TOWN OF MAHONE BAY TOWN COUNCIL

AGENDA

January 8, 2019

7:00 p.m.

Call to Order

Approval of Agenda

Minutes

- 1. December 11, 2018 Special Meeting
- 2. December 11, 2018 Regular Meeting

Consideration of Delegations

- 1. Tina Hennigar NOW Lunenburg County
 - a. Health Initiatives Budget
- 2. Bernice Williams Taming the Octopus

<u>Correspondence - Action Items</u>

1. Darryl Haley, Mahone Bay Heritage Boatyard Cooperative Limited – Funding Proposal

<u>Correspondence - Information Items</u>

- 1. Amarjeet Sohi, Minister, Department of Natural Resources Response Letter
- 2. Chuck Porter, Minister, Department of Municipal Affairs 911 Cost Recover Fund Payment
- 3. Karen Hutt, President and CAO, Nova Scotia Power November 29, 2019 Power Outage
- 4. Kelliann Dean, Deputy Minister, NS Department of Municipal Affairs Letter to Karen Mattatall, Mayor of Shelburne, Regarding Central Dispatch for Fire Departments
- 5. Mark Furey, Minister, Justice Department
 - a. Access by Design 2030
 - b. Government of Nova Scotia Accessibility Plan 2018-2021
- 6. Nova Scotia Association of Realtors Request for Changes, Deed Transfer Tax Collection
- 7. NSFM
 - a. December 12, 2018 Municipal Matters Newsletter
 - b. December 7, 2018 NSFM Board Report
- 8. Sadie Toulany, Advisor & Communications Press Release Concerning the CNSOPB'S Call for Bids
- 9. Sadie Toulany, Advisor & Communications, CNSOPB Aspy D-11 Drilling Program Update
- 10. Will Brooke, Policy Advisor, NSFM Rural Internet Update
- 11. Will Brooke, Policy Advisor, NSFM Pilot Program to Remove CAP

Staff Reports

- 1. Council Report
- 2. Staff Report Snow and Ice Control Policy
- 3. Staff Report Cemetery Bylaw
- 4. Staff Report Asset Management Policy
- 5. Staff Report Town Centennial
- 6. Staff Report HR Shared Services

Council Items

- 1. Mayor Devenne 2019-2020 Recommendations Committee Appointments
- 2. Mayor Devenne CMHC Housing Action Plans Guide for Municipalities
- 3. Councillor Carver Dog Waste Bag Dispensers a) Image 1 b) Image 2

Committee Reports

- 1. Audit Committee December 10, 2018 Minutes
- 2. Cost Sharing Advisory Committee December 10, 2018 Minutes
- 3. Lunenburg County Seniors' Safety Program December 2018
- 4. Municipal Finance Corporation December 2018 Newsletter

New Business

Accounts

- 1. November
- 2. December

Adjournment

Town of Mahone Bay December 11, 2018 Council Meeting Minutes



The Regular Meeting of Town Council for the Town of Mahone Bay was held on Tuesday, December 11, 2018 at 7:00 p.m. in Council Chambers.

Present:

Mayor D. Devenne
Deputy Mayor K. Nauss
Councillor J. Bain
Councillor P. Carver
Councillor J. Feeney
Councillor R. Nowe
Councillor C. O'Neill

CAO, D. Heide

Acting Secretary, K. Redden

Regrets:

Gallery: 3

Agenda

A motion by Deputy Mayor Nauss, seconded by Councillor Carver, "TO approve the agenda as presented."

Motion carried.

Minutes

A motion by Councillor Bain, seconded by Councillor Carver, "THAT the Minutes of the November 13, 2018 regular council meeting be approved as circulated." Motion carried.

A motion by Councillor Carver, seconded by Councillor Feeney, "THAT the Minutes of the November 14, 2018 special council meeting be approved as circulated." Motion carried.

A motion by Deputy Mayor Nauss, seconded by Councillor Carver, "THAT the Minutes of the November 29, 2018 special council meeting be approved as circulated." Motion carried.

<u>Correspondence – Action Items</u>

1. Andrew Tanner, Saltbox Brewery, with a request to extend their hours for New Year's Eve.

A motion by Councillor Feeney, seconded by Councillor O'Neill, "THAT the Town approve the request from Saltbox Brewery to extend their hours on New Year's Eve." Motion carried.

2. Anya Holloway and Gary Macey with a letter concerning drainage issues at 384 Main Street. Council engaged in discussion on this matter; no motions were put on the floor.

3. John and Nancy McCarthy with a letter requesting a right-of-way on Park Street.

A motion by Councillor Carver, seconded by Councillor Nowe, "THAT staff be directed to work with legal counsel to arrange for a right-of-way."

Motion carried.

4. Love Mahone Bay with a non-profit grant application.

A motion by Councillor Feeney, seconded by Councillor Carver, "THAT staff be directed to draft a letter to Love Mahone Bay in response to their request, indicating that they have missed the deadline for application and asking them to reapply for a grant for the 2019/20 budget year by the application deadline.

Motion carried.

A motion by Deputy Mayor Nauss, seconded by Councillor Bain, "THAT Public Works Staff be instructed to install Love Mahone Bay's banner over Main Street." Motion carried.

Correspondence – Information Items

- 1. Honourable Chuck Porter, Minister of the Department of Municipal Affairs with a call for applications to the Investing in Canada Infrastructure Program (ICIP).
- 2. Honourable Jonathan Wilkinson, Minister of Fisheries, Oceans and the Canadian Coast Guard, with a response to the correspondence from the Town of Mahone Bay concerning the Canada Nova Scotia Offshore Petroleum Board's decision to allow oil and gas exploration off the coast of Nova Scotia.
- 3. Julie Moss, Superintendent of the RCMP District Policing Officer Southwest Nova District, with an introduction.
- 4. Mayor Carolyn Bolivar-Getson, Municipality of the District of Lunenburg, with a response to a request from Citizens for Public Transit to recall the Municipal Joint Transportation Committee.
- 5. Mayor Karen Mattatall, Town of Shelburne, with a letter expressing support for a Provincial standard central dispatch for volunteer fire departments.
- 6. NSFM with a final resolutions report, Statements of Municipal Concern, Board Initiatives Report, and the November 14th and 28th Municipal Matters Newsletters.
- 7. Sadie Toulany, CNSOPB, with an update on BP Canada's Scotian Basin Exploration Drilling Program and a CNSOPB Scoping Document.

A motion by Deputy Mayor Nauss, seconded by Councillor Feeney, "THAT the correspondence numbered 1-7 be received and filed."

Motion carried.

Staff Reports

Council Report

Council engaged in discussion on the council report; no motions were put on the floor.

Amended Management of Park Cemetery and Bayview Cemetery Bylaw – 2nd Reading
The required Hearing having been conducted December 11th at 6:30pm. A motion by Deputy
Mayor Nauss, seconded by Councillor Nowe, "THAT Council give second reading to the
Amended Management of Park Cemetery and Bayview Cemetery By-law."

Motion carried.

Repeals By-laws – 2nd Reading

The required Hearing having been conducted December 11th at 6:30pm. A motion by Councillor Carver, seconded by Councillor O'Neill, "THAT Council give second reading to the By-law to Repeal the Town of Mahone Bay's Rules of Order of Council By-law; the By-law to Repeal the Town of Mahone Bay's By-law Respecting the Rules Governing the Town Council; the By-law to Repeal the Town of Mahone Bay's Town Clerk By-law; the By-law to Repeal the Town of Mahone Bay's Officers and their Duties By-law; the By-law to Repeal the Town of Mahone Bay's Trades and Licenses By-law; and the By-law to Repeal the Town of Mahone Bay's Interpretation By-law."

Motion carried.

Municipal Awareness Week 2018

Council engaged in discussion on the matter; no motions were put on the floor.

<u>Development Agreement Request – 363 Main Street</u>

A motion by Councillor Feeney, seconded by Councillor O'Neill, "THAT Council refer the Planner's report back to the Planning Advisory Committee for review and recommendation to Council."

Motion carried.

CRA Changes to Council Honorariums

Mayor Devenne declared a conflict of interest and excused himself from the Council table at 7:38 p.m.

A motion by Councillor Feeney, seconded by Councillor O'Neill, "THAT Council refer this item back to staff as part of a general remuneration review and that staff develop a renumeration policy to be brought back to Council in the new year."

Motion carried.

Mayor Devenne returned to the Council table at 7:46 p.m.

Appointment of Fire and Building Officials

A motion by Councillor Feeney, seconded by Councillor Nowe, "THAT Council appoint Mike Bevis and Kyle Whynot as building inspectors for the Town of Mahone Bay and; THAT Council appoint Mike Bevis and Kyle Whynot as fire inspectors for the Town of Mahone Bay and,

THAT Council appoint Mike Bevis and Kyle Whynot to perform dangerous and unsightly premises enforcement in the Town of Mahone Bay." Motion carried.

Draft Asset Management Policy

Council engaged in discussion on this matter; no motions were put on the floor. Staff Report will be placed on January 8th Council meeting agenda for approval of draft policy.

Traffic Authority Appointment

A motion by Councillor Feeney, seconded by Councillor Carver, "THAT Council appoint CAO

Dylan Heide as traffic authority for the Town of Mahone Bay."

Motion carried.

Council Items

Council Appointments to Committees and Boards

A motion by Councillor Bain, seconded by Councillor Carver, "THAT the members of council be appointed to committees as presented."

Motion carried.

A motion by Councillor Carver, seconded by Councillor Feeney, "TO appoint Mayor Devenne as chair of the Audit Committee."

Motion carried.

A motion by Councillor Feeney, seconded by Councillor Nowe, "TO appoint Councillor Bain as Chair of the Cemetery Committee."

Motion carried.

A motion by Deputy Mayor Nauss, seconded by Councillor O'Neill, "TO appoint Councillor Carver as Chair of the Age Friendly Committee."

Motion carried.

A motion by Councillor Nowe, seconded by Councillor Feeney, "TO appoint Councillor Bain as Chair of the Economic Development Committee."

Motion carried.

A motion by Deputy Mayor Nauss, seconded by Councillor Feeney, "TO appoint Mayor

Devenne as Chair of the Asset Management Committee."

Motion carried.

A motion by Councillor Carver, seconded by Deputy Mayor Nauss, "TO appoint Councillor O'Neill as chair of the Planning Advisory Committee." Motion carried.

A motion by Councillor Bain, seconded by Councillor Carver, "TO appoint Councillor Feeney as Chair of the Heritage Advisory Committee."

Motion carried.

A motion by Councillor Bain, seconded by Councillor Nowe, "TO appoint Deputy Mayor Nauss as Chair of the Oakland Lake Watershed Advisory Committee." Motion carried.

2019 Meeting Schedule

A motion by Councillor Bain, seconded by Councillor Feeney, "That the provided meeting schedule be approved as amended."

Motion carried.

NSFM Annual Conference Notes

Council engaged in discussion on this matter; no motions were put on the floor.

Committee Reports

Cemetery Committee Minutes

A motion Councillor Bain, seconded by Councillor Carver, "THAT Council direct Town Staff to prepare an amended draft of the cemetery by-law revising Section 5 to reflect that the approval of the Mayor and CAO is sufficient for a transfer of title and that the by-law's name to amended to 'Cemetery By-Law."

Motion carried.

<u>Lunenburg County Senior Safety Program – Monthly Update – November 2018</u> Council engaged in discussion on this matter; no motions were put on the floor.

Region 6

A motion by Councillor Nowe, seconded by Councillor Bain, "THAT Council approve the budget of Region 6 for the 2019/20 fiscal year, Mahone Bay's portion being \$850.59."

Motion carried.

The meeting adjourned upon motion at 8:21 p.m.

TOWN OF MAHONE BAY

TOWN OF MAHONE BAY

Town Clerk, Maureen Hughes

Mayor, David Devenne

SPECIAL MEETING – TOWN COUNCIL

The special meeting of the Town of Mahone Bay Council was held on Tuesday, December 11th, 2018 at 5:00 p.m.

Present:

Mayor D. Devenne
Deputy Mayor Nauss
Councillor J. Bain
Councillor P. Carver
Councillor R. Nowe
Councillor C. O'Neill
Councillor J. Feeney
CAO D. Heide (Secretary)

Regrets:

None

Guests:

Ramsay Duff, CEO MacLeod Group

Gallery:

11 members of the public, 6 MacLeod Group Staff, Lighthouse NOW

Mayor Devenne called the meeting to order at 5:00 PM, welcoming guests from the MacLeod Group and members of the public.

<u>Presentation – MacLeod Group</u>

Ramsay Duff from MacLeod Group presented an update to Council concerning the proposed new nursing home (attached). Ramsay clarified that the project is still under negotiation with the province and therefore all the information in the presentation is in draft form.

Ramsay indicated that a public session on the project is expected in mid to late January. A development permit application is also anticipated.

Adjournment

Adjourned on motion by Councillor O'Neill at 5:37 PM.







Family clinic overwhelmed by requests amid N.S. doctor shortage



Local The National **Opinion** World Canada Nova Scotia **Politics**

Political fury after Nova Scotia skips doctor recruiting event



Nova Scotia was the only

'Missing the mark': Nova Scotia the only province to skip rural-doctor recruitment fair











 $(\mathbf{y})(\mathbf{6})(\mathbf{in})(\mathbf{2})$ Nova Scotia Health Authority says meeting is too expensive, hasn't yielded results before



Carolyn Ray · CBC News · Posted: Apr 16, 2018 3:17 PM AT | Last Updated: April 16, 2018







Hosting
Locums
Visiting Doctors
Medical Students

Engagement
NSHA and Doctors NS
Practicing Doctors
Community at large

Marketing
Video Campaign
Medical Post
Old Fashioned Sales



https://vimeo.com/285853732





Needs: Provincial Support Community Support Municipal Support

Thank you

Timeline (Sept 2018-Sept 2019)	Healthy South Shore Sept 2018-Sept 2019 Initiative		Received				
	Revenue						
	Proposed ASKS						
May	Doctors NS	\$	5,000.00	\$	3,000.00		
Sept written proposal req'd	Auxiliary	\$	10,000.00				
May	HS Foundation	\$	10,000.00	applie	ed .		
May	Rural Week	\$	5,000.00	postpo	oned 2019	Week long event supporting 1st year medical students tour of our area. We will be looking for private sector business support: \$1,000 pledged by East Port Financial so far.	
TBD	100 Bluenoser's who care	\$	4,000.00			Pitch for support through partnership with Lunenburg County Community Fund and CFNS - need to be invited to pitch which they control	
May	Fishermen's Foundation	\$	10,000.00	NO			
meet Joanne first	NSHA event sponsorship	\$	5,000.00			Would be asking for specific event support	
Ongoing	Private Donations	\$	10,000.00	\$	5,000.00	received to date	
	Total asks	\$	59,000.00				
	Expenses						

on-going	Doctor Recruitment	\$ 14,000.00	mileage, meals, entertainment while they are here
on-going	Promtional Marketing Campaign	\$ 10,000.00	\$5,000 received - in-kind support from Picnic Studios and The Rounds
May-18	Rural Week	\$ 5,000.00 postponed 2019	week long event supporting 1st year medical students tour of our area
on-going	Project Support	\$ 6,000.00	6 citizen based committees working to address issues around welcoming communities
on-going	Admin and operations	\$ 7,000.00	recruiter, project support, meeting arrangement and engagement planning and events
on-going	Facilitated Events and ongoing strategic counsel	\$ 17,000.00	2 engagements around citizen paticipation in Doctor recruitment and retention; ongoing strategic consultation and support navigating through this complex problem and system.
	Total expenses	\$ 59,000.00	

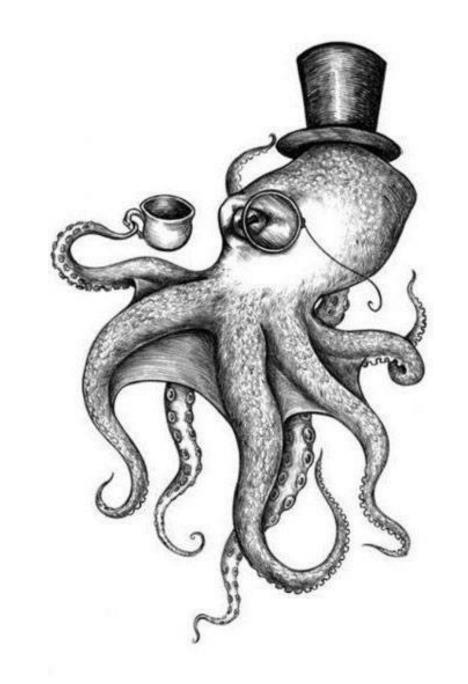
\$

Separate project from NOW Lunenburg County

Overall Total

Taming the Octopus

Mahone Bay January 8, 2019



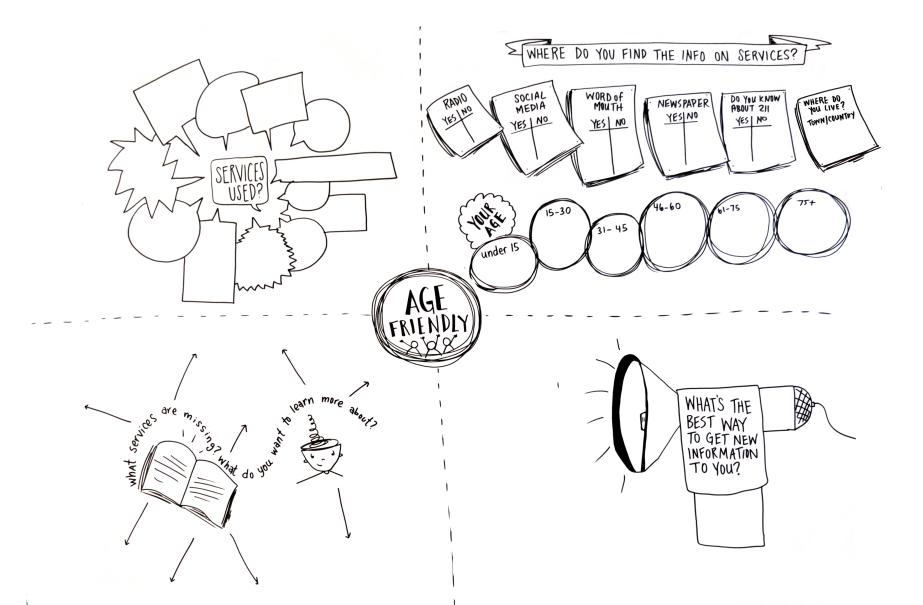
Financial Assistance / Management





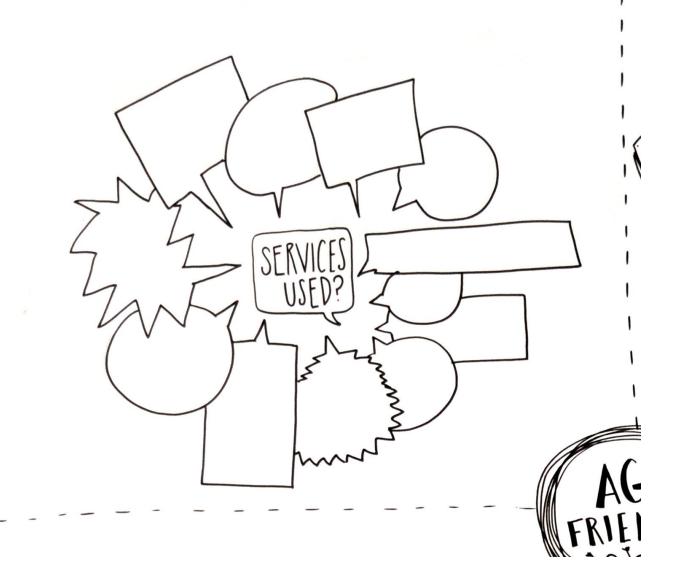


Research



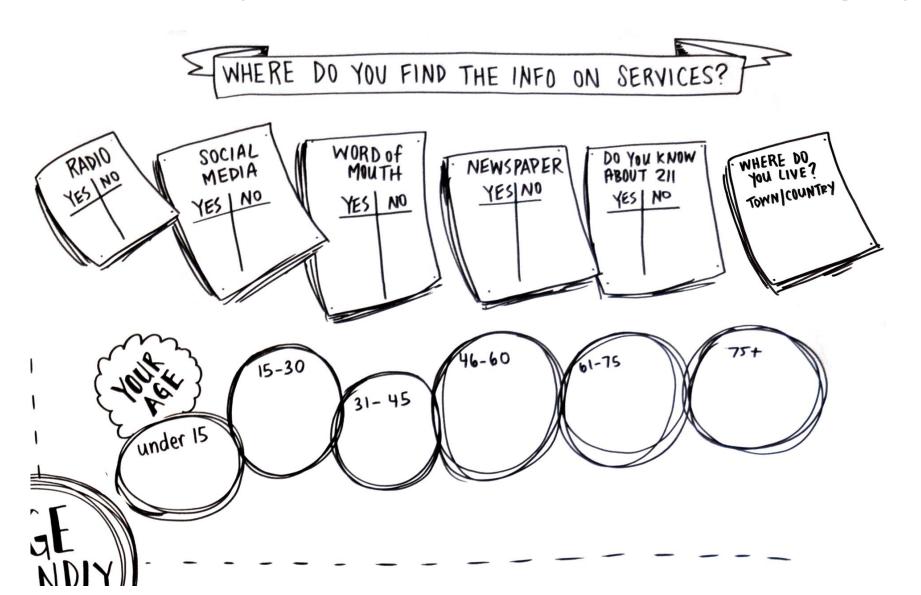


What services are you using?

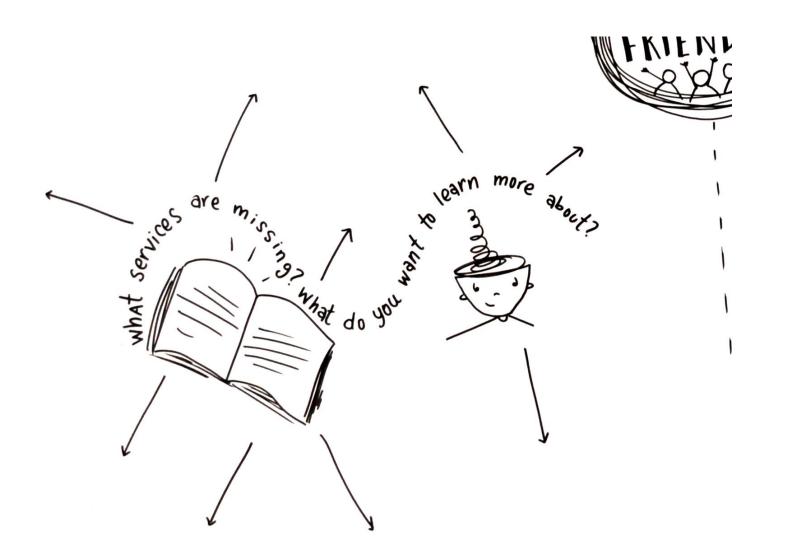


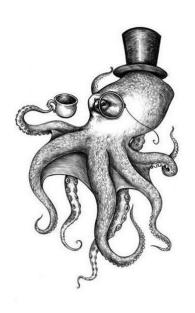


Where do you find information / Demographics

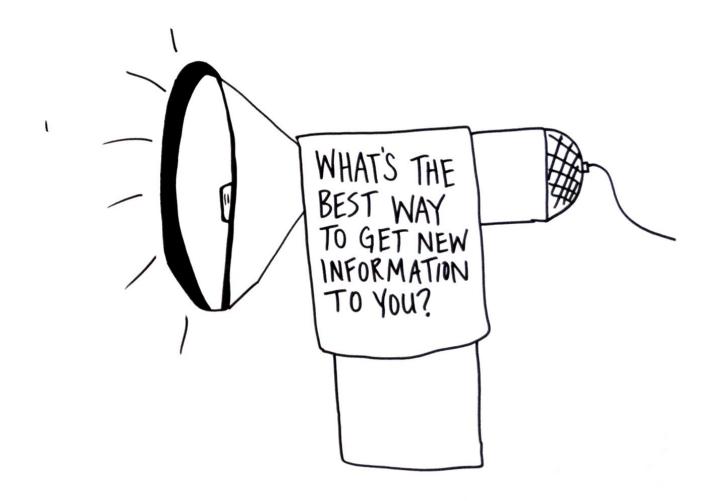


What services are missing / More Information





How do we share information?





Where will this live after completed?

We're believers in



Dial 211 to find community and social services.

Click here to visit ns.211.ca

Interested Organization with more flexibility





How can you help?

Council

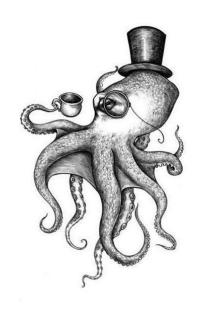
- ✓ Print some additional templates
- ✓ Be a location where volunteers could pick up and drop off the information

Individual Councilors

- ✓ Book a time to sit down with Bernice to learn more
- ✓ Promote this project to everyone
- ✓ Take a template and talk to YOUR community

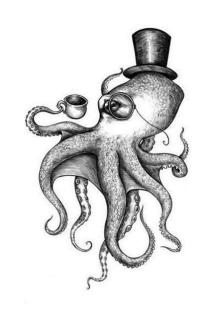
General Public

- ✓ Volunteer to complete a template with friends and neighbors
- ✓ Connect with Bernice to complete the questions



Results / Goal

- Report completed by the end of April
- Creation of Pieces that can be used to
 - > Inform
 - > Promote
 - Educate
- Not a traditional "shelf bound" report



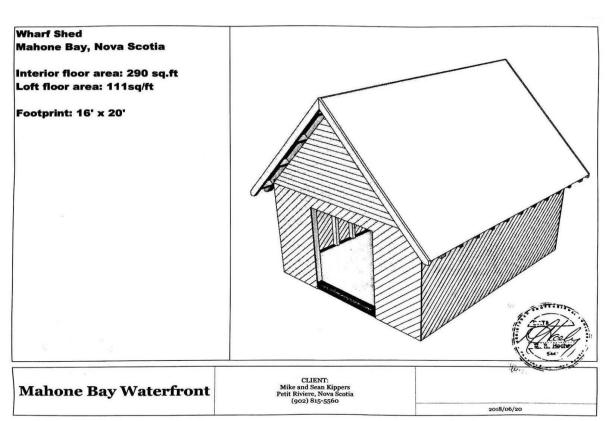
MAHONE BAY HERITAGE BOATYARD CO-OPERATIVE LIMITED

Funding Proposal



Contents

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1. Introduction

The Heritage BoatYard Co-operative Limited is a non-profit organization formed in 2011 to preserve and promote the shipbuilding history of our area. The Co-op has held the annual Heritage BoatYard Weekend Festival the first weekend in August since 2011 offering displays such as the Ship Modelers Show which includes both the South Shore Modelers Guild and the Halifax Modelers Guild; demonstrations such as the Make n' Break Engine displayed by the Fisheries Museum of the Atlantic; a marine flea market and talks and presentations on the history of boat building in our community, as well, as entertainment and refreshments.

The Co-op is constructing a Boatbuilding Shed at the Mahone Bay Marina after a long search for a facility in which to craft boats and to celebrate the heritage in Mahone Bay which, was one of the more prolific boat building ports of the Province. Names such as Zwicker, Schnare, Heisler, McLean, McVey, Paceship, Plycraft, and American Shipping have all but slipped into memory or worse, non-memory. This Boatbuilding Shed will allow for the construction of small wooden boats using traditional skills and methods. It will also house boatbuilding memorabilia. The project will provide an education in traditional boatbuilding for tourists and the local community alike.

In addition, plans are afoot for The Heritage BoatYard Co-operative Limited to foster the development of maritime education in our local primary and secondary schools. This could be accomplished through a network of local, provincial and federal agencies, private employers, maritime associations, maritime institutions of higher education and other interested partners.

Or as the Water Rat said:

"Is it so nice as all that?" asked the mole, shyly...

"Nice? It's the only thing," said the Water Rat solemnly, as he leaned forward for his stroke. "Believe me, my young friend, there is nothing -- absolutely nothing -- half so much worth doing as simply messing about in boats."

"Simply messing...about in boats -- or with boats... In or out of 'em it doesn't matter. Nothing seems to matter, that's the charm of it. Whether you get away, or whether you don't; whether you arrive at your destination or whether you reach somewhere else, or whether you never get anywhere at all, you're always busy, and you never do anything in particular; and when you've done it there's always something else to do, and you can do it if you like, but you'd much better not."

"Look here! If you've really nothing else on hand this morning, supposing we drop down to the river [bay] together and have a long day of it.?"

Wind in the Willows by Kenneth Grahame

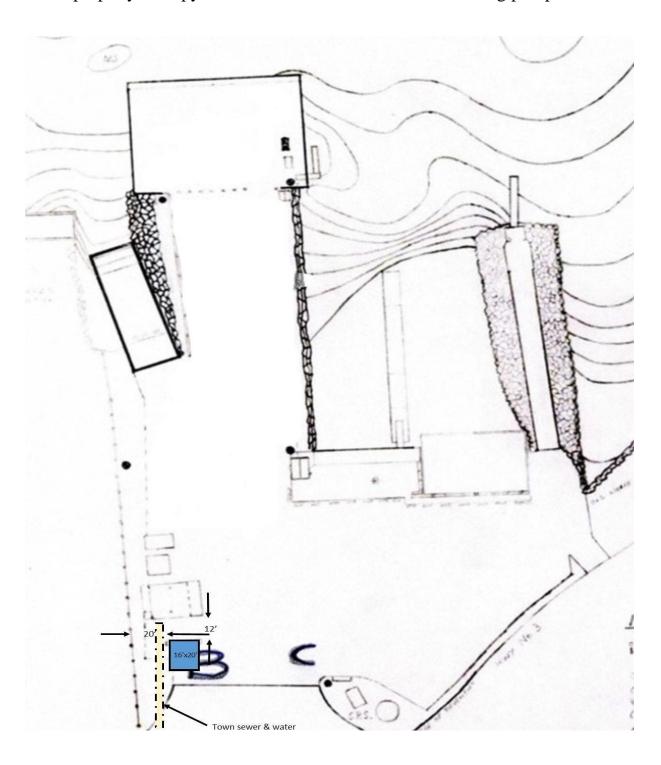
2. Heritage Boatbuilding Shed Project

The shed structure has post and beam construction supplied by a father and son team, the Kippers, from Crousetown. The building structure has been erected on the wharf at Mahone Bay and is being finished by volunteer labour, which has begun.



