

**TOWN OF MAHONE BAY**

**TOWN COUNCIL**

**AGENDA**

**October 8, 2019**

7:00 p.m.

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**Call to Order**

**1 Approval of Agenda**

**2 Minutes**

2.1 Regular Meeting – September 26, 2019

**3 Consideration of Delegations**

3.1 Ben Buckwald and Nabila Chatur, Bicycle Nova Scotia – BlueRoute Community Hub Concept Design

**4 Correspondence – Action Items**

- 4.1 Lamar Eason, Bayview Community School – Request for financial support of Bayboo fundraiser.
- 4.2 Lamar Eason, Bayview Community School – Request for financial support of Meal Equity program.
- 4.3 Lamar Eason, Bayview Community School – Request for financial support of Bayview yearbook.
- 4.4 Sandra Conrad – Request curb painting in front of Quinlan building.
- 4.5 Anne Gavey, Lunenburg County Community Health Board – Recommendation to advocate for provincial and federal funding for public transit system.

**5 Correspondence – Information Items**

- 5.1 Amy Pugsley-Fraser, NSFM – Draft Amended By-laws
  - 5.1.a Draft Amended By-laws
  - 5.1.b. Side-By-Side Comparison
- 5.2 Amy Pugsley-Fraser, NSFM – Monday Memo – October 1, 2019
  - 5.2.a Doctor Recruitment Update
  - 5.2.b EGSPA Letter to Minister Wilson
- 5.3 Darryl Haley, Heritage BoatYard Cooperative – Thank you for the support of the Heritage Boatyard Cooperative.

**6 Staff Reports**

- 6.1 Staff Report to Council – October 8, 2019
- 6.2 Staff Report – Asset Management Committee Update
- 6.3 Staff Report – Capital Investment Plan
- 6.4 Staff Report – Christmas Holidays 2019

**7 Council Items**

**8 Committee Reports**

- 8.1 Cemetery Committee – September 16, 2019 – Draft Minutes
- 8.2 Audit Committee – September 19, 2019 – Draft Minutes - deferred from September 26, 2019
  - 8.2.a Draft Town of Mahone Bay Electric Utility Financial Statements
  - 8.2.b Draft Town of Mahone Bay Water Utility Financial Statements
  - 8.2.c. Draft Town of Mahone Bay Consolidated Financial Statements
- 8.3 Age Friendly Community Committee – September 23, 2019
- 8.4 Lunenburg County Seniors' Safety Program – Monthly Report – September 2019

**9 New Business**

**10 Accounts**

10.1 September 2019 Accounts

**11 Closed Session**

11.1 MGA Section 22(2)(b) - Setting a minimum price to be accepted at tax sale.

**Adjournment**



The Regular Meeting of Town Council for the Town of Mahone Bay was held on Thursday, September 26, 2019 at 7:00 p.m. in Council Chambers.

**Present:**

Mayor D. Devenne  
Deputy Mayor K. Nauss  
Councillor C. O'Neill  
Councillor J. Bain  
Councillor R. Nowe  
Councillor P. Carver  
Councillor J. Feeney  
Dylan Heide, CAO  
Maureen Hughes, Clerk

**Regrets:**

**Gallery:**

**Agenda**

A motion by Deputy Mayor Nauss, seconded by Councillor Bain, **"THAT the agenda be approved as amended to remove item 4.3 at the request of the property owner, to add item 8.5 Cemetery Committee Volunteer Recognition and add PAC Membership to item 8.2."**

**Motion carried.**

**Minutes**

A motion by Councillor Carver, seconded by Councillor Feeney, **"THAT the minutes of the September 10, 2019 regular Council meeting be approved as presented."**

**Motion carried**

**Consideration of Delegations**

**Alexander Grabowski**

Alexander Grabowski shared a presentation with Council on the City of Lueneburg, Germany. Mr. Grabowski suggested that the Town of Mahone Bay and the City of Lueneburg would be good partners for a cultural exchange.

