



TOWN OF OXFORD

## **Committee of the Whole Meeting**

Council Chambers, Zoom and streamed live to Facebook

Tuesday, September 7, 2022

6 pm

### **AGENDA**

#### **1. Call to Order**

#### *Pg1-2* **2. Approval of Agenda**

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

*Pg 3-9* 3.1 Committee of the Whole Minutes – June 6, 2022

#### **4. New Business**

*Pg 10-19* 4.1 Working Alone Policy – *draft copy included in package*

*Pg 20-21* 4.2 Town of Oxford Visa Limits – *copy of recommendation in package*

*Pg 22-26* 4.3 Tax and Water Collection Policy Review – *copy of policy included in package*

*Pg 27-38* 4.4 Town of Oxford Violence Prevention Policy and Procedure DRAFT – *included in package*

4.5 Dangerous and Unsightly Properties identified – *Verbal report from Linda*

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

*Pg 39-42* 5.1 Public Works Report, submitted by Nick Purdy – Lead Hand for Public Works - *included in package*

*Pg 43-44* 5.2 Fire Department Report, submitted by Trueman Rushton – Fire Chief – *included in package*

*Pg 45-49* 5.3 Administration Department Report, submitted by Linda Cloney - CAO – *included in package*

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

6.1 Recreation Commission – verbal report from Councillor McNutt

*Pg 50-51* 6.2 Library Report, Annual Report and Financials – *included in package is the report, in a separate Council Package the Annual and Financial Reports.*

*Pg 52-54 6.3 Policing Services Review Committee - approved minutes included in package and an update from Linda verbally*

## **7. Consideration of Correspondence**

*Pg 55 7.1 Email from Minister of Health and Wellness – Michelle Thompson – included in package*

*Pg 56-60 7.2 Letter in regard to recent changes to C&D regulation changes – included in package*

## **8. Adjournment**



## Minutes of Committee of the Whole Meeting

Place: Council Chambers, Zoom, streamed-live to Facebook  
Date: Monday, June 6, 2022  
Presiding Officer: Mayor Gregory Henley  
Councillors Present: Councillor Carla Black, Councillor Brenton Colborne,  
Councillor Paul Jones, Councillor Wade Adshade,  
and Councillor Crystal McNutt  
Regrets: Deputy Mayor Arnold MacDonald

***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 5:58 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 agenda of the Committee of the Whole Meeting for June 6, 2022, be approved, as presented.

***Motion Carried***

**3. Proclamations**

Mayor Henley proclaimed the month of June 2022 be Pride Month and encouraged residents, businesses, and community groups to learn about the Pride community, participate in the activities and celebrations, and take the opportunity to reflect on the storey of the town of Oxford and wider Nova Scotia's vibrant 2SLGBTQ+ Community.

*A copy of the signed proclamation has been filed with the committee Package.*

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

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

***Motion Carried***

#### **5. New Business**

##### **5.1 Communications – verbal report by Linda**

The committee has received some constructive criticisms regarding the boil water order and how the town gets the word out for boil water orders and water main breaks. Current communication methods include local media (radio and online), portable bulletin board (placed out front of Town Hall), Facebook pages and Town of Oxford website. Some additional suggestions on getting the word out include the megaphone/PA system on the van, door-to-door, central bulletin boards (post office, Scott's, Lower Main Market), and a possible app for phones. The committee discussed concerns surrounding manpower for door-to-door efforts but supported the megaphone/PA system for the van. Councillor Colborne commented that the town could be covered in an hour with the megaphone/PA system. Mayor Henley gave direction to Public Works to investigate the cost of putting in a megaphone/PA system into the town van. Linda will investigate and report back to Council regarding the megaphone/PA system for the van.

##### **5.2 Information/Communication Technology Usage Policy**

The draft policy is included in the package.

The Information/Communication Technology Usage Policy came out of our auditor management letter that specified that such a policy was required. A few sample policies were referenced from other municipalities to create a draft policy for the Town of Oxford. Linda recommended to the Committee of the Whole to review the Policy and make recommendation to amend the policy or if no changes are identified to make a motion to approve the Policy as presented at the next Council Meeting.

### **5.3 Proclamations and Flag Raising Ceremonies Policy**

The draft policy is included in the package

Linda recommended to the Committee of the Whole to review the Policy and make recommendation to amend the policy or if no changes are identified to make a motion to approve the Policy as presented at the next Council Meeting.

### **5.4 Water Service Request – 1698 Black River Road**

A request by email from Shelly Mattinson and Darren Rogers regarding sharing the costs of the water service with Carla and Mark Benjamins to be hooked up to the water service.

It was moved by Councillor Jones and seconded by Councillor Colborne to recommend the request to Council at the next Council Meeting.

***Motion Carried***

### **5.5 Review of Policing Services – discussion**

The Review of Policing Services Options is included in the package Linda discussed a few councillors expressed their concerns on the rising costs of policing and discussions on reviewing of the policing services in the Town of Oxford should be pursued.

It was moved by Councillor Jones and seconded by Councillor Black to bring it to the next Council Meeting for review.

***Motion Carried***

### **5.6 Cumberland Business Connector Contract and AGM invitation**

The Intermunicipal Agreement is included in the package

The Cumberland Business Connector is a joint effort between the town of Amherst, the County of Cumberland, and the town of Oxford and was started in 2015-2016. It is a business-led, non-profit organization and they support business community that is actively pursuing development initiatives across the region. Their role is to actively listen to businesses, to help them navigate any barriers, connect them to services, tools, and resources. There are a wide variety of programs, and the Cumberland Business Connector works with the town of Oxford's Economic Development Committee. They offer business start-

up and development support, and business development tools to attract, retain and expand existing businesses.

The contract is up for renewal this year. Previously, the cost was \$180,000 last year. This year it is \$197,000 for all the municipalities. Oxford's portion was \$10,000 and it will increase to \$10,960 with the increase of CPI.

The draft agreement is for 5 years. However, a term of 3 years is being explored to consider what the economic outlook would be in 3 years instead of 5 years.

It was noted that more accountability and reporting is needed to Council with quarterly meetings with the Committee being planned.

A meeting is scheduled for tomorrow, June 7, 2022, with Mayor Henley and Linda to discuss the Cumberland Business Connector further.

Councillor Jones asked if a report on their work and testimonies from businesses that have used and have benefited from their services over the last 6 years would be available?

*Linda will investigate that further at tomorrow's meeting and send it out to Council.*

Linda also discussed the Cumberland Business Connector AGM that is occurring June 23, 2022, at Fox Harb'r Resort from 6:30PM to 8:00pm and any councillors that wish to attend will need to RSVP if they wish to attend. A copy of the invitation is in the Committee package

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

Public works have placed two garbage cans at the gazebo and there are currently 3 at the ball field. There are one at the tennis courts, two at the skateboard park and one at the trail head. The consensus is that things seem to be better. Garbage is being picked up every Friday. There is a noticeable reduction in waste being left.

## **6. Reports of Town Departments**

### **6.1 Public Works Report, submitted by Nick Purdy – Lead Hand for Public Works** – The report is included in the package.

It was noted by Linda that the boil water advisory wasn't included in the report and there was some additional training related to the advisory at the chlorine building. Councillor Colborne inquired about asphalt instead of cold mix to start patching some of the potholes in town and inquired about the timeline to repair two fire hydrants in town that have been out of service for some time. Linda indicated that parts are on order, and it is in the works to repair the two hydrants.

### **6.2 Fire Department Report, submitted by Trueman Rushton – Fire Chief** – The report is included in package.

### **6.3 Administration Department Report, submitted by Linda Cloney – CAO.** The report is included in package.

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

***Motion Carried***

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

### **7.1 Solid Waste Management Report, submitted by Brenda Rioux – Solid Waste Education & Contract Coordinator** – The report is included in package.

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

Councillor McNutt reported that a contract recreation employee will be starting July 4, 2022. The summer student job posting is out and ends June 10, 2022. This will mean there will be two people for the summer. Soccer is soon starting and Thursday June 9, 2022, is the early sign-up at the field. Canada Day festivities are being prepared for at the ballfield.

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

Linda reported that on Thursday June 2, 2022, the Town of Oxford hosted an Accessibility Expo, which was a success. The Accessibility Study Survey is now available online on our Facebook pages, and our website. Linda encouraged everyone to participate in the survey to raise awareness of accessibility in the Town of Oxford and identify areas of concern and where we need focus efforts on in the future as part of the overall Accessibility plan for the town of Oxford.

Moved by Councillor Jones and seconded by Councillor Colborne to accept the reports of the committees and boards as presented.

***Motion Carried***

## **8. Consideration of Correspondence**

### **8.1 NSFAM survey - exchange of services and changes to the MGA**

The information is included in package.

Mayor Henley encouraged all Councillors to read and respond to changes to the MGA. Linda explained that the goal is to receive one response from the Town of Oxford to give consideration of support of service exchange agreement negotiation with the MGA. It is due by June 13<sup>th</sup>. Linda would like it received from Councillors by June 10<sup>th</sup>.

### **8.2 NS Housing Needs Assessment – Department of Municipal Affairs and Housing**

The information is included in package.

Linda discussed the email from Jennifer MacIntyre regarding the NS Housing Needs Assessment survey, which is one of the recommendations from the Affordable Housing Commission Report. The assessment will be completed by February 2023. Early in the summer of 2022, 49 engagement sessions will begin with each municipality in the province. Sessions will focus on understanding key issues related to housing in each municipality and are expected to be 90-120 minutes in length in September and Ontario where the CAO, key municipal staff members and members of council will participate. Early in the summer to early Fall of 2022, a public survey will be released both online via Oxford Facebook pages, website and in paper-copy at the library and town office.

### **8.3 Expanded hours at the Transfer Site – Tom Shears**

A letter from an Oxford resident was received inquiring if the hours at the transfer station would be increased, as they have been in the past, on Thursday from 12pm-8pm.

Councillor McNutt asked if it would be only for the summer months?  
*Reply – yes, it would only be for the summer months.*

Councillor McNutt suggested it may only need to be extended until 7pm. Direction from council to Linda to proceed with extended hours based on operational constraints as outlined in the union agreement language. Linda will update the Council via email.

### **9. Adjournment**

At 6:30 pm, it was moved by Councilor Jones that the meeting be adjourned.

***Motion Carried***

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Gregory Henley, Mayor

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Stan McDougall, Recording Secretary



# TOWN OF OXFORD POLICY

NUMBER:

PAGE:

**DEPARTMENT:** Occupational Health & Safety

**TITLE:** Working Alone Policy

**MINUTES REFERENCED DATE:**

**1<sup>ST</sup> REVISION DATE:**

**CURRENT REVISION DATE:**

## 1.0 PURPOSE

The purpose of this policy is to outline the precautions which must be followed when working alone in any facility and/or job site within the Town of Oxford.

## 2.0 SCOPE

This policy applies to all employees, contractors and agents who engage in any activities requiring them to work alone.

## 3.0 DEFINITIONS

**3.1 High Risk Activities** – Activities where the potential for the occurrence of incidents or injuries is deemed to be highly likely and where the severity of the injury or incident will bring serious consequences. High risk activities include the following:

- Working from heights
- Working in confined spaces (under current OHS regulations in Canada, a worker is NOT permitted to work alone in a confined space).
- Work including lockout/tagout
- Working with electricity
- Working with hazardous substances or materials
- Working with material under high pressure
- Working where there is a possible threat of violence
- Working in isolation from first aid services or immediate/emergency assistance

**3.2 Low Risk Activities** – Activities where the potential for the occurrence of incidents and injuries is deemed to be highly unlikely and where the severity of an incident or injury is generally thought not to have serious consequences.

