reminded everyone watching online that the reports are available on the Town of Oxford Website

### **5.1 Public Works Report**

*The report is included in the Council package.*

## **5.2 Fire Department Report**

*The report is included in the Council package.*

## **5.3 Administration Department Report**

*The report is included in the Council package.*

## **5.4 RCMP Report**

*The report is included in the Council package.*

Moved by Councillor Jones and seconded by Deputy Mayor MacDonald to accept the reports of town departments as presented.

***Motion Carried***

## **6. Reports of Committees and Boards – included is the Boards & Committees List**

### **6.1 Solid Waste Management Report**

*The report is included in the Council package.*

### **6.2 Cumberland Public Libraries Report – included in the package**

*The report is included in the Council package.*

### **6.3 Recreation Commission – verbal report from Councillor McNutt**

The Recreation Commission reported that the Earth Day Challenge was held the week of April 25<sup>th</sup> to April 29<sup>th</sup> and Oxford Minor Baseball won the gift card draw and several photos have been sent in showing Oxford residents helping pitch in for Earth Day.

Oxford Minor Baseball is getting into full swing with try-outs beginning and information being posted on their Facebook page.

Summer soccer discussions are underway as well.

### **6.4 Municipal Boundary Review Committee – verbal report from Linda**

The first meeting of the Municipal Boundary Review Committee was held April 26, 2022. The review process will consist of two phases.

The first phase is to conduct a survey. The survey is currently being finalized with the goal of releasing it by April 6, 2022, to the residents of Oxford, who are encouraged to participate. Feedback from this survey and Council is to be forwarded to the province.

The second phase will occur late summer or early fall the council will apply to the Board to confirm or to change the number and boundaries of polling districts and the number of councillors.

#### **6.5 Accessibility Advisory Committee – verbal report from Linda**

The Accessibility Advisory Committee met on April 21, 2022. The committee is organizing an Accessibility Expo to occur on June 2, 2022, at the Oxford Legion at 6 pm.

The Accessibility Advisory Committee is also conducting a survey at the Expo to help raise awareness and provide feedback on accessibility in the Town of Oxford.

The goal of the Expo and the survey is to raise awareness of accessibility in the Town of Oxford and to assist in the development of the Accessibility Advisory Committee's Accessibility Plan for the Town of Oxford.

#### **6.6 Police Advisory Board Committee – verbal report from Linda**

The Police Advisory Board Committee met April 12, 2022, where a representative of the Department of Justice was present. Rules and responsibilities of a Police Advisory Board were reviewed.

Topics reviewed at the meeting included the sidewalk located adjacent to the Town of Oxford Council Chambers, flashing red lights, additional signage, and crosswalk safety at the main intersection, speed limit enforcement on Lower Main Street and Little River Road, as well as signage needing replaced or repaired in the Town of Oxford.

#### **6.7 Intermunicipal Poverty Reduction Advisory Committee – verbal report from Councillor Black**

The first meeting of the Intermunicipal Poverty Reduction Advisory Committee was held on April 21, 2022, in Amherst.

A presentation was given by Hailie Tattrie on data collection.

The committee identified their first priorities and are now working on a strategic plan.

Moved by Councillor Jones and seconded by Councillor McNutt to accept the external reports as presented.

***Motion Carried***

## **7. Consideration of Correspondence**

### **7.1 Nova Scotia Provincial Non-Resident Deed Transfer Tax Guidelines – information**

Councillor Jones expressed that the Town of Oxford may not be a strong voice on the matter provincially. Mayor Henley expressed it will show solidarity with the Municipality of Cumberland County to send them a letter of support and expressed that the Municipality of Cumberland County will see the biggest effect from this.

Mayor Henley recommended further discussion on this matter at a future Town Council Meeting.

### **7.2 Municipal Response to Engagement on EPR – information**

*The information is included in the Council package.*

## **8. In Camera – Discuss Legal and Personnel**

At 6:32 pm, it was moved by Councillor Jones and seconded by Deputy Mayor MacDonald to move in-camera to discuss legal and personnel matters.

***Motion Carried***

*Ruthann Brookins exited the meeting at 6:45 pm during the in-camera session.*

At 7:20 pm, it was moved by Councillor Adshade and seconded by Councillor Jones to come out of in-camera and resume the Town Council Meeting.

***Motion Carried***

## **9. Adjournment**

At 7:23 pm, it was moved by Deputy Mayor MacDonald that the meeting be adjourned.

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**Gregory Henley, Mayor**

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**Stan McDougall, Recording Secretary**

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## TOWN OF OXFORD POLICY

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**DEPARTMENT:** Council and All Departments

**TITLE:** Information/Communication Technology Usage Policy

Minutes reference date: 16 May 2022 PAGE \_\_\_\_

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### **PURPOSE:**

The Town of Oxford provides internet access and electronic communications to increase the efficiency and effectiveness of overall business operations. Information/Communication Technology is used as a tool to support the delivery and enhancement of services to the public. This policy will provide users with guidance as to the appropriate use of information/communication technology thereby enhancing productivity of Town employees.

### **POLICY STATEMENT:**

The Information/Communication Technology network of the Town of Oxford, including all electronic documents generated within this network, is the property of the Town of Oxford. Members of Council and Staff with the Town of Oxford are provided access to information technology to assist them in the performance of their duties. Users may be afforded the privilege of accessing various forms of technology including computers, printers, other peripherals, internet, email, intranet, telephones, cell phones and fax machines. These users have a basic responsibility to ensure that technology is used in a professional, lawful, and ethical manner. As required, separate policies and usage guidelines will be provided to help establish guidelines for proper use, care, maintenance, and loss prevention. As such, this policy should be read in conjunction with the **Laptop/Notebook policy**.