3. Site Plan and Agreements

The Co-op has entered an Agreement with the Wooden Boat Society who, under licence with the Town of Mahone Bay, operates the Town wharf and Marina. This Agreement permits the Co-op to erect and operate a boat building shed on the wharf property. A copy of the location is shown in the following plot plan.



4. Budget

The budget for the construction of the boat shed has been set as follows:

BOAT SHED MASTER BUDGET							То Ве	
					Budgeted	Paid	Paid	
	Description		Qty	unit \$	Cost	To Date	2018	2019
Development Permit	:							
Application fee					\$ 50.00	\$ 50.00		
Building permit					\$ 190.00	\$190.00		
Purchase of Shed								
Michael & Sean Kippe	ers - per contract	:			\$ 11,200.00	\$ 3,800.00	\$ 3,700.00	\$3,700.00
Sheathing & Materia	ıls							
Sheathing 15/16" hemlock	Bruhm's Mill	bf	2500	\$0.60	\$ 1,500.00	\$1,189.80		
Skid 6"x 8"x 25' spruce	Bruhm's Mill	ea	2	\$90.00	\$ 180.00		\$180.00	
Skid 8"x8"x16' hemlock	Bruhm's Mill	ea	2	\$60.00	\$ 120.00		\$120.00	
Flooring Pine 20' long boards	Sean & Mike Kippers	bf	384	\$1.20	\$ 460.80		\$460.80	
Flooring Oak groves	Bruhm's Mill	ea	20	\$4.00	\$ 80.00		\$80.00	
Nails 3" spiral galvanized	NSBS	lbs	100	\$1.20	\$ 120.00	\$104.73		
Wall tar paper	NSBS	rolls	2	\$50.00	\$ 100.00		\$100.00	
Wall vapor barrier	NSBS	rolls	1	\$90.00	\$ 90.00		\$90.00	
Wall Foam/Foil Insulation R12	NSBS	???	9	\$40.00	\$ 360.00		\$360.00	
Wall B&B 12"x 10' pine	Sean & Mike Kippers	ea	42	\$15.00	\$ 630.00		\$630.00	
Wall B&B 4"x 10' pine	Sean & Mike Kippers	ea	43	\$5.00	\$ 215.00		\$215.00	
Wall B&B 12"x16' pine	Sean & Mike Kippers	ea	18	\$24.00	\$ 432.00		\$432.00	

HERITAGE BOATYARD CO-OPERATIVE LIMITED

BOAT SHED MASTER BUDGET							То Ве		
					Budgeted	Paid	Paid	d	
			Qty	unit \$	Cost	To Date	2018	2019	
	Sean & Mike								
Wall B&B 4"x16' pine	Kippers	ea	29	\$8.00	\$ 232.00		\$232.00		
Roof Cedar Shakes Seconds	NSBS	bndl	28	\$18.00	\$ 504.00		\$504.00		
Roof fasteners s/s	NSBS	lbs	10	\$20.00	\$ 200.00		\$200.00		
Roof foam/foil insulation R12	NSBS	???	7	\$40.00	\$ 280.00		\$280.00		
Roof vapour barrier	NSBS	rolls	1	\$90.00	\$ 90.00		\$90.00		
Roof plywood	NSBS	sht	22	\$45.00	\$ 990.00		\$990.00		
Roof undercoat	NSBS	rolls	1	\$100.00	\$ 100.00		\$100.00		
Roof tar paper	NSBS	rolls	2	\$50.00	\$ 100.00		\$100.00		
Wet/Dry Plastic Cement	NSBS	ea	1	\$15.33	\$ 15.33	\$ 15.33			
LED Work lights w stand	NSBS	ea	3	\$18.37	\$ 55.11	\$55.11			
Misc hardware	NSBS	var.	var.	\$16.50	\$ 16.50	\$16.50			
					\$ 6,870.74	\$1,381.47	\$5,163.80		
Windows									
	Used windows with screens and storms		10		\$ 500.00	\$500.00			
	Window frame casings	s &	10	Bruhm's Mill	\$ 500.00		\$500.00		
Doors									
Front of shed			2		\$ 500.00		\$500.00		
Interior finishing									
Electrical			1		\$ 400.00		\$400.00		
Sponsorship Signage									
	Sponsorship signs		17	\$ 200.00	\$ 3,400.00		\$1,700.00	\$1,700.00	
TOTAL COSTS					\$ 30,481.48	\$7,302.94	\$17,127.60	\$5,400.00	

HERITAGE BOATYARD CO-OPERATIVE LIMITED

5. Funding

The funding of this boat building shed is as follows:

Total Budgeted Cost \$30,481.48

Proposed funding sources:

Sponsorship from business and community sources:

Raised in 2017 \$2,500.00 Raised in 2018 \$7,050.00

To be raised \$5,000.00 \$14,550.00

Funding from Government and other sources \$15,931.48

Total Funding \$30,481.48

It is proposed that funding requests will be made to the Town of Mahone Bay, the Municipality of the District of Lunenburg, the Province of Nova Scotia, and the Government of Canada, as well as, other sources. It is anticipated through the efforts of all parties that the vision of creating a beacon of our boatbuilding past can be established.

HERITAGE BOATYARD CO-OPERATIVE LIMITED

6. Membership

The membership of the Heritage BoatYard Co-operative Limited consists of the following:

No.	<u>Name</u>	Address				
1	Darryl Haley	Mahone Bay				
2	John Biebesheimer	Mahone Bay				
3	Graham McBride	Halifax				
4	Bob Douglas	Mahone Bay				
5	Gary Hanley	Hd of St Margaret				
6	Peter Redden	Mahone Bay				
7	Richard Luckenby	Mahone Bay				
8	James Edwards	Halifax				
9	John Dickinson	Mahone Bay				
10	Greg Little	Mahone Bay				
11	Krista Ritchie	Halifax				
12	Margaret MacDonald	Mahone Bay				
13	Ron Hall	Mahone Bay				
14	Moira Devereaux	Mahone Bay				
15	Eamonn Doorly	Halifax				
16	David Houston	Mahone Bay				
17	Randy Sherman	Mahone Bay				
18	Jeff Phillips	RR# 3 Clearland				
19	Caelyn Parker	RR1 Berwick				
20	Gary Siliker	Mahone Bay				
21	Charles D. Maginley	Mahone Bay				
22	Curtis Raymond	Mahone Bay				
23	Anthony Richard	Bridgewater				

Minister of Natural Resources

Ministre des Ressources naturelles

Ottawa, Canada K1A 0E4

DEC - 7 2018

His Worship David W. Devenne Mayor Town of Mahone Bay P.O. Box 530 Mahone Bay, Nova Scotia B0J 2E0

Dear Mayor Devenne:

My colleague, the Honourable Jonathan Wilkinson, Minister of Fisheries, Oceans and the Canadian Coast Guard, has forwarded to me a copy of your correspondence of July 5, 2018, concerning the Canada Nova Scotia Offshore Petroleum Board's (CNSOPB) decision to allow oil and gas exploration drilling off the coast of Nova Scotia, and requesting a review of the legislative framework.

The Government of Canada recognizes that the environment and economy go hand in hand. This is why on February 8, 2018, Bill C-69 was introduced in Parliament. It includes the proposed Impact Assessment Act, which sets out new rules for future Impact Assessments for major resource projects to strengthen public trust, ensure good projects are developed, and ensure resources get to market. Bill C-69 will also establish a new agency, the Impact Assessment Agency of Canada, responsible for conducting Impact Assessments and coordinating consultations with Indigenous Peoples for all designated projects. This new agency will work closely with lifecycle regulators, like the proposed Canadian Energy Regulator, the Canadian Nuclear Safety Commission, and the Offshore Boards, to ensure all project reviews across the country follow a consistent, neutral process while retaining and relying on the specialized expertise of these regulators.

Canada has a robust regulatory system for all offshore oil and gas activities that ensures the highest standards for safety, protection of the environment, and management of our petroleum resources. BP's proposed Scotian Basin Exploration Drilling Project was subject to a rigorous environmental assessment undertaken by the Canadian Environmental Assessment Agency, which included public participation at various stages of the assessment. Following this assessment process, on February 1, 2018, my colleague, the Honourable Catherine McKenna, Minister of Environment and Climate Change, announced that the project is not likely to cause significant adverse environmental effects. As part of this decision, Minister McKenna established legally binding conditions, including mitigation measures and follow-up requirements that BP will have to meet throughout the life of the project.



The CNSOPB also conducted its own regulatory review of this project, including an assessment of BP's preparedness and response capabilities in the event of a well incident. Following this review, on April 21, 2018, the CNSOPB granted BP an Approval to Drill a Well and authorized the drilling of one deep-water exploration well. Subsequent to this regulatory process, an unauthorized discharge of synthetic-based drilling mud occurred on June 22, 2018. The CNSOPB has since identified the cause of the discharge and BP has implemented several measures to prevent another occurrence, such as replacing components where the leak occurred, inspecting other similar components, implementing an alarm system, and undertaking routine inspections and tests. The CNSOPB indicated it is satisfied with the responsive actions taken, and granted BP approval to recommence drilling on July 22, 2018.

With respect to regulation of offshore activity, both the CNSOPB and the Canada-Newfoundland and Labrador Offshore Petroleum Board (the Boards) are independent joint agencies of the governments of Canada, Nova Scotia and Newfoundland and Labrador. The Boards have overseen the safe and environmentally responsible development of Canada's offshore oil and gas resources for more than 30 years. We have every confidence in the Boards' ability to execute their mandates as independent regulators and to ensure legislative and regulatory compliance concerning worker safety, environmental protection, resource management, and industrial benefits.

All of these actions reflect our core belief that economic growth and environmental protection are not competing interests—they are vital components of a single engine of innovation and of Canada's energy transition. As we move forward, our actions and decisions will continue to be based on science. We are confident that these actions will improve Canadians' quality of life and will be major steps toward safeguarding our marine environment, promoting healthy ecosystems, and building a prosperous, low-carbon future for our children and grandchildren.

Yours sincerely,

Amarjeet Sohi, P.C., M.P.

A. Sohi



PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • novascotia.ca

DEC 1 1 2018

Mayor David Devenne Town of Mahone Bay PO Box 530 Mahone Bay, NS B0J 2E0

Dear Mayor Devenne:

I am pleased to inform you that a direct deposit in the amount of \$1,000.00 will be made to your municipal account from the 911 Cost Recovery Fund. As in past years, the purpose of this funding is to provide for the recovery of the incremental costs associated with the administration of civic addressing programs at the municipal level.

I want to take this opportunity to express my thanks to you and your staff for the excellent support provided to the Nova Scotia 911 system, without which we could not continue to deliver the very high caliber of service that Nova Scotians have come to expect.

Should you have any questions, please contact the Emergency Management Office toll free at 1(866) 424-5620.

Sincerely,

Chuck Porter Minister

cc: Nova Scotia Federation of Municipalities



December 4, 2018

Dear Mayor,

I am reaching out to you because of the exceptional and unforeseen circumstances that led to approximately half of Nova Scotians being without electricity on November 29. I want to make sure you have the facts on what happened and the information you need to answer any questions from your constituents, who are also our customers. And I want to let you know what actions are underway to learn for the future.

Providing safe, reliable and affordable power is our commitment to Nova Scotians. It is our responsibility 24 hours a day, 365 days of the year. It is the entirety of our business. We understand power outages disrupt lives, interrupt businesses, and result in the cancellation of schools, community events, and more. The 1,700 Nova Scotians who work for Nova Scotia Power take this very much to heart. They are dedicated to serving their neighbours and communities, and they take that sense of responsibility home to their families.

I want you to know that we have a thorough investigation underway – and are engaging an independent, third party – so we can acquire every possible learning from this. As a public utility, transparency is important to us; we understand that Nova Scotians want to know what we are doing to protect against this happening again.

The Storm and Response

Late on Nov. 28 and through Nov. 29, a major winter storm caused damage to Nova Scotia Power's distribution system, particularly through northeastern Nova Scotia and Cape Breton. We are well-experienced with managing such storms and had plans in place. As a matter of fact, earlier in the day on the 28th we had opened our Emergency Operations Centre and had pre-staged crews throughout the province to be ready to respond.

What we weren't anticipating was an unprecedented loss of the transmission system – both between Cape Breton and mainland Nova Scotia, and between Nova Scotia and New Brunswick.

When this transmission loss occurred, there wasn't enough electricity being generated on mainland Nova Scotia at that time to serve customer demand, so the electric grid automatically started shutting down distribution lines on the Mainland to protect itself from severe damage, which would have been much worse of an outcome. This was a case of the electrical system working as it is designed to work, and in compliance with standards set by the North American Electric Reliability Corporation (NERC), the Northeast Power Coordinating Council (NPCC), and the System Design Criteria as approved by the Nova Scotia Utility and Review Board.

This was understandably confusing and frustrating for customers in places like Halifax and the South Shore where the weather wasn't that bad, compared to the severe storm conditions in northern Nova Scotia and Cape Breton. However, the functioning of these protective devices enabled quick restoration to customers once the transmission problems were resolved. For perspective, around noon on Nov. 29, approximately 250,000 customers were out and by 6 PM there were fewer than 42,000 customers without power.

Despite the magnitude of the circumstances, we had 95% of customers who lost power restored by 10 PM, Nov. 29, and fewer than 16,600 remained without power.



Keeping Customers Informed

Throughout this event, customers had constant access to the latest outage information over the phone and via the internet.

- Our high-volume call answering system handled 141,372 calls, with an average answer time of 78 seconds.
- Our Customer Care Associates had one-on-one conversations with 13,049 customers.
- Our online outage map was viewed 921,000 times.
- More than 45,000 customers engaged with us via social media

Contrary to some misinformation out there, these transmission interruptions involved well-maintained equipment that is regularly inspected and part of our ongoing asset reinvestment program. The interruptions were the result of high winds and heavy, thick ice build-up on lines.

Increased high winds over the past decade are part of the ongoing climate change adaptation we have been working to address. Here are some facts:

- Average annual wind gusts above 80 km/h have more than doubled from 43 hours in 2009-2013 to 91 hours in 2014-2018. (As measured at the weather stations in Halifax, Yarmouth, Greenwood and Sydney.)
- To the end of November 2018, there have been 104 hours of wind gusts greater than 80 km/h, of which 29 hours have been greater than 90 km/h.

NS Power Reliability Investments

Nova Scotia Power invests \$100 million per year in equipment upgrades, cutting back trees from power line rights-of-way, and storm hardening the system along our 32,000 kilometres of power lines. We assess trouble spots in communities and create individualized work plans designed to address causes of outages for each specific area.

We are also actively exploring and testing system reliability solutions for the future — such as grid and home-based battery storage — that can protect individual homes and communities from losing service during power outages. And we have recently received approval from the Utility and Review Board for a \$133 million investment to upgrade all of our customers to state-of-the-art smart meters. With smart meters we will automatically know when a customer is without power, whereas today, in some situations, we rely on customers to tell us.

On a personal note, I am immensely proud of our team and the work they do to serve Nova Scotians every day. We never want our customers to experience a power outage. But when that happens, this team steps up and we don't stop until the last customer is safely restored.

Please don't hesitate to reach out to me, if you would like to talk more about this, or anything else.

Sincerely,

Karen Hutt

President & CEO, Nova Scotia Power



DEC 0 5 2018

Karen Mattatall Mayor Town of Shelburne PO Box 670 168 Water Street Shelburne, NS B0T 1W0

Dear Mayor Mattatall:

Thank you for your letter of November 8th, 2018, regarding central dispatch for Fire Departments (excluding HRM).

We recognize the importance of a reliable and professional dispatch system for Nova Scotia's Fire Services and are aware that the Fire Services Association of Nova Scotia is considering options to improve dispatch services for Fire Departments.

Municipal Affairs staff from the Office of the Fire Marshal (OFM) and the Emergency Management Office (EMO), are participating in fire services discussions and are open to discussing various models in the context of the Fire Services Review.

Thank you for sharing the position of your Council on fire service dispatch. If you would like to discuss further, please feel free to contact Fred Jeffers, Fire Marshal at 902-424-5508.

Yours truly,

Kelliann Dean Deputy Minister

c All Municipal Units in NS (excluding HRM)
Jim Roper, President, Fire Service Association of Nova Scotia
Shannon Bennett, A/Executive Director, Grants, Programs & Operations, DMA
Paul Mason, Executive Director, Emergency Management Office, DMA
Fred Jeffers, Fire Marshal, Office of the Fire Marshal



PO Box 7, Halifax, Nova Scotia, Canada B3J 2L6 • Telephone 902 424-4044 Fax 902 424-0510 • novascotia.ca

DEC 1 2 2018

Ms. Maureen Hughes Town of Mahone Bay PO Box 530 Mahone Bay NS B0J 2E0

Dear Ms. Hughes,

Nova Scotia's Accessibility Act, passed in September 2017, sets a goal of an accessible province by 2030. It provides a framework for improving accessibility in areas of: the built environment; transportation; the delivery and receipt of goods and services; information and communication; employment; and education.

In September, the Government of Nova Scotia released the two enclosed documents to guide this work. I invite you to review and share them with your municipal colleagues. (They are also available online at novascotia.ca/accessibility.)

- Access by Design 2030 is the province's accessibility strategy, identifying priorities and key actions for becoming a more equitable and inclusive province.
- The Government of Nova Scotia Accessibility Plan (2018-2021) outlines how Government, as an organization, will improve accessibility in our policies, programs and services over the next three years.

The commitments outlined in these documents will require collaboration and commitment from government and our partners across the province, including municipalities. I know there is work already underway at many municipalities to improve accessibility. To inform this work, the Department of Municipal Affairs and the Accessibility Directorate have established the Provincial/Municipal Accessibility Working Group, co-chaired by Jeff Cantwell, Mayor of Wolfville and Gerry Post, Executive Director, Accessibility Directorate.

One of the first accessibility standards to be developed is in the built environment, directly impacting the municipal sector. This work will begin immediately with the establishment of a standard development committee to assist the Accessibility Advisory Board in providing recommendations on the content of the standard.

Next year, municipalities will be prescribed as public sector bodies under the Act. This means that, within a year of being prescribed, municipalities will be required to establish an accessibility committee and accessibility plan. The Accessibility Directorate is working with the Department of Municipal Affairs on this process, and will be in touch with further details.

For more information about this work, please contact Gerry Post, Executive Director, Accessibility Directorate at 902-424-6975/ gerry.post@novascotia.ca. We look forward to collaborating with municipalities as we work toward a more accessible, inclusive province for all Nova Scotians.

Yours truly,

Mark Furey



Access by Design 2030

Achieving an Accessible Nova Scotia



Cover Photo: Marwa Harb and her father Mohammad immigrated with their family from Syria to Nova Scotia in 2016. They have quickly become impactful, energetic contributors to their community. Mohammad recently received a national award from Canadian Blood Services for his work coordinating Syrian Canadian Donation Day, an event to encourage Syrian newcomers to donate blood.

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Access by Design 2030
Department of Justice, September 2018.
ISBN 978-1-55457-881-8

Welcome Message

Last year, the Accessibility Act was passed and proclaimed, demonstrating our commitment to a more equitable and barrier-free province for all Nova Scotians. The Act recognizes accessibility as a human right and sets a goal of an accessible Nova Scotia by 2030. This important piece of legislation outlines what we need to do as a province to improve accessibility and ensure that every Nova Scotian can participate in our society.

Almost 1 in 5 Nova Scotians over the age of 15 identify as having a disability. We anticipate that this number will grow as our population ages. These numbers underscore both the significance and timeliness of the Accessibility Act. This legislation is an important part of government's plan to build a stronger province that benefits all Nova Scotians. The Act establishes a framework for preventing and removing barriers in the built environment, education, employment, transportation, information and communication, and goods and services.

This document - Access by Design 2030 - provides a strategy for how we will work together as a province to accomplish this work. It will take all of us — government, businesses, communities, and individuals —working together to get there. We've been out speaking with Nova Scotians across the province, including persons with disabilities and their families, those who provide services to persons with disabilities, municipalities, and representatives from the non-profit, education, health, and business sectors.

Access by Design 2030 reflects what we heard during these consultations and from our Accessibility Advisory Board. The input we received has helped us define what an accessible, inclusive, barrier-free province means. It informed our decision to first focus on developing accessibility standards in education and the built environment. And it confirmed that collaboration across sectors, improving public awareness, and building capacity in accessibility are key to removing barriers.

Beginning this year, committees will be established to assist the Accessibility Advisory Board in making recommendations on the content of accessibility standards in the built environment and education. We will continue to consult with persons with disabilities and impacted stakeholders throughout the development of these standards.

Access by Design 2030 provides a roadmap for creating communities that are welcoming and supportive of all who want to participate, for creating places of employment where every Nova Scotian is provided equal opportunity to work and succeed, and for creating a province where prosperity and democracy thrive because of fair and equitable treatment. This is the province we can achieve if we work together.

Sincerely,

The Honourable Stephen McNeil Premier of Nova Scotia The Honourable Mark Furey Minister Responsible for the Accessibility Act

Vision

Imagine a province where our individual differences are celebrated and valued. A province where persons with disabilities are supported to participate fully in their communities. A place where we recognize that abilities vary, but our capacity to participate is not limited by barriers. A province that thrives because there is equitable opportunity for all Nova Scotians.

Nova Scotia's Accessibility Act sets out a plan for making this a reality for our province. It aims to improve accessibility in the areas of the built environment, education, employment, goods and services, information and communication, and transportation.

Important as this legislation is, it cannot succeed without a cultural shift in our province. We must understand barriers to accessibility and prevent and remove them. We must value the contributions of persons with disabilities, and recognize the rights of all Nova Scotians to participate in society. This cultural shift will require collaboration, innovation, and transformation among government, organizations, public and private sectors, communities, and every Nova Scotian.

We are committed to leading this change, and look forward to working alongside persons with disabilities and our partners across Nova Scotia to make it happen.



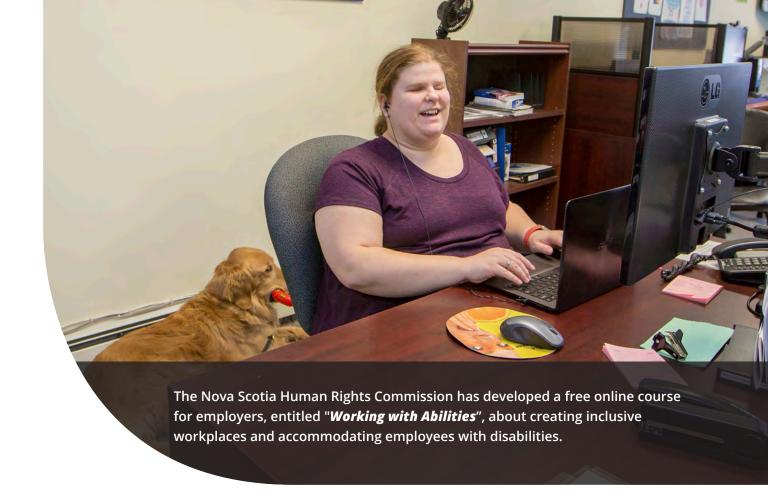
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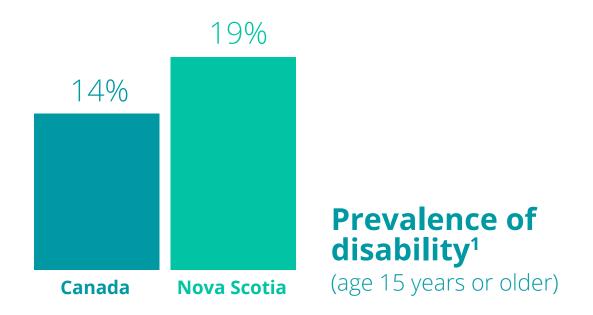
Almost 19 per cent of Nova Scotians age 15 and older identify as having a disability (approximately 144,000 people)¹. This is the largest percentage of any Canadian province. Nova Scotia also has the largest percentage of adults over the age of 65, at 20 per cent². This percentage will increase to approximately 25 per cent of the population by 2030³. Since rates of disability are higher in older adults, the number of Nova Scotians with disabilities will rise as our population ages.

^{1.} Statistics Canada (2012). Canadian Survey on Disabilities.

^{2.} Statistics Canada (2017). Population by broad age groups and sex, percentage distribution (2016) for both sexes, Canada, provinces and territories, 2016 Census.

^{3.} Nova Scotia Department of Seniors. (2017). SHIFT: Nova Scotia's Action Plan for an Aging Population.





^{1.} Statistics Canada (2012). Canadian Survey on Disabilities.



The Accessibility Act

In 2017, Nova Scotia passed the Accessibility Act, becoming the third Canadian province to adopt accessibility legislation. The act recognizes accessibility as a human right, and outlines how we will improve accessibility by preventing and removing barriers. It sets a goal of an accessible Nova Scotia by 2030.

The province's Accessibility Directorate is responsible for putting the new law into practice, and for addressing issues related to accessibility and disability.

An *Accessibility Advisory Board* makes recommendations to government on accessibility, and advises on the development of accessibility standards. The majority of board members are persons with disabilities.



Public Consultations

To inform the development of this strategy, government consulted with Nova Scotians between December 2017 and June 2018. Over 1,500 Nova Scotians provided feedback through targeted focus group sessions, an online questionnaire, public engagement sessions, direct submissions, and stakeholder meetings.

We heard from persons with disabilities and their families; organizations that provide services to persons with disabilities; representatives of the non-profit, education, health, and business sectors; and municipal and provincial government staff and elected officials. The Accessibility Advisory Board also provided recommendations for this strategy.

This input helped us understand the issues faced by Nova Scotians with disabilities, determine priorities for developing accessibility standards, and identify the actions we need to take to become an accessible province.

A summary of these consultations can be found in **What We Heard: Accessibility in Nova Scotia.**

Purpose

This document outlines priorities and key actions, providing a framework for how the province will achieve its goal of an accessible Nova Scotia by 2030. It also highlights some of the work that is already underway across the province to improve accessibility.

Principles

Access by Design 2030 is based on the following principles:

Human Rights and Social Justice: Work will be guided by principles of human rights and social justice, including respect for difference, dignity, independence, and autonomy; equitable access and opportunity; non-discrimination; and full participation and inclusion in society.

Engagement and Collaboration: Work will be guided by the experience of persons with disabilities. It will be supported by the strength of existing community-based programs and the development of collaborative, cross-sectoral initiatives.

Coordination and Harmonization: Accessibility initiatives and strategies will align across organizations and all levels of government. Current practices will be integrated into the work.

Innovation and Modernization: Innovation and modernization will be employed in the development of initiatives and the allocation of resources.



Outcomes

We aim to achieve the following outcomes:

Nova Scotians are aware of the rights of persons with disabilities, understand the impact of barriers to participation, and take action to prevent and remove barriers.

Persons with disabilities in Nova Scotia have equitable access to:

- Buildings and outdoor spaces in which Nova Scotians live, work, learn, and play
- Inclusive public and post-secondary education
- Employment
- Information and communication
- Goods and services
- Transportation within and between communities

Priorities

We will achieve an accessible Nova Scotia by focusing on the following priorities:

- 1. Standards Development
- 2. Awareness and Capacity Building
- 3. Collaboration and Support
- 4. Compliance and Enforcement
- Monitoring and Evaluation
- 6. Government of Nova Scotia Leading by Example

1. Standards Development

We will develop and implement accessibility standards to prevent and remove barriers to accessibility for persons with disabilities in the following areas:

Built Environment

Standards in this area will address how to make buildings, streets, sidewalks, and shared spaces accessible to all. These standards may address gaps in current regulations.

Education

Standards in this area will help to create learning environments in which all students can participate. These standards could address how students with disabilities get the instruction and learning materials they need. The standards will apply to primary, secondary, and post-secondary education.

Employment

Standards in this area will support persons with disabilities in finding meaningful employment. The goal is to ensure equal access to employment for persons with disabilities.

Goods and Services

Standards for delivering and receiving goods and services may address how service providers interact with and are trained to serve persons with disabilities. This may include how persons with disabilities access goods and services, including the use of assistive devices.



The Inverness Development Association made Inverness Beach the most accessible beach in Atlantic Canada, using funding from the **Department of Communities**, **Culture and Heritage's Recreation Facility Development Program**.

Information and Communication

Standards in this area will help to ensure all Nova Scotians can receive and share the same information. They may consider accessible formats (for example, braille, American Sign Language, or large print), accessible websites and technologies, and standards for communicating with persons with disabilities.

Public Transportation and Transportation Infrastructure

Standards in this area will help make it easier for everyone to travel in both rural and urban Nova Scotia. These standards will not apply to forms of transportation regulated by the federal government, such as travel by air and rail.

Other Areas

We may also develop and implement accessibility standards in other areas, if prescribed under the act.

The Standards Development Process

The Accessibility Advisory Board will recommend to the minister what should be included in each set of standards. To do this, the board will establish standard development committees. At least half of the members of each committee will be persons with disabilities or representatives of organizations that represent persons with disabilities. Committee members will also be representatives of organizations that could be impacted by the standards, and government departments that have responsibilities related to the standards.

When developing standards recommendations, the Accessibility Advisory Board must consult with

- · Persons with disabilities
- Organizations representing persons with disabilities
- Those affected by the proposed standard
- · Government entities with responsibilities related to the proposed standard

All Nova Scotians may also submit comments about the proposed accessibility standards before they are adopted by government.