**3.3 Risk Assessment** – Individually and collectively, supervisors and workers are required to assess the conditions or circumstances under which an employee may be working alone to determine the risks, the level of risk and prevention measures required to reduce those identified risks to acceptable levels. A critical part of the risk assessment is the determination of emergency assistance procedures.

**3.4 Working Alone** – Individuals are working alone when they are by themselves in an office, vehicle, workshop, production area, field site or any other area/building or place where work is being done within or for the Town of Oxford. Assistance, in the event of an injury, illness or emergency, is not readily available to the to the individual in these cases.

**3.5 Emergency Assistance** – A means of communicating to gain assistance in the event of an emergency involving an incident or serious injury, illness, or threat of violence.

**3.6 After Hours** – The period when “normal” weekday or shift operations cease.

**3.7 Field Work** – Field work consists of work activities conducted for the purpose of deliveries & pickup of materials, study, research, training and/or production related activities that are undertaken by the staff of the Town of Oxford at locations outside the Town of Oxford.

## 4.0 PROCEDURES

4.1 In order for this Working Alone policy and procedures to be effective, they will be implemented with reason and diligence. To achieve this, respective responsibilities have been defined to ensure those who can positively impact on the potential risks of working alone are aware of their responsibilities and have the knowledge and skill to effectively implement working alone guidelines.

### 4.2 SUPERVISOR RESPONSIBILITIES:

4.2.1 Identify risks or hazards associated with the work to be performed or the environment where the work is to be done.

4.2.2 Conduct and document a risk/hazard assessment for each different (specific) type of work or work location that can be deemed to be a working alone situation.

4.2.3 Communicate the results of the risk assessment to all affected workers and others conducting similar work.

4.2.4 Provide scenario-specific written working alone procedures/work instructions in their area(s) of responsibility to eliminate or minimize identified risks.

4.2.5 Develop effective methods of communication for those who require emergency assistance, depending on the specific **work, location** of the work and **nature** of the work (e.g., cell phones, radio, pager, etc.). When electronic devices are not feasible, an effective contact system must be established (e.g., check-in procedures, periodic site visits, worker being required to check in after the completion of specific tasks). The length of time a worker may be out of contact with a supervisor (the **frequency** of regular communications) must be based on the results from the risk assessment.

4.2.6 Document when working alone is permitted and/or prohibited and ensure this is effectively communicated to all workers as well as being updated on a regular basis (e.g., annually, semi-annually).

4.2.7 Schedule, whenever possible, potentially hazardous work for times when supervisors and appropriate assistance will be available.

4.2.8 Provide adequate staffing (e.g., buddy system) for potentially hazardous tasks performed at off-hours or in remote locations.

4.2.9 Ensure that all lone workers have valid first aid training.

#### **4.3 EMPLOYEE RESPONSIBILITIES:**

4.3.1 Participate in the Working Alone risk assessment and risk management decisions with the supervisor.

4.3.2 Follow safe work practices outlined in safe work procedures.

4.3.3 Maintain regular communication as directed by supervisors.

4.3.4 Ensure valid first aid training is in place.

#### **4.4 OCUPATIONAL HEALTH & SAFETY COMMITTEE RESPONSIBILITIES:**

4.4.1 Monitor applicable legislation to ensure the Working Alone policy is up to date with Canadian OHS legislation and incorporates any new or revised regulatory requirements.

4.4.2 Provide consultation to all supervisory staff within the Town of Oxford, in the development of departmental/divisional and site-specific Working Alone plans.

4.4.3 Coordinate the development of departmental/divisional and site-specific Working Alone plans.

4.4.4 Develop, modify, revise, and update as required, a standard Working Alone Checklist to be used as the basis for documentation of directive information concerning the specific Working Alone requirements.

4.4.5 Audit to determine the effectiveness of the Working Alone policy within the Town of Oxford.

#### **5.0 WORKING ALONE PROHIBITED:**

5.1 There are certain situations where working alone cannot and shall not be permitted within the Town of Oxford. Working alone shall be prohibited when working in areas of:

- **Confined Space Entry**
- **Electrical Work**
- **Trenches/Tunnels/Manholes**
- **Risk of Drowning**
- **Fall Arrest Equipment or Scaffolding**
- **Machine and power tools that could cause a critical injury such as a chain saw, table saw, etc.**
- **Quick acting, acutely toxic material as described by the corresponding Safety Data Sheet (WHMIS Health Hazard)**
- **The use of supplied air respiratory equipment or self-contained breathing apparatus**
- **Use of a vehicle, crane, or other mobile equipment, where the operator does not have a clear, full view of the intended path of travel.**

## **6.0 COMMUNICATION**

The Working Alone policy shall include any of the following, where practicable, to ensure the most practical and effective means of communications:

- 6.0.1 Portable or cellular telephone
- 6.0.2 Walkie-Talkie or Two-Way Radio System
- 6.0.3 Personal alarm or pager
- 6.0.4 "Buddy" system
- 6.0.5 Check-in system and requirement for updating an individual's status while working alone, or
- 6.0.6 Any other safe method that may be considered most effective to the specific department's/area's safe operations.
- 6.1.0 Each Working Alone scenario shall use these communication options, either singularly, or in Combination in the development of a site/scenario-specific Working Alone communication plan.

## **7.0 GUIDELINES FOR CONDUCTING WORK ALONE RISK ASSESSMENTS**

7.1 There are several scenarios within the Town of Oxford that call for jobs with Working Alone situations. It is essential that employees and their supervisors work together to develop safe work procedures. It is mandatory that the working conditions or circumstances that present a high level of safety risk, be assessed so the probability of an incident or injury can be minimized. Supervisors and employees shall evaluate working alone assignments on a case-by-case basis and shall consider the following risk factors for working alone:

- 7.1.1 Tasks and hazards involved in the work to be performed
- 7.1.2 Consequences resulting from a "worse case" scenario. This will be accomplished by asking the question, "What if?"
- 7.1.3 Likelihood for other persons to be in the area
- 7.1.4 Possibility that a critical injury or incident could prevent an employee from calling for help or leaving the workplace
- 7.1.5 Emergency response time
- 7.1.6 Employee's training and experience
- 7.1.7 Worker's physical handicaps or any pre-existing medical conditions
- 7.1.8 Frequency of job supervision, if at all
- 7.1.9 The time, shift and location of the work to be performed
- 7.2.0 Whether the employee is accustomed to working alone

7.2 Supervisors shall provide written Working Alone safety plans, for scenarios listed in Section 7.1. Safety plans should include the following:

- 7.2.1 Location of work
- 7.2.2 Duration of work including specific time of return of solo employee
- 7.2.3 Specific work to be performed and identification of associated hazards
- 7.2.4 Consideration for "worst case" scenario
- 7.2.5 Personal Protective Equipment (PPE) required
- 7.2.6 Name of contact person
- 7.2.7 Likelihood that an injury would prevent the employee from communicating with the contact person.
- 7.2.8 Frequency of checking in, either in person or by two-way communication (e.g., radio, cell phone)
- 7.2.9 Methods of communication (e.g., cell phone, radio, pager).

7.2.9.1 Emergency Plan

7.2.9.2 Procedures to eliminate or minimize the identified risks (e.g., buddy system)

7.2.9.3 Confirmation where and when working alone is permitted.

7.3 Supervisors must review working alone safety plans with their affected employees with a particular emphasis on safe work procedures and the provision of assistance to employees at risk due to infrequent supervision, intermittent communication, or physical isolation. Complete Working Alone plans must be kept on file and be available for review. Written safety plans should be reviewed and updated at least **annually**.

7.4 The designated contact person shall be responsible for the following:

7.4.1 Review of the work plan

7.4.2 Maintaining regular contact with the solo employee as prescribed by the work plan

7.4.3 Initiate the emergency plan if necessary

7.5 Communication must be maintained between the person working alone and the designated contact person through two-way communication via radio, cell phone, direct contact, or other effective means. If direct contact through scheduled check-in is the method of communication selected, the person working alone must have a method of signalling for help in the event of an emergency.

7.6 If direct contact through scheduled check-in is the method of communication selected, the designated contact person will check-in with the solo employee on a frequency determined by the approved working alone plan. If contact cannot be made with the solo employee during a scheduled check-in, the emergency plan shall be initiated.

7.7 Should anything change in the course of the work being done, the employee working alone shall notify their supervisor immediately of the change and the work is to be modified accordingly as per the direction of my supervisor.

Originated by: \_\_\_\_\_ Date: \_\_\_\_\_



# TOWN OF OXFORD POLICY

NUMBER:

PAGE:

**DEPARTMENT:** Occupational Health & Safety

**TITLE:** Working Alone Risk Assessment Form

**MINUTES REFERENCED DATE:**

**1<sup>ST</sup> REVISION DATE:**

**CURRENT REVISION DATE:**

1. Supervisor: \_\_\_\_\_

2. Solo Employee: \_\_\_\_\_

3. Description of work assigned where an employee may be working alone or in a remote location where there is a risk of injury and no immediate assistance in the event of injury or accident:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Location of work: \_\_\_\_\_

5. Hazards & Risk Factors associated with the work (check all applicable):

**\*\* Rate the risk a E = Extreme, H = High, M = Medium, L = Low, N = Negligible**

If the rating is **Extreme**, there is absolutely **NO** working alone permitted.

If the rating is **High**, it is strongly recommended that an employee should not work alone, however the final judgment on the employee's skill, experience and abilities will be left up to the supervisor.

If the risk is "**medium**" or "**low**", the employee may work alone, ensuring that actions to minimize/eliminate the associated hazards are in place and the safe work plan is in effect.

Hazard	Activity where hazard is present	Risk Rating	Actions to minimize the risk
Animal Hazard			
Electrical Shock			
Weather/Enviro			

Extreme Temps			
Slips, trips, falls			
Fatigue			
Moving object(s)			
Power Tools			
Cuts, scratches			
Violence			
Working at Heights			
Crush or entanglement			
Poison/chemical			

6. Do the risks associated with the hazards identified in #5 above change, dependent on the time of day the task is being completed? Please explain: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

If any of the risks identified above change in risk, you may need to review any associated safe work plans, policies, and procedures and/or modify the work to avoid changes to the risk associated with the task.

I agree that the risks identified above along with the established policy and procedures enable me to work alone under the situation described herein at Town of Oxford. Should anything change in the course of the work being done, I am to notify my supervisor immediately of the change and the work is to be modified accordingly as per the direction of my supervisor.

Signed: \_\_\_\_\_ (**individual working alone**).

Signed: \_\_\_\_\_ (**supervisor of employee**).

Date: \_\_\_\_\_

DRAFT



# TOWN OF OXFORD POLICY

NUMBER:

PAGE:

**DEPARTMENT:** Occupational Health & Safety

**TITLE:** Working Alone Safe Work Plan

**MINUTES REFERENCED DATE:**

**1<sup>ST</sup> REVISION DATE:**

**CURRENT REVISION DATE:**

## PURPOSE

This safe Work Plan form must be filled out ahead of the work being done by the following people:

- Supervisors planning any work involving young workers (under 25 years of age) where they may be working alone;
- Supervisors of students/seasonal employees where they may be working alone;
- Employees, in consultation with their supervisor, who are required to work alone after hours, on weekends or on holidays.

This plan **must** be accompanied by the **Working Alone Risk Assessment Form**. Completed forms are to be copied and left on site with the applicable supervisor, the affected employee as well as the Health & Safety Department.