### **ACCEPTABLE USAGE:**

Town of Oxford users will be provided with access to various forms of technology based on the job requirements of each individual employee, to perform the duties of his/or her position. Information/Communication Technology equipment and programs should be used in a manner which is consistent with the requirements of overall operations in the Town of Oxford. Employees who remove communication devices from Town property to use at home or other sites must have authorization from the CAO or their Director/Manager and must exercise caution in accordance with policies that these devices always remain in their custody and control. While Information/Communication Technology generally must be used only for activities related to Town business, minor personal usage during business hours is acceptable contingent on the following guidelines:

- Activity does not interfere with responsibilities and duties related to job performance.
- Activity does not require excess system resources that will negatively impact on operations.
- Activity is not related to personal business ventures.

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After normal business hours, employees may enjoy personal usage of the Town's Information /Communication Technology equipment and programs in a professional, lawful and ethical manner and in accordance with this and other related policies, so long as there is not an incremental cost to the Town.

#### **UNACCEPTABLE USAGE:**

The Town of Oxford has a limited amount of bandwidth and storage available to it. Therefore, users must not perform acts that waste or dominate these resources. The following usages are prohibited:

- Spending excessive amounts of time during normal business hours on the internet for non-Town purposes.
- Playing online games.
- Excessively using personal on-line messaging (Facebook, Twitter, MSN, Yahoo, etc.); the determination of what constitutes excessive usage shall be left to individual Department Heads.
- Downloading large files for personal use.
- Accessing high bandwidth streaming audio and/or video files for non-work related purposes, without authorization of the Technology Officer or CAO; (i.e.: radio broadcast, video such as YouTube, Facebook, CNN or TSN).
- Making, sharing and/or distributing unauthorized copies of software used by the Town.
- Any use which is contrary to the laws of Canada and/or the Province of Nova Scotia.

#### **OFFENSIVE MATERIALS:**

Participating in sexual, ethnic, and racial harassment by way of e-mail, the internet or any other form of Information/Communication Technology provided by the Town of Oxford is prohibited. Users are prohibited from actively searching out, storing, sharing, or intentionally authoring and/or viewing this type of material. Even with the filtering systems in place, with the amount of information contained on the internet, it is difficult to avoid receiving e-mails or attaining search results on the internet without sometimes being directed to materials that are sexually explicit or are offensive for some other reason. Should this type of material be encountered, it shall be deleted immediately. If difficulties are encountered in deleting this material, the IT department must be contacted immediately for assistance.

#### **PRIVACY:**

Users who have been granted access to Information/Communication Technology to assist them with their jobs should have no expectation of privacy in anything they create, store, send or receive using the Town's Information/Communication Technology. The Town of Oxford has the ability, and reserves the right, to monitor and maintain records on all aspects of its computer system including internet usage, file storage, participation in on-line discussion groups, file downloads, messaging and any other electronic communications deemed necessary.

#### **SECURITY:**

Users are not permitted to download or install software without the authorization of the Technology Officer or the CAO. Certain primary programs as outlined in appendix "A" attached may be updated by users as required. Users are not permitted to disable or alter in anyway the Town's anti-virus software. Each user will be assigned a username and password for the applications

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that are necessary to perform their duties. This information must remain confidential and should not be shared with others at any time. Users are to ensure that they log off all software programs such as Simply Accounting, TownSuite, network and Internet-based applications at the end of the

day and all information systems are to be secured prior to ending their workday.

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**Information/Communication Technology Usage Policy “Appendix “A”**

1. Antivirus Software	Automatic Updates/Annual Renewal
2. Spyware/Adware Software	Automatic Updates/Annual Renewal
3. *Adobe Acrobat	Regular Updates/Annual Renewal
4. Microsoft Office	Regular Updates/Monthly Renewal
5. Windows 10	Regular Updates (**Windows 10 only).
6. TownSuite	Updates as per TownSuite

\* For those that have the Adobe Acrobat application.

\*\* Windows 10 only – no updates to Windows 11 until compatibility is certain (or as implemented by the Technology Department).

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## TOWN OF OXFORD POLICY

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**DEPARTMENT:** Council and All Departments

**TITLE:** Proclamations and Flag Raising Ceremonies

Minutes reference date: 20 June 2022 PAGE \_\_\_\_\_

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**PURPOSE:**

To set out the Policy of the Town in regard to requests from groups and organizations to have proclamations signed and to have flag raising ceremonies.

**POLICY STATEMENT:**

1. Proclamations

Proclamations will only be made in support of specific community events or activities in or around the Town at the request of the organizing group. Requests are to be made in writing to the CAO at least one week in advance of the date of the proposed proclamation and must include the proposed proclamation. Proclamations must be approved by the CAO, with the provision that, at their discretion, they may submit the proclamation to Council for approval.

In general, the proclamations will be following this process:

- a) When the administration office receives the signed proclamations from the Mayor's Office the proclamations will be added to a future Council agenda in the information items agenda as close to the date of the proclamation as possible.
- b) The proclamations will be read aloud by the Mayor/Deputy Mayor and uploaded to the Town of Oxford Official Facebook page and/or Town Website.

2. Flag Raising Ceremonies

Flags will only be placed on a Town owned flagpole at the Town Hall in support of specific community events or activities in or around the Town at the request of the organizing group. The maximum duration of any individual flag display will be five days and requesting organizations must pick up their flags once that period is over. Requests are to be made in writing to the CAO at least one week in advance of the date of the proposed flag raising. Flag raisings must be approved by the CAO, with the provision that, at their discretion, they may submit the request to Council for approval.

In general, it shall be the policy of Council to only approve requests under the following circumstances:

- a) The message being conveyed must be considered to be for the public good;
- b) No group or individual shall be promoted to the detriment of another group or individual;
- c) The flag must be presentable and should not detract from the appearance of Town property;
- d) All ropes, attachments, etc. must be provided by the applicant

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To the Town of Oxford Council

Darren Rogers and I, Shelly Mattinson located at 1698 Black River Road would like to hook onto the Town water line on Black River Road. With the understanding that Mark and Carla Benjamin will also be taking advantage of this.

We understand the water issues on the road in the winter. We understand some of these will be our own personal cost.