Key Actions	Lead Department(s)	Partners
Begin developing standards in the built environment and education in 2018. Begin implementing these standards by 2022. Standards will first apply to the Government of Nova Scotia, to public sector bodies second, and, finally, to other entities (such as the private sector).	Justice (Accessibility Directorate)	 Accessibility Advisory Board Standards Development Committees Office of Regulatory Affairs, Departments of Transportation and Infrastructure Renewal; Education; Labour and Advanced Education
Begin developing the remaining standards areas (employment, information and communications, goods and services, transportation) at a rate of one per year, beginning in 2021. The Accessibility Advisory Board will recommend the order in which they will be developed.		 Accessibility Advisory Board Standard Development Committees
Assess the need to develop a provincial accessibility standard for health care and continuing care.	Justice (Accessibility Directorate) Health and Wellness	



2. Awareness and Capacity Building

We will build capacity in accessibility, and increase awareness about the rights of persons with disabilities and barriers to participation.

Key Actions	Lead Department(s)
Develop public awareness campaigns to increase understanding of accessibility, human rights, accessibility standards, and barriers to participation.	Communication Justice (Accessibility Directorate)
Work with partners in education to integrate information about disability rights and accessibility into relevant school curriculum areas as they are renewed and developed.	Education and Early Childhood Development
Develop resources and training to support the public sector, private sector, and community organizations to comply with the Accessibility Act.	Justice (Accessibility Directorate)
Provide resources and training to build capacity in accessibility across sectors.	Justice (Accessibility Directorate)

3. Collaboration and Support

We will collaborate with partners and stakeholders to ensure accessibility and the rights and needs of persons with disabilities are central to policy development, and program development and delivery.

Key Actions	Lead Department(s)	Partners
Prescribe other public-sector bodies, such as municipalities, post-secondary educational institutions, and Crown corporations, under the Accessibility Act.	Justice (Accessibility Directorate)	
Assess existing programs that provide support for the hiring, training, accommodation, and advancement of persons with disabilities in the workplace, and identify opportunities to improve them.	Labour and Advanced Education	Community Organizations
Assess and harmonize existing government programs that provide access to assistive devices and supports, assistive technology, and interpreting services, and identify opportunities to improve them.	Community Services	 Departments of: Community Services; Education and Early Childhood Development; Health and Wellness; Labour and Advanced Education Community Organizations
Explore new and enhance existing public transportation models that will support equitable access to inclusive, accessible, affordable transportation options across Nova Scotia.	Justice (Accessibility Directorate)	 Departments of: Communities, Culture and Heritage; Municipal Affairs; Transportation and Infrastructure Renewal Community Organizations Municipalities
Establish a partnership between academia, government and communities for accessibility research and knowledge translation.	Justice (Accessibility Directorate)	Post-Secondary InstitutionsCommunity Organizations
Promote built environment initiatives, such as the Rick Hansen Foundation Accessibility Certification Program.	Justice (Accessibility Directorate)	Nova Scotia Community College

4. Compliance and Enforcement

We will monitor and enforce compliance with the Accessibility Act and standards.

Key Actions	Lead Department
Establish an immediate focus on compliance with existing regulations related to accessibility.	Justice (Accessibility Directorate)
Establish compliance and enforcement mechanisms, including appointing a Director of Compliance and Enforcement, and utilizing inspectors to monitor and enforce compliance with the Act and standards.	

5. Monitoring and Evaluation

We will establish and implement processes to evaluate and improve accessibility standards and initiatives.

Key Actions	Lead Department
Work with government departments and partners to develop implementation plans to demonstrate accountability and monitor progress toward this strategy's outcomes.	Justice (Accessibility Directorate)
Establish evaluation processes to measure the efficacy and impact of accessibility initiatives.	
Undertake a comprehensive review of the effectiveness of the Act and the accessibility standards in 2021, and every 5 years.	



6. Government of Nova Scotia - Leading by Example

We will demonstrate leadership and become a model for accessibility by preventing and removing barriers to accessibility in Government of Nova Scotia programs, services, policies, and infrastructure.

Government of Nova Scotia Accessibility Plan (2018-2021)

Government will develop and implement multi-year accessibility plans beginning in 2018. The first *Government of Nova Scotia Accessibility Plan (2018–2021)* has been developed. Some highlights of these commitments include the following:

Communications and Service Delivery

- Launch a new Government of Nova Scotia website that is focused on the users' needs and meets international accessibility standards.
- Develop new training resources for staff about accessibility and disability issues.
- Develop a government-wide accessible customer service policy to ensure service delivery is consistent across government.
- Promote accessibility in government procurement processes.
- Explore the possibility of establishing accessibility navigators to help persons with disabilities access information and services.



Built Environment and Outdoor Spaces

- Conduct a review of spaces owned and leased by government to determine their accessibility issues and priorities, and develop an action plan to make them accessible by 2030.
- Incorporate clauses into new government leases for occupied spaces to ensure landlords meet the current Nova Scotia Building Code accessibility requirements.
- Improve the accessibility of Nova Scotia courts, including the Amherst Supreme Court, Digby Justice Centre, Halifax Law Courts, and Annapolis Royal Court House.
- Improve accessibility for persons with disabilities at provincial parks, beaches, campgrounds, and sportfishing sites. Provide barrier-free access to at least one provincial beach in every region by 2021.

Employment

 Ensure government training materials for hiring managers include information about recruiting and hiring persons with disabilities into Nova Scotia's public service

Supporting Businesses and Communities

 Department of Communities, Culture and Heritage will continue to provide funding for accessibility improvements to community organizations, municipalities, and businesses through the Community ACCESS-Ability and Business ACCESS-Ability grant programs.

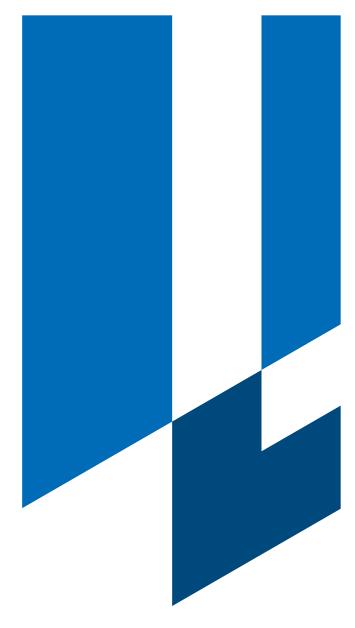
2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Built Environment Standards Development		Built Environment Standards Enacted	Built Environment Standards Implementation - NS Government*									
			Built Environment Standards Implementation - Public Sector Bodies*									
			Lilucteu	Built Environment Standards Implementation – Other*								
		Education Standards	Education Standards Implementation - NS Government									
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Awareness and (
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Collaboration and Support - public sector bodies, community organizations, private sector, and other stakeholders												
		d Enforcement										
Monitoring and E	valuation		Legislated Review	Monitoring and	d Evaluation			Legislated Review	Monitoring and	d Evaluation		

^{*}Implementation timelines will vary by standards area





For more information on accessibility in Nova Scotia, please visit **novascotia.ca/accessibility**



Government of Nova Scotia Accessibility Plan

2018-2021



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Government of Nova Scotia Accessibility Plan 2018-2021 Department of Justice, September 2018. ISBN 978-1-55457-880-1

Welcome Message

Last year, we passed the Accessibility Act. This important piece of legislation outlines what we need to do as a province to ensure that every Nova Scotian can participate in our society.

It sets an ambitious goal - to become an accessible province by 2030. It will take all of us working together to achieve this.

As an employer, and as Nova Scotia's largest program and service provider, it is important for government to lead by example. This begins with setting our priorities for accessibility over the coming years. Priorities that focus on creating an inclusive, responsive, and barrier-free workplace for Nova Scotia public servants, and that ensure our services to Nova Scotians are accessible to all.

The Government of Nova Scotia Accessibility Plan 2018-2021 was developed with input from Nova Scotians, and in collaboration with staff from across our organization who work directly on the development and delivery of our programs. They provided insight into ways we can improve access for persons with disabilities to our information, infrastructure, workforce, programs, and services.

That insight was further developed into actions – what we will do over the next three years to ensure that accessibility is considered in the development and delivery of our policies, programs and services, and in our workplace.

This work does not belong to any one government department or program area - we are all responsible for its implementation and its success. All employees are encouraged to become involved, and to actively think about how we can make the work we do on behalf of Nova Scotians more accessible.

Together, we will drive the changes needed to create a more equitable and inclusive province.

Sincerely,

The Honourable Stephen McNeil Premier of Nova Scotia

The Honourable Mark Furey Minister Responsible for the Accessibility Act

Our Commitment to Accessibility

The Government of Nova Scotia is committed to being accessible in the way we work, do business, and provide services to Nova Scotians.

Under the Accessibility Act, public sector bodies, like government, are required to develop multi-year accessibility plans to help make Nova Scotia accessible by 2030.

The Government of Nova Scotia plan will help us meet the needs of people who face barriers and will treat persons with disabilities in ways that demonstrate respect for difference, dignity, independence and autonomy, equitable access and opportunity, and non-discrimination. We will ensure equitable access and demonstrate leadership in developing accessible policies, programs, and services.

Our plan was developed collaboratively by staff across Government of Nova Scotia departments, through discussions with employees with disabilities, and through input gathered from community engagement sessions. Specifically, we would like to thank members of the Nova Scotia Disability Employee Network (NSDEN) for their input and insights into development of this plan.

Read this document to learn more about

- · Our organizational commitment to accessibility;
- Long-term outcomes for being an accessible organization;
- Priorities for our first multi-year accessibility plan;
- Actions for immediate results what we will do over the next three years to ensure we are an accessible organization

Barriers to Accessibility – What we heard

Nova Scotians with disabilities still face barriers to accessibility. These barriers may be attitudinal, organizational or systemic, architectural or physical, or within the design of information, communications, and technology systems.

In developing Government of Nova Scotia's Accessibility Plan, we heard about ways to improve accessibility across our organization:

- Increase awareness about the barriers faced by persons with disabilities, how
 to better help the public we serve, and how to recognize and remove barriers
 to accessibility.
- Improve resources for helping persons with disabilities to find and access information on programs and services (i.e., services for persons with disabilities). Additionally, make more communications available in alternate formats (signs, websites, documents, videos).
- Strengthen supports for employees using assistive technologies, and build capacity to remedy technical issues with assistive technologies.
- Improve access to government buildings and offices to ensure clients and employees are able to receive services.
- Improve availability of accessible washrooms, workspaces, common rooms, boardrooms, and kitchens (for employees).
- Enhance accessibility for persons who are visually impaired or deaf/hard of hearing (such as visual fire alarms).
- Ensure Government of Nova Scotia recruitment, hiring, and career development processes are accessible. Within the 2016 How's Work Going employee survey, persons who identified as having a disability were the least engaged among all diversity groups.

Our Outcomes and Priorities

An accessible Government of Nova Scotia means:

- Persons with disabilities (including employees, residents and visitors) receive equitable access to:
 - o Government of Nova Scotia owned and leased buildings, and public spaces
 - o Programs and services delivered by the Government of Nova Scotia
 - o Government of Nova Scotia information and communications
- Persons with disabilities are employed, engaged, and advancing within the Government of Nova Scotia public service and have appropriate accommodations
- Government of Nova Scotia employees are aware of the rights of persons with disabilities, are able to identify barriers to accessibility and their impacts, and actively seek solutions to prevent and remove them

Priority: Awareness and Capacity Building

We will create a culture of accessibility across our organization. This includes increasing awareness of the Accessibility Act and building capacity for government staff to identify, remove, and prevent barriers to equitable participation.

Priority: Information and Communications

We will ensure persons with disabilities can equitably receive and understand information and communications delivered by the Government of Nova Scotia.

Priority: Buildings, Infrastructure and Public Spaces

We will ensure government-owned, leased, and operated buildings, offices, and public spaces are accessible..

Priority: Employment

We will remove barriers to employment for persons with disabilities seeking a career within the Government of Nova Scotia. This includes ensuring our workforce reflects the province's diverse population and that we are making our employment practices and workplaces more accessible for new and existing employees with disabilities.

Priority: Delivery of Goods and Services

We will ensure people with disabilities have equitable access to goods and services delivered by the Government of Nova Scotia. This includes ensuring there are policies, procedures, and tools in place to promote accessibility in customer service.

Our 2018-2021 Commitments

The commitments below represent our first actions in creating an accessible Government of Nova Scotia. They are the things we will do now to initiate change across the organization and set the stage for creating a culture of accessibility. The commitments identified in this plan will be undertaken between 2018 and 2021. We will report annually on progress toward achieving them.

Central to this is ensuring our policies, programs, and services are designed with accessibility at the forefront. To move in this direction, we will initiate a review of Government of Nova Scotia legislation, regulations, and policies from an accessibility perspective and develop an approach to address gaps with respect to accessibility.

Awareness and Capacity Building

- Strengthen capacity within Departments to champion diversity and inclusion, including accessibility and disability issues across government. This work will align with development and implementation of the Public Service Commission's new diversity and inclusion strategy. Lead(s): [Public Service Commission/Department of Justice]
- Develop new training offerings within the Public Service Commission Learning Environment specific to accessibility and disability issues. Make training compulsory for managers and staff across the provincial public service.
 Lead(s): [Public Service Commission/Department of Justice]
- Continue to enhance policy analysis and program development, including building an accessibility framework for assessment of policy/program development initiatives. Lead(s): [Executive Council Office/Department of Justice]
- 4. Build capacity among Communications Nova Scotia staff to ensure they can support Departmental clients to build accessibility into their communications products and deliverables. **Lead: [Communications Nova Scotia]**
- Develop and implement public awareness programs (internal and external), to build awareness around the Accessibility Act, barriers to accessibility and what an accessible Nova Scotia means. Lead(s): [Communications Nova Scotia/Department of Justice]

6. Work with (support) public sector organizations prescribed under the Accessibility Act, to develop and implement accessibility plans and accessibility advisory committees. **Lead: [Department of Justice]**

Information and Communications

- Complete a review of communications policies, procedures and practices to improve accessibility and ensure they are not creating barriers to accessibility. This will include: Government of Nova Scotia Communications Policy and supporting guidelines; Government of Nova Scotia brand standards; communications platforms including print, electronic and digital (i.e. video). Lead: [Communications Nova Scotia]
- 2. Implement a phased launch of more user-centric government website, beginning in 2018-2019. The website will be accessible in line with the international standards (WCAG 2.0 AA), and augmented with user experience best practices. Future phases will include transactions (e.g., Adobe PDF forms) documents and other web assets that were produced separate from the new website (e.g., video, live webcasts). **Lead: [Communications Nova Scotial**
- 3. Conduct a review of industry standards for ICT services, policies, practices and procedures and leverage this information to promote accessibility in the design, development and implementation of new ICT services, products and systems. An example of this, ICT Services will consider accessibility requirements in the upcoming tender for laptop and desktops devices used by Government of Nova Scotia employees. **Lead: [Internal Services]**

Buildings, Infrastructure and Public Spaces

- Conduct a review of existing occupied spaces to determine accessibility issues and priorities and develop an action plan to achieve accessibility in Government of Nova Scotia owned and leased premises by 2030. Lead: [Transportation and Infrastructure Renewal]
- Incorporate clauses into new Government of Nova Scotia leases for occupied spaces that stipulate that landlords must meet the current Nova Scotia Building Code accessibility requirements. Lead: [Transportation and Infrastructure Renewal]
- 3. Initiate standards development processes and develop initial accessibility standards for Nova Scotia (built environment) **Lead: [Department of Justice]**
- 4. Make improvements to provincial parks, beaches, and campgrounds to ensure that more services are accessible. **Lead: [Lands and Forestry]**

5. Increase the number of barrier-free sport-fishing sites across the province, and advertise sites to the public. This includes expanding support under the Nova Scotia Sportfish Habitat Fund for projects that improve public access to sport-fishing areas, including barrier-free access to fishing sites. **Lead: [Fisheries and Aquaculture]**

Employment

- 1. Investigate establishment of a centralized system within the Government of Nova Scotia to better support to managers and employees across the public service with respect to accessibility and disability. This will also include analysis of re-establishing a centralized accommodations fund within the Government of Nova Scotia **Lead: [Public Service Commission]**
- Review recruitment and selection training materials for hiring managers and ensure that content reflects topics specific to the recruitment, selection and hiring of persons with disabilities into the public service of Nova Scotia.
 Lead: [Public Service Commission]
- 3. Work with the Nova Scotia Works employment services system to develop a Diversity and Inclusion Plan that will incorporate accessibility into the provision of employment programs and service delivery. In addition, build the capacity of Employer Engagement Specialists to provide support to employers in developing inclusive and accessible workplaces. Lead(s): [Labour and Advanced Education + partners (Nova Scotia Works, Community, employers)]
- Support the development of an Accommodations Application for employers, developed by Saint Mary's University's Inclusion by Design partnership.
 Lead(s): [Department of Justice/Public Service Commission]

Delivery of Goods and Services

- Develop a government-wide Accessible Customer Service Policy with aim to ensuring consistency in accessible customer service across Government of Nova Scotia. Lead(s): [Executive Council Office/Department of Justice]
- Ensure our public enquiries operators are equipped with information on services related to accessibility and disability. Lead(s): [Department of Justice/Service Nova Scotia/211]
- 3. Embed inclusion and accessibility into digital service design processes and ensure an inclusive and accessible by design approach. **Lead: [Service Nova Scotia]**

- 4. Promote accessibility in procurement processes undertaken by the Government of Nova Scotia. This will include developing resource materials for Departments to assist in identifying and including accessibility requirements in tenders for goods and services purchased by the Government of Nova Scotia. Lead(s): [Internal Services/Department of Justice]
- Explore the establishment of accessibility navigators to assist persons with disabilities in accessing information and services. Lead: [Department of Justice]

Moving Forward – Review and Updates of the Accessibility Plan

We will review and report annually on progress towards meeting the commitments identified within this plan.

We will continue to identify further opportunities for becoming a more accessible employer, service provider and policy-maker.

Our Accessibility Achievements -Leading by Example

The Government of Nova Scotia has a long-standing commitment to diversity and inclusion. Numerous policies, programs and initiatives are already in place to ensure accessibility and support for persons with disabilities across the organization.

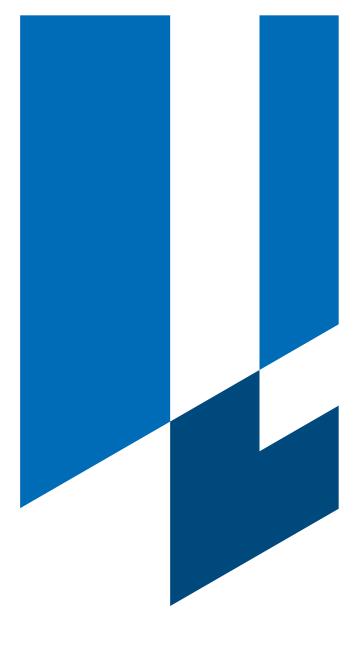
Achievements

- Nova Scotia Disability Employee Network (NSDEN) established in 2014, the NSDEN is a network of Government of Nova Scotia employees that works to promote a culture that respects, values and supports employees with disabilities in the Nova Scotia Public Service.
- Diversity and Inclusion training as part of orientation for new employees and new managers.
- Duty to Accommodate Physical and Mental Disability Guidelines Updated guidelines for managers to help in meeting obligations to provide reasonable accommodations needed by employees with disabilities.

- Promoting and supporting mental health and wellness via the new Office of Workplace Mental Health.
- Guide to Planning Accessible Meetings and Events developed by the Department of Justice (Accessibility Directorate) this guide provides information and guidelines on how to organize accessible meetings.
- Sign Language Interpreter Services Policy for Deaf and Hard-of-Hearing Nova Scotians ensuring that Sign Language interpreter services, when needed, are provided to persons who are Deaf and hard-of-hearing to enable equitable access to services offered by the Province of Nova Scotia.
- Ongoing efforts to improve accessibility of Government of Nova Scotia information and communications including updating government brand standards to ensure readability and ensuring that Government of Nova Scotia videos are closed-captioned.
- Ongoing renewal and revitalization of Access Nova Scotia centres to ensure accessibility for clients and employees.

Other initiatives in support of making Nova Scotia accessible include:

- Improving the accessibility of courts in Nova Scotia, including barrier-free access improvements to Amherst Supreme Court, Digby Justice Centre, Halifax Law Courts, and Annapolis Royal Court House.
- Improving accessible recreation opportunities by making at least one provincial beach in every region barrier free within three years and increasing the number of accessible sport-fishing sites.
- Delivering Community Transit Grants, specifically the Accessible Transportation Assistance Program. This program provides assistance for communities to purchase accessible vehicles.
- Delivering the Business ACCESS-Ability Grant Program and the Community Accessibility Grant (CCH), to ensure that community organizations and businesses have financial support to improve accessibility.
- Delivering the Rick Hansen Foundation/CSA Accessible Building Certification Training Program in partnership with the Nova Scotia Community College (NSCC) and the Rick Hansen Foundation. Nova Scotia is the second province to offer this program.







January 2, 2019

Dear Councilor,

The Nova Scotia Association of REALTORS® (NSAR) represents more than 1,500 members throughout the province who are dedicated to improving the quality of life for everyone who lives and works here. We are pleased to partner with strong leaders who recognize the important social, environmental, and economic impacts of the real estate industry on our communities.

REALTORS® in Nova Scotia have been lobbying municipal and provincial government officials to amend Deed Transfer Tax (DTT) policies. REALTORS® propose that municipalities either waive the DTT for first-time buyers on the purchase of their home, or extend the DTT payment period over five years. Each of these options can be tailored to suit the respective needs of municipalities.

For municipalities, a change in collection of the DTT would reduce budget fluctuations, if chosen to spread the payment over five years, and would permit appropriate fiscal planning. For first-time homebuyers, waiving the tax would ease financial burdens at the time of purchase and encourage home buying in your municipality, and our province. Extending the payment period of DTT will allow housing acquisition costs to be spread out over a number of years, as DTT payments can equal up-to one-third of a five per cent down payment for first time buyers.

In 2018, new homeowners have boosted their local economies through spin-off spending, which averages \$44,150 per transaction in Nova Scotia, plus an increased property tax base. Nova Scotian homeowners will also contribute an estimated \$29.9 million in municipal taxes throughout the province in 2018.

In the New Year, REALTORS® from your community will reach out to schedule one-on-one conversations and offer council presentations on our proposal. I encourage you to consider our proposal and how it can benefit your community, and our provincial economy. If you have any questions, please reach out to Paige Hoveling, NSAR's Government Relations Coordinator at (902)-468-5764 or phoveling@nsar.ns.ca We look forward to speaking with you about stimulating your local market and attracting new residents to your community.

Kind regards,

Aaron Millen President Roger Boutilier Chief Executive Officer Roy Milley

Chair, Provincial/Municipal

Action Committee

Kelly Redden

From: Town of Mahone Bay Clerk

Subject: FW: NSFM'S "MUNICIPAL MATTERS"--December 12, 2018, Edition--Action Required:

For Information Purposes

From: NSFM Info < lnfo@nsfm.ca
Sent: December 12, 2018 3:07 PM
To: Tracy Verbeke TVerbeke@nsfm.ca

Subject: NSFM'S "MUNICIPAL MATTERS"--December 12, 2018, Edition--Action Required: For Information Purposes

NSFM E-News-Letter not viewing correctly? <u>View the online Version</u>



MUNICIPAL MATTERS—NSFM'S E-News-Letter

December 12, 2018

In This Issue:

- Canada Nova Scotia Offshore Petroleum Board (CNSOPB) Issues Call for Bids
- Canada Nova Scotia Offshore Petroleum Board (CNSOPB) Scoping Document: Multiklient Invest's Proposed 3D Seismic Program
- FCM Information on Scholarships for Women
- Provincial Response to Professor Lahey's Independent Review of Forest Practices Emission
 Reduction Plans
- Publication of Next Issue & Happy Holidays!

CONFERENCES/LEARNING OPPORTUNITIES

- Atlantic Conference on Public Administration (ACPA)
- NEW-Introduction to Digital Accessibility

Canada Nova Scotia Offshore Petroleum Board (CNSOPB) Issues Call for Bids

The Canada-Nova Scotia Offshore Petroleum Board (CNSOPB) has issued Call for Bids NS18-3, which includes two industry-nominated parcels. Bids must be received by May 8, 2019 before 4:00 p.m. Atlantic Time. Successful bidder(s) may be awarded Exploration Licences (ELs), subject to the federal and provincial Ministerial review and approval process set out in legislation.

The Call for Bids NS18-3 parcels are located on the Scotian Shelf, within the Sable Subbasin, where 23 Significant Discoveries have been made to date. The parcels are in shallow water, with maximum water depths up to 100 metres. The NS18-3 parcels are directly adjacent to 10 Significant Discoveries containing an estimated 1.3 Trillion Cubic Feet of recoverable gas and 15 Million Barrels of recoverable

oil. A number of undrilled exploration prospects have been identified on both parcels, including the Marmora discovery with proven gas trapped in a sandstone reservoir.

Strategic and project-specific environmental assessments (EA) have been conducted previously within the general area addressing exploration, development / production, and decommissioning type activities. Should ELs be issued as a result of the Call for Bids, a project-specific EA would then need to be completed ahead of the CNSOPB's consideration of any subsequent application by an operator to carry out exploration activity on the ELs. The project-specific EA would evaluate potential environmental effects specific to a proposed project, and determine the precise mitigation measures that would need to be implemented, should the CNSOPB ultimately grant an authorization to an operator to proceed with offshore activity.

The public have an opportunity to submit written comments on Call for Bids NS18-3. Comments must be received by February 8, 2019 at 4:00 p.m. Atlantic Time, and will be posted publicly. The CNSOPB will review all written comments received prior to considering the issuance of exploration licences.

The Call for Bids NS18-3 website outlines the terms and conditions for the parcels, including the work deposit requirements. Please refer to www.callforbids.ca for this information, as well as detailed geoscience and regulatory information, and guidance on how to submit written comments.

About the Board

The Canada-Nova Scotia Offshore Petroleum Board is the independent joint agency of the Governments of Canada and Nova Scotia responsible for the regulation of petroleum activities and resources offshore Nova Scotia.

For more information, please don't hesitate to contact Stacy O'Rourke, Director of Communications, at 902-410-6402 or sorourke@cnsopb.ns.ca. (Click here to return to top.)

Canada Nova Scotia Offshore Petroleum Board (CNSOPB) Scoping Document: Multiklient Invest's Proposed 3D Seismic Program

The CNSOPB has now finalized the Scoping Document for the MKI potential seismic program. This Scoping Document will be used by MKI to prepare their Environmental Assessment for this potential seismic program offshore Nova Scotia.

Comments received on the draft Scoping Document are also posted, as well as a Response Chart related to the comments. All documents are available for viewing on the CNSOPB website, here: https://www.cnsopb.ns.ca/file-no-3000835.

For more information, please don't hesitate to contact Stacy O'Rourke, Director of Communications, at 902-410-6402 or sorourke@cnsopb.ns.ca. (Click here to return to top.)

FCM Information on Scholarships for Women

Please note that the scholarships are only open to female Canadian citizens.

There are scholarships available for young women in high school, CEGEP, university and college. More information on both scholarships is provided below. FCM established these scholarships

to support young women who demonstrate leadership and interest in local government, and to encourage others to get involved in their community. The scholarships are part of FCM's initiative to reach parity in municipal councils across Canada.

Andrée P. Boucher Memorial Scholarship

This \$4,500 scholarship is presented to a female college or university student deemed to have submitted the best research paper on a topic related to women in politics.

Two André P. Boucher Scholarships will be awarded.

- One to a student at the college/university undergraduate level; and
- One at the university graduate level.

Canadian Women in Municipal Government Scholarship

These \$1,000 scholarships are presented to outstanding high school and CEGEP students for their involvement in their school's leadership team or student council.

Five regional scholarships will be presented across Canada this year, one each for British Columbia, the Prairies and Territories, Ontario, Quebec and Atlantic Canada.

Applications

To apply for any of the scholarships or to take a look at the eligibility requirements, visit <u>our website</u> or reach out to me (<u>adelorey@fcm.ca</u>) for any questions. (Click here to return to top.)

Provincial Response to Professor Lahey's Independent Review of Forest Practices

Professor Bill Lahey released his Independent Review of Forest Practices on August 21, 2018. You can find a copy of the report at https://novascotia.ca/natr/forestry/Forest_Review/

Since the release, the Department has been reviewing and analysing the report and its 45 recommendations in detail.

The Government provided its response to Professor Lahey's Independent Review of Forest Practices on Monday, December 3rd. The response is available online at https://novascotia.ca/natr/forestry/Forest Review/. (Click here to return to top.)

Publication of Next Issue

Due to the Holidays, the next issue of "Municipal Matters" will be published and sent out on January 9, 2019.

Happy Holidays and a Prosperous New Year from the Staff of NSFM.



(Click here to return to top.)

Atlantic Conference on Public Administration

The Atlantic Conference on Public Administration (ACPA) is an annual graduate student-organized conference held by the Dalhousie University School of Public Administration. ACPA is a platform for attendees to share, learn, discuss, and connect on relevant issues impacting our communities and regions. I am excited to announce the opening for registration to this year's conference, themed: Innovation for a Healthier Atlantic Canada, which will be held January 24-25, 2019.

The Conference has three sub-themes that will be explored over the two days of the Conference: Healthy Economy, Healthy Communities, and Healthy People. We are also excited to announce the Honourable Scott Brison, Member of Parliament for Kings-Hants, President of the Treasury Board, and Minister of Digital Government, as our Key Note speaker for Thursday.

You can find out more about our program on our website at https://acpa-caap.com/program-theme.

Registration pricing options are divided by organization type, with discounted pricing options for non-governmental organizations and students. We value having a broad range of expertise and viewpoints at ACPA and encourage you and your organization to register for the conference!

You can find the registration link, as well as information about the conference and this year's program, at our website: https://acpa-caap.com/.

If you have any questions, please feel free to contact Elizabeth Burton at acpa-caap@dal.ca. (Click here to return to top.)

Introduction to Digital Accessibility

The Province of Nova Scotia is putting on a series of free $\frac{1}{2}$ day workshops on digital accessibility. More information can be found by clicking <u>here</u>.