## WORKING ALONE SAFE WORK PLAN

Supervisor: \_\_\_\_\_

Solo Employee: \_\_\_\_\_

Location where working alone will be done: \_\_\_\_\_

Reasons for requirement to work alone: \_\_\_\_\_

\_\_\_\_\_

Documentation of Training (specific to the area, safety orientation session, list PPE and proper use of PPE where applicable): \_\_\_\_\_

\_\_\_\_\_

Has the employee demonstrated competence to work alone? [ ] YES [ ] NO

Communication plan that has been established while working alone that has been agreed to by both parties:

a) How is the communication going to happen [ ] **Radio** [ ] **cell phone** [ ] **land line** [ ] **direct contact** [ ] **other:**

\_\_\_\_\_

b) Frequency of contact to be made: \_\_\_\_\_

c) Plan if contact is missing: \_\_\_\_\_

\_\_\_\_\_

I agree to abide by the established procedures enabling me to work alone under the situation described in the attached risk assessment for the Town of Oxford. Should anything change in the course of the work being done, I am to notify my supervisor immediately of the change and the work is to be modified accordingly as per the direction of my supervisor.

Signed: \_\_\_\_\_ (**individual working alone**).

Signed: \_\_\_\_\_ (**supervisor of employee**).

Date: \_\_\_\_\_

DRAFT

August 22, 2022

Hi

This is a request to change the policy on purchasing Cards-see attached

The expenses on the Town Visa (CAO card) have almost reached the max amounts in the past two months. It is very convenient to have the card available for purchases that require immediate payment. We use the Town Visa for stamps for invoices, conferences, hotels, monthly payments for programs provided on the computer, alarm systems (Microsoft, Adobe, etc.), Amazon, purchases around town ( better than reconciling accounts with individual businesses), and since the public works card under Wes name is deleted, the Town Visa is also used for any purchases for public works that require immediate payment. They are all small amounts but add up

I went online to check the limits for each card we currently have with Scotiabank. Right now, our total max limit with VISA per month is \$12,000.

Greg has a \$5,000 limit and Linda has a \$6,000 limit.

The policy (attached) states CAO and Mayor have a max \$5000 each and director has \$2,500. This needs to be revised to account for changing times and payment methods.

Since the mayor usually is not active in purchasing, my suggestion would be to decrease Greg to \$3000, Increase CAO to \$ 9,000. If the rec director or public works supervisor become permanent, then we could get them cards with a budget to work with, and consider lowering the CAO to give the directors some or increasing our credit limit from \$12000 to \$20,000.

Visa slips are all posted and authorized separately at the time of purchase. Once the statement comes in, I reconcile and look for any that are missing. Since Visa does allow a month to pay it gives me time to search.

Not as secure as having an account and cutting cheques but convenient for one time purchases, monthly payments for programs and random purchase around town.

Thanks

Ruthann Brookins/Senior Accountant  
Town Of Oxford  
Wild Blueberry Capital of Canada  
902-447-3194  
[ruthann.brookins@oxfordns.ca](mailto:ruthann.brookins@oxfordns.ca)

## Appendix 5 - Purchasing Cards

### Objectives

1. The Town of Oxford is committed to:
  - a) Reducing the costs of procuring and paying for low dollar value goods, services, and travel expenses by reducing the number of small orders and invoices processed and the number of cheques issued.
  - b) Eliminating the issuance of travel and cash advances in addition to separate payments or registration fees, transportation costs, and accommodations.
  - c) Maintain the existing levels of discounts negotiated with suppliers for prompt payment by providing a more efficient payment process.
  - d) Streamline administrative functions and reduce the time spent by departments processing payments.
  - e) Maintain an acceptable level of accountability and safekeeping of the Town of Oxford's assets by setting appropriate limits and restrictions on the use of cards.

### Roles and Responsibilities

2. Purchasing cards may be used by select authorized purchasers for procuring both goods and services for the Town of Oxford. The purchasing card has a transaction limit which is set by the Town of Oxford to meet the cardholder requirements. The CAO shall use discretion in the number of cards in use at the Town of Oxford by reviewing the nature of the positions which have cards and the requirement of their respective departments.
3. Unless a separate and different level has been specifically approved by Council, the purchasing card limits shall be as follows: *Max 12,000*
  - a) Mayor - \$5,000 *3000 ?*
  - b) CAO - \$5,000 *9,000*
  - c) Directors - \$2,500

These limits are defined as the maximums for individuals the CAO deems appropriate to have a purchasing card. The limits represent the total amount of purchases that can be charged to the card during a one-month billing cycle.
4. Under no circumstances shall a transaction be split into two or more separate receipts to bypass the transaction dollar limit on the card or the approval limits of the employee.
5. The purchasing card may not be used to purchase or pay for:
  - a) Personal purchases
  - b) Cash Advances
  - c) Alcohol

**TOWN OF OXFORD  
GENERAL ADMINISTRATION**

**Subject: Tax & Water Collection Policy**

**Number:**

**Approved by: Council**

**Effective Date:** February 19, 2019

**Revision Date:**

Minutes reference date:

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## **PURPOSE**

To establish a policy for effective and efficient billing and collection of tax and water accounts receivable. The purpose of the policy is to:

1. Outline billing dates as required by the *Municipal Government Act* (MGA);
2. Ensure municipal tax and water revenues are collected in a timely and effective manner;
3. Ensure that all taxpayers and water customers are treated fairly and equitably; and,
4. Provide staff with guidance for informed and sustainable decision making, consistent with the Town's organizational values of excellence and fiscal responsibility.

## **SCOPE**

All employees involved in the collection process must adhere to the policy statements contained within this document.

All water, tax levies and amounts added as tax liens are subject to these policy statements.

The *Municipal Government Act* legislates the billing and collection of taxes and is the primary authority on the tax billing and collection function, including but not limited to the tax sale process.

The approved Utility and Review Board of Nova Scotia water utility Rules & Regulations and Schedule of Rates and Charges are the primary authority on the water billing and collection function.

## **POLICY**

### **TAX ACCOUNTS**

#### **BILLING**

1. The Town will issue an interim tax bill with a due date of June 1 each year. The bill will be calculated at 50% of the prior year's bills with the discretion of the CAO to adjust any tax accounts where the variance between the prior year and current year assessment is substantial.

2. Sewer charges will be determined by Council through separate bylaw and/or policy and the full amount for the year will be included on the interim tax bill.
3. The final tax bill will be due on September 30 each year.

### **INTEREST**

4. Interest will be calculated and accrued monthly, on arrears, starting immediately after the due date on all taxes/rates/liens outstanding. The rate of interest charged will be 1.5% per month compounded annually (18%/year).
5. Interest is not paid on credit balance in tax accounts except if the credit has resulted from payment of taxes on account that has been appealed (assessment) and the resulting tax amount is less than the original tax billing (determined after the final bill). Interest will be paid to the taxpayer on the overpayment at a rate of 1.5% per month.

### **TAX COLLECTION – GENERAL PRACTICES**

6. Provisions of the Municipal Government Act (MGA) Section 6 deal with Tax Collection and provide the legislative framework within which the Staff are expected to carry out tax collection. This policy is intended to provide more specific guidance in certain circumstances but is not intended to allow Staff actions contrary to the Act or to limit the authority given to Staff under the Act.
7. Staff will make all reasonable effort to collect taxes due to the Town. This includes reasonable effort to locate taxpayers whose whereabouts are not readily known. A number of procedures common to the collection industry may be used including the use of outside agencies as outlined in administrative policies or procedures approved by the CAO.
8. The MGA provides that every person liable to pay taxes shall be served with a tax bill, to be mailed to the address shown on the filed roll or to a more current address if known to the Treasurer. Canada Post epost delivery has legislated authority to deliver electronic mail; epost delivery is deemed by Council to meet the requirements of the MGA should epost be a service offered to property owners.
9. The Town of Oxford considers it to be the responsibility of the property owner to ensure their address is up to date on the assessment roll and the tax system. The Town will be deemed to have a more current address if the notification has been received in writing from the taxpayer at least 30 days prior to the invoice date of the tax bill following the notification. Having filled the legal requirement to bill as noted above, the Town considers it to be the taxpayer's responsibility to contact the Town to determine amounts owing for taxes if they have not received their bill.
10. The Town accepts no responsibility to notify new property owners of arrears against properties they buy after the filing of the annual assessment roll except for the usual tax billing process. It is the responsibility of the purchaser and their solicitor to ensure that taxes for the year of purchase are paid. The Town will make every effort possible, within the staff resources available, to change ownership information on properties as it becomes available from the

Property Valuation Services Corporation but will not accept responsibility for interest that may accrue on tax arrears that remain unpaid as a result of a change of ownership.

### **PAYMENT ARRANGEMENTS**

11. Staff have authority to enter into tax arrears payment arrangements with taxpayers giving due consideration to the taxpayer's personal circumstances and history of the taxpayer to comply with prior tax payment agreements. Staff may make reasonable demands for personal financial information from a taxpayer. No provision in this policy requires a taxpayer to provide such personal information but failure to do so may preclude the acceptance of a payment arrangement for their arrears. If a tax arrears payment arrangement results in taxes being outstanding for more than six years, the arrangement must be documented in writing to ensure the period of tax lien is extended to cover the property.

### **PROPERTIES IN TAX SALE POSITION**

12. At June 30 of each year, all accounts will be reviewed. Accounts that have current year tax outstanding and part or all of prior year tax outstanding shall be considered to be in tax sale position. The CAO is authorized to adopt administrative guidelines that identify minimum amounts below which the second years' taxes will not trigger the tax sale procedures.
13. Tax Sale properties shall be sent a preliminary notice giving 60 calendar days to pay the account in full. The preliminary notice shall indicate that a title search and/or survey of the property may be commenced at the end of the 60 days without further warning – the cost of which will constitute a lien on the property in question.
14. Once a preliminary notice is issued staff are still permitted to enter into payment arrangements with the taxpayer. Any such arrangement should not normally extend beyond the end of that fiscal year at which time the account must be paid in full.
15. Properties for which there are no negotiated payment arrangements will be submitted for title search after a list of eligible properties is provided to Council. A survey will be done, if found to be necessary. A Notice of Intent to sell for taxes shall be issued on each property no earlier than January 15 of the following calendar year.
16. Once a property has been issued a Notice of Intention it should not normally be removed from the tax sale process except as a result of full payment. Staff may determine when circumstances dictate otherwise and remove a property from the list.
17. If payment arrangements as negotiated above are dishonoured, staff will immediately, without notice, begin or continue the formal process of tax sale unless other arrangements satisfactory to Staff can be negotiated.

### **REAL PROPERTIES NOT IN TAX SALE POSITION**

18. For properties not in tax sale position, reminders will be issued to individual assessed owners. The number and timing of reminders will be determined by staff, taking into consideration the perceived beneficial financial impact. In any given year there will generally be 2-3 reminders sent to accounts with arrears over a predetermined limit.

## **COLLECTION PROCEDURES INVOLVING ISSUANCE OF WARRANTS**

19. The CAO is authorized to adopt administrative guidelines with respect to the issuance of warrants to collect taxes due.
20. In the event that services of outside agencies are used, staff are authorized to pay the fee charged by that agency for execution of the warrant. Such fee should be determined in accordance with the procurement policy adopted by Council. If a staff member executes the warrant they will be compensated in accordance with municipal policy if the work is conducted outside of normal office hours. Such fees and expenses associated with the issuance of a warrant shall be added to the account to be collected pursuant to the warrant.

## **TAX ACCOUNT ADJUSTMENTS/WRITE OFFS**

21. The CAO may approve administrative policies governing the write-off or adjustment of taxpayers accounts. In general, staff have authority to write off accounts in the following circumstances:
  - a. Where notice is received from PVSC that an error has been made in the filed roll which cannot be corrected by any provision of the Assessment Legislation (e.g. Duplicate Assessment, Deleted Accounts).
  - b. Where there has been an error made by Municipal staff or in other circumstances deemed appropriate, the Treasurer may approve the write-off of interest on an account.
  - c. Where the internal and external cost to pursue collection of an account would reasonably be expected to exceed the amount to be successfully collected.
  - d. Where a taxpayer has been discharged from their liabilities under bankruptcy.
  - e. Where the taxpayer cannot be located, despite reasonable efforts to do so.