Thank you for giving us this opportunity

Shelly Mattinson

## Protocol - Review of Policing Services Options

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

1. Council(s) will pass a resolution to conduct a review of policing options and set the Terms of Reference for the review. The Terms of Reference will set the scope of the review and must include the present service, shared services, amalgamated services, or municipal contracted services.
2. Council(s) will provide a letter to the Minister of Justice with their intent to undertake a review of policing services in their Municipality. In an amalgamated policing model, approval is required from all funding partners and must be included in the correspondence to the Minister of Justice.
3. Council(s) should empower a Review Committee by establishing guidelines for the Committee. The Review Committee should have representation from the Department of Justice, the Board of Police Commissioners or Police Advisory Board as applicable and may include other members as directed by Council(s).
4. Under the *Nova Scotia Police Act*, the Minister of Justice must determine the effectiveness and efficiency of policing in the province of Nova Scotia. All changes to policing models must therefore be approved by the Minister of Justice. The options available to a municipality for the selection of a police service may be found in Section 36 of the *Nova Scotia Police Act* and requires consent of the Minister of Justice.
5. The existing police service must provide a presentation to Council(s) of the current policing service provided in the Municipality.
6. The Review Committee will establish, in writing, the policing needs and expectations of the community(s) prior to any presentation or proposal being made.
7. All policing service proposals will include, but are not limited to, the following:
  - a. description of the strategic approach of the option
  - b. management and financial reporting structure
  - c. Current and future costing (operating and capital) with the number of human resource requirements, based on the work activity analysis
  - d. shift schedule
  - e. description of programs and services that will be offered and any reference to service delivery or resources that could be impacted; and
  - f. process for employment opportunities for current employees of the municipality.

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

## INTERMUNICIPAL AGREEMENT

This Agreement, sets for a framework for the funding, and funding conditions, for an economic development society, dated this \_\_\_\_ day of \_\_\_\_\_, 2022, among:

The **Town of Amherst**, a municipal body corporate pursuant to Section 8 of the *Municipal Government Act (the “MGA”)*;

**AND**

The **Town of Oxford**, a municipal body corporate pursuant to Section 8 of the *MGA*;

**AND**

The **Municipality of the County of Cumberland**, a municipal body corporate pursuant to Section 8 of the *MGA*;

(Collectively, the “Municipalities”)

**AND**

**Cumberland Business Connector** a society registered under the *Societies Act*

(Hereinafter called the “Society”)

**WHEREAS** the Municipalities are partners in regional economic development in Cumberland County;

**AND WHEREAS** the Municipalities wish to partner to ensure regional economic development strategies that consider assets, business community, sector strengths and regional opportunities and challenges, and that take into account provincial and regional priorities;

**AND WHEREAS** Section 57 of the *MGA* provides authority for municipalities pay grants to a body corporate for the purpose of promoting the municipality or any part of the municipality and the surrounding areas as a location for institutions, industries and businesses;

**AND WHEREAS** economic development is a service which municipalities in Nova Scotia are empowered to provide under the *MGA*;

**AND WHEREAS** the Municipalities have agreed to support the creation of the Society as a body corporate, that will take on responsibility for guiding some aspects of economic development in Cumberland County;

**AND WHEREAS** the Municipalities wish to set out the terms and conditions for their funding of the Society, and for certain matters related thereto;

**NOW THIS AGREEMENT WITNESSETH** that in consideration of the mutual covenants herein contained for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Municipalities and the Society agree as follows:

## **1. Definitions**

In this Agreement:

- a) "Audit Committee" means the Audit Committee for the Society, as appointed by the Liaison and Oversight Committee hereunder;
- b) "Auditor" means a certified accountant who is appointed by the Audit Committee to audit the financial affairs of the Society;
- c) "Board of Directors" means the Board of Directors of the Society;
- d) "Federal Government" means her Majesty the Queen in right of Canada, as represented by various federal ministries and governmental agencies;
- e) "Fiscal year" means the Society's fiscal year, which shall be a twelve (12) month period commencing on April 1 of every year and ending on March 31 of every subsequent year;
- f) "GAAP" means Canadian generally accepted accounting principals, as established from time to time by the Canadian Institute of Chartered Accountants or the Public Sector Accounting Board, or any successor institutes, applicable as at the relevant date, and applied on a consistent basis;
- g) "Liaison and Oversight Committee" means the Liaison and Oversight Committee of the Society, as established hereunder;

- h) “Operating Costs” means the costs associated with operating and administering the Society;
- i) “Province” means Her Majesty the Queen in right of the Province of Nova Scotia, as represented by various provincial ministries and governmental agencies, including the Ministry of Service Nova Scotia and Municipal Relations;
- j) “Recruitment and Nominating requirements” means the Recruitment and Nominating process of the Society;
- k) “Uniform Assessment” has the same meaning as in the *Municipal Grants Act*, R.S.N.S. 1989, c. 302, as amended from time to time.

## **2. Establishment of the Cumberland Business Connector Society**

- a. The Municipalities hereby agree to support the formation of a body corporate, known as the Cumberland Business Connector Society (the “Society”), upon terms and conditions set out in this Agreement.
- b. The Society will be incorporated pursuant to the *Societies Act*. R.S., c. 435.

## **3. Core Activities**

The Core activities of the Society are to:

- Develop, implement, and monitor a regional economic development strategy that is reflective of provincial and regional economic development priorities. The strategy should consider assets, business community, sector strengths, and regional challenges and opportunities. The strategy should also attempt to align with provincial priorities in order to maximize the Society’s leverage of programs, policies and services.
- Cultivate close working relationships with the business community and work with key partners to support the development and attraction of new businesses and retain and expand existing businesses. The Society will support local businesses in navigating, and making referrals to, programs and services.
- Inform partners and stakeholders about local business climate conditions as well as regional challenges and opportunities. The Society will work with partners and stakeholders to provide investment readiness and labour market information.

#### **4. Powers**

It is recognized that as a Society registered under the laws of Nova Scotia, the Society shall have all the powers set out in section 10 of the *Societies Act*.