What You Will Learn:

- The importance and benefits of digital accessibility
- The basics of accessibility legislation in Nova Scotia and Canada

- How some people access digital materials, including a live assistive technology demonstration
- Practical tips on how to start lowering barriers, and make digital materials and media more accessible, for people with different disabilities

Cost: Free!

Registration:

The registration deadline is January 10th, 2019. Please register, and note any requested accommodations on the <u>Access Changes Everything website</u>, by phone (800) 208-1936, or by email <u>web@AccessChangesEverything.com</u>. If you don't see your city listed, contact Access Changes Everything, as other workshops, or a webinar, may be added.

Where and When:

- Sydney/Glace Bay January 28, 2019
- New Glasgow January 30, 2019
- Truro January 31, 2019
- Amherst February 1, 2019
- Halifax/Dartmouth February 4, 2019
- Wolfville February 5, 2019
- Yarmouth February 6, 2019

The sessions are being delivered by Lisa Snider, Access Changes Everything. Lisa was the former Chair of the Information and Communications Standards Development Committee in Manitoba. (Click here to return to top.)





Phone: (902) 423-8331 Fax: (902) 425-5592

www.nsfm.ca

Better government. Stronger communities.

PLEASE NOTE: If you do not want to receive communications from NSFM, please e-mail Tracy Verbeke at twerbeke@nsfm.ca, and you will be removed from the mailing list.



Kelly Redden

From: Town of Mahone Bay Clerk

Subject: FW: NSFM BOARD REPORT, DECEMBER 7, 2018--Action Required: For Information

Purposes

From: NSFM Info < lnfo@nsfm.ca
Sent: December 12, 2018 4:59 PM
To: Tracy Verbeke < TVerbeke@nsfm.ca>

Subject: NSFM BOARD REPORT, DECEMBER 7, 2018--Action Required: For Information Purposes

December 12, 2018

TO: Mayors, Wardens, Clerks, All Units

CC: NSFM Membership

FR: Waye Mason, President, Nova Scotia Federation of Municipalities

RE: NSFM BOARD REPORT, DECEMBER 7, 2018

I am pleased to send you the highlights of NSFM Board Report from our December 7, 2018, meeting. We ask that you include this report on your Council Agenda. We would be pleased to answer any questions that may arise or hear any comments and/or suggestions.

Also attached is the update on our initiatives report.

- LPPANS Presentation: Mr. Nathan Rodgers, President of Licensed Professional Planners Association of Nova Scotia presented to the Board, with a request to assist in obtaining provincial consideration of Active Transportation when planning. The Board suggested NSFM work with LLPANS to determine how best to support their efforts.
- 2. **PVSC Presentation:** The Board agreed by motion to support PVSC's request of gaining Subsidiary Status. NSFM's President will co-sign, with the Chair of PVSC, a letter acknowledging Government's response and advising that the response is being taken under advisement by both Boards.
- 3. Name Change: The Board approved a motion to request that the Governor in Council make an Order in Council to change the name of Union of Nova Scotia Municipalities to reflect the new desired name of the organization, Nova Scotia Federation of Municipalities.
- 4. **Political Activity Policy:** The Board reviewed and amended the NSFM Political Activity Policy. The policy specifies a Board Member must take a leave of absence when nominated for a provincial election. When nominated for a federal election, a Board member must take a leave of absence when the election writ is dropped.
- 5. **NSFM 2019 Budget:** The Board approved the 2019 Budget.
- 6. **Legal Opinion—12-Month Notice:** The Board obtained legal opinion around the information that needs to be included in the 12 month notice and will be discussing this with the provincial government.

- 7. **Legal Opinion—Surplus Schools:** The Board obtained legal opinion on the requirement of the province to provide municipalities with a choice to refuse ownership of a surplus school and will be discussing this with the provincial government.
- 8. **Women in Local Government:** The Board agreed to re-establish a committee focussed on supporting women, but renaming it to recognize this is not just an issue for women.
- 9. **Climate Change and NSFM Role**: The Board directed staff to explore ways of helping municipalities address climate change and take advantage of green funding.
- 10. **Revenue from Sale of Cannabis:** In response to a letter from the Cape Breton Regional Municipality on this issue, the Board agreed to ask to address the CBRM Council and to embark on a campaign to engage Members of Parliament seeking support for a share of the new revenues generated through the sale of cannabis.
- 11. **Rural Internet:** The Board agreed to write a letter to Develop Nova Scotia outlining NSFM's concerns and to invite Develop NS to present at the next Board Meeting.



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Kelly Redden

From: Town of Mahone Bay Clerk

Subject: FW: Canada-Nova Scotia Offshore Petroleum Board Issues Call for Bids

From: Sadie Toulany <stoulany@cnsopb.ns.ca>

Sent: December 10, 2018 10:03 AM

To: Stacy ORourke <sorourke@cnsopb.ns.ca>; Information Management <im@cnsopb.ns.ca>

Subject: Canada-Nova Scotia Offshore Petroleum Board Issues Call for Bids

CANADA-NOVA SCOTIA OFFSHORE PETROLEUM BOARD ISSUES CALL FOR BIDS

(Halifax, Nova Scotia) – The Canada-Nova Scotia Offshore Petroleum Board (CNSOPB) has issued Call for Bids NS18-3, which includes two industry-nominated parcels. Bids must be received by May 8, 2019 before 4:00 p.m. Atlantic Time. Successful bidder(s) may be awarded Exploration Licences (ELs), subject to the federal and provincial Ministerial review and approval process set out in legislation.

The Call for Bids NS18-3 parcels are located on the Scotian Shelf, within the Sable Subbasin, where 23 Significant Discoveries have been made to date. The parcels are in shallow water, with maximum water depths up to 100 metres. The NS18-3 parcels are directly adjacent to 10 Significant Discoveries containing an estimated 1.3 Trillion Cubic Feet of recoverable gas and 15 Million Barrels of recoverable oil. A number of undrilled exploration prospects have been identified on both parcels, including the Marmora discovery with proven gas trapped in a sandstone reservoir.

Strategic and project-specific environmental assessments (EA) have been conducted previously within the general area addressing exploration, development / production, and decommissioning type activities. Should ELs be issued as a result of the Call for Bids, a project-specific EA would then need to be completed ahead of the CNSOPB's consideration of any subsequent application by an operator to carry out exploration activity on the ELs. The project-specific EA would evaluate potential environmental effects specific to a proposed project, and determine the precise mitigation measures that would need to be implemented, should the CNSOPB ultimately grant an authorization to an operator to proceed with offshore activity.

The public have an opportunity to submit written comments on Call for Bids NS18-3. Comments must be received by February 8, 2019 at 4:00 p.m. Atlantic Time, and will be posted publicly. The CNSOPB will review all written comments received prior to considering the issuance of exploration licences.

The Call for Bids NS18-3 website outlines the terms and conditions for the parcels, including the work deposit requirements. Please refer to www.callforbids.ca for this information, as well as detailed geoscience and regulatory information, and guidance on how to submit written comments.

About the Board

The Canada-Nova Scotia Offshore Petroleum Board is the independent joint agency of the Governments of Canada and Nova Scotia responsible for the regulation of petroleum activities and resources offshore Nova Scotia.

-30-

For further information, please contact:

Stacy O'Rourke
Director, Communications

Cell: 902-410-6402 | Email

Kelly Redden

From: Town of Mahone Bay Clerk

Subject: FW: CNSOPB Update on BP Canada's Scotian Basin Exploration Drilling Program

From: Sadie Toulany < stoulany@cnsopb.ns.ca>

Sent: December 12, 2018 2:57 PM

To: Information Management <im@cnsopb.ns.ca>; Stacy ORourke <sorourke@cnsopb.ns.ca>

Subject: CNSOPB Update on BP Canada's Scotian Basin Exploration Drilling Program

Good day,

Please find below an update with respect to BP Canada's Scotian Basin Exploration Drilling Program.

Today, Wednesday, December 12, the Seadrill West Aquarius semi-submersible offshore drilling unit, that was being used by BP Canada for the drilling of their Aspy D-11 exploration well, began its transit out of the Canada-Nova Scotia offshore area. This signifies the official completion of BP Canada's Aspy D-11 drilling program, with the well now fully plugged and abandoned.

As per the CNSOPB's commitment to key stakeholders and Indigenous communities, pre and post drilling video footage of the seabed area around the well location is to be made publically available. This provides a snapshot of the seabed conditions surrounding the well location before and after it has been drilled and then abandoned. The pre-drilling video footage has already been made publically available

(<u>https://www.cnsopb.ns.ca/sites/default/files/documents/data/cnsopbvideojun23.mp4</u>). The post-drilling video footage will be released upon completion of the CNSOPB's investigation into the BP Canada drilling mud incident.

Thank you, and please do not hesitate to reach out if you have any questions or concerns. Sadie

Sadie Toulany

Advisor, Communications
Canada-Nova Scotia Offshore Petroleum Board

Kelly Redden

From: Town of Mahone Bay Clerk

Subject: FW: RURAL INTERNET UPDATE--Action Required: For Information Purposes

From: NSFM Info < lnfo@nsfm.ca
Sent: December 14, 2018 11:23 AM
To: Tracy Verbeke TVerbeke@nsfm.ca

Subject: RURAL INTERNET UPDATE--Action Required: For Information Purposes

December 14, 2018

TO: Mayors, Wardens, Councillors, Clerks, CAOs All Units

FR: Will Brooke, Policy Advisor, Nova Scotia Federation of Municipalities

RE: RURAL INTERNET UPDATE

The Nova Scotia Internet Funding Trust and Develop Nova Scotia

In early 2018 the Government of Nova Scotia announced \$120 million was to be set aside for the improvement of rural internet throughout the province. Over the summer, the size of the trust grew to \$193M.

Develop Nova Scotia, formerly Waterfront Development Corporation, has a mandate to lead strategic infrastructure development and property management throughout the province to help grow the economy and strengthen communities.

As one part of these broader duties, Develop Nova Scotia is heading up the Internet for Nova Scotia Initiative. This initiative aims to ensure that more than 95 per cent of rural Nova Scotians have access to broadband internet. You can read about the strategic plan for this initiative here.

Develop Nova Scotia is also responsible for making recommendations to the Nova Scotia Internet Funding Trust. On Thursday, December 13th, Develop Nova Scotia released information about the competitive process for these funds, including a timeline. This information is available here.

Develop Nova Scotia has now opened the process of prequalifying organizations who wish to participate in the competitive bidding process later next year. The official online page for the prequalification can be found here.

The official tender documents for prequalification can be found <u>here</u>.

A non-mandatory information session, called a 'Respondent's Conference', will be provided to prospective respondents to ensure all parties are aware of the details and services expected of them. The meeting will be held at the following location and time:

Date: January 16, 2019, 9:30 a.m. - 11:00 a.m. Atlantic Time

Location: Halifax, location TBD.

Addenda will be issued by January 7, 2019 with details including a teleconference option for remote participants. Respondents who do not attend the site meeting will not be precluded from submitting a proposal.

Will Brooke
BA, MA, MPA, Queen's University at Kingston, Ontario
Policy Advisor, Nova Scotia Federation of Municipalities
1809 Barrington St., Suite 1304
Halifax, NS B3J 3K8
(902) 423-8673 (Office)
(902) 221-5191 (Cell)
www.nsfm.ca



Phone: (902) 423-8331 Fax: (902) 425-5592

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PLEASE NOTE: If you do not want to receive communications from NSFM, please e-mail Tracy Verbeke at tverbeke@nsfm.ca, and you will be removed from the mailing list.

Kelly Redden

Subject:

FW: INTEREST IN PILOT PROGRAM TO REMOVE CAP

From: NSFM Info < lnfo@nsfm.ca
Sent: December 11, 2018 2:51 PM
To: Tracy Verbeke TVerbeke@nsfm.ca

Cc: William Brooke <wbrooke@nsfm.ca>; Betty MacDonald <BMacDonald@nsfm.ca>

Subject: INTEREST IN PILOT PROGRAM TO REMOVE CAP

December 11, 2018

TO: Mayors, Wardens, Clerks, CAOs, All Units

FR: Will Brooke, Policy Advisor, Nova Scotia Federation of Municipalities

RE: INTEREST IN PILOT PROGRAM TO REMOVE CAP

In November, NSFM members voted to pass a resolution on the capped assessment program (CAP). They asked for work to be done to investigate ways to phase out the CAP, and requested that the Province allow municipalities to undertake pilot projects to remove or phase out the CAP.

NSFM is interested in your input.

Would your municipality be interested in being considered for a pilot program to remove or phase out the CAP? Please send your replies and comments to wbrooke@nsfm.ca.

Responses will be tallied Friday, December 21st. Thank-you for your participation.

Kind regards,

Will

Will Brooke
BA, MA, MPA, Queen's University at Kingston, Ontario
Policy Advisor, Nova Scotia Federation of Municipalities
1809 Barrington St., Suite 1304
Halifax, NS B3J 3K8
(902) 423-8673 (Office)
(902) 221-5191 (Cell)
www.nsfm.ca



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Report to Council

January 8, 2018



This Report to Council is intended to provide the Mahone Bay Town Council with a high-level summary of staff progress towards Council's direction to staff. As per the Town Council Policy, the report will be provided at each regular meeting of Council. The Report to Council is a living document and will improve and expand to incorporate new source documents as approved, and to respond to feedback received from Council.

Goal	Objective	Assigned	Target	% Comple	etion
Council Assignments to Staff					
1	Consideration of recommendation of HAC to register the house at 24 Pleasant Street as a municipal heritage property.		Feb, 2019 ng for resolution of pr ce and bring the matt	•	
2		design estimates for potential new construction; staff report anticipated in early February, public consultation to be proposed, particularly concerning use			estimates ceipt of pre- ticipated in concerning use
3	Prepare an Asset Management policy for Council's consideration.	December 11th Regu	Dec, 2018 set Management Poli lar Council Meeting a neeting on January 8tl	genda, recommended	
	Staff to draft an amendment to	11-Dec-18	Jan, 2019		*

4	the Management of Park Cemetery and Bayview Cemetery Bylaw revising Section 5 to reflect that the approval of Mayor and CAO is sufficient for title transfer and to change the by-law's name to "Cemetery By- law"	Notes: CAO - Request 8th Regular Council N	•	<i>r</i> -law presented [.]	to Council on January
5	Staff complete a general remuneration review and develop a remuneration policy to be brought back to Council in January.	11-Dec-18 Notes: CAO - Finance	Jan, 2019 Manager working o	n review / report	50% t.
	Staff to draft a letter to Love Mahone Bay in response to their grant request.	11-Dec-18 Notes: CAO - Comple	Dec, 2018 ted and sent.		*
	Public Works Staff to install Love Mahone Bay's banner over Main Street	11-Dec-18 Notes: DOO - PW staf	Feb, 2019 If ready to assist.		50%
	Staff to work with Legal Counsel to arrange for a right-of-way	11-Dec-18 Notes: In progress.	Jan, 2019		25%

CAO Report - Dec 11, 2018 (next update Jan 24, 2019)			
1	Alternative Resource Energy Authority (AREA)	Late 2019 back-up top-up application to NSPI rejected, AREA now focusing on 2020 for imports (in discussions with NSPI). Anticipating immanent confirmation on our Joint Low-Carbon Communities Grant application for community solar gardens submitted October 12th. Attended meeting of Maritime Provinces electrical utilities in Summerside November 28th.	
Atlantic Infrastructure Management (AIM) Network 2 Asset Management Cohort Dylan, Luke, and Mator Cohort to Council. Working		AIM Cohort session's on Nov. 30th and Dec. 4th in Dartmouth attended by Dylan, Luke, and Mayor Devenne. Draft policy developed for recommendation to Council. Working on arrangements with the Municipality of the District of Chester for GIS technical support to Town's asset management initiatives.	
		Regarding the up to \$15,750 in funding confirmed by the Province for 2018-19	

3	Beautification and Streetscaping Pilot Program	but not able to be applied to the bandstand project this fiscal year as originally intended, staff have met on several occasions with representatives of the Chamber of Commerce to discuss potential expenditures building on the wayfinding signage component of the Town's original application. Unfortunately the Chamber has confirmed that they do not have the capacity to undertake such a project prior to March 31st, 2019 (as required by Municipal Affairs). Staff will consider if any part of the approved funds can still be utilized by March 31st; it is anticipated that we will not accept the majority of the award this fiscal year and we will reapply for funding for the bandstand in fiscal 2019-20.
4	Code RED Public Alert Service	Nov 13 (no change) - Staff have identified a cost-effective and proven service provider – Code RED – and provided Council with information in this regard; an annual Code RED subscription is priced at \$1,500 USD based on our population size, includes an unlimited number of initiator licenses, can provide phone, text, email, app and website advisories and is quite flexible to our needs. Demonstrations of the service have now been conducted for all relevant Town staff as well as for Scotia Business Centre. I recommend Council approve a subscription to the Code RED public alert service, immediately or as a component of the 2019-20 budget.
5	Events Coordination	Nov 13 (no change) - Staff continue discussions with the Chamber regarding the community session on events coordination proposed by the Chamber. It is anticipated that the session will take place at the Mahone Bay Centre no later than January, 2019. Staff will subsequently update Council in this regard.
6	Water Rate Study	Nov 13 (no change) - Staff have initiated a water rate study – supported by Gerry Isenor – to be submitted to the NSUARB for rates effective Apr 1, 2019. The prior rate study was conducted in 2014 and expired Mar 31, 2017.
7	Land-Use Planning Process Review	Staff are currently undertaking a review of public participation in the land-use planning process and will recommend a new draft Public Participation in Land-Use Planning Policy to Council in January.
8	2019 Centennial Recognition	Staff are considering recognition of the Town's centennial in 2019 in terms of both celebrations (operating) & legacies (capital - trees, bandstand, public art, etc.). Staff hope to identify opportunities to work with local groups (museum, school, etc.), partner with events (Scarecrow Festival, etc.), and access external funding. Staff will provide further updates and recommendations to Council in this regard in 2019, prior to the beginning of the 2019-20 budget process.
9	Staff Christmas Lunch	Staff have been canvased and support holding a casual Christmas lunch at the Town Hall for staff sometime in mid-December, rather than the usual group booking at the Mug & Anchor. This will be a drop-in style lunch with food brought-in.

Invest in Canada Program - Call
for Water / Wastewater
Projects

As per correspondence from Minister Chuck Porter dated November 22, 2018 staff are preparing potential eligible projects for Council's consideration at the regular meeting of Council scheduled for January 8, 2019; see DOO Report item #8 below for additional information.

DOO	DOO Report - Dec 11, 2018 (next update Jan 24, 2019)			
	This report provides a brief outline of the main activities and issues of the Operations and Recreation Facilities Department for the month of November 2018.			
1	Snow & Ice Control	During the month there were 2 snowfall events (Nov. 16 & Nov. 25-26) requiring the plowing of streets and sidewalks. Streets required salting on 8 occasions; sidewalks were salted as necessary. Appears winter is early this year; first plowing event of 2017-18 season was December 16/17.		
2	New Skid Steer	On December 4, took possession of the new skid steer and related attachments. Bobcat Atlantic provided training to staff on operation of the new equipment.		
3	Vehicle Maintenance	Various repairs and maintenance were performed on vehicles and equipment used for the winter season.		
4	Catch basins	A per usual this time of year with falling leaves, staff have spent considerable time ensuring catch basins are clear and functioning properly.		
5	Pool Society	Attended annual general meeting of Society on November 19 and performed duties as Secretary for this organization. This year was the first in many that Society showed an operating surplus mainly attributed to lower staff and chemical costs.		
6	6 Spur St. (formerly 316 Main St.)	New residential construction at this location was connected to Town water and sewer services using existing laterals on November 5.		
7	Town Hall	Approx. 25 feet of hot water heating system pipe was replaced in the garage area due to a leak and poor condition of the black iron pipe. On November 23, staff from Turner Drake Engineering conducted a valuation assessment of the Town Hall; report to follow.		
8	Pre-Design Estimates for Potential Infrastructural Renewal Projects	KVM Consultants has been hired to supply estimates for 3 potential projects. Projects include: Main St. (from Cherry Lane to Long Hill Rd.) – renewal of water, sewer and stormwater infrastructure; Main St. (from Fairmont St. to 794 Main St.) – renewal of water main; and Main St. (from 147 Main St. to Blockhouse) – renewal of water main.		
		Flactric Litility and Dublic Works staff installed the Y-mas Tree at the Anglican		

9 Father X-mas Festival		Church waterfront parking lot on November 15; due to inclement weather the installation of lights on the tree was delayed until November 20-21. On November 27, high winds broke off the top 6-7 feet of the tree; the Chamber of Commence determined that it wasn't worth the risk to try to salvage the tree, and as a result, staff removed tree; Chamber of Commence may consider a new location for the tree for next year. Provided barricades for December 1 Reindeer Run; 320 participants reportedly took part.	
10	Parks & Open Space	The Ground Keeper returned to work for fall clean-up activities during midmonth; wet weather has created difficulty in completing all tasks. Regular collection from public area waste receptacles continues. On November 28, staff removed debris partially blocking the outlet culvert for the pond in Jubilee Park which was causing flood conditions during heavy rain events.	
11	Speed Signs	Monthly data was retrieved from the signs and shared with RCMP. In the near future plan to relocate the sign at 66 Clairmont St. to a point along Kinburn St.	
12 Electric Utility		Regular water & electrical meter reading duties completed. Five electrical inspections and 6 meter change-outs were carried during the month. Orders were placed to replenish materials inventory. On November 13 a vehicle struck a pole near 228 Main St.; pole was repaired by staff. On November 13 there was an unscheduled power outage from approx. 1-2pm affecting the east feeder; cause - high winds brought tree down on service line at Lowe Lane. Also, on November 13 there was an unscheduled power outage from approx. 6-7pm affecting center feeder; cause - high winds brought down line near 629 Main St. On November 18 from 6-11am there was a scheduled power outage affecting approx. 40 customers along Orchard St., Parish St., Edgewater St. and Aberdeen Lane; outage required in order that primary wires could be moved to a replacement pole (installed earlier in the month) at the intersection of Parish & Orchard St. On November 29, there was an unscheduled Town wide power outage from 9am-1pm; cause – NSPI transmission equipment failures which affected approx. 240,000 customers province-wide.	
13	Water Supply, Treatment & Distribution	Regular monitoring and maintenance activities continued. Staff member, Meghan Rafferty, attended a course on November 20 on algae blooms and associated toxins. CBCL Ltd. has been hired to provide electrical engineering design/specifications for a back-up generator to be installed at the Raw Water Pumphouse.	
		8 l	

14

Regular monitoring and maintenance activities continued. Un November 8, sewer cleaning and camera inspection was conducted along 10" concrete sewer main located between 389 Main St. and the intersection of Main & Clearway St.; camera inspection showed considerable root infiltration and **Sewage Collection & Treatment** cracked pipe. Also, cleaned and camera inspected a section of sewer main located between 309 Main St. and 299 Main St. with similar results. A camera inspection was made for a section of Main St. sewer main located between Long Hill Rd. and Kinburn St.; this inspection did no show roots and the condition of the pipe was good.



Town of Mahone Bay

Staff Report RE: Snow Removal Policy January 8, 2019

General Overview:

This staff report is intended to recommend amendment of the Town of Mahone Bay Snow & Ice Control Policy.

Background:

The Town of Mahone Bay's Public Works Department maintains approximately 17 km of public streets and 6.8 km of sidewalks. Public Works staff implement snow and ice control measures (i.e. snow plowing, salting and/or sanding of streets, sidewalks, parking lots and other facilities) when winter weather has caused conditions to become hazardous to the public. These operations are carried out in accordance with the Town's Snow & Ice Control Policy; the current policy was passed by Council in November of 2008.

Analysis:

Policies may require amendment for a variety of reasons. The Director of Operations recommends amendment to the Snow & Ice Control Policy at this time to clarify the guidelines for submission of claims resulting from Town snow and ice control measures.

Staff recommend the addition of text to Section 14 of the Policy, concerning damage to private property; the proposed new text is highlighted in the excerpt below:

14.0 Damage to Private Property

At the discretion of the Director of Operations, the Town of Mahone Bay will repair or cause to be repaired any damage to private property which can be demonstrated to be a result of the Town's clearing of snow and ice from streets and sidewalks. Claims for damaged property must be submitted in writing, addressed to the attention of the Director of Operations, no later than June 30 of each year for damage sustained during the preceding winter. The Director of Operations will respond to such claims within 30 days.

Property owners not satisfied with the course of action recommended by the Director of Operations may file an appeal in writing for consideration by Town Council. Such appeals must be filed with the Town Clerk no later than September 30 of each year.

Financial Analysis:

No direct financial impacts are anticipated as a result of the proposed amendment. By providing clear guidelines for the submission of claims Town staff will be better able to plan for any associated costs.

Links to Strategic Plan:

Key Strategic Initiatives and Core Activities

- 3.1 21st Century Infrastructure
 - Provide safe streets and sidewalks

Recommendation:

It is recommended that at its regular meeting of January 24th, after due consideration, Council resolve:

THAT Council adopt the attached amended Snow & Ice Control Policy.

Attached for Council Review:

Snow & Ice Control Policy

Respectfully Submitted,

Dylan Heide

Town of Mahone Bay CAO

Town of Mahone Bay Snow & Ice Control Policy

1.0 Purpose

To establish a standard practice for the timely and efficient clearing of snow and ice from Town streets, sidewalks and parking lots during and after winter storm events.

2.0 Objectives

The objectives of the Snow and Ice Control Policy will be to:

- i. Reduce the hazards of snow and ice conditions to motorists and pedestrians.
- ii. Facilitate the handling of emergencies by Fire, Police and Ambulance services.
- iii. Maintain safe, passable school bus routes located within the Town.
- iv. Minimize economic losses to the business community and industries.
- v. Identify the criteria to be used in prioritizing the sequence for snow and ice control.
- vi. Define the levels of service for snow and ice control measures.

3.0 Policy

It shall be the policy of the Town of Mahone Bay that snow and ice control measures (i.e. snow plowing, salting, and/or sanding of streets, sidewalks, parking lots, and other facilities) will take place when the weather has caused conditions to become hazardous as a result of a winter storm event (i.e. freezing rain, sleet, light or heavy snow).

Due to limited human, financial, and equipment resources, it is not possible to implement snow and ice control measures concurrently. For this reason, a policy on the priority and sequence of snow and ice control measures is required. Notwithstanding, it shall be the responsibility of the Director of Operations to manage all human and equipment resources to achieve the greatest level of efficiency and cost effectiveness in the delivery of snow and ice control measures.

The Director of Operations, or designate, may amend the priority of snow and ice control measures in response to specific conditions, circumstances, or emergencies.

4.0 Streets - Priority Criteria for Snow and Ice Control

In determining the priority for snow and ice control measures during and after a winter storm event, all streets in the Town will be classified into one of three categories based on the following criteria:

- i. Emergency Services Access (i.e. Police, Fire, Emergency Health Services)
- ii. High Volumes of Traffic
- iii. Commercial/Industrial Areas
- iv. Civic Facilities (School, Post Office, Town Hall, etc.)
- v. Residential
- vi. Efficiency in Service Delivery (i.e. Some Residential streets may be plowed if adjacent to higher priority streets.)

A list of all streets in the Town and their classification (priority) are contained in Schedule A (attached).

5.0 Streets – Levels of Service for Snow Plowing and Road Salting/Sanding

Two levels of service for snow and ice control will be carried out for all streets in the Town. During a winter storm event, those streets included in Class I will be plowed first to full width; those streets included in Class II will be plowed secondly to full width; those streets included in Class III will be plowed thirdly to one vehicle width. Once all Class I and II streets are plowed to full width, Class III streets will be plowed to full width.

During a significant snowstorm where repeated plowing of streets is required, priority will be given to maintaining a plowed full width surface on Class I and II streets, and a one-vehicle width on Class III streets.

Upon the end of a snowfall event, and application of salt and sand will be made, if necessary, based on the same priority order as shown above.

Dependent on street and weather conditions, an application of salt may be made at the start of a snowfall event to help prevent the bonding of snow to asphalt surfaces.

The following streets and driveways, or sections thereof, are exempt from the use of salt to avoid potential negative impacts on private ground water wells, and the Town's water supply:

- Fairmont Street: gravel section located southwest of 162 Fairmont Street
- Driveway to Water Supply at Oakland Lake

6.0 Sidewalks

Snow and ice control measures for sidewalks will follow the same criteria as used for streets and will typically commence following the end of a snowfall event.

In cases of light snowfall events, snowplowing resources may be allocated to sidewalks simultaneously to the implementation of other snow and ice control priorities.

The priority order in which sidewalks are cleared of snow may be altered in cases where heavy equipment use is necessitated. The use of heavy equipment to clear sidewalks can create hazardous conditions for commuters, heavy equipment operators and pedestrians; thus, clearing operations may commence in lower traffic flow areas in advance of higher priority areas.

The application of salt or sand to sidewalks will be determined based on an assessment of surface conditions by the Director of Operations.

A list of all sidewalks in the Town and their classification (priority) are contained in Schedule B (attached).

7.0 Parking Lots

Town resources will be applied for snow and ice control measures for Town held parking lots in priority order, as shown below:

- i. Fire Hall
- ii. Town Hall
- iii. Clairmont Street

The plowing of lots 1, 2 and 3 above shall have higher priority than the plowing of sidewalks.

The need for and timing of application for salt and/or sand to parking lots will be determined at the discretion of the Director of Operations.

8.0 Priority Town Infrastructure Facilities

Snow and ice control measures for access roads and entrances to the following Town infrastructure shall typically be completed after sidewalks, except if an emergency, in the following priority order:

- i. Water Treatment Plant
- ii. Water Supply at Oakland Lake
- iii. Entrance to Electric Utility Sub-station (Pond Street)

- iv. Mahone Bay Public Wharf (asphalt apron and access road to dry hydrant)
- v. Access Road and Parking Lot at Jubilee Park (Pond Street entrance adjacent to dry hydrant)
- vi. Access Road and Town Storage Area (Kinburn Street)
- vii. Sewage Treatment Plant (Snow plowing on road completed by contractor; Town forces responsible for plowing inside gate and salting/sanding of road, as necessary)
- viii. 3 Sewage Lift Stations (Removal of snow from entrances, parking areas and access ports will be completed on an as needed basis)

9.0 Park Cemetery

Other than snow and ice control measures for the Access Road to Park Cemetery (to a point 5 meters past 132 Kinburn Street) the Town will not plow snow or salt/sand roads associated with the cemetery. However, in the event of burial is required at the cemetery, and reasonable notice is provided by the management of a funeral home, Town resources will be applied to open up the necessary cemetery roads in order to accommodate the preparation of a grave site (by others) in order that a funeral can proceed.