## **COLLECTIONS COSTS**

22. The CAO is authorized to approve certain fees and procedures associated with tax collection on a cost recovery basis such as, but not limited to, fees for cheques/preauthorized debit not able to be processed by a bank.
23. The CAO shall approve increases to the fee(s) no more frequently than annually (fiscal year of April 1 – March 31). No annual increase can exceed CPI as measured by the twelve-month average index for the prior twelve months ended December. Increases may be cumulative when implement in year 2 or later.

## **PROPERTY TAX DEFERRAL**

24. Section 70 of the MGA allows Council to adopt a bylaw which would provide for the postponement of tax payment. Council has determined that it will not enact a bylaw under the provisions of this section with the understanding that staff are authorized to negotiate payment arrangements that are reflective of the taxpayer's ability to pay at any given time and that staff are best able to determine what this regular amount should be. The MGA provides that tax sale can be avoided by having a tax payment arrangement that is being honoured. All taxpayers should be encouraged to make some amount of regular payment on their taxes, however nominal, such that a deferral program is not considered necessary.

# WATER ACCOUNTS

## GENERAL PROVISIONS

25. The Town is government by regulations in effect for its water utility that have been approved by the Nova Scotia Utility Review Board.

## ARREARS COLLECTION

26. Staff are responsible and authorized to negotiate and accept reasonable payment arrangements with customers who are in arrears. The circumstances of the individual customer will be taken into account in these negotiations.

27. All water accounts will be reviewed at the due date and those with arrears of \$30 and over will be sent a reminder notice. The reminder will allow a ten-day period in which the account is to be paid. At the end of the ten-day period those accounts still outstanding will be sent a Notice of Intention to Disconnect, within five business days, unless the account is paid in full. Staff are expected to use collection tools at their disposal and their judgement in applying this policy in determining accounts that will actually be disconnected.

28. Staff are authorized to use generally accepted collection practices to locate exited water customers and collect arrears. If an inactive account is deemed to be uncollectable or if the expense of collections outweighs the amount to be obtained, staff may approve the write-off of the account. A list of account write-offs shall be presented to Council on an annual basis.

29. Staff may waive the interest charges if in their judgement the circumstances warrant it.

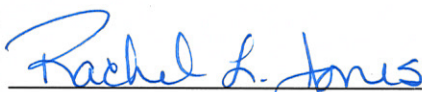
30. The CAO is authorized to adopt administrative policies/guidelines that further guide the collection process in accordance with the UARB approved rules and regulations governing the water billing and collection process.

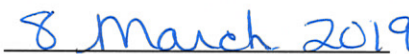
## REPEAL

31. Council hereby repeals and replaces all previous policies for tax & water collections.

### Clerk's Annotation for Official Policy Book

**THIS IS TO CERTIFY THAT** this the foregoing is a true and accurate copy of the Town of Oxford's Tax & Water Collection Policy which was adopted by Council at its duly convened meeting held 19 February 2019.

  
\_\_\_\_\_  
Chief Administrative Officer

  
\_\_\_\_\_  
Date



## Town of Oxford Policy

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DEPARTMENT: ALL TOWN DEPARTMENTS

TITLE: **Workplace Violence Prevention Policy**

MINUTES REFERENCED DATE: September 7, 2022

APPROVAL DATE: September 19, 2022

REVISION DATE:

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### **1.0 WORKPLACE VIOLENCE PREVENTION STATEMENT OF POLICY AND PURPOSE**

- 1.1** The Town of Oxford is committed to providing a respectful, healthy, and safe work environment and acknowledges that violence in the workplace is an occupational health and safety hazard which can cause physical and emotional harm which can occur on and off the job. Every employee is entitled to work in an environment free from violence, threats of violence and other disruptive behavior. These behaviors can include verbal and physical intimidation, hostile language and actions, verbal, and physical threats, and bullying by fellow employees, Councilors, contractors, suppliers, volunteers, or members of the public against self, others, or municipal property.
- 1.2** Any form of violence is unacceptable, and the Town of Oxford is committed to reducing and if possible, eliminating the risk of violence. The Town of Oxford has zero tolerance for any act of violence, in any form, committed by or against employees, Councilors, contractors, suppliers, volunteers, or members of the public. All employees are responsible to help minimize violence and support the Town of Oxford's workplace policies.
- 1.3** Any Town of Oxford employee, councilor, or committee member may file a complaint under this policy. Complaints by members of the public will be addressed through the code of **Conduct and Progressive Discipline Policy**.
- 1.4** The intention and purpose of this policy is to establish, maintain, and identify risk to prevent violence, in any form, from taking place. Where incidents are reported, the Town of Oxford will act promptly, fairly, and judiciously. The most effective element in preventing violence in the workplace is education. The Town of Oxford will provide educational opportunities, information, and promote awareness of violence to foster a safe, secure, and respectful workplace. This policy is one of the vehicles of education to our employees.

**2.0 SCOPE:** This policy applies to all employees of the Town of Oxford. Should violence in any form occur, the Town of Oxford will take all available steps to ensure a workplace free from violence

### **3.0 DEFINITIONS AND GUIDANCE**

**3.1 DEFINITION OF VIOLENCE AND VIOLENT BEHAVIOURS:** The Town of Oxford acknowledges that violence is much more than a physical act. Workplace violence is a much broader issue potentially endangering the health or safety of another person and includes, but is not limited to:

- 3.1.1 Threatening behaviors:** Threatening behaviors can threaten physical harm, such as intimidation (shaking fists or physical gestures), displays of any kind of weapon, and or verbal and written threats.
- 3.1.2 Physical Attacks:** Physical attacks can take several forms, depending on the intended target. In some cases, an attack may target a person and include behaviors such as: shoving, hitting, pushing, kicking, pinching, scratching, slapping, sexual assault, and anger-related acts such as throwing objects at another person. Physical attacks can also be directed toward buildings or property, cars, personal property, and an organization. This type of behavior can include arson, sabotage, vandalism, theft, and destruction of property.
- 3.1.3 Written or Verbal:** Threats of harm, written or spoken, can be classified as:
  - 3.1.3.1 Direct Threats:** Clear and explicit communication (including emails, voicemails, text messages, etc.) which clearly indicate the potential offender intends to do harm (e.g., “I am going to make your pay for what you did.”)
  - 3.1.3.2 Conditional Threats:** Implied (written or verbal) involving a condition (e.g., “If you don’t stop bugging me, you will be sorry.”)
  - 3.1.3.3 Veiled Threats:** Threatening body language or behaviors leaving little doubt in the mind of the potential victim that the perpetrator intends to do harm (e.g., “Do you think anyone would care if someone beat up \_\_\_\_\_.”).
  - 3.1.3.4 Messages from third parties:** Any message transmitted in any form from third parties.
- 3.1.4 Bullying and Harassment:** Bullying and harassing behavior includes any behavior designed to trouble or worry the victim and includes verbal abuse and intimidation, aimed at demeaning, embarrassing, or humiliating someone. This behavior can include coercive or fear-inducing behavior in the form of verbal abuse, such as swearing, insults or condescending language. Examples include pranks, rumors, arguments including derogatory language regarding race, religion, or sex.

**3.2 SOURCES OF VIOLENT BEHAVIOUR:** The Town of Oxford, in its commitment to educate employees and promote awareness of violence must consider all possible sources of violent behaviors. Workplace violence can arise from a person:

- 3.2.1** Inside the workplace, such as from a co-worker, or volunteer.
- 3.2.2** Related to the function of the workplace, such as a contractor, councilor, or supplier.
- 3.2.3** With an indirect relationship with the workplace, such as an estranged spouse, partner, or a former employee.
- 3.2.4** Who is unrelated to the organization, such as a member of the public, or a person with violent intent.

**3.3 SOURCES AWAY FROM THE WORKPLACE:** The Town of Oxford also identifies that workplace violence can also occur away from the workplace. Incidents of violence can also occur:

**3.3.1** At business-related events such as conferences, trade shows or other events that relate to work.

**3.3.2** Resulting from your work such as at a client's home or yard, store, or even at your own home (e.g., you receive a threatening phone call that is related to your work, or someone comes to your home).

#### **4.0 POLICY**

**4.1** Anyone experiencing or witnessing imminent danger of personal injury or violence involving weapons should call 9-1-1 immediately.

**4.2** Town of Oxford employees are expected to report any threat or act of violence that they have received, witnessed, or have been informed of, to the CAO or supervisor.

**4.3** Town of Oxford employees, no matter the designation, who commit a violent act or threaten to commit a violent act may be subject to disciplinary action, criminal prosecution and/or civil prosecution as appropriate.

**4.4** Any individual who makes a substantial threat, exhibits threatening behavior, or engages in violent acts on municipal property, at municipally sponsored events, or other location/event, shall be subject to removal from the premises as quickly and as safety permits, pending an outcome of an investigation.

**4.5** Any Town of Oxford employee who has committed an act of violence in the workplace or has otherwise violated this policy may be subject to disciplinary action up to and including dismissal.

**4.6** Any form of retaliation against employees who are exercising their rights under this policy will be considered a violation of this policy and will not be tolerated. Such retaliatory action may be subject to disciplinary action, up to and including dismissal.

**4.7** Any Town of Oxford employee found to have lodged or otherwise supported a false accusation will be subject to appropriate disciplinary action, up to and including dismissal.

**4.8** The Town of Oxford will make every effort to ensure appropriate confidentiality where an incidence of violence has occurred.

**5.0 COMPLIANCE:** Anyone who believes that they have been subject to workplace violence as defined or otherwise implied by this policy will:

**5.1** Safely make a reasonable attempt to resolve the behavior informally by telling the alleged offender that their behavior is unacceptable and unwelcome and clearly stating that this behavior must stop.

**5.2** If the matter is not resolved informally between the individuals, the complainant should immediately inform their immediate supervisor, and/or the CAO.

**5.3** Anyone who witnessed violence in the workplace should immediately inform their immediate supervisor and/or the CAO. The witness will be notified if the complaint is resolved informally, or if the matter is progressing to an investigation.

**5.4** Supervisors and managers who are aware of violence including prohibited conduct or potential of violence in the workplace is expected to address the situation promptly whether a formal complaint has been made or not. Supervisors and managers are required to proactively address any conduct which could lead to violence or a violent act. Supervisors and managers are also required inform the CAO of any incidents.

**5.5** It is vitally important that reports or complaints be made as soon as possible after the alleged incident has occurred so that the issue may be addressed and resolved as swiftly as possible.

**5.6** The complainant may have evidence of violent or aggressive behavior but may not wish to lay formal complaint. If this occurs:

**5.6.1** The CAO, supervisor or both may agree on an informal means of resolving the issue which may include informal meetings or other communications with the alleged person whom the allegations are made., or

**5.6.2** The CAO may recommend that an investigation should nevertheless occur as though a formal complaint was in fact laid, even where that recommendation is contrary to the wishes of the complainant. An investigation may need to proceed if the allegations are serious or if there have been previous complaints or incidents involving the respondent.

**5.7** Where possible a complaint must be made in writing and include details of:

**5.7.1** What happened – a description of the events or situation.

**5.7.2** When it happened – dates and times of the events or incidents.

**5.7.3** Where it happened.

**5.7.4** Who saw it happen – include the names of any witnesses and their contact information (if required).

**5.8** In all cases, the CAO of the Town of Oxford shall be informed of reports and shall have the final decision on the appropriate course of action.