#### **5. Funding**

- a) The Municipalities agree to fund the Society's operations based on an annual budget contribution towards operating costs of \$197,000. This annual amount shall increase by the Consumer Price Index annually throughout the term of this Agreement unless the Municipalities and the Society agree otherwise in writing, or this Agreement is terminated. The annual budget shall divide among the Municipalities as follows:
  - i. In 2022-23, the Town of Oxford will provide funding in the amount of \$10,960.
  - ii. (Should ii and iii be combined? Municipalities to decide). In 2022-23, the Municipality of the County of Cumberland will provide funding in the amount of \$10,960 to cover the share that the Municipalities agreed would be requested of the Town of Parrsboro, such request not being made due to the dissolution of the Town.
  - iii. In 2022-23, the remaining budget amount of \$175,080 will be divided between the Town of Amherst and the Municipality of the County of Cumberland based on a weighted average basis with 50% of the weight being assigned to commercial assessment and 50% of the weight being assigned to population. This calculation shall not include the commercial assessment or population of Parrsboro. Commercial Assessment and Population data related to Parrsboro will be accessed from PVSC and Statistics Canada for the Parrsboro sub-division.
  - iv. The Town of Amherst will provide office space (Community Credit Union Business Innovation Centre) and accounting support in addition to the direct financial contribution. This in-kind contribution is valued at \$21,920 annually and its valuation will increase in line with the Consumer Price Index each year.
  - v. It is understood and agreed that the Society will not now or at any time in the future hire existing or former staff of any of the Municipalities and that the

Municipalities will not now or in the future hire any staff that the Society may employ or has employed.

- vi. This agreement shall be for 5 years.
- vii. This Agreement will remain binding and in force until receipt of formal written notice by either of the Municipality or the Society. Notice to terminate the agreement will be given at least 12 months in advance.

## **6. Budget and Revenue**

### **For all fiscal years after the initial year:**

- a) The Liaison and Oversight Committee created pursuant to part 7 of this Agreement shall confirm to the Society the amount of revenue that will be received by the Society for the coming fiscal year by January 31<sup>st</sup>.
- b) On or before March 1<sup>st</sup>, the Board of Directors of the Society (the "Board") shall approve a budget and business plan for the Society for the coming fiscal year. The budget and business plan shall be submitted to the Liaison and Oversight Committee for their information.
- c) The budget shall include the anticipated Operating Costs, revenues, funding contributions from each of the Municipalities and all other sources, any deficit or surplus from the preceding fiscal year, and such other information as may be required from time to time.
- d) The budget shall be prepared in accordance with GAAP and FRAM, funding contracts and the Society's own financial policies.

## **7. Liaison and Oversight Committee**

- The Municipalities shall create and appoint members to a Liaison and Oversight Committee which shall consist of the Chief Administrative Officer of each of the Municipalities, or their designate and the Mayor of each municipality. One person shall be appointed by the Nova Scotia Department of Municipal Affairs, as a voting member; and one person appointed by the Nova Scotia Department of Labour and Advanced Education, as a non-voting member."
  
- a) The main functions of the Liaison and Oversight Committee shall be:

- i. Strategic input to the Board – Providing advice and input to the Board to assist with its regional economic development strategy;
  - ii. Accountability for outcomes – Ensuring that the Board achieves the goals it establishes in its regional economic development strategy;
  - iii. Financial Accountability – Ensuring that the Society has excellent financial management;
  - iv. Self-Governance – Ensuring that the Society follows and publishes its own rules of governance;
  - v. Communication – Ensuring excellent communication, feedback and strong linkages between the Board, the Municipalities and the general public;
  - vi. Reviewing and recommending to the Municipalities the regional economic development strategy of the Society;
  - vii. Monitoring and evaluating the implementation of the regional economic development strategy; and
  - viii. Informing the Municipalities as to the outcomes of the recruitment and nominating process and the names of the new board members when changes occur.
- b) Members of the Liaison and Oversight Committee are responsible for:
- i. Reporting on the Society’s progress to their respective Councils;
  - ii. Communicating their respective Councils’ thoughts on the Society’s progress to the Board;
  - iii. Communicating their respective Councils’ annual priorities to the Society annually for their planning process;
  - iv. Soliciting the approval of their respective Councils for continuation of funding to the Society.
- c) The Liaison and Oversight Committee shall meet at-least twice a year with the Society Board on matters of governance.
- d) The Liaison and Oversight Committee shall meet with the CAO of the Society at least 4 times per year on matters related to operations.
- e) Decisions of the Liaison and Oversight Committee shall be made by consensus.

- f) All meetings of the Liaison and Oversight Committee require a quorum consisting of three quarters (75%) of its total membership. If a quorum is not present, no business may be transacted at a meeting of the Liaison and Oversight Committee.
- g) Expenses of the Liaison and Oversight Committee shall be provided by the Society as approved within the budget.

## **8. Communication with Municipalities**

In addition to the communication responsibilities of the Liaison and Oversight Committee set out in Section 7, the Cumberland Business Connector Society shall:

- a. Provide in-person updates to municipal Councils three times per year. This will focus on progress being made on the objectives listed in the regional Joint Community Economic Development Strategy. These will take place in April, October, and January (are these the right months?). At least two of these updates will be presentations to the Joint Councils. One update will be presented to each council individually.
- b. A digital or printed copy of the Annual Report will be provided to each of the municipal councillors in June. Municipal councils are also invited to the Annual General Meeting in June.
- c. In order to ensure alignment of economic development work, the CEO will meet at least quarterly with:
  - i. Senior management and Economic Development staff at the Municipality of the County of Cumberland
  - ii. Senior management and Economic Development staff at the Town of Amherst
  - iii. The Oxford Community Economic Development Committee

## **9. Audit Committee**

- a) An Audit Committee shall be appointed annually by the Liaison and Oversight Committee and shall consist of the following members:
  - i. two Society Board members;
  - ii. the members of the Liaison and Oversight Committee; and