A motion by Councillor Feeney, seconded by Deputy Mayor Nauss, **"THAT the CAO connect with the CAO of the Town of Lunenburg to determine what the Town of Lunenburg has found in their research regarding a cultural exchange with the City of Lueneburg, Germany, and report back to Council."**

**Motion carried.**

### **Correspondence – Action Items**

1. Andrew Tanner, Saltbox Brewing Co., with a request to install several “More Shops Ahead” signs while waiting for news on Wayfinding signage.

A motion by Councillor Feeney, seconded by Councillor Bain, **“THAT Council direct staff to respond to Mr. Tanner and encourage him to follow-up with the MBTCC Wayfinding Signage committee.”**  
**Motion carried.**

2. Kathleen Fischback, Mahone Bay Legion Swing Band, with an invitation to the Town to partner for a Centennial Fall or Winter Dance.

A motion by Councillor Carver, seconded by Councillor Feeney, **“THAT Council direct staff to contact the MB Legion Swing Band to discuss the possibility partnering with the Mahone Bay Legion Swing Band of adding a Fall or Winter Dance as part of the Centennial celebrations.”**  
**Motion carried.**

3. Karen Pinsent, Father Christmas Festival, with a request to plant a Town Christmas Tree.

A motion by Deputy Mayor Nauss, seconded by Councillor Bain, **“THAT Council approve the request from the Father Christmas Festival to plant a Town Christmas Tree.”**  
**Motion carried.**

4. Karen Pinsent and Nancy Petrie, Father Christmas Festival, request to hold the 3<sup>rd</sup> Annual Mahone Bay Reindeer Run Fun Run on Saturday, December 7, 2019.

A motion by Councillor Nowe, seconded by Deputy Mayor Nauss, **“THAT Council approve the request to hold the 3<sup>rd</sup> Annual Mahone Bay Reindeer Run Fun Run on Saturday, December 7, 2019.”**  
**Motion carried.**

6. Robert J. Weld, Mahone Bay Legion Swing Band, with a request to name the Town bandstand “The Michael O’Connor Memorial Bandstand”.

A motion by Councillor Carver, seconded by Deputy Mayor Nauss, **“THAT Council approve the request to name the Town bandstand The Michael O’Connor Memorial Bandstand.”**  
**Motion carried.**

A motion by Councillor Feeney, seconded by Deputy Mayor Nauss, **“THAT an appropriate memorial plaque be budgeted for within the bandstand restoration project part of the Town’s 1919-2019 Centennial Program.”**  
**Motion carried.**

7. Mayor Rachel Bailey, Town of Lunenburg, expressing support to advance road improvements.

A motion by Councillor Carver, seconded by Councillor O'Neill, **"THAT Council express support to advance road improvements on Trunk 3 from Mahone Bay to Martin's River from the scheduled 2022/23 project year of the Five-Year Highway Improvement."**

**Motion carried.**

#### **Correspondence – Information Items**

1. FCM – A Rural and Northern Lens on our Housing Call.
2. NSFM Monday Memo from September 9, 2019 as well as the 2019 Interim Resolutions Report, information on NSFM Board Roles and Responsibilities, and the UNSM Elections Policy.
3. Municipal Finance Corporation Quarterly Newsletter – September 2019.
4. Hon. Chuck Porter, Department of Municipal Affairs and Housing, advising of approval of the Town of Mahone Bay PCAP Funding Application.

A motion by Deputy Mayor Nauss, seconded by Councillor Carver, **"THAT the above items, number 1 to 4, be received and filed."**

**Motion carried.**

#### **Staff Reports**

##### **Staff Report to Council**

Council received the Council Report for September 26, 2019.

##### **Amendments to Solid Waste By-law**

Council received a staff report to support a draft amended Solid Waste By-law.

A motion by Deputy Mayor Nauss, seconded by Councillor Feeney, **"THAT Council give first reading of the amended Town of Mahone Bay Solid Waste By-law as presented."**

**Motion carried.**

##### **Bandstand Project**

Council received a staff report on the progress of the centennial bandstand project.