**6.0 INVESTIGATION:** Investigations will be completed by the CAO of the Town of Oxford, or another employee appointed by the CAO. In all cases involving a councilor or CAO, the investigation shall be completed by a Councilor or an external investigator, where appropriate. The investigation will include:

**6.0.1** Interviewing the complainant and respondent to investigate all facts and circumstances relevant to the complaint, including dates and locations.

**6.0.2** Interviewing any witnesses, if any.

**6.0.3** Reviewing related documentation, if any.

**6.0.4** Making detailed notes of the investigation and maintaining them confidentially.

**6.1** Where the case involves an employee, once the investigation is complete, the investigator or CAO will prepare a detailed report of the findings. A summary of the findings will also be provided to the complainant and respondent.

**6.2** Where the case involves a Councilor, once the investigation is complete, a detailed report of the findings and recommendations will be prepared and submitted to Council at an in-camera session.

**6.3** Where the case involves the CAO, once the investigation is complete, the Councilor or external investigator will prepare a detailed report of the findings and recommendations and submit to Council at an in-camera session. If the CAO chooses, they may elect to have legal representation present for the delivery of the report to Council.

**6.4** Should the circumstances warrant, the respondent's employment, or seat on a committee or Council may be suspended (with pay for employees and Councilors) during all or part of the Town of Oxford's investigation. Where a criminal charge is laid, the Town of Oxford reserves the right to suspend an employee, Councilor, or committee member without pay pending trial.

**6.5** This policy's goal is to balance both timeliness of the investigation with the concepts of thoroughness and fairness for all individuals involved. The following are investigation timelines.

**6.5.1** Once a complaint has been received, the investigator will have 14 calendar days to collect statements from victims and witnesses.

**6.5.2** The respondent will then have 14 calendar days to submit a rebuttal in writing.

**6.5.3** The investigator will then have 14 calendar days to submit a final report, including checking with complainants or witnesses on statements made by the respondent.

**6.5.4** Depending on the complexity of the situation, additional time may be allotted for proper investigation.

**7.0 THIRD PARTIES:** This policy also applies to contractors, suppliers, or members of the public. The Town of Oxford may have limited ability to investigate or control the conduct of these third parties. However, the Town of Oxford will take reasonable action to stop or reduce the risk to its employees, Councilors, committee members, or volunteers. Such actions may include:

**7.0.1** Posting this policy in a location visible to third parties.

**7.0.2** Removing third party violators.

**7.0.3** Withdrawing municipal services.

**7.0.4** Contacting Law Enforcement.

**7.0.5** Taking legal action against third party violators.

7.1 Where a third party engaging in workplace violence, as defined, or implied by this policy has been asked to stop and does not, employees are authorized to:

7.1.1 End telephone conversations.

7.1.2 Politely decline services.

7.1.3 Inform the individual their behavior or actions is unacceptable and ask the individual to leave the workplace.

7.1.4 Seek the assistance of the supervisor, CAO or dial 9-1-1.

7.1.5 All such actions shall be reported immediately, in writing, to the CAO.

7.2 Where employees are in the private home or yard or business of a resident who engages in workplace violence, employees are authorized to decline service and leave the premises. Where a resident has engaged in workplace violence in the past, or where there is a good possibility of the client becoming violent (e.g., in cases where Public Works is directed to shut off water service), employees are encouraged to not attend alone.

**8.0 RIGHTS UNDER THIS POLICY:** Employees have the right to refuse work if workplace violence is likely to endanger them. In these instances, employees should immediately contact their supervisor and/or the CAO, at which point appropriate measures will be taken, as outlined in this policy, to protect the employee and investigate the situation.

**9.0 POLICY REVIEW:** This workplace violence prevention policy shall be reviewed annually through the Occupational Health and Safety Committee and the CAO. Violence risk assessments and violence prevention plans shall be reviewed every 5 years, or if an incident of violence occurs that is not identified in the current Violence Risk Assessment, or if there are significant changes or renovations in the workplace.

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Chief Administrative Officer's Annotation for the Town of Oxford Policy Book

Date of Notice to Council Members of Intent to Consider (7 days min): \_\_\_\_\_

Date of Passage of the current Policy: \_\_\_\_\_

I certify that this Violence in the Workplace Policy was adopted by Council as indicated above.

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Linda Cloney, CAO

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Dated \_\_\_\_\_

Date Last Reviewed: August 19, 2022

Date Last Amended:



## Town of Oxford Procedure

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**DEPARTMENT:** ALL TOWN DEPARTMENTS

**TITLE:** **Workplace Violence Prevention Procedure**

**MINUTES REFERENCED DATE:** September 7, 2022

**APPROVAL DATE:** September 19, 2022

**REVISION DATE:**

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### **Definition:**

The Town of Oxford acknowledges that violence is much more than a physical act. Workplace violence is a much broader issue endangering the health or safety of another person and includes, but is not limited to threatening behaviors, physical attacks, written or verbal, and bullying and harassment. The Town of Oxford must conduct a violence risk assessment for each of their workplaces in accordance with the Workplace Violence Prevention Policy and this procedure to determine if there is a risk of violence in the workplace and prepare a written report concerning the violence risk assessment detailing the extent and nature of any risk identified by the assessment.

### **PURPOSE:**

#### **Preparation of a plan for the identification, remediation, and documentation for workplace violence:**

- To assess the risk of positions to workplace violence.
- Determine the risk.
- Inspect the site where for those positions that are deemed to be a risk and prepare suggestions to lessen the risk of violence.
- Once an incident has taken place, investigate the incident.
- Prepare a post incident plan to alleviate the possible reoccurrence of the incident.

### **PROCEDURE:**

- A) Carry out a Risk Assessment of the positions for employees in the Town of Oxford. This will be done using the violence risk assessment form. In conducting a violence risk assessment, the Town of Oxford must take all the following into consideration:
- a. Violence that has occurred in the workplace in the past.

- b. Violence that is known to occur in similar workplaces.
- c. The circumstances in which work takes place.
- d. The interactions that occur while performing work.
- e. The physical location and layout of the workplace.

Representatives of the Joint Occupational Health and Safety committee will carry out this assessment for the positions in each of the departments. If the answer to any of the questions on the Violence Risk Assessment form is “yes”, a written Violence Prevention Plan must be prepared. The violence risk assessment form must be completed:

- a. The Town of Oxford becoming aware of a type of violence occurring in similar workplaces that was not taken into consideration when the previous violence risk assessment was conducted.
  - b. Every five years.
  - c. Immediately following any significant changes in the circumstances in which work takes place, interactions that occur while performing work, or physical location or layout of the workplace.
  - d. The Town of Oxford planning to construct a new facility or renovate an existing facility.
  - e. The Town of Oxford is ordered to do so by an officer.
- B) Determine the risk of the position if the risk assessment warrants this to be done. The trigger will be one yes response to any questions on the violence risk assessment form. Representatives of the Joint Occupational Health and Safety committee will determine this risk for the positions in each of their departments.
- C) Carry out an inspection of the associated worksite to identify possible dangers and determine what can be done to lessen or alleviate the risk of violence. This will be done in conjunction with the regular workplace inspection as per the workplace inspection procedure.
- D) In the event that workplace aggression/violence has occurred, or significant renovation or alteration to the location of the workplace, a new violence risk assessment and/or an investigation will be carried out. Representatives of the Joint Occupational Health and Safety committee will carry out this risk assessment and/or investigation for each of their departments/workplace unless that representative is involved with the incident, at that time, a replacement will be chosen from the membership of the Joint Occupational Health and Safety Committee.
- E) A workplace violence prevention plan will be developed. This will be carried out by representatives of the Joint Occupational Health and Safety Committee and the CAO for each of the affected departments.

**WORKPLACE VIOLENCE PREVENTION PLAN:** The Town of Oxford must establish and implement a workplace violence prevention plan for each workplace for which a significant risk of violence is

identified through a violence risk assessment or that an officer orders a plan for. As part of a workplace violence prevention plan, an employer must do all the following:

1. Prepare a written workplace violence prevention statement unique to the individual workplace that:
  - a. Document reasonable measures to minimize and, to the extent practicable, eliminate the risk of violence in the workplace or,
  - b. Adopt a code of practice on violence in the workplace published by the CAO governing the primary business conducted at the workplace.
  - c. establish and document procedures for providing employees with the information and training required.
  - d. establish and document procedures for reporting, documenting, and investigating incidents of violence.
2. The Town of Oxford will consult with the Occupational Health and Safety Committee when establishing, reviewing, and revising a workplace violence prevention plan.
3. The Town of Oxford will make a copy of the workplace violence prevention policy, procedure, and current plan available for examination at the workplace by any employer, contractor, constructor, supplier, employee, or any person working in and around the workplace of the Town of Oxford. A copy of each of the policy, procedure, and current plan will be posted in a prominent place or places in each of their workplaces so it can be always easily accessible.





## Violence Risk Assessment Grid

- If the answer was yes to any of the "Predictors of Violence" questions then indicate the potential act of violence.
- For each potential act of violence, estimate the probability of the potential act of violence occurring.  
Is it frequent, likely, occasional, remote or highly unlikely?
- Then determine the impact. Estimate the most serious, reasonable outcome for the potential act of violence.  
Is it catastrophic, critical, marginal or negligible?
- Any significant or unacceptable risks (red) should be addressed immediately through a violence prevention plan.
- Any significant risks (yellow) should be included in the violence prevention plan.

	Probability		Impact Categories			
			4 Catastrophic	3 Critical	2 Marginal	1 Negligible
			Fatality, Coma	Severe injury - loss of, or use of limbs, hospitalization	Minor injury - bruises, cuts	No injury
	<b>A - Frequent</b> <small>Will likely happen often in next year.</small>	4A	3A	2A	1A	
	<b>B - Likely</b> <small>Will likely happen in next year.</small>	4B	3B	2B	1B	
	<b>C - Occasional</b> <small>Will likely happen sometime in the next several years.</small>	4C	3C	2C	1C	
	<b>D - Remote</b> <small>Unlikely but event could be experienced in next several years.</small>	4D	3D	2D	1D	
	<b>E - Highly unlikely</b> <small>Event will not be experienced.</small>	4E	3E	2E	1E	
High	4A, 4B, 4C, 3A, 3B, 2A	Significant and unacceptable risk. Address immediately through a violence prevention plan.				
Medium	4D, 3C, 3D, 2B, 2C	Significant risk. Include in the violence prevention plan.				
Low	4E, 3E, 2D, 2E, 1A, 1B	Not significant for the purposes of requiring a violence prevention plan. Should be addressed through regular health and safety measures.				
Low	1C, 1D, 1E	Not significant for the purposes of requiring a violence prevention plan. However, where feasible, attempt to eliminate or reduce the risk further.				
Source: Nova Scotia Department of Labour and Advanced Education. Reference Guide - Violence in the Workplace Regulations. Sample Violence Risk Assessment. June 9, 2007						



## Public Works Report June, July, August 2022

Public works team completed the following tasks in the month of June

Yearly hanging of the grad banners/paintings through out the town (thank you Oxford frozen foods for the use of their forklift cage)

Weekly mowing of the following locations (Sign by highway, cenotaph, gazebo, corner park, Black River Park, Soccer field, lagoons, baseball field and area and tank on little river road)

Repaired sign at tennis courts

Installed garbage cans around town

Cold patch through out town

Changed lights at the Town shed

Weekly Garbage runs

Contractor arrived to look at air handling unit in lunchroom

Installed pride flag at townhall

Whipper snipped stop signs around town

Weekly water samples

Bi-weekly lagoon samples

Whipper snipped out at the wells

Installed new more blades on finish mower for the Kubota tractor

Greased and maintenance checks on machines

Painted bridge at black river park for grad photos

Installed parking sign at meadow vista

Painted and installed picnic tables

Filled in ruts at black river park

Installed new garbage cans at ball field

Pulled and repaired sewer pump at the main street lift station (twice)