- iii. the CEO (ex officio) of the Society.
- b) The Audit Committee shall be responsible for:
- i. appointing the Auditor;
  - ii. conducting a detailed review of the financial statements of the Society with the Auditor on an annual basis;
  - iii. evaluating the adequacy of the internal control systems of the Society;
  - iv. reviewing the conduct and adequacy of the audit;
  - v. investigating such matters arising out of the audit as may appear on the Audit Committee to require investigation;
  - vi. any other matters determined by the Liaison and Oversight Committee and the Board.
- c) In carrying out their duties, the Auditor and the Audit Committee shall have unrestricted access to all activities, records, property, and personnel of the Society.
- d) The Audit Committee shall, on an annual basis, appoint a Chair and a Vice-Chair.
- e) The Audit Committee Chair and Vice-Chair shall have written position descriptions.
- f) The Audit Committee shall have written terms of reference that set out its roles and responsibilities.
- g) The Audit Committee shall meet at least twice per year or as deemed necessary.
- h) All meetings of the Audit Committee shall require a quorum of 50%. If a quorum is not present, no business may be conducted at the meeting.
- i) Audit Committee members must be financially literate and at least one member must have accounting or related financial management expertise.
- j) Members of the Audit Committee are independent from the external auditors.
- k) The Audit Committee annually reviews its terms of reference and assesses its effectiveness in meeting the needs of the Board of Directors.
- l) The external auditor reports directly to the Committee, not to Society management.
- m) The Audit Committee must have an auditor independence policy and must pre-approve all non-audit services to be provided by the external auditor.
- n) The Audit Committee shall meet from time to time with the external auditors without management present.
- o) Decisions and recommendations of the Audit Committee will be made by consensus.

- p) The Audit Committee shall review any proposed changes to the roles and duties of the organization's CEO or financial support person.
- q) The Audit Committee has the authority to engage independent counsel and other advisors, with prior approval from the Board.

## **10. Board Recruitment**

- a) Society commits to implementing a rigorous board recruitment process to include the following components:
  - a. A Nominating Committee will be established consisting of no more than 5 members consisting of both Society Board Members and persons with expertise from the Cumberland Region who are committed to a structured approach to board recruitment. Board recruitment and development are to be considered a year-round process.
- b) Position Descriptions for board members shall be established and should include:
  - i. Member's duties and responsibilities
  - ii. Qualifications Skill set requirements for a Member
  - iii. Authority of the Members
  - iv. General responsibilities of Members
  - v. Expected term of Members
  - vi. Time Commitment for a Member
  - vii. Legal responsibilities of a Member
- c) Recruitment of Candidates for Board Membership
  - i. Maintaining an ongoing data base of potential candidates through referrals or suggestions by colleagues or other Board Members.
  - ii. Development of a Board Member application available on-line to interested parties.
  - iii. Publicize for expressions of interest annually to encourage new member participation.
  - iv. Every effort must be made to ensure geographic representation from all of Cumberland County.
- d) Selection Process
  - i. Develop an application form for recruitment of Board Members to ensure consistent information.
  - ii. Screen the application based on the Society's requirements and level of commitment expressed.
  - iii. The screening process may include an interview component to ensure the applicant and organization fully understands each other and will be a good fit.
  - iv. Reference checks may be required to confirm information provided by the applicant.

- v. Once successful candidates are selected, confirmation of the candidates and the rationale for appointment should be provided to the Liaison and Oversight Committee.
- vi. Successful candidates shall be formally notified and invited to join the board with specifics on expectations and term.
- vii. An orientation process shall be established for new board members to ensure they become aware of how the Society works. Topics for orientation shall include: Overview or organization, structure, position descriptions, strategic plan, board minutes, relationship to staff and relationship to funders.

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**TOWN OF AMHERST:**  
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**MUNICIPALITY OF THE COUNTY OF CUMBERLAND:**  
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**CUMBERLAND BUSINESS CONNECTOR:  
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**Dated:** \_\_\_\_\_

This Agreement, dated this \_\_\_\_\_ day of \_\_\_\_\_, 2022, is an amendment to the Agreement dated December 8<sup>th</sup>, 2016, setting forth a framework for the funding, and funding conditions, for an economic development society, between the Parties to this Agreement:

The **Town of Amherst**, a municipal body corporate pursuant to Section 8 of the *Municipal Government Act (the "MGA")*;

**AND**

The **Town of Oxford**, a municipal body corporate pursuant to Section 8 of the *MGA*;

**AND**

The **Municipality of the County of Cumberland**, a municipal body corporate pursuant to Section 8 of the *MGA*;

(Collectively, the "Municipalities")

**AND**

**Cumberland Business Connector** a society registered under the *Societies Act*

(Hereinafter called the "Society")

(Collectively, the "Parties")

**Whereas** the Parties entered into an Agreement dated December 8<sup>th</sup>, 2016 (The "Agreement"), setting forth a framework for the funding, and funding conditions, for an economic development society, namely the Cumberland Business Connector Society;

**AND WHEREAS** the Province of Nova Scotia is willing to become a funding partner to the Society;

**AND WHEREAS** the Province of Nova Scotia has requested representation on the Liaison and Oversight Committee Created pursuant to section 7 of the Agreement.

Now therefore, in consideration of the mutual covenants herein contained herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

1. The first paragraph of section 7 of the Agreement shall be replaced with:

“There shall be a Liaison and Oversight Committee, with the functions and responsibilities set out in this section and section 8 below, comprised as follows:

- The three CAO’s of the Municipalities, or their designates, as voting members;
- One person appointed by the Nova Scotia Department of Municipal Affairs, as a voting member; and
- One person appointed by the Nova Scotia Department of Labour and Advanced Education, as a non-voting member.”