10.0 Turning Areas for Waste Collection Trucks

Town resources will maintain adequate turn around areas for waste collection vehicles at the following locations, which are dead-end streets:

- Fairmont Street
- Orchard Street

11.0 Fire Hydrants

Town resources will be applied for the purposes of flagging those fire hydrants, which may potentially become buried as a result of Town snow and ice control measures. Typically this task will be implemented in early December, and flagging devices will be removed and stored for re-use in late March.

At times when fire hydrants become excessively covered with snow, thus rendering them in accessible by Fire Department personnel, the Town's backhoe or skid steer will be utilized to dig out hydrants. The removal of snow from fire hydrants will be completed as required.

12.0 Snow Removal Operations and Snow Dump Site

At the discretion of the Director of Operations, excess snow that accumulates along Town streets and sidewalks shall be removed at the earliest possible opportunity to assist in public safety, parking and walking conditions.

The Town will utilize it graveled parking lot area located adjacent to Mahone Bay Public Wharf as its primary snow dumpsite. In the event this site becomes filled, and no further snow can be added, the Director of Operations will seek to identify and cause to have prepared another Town held or private property to be utilized for this purpose.

13.0 Private Driveways

In the clearing of snow from streets and sidewalks by the Town, private driveways may be filled with snow as a consequence of plowing, either before or after the property owner/occupant has cleared their driveway. The Town does not take responsibility for removing snow from private driveways or walkways when this occurs.

14.0 Damage to Private Property

At the discretion of the Director of Operations, the Town of Mahone Bay will repair or cause to be repaired any damage to private property which can be demonstrated to be a result of the Town's clearing of snow and ice from streets and sidewalks. Claims for damaged property must be submitted in writing, addressed to the attention of the Director of Operations, no later than June 30 of each year for damage sustained during the preceding winter. The Director of Operations will respond to such claims within 30 days.

Property owners not satisfied with the course of action recommended by the Director of Operations may file an appeal in writing for consideration by Town Council. Such appeals must be filed with the Town Clerk no later than September 30 of each year.

The Town will encourage residents to not park vehicles on their property within 1.2 meters (4 feet) of the edge of the asphalt or concrete street or sidewalk to help ensure that vehicles may not be inadvertently struck by debris or snow plowing/removal equipment.

15.0 Summary of Snow and Ice Control Priorities

Generally, Town priorities for snow and ice control can be stated in ranked order as follows:

- i. Class I Streets
- ii. Class II Streets
- iii. Class III Streets
- iv. Lot 1
- v. Lot 2
- vi. Lot 3
- vii. Sidewalks
- viii. Priority Town Infrastructure Facilities
- ix. Snow Removal Operations
- x. Lot 4

Unranked – Fire Hydrants – As Required Unranked – Park Cemetery – As Required

Clerk's Annotation for Official Policy Book			
Date of Notice to Council Members of Intent to Consider {7 days minimum notice}:			
Date of Passage of Policy:			
I certify that this Policy was adopted by Council as indicated above.			
Clerk	Date		

Town of Mahone Bay Snow and Ice Control Policy

Schedule A

Town Streets Classification (Priority Order)

Highlighted in yellow are streets typically plowed with 1-Tonne Truck; unhighlighted are typically plowed with a 5-Tonne Truck.

Class I:

Main Street (i.e. West Main, Main, and South Main Streets)
Edgewater Street
Clairmont Street
Kinburn Street

Class II:

Pleasant Street
Fauxburg Road
Clearway Street
Clearland Road (a.k.a. Woodstock Road)

Class III:

Fairmont Street

Spruce Street

Pine Grove Street

Stovepipe Lane

Maple Street

School Street

Pond Street

Hedge Row

Orchard Street

Cherry Lane

Parish Street

Old Edgewater Street

Longhill Road

Wye Street/Welcome Street

Spur Street

Hyland Lane

Shady Lane

Garden Lane

Snow and Ice Control Policy

Zwicker Lane
Hawthorne Road
Freeman Veinot Road (gravel loop section only)
Access Road to Jubilee Park (Clairmont Street entrance)
Access Road to Park Cemetery (to a point 5 meters past 132 Kinburn Street)
Aberdeen Lane

Town of Mahone Bay Snow and Ice Control Policy

Schedule B

Town Sidewalks Classification (Priority Order)

1. Main Street

Corner of Pleasant to Clearway (clear both sides of street excluding section located between entrance/exit of 593 Main Street)

2. Clearway Street

Corner of Main along Clearway to property line with Bayview School (excludes section of sidewalk located on west side of Clearway Street)

3. Main Street and West Main Street

Corner of Clearway to Freeman Veinot Road

4. Main Street

Corner of Pleasant to 804 Main Street

5. Pleasant Street

Corner of Main Street to Spruce Street (southwest side of street only)

6. Fairmont Street

Corner of Main to Pleasant Street

7. Fairmont Street

Corner of Pleasant to Pine Grove Street (alternates side of street at Maple Street)

8. Maple Street

Corner of Fairmont to School Street

9. School Street

Corner of Pond to Pleasant Street

10. Edgewater Street/Old Edgewater Street

Snow and Ice Control Policy

Corner of Main to 121 Old Edgewater Street (clear sidewalk sections located on both sides of street excluding section located in front of 33 Edgewater Street)

11. Clairmont Street

Corner of Main to 89 Clairmont Street



Town of Mahone Bay

Staff Report RE: Cemetery Bylaw January 8, 2019

General Overview:

This staff report is intended to recommend amendment of the Town's Cemetery By-law as per Council's direction.

Background:

At its regular meeting of December 11th, 2018 on recommendation from the Cemetery Committee, the Mahone Bay Town Council passed the following motion:

"THAT Council direct Town Staff to prepare an amended draft of the cemetery by-law revising Section 5 to reflect that the approval of the Mayor and CAO is sufficient for a transfer of title and that the by-law's name to amended to 'Cemetery By-Law."

Analysis:

Staff have prepared the amended Cemetery By-Law and attached it to this report for Council's review.

Financial Analysis:

No direct financial impacts are anticipated as a result of the proposed amendment.

Links to Strategic Plan:

Key Strategic Initiatives and Core Activities

- 3.1 21st Century Infrastructure
 - Facilities Management

Recommendation:

THAT Council give first reading to the attached amended Cemetery By-Law and schedule a public hearing to consider the By-Law amendment at 6:30 PM on February 12, 2019.

Attached for Council Review:

Cemetery By-Law

Respectfully Submitted,

Dylan Heide

Town of Mahone Bay CAO

TOWN OF MAHONE BAY

CEMETERY BY-LAW

Short Title

This By-law shall be known as and may be cited as the "Cemetery By-law".

Name

The names of the Cemeteries of the Town of Mahone Bay shall be "Bayview Cemetery" and "Park Cemetery".

Definitions

In this By-law:

- 1. "CAO" means the Chief Administrative Officer of the Town of Mahone Bay and includes any person designated by the CAO to carry out any responsibilities contained within the by-law;
- 2. "Cemetery" means the Bayview Cemetery and Park Cemetery located in the Town of Mahone Bay;
- 3. "Council" means the Town Council of the Town of Mahone Bay;
- 4. "Committee" means the Councillors and citizens of Mahone Bay appointed by the Town of Mahone Bay Town Council who are charged with the responsibility of administering the within by-law except where otherwise noted;
- 5. "Director of Operations" means the person appointed by the CAO to be the facilities manager of the Town;
- 6. "Flower" includes real and artificial flowers;
- 7. "Grave" means a place for the permanent placement of human remains;
- 8. "Mayor" means the Mayor of the Town of Mahone Bay;
- 9. "Memorial" means a memorial, marker, monument, headstone, footstone, tombstone, plaque, tablet or plate marking a grave and includes an inscription of letter or ornamentation, or both;
- 10. "Plants" include real or artificial trees, shrubs, flowering or other forms of vegetation;
- 11. "Purchaser" includes the heirs, administrators, successors and assigns of the purchaser and the agent of them;

- 12. "Town" means the Town of Mahone Bay;
- 13. "Traditional Burial" refers to a full casket burial;
- 14. "Off highway vehicle" refers to a vehicle or class of vehicle designated as an off-highway vehicle as defined in the Off-Highway Vehicles Act.

Sale and Use of Lots

- 1. Lots for burial purpose may be sold at such prices and on such terms as Council may determine from time to time by Resolution and according to the plans of the Cemetery on file at the Town CAO's office.
- 2. No lot shall be sold, transferred, assigned, or reserved by the Town of Mahone Bay until the purchase price of same has been paid in full.
- 3. Person ordering lots will be responsible for payment thereof.
- 4. Any person who has purchased any lot or made use of same and not paid for it, shall be liable for the price of same, to be recovered from them by action in the name of the Town of Mahone Bay.
- 5. Purchasers of Cemetery lots have the right and privilege of burial of the human dead and erecting memorials subject to the provisions within this bylaw.
- 6. The conveyance of lots to the purchaser shall be made evident by the delivery to such purchaser of a deed executed by the Town CAO.
- 7. There are no lots available in Bayview Cemetery.

<u>Transfer</u>

No owner of any lot shall have the right to sell, transfer or assign any lot or part of any lot to any other person, without the consent of the Mayor and CAO.

No Remuneration

Lot owners shall not allow interments to be made in their lots for remuneration.

Work by Town

- 1. The Town may have all the maintenance and repair work done on any lot or grave in the Cemetery by any Town employee or by an individual or firm contracted by the Town to carry out work in the Cemetery.
- 2. The Town may levy a charge for any work done on any lot or grave in the Cemetery, which has not been previously paid for.
- 3. The Town shall maintain the roads in the Cemetery but does not guarantee access to the Cemetery as a result of weather conditions.

Memorials and Foundations

- 1. There shall not be more than one memorial on any one lot (1,500 mm x 3,000 mm or 5'x10'); except two footstones or headstones if on one base.
- 2. A memorial, structure, object or any inscription placed upon any lot which in the opinion of the Committee is offensive or improper shall be removed and the Committee shall have power to authorize any person to enter upon such a lot and remove same.
- 3. All memorials to be erected shall be placed in the position selected on the lot by the CAO and a monument permit shall be required for all memorials.
- 4. The Town reserves the right to change the position of any monument erected on any lot prior to the passing of the by-law or to do any work as, in the opinion of the Committee, may be necessary for the purpose of uniformity and to conform with the general plans, rules, regulations and by-laws as adopted by Town Council.
- 5. All foot stones and flat markers shall be even with the ground.
- 6. The bases of all memorials shall be smooth at the surface.
- 7. All memorials shall be made of cut stone, granite or marble or such other materials as approved by the Committee.
- 8. Forty-eight hours prior notice shall be given to the office of the CAO before any memorial work is brought into the Cemetery.
- 9. The Town accepts no responsibility for damage to or for the maintenance, repair or replacement of any memorial.

Interment and Disinterment

- 1. The Town does not provide interment services and each lot owner is responsible to make their own arrangements whenever an interment is required.
- 2. No interment shall be made without permission from the Town.
- 3. Notice of each interment and disinterment shall be given to the CAO at least forty-eight hours prior to such proposed interment, except under special circumstances as determined by the Committee. Such notice shall be given during regular working hours and interment permit shall be required for each interment.
- 4. In each case of interment, a written statement giving the deceased's name, last residence, age, date of death, name of parent, if not an adult, in which lot and location the body is to be interred and the name of the funeral director and officiating minister (if applicable) must be furnished to the Town in order that an accurate register thereof maybe made.

5. Fees may be charged by the Town for each interment.

Graves

- 1. The standard sizes for graves are:
 - (a) Single grave -1,500 mm x 3,000 mm (5' x 10');
 - (b) Double grave $-3,000 \text{ mm } \times 3,000 \text{ mm } (10' \times 10')$; and
- 2. One traditional burial shall be made in any single grave with the following exceptions:
 - (a) Four cremated human remains may be buried in a single grave;
 - (b) Up to three cremated remains may be placed above the remains of
 - a Traditional Burial in any single lot.

Cemetery Maintenance

The Director of Operations or designate shall be responsible for the overall maintenance and appearance of the Cemetery.

Trees, Flowers, etc.

- 1. Trees, shrubs or other plants are not permitted to be cultivated on graves or lots.
- 2. The Town reserves the right to exercise entire control over every tree, shrub, vine, flower, or other form of vegetation, real or artificial within the Cemetery, whether planted or placed there by any lot owner or otherwise and may remove, cut, trim or otherwise deal with same as it may determine from time to time. The Town is not responsible for the deterioration, damage or loss of any vegetation or any other articles.
- 3. No flower boxes or other similar floral or plant containers shall be placed in the Cemetery without the Director of Operations' prior permission.
- 4. No person shall, except as provided in in section 2 and 5 hereto, take trees, shrubs, vines, flowers, or other forms of vegetation, real or artificial from lots or graves in the Cemetery without prior authorization from the Director of Operations, or take any flowers either wild or cultivated, or break any tree, shrub or plant, or any real or artificial material, or write upon any grave, deface or injure any memorial or other structure in or belonging to the Cemetery.
- 5. A maximum of two real or artificial flower arrangements may be placed on a memorial, but none shall be permitted on the surrounding ground.

No Fixtures or Landscaping

- 1. The erection or placing of cut-stones, copings, borders, fences or wheelings, walls, hedges, chairs, trellis, iron rods or any other fixtures on or around lots is prohibited unless approved by the Director of Operations.
- 2. No person shall make any walk cut any sod or move any corner posts or grave markers in the Cemetery.

<u>Garbage</u>

The throwing of any garbage on the road or upon any portion of the Cemetery grounds is prohibited.

Smoking

Smoking of any substance is prohibited in the Cemetery.

Vehicles

- 1. Motor vehicles will not be permitted to enter the Cemetery when, in the Director of Operations' opinion, the roads are unfit to drive on.
- 2. No motor vehicle shall travel on the roadways located in the Cemetery at a rate faster than 15 kilometres per hour.
- 3. No off-highway vehicles are permitted in the Cemetery.

No Gratuities

No gratuities shall at any time be given to any Town employee while working at the Cemetery, nor shall they be given any reward for any personal services or attention. Any Town employee who accepts any such gratuity or reward shall render themselves liable to be dismissed from their position.

<u>Dogs</u>

No dogs shall be allowed in the Cemetery without the animal being on a leash and under the apparent restraint or control of some person.

Peace and Good Order

Any person disturbing the quiet and good order of the Cemetery by noise or other improper conduct or who violates any of the foregoing provisions, may be removed from the Cemetery by order of the CAO or designate.

Repair and Maintenance

1. All lot owners are required to keep in proper care, at their own cost and to the satisfaction of the Committee, all memorials or other erections upon such lots and must remove all garbage occasioned by the putting up or

repairing of such memorials or other erections to such places of deposit as provided by the Town for that purpose.

2. The Director of Operations shall from time to time report to the Committee any memorials and other erections which are in need of repair and the lot owner, if known, shall be notified that the same must be put in proper repair to the Committee's satisfaction. If any owner after 3 months of the issuance of such notice, refuses or neglects to put such memorial or erection in proper repair, the CAO may, if authorized by the Committee, repair, remove or otherwise deal with same at the lot owner's expense.

Notices

All notices required to be given to lot owners may be given personally to the owners or mailed by ordinary mail to such owners, or their legal representatives, at their last known mailing address.

Penalty

- 1. Anyone who violates or fails to comply with any provision of this by-law shall be guilty of an offence and, upon summary conviction, shall be liable to a fine of not less than \$250.00 and not more than \$1,000.00 and, in default of payment to imprisonment for a period not exceeding 90 days.
- 2. Any person who violates any provision of this by-law and who is given notice of the violation may pay to the Town, at the place specified on the notice, the sum of \$200.00 as stated in the notice within 14 days of the date of the notice and shall thereby avoid prosecution for that violation.

Fees, Rules and Regulations

In addition to any other provision to this by-law the Committee may establish fees, rules and regulations pertaining to the Cemetery and approved by resolution of Town Council.

Repeal

All former Cemetery by-laws of the Town are hereby repealed and substituted therefore.

Effective Date

This by-law is effective upon publication.



Town of Mahone Bay

Staff Report

RE: Asset Management Policy

December 11, 2018

General Overview:

This staff report is intended to present to Council the draft Asset Management Policy developed through the Town's participation in the AIM Network Asset Management Cohort Program.

Background:

At its special meeting on September 17th, 2018 the Town Council approved the Town's participation in the AIM Network Asset Management Cohort Program and directed staff to develop a draft Asset Management Policy for the consideration of Council. This policy will inform the Town's asset management initiatives over the coming years, including the proceedings of the newly formed Asset Management Committee.

Analysis:

Through participation in the AIM Network Asset Management Cohort Program, Dylan Heide (CAO), Luke Wentzell (Manager of Finance), Maureen Hughes (Town Clerk), Derrick MacKenzie (Director of Operations) and Mayor David Devenne developed the attached draft Asset Management Policy for Council's consideration. The draft policy reflects the current best practices in the field of Asset Management, adapted for the local context.

The purpose of the policy is to provide direction for implementing organization-wide Asset Management processes for the Town of Mahone Bay which consider strategic plans, budgets, service levels and risks to ensure public assets are managed in a proactive and sustainable manner for current and future generations. The policy will provide a framework for staff, Council and Committee members.

Financial Analysis:

There is no direct cost to the Town associated with adoption of the attached policy. The policy will influence how staff develop operating and capital recommendations for Council's annual budget processes going forward; such recommendations will be considered by Council on their own merits when presented.

Links to Strategic Plan:

Key Strategic Initiatives and Core Activities

3.1 21st Century Infrastructure

- Asset Management

Recommendation:

It is recommended that at its regular meeting of January 8th, after due consideration, Council resolve:

THAT Council adopt the attached Asset Management Policy.

Attached for Council Review:

Draft Asset Management Policy

Respectfully Submitted,

Dylan Heide

Town of Mahone Bay CAO



Town of Mahone Bay Asset Management Policy

1.0 Purpose

This asset management policy provides direction for implementing organization-wide Asset Management processes for the Town of Mahone Bay which consider strategic plans, budgets, service levels and risks to ensure public assets are managed in a proactive and sustainable manner for current and future generations.

2.0 Strategic Alignment

The principles in this asset management policy and our asset management planning will align with our Strategic Plan; Municipal Planning Strategy; Integrated Community Sustainability Plan; Municipal Climate Change Action Plan; Harbour Flood Prevention and Shoreline Enhancement Plan; and any other such plans that are adopted by Council.

3.0 Scope

This policy applies to assets owned and managed by the Town of Mahone Bay including:

- Electrical generation & distribution system;
- Water treatment & distribution system;
- Wastewater collection & treatment system;
- Stormwater drainage systems;
- Buildings and facilities including those leased by the Town to thirdparties;
- · Recreational facilities, trails, green spaces and cemeteries;
- Equipment & Vehicles including Fire Department; and
- Natural infrastructure.

This policy does not apply to:

- Assets belonging to third-parties used in the delivery of Town services under contract with the Town (RCMP, etc.); or,
- Assets owned by intermunicipal corporations to which the Town is a member (MJSB, AREA, etc.).

4.0 Guiding Principles

- 4.1 Future service levels will be determined in consultation with the community; a transparent and responsive process will inform level of service objectives that balance community expectations and regulatory requirements with risk, affordability and available resources.
- 4.2 The Town will implement systematic asset management processes and appropriate asset management best-practices across all Departments and take into account their inter-relationships.
- 4.3 Our asset management decision-making will consider:
 - The needs of both current and future generations and potential challenges associated with changing community demographics and expectations related to service delivery;
 - ii. The potential impacts of climate change and how the frequency and severity of climactic events may directly affect levels of service; and
- iii. The socio-cultural, environmental, and economic factors and implications when making and implementing asset management decisions.
- 4.4 Future life cycle costs including disposal will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets; funding requirements and reserve policies will be integrated with asset management planning.
- 4.5 The Town recognizes the value of asset management planning in improving information for decision-making and commits to implementing asset management processes. The Town commits to the integration of asset management systems and community engagement.

5.0 Roles and Responsibilities

Town Council is responsible for adopting the Asset Management Policy and related policies for ensuring that sufficient resources are applied to manage the Town's assets.

The Chief Administrative Officer is responsible for leading the implementation of the Asset Management Policy and related policies across all Town departments.

Department Managers are responsible for leading the adoption of the Asset Management Policy and related policies within their departments and for allocating appropriate resources to its implementation and associated requirements.

Town Staff are responsible for observing the requirements of the Asset Management Policy and related policies and for participating in such Asset Management initiatives as may be pursued by the Town.

6.0 Review

The Asset Management Policy will be reviewed annually prior to the end of the fiscal year.

Clerk's Annotation for Official Policy Book						
Date of Notice to Council Members of Intent to Consider {7 days minimum notice}:						
Date of Passage of Policy:						
Clerk	Date					



Town of Mahone Bay

Staff Report RE: Town Centennial January 8, 2019

General Overview:

The purpose of this report is to update council concerning the Town's 2019 centennial and to make recommendations concerning the Town's approach to recognizing the occasion.

Background:

2019 marks the 100th anniversary (centennial) of the incorporation of the Town of Mahone Bay. The Town Council has previously acknowledged a desire to recognize the occasion with operating and/or capital initiatives to benefit Town residents and encourage community pride.

Analysis:

Town staff are proposing a collaborative approach to recognizing the centennial with a focus on connecting with the aspirations of community groups and organizations to carry out community projects and initiatives which could be linked to the centennial. Staff recommend an approach of working with community groups to identify opportunities to partner on such projects — in particular capital legacy projects which will provide a lasting benefit to the community — and to pursue external funding / fundraising. The Town itself also has capital projects which could be considered legacy centennial projects including the restoration of the bandstand. Linking together these Town and community projects and initiatives in a centennial program will enable the promotion of individual festivals, events, dedications and unveilings taking place in 2019 as components of a larger recognition of the occasion.

This approach takes limited staff and budgetary capacity into account while building on the existing efforts and aspirations of community groups and individuals and aiming to provide lasting benefits to community.

A number of community groups have already contacted staff with concepts. To ensure all interested groups and individuals have the opportunity to participate, staff propose a community session in the evening on Tuesday, January 22nd at a public and accessible location such as the Mahone Bay Centre or the firehall. Groups which have previously been in communication with staff, along with interested members of the public and groups which may have a potential legacy project which could tie-into the centennial (and associated external funding streams), and Council members would engage in facilitated discussion to arrive at a

proposed list of centennial projects (with associated events) for which a budget could be developed and external funding sought. Town staff would bring this list back to Council's Feb 12th meeting for approval.

Financial Analysis:

Staff would pursue external funding to support the identified community projects and initiatives. Some examples of external funding sources which have been identified include:

Federal – Building Communities Through Arts & Heritage Legacy Fund through Canadian Heritage; Trees Canada community tree grants;

Provincial – Beautification & Streetscaping Program through Municipal Affairs; Community Facilities Improvement Program through Communities, Culture & Heritage.

Community groups would be expected to raise funds for their initiatives – some have already – but the Town would also be expected to allocate funds in the 2019-20 budget, potentially through the Grants to Organizations structure, or additionally as a special centennial initiative (funds for Town capital projects such as the bandstand would be allocated in the capital budget). It is anticipated that 2019-20 budget recommendations would be included in the February 12th staff report.

In relation to the proposed community session on January 22nd, minimal costs to advertise in the local newspaper are anticipated (the Town can also utilize free radio promotion opportunities, our website, and the Mayor's January newsletter to promote the session).

Links to Strategic Plan:

Key Strategic Initiatives and Core Activities

3.4 Public Engagement

Create opportunities for public engagement

Recommendation:

THAT Council direct staff to conduct a community session concerning recognition of the Town's 2019 centennial on January 22nd, 2019 and to report back to Council in this regard at the regular Council meeting on February 12th, 2019.

Attached for Council Review:

None

Respectfully Submitted,

Dylan Heide

Town of Mahone Bay CAO



Town of Mahone Bay

Staff Report RE: HR Service January 8, 2019

General Overview:

This staff report is intended to provide Council with a recommendation concerning the establishment of an HR Shared Service pilot program through the Municipal Joint Services Board (MJSB).

Background:

At its September 26, 2018 meeting the MJSB approved a recommendation from the CAOs for a twelve-month pilot program in HR Shared Services. The Town of Bridgewater and the Municipality of the District of Lunenburg are initiating this program and will be responsible for 100% of the costs, with any services provided to the Town of Mahone Bay being provided on a cost-recovery basis.

Analysis:

Under the terms of the Town's participation in the MJSB, intermunicipal agreements between the MJSBs member units approved by the Board will be forwarded to the Town Council for approval. As no financial contribution is required from the Town of Mahone Bay – save in proportion to any services rendered to the Town on the subsequent request of the CAO – approval of the Mahone Bay Town Council is not required for the HR Shared Services pilot to proceed. This being said, the approval of the Town Council has been requested by the MJSB, with the acknowledgement that the Town is making no financial commitment in this regard.

Financial Analysis:

HR services will be available to the Town of Mahone Bay on an hourly cost recovery basis of \$32 / hour. Any anticipated use of these services in the 2019-20 fiscal year will be included in 2019-20 budget deliberations for the consideration of Council.

Links to Strategic Plan:

Key Strategic Initiatives and Core Activities

3.2 An Optimal Governance and Operations Structure

Foster inter-municipal shared services

Recommendation:

THAT Council approve the development of a twelve (12) month trial agreement for the provision of shared Human Resources support services by the Town of Bridgewater and the Municipality of the District of Lunenburg, with the Town of Mahone Bay having the option to purchase said services on an hourly cost recovery basis of \$32 / hour.

Attached for Council Review:

MJSB Memorandum re Approval 1-year Pilot Project HR Shared Services

Respectfully Submitted,

Dylan Heide

Town of Mahone Bay CAO

Municipal Joint Services Board

131 North St, PO Box 209, Bridgewater, NS B4V 2W8 Phone: (902) 543-2991 Fax: (902) 543-7960

A Joint Services Board

MEMORANDUM

TO:

Kevin Malloy, CAO

Dylan Heide, CAO

Richard McLellan, CAO

FROM:

Siew Secord, COO

DATE:

October 22, 2018



SUBJECT:

Approval 1-year Pilot Project HR Shared Services



At the September 26, 2018, meeting of the Municipal Joint Services Board the Board approved a recommendation to undertake HR Shared Services. An HR support staff from the Town of Bridgewater will be seconded to the Board for a pilot program for a 12-month period.

Attached is a copy of the proposal as discussed and approved in the meeting of September 26, 2018. In accordance with the Municipal joint Services Agreement, this new initiative requires each council's approval.

Please do not hesitate to contact me if you have any questions. I will be available to attend your council meeting to present this proposal if required.



Siew Secord, COO

SS/tf

Municipal Joint Services Board

131 North St, PO Box 209, Bridgewater, NS B4V 2W8

Phone: (902) 543-2991 Fax: (902) 543-7960

A Joint Services Board Report to:

Members of the MJSB

Submitted by:

Share Services Committee (including the CAOs)

Date:

September 18, 2018

Subject:

HRSS Pilot

Decision [X]

Direction []

Information []

Background:

In June, Town of Bridgewater made a proposal to the Shared Services Committee that would see an existing staff member provide Human Resources Support Services to member units. The committee supported the concept and further discussed options for implementation at the September meeting.



Discussion:

Human Resources is a specialized profession. All municipal units have periodic requirements for this support. Quality HR support has several benefits to the municipal organizations:

- Hiring the right person for the right job
- Retaining good people
- Keeping policy current and responsive

HR Support to a municipal unit can provide financial, legal, and service delivery public service benefits.

The Town of Bridgewater employs a full time Human Resources staff member. This employee is currently working on achieving her Certification as a Human Resources Professional (CHRP) which she hopes to achieve by 2020. The Certification is a blend of practical experience and education. This employee also hopes to complete her bachelor's degree within two years. Her practical experience currently would meet the requirements of the certification. She handles all HR related issues for the Town of Bridgewater. These include:



- Support in Performance Evaluation Program
- Policy Development and renewal
- Coordination of Labor Relations management, including coordinating our 2018 negotiations with CUPE
- Coordination of Staffing Matters (discipline, terminations, severance)





Currently this staff member utilizes approximately 60 to 70% of her time supporting the Town of Bridgewater, though she is assigned other duties to justify the position: Taxi By-Law Administrator, Safety Program duties, and some other support activities, the Town believes she can be better utilized in the HR support function.

Three options were considered for implementation:

- 1. The employee would remain in a reporting relationship with CAO of Town of Bridgewater and provide services to other member units on a client basis;
- 2. She would be seconded to the Municipal Joint Services Board, reporting to the COO of the MJSB;
- 3. Her employment be transferred to Municipal Joint Services Board entirety.

The committee discussed and agreed that Options 1 and 2 are viable and preferred. However, the recommendation to move to the secondment enables a higher level of confidentiality for partner units.

The administrative staff recommend a cost allocation as follows:

- 60% Town of Bridgewater
- 40% Municipality of District of Lunenburg
- Services to Mahone Bay and Municipal Joint Services Board on hourly cost recovery basis of \$32 per hour.