Installed a new sewer pump at the main street lift station

Tech here to do some more repairs at chlorine building

Iller door at the shop to fix garage door

**Weekly Skata testing**

**Located the shut off for Brenda Robinsons building, added new valve and standpipe**

**2 water breaks on foundry street**

**Repaired fire hydrant at medical center (waiting on repair cost for foundry street hydrant)**

**Water break 77 Thompson road**

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**Public works team completed the following tasks in the **month of July****

**Water break on Ellis Street (July 1<sup>st</sup>)**

**Weekly water samples**

**Bi-Weekly Lagoon samples**

**Water Meter readings**

**Weekly mowing and whipper snipping around town**

**2 water breaks on little river road**

**Cleaned and sorted inventory room**

**Opened second roadway to shop while they complete meadow lane project**

**Moved bleachers at ball field**

**Weekly garbage collection**

**Added reclaim to water break patches around town**

**Water break in front of 4 seasons**

**Water break New Hansford Road**

**Monthly maintenance on machines**

**Water break foundry street**

**Installed projector screen at black river park**

**Installed new water line for meadow lane project (Tied into main water line on main street)**

**Raised and lowered flags at corner park**

**Installed new sewer pump at little river lift station**

**Fixed water meter on Rushton Road**

**Cleaned lift station floats**

**Turned water on to 3 Rushton Road and house on corner of sunset and little river**

Public works team completed the following tasks in the **month of August**

Removed branches around shop as per insurance

Weekly water samples

Bi-Weekly Lagoon samples

Cleaned UV lights a lagoons

Cut asphalt on main street for meadow lane water project

Weekly mowing and whipper snipping around town

Fixed damaged signs around town

Whipper snipped and cleaned wells out Leicester

Greased machines

Added cold patch to the potholes in front of Home Hardware

Added gravel to hole by scotia bank (near miss reported)

Mowed lagoons

Weekly Garbage runs

Water meter reading for houses that sold

Moved desk at town hall, Removed top of display case for cleaning

Weekly Skata test

Daily check of old tank until new part arrived

Added gravel to water break patches

Cleaned storm drains

Water break Sunset Ave

Trimmed bushes at the corner of Water Street and Pugwash Road (safety concern)

Trimmed bushes on Waverly Street sidewalk

Water break Foundry Street

Water break Waverly Street (15.5 hrs)

Added reclaim to patch on main street

Installed new fire extinguishers

Diesel expectations at shop to repair dump truck (is going to need some work to past safety inspection in November)

**Added gravel to Waverly Street to open it back up (closed from water break)**

**Street sweeping**

**Installed water meter on hydrant for was bay at exhibition**

**Added blocks to manure pit at exhibition**

**Changed chlorine tanks at chlorine building**

**Removed manure at exhibition**

**Weekly residual checks**

**Installed new arms on dump truck tarp**

**Prep work for paving water break patches**

**Fixed walking bridge at black river park**

**Fixed small garbage bin on water street**

**Installed bench at black river park for food bank**

**Cleaned lift station floats**

**Respectfully submitted by,**

**Nick Purdy**

Fire report for June, July and August

## **June**

We had 7 calls the month of June

- 2 Vehicle Fires
- 2 MVA's
- 1 Commercial fire alarm
- 1 Assistance to the police
- 1 Smoke condition

Of the calls 4 were in the town and 3 in the county

In June we had Clean heros in and wash and check all the bunker gear 5 sets needed to be sent out for repairs

We had another successful Horse pulls fundraiser in June

## **July**

We had 5 calls in the month of July

- 1 Grass/brush fire
- 1 Vehicle fire
- 1 MVA
- 1 Stand by for another station
- 1 Mutual aid for structure fire

Of these calls 2 were town and 3 were in the county

We had 3 members attend the Fire Chiefs convention held in Halifax. We were able to get to items that were on our wish list for equipment A new valve for truck 1 and a new set of rescue air bags and valves which we desperately needed

There was no meetings or practices during this month as we take this month off with the warmer temperatures

## **August**

We had 8 calls for the month

- 3 MVA'S
- 4 Mutual aid calls to another department
- 1 Woods/ tree fire

Of these calls 1 was town and 7 were in the county

The fire dept. Had a successful canteen fundraiser of the musical ride also the cumberland county exhibition

We had fleet ready in to put a new siren on truck 1 as the other one stopped working, we also had to replace batteries in two trucks

We held a practice involving using the jaws of life to take a car apart

We also added 3 new spare drivers to our list so that we have people available throughout the day to drive.

Respectfully Submitted by,

Trueman Rushton  
Fire Chief

## Administration Report for June, July, and August

### **Month of June**

#### CAO

- Organized meetings with Arena, Public Works, Accessibility, Audit, Health & Safety, Budget, COW and Council
- Replied to Auditor questions
- Implement the Deed Transfer Tax increase
- Conference for 3 days
- RFP for Paving
- Coordinate pothole paving
- Revised Highway Signage process
- Hiring recreation student
- Coordinate the Recreation Lead for the Summer (contract position)
- Gathered information for Utility and Review Board
- Coordinated required information for two new roads – Seven Lee Way and Meadow Lane
- Follow up with Fero – issues with their service
- Renewal of insurance papers
- Reviewed grant opportunities
- Organized Policing Review Services Committee

#### Office Assistant

- Hotel Reservations.
- Receipting in TownSuite for tax and water payments from EFT with Linda to assist Cathy.
- Mid-Month Reporting.
- Bank Reconciliations with Ruthann
- Bank Deposit Audits (General Operating and Water Operating) with Ruthann.
- Interest Posting.
- Minutes for various Committee Meetings – creating, printing, filing.
- Paying bills online for Ruthann (e.g., Heritage Gas, NS Power, etc.).
- Assist in Audit with Ruthann – Filing - searching files for receipts, water bills, cheque stubs and statements, scanning to Ruthann's email, and re-filing away of the same to original locations.
- Research for Linda for different subjects/items and information.
- Cleanup of older IT equipment to organize into boxes in safe. Backed up files from tablet/laptops on to server.
- Town Suite Webinar (Tax Sales).
- Accessibility Expo prep & setup at Legion – Printing of all handouts and other items for booths/tables and co-ordination of deliveries of required items for the Expo. Brought over and setup 4 laptops for YouTube playlists for CNIB, Rick Hansen Foundation, Accessibility Committee and 211. Re-setup back at the office after the Expo.
- Posting to Town of Oxford Website and Facebook pages for various, (e.g., Accessibility Expo notices, Accessibility Study Survey, boost of Boundary Study Survey, water interruption and others as requested.
- Basic IT troubleshooting involving printing, Excel, and email, PC and peripheral (Cell phone) troubleshooting.

- Timesheets & Payroll – timesheets entered to spreadsheet, emailed to Mark at CFS, PDF from Mark compared against spreadsheet, payroll entered and submitted into Scotiabank and double-checked by Ruthann for accuracy prior to submission.
- Various office assistant activities (letters, printouts, forms, assisting to setup for meetings (e.g., record internal zoom meetings, etc.).

## Senior Accountant

### Regular Duties

- Trained Stanley how to process interest, pay bills on line, process mid month remittances
- Assisted Cathy with Deposits
- Posted HST & Payroll
- Sent Manulife revised form 3
- Posted deposits
- Posted MFC Debentures

### Budget Process

- Prepared for Audit Committee presentation of Budget
- Revised budget as per audit committee input
- Prepared budget for approval by councillors
- Worked on water operating budget for review

### Audit Process

- Adjusted inventory List for Public Works
- Created a spreadsheet for Public Works inventory
- Answered questions from auditors

### Other

- Conference
- Vacation for 1 week

## **Month of July**

### CAO

- Organized meetings for exhibition,
- Started process for hiring Municipal Physical Activity Leader
- Applied for Provincial Volunteer Awards
- Inquired for service for securing the Town Hall Deck and the brick walkway.
- Organized Staff BBQ
- Debt collections process started
- Finished PCAP grant application
- Working on possible land inquiry on Station Street – interested parties

## Office Assistant

- Assisting Connor and Maddie with posts to Facebook and Town website for upcoming recreational events.
- Assist Public Works with watermain break notices, timesheets and other administrative tasks as required.
- Assist Nick, Linda, and Cathy with requests to look up pricing on eway.ca and Denis and email back and forth with Staples rep. James.
- Covering front counter over lunch hour with Linda while Cathy is on lunch.
- Posting to Town of Oxford Website and Facebook pages for various items.
- IT troubleshooting involving backups, printing issues and printer troubleshooting, Microsoft Office, email, PC and peripheral (Cell phone) troubleshooting.
- Timesheet entry & Payroll to CFS and submission to Scotiabank.
- Payroll tasks – Communication with Mark at Connie’s requesting ROE’s, hours of work and research for employees for leave and EI purposes.
- Worked on Public Works adjustment to their timesheets to help me with allocating time spent on jobs to specific Simply GL’s for Ruthann.
- Various office assistant activities (letters, printing, forms, spreadsheet setup, assisting to setup for meetings (e.g., record internal zoom meetings, etc.).
- Mid-Month Reporting.
- Bank Reconciliations.
- Bank Deposit – Posting to Simply Accounting (General Operating and Water Operating).
- Interest Posting.
- Minutes for various Committee Meetings – creating, printing, filing, posting.
- Councilor Expense Reporting summary sheet updating and posting to our website quarterly.
- Paying bills online (e.g., Heritage Gas, NS Power, Bell Alliant, Telus, etc.).
- Research, Information gathering, proofreading as required.
- Assist with finding, scanning, and filing Audit request information for Ruthann.
- H&S – assist Nick with form editing for H&S Audits / Inspections as obtained from Oxford Frozen Foods to customize them for the Town and other H&S related material.

## Senior Accountant

### Regular Duties

- Trained Stanley how to post deposits
- Reconciled bank accounts and visa card holders
- Processed hst return
- Posted payroll
- Reviewed mid month postings and deposits
- Set up process for payment to Connor, Fire Dept for Horse pulls
- Assisted with and reviewed check runs
- Estimated and posted water reads as gun was broke

## Budget Process

- Review bank charges

#### Provincial reporting

- Completed the AIR, CIP, and SOE-A

#### Audit Process

- Waiting for the sale of the landfill to be completed before the auditors can finish our year end for 2021/22

#### Other

- Processed a revised water budget to UARB
- Reviewed Tax Sale Policy and suggested revisions
- Set up new Tab for Scotia Connect
- Reviewed Visa limits and suggested revisions

### **Month of August**

#### CAO

- Hosted meetings for Public Works, Health & Safety and Policing Review
- Public Works Supervisor position reactivated
- Three temporary job positions filled to cover vacancy for two regular staff
- Operator / Labourer position posted
- Vacation for one week
- Municipal Physical Activity Leader interviews conducted and hired Jimmy Ward for that position
- Working on three dangerous and unsightly – one has been resolved since
- Organized a pizza party for the staff
- CUPE Negotiations

#### Office Assistant

- Policing Services Review Committee Draft Feedback Questionnaire / survey creation with accompanying information handout for mailed out or paper copy surveys accessible at public locations.
- Violence and Harassment in the Workplace Draft policy setup, typing and proofreading using sample policies from other municipalities, the regulations, and the completed online course for “Violence in the Workplace; Recognize the Risk and Take Action” from July 18, 2022 - to be reviewed at the next H&S meeting and presented to Council in September.
- Eway/Staples order creation and submission to assist Cathy.
- Final Tax Bills – review, setup and print, fold, and mail out – worked with Cathy and Ruthann.
- Monthly Interest Posting.
- Mid-Month Reporting.