**Witnessed by:**

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**TOWN OF AMHERST:**

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**TOWN OF OXFORD:**

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**MUNICIPALITY OF THE COUNTY OF CUMBERLAND:**  
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**CUMBERLAND BUSINESS CONNECTOR:**  
Per:

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Dated: \_\_\_\_\_

# You're Invited

## Cumberland Business Connector AGM

June 23, 2022 at Fox Harb'r Resort

6:30PM - 8:00PM

Please RSVP with your total number of guests, name(s) and organization(s) by  
June 15, 2022 to [jennifer@cumberlandbusinessconnector.ca](mailto:jennifer@cumberlandbusinessconnector.ca).

RSVP Now

## Cumberland Business CONNECTOR

*Save the Date!*

## Annual General Meeting

Thursday, June 23rd  
6:30 PM - 8:00 PM  
Fox Harb'r Resort

Cumberland business owners, managers & leaders, please join us at Fox Harb'r Resort as we review our accomplishments from last year, and our goals to support the businesses in the Cumberland County region this year.

RSVP by June 15, 2022 to [Jennifer@cumberlandbusinessconnector.ca](mailto:Jennifer@cumberlandbusinessconnector.ca) 902-614-7214



## **Public Works Report May 2022**

**Public works had a busy month of May with a lot of learning and new challenges, some of the tasks completed are as follows.**

**Patching potholes through out town (more to be filled)**

**Added reclaim to water break patches through out town**

**Completed springtime lawn care from the winter damage (more this year then in previous years)**

**Some street sweeping when time allowed**

**Painted and installed benches through out town**

**Monitored lift stations daily (with only 1 pump in 2 lift stations this is important to make sure the pump is working)**

**Added big chair and sign to corner park**

**Fixed fence at the rink**

**Repaired water break on Lower Main Street**

**Weekly lawn mowing and whipper snipping**

**Picnic tables painted and installed at ball field**

**Trip out to wells to reset pumps**

**Painted some cross walks in town**

**Training on chlorine injector pumps**

**Training on vacuum pumps at chlorine building**

**Flushed hydrants around town**

**Vac truck into flush drain on James Street**

**Repaired sewer at 370 Foundry**

**Water break at the old tank road (Pugwash Road)**

**Weekly water/lagoon samples**

**Turned water on to curling rink building**

**Worked on installing signs at the dump**

**Respectfully submitted,**

**Nick Purdy**

Fire report for May, 2022

We had 2 calls for the month of May

1 commercial fire alarm

1 Investigation of brush/forest fire found to be a controlled burn

One call was in the town the other in the county

Scotia fleet service was in and performed pump testing on the trucks serviced all trucks replaced revolving light and abs sensor on truck 4 as well as draining coolant and cleaning reservoir

Trucks 4 and 5 passed inspection

Dry vac test performed on all trucks needed new valves on trucks 2, 4 ,5 to pass Truck 5 would not pass as master drain is leaking badly and cannot be fixed

We have our 2 annual horse pulls coming up on June 18th will follow up next month with a report

That is the fire report for the month of May if you have any questions feel free to reach out

Respectfully Submitted,

Trueman Rushton  
Fire Chief

## Monthly Administration Department Report

Highlights for the month of May 2022

*(Note: these tasks do not include the everyday duties)*

### Revenue Clerk

Daily updates for notice of water disconnection arrear sheets  
Customers coming in to set up payment plans for tax and water arrears  
Tax certificates for law offices  
House closings preparing final water and tax bills for lawyers  
Working with Property Valuation Services about accounts  
Water bills and Tax Bills payments readily coming in

### Office Assistant

Minutes for Council and Committee Meetings.  
Working Alone Draft Policy Creation (assist Nick and Linda).  
Interest Posting with Ruthann.  
Timesheet/Payroll submission with Ruthann.  
Town Suite troubleshooting (login, account setup, interim tax bill questions)  
2022 Council Boundary Survey edits and retrieval of responses – Reports to Linda.  
Poster creation for committees (Accessibility) & Boundary Review.  
Technology Policies Review and editing (Information Communications Policy, Laptop Policy, Laptop Agreement, Laptop Use Guidelines, and Laptop Sign-Out Form).  
Mid-Month Remittance Reporting with Ruthann.  
Work on Interim Tax Bills with Linda & getting them ready to mail out.  
Basic IT troubleshooting involving printing and email.  
Work on setup information for the Accessibility Committee Accessibility Expo for June 2, 2022

### Senior Accountant

#### 2022/2023 Budget work:

Setup Budget Spreadsheet  
Payroll for budget  
Detail analysis of each GL past and present to forecast for this year  
Interfunds and cash flow worksheet  
Capital Budget  
Debt Ratio analysis

#### Year End Process:

learned how to calculate and post depreciation

#### 2021/2022 Audit Process:

Sent Receivables & Payables  
Sent proof of balance of Town suite to Sage  
Sent requested sample invoices with backup  
Sent requested samples of expenses with backup

Revised processes report  
Created Employee Listing  
Sent Professional Fees with discussion of ongoing issues  
sent Consumption Reports  
sent Property Valuation Reports  
Sent UARB Reports  
Sent Bank Recs and Statements  
Sent Sage backups and trial balances for five funds  
Replied to many various inquiries – ongoing.

**Town Clerk**

Conducting Public Works Supervisor Interviews and evaluations, on going  
Organizing policies required for administration use.  
Trained staff on processing the tax bill process.  
Working closely on Dangerous and Unsightly Property, ongoing.  
Time spent on finding a Collection Agency and process for uncollectable debt.  
Water Boil Order – five-day event, a lot of phone calls, emails and back and forth conversations.  
Started Summer Student Job Search process – the last day for resumes is June 10  
Organized event items for the Accessibility Expo for June 2.  
Met with Senior Accountant to work on 2022/2023 Budget  
Met with a new local paper for possible advertising opportunities – Cumberland Life  
Met with the Business Connector, along with Mayor Henley to discuss changes for renewal of Business Connector Contract.  
Organized closely with Office Assistant in preparing for Accessibility Expo, Survey is now online for input from community.