Implementation of HRSS for option 2:

- The HR support staff will remain as the employee of the Town but report directly to the Chief Operating Officer of the Board;
- Town of Bridgewater and Municipal Joint Services Board would develop a Secondment Agreement;
- The Board will assume 100% of the cost and distribute based on the applicable percentage to the Town and Municipality;
- User fees billed to other units such as the Board and/or Town of Mahone Bay will be used to off-set the cost for the Town and Municipality;
- Secondment agreement date will be used as the effective date of the secondment allocation

Financial Implication:

The current full cost for the HR support staff is \$58,162. Based on the agreed formula above the distribution will be as following:

TOB Share = \$34,897 MODL share = \$23,265

Recommendation:

It is recommended that the Municipal Joint Services Board approves and recommend to the partner Councils that an agreement for the provision of shared Human Resources support services be developed whereby the HR support person of the Town of Bridgewater is seconded to the MJSB for a twelve (12) month trial period.

2019-2020 CITIZEN APPOINTMENT RECOMMENDATIONS

AGE FRIENDLY COMMITTEE (up to 7)

LAST NAME FIRST NAME

HARRISON ANNE
BERKELEY CRYSTAL
MATEAR GREG

ASSET MANAGEMENT COMMITTEE (up to 5)

LAST NAME FIRST NAME

HENNIGAR LYNN
WHYNOT NORMAN
VEINOT SCOTT
COLLERY AARON
KING DANIELLE

AUDIT AND FINANCE COMMITTEE (up to 2)

<u>LAST NAME</u> <u>FIRST NAME</u>

VEINOT SCOTT LEWIS BILL

CEMETERY COMMITTEE (up to 2)

LAST NAME FIRST NAME

VEINOTTE BRUCE MORSE ROBERT

ECONOMIC DEVELOPMENT COMMITTEE (up to 4)

LAST NAME FIRST NAME

HENNIGAR LYNN
ST ONGE ANNETTE
FRAMPTON JEFF

JOHNSON RICHARD W

HERITAGE ADVISORY COMMITTEE (up to 2)

LAST NAME FIRST NAME KING DANIELLE

BERKELEY* CHRIS *late

applicant

PLANNING ADVISORY COMMITTEE (up to 4)

LAST NAMEFIRST NAMEMARTELLKRISTENBIEBESHEIMERJOHN

JOHNSON RICHARD W BARR CHARLES

POLICE ADVISORY BOARD (up to 2)

LAST NAME
COLLERY

FIRST NAME
AARON

KOWALSKI BILL

SOUTH SHORE REGIONAL LIBRARY BOARD (1)

<u>LAST NAME</u> <u>FIRST NAME</u>

KOWALSKI BILL



A GUIDE FOR CANADIAN MUNICIPALITIES FOR THE DEVELOPMENT OF A HOUSING ACTION PLAN







CMHC—HOME TO CANADIANS

Canada Mortgage and Housing Corporation (CMHC) has been Canada's national housing agency for more than 65 years.

Together with other housing stakeholders, we help ensure that the Canadian housing system remains one of the best in the world. We are committed to helping Canadians access a wide choice of quality, environmentally sustainable and affordable housing solutions that will continue to create vibrant and healthy communities and cities across the country.

For more information, visit our website at www.cmhc.ca

You can also reach us by phone at I-800-668-2642 or by fax at I-800-245-9274.

Outside Canada call 613-748-2003 or fax to 613-748-2016.

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Prepared for **CMHC**

by Tim Wake Affordable Housing Consultant January 2010

This guide was funded (or partially funded) by Canada Mortgage and Housing Corporation (CMHC), but the views expressed are the views of the author and do not necessarily reflect the views of CMHC. CMHC's financial contribution to this guide does not constitute an endorsement of its contents.

Cette publication est aussi disponible en français sous le titre Guide à l'intention des municipalités canadiennes pour l'élaboration d'un plan d'action en habitation (67100).

INTRODUCTION

In working with smaller communities across the country, CMHC representatives have recognized that these municipalities have an interest in information tools to help develop community housing plans. A Housing Action Plan provides municipalities with a framework that allows them to implement strategies intended to create and develop housing opportunities. This Guide is designed to assist small municipalities in developing housing plans to address their housing needs, as determined by the community.

This Guide is divided into the following main sections:

- Benefits of a Housing Action Plan
- Key components of a Housing Action Plan
- Steps to creating a Housing Action Plan
- Importance of accurate housing research
- Identification of barriers and opportunities
- Resources to create housing in a community

A Glossary of Terms is also available in Appendix A. Along with a companion PowerPoint presentation, this Guide is intended to provide an information tool to assist municipalities to develop or enhance a local Housing Action Plan.

The Housing Continuum

The Housing Continuum is a useful tool that provides a way to understand housing affordability in Canada.

The chart below shows the housing continuum typically seen in small municipalities (less than 25,000 population).

Housing opportunities can be provided by the private, public and not-for-profit sectors in the form of different housing tenures (i.e.: rental, ownership and co-operative ownership).

As mentioned in the 2009 Canadian Housing Observer, when discussing "affordable housing" specifically, the term is often used interchangeably with "social housing"; however, social housing is just one category of affordable housing and usually refers to housing that receives subsidy assistance from the government. Affordable housing is a much broader term and includes housing provided by the private, public and not-for-profit sectors, as well as temporary and permanent housing.

The Housing Continuum								
Emergency Shelters	Transitional Housing	Social Housing	Affordable Rental Housing	Affordable Home Ownership	Rental Housing	Home Ownership		

BENEFITS OF A HOUSING ACTION PLAN

Many communities in Canada have identified housing as a priority and have taken steps to address any shortfalls in their local housing stock. The planning cycle to create housing usually begins by identifying a housing need, quantifying it through a needs assessment, confirming the needs and then preparing a Housing Action Plan. The Housing Action Plan recommends policy changes that should be incorporated into the community's plan and formulated into bylaws. This process can take three to five years and often involves a dedicated team of housing stakeholders, many of whom are volunteers.

Sometimes, a team of key stakeholders working with a developer produces a project or several projects offering a range of housing opportunities that meet community needs. When this scenario occurs, trust and confidence are built within the team and the community, valuable lessons are learned, and the housing needs in the community are better understood and met.

A Housing Action Plan lays the foundation for success by identifying housing needs within the community and translating them into solutions.

Some of the benefits of a Housing Action Plan are that it:

- brings the community together to address the issues;
- clearly identifies the challenges;
- clearly identifies possible solutions and creates consensus around those solutions;
- establishes priorities for action toward housing development; and
- provides a time frame for action and a framework against which to measure results.



What happens without a Housing Action Plan?

Without a Housing Action Plan in place, community, development partners and local champions are less likely to be engaged, and housing needs are less likely to be met. Without a full range of housing options, the character and vibrancy of the community may start to suffer. As young families, seniors and lower-income people involved in creative fields are forced to leave to find appropriate housing, the local economy may also feel a negative impact.

KEY COMPONENTS OF A HOUSING ACTION PLAN

and consultation

Preparing a Housing Action Plan should start with identifying and assembling a strong team of housing stakeholders from the community. Stakeholders should ideally bring a wide range of skills and interests to the table. These individuals and organizations are the champions who will drive the process of housing development in the community.

Stakeholder identification

The team is given a mandate and budget to develop a Housing Action Plan with the help of municipal staff and perhaps a housing consultant or a project manager. Having a broad range of stakeholders and interests represented means that the Housing Action Plan will not need to be "sold" to the community; the community will already "own" the Housing Action Plan and identify with it as their own.

This component should be developed using the most recent local housing needs assessment. The housing stakeholder team above, often referred to as the Housing Action Committee or the Housing Advisory Committee, needs to review, refine and confirm the assessment based on their own expertise and understanding of the needs. If a housing needs assessment hasn't been done, one will have to be undertaken. This will be the first deliverable of the newly formed Housing Action Committee.

Detailed assessment of the need

The following table is an example of the needs distribution determined by the Comprehensive Housing Action Plan (CHAP) Committee in Canmore, Alberta, in 2008.

Ten Year Affordable Housing Requirement									
Rental									
	Studio	I BR	2 BR	3 BR	Total				
Apartment Units	70	80	110	15	275				
Townhouse Units	-	-	15	15	30				
Ownership									
	Studio	I BR	2 BR	3 BR	Total				
Apartment Units	-	100	250	140	490				
Townhouse Units	-	-	50	110	160				
Accessible & Seniors									
Total Units		50							
TOTAL									

A needs distribution assessment such as that provided in the above chart serves as a basis for prioritizing housing production and determining which potential sites will best meet the identified needs.

The City of Montréal's Strategy for the Inclusion of Affordable Housing in New Residential Projects is a voluntary, incentive-based strategy that also sets measurable targets for affordable housing. The Strategy aims to encourage the development of a wide variety of housing options on large sites, facilitate the creation of social and community housing and stimulate the production of affordable ownership dwellings.

Montréal's Strategy has the goal that 30 per cent of all homes built be affordable. More specifically, the Strategy aims to ensure that:

- 15 per cent of the new housing units built in Montréal be social and community housing units, partly funded by government programs; and
- 15 per cent of the new housing units be affordable rental or ownership housing units built by the private sector.

The Strategy also has an objective to develop large sites (with a construction potential exceeding 200 units), particularly on municipal, public or semi-public lands. For other projects requiring major regulatory changes, the City wants at least 30 per cent of the units as affordable housing.

To find out more about the City of Montréal's Strategy for the Inclusion of Affordable Housing in New Residential Projects visit the CMHC Affordable Housing website: www.cmhc.ca/affordablehousing.

3

Inventory of all local and external resources and assets

Identify all possible local and external resources and assets. Examples are shown below:

Local

- All municipally owned land and buildings (identify whether serviced or unserviced)
- Privately owned sites with development or redevelopment potential
- Local housing organizations
- Municipal funds dedicated to affordable housing
- Lands currently being rezoned, or being considered for rezoning
- Developers with an interest in local sites

External

- Crown Land
- Regional or provincial housing providers
- Other housing organizations
- Agencies providing contributions and forgivable loans
- Financial institutions

The various resources and assets must be reviewed and assessed as to their potential for contributing to the development process.

Inventory of opportunity sites for development and redevelopment

Often, development is focused on undeveloped sites; however, potential sites in mature neighbourhoods should also be included. Housing that will address the shortages identified in the needs assessment should be close to services that will benefit the target resident group(s), including schools, work, transit, parks and recreation, and health care services.

In order to meet these requirements, all sites that are close to existing amenities need to be identified, analyzed and considered for housing development. Some possibilities include the following:

- Former industrial sites
- Commercial sites
- Former and existing school sites
- Institutional sites
- Abandoned sites
- Decaying neighbourhoods
- Former military facilities
- Sites with opportunities for higher density

Assigning clear responsibilities Assigning clear responsibilities for all the deliverables is key to the success of creating and mplementing a Housing Action Plan. It is important to understand that different stakeholders will be motivated.

Assignment of development and

implementing a Housing Action Plan. It is important to understand that different stakeholders will be motivated by different factors to ensure that a housing project is successfully completed and each stakeholder's strengths and motivating factors should be considered.

The developer's team is responsible for managing and addressing things such as municipal approvals, financing, project design, contracting the builder, managing the budget throughout the construction of the building, ensuring the occupancy permit is secured and that the building is occupied. If affordable housing units are included in the project or connected to its completion, the Development Team becomes responsible for the delivery of those units. While one of the developer's main incentives and measures of success may be profit, developers are also motivated by other factors such as creating and delivering a project that benefits their community, as well as building a project that will reflect positively on their organization.

It is important to have a strong and professional Development Team to take on the role of managing the project. The stakeholders on the Development Team should work together collaboratively and resolve any conflicts in a way that is mutually acceptable to all members of the team.

Without professional development management, it can be challenging to manage timelines and costs.

Development Plan

Once resources and potential sites have been identified, reviewed and assessed, the real work begins. A Development Plan is the document that pulls together the Development Team and a specific project. The development planning process is well documented in CMHC's Housing Development Checklist, which can be found at www.cmhc.ca/affordablehousing.

The Housing Development Checklist identifies three phases in the preparation of the Development Plan: the Feasibility Phase, the Pre-Development Phase, and the Construction Phase. An abbreviated version of the Feasibility Phase is shown here as an example, but completing the full checklist is an essential part of preparing the Development Plan.

Housing Development Checklist (abbreviated)

The Feasibility Phase:

Preparing the organization

- Strong, shared housing vision
- Organizational strategy compatible with developing new affordable housing
- Financial stability
- Core group with experience in housing development, property management, financial management and raising government and non-government funds
- Strong links with local groups
- One member equipped to lead the project
- Well-defined accountability structure
- Adjusted workloads to reflect development responsibilities
- Appropriate insurance coverage

Building a professional team

- Development consultant
- Lawyer with non-profit and development experience
- Architect for quality housing with a tight budget
- Cost consultant

Proving need and demand

- Housing needs assessment
- Identified target groups and income levels
- Needs of future residents

Creating a Development Plan

- Choosing an approach
 - General contract
 - Turnkey development
 - Design-build
 - Construction management

Finding a site

- Developing land you already own
- Partnering with a church, agency or organization to develop land they own
- Contracting with a turnkey developer
- Responding to an RFP for public land
- Seeking property through a realtor

Assessing the site

- Servicing costs
- Zoning and approvals needed, restrictions
- Environmental constraints
- Compare purchase cost to appraised values in the area
- Preliminary design concept

Testing financial feasibility

- Preliminary capital budget
- Preliminary operating budget
- Pro forma and financing requirements
- Equity and subsidy requirements
- Secured pre-development funding
- Development cash flow plan

Planning for community engagement

- Building support among decision-makers
- Building active community support
- Addressing community concerns
- Protecting and exercising legal rights
- Using or responding to the media

Writing a business plan

- Project description
- Organizational structure
- Development team
- Market analysis summary
- Financial plan
- Management plan
- Implementation plan (development, construction, operation)

This list may seem daunting, but many successful projects have travelled through this process. A timeline should be attached to each of the steps included in the Development Plan, which identifies who is responsible for delivering each component of the Development Plan and also sets the target date for overall completion.

Annual Review and Update

Ultimately, the production of housing units and the number of people housed appropriately in those units is the measure of a successful Housing Action Plan. The target numbers should be clearly stated in the plan, and then each milestone and project completion can be acknowledged and celebrated along the way.

The Housing Action Committee would undertake an Annual Review and Update of the Housing Action Plan for municipal management and/or council. The annual review should include a statement of vision and mission, goals and objectives, initiatives undertaken and a full statement of the financial information and results. A table, updated annually, should show numbers of units planned, approved, under construction and completed.

An example of this type of reporting can be found in the reference material from the Whistler Housing Authority. An example of a table showing housing units planned and produced can also be found in the inventory of the Whistler Housing Authority (www.whistlerhousing.ca).

STEPS TO CREATING A HOUSING ACTION PLAN

The following 10 steps summarize the key components into an actual process that leads to the creation and the implementation of a Housing Action Plan. From start to finish, with reporting to the community and seeking approval and direction from Council, this process may take three to five years. Local champions committed to creating housing will keep things moving forward and find ways to overcome obstacles.

Taking the initiative to begin action planning for housing is a good opportunity for the municipality to show leadership. Municipal staff and Council are well positioned to assemble a team of housing stakeholders, also know as the Housing Action Committee or the Housing Advisory Committee, and empower them to facilitate the creation and execution of a housing plan. The committee should include representatives from the public and private sectors, elected officials and municipal staff. Throughout the successive steps in the process, the committee will engage other volunteers and consultants, as needed, and assign responsibilities for delivery of the various components of the Housing Action Plan.

Identify housing stakeholders in

Create a common vision for housing

Housing stakeholders may work with professionals to engage the community and develop a shared vision of what a reasonable inventory of housing would look like in their municipality.

Confirm the nature of housing needs

A needs assessment is conducted and reviewed by the Housing Action Committee. The next section provides more details as to what a needs assessment entails.

Identify sites with housing potential

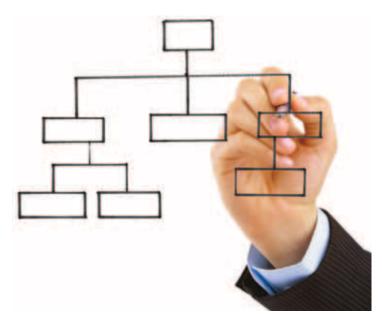
All publicly and privately owned sites that have potential for housing development are identified and listed. At the outset, the list may be extensive; later, it will be refined to highlight the most suitable and achievable sites based on timelines and project requirements.

Form partnerships to achieve common goals

A co-operative and creative approach that allows all partners to achieve success will benefit the community as a whole. Partnerships can help housing stakeholders to overcome barriers that could delay the creation of housing.

Assign responsibility and accountability for housing delivery

The success of the entire planning and construction process hinges on sharing a common understanding of responsibility and accountability. All participants in the process will perform best if every task, large or small, complex or simple, is assigned with a clear expectation of who will complete it and when.



A Development Plan may be considered as a prerequisite for the creation of housing and can determine which stakeholders are interested in creating housing (creation of the development team). The Development Plan will motivate and guide the development team and create priorities as to what type(s) of housing are needed in the community.

Once the development team is at the point of creating a project, CMHC's *Housing Development Checklist* can help guide the team through the three main phases of housing development: the feasibility phase, the pre-development phase and the construction phase. The Checklist, Fact Sheets are available at www.cmhc.ca/affordablehousing.

Initiate housing development and celebrate milestones

Getting started can be the biggest challenge of these 10 steps, as there are many things to be done before the day the shovel goes in the ground. The day that construction begins should be celebrated, as should the hard work and diligence of the Development Team, and finally the completion of the project.

Measure results

It is important to measure the success of the Housing Action Plan. Ultimately, the success is what the stakeholders and the community look at to determine if it was a good idea to recommend and support the plan. Here are a few questions to answer to measure progress along the way:

- Is the timeline being followed?
- Which steps have been successfully completed?
- How has the community been consulted and informed?
- How many units were built, in how long, at what cost?
- What was the impact on the need?
- Has the story of this housing development been told? Is it repeatable?

Review lessons learned and repeat the process
Lessons learned from the action planning process should be gathered and used to improve the next round of housing development. The development and implementation of a Housing Action Plan often involve unanticipated events, things that went well, situations that seemed insurmountable and unforeseen challenges.

IMPORTANCE OF ACCURATE HOUSING RESEARCH



In order to help provide adequate and affordable housing in a community, it is essential to have some consensus on the exact nature of the challenges. A housing needs assessment provides a snapshot of need, but it must be accurate in order to guide the delivery of housing.

Demographic information

Information on the population, including age distribution, family composition, household income, housing tenure and housing stock, is available from Statistics Canada census data. Community Profiles, Census Subdivisions and Dissemination Areas provide data for smaller municipalities and unincorporated areas. CMHC also produces regular publications such as the *Canadian Housing Observer, Housing Now,* Housing Market Information and Rental Market Reports, as well as core housing need data. A detailed list of data sources can be found in Appendix B.

Identifying gaps in the provision of housing

Demographic information alone may not give an accurate or complete picture of those who need housing in a community. Housing surveys, local housing providers, real estate associations, home builders' associations, social service agencies and employers can be sources of data on gaps in the local housing supply. A local housing committee or the staff of a local housing organization may have input and perspective on the data gathered.

Inventory and condition of current housing stock

An inventory of the current housing stock and its condition is required to determine a baseline of available and occupied housing. Data sources for this inventory include municipal tax rolls, CMHC and census data. Determining the condition of the housing stock requires some local research.

Inventory of land, assets and resources

A complete listing of available land, both publicly and privately held, housing funds, sources of funding and agencies that can provide housing support complements the housing information required to gain an accurate assessment of a community's housing needs and the opportunities to address them.

IDENTIFICATION OF BARRIERS AND OPPORTUNITIES



There are a number of challenges that can arise in the housing planning and development process. These can range from a lack of serviceable land, funding or financing, to a complex municipal approvals process or significant development charges. A creative approach can help turn these barriers into opportunities to seek new alternatives and solutions. The following section provides a number of examples of municipalities that have found ways of translating potential barriers into solutions providing opportunities. More detail on the examples used in this section can be found at www.cmhc.ca.

Higher development costs

Creating housing near services and amenities usually means higher development costs. These can result from brownfield cleanup, road closures, extra security, higher construction costs, compensation to neighbours and increased financing fees. These costs must be carried within the project proforma (that is, within the project's budget) and are rarely offset by a corresponding revenue increase.

In Saskatoon, the Downtown Housing Incentive Program provided tax exemptions for new rental housing and a 50-per-cent rebate of building permit fees on the residential portion of any new development.

Neighbourhood opposition

There is often opposition to a housing project that will increase the number of people in a neighbourhood. Ironically, these increases can make the neighbourhood more diverse and resilient. The prospect of adding mixed-use development to some neighbourhoods may also raise concerns. Changes that have the potential to revitalize and improve the neighbourhood may be viewed by existing residents as threatening.

The concerns of well-intentioned residents can be addressed through an effective engagement process. Developers, planners and elected officials need to listen carefully to understand the concerns. Workshops and charrettes have been successfully utilized in many communities to resolve these issues and promote increased neighbourhood acceptance.

The City of Calgary manages land-use and related development conflicts by allowing the utilization of third-party contract mediators and facilitators to resolve disputes.

Regulatory issues

Certain construction standards, such as building and fire codes, must be met, but others, including allowable density, parking requirements and the inclusion of mixed-use development, can be more flexible to provide opportunities for creative solutions that enhance housing affordability and diversity.

When the Bethune Flex Plex opened, unique zoning provided by the District of Saanich allowed three families to have approved, rental accommodation for low-income seniors or adults with a disability.

Prolonged municipal approvals process

As some rezoning and approval processes become more complex and involve more community engagement, they may take more time. This can pose a significant threat to the viability of a project if a longer timeline has not been anticipated. A good understanding of the long list of approval requirements will keep delays to a minimum. A realistic timeline for approvals and development will help the entire process stay on track.

CMHC's housing development fact sheet on the Local Planning Process and Approvals outlines the process of getting an affordable housing development approved by the local municipality. This fact sheet can be found at www.cmhc.ca/affordablehousing.

Fluctuations in the housing market

Some local housing markets have experienced significant housing price increases in the last two decades. When housing demand and prices increase, development activity follows and the economy thrives, but gaps in inventory may appear across the housing continuum. These gaps can be filled by "hooking onto the engine of development" and producing affordable housing as part of the broader development activity. These projects can take between three and five years from concept to occupancy, and price fluctuations will have a significant impact on the final outcome.

The best defence against these challenges is a robust financial plan and development pro forma with the flexibility to weather market changes during development and construction.

RESOURCES TO CREATE HOUSING IN A COMMUNITY



As communities begin to find new ways to fill gaps in the housing continuum, they are choosing approaches from a wide range of options. Provincial or territorial legislation governs the use of these resources, and the range of options available is specific to each province or territory. Municipalities are responsible for determining which practices are permitted in their respective regions.

These resources have been successfully utilized in jurisdictions across Canada and the U.S., as reported in the *Review of Best Practices in Affordable Housing* (Smart Growth BC, 2007). Each community will choose the approaches that are most applicable to their needs and resources.

Nine of these most frequently used resources are described below with examples of how communities across Canada have implemented them.

Contributions and loans

The successful development of housing requires appropriate expertise, understanding and dedication, but also funds. Each development project must be assessed in order to know what the needs and demands are within the community and also what financial resources are necessary to complete the proposed project. Contributions and loans are financial instruments that provide assistance and support to local governments in the creation of new housing, as well as the renovation of existing housing.

A contribution is a financial award allocated on the merit of a project. The contribution, also known as a subvention or subsidy, can be provided by a federal or provincial governmental agency, a program, a corporation, or even a charity. Although the funds do not need to be repaid, a contribution usually requires that the recipient comply with a set of requirements and report on the work being done.

A loan is similar to a contribution in that it is also a financial award allocated on the merit of a project. Loans can also come from different sources and typically have compliance requirements. However, a loan requires the funds to be repaid, either partially or completely, over time.

The Kiwanis Club of Charlottetown provided affordable rental housing through a partnership with the City of Charlottetown that redeveloped a brownfield site and spurred neighbourhood renewal. CMHC and the government of Prince Edward Island provided \$566,000 in funding to make the rents affordable for lower and moderate-income seniors and families. The Province also provided a grant—credit of \$50,000 (www.cmhc.ca/ affordablehousing).

The following table shows a list of resour	ces that can be used by municipalities and regional district
Acquiring and renovating building	Intensification
Allowing infill	Land banking
Below-market land leases	Levying development charges to create housing
Capital facilities agreements	Modifying building codes
Comprehensive development zoning	Modifying development standards
Contributions and loans	Municipal–non-profit partnerships
Conversion controls	Parkland dedication fees
Demolition controls	Public–private partnerships
Designing flexible housing	Real estate escrow interest grants
Donating land or facilities	Redeveloping or converting non-residential buildings or sites
Encouraging building energy efficient housing	Resale price restrictions
Encouraging smaller units	Retaining affordable housing
Exemption from parking requirements	Secondary and garden suites
Expedited approval process	Standard-of-maintenance bylaws
Housing agreements for new development	Using development levies
Housing commitment in community plan	Waiving or reducing conversion fees
Housing fund	Waiving or reducing development charges and fees on new rental housing
Inclusionary zoning	Waiving or reducing property taxes

Housing fund
A housing fund is an account set up by a municipality or a regional district to receive funds that will be used to create affordable housing.
Funds can come from property taxes or cash-in-lieu of providing affordable housing units as part of rezoning, which may include a density bonus.

Housing funds provide a way that all developments, both large and small, and with a level playing field, can contribute to the creation of affordable housing. Housing funds also create a municipal or region-wide resource that supports the construction of affordable housing anywhere within a jurisdiction. Housing funds offer a flexible way to leverage,

through secure funding, opportunities to create affordable units and to build partnerships with non-profit housing organizations that use the fund to construct the units.

From an administrative perspective, housing funds are relatively simple. Developers pay cash for a density bonus or as part of a rezoning, which is deposited into the housing fund. In addition, funding comes from property taxes. The local government, usually through a housing fund committee, receives applications from non-profit affordable housing providers and allocates monies from the housing fund. The committee screens the applications through a set of criteria designed to meet the housing fund's goals. The overall objective is to maximize the use of the housing fund by leveraging the funds to create the most units.

In Winnipeg, the Housing Opportunity Partnership (HOP) was formed in 1997. HOP established a revolving fund that it uses to purchase and renovate existing houses in the inner city area. The initial funding came from the provincial government and from the Home Equity Program established under the Winnipeg Development Agreement (www.cmhc.ca/affordablehousing).

A housing organization is an entity dedicated to providing and managing housing stock that is for rent or purchase by qualified individuals and families. It can be the repository for affordable housing units created through a density bonus program, inclusionary zoning and a housing fund, as well as monitor affordable housing needs in a community. A housing organization can serve one or more municipalities, or a region. It can be controlled by a local government or be an independent non-profit society, co-operative or corporation.

A housing organization can perform one or more of the following functions:

- Develop and manage rental housing;
- Develop and sell price-restricted housing;
- Facilitate the development of rental or ownership housing by the private sector;
- Research affordable housing needs;
- Establish applications, qualifications, wait-lists and processes to manage access to affordable housing opportunities;
- Draft, review and administer covenants and housing agreements for affordable housing; and
- Act as a resource centre for affordable housing information and strategies.

In Halifax, Northwood, a non-profit housing group, leveraged federal and provincial funding and the skills of a development consultant to transform an underperforming asset (a parking lot) into Almon Place, a building which contains 66 mixed-income housing units for independent seniors (www.nwood.ns.ca).

Inclusionary zoning

Inclusionary zoning refers to zoning regulations that require affordable housing to be included in new developments. A local government may stipulate that a specific number and type of units in a given project, or a particular percentage of the developed units, must be affordable housing units as a condition of receiving development approvals. In some cases, local governments permit off-site construction of the affordable units, while others allow developers to pay cash-in-lieu into a housing fund. Local governments usually secure the commitment to build the affordable units at the time of rezoning.



Linkage programs for commercial development are a form of inclusionary zoning. Linkage programs calculate how much demand for affordable housing a commercial project will create. Using an employee generation formula, local governments attribute a specific number of new employment positions to the commercial project at the time of rezoning. Local governments assign linkage requirements for affordable housing to commercial projects based on the increased affordable housing demand they will create, while inclusionary zoning generally assumes all development will have an impact and must contribute to the solution. In both examples, the contribution can be by the actual construction of units or by way of the payment of cash-in-lieu into a housing fund.

The District of Ucluelet, in British Columbia, has a policy which requires developers to ensure that a specific percentage of units in new developments will be affordable in perpetuity. The units are sold to households with low to moderate incomes and remain affordable over their lifetime through restrictive covenants attached to the title (www.ucluelet.ca).

Intensification As a community grows surrou

As a community grows, surrounding farmlands and natural areas may also be developed. Infrastructure, such as transit services, as well as other services and facilities, will have to be built and/or expanded in order to reach those new developments and answer their growing needs. Supporting infrastructure is expensive and comes at a cost for local governments.

Intensification is a strategy in which redevelopment of existing neighbourhoods, corridors or commercial areas is accomplished at higher densities in order to achieve affordability, reduce automobile reliance and promote healthy interactions within a community. This encourages housing development in existing urban areas where services, infrastructure and other amenities are already in place.

Intensification can be achieved when local governments partner with local stakeholders and/or other levels of government. This type of partnership can significantly contribute to the intensification of existing urban areas using a wide variety of means, such as:

- offering financial incentives (giving grants or tax credits, waiving development charges, and so on),
- ensuring flexible zoning,
- marketing vacant lands, and
- providing mediation.

The City of Québec, first operating through a non-profit municipal corporation and then directly though its own housing department, has provided financial assistance in the form of loans, loan guarantees, and subsidies to property owners in the central area in order to stimulate development, including the improvement and expansion of the housing stock (www.cmhc.ca).

Land banking

Land banking is the acquisition of property for housing by an organization or a local government in anticipation of developing housing units on the site in the future. When used strategically, land banking can be very successful in providing substantial opportunities for affordable housing because the land is acquired at lower-than-market value (sometimes at no cost) and is available for development when surrounding property has increased in value. Land banking can assist in integrating affordable housing throughout a neighbourhood and community.