- Bank Reconciliations with Ruthann.
- Bank Deposits – Posting to Simply Accounting (General and Water Operating).
- Online Bill Payments (e.g., Heritage Gas, NS Power, Bell Alliant, Telus, etc.).
- Social Media & Town of Oxford Website posts (Facebook and website) for various Town and Recreation Department related posts.
- Covering of front counter for customer service/bill payments over Cathy’s lunch hour and when Cathy is preoccupied.
- Basic IT troubleshooting – printing, file issues, backup, and power-related issues.
- Timesheet entry & Payroll – Communication with Mark at Connie’s Financial Services requesting ROE’s, hours of work and research for employees for leave and EI purposes. Submission of payroll through online banking.
- Various Office Assistant activities (letters, printing, scanning, emailing of forms, reports, spreadsheet setup, assisting to setup for meetings (e.g., record via zoom meetings, etc.).
- Minutes for various Committee Meetings – creating, printing, filing, posting.
- Research, Information gathering, compiling.
- Proofreading and cash counting verification as requested.

#### Senior Accountant

##### Regular Duties

- Generated a new broke meter sheet for public works – 53 broken meters
- Reconciled property valuation to Town Suite for tax bills
- Processed water and tax bills and showed Stanley the process
- Reviewed statements of vendors for missing invoices
- Reviewed prior outstanding tax and water accounts and current payment plans
- Set up a spreadsheet for tax sale
- Revised rebates for taxes for OFF and GJDE to incorporate new tax rates, due in March 2023
- Set up payment plans for 2 clients
- Set up a cash flow spreadsheet for the remainder of this year
- Balanced interfund accounts, moved money to reserves for year end 2021/22

##### Budget Process

- Reviewed street maintenance in budget for acceptable expenses for pothole repair

##### Other

- Reviewed vacation and lieu time to be used before year end.
- Vacation and lieu time taken

**Cumberland Public Libraries  
Brief Report- Oxford  
June 21, 2022**

**Election of Officers**

The Board re-elected Councilor Fawthrop as Chair, and Councilor Black was elected as Treasurer.

**Auditor's Report**

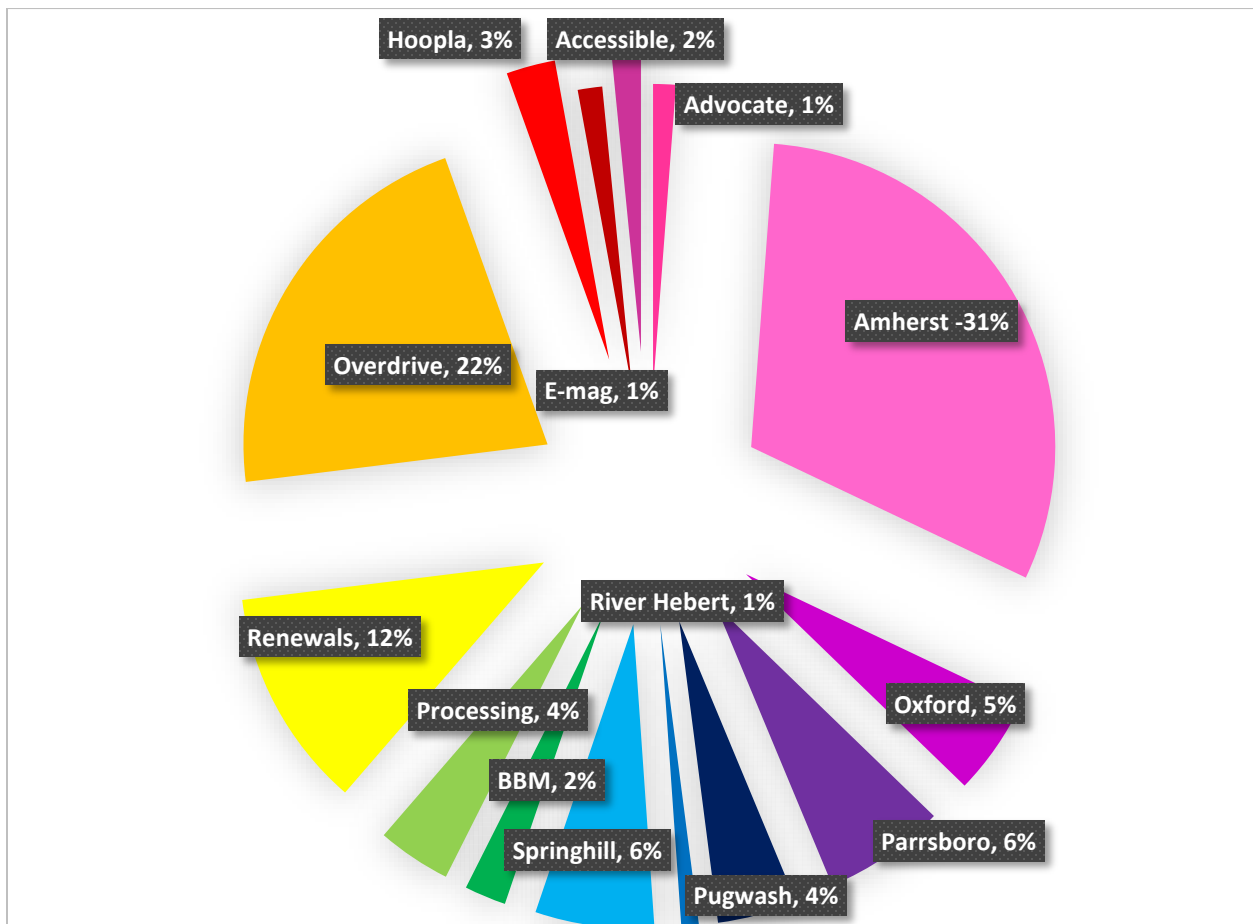
Ms. Smith of Jorgensen & Bickerton Chartered Accountants went over the audited statement and answered questions for the Board. The Board passed 2021-22 auditor's report.

**Financial Report**

Ms. Corey provided the Board with final budget for the 2022-23 fiscal year. The 2022-23 budget was passed during this meeting.

**2021-22 Annual Statistics**

During 2021-22, Cumberland Public Libraries signed out 102,349 items, including books, DVDs, magazines and more, and had over 86,000 visits to our libraries. The Oxford Library signed out 5,200 items, had 1,894 visits.



A complete Cumberland Public Libraries Annual report will be available in August 2022.

**Statistics**

In the month of May, Cumberland Public Libraries signed out 8747 items, 4800 items in Amherst alone. This includes books, movies, TV shows, magazines and more.

Also, in May, Oxford library started Summer Reading Club school visits with over 300 people in attendance. The Oxford library had 267 in person visits.

**Next Board meeting September 20, 2022.**



## **Minutes of the Police Services Review Committee**

Town Hall – Council Chambers and Zoom  
Wednesday, July 26, 2022  
6:00 PM

**Place:** Council Chambers

**Date:** Wednesday, July 27, 2022

**Committee Members in Attendance:** Chairperson Thomas Shears, Councillor Brenton Colborne, Councillor Carla Black, Member of the Public David Hoffman and Mayor Greg Henley.

**Staff in Attendance:** CAO Linda Cloney and Office Assistant Stan McDougall (recorder).

**Regrets:** Department of Justice Representative Hayley Crichton

*A quorum was present throughout the meeting*

### **1. Call to Order / Welcome and Introductions**

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

Warm introductions were extended to all present.

It was noted that the representative from the Department of Justice had sent her regrets.

### **2. Selection of Committee Chair**

It was moved by Councillor Colborne and seconded by Councillor Black to appoint Thomas Shears as the Committee Chairperson.

*Motion Carried*

### **3. Approval of Agenda**

It was moved by Mayor Henley and seconded by Councillor Black to approve the agenda as presented.

*Motion Carried*

### **4. New Business**

#### **4.1 Policing Review Committee Terms of Reference – Review and Discussion – included in the package.**

- The committee reviewed the current Terms of Reference.
- Concern was expressed to hold the initial meeting without the representative of the Department of Justice in attendance. It was decided that if Ms. Crichton is unable to attend in the future, to reschedule that meeting.

- The committee's opinion is that overall, the Town of Oxford is a safe community. The committee needs to understand why the policing costs are so high for the Town of Oxford. There are other Towns, close in population, that do not pay the same level of costs.
- It was clarified that the committee is not reviewing different levels of policing services, but rather reviewing options available to maintain or enhance current levels of policing services.
- The current policing review process was initiated due to the rise in cost of the policing services agreement, which was a 6.5% increase over the previous year.
- The Municipality of the County of Cumberland is also conducting a police service review.
- The committee is not here to judge the current policing services, the committee is looking for efficiencies and best value for the Town of Oxford.
- The breakdown of the total cost of the RCMP services in Nova Scotia, divided by the members, and that is your cost per member. The Town of Oxford pays for 2.7 members. 30% is paid by the Federal Government and the other 70% is divided 1/3 to the province and 2/3 to the municipality.
- The Protocol – Review of Policing Service Options report - item #7(f) was discussed to seek Department of Justice clarification.
- The committee recommended staff to let the local RCMP know that this review is underway.

#### **4.2 Council Mandate – Discussion**

- Community engagement in this process is very important.
- The committee recommended to ask Ms. Crichton, for the next meeting, to provide a breakdown of the cost of services for the Town of Oxford and to explain why they are so high. Also, to provide a comparison of the policing services costs of other small towns in the province per capita, and in specific a comparison between the towns of Oxford and Stewiacke.
- The committee recommends sending to the Department of Justice representative the Terms of Reference of the Oxford Police Services Review Committee for her review and advisement if there is anything missing.

#### **4.3 Timeframe for review**

The committee discussed to set a goal to have this review completed by December 8, 2022.

#### **4.4 Communication process/public engagement**

- The committee acknowledged that there would need to be a community meeting at the start and the end of the process. Dates and times to be established with the first one to be set as soon as possible.
- Google surveys were discussed as one of the tools for public input.
- The committee discussed the survey from the last review and recommended at the next meeting to review the survey and make changes, to it if needed. The committee asked staff to circulate the questions and responses from the last review to the committee prior to the next meeting.

#### **4.5 Committee meeting forum**

- In-camera discussions would be topics relating to contract negotiations and public safety/security.
- Committee meetings are public meetings. Agenda packages and minutes will be posted on the Town of Oxford website.
- The official spokesperson will be Mayor Henley. In Mayor Henley's absence, the official spokesperson is to be Chairperson Thomas Shears.

### **5. Next Steps**

#### **5.1 Organize a presentation to Council of the current policing service from the RCMP**

- It was recognized that this step would need to be organized by town staff, rather than this committee.
- The committee asked for clarity for #5 (Protocol – Review of Policing Services Options)

### **6. Date and time of Next Meeting**

The next scheduled meeting is August 24, 2022, at 6pm, this is pending confirmation from Ms. Crichton's availability and the requested research for the committee.

### **7. Adjournment**

At 7:20pm, it was moved by Mayor Henley to adjourn the meeting.

***Motion Carried***

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Chairperson Thomas Shears

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Stan McDougall (recorder)

July 29, 2022

To the healthcare staff, patients, and community members of Cumberland County:

Recently there have been concerns expressed about the future of the Cumberland Regional Health Care Centre redevelopment project in Amherst. I'm writing to let you know that this important project will continue.

In December 2020, the previous government announced a \$2.7 million investment in this project. The money was to conduct a feasibility assessment, schematic design and development work for the hospital's emergency department and a new, 12-station dialysis unit. We remain committed to this work.

It's important to do feasibility and functionality assessments before we begin a project. They determine how we can best address the volume of patients being seen in the ED, and improve patient privacy, staff, and physician safety. They also consider the demand and capacity for dialysis services, and it's important that we don't underestimate the current and future trends. They tell us how much space is needed, what the schedule will be, what services are needed, and how much it will cost.