Respectfully submitted by,

Linda Cloney  
CAO, Town of Oxford

## **Solid Waste Management Report**

### **Provincial Updates**

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

The portal for comment on the consultation closed on April 11<sup>th</sup>. The Priorities committee submitted a municipal consensus response to the Extended Producer Responsibility for Printed Paper and Packaging consultation. Department of Environment received 20 submissions with most responses coming from the business sector. They are hoping to come back to the Regional Chairs group with an overview of the results in the coming months.

### **Education & Enforcement**

#### **Solid Waste Hotline**

In the month of April the Solid Waste Hotline received over 420 calls.

#### **Social Media**

The focus for the month of April was the Divert NS Scholarship and Earth Day Events.

#### **Solid Waste Collection Schedules**

The Municipality of Cumberland Solid Waste Collection Schedule was mailed out to all residents through Canada Post.

### **Education**

- Education visits continue with tenants of the Cobequid Housing Authority to review sorting requirements.
- Staff participated in the Oxford Farm Safety Day where we saw over 300 Grade 4 students from 12 schools in Cumberland County. Staff spoke to the students about proper sorting and had a sorting relay race at the end.

#### **Divert NS Scholarship**

The Deadline for the scholarship has passed and Region 3 had 3 entries; 2 entries were from East Hants and 1 was from the Pugwash High School.

### **Education and Enforcement Contracts**

Staff are currently working on submitting our plans for the upcoming year to Divert NS.

### **Great NS Pick Me Up**

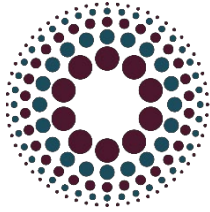
The program is once again open for the year. Groups wishing to conduct a clean-up can register their event online and can arrange to pick up gloves and bags at the Amherst Town Hall.

### **Earth Day**

- Staff were busy planning & promoting our Earth Day Events in the Mun. of Cumberland, and in the Towns of Amherst & Oxford.
- Six of our elementary schools participated in our earth day challenge and multiple community groups took part in clean ups.
- Information booths were set up at the Amherst Stadium and Dr. Carson & Marion Murray Community Center in Springhill for Earth Day.

### **Solid Waste Collection Contract**

The Residential Collection Contract for Three Stream Collection of Solid Waste expires on March 31, 2023. The Town of Amherst and the Municipality of Cumberland have agreed to work together to prepare a joint RFP for collection services which would commence on April 1, 2023. The goal is to better align services, education, & contract timelines in the hopes of obtaining a better contract price.



**NOVA SCOTIA  
FEDERATION OF  
MUNICIPALITIES**

## **Membership Survey to Support the Service Exchange Renegotiation and MGA Review Committee**

### **Purpose of this survey:**

As Nova Scotia municipalities head into the renegotiation of the Service Exchange Agreement, it is important to take stock of their needs and aspirations to better serve their constituents. The Province is also reviewing the Municipal Government Act (MGA) and Halifax Regional Municipality Charter (HRMC) and it is important for NSFM to collectively envision an MGA/HRMC that helps municipalities confront modern challenges. This survey will help to develop an in-depth understanding of the problems and opportunities that should be addressed in these two importance processes.

This survey includes 20 questions and is organized into four sections. The first section focuses on service exchange, the second section focuses on the MGA/HRMC, the third section focuses on municipal revenue. The survey ends with questions about special considerations that your municipal unit requires and final comments.

Please note, this information is collected for internal use only. Survey responses will only be reported in aggregate form. Information that identifies specific municipalities will not be released.

If you have any questions, please contact [info@nsfm.ca](mailto:info@nsfm.ca).

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**Q1:** What is the name of your municipality?

(Dropdown menu)

### **Questions related to the Service Exchange Agreement Renegotiation**

In 1994, the Provincial-Municipal Service Exchange Agreement reallocated responsibilities and restructured the fiscal framework. The objectives of the Service Exchange Agreement were 1) to create strong, financially viable local governments, 2) to develop a clearer, fairer, provincial-municipal partnership, and 3) to rationalize service provision.

### **Information for Q2 and Q3:**

Under the Service Exchange Agreement, the provincial government took responsibility for:

- Social Services and Child Welfare
- Public Health and Long-term Care

This PDF copy of the survey is for review purposes only.

Responses must be submitted using the online platform:

<https://form.surveypal.net/Service-Exchange-Renegotiation-and-MGA-Review-Survey>

- Administration of Justice
- Environment (regulatory aspects of sanitation and health standards)
- Highway Police Patrols and central police services

The provincial government also continued to hold a range of responsibilities, such as those pertaining to healthcare, education, housing, and provincial roads.

Municipalities took responsibility for:

- Making mandatory contributions to correctional services
- Policing
- Local Roads
- Sidewalks
- Public Transit
- Land-use Planning
- Building Inspection
- Recreation
- Control of Invasive Weed Species

Municipalities continued to be responsible for water and wastewater, management of solid waste, public libraries, and mandatory contributions to education and regional housing authority net operating losses.

Some municipalities also pay a per kilometre service exchange balancing fee (initially \$3500 per/km pegged to CPI) in lieu of accepting the transfer of local roads under the Provincial-Municipal Service Exchange.

**Q2:** Considering the responsibilities listed above, which responsibilities does your council believe municipalities should maintain or assume and why?

(Open Response Box)

**Q3:** Considering the responsibilities listed above, which responsibilities does your council believe the Province should maintain or assume and why?

(Open Response Box)

**Information for Q4:** Municipalities often respond to challenges and opportunities in their jurisdictions at their own discretion.

Many municipalities continue to make significant expenditures in the areas of Public Health, Environmental Health Services, Long-Term Care Facilities, Housing, Public Safety, Physician Recruitment, Economic Development, and Arts and Culture.

This PDF copy of the survey is for review purposes only.

Responses must be submitted using the online platform:

<https://form.surveypal.net/Service-Exchange-Renegotiation-and-MGA-Review-Survey>

**Q4:** What discretionary expenditures by your municipality does your council believe should be better supported by the Province?