Municipalities can zone land specifically for affordable housing or indicate in official community plan maps of future uses that the land will be used for affordable housing if an owner consents. This alerts owners and future owners to the intended future use of the property and secures the land bank use. The existing owner can develop to that potential, or a non-profit housing provider or local government can purchase the property to develop affordable housing. This approach is sometimes used as part of a density bonus agreement but is more challenging if the land is already zoned for some level of residential or commercial development. Regional districts may have more opportunities in this area where land is not zoned residential or commercial but is envisioned for future development as a mixed-use node.

Waterfront Development Corporation is a provincial crown corporation that build up its land bank of waterfront properties on Halifax Harbour. The Corporation oversees the waterfront's planning and development and has helped transform it from a desolate area into a vibrant mixed-use destination and living area (www.cmhc.ca).

Public-private partnerships A public-private partnership occurs when a private sector organization works with a government agency or a non-profit association to provide a service or community amenity. The objective of the partnership is to combine the private sector acumen and expertise with the public sector resources and accountability to construct housing. Public—private partnerships arise when a non-profit or government agency engages a private sector organization to design and build a project, or when a private sector organization commits to providing housing as part of a rezoning, or amenity density bonus, and receives assistance from the local government to do that. Through working with a public sector partner, the private sector partner often obtains assistance with the approval process in the form of staff time and public support.

In the context of affordable housing, a public—private partnership involves a contribution from the public sector—the donation of land or flexible zoning, for example—with the private sector responsible for servicing and building.

A partnership between a municipal non-profit housing corporation and a trade school in Saint John, New Brunswick, created 12 units of rental housing for low-income singles. Saint John Non-Profit Housing Inc. and the Carpenters Training Centre teamed up to source the initial funding with the assistance of an interest-free Proposal Development Funding loan from CMHC (www.cmhc.ca/affordablehousing).

Resale price restrictions

Resale price restrictions limit the resale price of homes initially sold by local governments, housing organizations or developers at a price lower than market value. The restrictions can tie the unit sale price to a resale price formula (such as appreciation equal to the Consumer Price Index), or it can be pegged to a percentage below market value at the time of sale where market value is determined by appraisal. The term "perpetually affordable housing" is often synonymous with resale price restrictions, meaning that these restrictions will apply in perpetuity.

Housing organizations or local governments register price-restricting covenants on the title of units at the time of first sale to qualified buyers. Buyers are selected from the top of a wait-list generated from pre-qualified individuals and families who meet the criteria of the program. Qualified buyers usually must be residents (employees or retirees), have an income below a specified level and live in the home (meaning no rentals). Purchasers agree to sell their homes for a specific amount below market value or to realize appreciation in value tied to a set rate. Some local governments or housing organizations facilitate the purchase and sale of all units within the pool of price-restricted housing.

Resale price restrictions on non-market homes are the only way to ensure that the prices of the units retain affordability over time. Units that are created affordably and then sold without price restrictions become unaffordable for the very purchasers they were intended. The first purchaser, having bought affordably, receives a financial lift on resale. Without price restrictions, the benefit of an affordable unit to the community is lost.

The Clarence Gate project in Ottawa will remain affordable forever thanks to the guaranteed equity model created by the Centretown Affordable Housing Development Corporation (CAHDCO). This model limits the price increase for resale to the Consumer Price Index, not market rates (www.cahdco.ca/clarencegate/).

A standard definition of a secondary suite is difficult to find, and yet most professionals and residents know exactly what a secondary suite is.

For the purposes of this guide, a secondary suite is any self-contained dwelling unit that is separate from the principal dwelling. Secondary suites are usually created in single-detached homes, although some jurisdictions allow secondary suites in duplexes or condominiums. They can be located either within the principal dwelling or in an accessory building on the same lot as the principal dwelling. These units are also known as "accessory apartments" and "in-law suites."

A garden suite—sometimes called "granny flat"—is a self-contained dwelling without a basement. It is installed in the rear or side yard of a lot with an existing, permanent, single-family house. These small self-contained houses are placed on the same lot as the home of close family members and are often designed to enable elderly people to live independently in the community, in housing that is affordable, while receiving informal support from family members.

In particular, secondary suites increase the supply of affordable rental housing without affecting neighbourhood character and without the need for a government program or subsidy. Secondary suites generally rent for less than similarly sized apartment units. Owners of dwellings with secondary suites in them, often first-time homebuyers, can apply the rental income towards their mortgage payment; seniors on fixed incomes can use the rental income to help them cope with the rising cost of staying in their homes. Tenants can also sometimes benefit from reduced rent in return for providing assistance with building and landscape maintenance or child care.

The City of Saskatoon initiated Permit Rebates for Secondary Suites to encourage the creation of new and the legalizing of existing secondary suites. The City will rebate permit fees for building, plumbing and development permits, as well as a portion of the Legalizing an Existing Suite Occupancy Permit fee. Secondary Suites are permitted in any residential zoning district in Saskatoon (www.saskatoon.ca).

THINGS TO REMEMBER



It is important that the Housing Action Committee's implication not just be limited to producing plans. Members need to feel responsible for the actual improvement of housing within their community.

Within the Housing Action Plan, the plan itself is the first deliverable, with the actual housing being the second deliverable.

It is important to develop the Housing Action Plan, but it is just as important to implement the plan, measure the progress, which is then reported to the Council and the community, and celebrate achievements.

Based on the review of the actions that were taken and their results, the plan should be revised (if and where necessary).

Determine what the present situation is, how it needs to change in the future, as well as what changes are to be implemented.

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APPENDIX A: GLOSSARY OF TERMS

Acquiring and renovating building

Cost-effective strategy of providing affordable housing that can save up to 40 per cent of the cost of new construction. Acquisition and renovation is also useful sometimes for increasing affordable ownership opportunities in cities where house prices are relatively low and where inner city areas are experiencing social and physical decline.

Affordable housing

In Canada, housing is considered affordable if shelter costs account for less than 30 per cent of before-tax household income (2009 Canadian Housing Observer).

Affordable housing strategy

A document that lays out specific objectives and actions to increase housing supply and diversity in a specific community or region.

Affordable ownership housing

Housing with a purchase price that is affordable to lowand moderate-income households, which are households within the lowest 60 per cent of the income distribution of a community, as determined by Statistics Canada. Affordable in this context means monthly housing costs (that is, mortgage principal and interest payment amortized over 25 years and assuming a 25 per cent down payment, and taxes) do not exceed the average monthly rent for the community by unit type, as reported annually by the Canada Mortgage and Housing Corporation. Affordable ownership price includes GST and any other mandatory costs associated with purchasing the unit.

Allowing infill

Startegy that allows new construction on previously developed land. There are many advantages to infill development: promotes efficient use of land; reduces development costs because the infrastructure (streets and services) already exists; is easier for small builders to build this type of housing, and; building materials and maintenance costs are lower because the houses are smaller.

Amenities

Conveniences such as stores, malls, transit, parking, restaurants, theatres, service outlets, needed from day to day.

Brownfield redevelopment

A form of sustainable development, offering opportunities to revitalize older neighbourhoods, lower municipal infrastructure costs, increase municipal property tax revenues and lessen urban sprawl.

Building codes

The National Building Code (NBC) was created to ensure that all building construction meets an acceptable standard of fire safety, structural soundness, accessibility, and a healthy environment. The NBC outlines requirements to ensure that renovation and new construction complies with these intentions. Modifying building code requirements can lower renovation or construction costs.

Community housing

Community housing is a catch-all term used in this document to include all the types of housing a community needs to create to meet the needs of those who are identified in the local housing needs assessment.

Community land trust

A private non-profit corporation created to acquire and hold land for the benefit of a community and provide secure affordable access to land and housing for community residents.

Comprehensive development zoning

Zoning that creates a custom development zone, where a municipality has the flexibility to negotiate with developers in relation to large, complex, multi-use sites.

Contributions and loans

Funds (i.e.: direct grant, low-interest or forgivable loan) that are offered to developers in order to make the creation or preservation of affordable housing more financially feasible.

Development charges

Fees imposed by a local government on applicants to recover some of the cost of infrastructure (water, sewer, storm drain, road and parks) upgrades that are required because of new development.

Development plan

The document that pulls together the Development Team and a specific project. This plan lays out all the details of the proposed project to take it from approval through to completion.

Development standards

Rules that municipalities use to guide the design and construction of residential communities. Changes to planning and engineering standards can reduce the costs of residential development.

Donating land or facilities

Strategy when municipalities support the construction of affordable housing by donating land (or facilities), selling it below market value, or leasing it at a nominal fee to non-profit or faith-based organizations.

Encouraging smaller units

The affordability of a unit is influenced by size and design. The smaller a unit is, the more affordable it is.

Energy efficient housing

Energy-efficient housing can be achieved at costs well within the accepted limits for affordability, while resulting in annual savings in operating costs that contribute to affordability over the life of the building.

Expedited approval process

Startegy where the municipal development approval process may be streamlined to cut costs to the developer. Lengthy and complicated development approvals can add to the cost of producing housing because of the high upfront costs associated with holding land. Decreasing the length of approvals reduces the costs of residential development and, therefore, reduces housing costs. For instance zoning and development permit applications may be reviewed simultaneously. Another tool that can be available to municipalities is to give priority to proposals that include affordable rental or ownership housing. By accelerating the approval of one project over another, municipalities can reward developers who include these housing types.

Flexible housing/FlexHousing™

A housing concept that incorporates, at the design and construction stage, the ability to make future changes easily and with minimum expense, to meet the evolving needs of its occupants.

Housing Action Plan

A detailed plan to produce a range of housing types, sizes and tenures to meet an identified need in a community. The plan identifies quantities to be produced, sites to be utilized and the stakeholders responsible for delivering various segments.

Housing fund

Account set up by a municipality or a regional district to receive funds that will be used to create affordable housing.

Housing organization

An organization dedicated to the creation and management of a range of housing stock for specific user groups.

Inclusionary zoning

Zoning regulations that require the provision of affordable housing as part of the rezoning for a development.

Intensification

Redevelopment of existing neighbourhoods, corridors or commercial areas at higher densities to achieve affordability, reduce automobile reliance and promote healthy interactions within a community.

Land banking

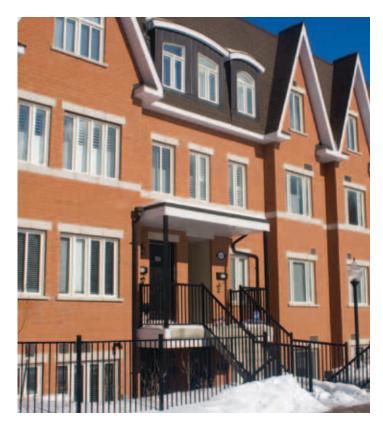
The acquisition of property for affordable housing by an organization or a local government in anticipation of developing affordable housing units on the site in the future.

Mixed-use node

Mixed-use development (such as commercial, office and higher-density residential) that is concentrated into centres with existing infrastructure capacity providing required densities and service to make transit affordable and to foster community hubs where daily services can be reached within walking distance.

Municipal housing committee

A group consisting of local housing stakeholders including elected officials, municipal staff, housing providers, developers, land owners, funding and financing providers, architects and builders that is mandated to develop and implement a local Housing Action Plan.



Non-profit housing

Housing that is owned and operated by non-profit housing providers. This housing is typically built through government-funded housing supply programs.

Parkland dedication fees

Strategy where a municipality can reward developers for building affordable housing by reducing or waiving the amount paid in parkland dedication fees. Parkland dedication fees are normally calculated according to the area of a new development. The amount paid can be reduced if the developer provides an amenity, such as affordable market housing, which benefits the municipality.

Public-private partnerships

Occurs when a private sector organization works with a government agency or a non-profit association to provide a service or community amenity.

Redeveloping or converting non-residential buildings or sites

Redevelopment provides opportunities for creating affordable housing. It enables the provision of affordable housing because of the increased density and the use of existing infrastructure. Convertion of non-residential buildings into affordable housing involves the adaptive reuse of surplus or outmoded buildings such as old schools, hospitals, inns or warehouses into affordable housing.

Resale price restrictions

Covenants registered on the title of a property to control the resale price and maintain affordability over time. These are known as Deed Restrictions in the U.S.

Retaining affordable housing

Municipal by-laws may limit conversions or demolitions of affordable rental housing or require replacement units at similar rents. In some jurisdictions, transferring development rights from affordable rental housing to other sites is used to preserve such housing.

Secondary and garden suites

A secondary suite is a self-contained rental unit constructed within or as an addition to a house. A garden suite is a stand alone, self-contained rental unit situated on the same property of the principal residence.

Self-contained unit

A unit that provides living, sleeping, eating, food preparation, and bathroom facilities.

Smaller communities

Communities with a population of 25,000 or less.

Social housing

Usually refers to housing that receives subsidy assistance from the government.

Using development levies

Startegy where development fees are used to facilitate the provision of affordable housing, either by requiring the developers of certain types of developments to pay a fee to support affordable housing as a condition of approval, or by waiving, reducing or adjusting development levies for affordable housing. When waived or adjusted for affordable housing, they are sometimes referred to as "reverse exactions". The best known type of development levies related to affordable housing are "linkage fees".

Waiving or reducing development charges and fees on new rental housing

Strategy where a municipality could encourage affordable housing projects through reducing or waiving development charges and planning fees. Waiving or reducing these costs results in savings for the developer, which are then translated into lower selling prices.

Waiving or reducing property taxes

Strategy where a municipality can choose to waive or reduce property taxes on all or a portion of the assessed value of the affordable housing project, over a period of time. Often taxes are waived (or granted back) on the increased value of the assessment due to the proposed private investment.

APPENDIX B: DATA SOURCES

Demographic data about a municipality

- Population and dwelling counts The number of people and dwellings for every Canadian municipality, from the 2006 Census, can be found at www.statcan.gc.ca.
 (Path: Statistics Canada Home page ⇒ Census ⇒ Population and dwelling counts ⇒ Census subdivisions (CSDs) Municipalities)
- Community profiles Information to describe the residents of a municipality, such as types of dwellings (detached, multiples), age of dwellings, proportion of owners/renters, family types, incomes, age, mobility, proportion of immigrants, education, labour force characteristics, industries, occupations, and travel to work for many towns and surrounding areas, are available at www.statcan.gc.ca.
 - (Path: Statistics Canada Home page

 Census

 2006

 Community Profiles

 Search by name)

Housing data for a municipality

Core housing need data are available from the CMHC website for all census subdivisions (municipalities). Core housing need is an indicator of households who are living in poor housing conditions. These households live in housing that is in a poor state of repair, crowded or costly, and they cannot afford to rent acceptable alternatives with their current incomes. These data can help identify and size sub-groups within the community who have poor housing conditions (for example, seniors, Aboriginal people, non-family households).

• Housing in Canada Online (HiCO) — Community trend data (1991—2006) for the number of households in core housing need; the number in unsuitable, inadequate or unaffordable housing; average incomes, average shelter costs, shelter cost to income ratios, by age and family types, are available at www.cmhc.ca.

(Path: CMHC Home page ⇒ Housing Market Information ⇒ Canada's Housing Observer (button) ⇒ Housing in Canada Online ⇒ HICO ⇒ Data Table)

Housing market data

CMHC is the main source for detailed local housing market information in the form of data, analysis and forecasts. Consult the following publications:

Quarterly Housing Market Outlook (regional) —
Highlights of housing market trends and forecasts for
Canada and five geographic regions; contains a two-year
forecast of housing starts, resales and resale prices for each
region, plus vacancy rates and rents for major centres in
the region.

www.cmhc.ca

(Path: CMHC Home page ⇒ Housing Market Information ⇒ Forecasts and Analysis ⇒ Housing Market Outlook – Canada and Regional Highlights)

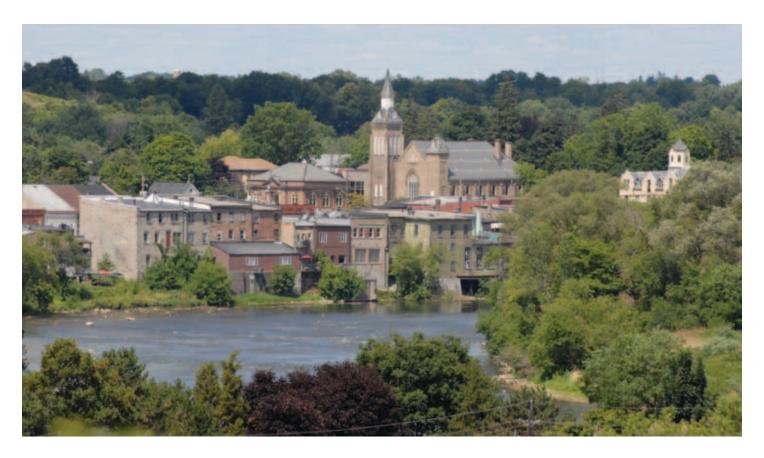
 Historical data on dwelling starts and completions (all census metropolitan areas and 35 large urban centres and urban agglomerations)
 www.cmhc.ca

(Path: CMHC Home page

→ Housing Market Information

→ Statistics and Data

→ Canadian Housing Statistics)



 Rental Market Reports (31 major centres) – Results of a survey of rental unit availability and cost in both purposebuilt structures and the secondary rental market (including rental condos, singles, semi-detached, duplex units and accessory suites).

www.cmhc.ca

(Path: CMHC Home page ⇒ Housing Market Information ⇒ Forecasts and Analysis ⇒ Rental Market Reports)

 Historical data on average rents of privately initiated apartment structures, by bedroom type and by metropolitan area 2008–2009

(large census agglomerations)

www.cmhc.ca

(Path: CMHC Home page

→ Housing Market Information

→ Statistics and Data

→ Canadian Housing Statistics)

• Renovation and Home Purchase Report (10 major markets) – Information on the most popular renovation projects undertaken and homes purchased in the prior year, and intentions to buy or renovate in the upcoming year. Respondents are also asked about motivations or barriers; the type, size and price range of homes; and insights about their planned renovations.

www.cmhc.ca

(Path: CMHC Home page

→ Housing Market
Information

→ Forecasts and Analysis

→ Renovation and Home Purchase)

A GUIDE FOR CANADIAN MUNICIPALITIES FOR THE DEVELOPMENT OF A HOUSING ACTION PLAN

Kelly Redden

Subject:

FW: Agenda item for January 8 or 24: Dog Poop

From: Penny Carver < Penny.Carver@townofmahonebay.ca>

Sent: December 16, 2018 10:51 AM

To: David Devenne < David.Devenne@TownofMahoneBay.ca >; Dylan Heide < Dylan.Heide@TownofMahoneBay.ca > Cc: John Bain < John.Bain@TownofMahoneBay.ca >; Richard Nowe < Richard.Nowe@TownofMahoneBay.ca >; Penny Carver < Penny.Carver@townofmahonebay.ca >; Karl Nauss < Karl.Nauss@TownofMahoneBay.ca >; Joseph Feeney < Joseph.Feeney@TownofMahoneBay.ca >; Colleen O'Neill < Colleen.ONeill@townofmahonebay.ca >

Subject: Agenda item for January 8 or 24: Dog Poop

Hello,

Earlier this year, the mayor sent a message which included the second photo below suggesting that the Town might partner with local businesses to sponsor dog waste baggie dispensers. I had previously discussed a similar idea (top photo) independently with the former CAO after residents had complained about a dog poop problem along sidewalks and trails.

With this in mind, I am requesting that this matter be placed on a council agenda in January so council can consider whether to ask staff to prepare a background report with a cost/benefit analysis of installing such stations around the town.

Thank you,

Penny

Penny Carver

Councillor, Town of Mahone Bay





AUDIT & FINANCE COMMITTEE

The regular meeting of the Town of Mahone Bay Audit Committee was held on Monday, December 10th, 2018 at 7:00 p.m.

Present:

Mayor D. Devenne
Deputy Mayor Nauss
Councillor J. Bain
Councillor P. Carver
Councillor J. Feeney
J. Moriarty
CAO D. Heide (Secretary)
Manager of Finance L. Wentzell

Regrets:

Councillor R. Nowe Councillor C. O'Neill K. Wilson

Gallery:

None

Agenda

Feeney – Bain

THAT Council approve the agenda for Dec 10th, 2018 as presented.

CARRIED

Minutes

Bain – Carver

THAT Council approve minutes from August 2nd, 2018 as presented.

CARRIED

<u>Presentation – Draft Financial Statements from Auditors</u>

Jayden from Deloitte presented the draft financial statements for fiscal year 2017-18. Consolidated statements, as well as statements for the water utility and electrical utility, were presented. As a result of Town staff turnover this was the first year where the auditors were engaged to prepare the statements; Jayden commented that this process was very informative. The auditor provided an unqualified opinion on all statements.

Nauss - Bain

THAT approval of the 2017-18 Financial Statements be scheduled for Council's regular meeting on January 24th, 2019.

CARRIED

Receive 2nd Quarter Financial Year to Date

Manager of Finance Luke Wentzell presented 2nd quarter financial year to date and addressed questions from Council.

<u>Discussion – Training</u>

Manager of Finance Luke Wentzell presented to Council regarding online training for audit committee which would be offered by Department of Municipal Affairs in 2019.

Discussion – 2018-19 Audit

Committee members discussed plans for the 2018-19 audit; staff will follow-up with Deloitte in this regard.

<u>Discussion – Meeting Dates 2019</u>

Council discussed scheduling committee meetings for 2019 to receive the 1st and 3rd quarter year to date updates as well as a meeting in late September to receive the draft audited statements.

<u>Adjournment</u>

Adjourned on motion by P. Carver at 8:50 PM.

Cost Sharing Advisory Committee

December 10th 2018, Riverport Electric Light Commission Office, Riverport Nova Scotia

Attendees MB - Dylan Heide, Karl Nauss

RELC - Peter Lamphier, Andrea Strowbridge, Steve Kemp

- Peter Lamphier was elected chair
- Peter called the meeting to order at 2:55 PM
- Peter suggested making the position of Chair a 12 month term
- The board members agreed to the term of 12 months effective immediately.
- The board members agreed to the agenda presented.

Budget and Finance

- 1. **Charge out rates**: Andrea suggested using a new charge out rate of \$85.00/hr (per PLT) and \$100.00/hr for utility truck.
- 2. Karl motioned to accept the rates suggested by Andrea, Peter 2nd, motion carried unanimously.
- 3. Net metering: Andrea said the current net metering policy for Riverport Electric costs us money. She suggested we use Mahone Bay's policy as Riverport Electric's policy as well. Riverport will have to apply to the URB to have this changed.
- 4. The board members agreed.
- 5. **URB**: Dylan suggested that we apply to the URB for a rate change in the fall.
- 6. **Truck Purchase**: Andrea said that the PLT's want to purchase another utility truck and that they have identified a used one in Ontario for \$69,000. All present acknowledged the rationale for the truck purchase. Dylan said he would be taking the request for a new truck to the Town's 2019-20 budget process, but would recommend budgeting for a new rather than a used truck. Mahone Bay will also look into the possibility of paying upfront for the purchase and having Riverport Electric pay the Town back for a percentage on a monthly basis.
- 7. **Budget Preparation**: Dylan said he would inform Riverport Electric after a budget meeting as to what they decided about the utility truck.
- 8. **Asset management**: Andrea said that we (MB+RELC) create an inventory of the equipment, tools, vehicles, parts, poles, etc. to better manage our assets for insurance and possible theft. Dylan was in favour of using a spreadsheet to facilitate the process.
- 9. **Joint Capital planning**: Dylan said he wants to plan for future capital expenses and would inform RELC when he had the information.

Operations

- 1. **Safety, tools and EQ**: Andrea said she has been working on a manual using Nova Scotia Power's safety procedure manual as a guide. She also said that the equipment that needed inspection has been completed and that Philip has been put in charge of making sure the equipment is inspected when needed.
- 2. **Occupational Health...**: Andrea said that if Riverport Electric tried to follow the NSP and NS DOT regulations it would bankrupt us. She suggested using our local fire department as part timers (after they are trained) to be our flagmen. The board members agreed.

- 3. **Clothing allowance:** Andrea said that our clothing (previously) was out of compliance, and that we had to purchase new orange work clothes for Landon for \$1,200.00. It was generally agreed that new clothing would be purchased after the worn out items were given to their supervisor respectively and then approved for replacement.
- 4. **Training, Policies and Procedures:** Andrea and Dylan agreed that they would jointly work towards a policies and procedures manual.
- 5. **Training, Red Seal:** Karl mentioned that due to a clerical error in fact, Philip does have sufficient hours to write his Red Seal exam. Mahone Bay will talk to Philip and give him one year to write and pass his Red Seal exam otherwise he will lose his position as lead hand.

Other

- 1. Andrea mentioned the linemen suggested we hire a CO-OP student. Karl stated that most if not all of the wages would be paid by the CO-OP or Nova Scotia. Andrea suggested we could top up the wage (as we have in the past). The student could be used for simple mundane tasks or where needed.
- 2. Peter mentioned NSP's initiative to help pay for heat pumps and whether or not Mahone Bay had plans to offer the same incentive. Karl and Dylan said they were aware of the plan but had no intention of offering it to their customers. The board members all agreed that neither utility will offer to help pay for heat pumps.
- 3. **Meetings**: the board members agreed that quarterly meetings would be best for the present time and more if needed.

Next meeting scheduled for either March 4th or 11th in Mahone Bay.

Peter adjourned the meeting at 4:45PM

Minutes written by Steve Kemp, RELC, Secretary.

Lunenburg County Seniors' Safety Program December 1st – 19th, 2018

The Seniors' Safety Program is community-based and operated under the umbrella of Safe Communities Lunenburg County, a non-profit organization. The program works collaboratively with Bridgewater Police Service, RCMP, and many community partners to address the safety concerns of seniors residing in Lunenburg County. To ensure that all seniors can participate in our services, programs are typically offered at no cost. Staffing complement includes one full-time coordinator and one temporary part-time Seniors' Safety Coordinator.

SSC scheduled time off this month:

Dec. 24th – Jan. 2nd, 2019 inclusive – Chris Acomb, SSC Dec. 17th – Jan. 4th, 2019 inclusive – Carole Hipwell, SSC

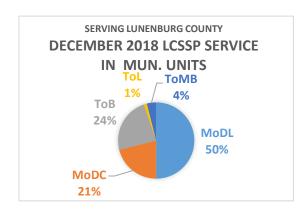
Monthly stats & information:

- LCSSP year-end report will be available January 31st, 2019.
- Nature of new LCSSP referrals: CRA issues disrupting income, need for supports, health and
 wellness, driving, transportation, elder abuse, personal safety, snow removal, housing, hoarding
 concerns, need for assistance with grant/housing applications, home heating, assistance with
 advocacy, assistance to attend court/bank appointments, scams and frauds etc.
- Examples of some of the services provided this month:
 - Attend court to support clients and their loved ones.
 - Visit banking institutions with clients who are trying to understand their finances.
 - Submit referrals for home support, adult protection and Seniors' Community Health Team.
 - o Help clients register for a family physician.
 - Assist a high number of clients connect with community groups that provide financial assistance, friendly visitors and groceries.
 - We were able to help connect several individuals with a volunteer to get their taxes done, re-establish income and get heat for their home.
 - We are also in the process of supporting several people traverse the difficult journey of driving cessation.
 - Support and help reconnect clients to others and their community.
 - Assist with completing applications.
- Information shared and/or referrals made in November with the addition of the following in December,

811,	Feed NS,	The Rose Fund,
Alzheimer Society of NS,	Kaizer Meadow,	Souls Harbour,
Community Links,	Kinsmen,	Santa's for Seniors,
Caregiver NS,	LCLC – Library,	Telephone service
Family Resource Center,	NS Power,	providers,
Family Support Center,	Public Trustee,	United Way,
	Private Home Care Providers,	VON,



Lunenburg County Seniors' Safety Program December 1st – 19th, 2018



Monthly Stats:

Data	December
# of active clients	76
# of active clients receiving service	45
# of new referrals	10
# of home visits	21
# of closed files	7

^{*}Attempts to record number of telephone calls was difficult as so many are made daily.

Meetings, Presentations and Projects:

- Nov. 28th, 2018 LCSSAP meeting at BPS
- Dec. 5th, 2018 SSC attended Dept. of Continuing Care open house
- Dec. 6th, 2018 SSC attended the MoDC Seniors' Christmas Event
- Dec. 13th, 2018 SSC attended the MoDL Seniors' Christmas Event
- Dec. 14th, 2018 LCSSP presented to the NS Gov't Retired Employees Association
- Santa's for Seniors 12 clients of the LCSSP were recipients of Secret Santa gifts through Robyn Carruthers', Santa's for Seniors Project. Thank you Robyn and all the Secret Santa's!
 https://www.cbc.ca/news/canada/nova-scotia/how-christmas-sorrow-helped-bring-cheer-to-500-seniors-in-nova-scotia-1.4919630
- Energy Poverty Research Program The LCSSP is working with the Energy Poverty Research Project in Bridgewater to help improve housing, community transportation and reduce energy bills.
- Community Health Board Grant Applications (2) Submitted Oct. 15th, 2018
- 70 Vials of Life™ provided to the Square and Round Dance Federation of Nova Scotia

Please note, anyone interested in learning more about the details of meetings, events and/or presentations please contact the LCSSP.

Submitted by: Chris Acomb, SSC, December 19th, 2018





quarterly newsletter

Volume 4 Issue 3

December 2018 www.nsmfc.ca

With the NSFM Fall Conference wrapping up last month, we are entering the winter of 2018-19, and with that my motorcycling season is finally over. :-(

As mentioned at the conference, MFC provides more than low interest loans to our clients. We continue to promote the use of our Best Practices, the Debt Affordability Model, and the Government Finance Officers Association of US and Canada as useful tools. You can read more about these programs in this newsletter.

We will be doing our biennial online client survey on our products and services in early January. I encourage everyone to fill out the survey as your feedback helps form the products and services we provide.

If you are interested in learning more about, or would like a presentation on any of our products, please contact us. We would be more than happy to come and talk to you, your Council and staff about them.

Thank you for taking the time to read this newsletter and I hope you all have a Merry Christmas and a Happy New Year (Joyeux Noel et Bonne Année)!