This project is on schedule. Work on the feasibility study began in January 2021 and is on track to be completed in early 2023.

As everyone in the community is well aware, there was a flood in May at the emergency department. It continues to operate from a temporary location within the hospital. Renovations are underway to address critical space and safety concerns within the emergency department, and these are separate from the broader redevelopment effort. They will include private exam rooms, new registration and triage areas. Those renovations are expected to be complete in the fall, but they do not replace or detract from the broader redevelopment project.

We know dialysis services are much needed in Cumberland. In April, we allocated \$900,000 to establish a temporary, six-station dialysis unit at Cumberland Regional Health Care Centre this summer. The temporary dialysis unit can support up to 16 patients when it opens, with capacity increasing to 24 patients after the first year. This temporary dialysis unit, again, does not replace or detract from the broader redevelopment effort. It also does not impact dialysis in Springhill. The temporary unit will remain in place until the redevelopment project is complete, to ensure dialysis patients can continue to receive care close to home.

I hope this answers any questions members of your community may have about this project. Our Government is committed to it, and looking forward to seeing it become a reality.

Sincerely,

Michelle Thompson  
Minister of Health and Wellness



July 28, 2022

Honourable Tim Halman, MLA  
Minister of Environment & Climate Change  
PO Box 442  
Halifax, NS B3J 2P8

RE: Changes to Construction & Demolition Debris Management Regulations

Minister Halman,

At the Regular Meeting of Council on July 27<sup>th</sup>, 2022, East Hants Municipal Council made a motion to respond to the recent communication outlining the approved regulation changes to how construction and demolition (C&D) debris will be managed in Nova Scotia, effective July 2023. Members of Council expressed significant concern with the regulation changes due to the fiscal and operational impacts the changes will have to our solid waste management system in East Hants.

Staff presented an introductory report on impacts to the regulation changes at the July 19<sup>th</sup> meeting of Executive Committee of Council. Within that report (attached) initial operational costs are estimated at \$400,000 per year without consideration to infrastructure to support those operational changes. Staff outlined four options to respond to the regulation changes which include transferring a conservative 60% of our C&D materials offsite, to discontinuing receiving the materials altogether. Staff have been asked to provide a report back to Council on more detailed costing and operational needs for these options, with an additional request - feasibility of siting a 2<sup>nd</sup> generation landfill in East Hants.

Staff also included in their report transportation of these materials is estimated to be 24,000 to 25,000 kilometers of travel annually from our facility to the nearest option under the new regulations. Staff estimate this to mean 200 - 220 additional transportation trucks and trailers required to be used for our operational needs alone. Council has asked staff to calculate our specific green house gas emissions impact based on these regulatory changes, and further questions what the province-wide green house gas emissions impacts will be.

Council is disappointed that this regulation change was approved without the same effort and attention the Extended Producer Responsibility (EPR) for Paper, Packaging, and Products file has received. Municipalities have been waiting years for EPR for PPP to be approved. In comparing the two files your government issued a request for updated and targeted consultation on EPR this winter, including several meetings with various stakeholders and an opportunity for written responses.

The last discussions on potential C&D regulations were held in January 2021 with a short presentation at a Regional Chairs meeting where a number of concerns and questions were raised by both elected officials and staff. No further information has been received since that time. The only formal discussion on potential C&D changes was completed in 2018. This included a discussion paper, which our municipality did submit a response. Additionally, concerns were raised by municipalities that the discussion paper questions did not provide enough information for adequate feedback to be provided.

Our staff have engaged in discussions with your department representatives since our July 19<sup>th</sup> meeting. Provincial staff have acknowledged that there is a gap between the intention of the changes to the regulations, versus the reality of what the wording of the regulation means. Those conversations clarified that:

- The intent of the ban on treated timbers was to ensure no potential leaching of specific chemicals of concern.
- To understand if there is leaching of these chemicals specific monitoring parameters are required (noted in the regulation changes).
- That no research, requests to facilities or regional offices, was made to determine if any of those parameters may currently be in the suite of testing facilities do, and if there is any historic data to support a ban at this time.

East Hants Council strongly feels these regulation changes should be revoked.

East Hants is a community that prides ourselves on excellent solid waste management programs and operations, having the lowest disposal rate in the province four years in a row. Council is concerned that these regulation changes will increase illegal dumping, burning of waste and the negative impacts related to green house gas emissions that result from increased transportation of materials.

Council is hoping for a positive response to the request to revoke the regulation changes and that the concerns raised bring about change in a timely fashion.

Respectfully,



Eleanor Roulston, Warden  
East Hants Council

Cc:

Nova Scotia Federation of Municipalities (NSFM)  
Honourable Brad Johns, MLA Sackville-Uniacke  
Melissa Sheehy-Richards, MLA Hants West  
John A. MacDonald, MLA Hants East  
Honourable John Lohr, MLA Kings-North, Minister of Municipal Affairs  
Nova Scotia Waste-Resource Regional Chairs Committee  
Northern Region Solid Waste-Resource Committee



**Subject:** *Construction & Demolition Debris Regulation Change Notification*  
**To:** Executive Committee  
**Date Prepared:** July 13, 2022  
**Related Motions:**  
**Prepared by:** Andrea Trask, Manager of Solid Waste  
**Approved by:** Jesse Hulsman, Director of Infrastructure & Operations

### Summary

In 2018 municipalities were invited to respond to the Construction & Demolition Materials Management Discussion paper. This discussion paper was the only official consultation of the topic. The East Hants' response (attached) stated concerns about the lack of detail in the discussion paper to fully evaluate and respond. Additionally, the response outlined options for consideration by the province. Staff have actively both directly and through committees requested regular status updates, as recently as June/July this year, and were told no information was available to share.

The notification from the province states that regulations are now approved and take effect July 2023.

Regulation changes include:

- (a) require an approval to transfer, store, and process construction and demolition (C&D) debris
- (b) ban treated wood from disposal at construction and demolition (C&D) disposal facilities

Other components will also be changed under the Terms and Conditions of Approvals including, environmental monitoring additions, stockpile (storage) limits, etc.

### Financial Impact Statement

Early estimates \$400,000 per year operational budget. Capital cost implications are yet to be determined (est. \$500,000+ depending on options).

### Recommendation

Staff recommend communication to the Minister of Environment and Climate Change and the local MLA outlining concerns included in this report with this regulation change announcement.

### Recommended Motion

*Move that the Infrastructure & Operations Committee recommend that Council send a letter to the Minister of Environment & Climate Change, copy the 3 MLA's representing East Hants, and copy the Minister of Municipal Affairs & Housing on concerns related to the Construction & Demolition Debris Regulation changes communicated on July 7, 2022.*

*Move that the Infrastructure & Operations Committee recommend that Council to direct staff to bring back a report outlining the operations and capital costing estimates based on the four (4) options available to East Hants under the regulation changes.*

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## Background

When regulations changed requiring all 1<sup>st</sup> generation landfills to close by December 31, 2005 many of those locations transitioned to Construction & Demolition (C&D) Debris landfills. Since January 1, 2006 East Hants has operated a C&D landfill at our Georgefield location.

In 2016 due to concerns related to management at some facilities including fires, non-approved materials being received (regular garbage), poor environmental sampling results, and other deficiencies the Minister of Environment (M. Miller) [announced](#) all 25 sites would be inspected. At the time inspections were conducted every five years. In follow-up to those inspections a 2018 C&D Materials Management Discussion Paper was issued on June 30<sup>th</sup> with a 30-day response timeline. Municipalities pushed back on the timeline and it was extended to the fall of 2018.

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## Discussion

### 2018 Consultation

The document speaks specifically to the concerns around fire and leachate. From the paper:

*Leachate: Problems have arisen with municipal solid waste (MSW) being disposed in C&D sites. These sites are typically not designed to properly collect and treat leachate like MSW landfills. Some C&D operators have been ordered to remove MSW and send it to an approved MSW landfill. Also, concerns have been raised about potential groundwater chemistry changes near some C&D debris disposal sites.*

*Fires: Fires have occurred at several C&D debris disposal sites in the past because of MSW being present and poor use of cover material. MSW can contain materials that start or accelerate fires. By ensuring that MSW is not present, the risk of fire is reduced. Cover material helps to prevent fires by depriving flammable C&D material of oxygen. Cover material also prevents litter from blowing off the site and helps prevent leachate from forming by keeping snow and rain out of the site.*

The response prepared by staff sought to provide constructive feedback, areas where we agreed, areas where we felt not enough information was provided to adequately respond, and suggestions for other considerations. No feedback was provided on our submission.

### East Hants Operation

The East Hants Waste Management Centre operates under an Approval to Operate, where we maintain all components of that approval. Quarterly environmental monitoring is completed at the facility, which includes:

- sampling from 32 groundwater wells (quarterly)
- annual invertebrate test
- 3<sup>rd</sup> party review of the data and annual report
- daily sampling of the sedimentation pond

Our monitoring programming is not specific to the C&D landfill cells, but the entire property and all activities both active and inactive (i.e., the pre-2006 landfill cells).

Staff work with our customers to ensure only approved materials are placed in the C&D cell and where necessary pull materials from the pile and move to the correct location (i.e., waste transfer station, metal pile). Senior site staff have completed Landfill Fire Safety Training, hosted by the Atlantic Chapter of SWANA (Solid Waste Association of North America) where they learned specific techniques to mitigate fires for our operation, including sloping and covering to reduce air flow within the pile. The Municipality also hosted this training in 2015 and invited our local fire departments to attend as they would be responding to our site in case of an emergency and we wanted them to understand how this operation differs from other emergencies they manage.

### Impacts to Regulation Changes - East Hants

In follow-up with provincial staff the ban is specifically targeting *treated timber = pressure treated, creosote/pentachlorophenol treated*. Staff estimate 60% of materials currently managed at the facility's C&D cell will need to be diverted to alternative locations due to material type, sorting of material requirements to divert ban materials, and limitations of marketing options.

East Hants has the following options for this material:

1. Transfer Station Setup: ship materials to GFL Cogmagun landfill in West Hants
2. Stockpile & Market: sizing/safety of stockpiles and market options to be investigated
3. Transfer Station Setup: ship to Halifax C&D for recycling processing
4. Discontinue Receiving: educate customers alternative options and discontinue receiving in Georgefield

Each option noted above comes with specific challenges from costs (to the municipality & customers), customer service, environmentally (increase GHG for transportation, illegal dumping), and operational management.

### By the Numbers

- 60% of C&D tonnage = 3000T
- 3000T = 205 to 220 additional transport trucks loaded and leaving the facility annually
- \$93/T in 2022 to ship to Cogmagun Landfill
- \$136/T estimated to ship to Halifax C&D
- An additional 24,000 - 25,000km in transportation estimated for materials to go to either location
- There are 7 landfills that will be approved in 2023 to receive these materials. Cumberland, Colchester, Guysborough, Halifax, Cogmagun/WH, Chester and Queens.
- There are currently 27 C&D facilities in NS (municipal/private)

Notes:

1. Tonnage is based on 2021-2022 data
2. Transportation RFP will be issued in Fall 2022, current contract expires March 31, 2023
3. Transportation rates above do not account for fuel adjustment clause impacts
4. Tipping fees are set annually and would be expected to change in 2023

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## Alternatives

Regulation changes take effect July 2023. While staff continue to prepare more detailed analysis of the four (4) options that exist under the changes, staff would recommend communication to the Minister of Environment and Climate Change outlining concerns included in this report to determine if there are changes that can be made.

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## Attachments

1. 2018 Construction & Demolition Materials Management Discussion Paper (with notification letter)
2. East Hants Response to 2018 Consultation Discussion Paper
3. 2022 July Letter - Notification of Regulation Changes