(Open Response Box)

**Q5:** To provide a sense of priorities, state the top three municipal expenditure responsibilities that your municipal council believes should be reviewed and why?

(Open Response Box)

**Q6:** What new service responsibilities would your municipality find unacceptable?

(Open Response Box)

### **Questions related to the Municipal Government Act Review**

Since the last MGA Review in 2015, several changes have been made to the MGA. These changes have granted municipal authority to take actions that were previously prohibited. These changes allow municipalities to invest and make decisions in new aspects of the communities that they govern.

**Q7:** The following question provides a list of recent changes to the MGA that have implications for the abilities and responsibilities of municipalities. Using the checklist below, please indicate the discretionary abilities that your council believes are useful for your municipality.

(Checklist Response List)

- Expanded power to expend
- Mandate to establish a Municipal Code of Conduct
- Ability to finance developments that increase accessibility
- Ability to enable municipalities to sell land below market price in some cases
- Ability to engage in negotiation for the purpose of increasing affordable housing units
- Ability to create commercial development districts
- Others? Please add.

**Q8:** What discretionary abilities conferred by the MGA does your municipal council believe are not useful and why?

(Open Response Box)

**Q9:** What additional discretionary abilities does your municipal council believe should be granted by changes to the MGA?

(Open Response Box)

This PDF copy of the survey is for review purposes only.

Responses must be submitted using the online platform:

<https://form.surveypal.net/Service-Exchange-Renegotiation-and-MGA-Review-Survey>

**Information for Q10:** A number of other federal and provincial statutes and regulations have implications for municipal budgets as non-discretionary expenses.

**Q10:** Using the checklist below, please indicate which regulations or responsibilities your municipal council finds to be causing considerable pressure on your budget and capacity to accomplish core goals?

(Checklist Response List)

- Surplus Schools
- Property Valuation Assessment Services
- Federal Wastewater Systems Effluent Regulations
- Cost of Police Evidentiary Lab Analysis Services
- Minimum Planning Requirements (Coastal Protection Act)
- (Upcoming) Worker Compensation Board Premiums for Volunteer Fire Fighters

**Q11:** Are there any other responsibilities brought about by statutes or regulations not mentioned above that add significant pressure on your budget?

(Open Response Box)

**Q12:** If your county or district municipality elects a warden, please indicate whether, in the opinion of your municipal council, the warden system should be replaced by the mayoral system.

(Open Response Box)

**Q13:** Village governance is established in Part XVII of the MGA. In the view of your municipality, should villages be consolidated with districts and counties? Please explain why or why not.

(Open Response Box)

[This survey continues on the next page]

This PDF copy of the survey is for review purposes only.  
 Responses must be submitted using the online platform:

<https://form.surveypal.net/Service-Exchange-Renegotiation-and-MGA-Review-Survey>

**Information for Q14:** Municipal mergers can help municipalities cooperate rather than engage in competition with each other. Consolidation is a new approach to municipal mergers that is more collaborative for the municipal partners than dissolution or amalgamation. Below is a chart that describes the difference between consolidation and amalgamation.

	Consolidation	Amalgamation
Examples	Windsor West Hants	Halifax Regional Municipality Cape Breton Regional Municipality
Overview	Municipal Leadership "Bottom Up" Process	Provincial Leadership "Top Down" Process
Legislation	Special Legislation for each merger Joint Councils make the merger decision Councils request special legislation	Municipal Government Act, Part XVII NSUARB Reviews Municipal proposals Cabinet issues merger order
Structure	Joint Transition Committee  Joint Committee recommends Coordinator Joint Committee develops organization Staffed with municipal staff, consultants Joint Committee hires first CAO Boundaries reviewed by NSUARB Joint Committee organizes first election	Independent Coordinator  Cabinet Chooses Coordinator Coordinator develops organization Staffed by experts, consultants Coordinator hires first CAO Boundaries reviewed by NSUARB Coordinator organizes first election

Source: Antigonish Fact Sheet "Consolidation or Amalgamation? What is the Difference?",  
<https://antigonish.ca/>

**Q14:** Under what conditions does your council believe municipal consolidation is advisable? Reasons could include fiscal insolvency, limited access to qualified personnel, infrequency of competitive elections, or an effort to decrease costs.

(Open Response Box)

**Q15:** What incentives could be put in place to make amalgamation a viable option?

(Open Response Box)

**Questions related to municipal revenue**

**Q16:** Municipalities can be supported in fulfilling all responsibilities with new or expanded sources of revenue. What new or expanded revenue sources or tools does your municipal council believe to be most viable?

(Open Response Box)

[This survey continues on the next page]

This PDF copy of the survey is for review purposes only.

Responses must be submitted using the online platform:

<https://form.surveypal.net/Service-Exchange-Renegotiation-and-MGA-Review-Survey>

**Information for Q17 and Q18:**

Municipalities benefit from a range of grants including grants-in-lieu of taxes, the Municipal Financial Capacity Grant, and the Towns Foundation Grant.

Grants-in-lieu of Taxes include Farmland Grant, Nova Scotia Power Grants-in-lieu of Taxes, and Provincial or Federal grants-in-lieu of Taxes.

Other Grant Programs include a) Emergency Services Provider Fund, b) Municipal Innovation Program, c) Provincial Capital Assistance Program, d) Flood Risk Infrastructure, e) Investment Program, f) Fire Protection Grant, g) Municipal Flood Line Mapping Program, h) Beautification and Streetscaping Program, i) Community Works Program, j) Canadian Community Building Fund (formerly the Gas Tax), k) 911 grant.

**Q17:** What grants has your municipality received for operational expenses and how could these grants be improved?

(Open Response Box)

**Q18:** What grants has your municipality received for capital expenses and how could these grants be improved?

(Open Response Box)

**Special considerations and other comments**

**Q19:** Is there anything about your municipality that your council believes deserves special consideration in terms of expenditure responsibilities, legislation, or financial support?

(Open Response Box)

**Q20:** Is there anything else that your municipal council would like to share?

(Open Response Box)