Paul Wills, CPA, CMA CEO/Treasurer



Our Location

Nova Scotia Municipal Finance Corporation

Maritime Centre

1505 Barrington Street, Suite 1501 Halifax, Nova Scotia

Our Mailing Address

Nova Scotia Municipal Finance Corporation

PO Box 850, Station M

Halifax, Nova Scotia

Canada

B3J 2V2

MFC Staff

CEO/Treasurer: Paul Wills, CPA, CMA

P: (902) 424-4590

E: paul.wills@novascotia.ca

Manager of Financial Services:

Bob Audoux, CPA, CGA

P: (902) 424-7172

E: bob.audoux@novascotia.ca

Administrative Assistant: Margo Horne

P: (902) 424-6333

E: margo.horne@novascotia.ca

Nova Scotia Municipal Finance Corporation

Mission Statement:

To provide capital infrastructure financing at the lowest available cost, within acceptable risk parameters, and to provide financial management advice and assistance to clients.

This mission is achieved through the issuance of debentures. The Corporation pools municipal borrowing requirements, which eliminates the need for individual municipalities to negotiate and administer their own debenture issues. Under this arrangement, the debt issuance function remains in the public sector domain.

Why the Municipal Finance Corporation?

The Nova Scotia Municipal Finance Corporation (MFC) was established by an Act of the Legislature of the Province of Nova Scotia in 1979 (*Municipal Finance Corporation Act, Chapter 301*). The MFC concept is widely used in Canadian provinces and American states as a cost-effective, efficient means of raising long-term debenture funds to finance municipal capital projects. Studies have shown that smaller municipalities with lower credit ratings receive the greatest interest savings from MFC participation, and that all municipalities can benefit from savings in the cost of administration on outstanding debenture issues. In addition, two of the five members of the Board of Directors are appointed based on the recommendation of the Nova Scotia Federation of Municipalities, which ensures strong municipal representation.

Who must finance capital projects through the MFC?

The objective of the Corporation is to provide financial assistance to its clients, including municipalities, villages, municipal enterprises, school boards, and hospitals (*MFC Act, S7*). All municipalities, villages, and municipal enterprises must finance their external capital requirements through the Corporation through the issuance of a debenture (*MFC Act, S16(1) and S16(2)*). The MFC uses credit enhancement and debt-pooling techniques to meet clients' approved funding requirements at the lowest possible cost.

Long-term loans for capital infrastructure

Pooled debenture issues are the most used product that the MFC offers its clients. The MFC regularly goes to market with two debenture issues each fiscal year, in the spring and fall.

Nova Scotia Municipal Finance Corporation

As a Crown Corporation, MFC's powers and responsibilities are set out in the *Municipal Finance Corporation Act (1979)* and the Corporation is accountable to the Nova Scotia legislature through the Minister of Municipal Affairs.

A Board of Directors appointed by the Governor-in-Council governs the Corporation. The board is comprised of six directors: two members are senior provincial public servants, two members are appointed upon the recommendation of the NSFM, one member is appointed upon the recommendation of the AMA, and one member is appointed from the community-at-large.

The Corporation is completely self-funded. The Minister is required by legislation to approve the annual administration budget. The Corporation levies fees on loans made to its clients to help offset its administrative expenses.

Support staff and resources from the provincial departments of Finance and Treasury Board and Municipal Affairs have been provided to the Corporation. The Corporation also contracts with the Department of Justice for the provision of legal services. The advice and assistance given by all three provincial departments is a valuable contribution to the operations of the Corporation.

Short Term Loan Program

In 2014, the Corporation secured a \$50 million line of credit from the Nova Scotia Department of Finance and Treasury Board to facilitate requests from municipalities. Previously, the Corporation's reserve fund was used to provide short-term loans to clients that had completed capital projects and were awaiting participation in the next debenture issue. This change creates an opportunity for the municipal client to access even lower interest rates than before, and for the Corporation to invest and earn more interest on its reserve fund. Interest is charged at 90-day Bankers' Acceptance plus 50 basis points (1/2%) calculated using the Canadian Dollar Offered Rate.

If you have a completed capital project but missed the fall debenture offering, contact Bob Audoux at (902)-424-7172

Mentoring Program

When a new Director of Finance is hired who lacks municipal experience, we have a program that helps the individual become accustomed to municipal government. The new director can speak with a retired Director of Finance to better understand the way municipalities function and operate. The Corporation will pay the mentor to meet with the newly hired Director of Finance for four sessions, up to three hours each time.

Topics covered include: Fund Accounting, Director's Responsibilities, Budget Process, Year-end Working Papers, Council Reports, Tax Sales, CAO/DOF Relationship, Non-consolidated/Consolidated Financial Statements.

If you have recently hired a new Director of Finance and would like to access this program, please contact Paul Wills at 902-424-4590 or paul.wills@novascotia.ca.

High Interest Savings Account

Tired of getting low returns on your surplus funds (capital reserves, gas tax, operating reserves)?

Tired of limited options where you can invest these surplus funds?

Do you want to earn greater returns with no risk, no service or hidden fees, and greater flexibility?

Our High Interest Savings Account could be the option for you!

As of October 25, 2018, our High Interest Savings Account earns, at a minimum, 2.35%.

Why not give it a try!

If you are interested in accessing this new program, or wish to chat about it, please contact:

Bob Audoux (902) 424-7172 Bob.audoux@novascotia.ca

"We have taken advantage of the High Interest Savings Account (HISA) offered by MFC.

My calculations are that we will earn virtually double the rate of interest we are now receiving.

I look forward to working with MFC, your assistance, so readily given and insightful, is very much appreciated."

Jim Davis Chief Administrative Officer Town of Mulgrave



What are the MFC best practices?

In 2003, MFC and the Association of Municipal Administrators of Nova Scotia (AMA) formed a joint committee to develop financial management best practices for municipalities in Nova Scotia. The committee used practices developed by the Government Finance Officers Association (GFOA) and adapted them to fit Nova Scotia's legislation and practices. Overall, 32 best practices were created to help support the financial health of municipalities in Nova Scotia.

The committee was re-established again in the summer of 2013 to revisit the best practices to determine which could be considered "core" or high priority. Of the 32 best practices, seven were determined to be core or high priority.

Best practices are proven and reliable techniques or methodologies. They can be simple or complex, but overall they are meant to be effective and efficient strategies for accomplishing a task. MFC's best practices are designed to support good governance by promoting accountability, transparency, value for money and risk management. A typical best practice includes background information about why it is considered important, suggested resources from other organizations, and step-by-step guides for implementation.

They are not generic templates to download, take to Council and get approved. Some work must be done to tailor them to your municipality's needs and context. MFC can work directly with your staff to adapt any of the best practices into policies to suit your needs, from the research and writing involved in drafting policies, to making presentations to Council.

To find out how we can work with you contact Paul Wills at (902) 424-4590 or email: Paul.Wills@novascotia.ca

MFC Best Practice Profile

Using Websites to Improve Access to Budget Documents and Financial Reports

The original recommended practice was developed by the Government Finance Officers Association (GFOA). Some aspects of the practice have been revised by the Financial Management Capacity Building Committee (FMCBC) for use by Nova Scotia municipal governments. The original GFOA recommended practice is *Using Websites to Improve Access to Budget Documents and Financial Reports*, approved by the GFOA in 2003.

Recommendation

The GFOA recommends that every government publish its budget documents and financial reports on the government's website, and the FMCBC supports the recommendation.

Purpose

The purpose of the recommendation is to create public awareness and understanding of the budget process, to educate the public about the financial position of the municipality, and to encourage their participation in the financial decision making of the municipality.

Public accountability is rooted in the belief that the public has the right to know and the right to be provided with reliable financial information. It is this sharing of information that opens the dialogue between citizens and elected representatives.

Background

Technology significantly impacts the way in which information is communicated and, in some cases, has fundamentally changed the way that business is conducted. Using the Internet for disclosure provides the conditions for an effective exchange of information between the public and politicians.

Specific benefits of including the budget and financial reports on a website include the following:

- Awareness of the existence of these sources of financial data is increased.
- Usage of financial information by citizens is increased.
- The application of analytic tools to find, extract, and analyze the data found in these reports is simplified in the electronic format.
- It requires less effort to disseminate the information to the public.
- It is a cheaper and more efficient way to reach a broad number of constituents.

Currently in Nova Scotia, the possibilities opened by the Internet have not been adequately utilized. This best practice is intended to make the process of web disclosure more understandable and simplify the process for Nova Scotia municipalities.

MFC Best Practice Profile

Audit Postings on Websites

Considerations in Policy Development

The Government Finance Officers Association (GFOA) recommends that governments comply with the following guidelines when presenting financial documents on their websites.

- 1) The electronic budget documents, including the concise summary of the budget and the annual financial report, should be identical to the printed version of these documents.
- 2) The website should prominently notify users whether the budget document presented represents the preliminary budget or the approved budget.
- 3) If a government elects to present the budget documents and the annual financial reports of prior years, the website should clearly separate them from current information. A library or archive section of the website is recommended for this purpose.
- 4) The security of the website should be evaluated to protect it from manipulation by external or unauthorized persons.
- 5) A documented process for reviewing and approving any information posted on the website should be required to ensure the accuracy, consistency, and completeness of the information. Statements indicating the most recent date the information has been updated should be posted.
- 6) It should be remembered that the primary audience is the public. Care should be taken to ensure that the organization, selection of information, and technology used to create the website will maximize its usefulness. The website should be user friendly. A website should also have a contact person, with a direct phone number provided, to answer questions or provide users with assistance.
- **7)** Governments should develop a system of internal controls to ensure the accuracy, completeness, consistency, and freshness of information posted on the website.
- 8) Terms or conditions of use should be included on the website so that prior to accessing the information users are aware of, or preferably required to acknowledge, limits on how the website may be used and what obligations a government is undertaking by disclosing information on its website.
- 9) Governments should not use hyperlinks to other websites. Information on external websites may be inaccurate or incomplete. If hyperlinks are used there should be an accompanying warning.

Upcoming Events

Upcoming Board Vacancies

Our current board terms will be expiring June 30, 2019. As mentioned previously in this newsletter, our board is comprised of six members, with two representatives from the Nova Scotia Federation of Municipalities and one representative from the Association of Nova Scotia Administrators. If you have an interest in serving on our board, please put your name and resume forward to your organization for consideration.

Biennial Online Client Survey

Every two years we poll our clients, both administrators and councillors, on our products and services. The Nova Scotia Federation of Municipalities and the Association of Municipal Administrators are important voices on our Board of Directors. In fact, we cannot hold a board meeting unless a quorum is met (minimum of four directors, and one of them must be a NSFM representative). We want to ensure that our products and services are aligned with the needs of local government in Nova Scotia.

Your feedback is critical. Your answers will be incorporated into our business plan and accountability report, and will have a direct impact on the future of programs and services offered by the Corporation. The survey takes approximately 5 to 10 minutes to complete and you will be entered into a draw for a prize (one for administrators and one for the elected).

I encourage you to participate when the survey is released in early January......your voice matters!

2019-2020 Borrowing Call Around

In early January, we will be sending an email out to each municipality's finance officer to determine what, if any, borrowing is anticipated for our 2019 spring and fall debenture issues. We do this to get Cabinet approval for our 2019-2020 Borrowing Program. We encourage anyone who is planning to borrow from the Corporation to respond to this request when you receive it.

Government Finance Officers Association Sponsorship

As part of the Municipal Finance Corporation's mandate of supporting and promoting municipal client training, every year the Corporation sponsors a municipal director of finance attendance at the Government Finance Officers Association (GFOA) annual conference. The GFOA conference is being held in Los Angeles, California from May 19 – 22, 2019 and the Corporation provides up to \$2,500 to offset some of the cost for the sponsored individual. Feedback from previous sponsored individuals is that they took away a great deal of knowledge by attending the conference. We encourage all directors of finance who have never been sponsored by the Corporation to attend one of these conferences, to consider applying for this sponsorship when we advertise in January 2019.

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Cheques from 000001 to 017435 dated between 11-01-2018 and 11-30-2018

CHEQUE REGISTER

Printed:	9:48:23AM	12/31/2018				Page 1 of 2
Number	Issued		Amount	sc	Status	Status Date
017288	11/05/2018	AGAT LABORATORIES	649.75	A/P	*VOID*	11/05/2018
017289	11/05/2018	ASSOC. OF MUNICIPAL ADMIN	1,829.94	A/P	CLEARED	11/30/2018
017290	11/05/2018	BELL MOBILITY INC	499.09	A/P	CLEARED	11/30/2018
017291	11/05/2018	BUSHWACKER WOODS TO LAWNS	4,864.50	A/P	CLEARED	11/30/2018
017292	11/05/2018	CURRY EXPRESS	200.00	A/P	CLEARED	11/30/2018
017293	11/05/2018	DALTON JODREY PLUMBING & HEATING LTD.	235.75	A/P	CLEARED	11/30/2018
017294	11/05/2018	DERRICK MACKENZIE	276.82	A/P	CLEARED	11/30/2018
017295	11/05/2018	G.E.'S ALL TRUCKING	6,436.21	A/P	CLEARED	11/30/2018
017296	11/05/2018	GCR TIRE CENTRES	591.19	A/P	CLEARED	11/30/2018
017297	11/05/2018	GRAYBAR CANADA	97.75	A/P	CLEARED	11/30/2018
017298	11/05/2018	LRB FABRICATORS LIMITED	241.50	A/P	CLEARED	11/30/2018
017299	11/05/2018	LUNENBURG COUNTY CONDOMINIUM CORPORATION #2:	246.00	A/P	CLEARED	11/30/2018
017300	11/05/2018	MAHONE BAY AREA CHAMBER OF COMMERCE	69.00	A/P	CLEARED	11/30/2018
017301	11/05/2018	N. S. BUILDING SUPPLIES	9.57	A/P	CLEARED	11/30/2018
017302	11/05/2018	PETTY CASH - K. BOUTILIER	60.61	A/P	CLEARED	11/30/2018
017303	11/05/2018	REXEL ATLANTIC	12.86	A/P	CLEARED	11/30/2018
017304	11/05/2018	SOUTH SHORE REGIONAL CENTRE FOR EDUCATION	33,348.00	A/P	OUT-STD	11/05/2018
017305	11/05/2018	TOWN OF MAHONE BAY	9,258.00	A/P	CLEARED	11/30/2018
017306	11/05/2018	WOOD WYANT INC.	641.82	A/P	CLEARED	11/30/2018
017307	11/23/2018	O'BERTOS, SHEA	67.42	A/R	OUT-STD	11/23/2018
017308	11/23/2018	MEREDITH, ERIC	70.36	A/R	OUT-STD	11/23/2018
017309	11/23/2018	WILSON, ELIZABETH	362.36	A/R	*VOID*	11/23/2018
017310	11/23/2018	MERCHANT, JOHN	16.13	A/R	OUT-STD	11/23/2018
017311	11/23/2018	NOVA SILVER JEWELRY COMPANY,	45.92	A/R	OUT-STD	11/23/2018
017312	11/23/2018	HARTLEY, JACKIE	156.06	A/R	CLEARED	11/30/2018
017313	11/23/2018	ENMAN, CRAIG	134.44	A/R	OUT-STD	11/23/2018
017314	11/23/2018	MACLEOD GROUP HEALTH SERVICES LIMITED,	10,845.00	A/R	OUT-STD	11/23/2018
017315	11/23/2018	BOLLINI, ROBERT	495.47	A/R	*VOID*	11/23/2018
017316	11/23/2018	A.E. DOMINIE	1,706.25	A/P	OUT-STD	11/23/2018
017317	11/23/2018	A. MACKENZIE SECURITY LTD.	1,307.84	A/P	OUT-STD	11/23/2018
017318	11/23/2018	ACE PEST/TERMINIX CANADA	57.50	A/P	OUT-STD	11/23/2018
017319	11/23/2018	ACKLANDS - GRAINGER INC.	189.52	A/P	OUT-STD	11/23/2018
017320	11/23/2018	ALL-TECH ENVIRONMENTAL SERVICES LTD	1,696.25	A/P	OUT-STD	11/23/2018
017321	11/23/2018		26,014.74	A/P		11/23/2018
017322	11/23/2018	ASSOC. OF MUNICIPAL ADMIN	517.50	A/P		11/23/2018
017323	11/23/2018	BELL CONFERENCING INC	13.25	A/P		11/23/2018
017324	11/23/2018	BRENNTAG CANADA INC.	1,275.48	A/P	OUT-STD	11/23/2018
017325	11/23/2018	DYLAN HEIDE	189.06	A/P		11/30/2018
017326	11/23/2018	GRAYBAR CANADA	488.29	A/P	OUT-STD	11/23/2018
017327	11/23/2018	K&S WINDSOR SALT LTD.	1,947.79	A/P	OUT-STD	11/23/2018
017328	11/23/2018	KONICA MINOLTA	825.90	A/P	OUT-STD	11/23/2018
017329	11/23/2018	LANGILLE'S PLUMBING & HEATING LTD	558.51	A/P	OUT-STD	11/23/2018
017330	11/23/2018	LONDON LIFE ASSURANCE COMPANY	5,838.40	A/P	OUT-STD	11/23/2018
017331	11/23/2018	LUKE WENTZELL	248.73	A/P		11/30/2018
017332	11/23/2018	MAHONE BAY FIRE DEPARTMENT	300.00	A/P	OUT-STD	11/23/2018
017333	11/23/2018		1,855.00	A/P		11/23/2018
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Cheques from 000001 to 017435 dated between 11-01-2018 and 11-30-2018

CHEO		TED

Printed:	9:48:23AM	12/31/2018				Page 2 of 2
Number	Issued		Amount	SC	Status	Status Date
017334	11/23/2018	MIDLAND COURIER	264.22	A/P	OUT-STD	11/23/2018
017335	11/23/2018	MUNICIPALITY OF CHESTER	41,508.16	A/P	OUT-STD	11/23/2018
017336	11/23/2018	MUNICIPALITY OF LUNENBURG (OF)	255.29	A/P	OUT-STD	11/23/2018
017337	11/23/2018	MUNICIPAL JOINT SERVICES BOARD	8,459.50	A/P	OUT-STD	11/23/2018
017338	11/23/2018	NICK'S INDEPENDENT	22.01	A/P	OUT-STD	11/23/2018
017339	11/23/2018	N. S. BUILDING SUPPLIES	44.10	A/P	CLEARED	11/30/2018
017340	11/23/2018	PENNY CARVER	79.48	A/P	OUT-STD	11/23/2018
017341	11/23/2018	PETER BURGOYNE	300.00	A/P	CLEARED	11/30/2018
017342	11/23/2018	PRINTERS CORNER	31.03	A/P	OUT-STD	11/23/2018
017343	11/23/2018	RIVERPORT ELECTRIC LIGHT COMM	3,412.19	A/P	OUT-STD	11/23/2018
017344	11/23/2018	ROYAL CANADIAN LEGION	50.00	A/P	OUT-STD	11/23/2018
017345	11/23/2018	SAUNDERS MOTORS CO. LTD.	147.17	A/P	OUT-STD	11/23/2018
017346	11/23/2018	SCOTIA BUSINESS CENTRE LIMITED	595.23	A/P	*VOID*	11/23/2018
	Void Reason: One	e Invoice is for another vendor				
017347	11/23/2018	SCOTIA RECYCLING LTD	46.00	A/P	OUT-STD	11/23/2018
017348	11/23/2018	SILVERS GARAGE (2008) LIMITED	2,552.91	A/P	OUT-STD	11/23/2018
017349	11/23/2018	SOUTH SHORE REGIONAL HOSPITAL	600.00	A/P	OUT-STD	11/23/2018
017350	11/23/2018	SURE COURIER SERVICES	93.60	A/P	OUT-STD	11/23/2018
017351	11/23/2018	TONY SMITH	37.70	A/P	OUT-STD	11/23/2018
017352	11/23/2018	TOWN OF MAHONE BAY	15,609.22	A/P	CLEARED	11/30/2018
017353	11/23/2018	TOWN OF SHELBURNE	289.44	A/P	OUT-STD	11/23/2018
017354	11/23/2018	UNION OF NS MUNICIPALITIES	2,810.78	A/P	*VOID*	11/23/2018
	Void Reason: Wro	ong Vendor-Should be Univar				
017355	11/23/2018	UNITED WAY OF LUNENBURG COUNTY	240.00	A/P	OUT-STD	11/23/2018
017356	11/30/2018	WILSON, ELIZABETH	55.84	A/R	OUT-STD	11/30/2018
017357	11/30/2018	SCOTIA BUSINESS CENTRE LIMITED	531.98	A/P	OUT-STD	11/30/2018
017358	11/30/2018	BOLLINI, ROBERT	275.77	A/R	*VOID*	11/30/2018
017359	11/30/2018	BOLLINI, ROBERT	275.77	A/R	OUT-STD	11/30/2018
017360	11/30/2018	UNIVAR CANADA LTD.	2,810.78	A/P	OUT-STD	11/30/2018
917288	11/05/2018	AGAT LABORATORIES	649.75	A/P	CLEARED	11/30/2018
		Cheque Totals Issued:	193,650.09			

Cheque Totals Issued: 193,650.09

Void: 5,189.36

Total Cheques Generated: 198,839.45

Total # of Cheques Listed: 74

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Cheques from 000001 to 017435 dated between 12-01-2018 and 12-31-2018

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Printed:	10:04:00AM	12/31/2018				Page 1 of 2
Number	Issued		Amount	sc	Status	Status Date
017361	12/03/2018	LIFTOW LIMITED	54,575.55	A/P	OUT-STD	12/03/2018
017362	12/07/2018	ACE PEST/TERMINIX CANADA	57.50	A/P	OUT-STD	12/07/2018
017363	12/07/2018	ADVOCATE MEDIA	725.87	A/P	OUT-STD	12/07/2018
017364	12/07/2018	AGAT LABORATORIES	188.60	A/P	OUT-STD	12/07/2018
017365	12/07/2018	ATLANTIC PURIFICATION SYSTEMS	559.02	A/P	OUT-STD	12/07/2018
017366	12/07/2018	BUSHWACKER WOODS TO LAWNS	2,182.12	A/P	OUT-STD	12/07/2018
017367	12/07/2018	CRYSTAL BERRINGER	75.06	A/P	OUT-STD	12/07/2018
017368	12/07/2018	DAVID ADAMS	35.75	A/P	OUT-STD	12/07/2018
017369	12/07/2018	DELOITTE MANAGEMENT SERVICES LP	8,305.88	A/P	OUT-STD	12/07/2018
017370	12/07/2018	DERRICK MACKENZIE	141.28	A/P	OUT-STD	12/07/2018
017371	12/07/2018	DYLAN HEIDE	256.66	A/P	OUT-STD	12/07/2018
017372	12/07/2018	EMCO CORPORATION	308.20	A/P	OUT-STD	12/07/2018
017373	12/07/2018	ENVIROSYSTEMS INC	2,289.35	A/P	OUT-STD	12/07/2018
017374	12/07/2018	G.E.'S ALL TRUCKING	488.32	A/P	OUT-STD	12/07/2018
017375	12/07/2018	KNICKLE'S SERVICE CENTRE	424.86	A/P	OUT-STD	12/07/2018
017376	12/07/2018	L&B ELECTRIC LTD.	1,633.00	A/P	OUT-STD	12/07/2018
017377	12/07/2018	LANGILLE'S PLUMBING & HEATING LTD	2,677.84	A/P	OUT-STD	12/07/2018
017378	12/07/2018	LUNENBURG COUNTY CONDOMINIUM CORPORATION #22	246.00	A/P	OUT-STD	12/07/2018
017379	12/07/2018	MAHONE BAY FIRE DEPARTMENT	12,050.00	A/P	OUT-STD	12/07/2018
017380	12/07/2018	MAHONE BAY CIVIC MARINA	6,900.00	A/P	OUT-STD	12/07/2018
017381	12/07/2018	MIDLAND TRANSPORT LTD	174.71	A/P	OUT-STD	12/07/2018
017382	12/07/2018	MUNICIPAL JOINT SERVICES BOARD	6,842.60	A/P	OUT-STD	12/07/2018
017383	12/07/2018	NICK'S INDEPENDENT	41.67	A/P	OUT-STD	12/07/2018
017384	12/07/2018	NOVA SCOTIA FEDERATION OF MUNICIPALITIES	2,785.00	A/P	OUT-STD	12/07/2018
017385	12/07/2018	N. S. BUILDING SUPPLIES	45.72	A/P	OUT-STD	12/07/2018
017386	12/07/2018	PENNY CARVER	84.56	A/P	OUT-STD	12/07/2018
017387	12/07/2018	PETTY CASH - K. BOUTILIER	73.55	A/P	OUT-STD	12/07/2018
017388	12/07/2018	PRINTERS CORNER	299.00	A/P	OUT-STD	12/07/2018
017389	12/07/2018	PROPERTY VALUATION SERVICES CORPORATION	5,981.13	A/P	OUT-STD	12/07/2018
017390	12/07/2018	RAM ROD'S WELDING	186.30	A/P	OUT-STD	12/07/2018
017391	12/07/2018	RIVERPORT ELECTRIC LIGHT COMM	6,348.80	A/P	OUT-STD	12/07/2018
017392	12/07/2018	ROCKY MOUNTAIN PHOENIX	1,029.25	A/P	OUT-STD	12/07/2018
017393	12/07/2018	SCOTIA BUSINESS CENTRE LIMITED	531.98	A/P	OUT-STD	12/07/2018
017394	12/07/2018	SCOTIA RECYCLING LTD	143.75	A/P	OUT-STD	12/07/2018
017395	12/07/2018	SILVERS GARAGE (2008) LIMITED	921.71	A/P	OUT-STD	12/07/2018
017396	12/07/2018	SOUTH SHORE REGIONAL CENTRE FOR EDUCATION	33,348.00	A/P	OUT-STD	12/07/2018
017397	12/07/2018	SOUTH SHORE REGIONAL HOSPITAL	480.00	A/P	OUT-STD	12/07/2018
017398	12/07/2018	SOUTH SHORE TIRE & AUTOMOTIVE	195.50	A/P	OUT-STD	12/07/2018
017399	12/07/2018	SURE COURIER SERVICES	468.56	A/P	OUT-STD	12/07/2018
017400	12/07/2018	TOWN OF MAHONE BAY	9,258.00	A/P	OUT-STD	12/07/2018
017401	12/19/2018	TOWN OF MAHONE BAY	1,150.00	A/P	OUT-STD	12/19/2018
017408	12/19/2018	ALTERNATIVE RESOURCE ENERGY AUTHORITY	32,276.58	A/P	OUT-STD	12/19/2018
017409	12/19/2018	DAVID DEVENNE	423.01	A/P	OUT-STD	12/19/2018
017410	12/19/2018	ELMSDALE LANDSCAPING LIMITED	957.18	A/P	OUT-STD	12/19/2018
017411	12/19/2018	FEDERATION OF CANADIAN MUNICIPALITIES	417.32	A/P	OUT-STD	12/19/2018
017412	12/19/2018	GOW'S HARDWARE LTD.	27.53	A/P	OUT-STD	12/19/2018

^{** -} Name on Check was modified

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Cheques from 000001 to 017435 dated between 12-01-2018 and 12-31-2018

CHEQUE REGISTER

Printed:	10:04:01AM	12/31/2018				Page 2 of 2
Number	Issued		Amount	sc	Status	Status Date
017413	12/19/2018	GRAYBAR CANADA	4,254.43	A/P	OUT-STD	12/19/2018
017414	12/19/2018	K&S WINDSOR SALT LTD.	1,954.64	A/P	OUT-STD	12/19/2018
017415	12/19/2018	KONICA MINOLTA	1,118.89	A/P	OUT-STD	12/19/2018
017416	12/19/2018	LMR COMMUNICATIONS LTD	177.54	A/P	OUT-STD	12/19/2018
017417	12/19/2018	LONDON LIFE ASSURANCE COMPANY	5,838.40	A/P	OUT-STD	12/19/2018
017418	12/19/2018	MAGIC WOK	284.98	A/P	OUT-STD	12/19/2018
017419	12/19/2018	MAHONE BAY FIRE DEPARTMENT	60.13	A/P	OUT-STD	12/19/2018
017420	12/19/2018	MIDLAND COURIER	62.79	A/P	OUT-STD	12/19/2018
017421	12/19/2018	MIDLAND TRANSPORT LTD	238.23	A/P	OUT-STD	12/19/2018
017422	12/19/2018	MUNICIPALITY OF LUNENBURG	255.29	A/P	OUT-STD	12/19/2018
017423	12/19/2018	MUNICIPAL JOINT SERVICES BOARD	57.00	A/P	OUT-STD	12/19/2018
017424	12/19/2018	PRINTERS CORNER	690.00	A/P	OUT-STD	12/19/2018
017425	12/19/2018	RICHARD NOWE	54.75	A/P	OUT-STD	12/19/2018
017426	12/19/2018	RIDEOUT TOOL & MACHINE INC	906.89	A/P	OUT-STD	12/19/2018
017427	12/19/2018	RIVERPORT ELECTRIC LIGHT COMM	391.41	A/P	OUT-STD	12/19/2018
017428	12/19/2018	ROYAL CANADIAN LEGION	250.00	A/P	OUT-STD	12/19/2018
017429	12/19/2018	SILVERS GARAGE (2008) LIMITED	9,531.72	A/P	OUT-STD	12/19/2018
017430	12/19/2018	SOUTH SHORE TIRE & AUTOMOTIVE	1,001.65	A/P	OUT-STD	12/19/2018
017431	12/19/2018	TOWN OF MAHONE BAY	11,086.39	A/P	OUT-STD	12/19/2018
017432	12/19/2018	TURNER DRAKE & PARTNERS LTD	5,635.00	A/P	OUT-STD	12/19/2018
017433	12/19/2018	UNIVAR CANADA LTD.	5,817.33	A/P	OUT-STD	12/19/2018
017434	12/19/2018	VANOOSTRUM FARM EQUIPMENT	261.20	A/P	OUT-STD	12/19/2018
		Cheque Totals Issued:	248,540.93			
		Void:	0.00			

Void: 0.00

Total Cheques Generated: 248,540.93

Total # of Cheques Listed: 68