A motion by Councillor Nowe, seconded by Deputy Mayor Nauss, **"THAT Council approve phase two of the centennial bandstand project to proceed as presented with the Town's share of total project costs estimated at \$37,237."**

**Motion carried.**

##### **CodeRED and Draft Policy**

Council received the staff report and accompanying draft Mass Notification System Policy, which was originally introduced at Council on September 10, 2019.



A motion by Deputy Mayor Nauss, seconded by Councillor O'Neill, **"THAT Council adopt the Mass Notification Policy as presented."** **Motion carried.**

#### Clearland Road Project

Council received a staff report regarding the Clearland Road chip-seal project.

A motion by Deputy Mayor Nauss, seconded by Councillor Bain, **"THAT Council increase the approved budget of the Clearland Road double chip-seal project to \$72,000 and direct staff to proceed with the project."** **Motion carried.**

#### Council Items

##### LCSSP 2019 Conference

Councillor Carver provided Council with information on the Lunenburg County Senior Safety Program 2019 Conference, including the report on Conference Summary and Recommendations.

#### Committee Reports

##### Heritage Advisory Committee

Council received the draft minutes from the September 11, 2019 meeting of the Heritage Advisory Committee.

##### Planning Advisory Committee

Council received the draft minutes from the September 17, 2019 meeting of the Planning Advisory Committee. Council was also advised that Chuck Barr has submitted his resignation from the Planning Advisory Committee.

A motion by Councillor O'Neill, seconded by Councillor Bain, **"THAT Council direct staff to advertise the vacancy on the Planning Advisory Committee."** **Motion carried.**

##### Economic Development Committee

Council received the draft minutes of the September 18, 2019 meeting of the Economic Development Committee.

A motion by Councillor O'Neill, seconded by Deputy Mayor Nauss, **"THAT Council approve the proposal from Ferne Swinamer to decorate the wooden bench adjacent to the Comfort Station on Edgewater Street to recognize the Town's 1919-2019 Centennial."**

**Motion carried.**

### Audit Committee

Council received the draft minutes of the September 19, 2019 meeting of the Audit Committee.

A motion by Councillor Carver seconded by Councillor O'Neill, **"THAT Council approve the 2018-19 Water Utility Financial Statements as presented."** **Motion withdrawn**

The approval of Financial Statements will be deferred to the October 8, 2019 regular Council meeting pending the circulation of the final statements by the Auditors.

### Cemetery Committee

Council was advised that the Cemetery Committee met on September 16, 2019 at which Bayview Cemetery volunteers were recognized for their contribution to the online Bayview Cemetery project.

### New Business

#### Climate Change Emergency

It was noted that Mahone Bay's Three Churches will be ringing their bells in unison at noon on Friday, September 27, 2019, in support of the global climate strikes.

**A motion by Councillor Carver, seconded by Councillor O'Neill, at 9:15p.m. to go into Closed Session to discuss tax sale as permitted by MGA 22(2)(b).**

Council returned to open session at 9:39p.m.

**The meeting adjourned upon motion at 9:40 p.m.**

**TOWN OF MAHONE BAY**

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Mayor, David Devenne

Clerk, Maureen Hughes

September 2019

# Bikeway Concept Designs

Bicycle Route to School and  
Bay-to-Bay Trail Connection

*Phase 3 of the Blue Route Hubs Bikeway  
Project in the Town of Mahone Bay*

Prepared by:



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# 1.0 Introduction

## 1.1 Background

The Blue Route Hubs Bikeway Project is a collaboration between Bicycle Nova Scotia (BNS) and several communities in Lunenburg County, including the Town of Mahone Bay. The project is intended to help communities evaluate their potential to develop bicycle routes that make residents of all ages and abilities feel comfortable cycling in their community and encourage active transportation. The project is broken down into three distinct phases:

- *Phase 1: Develop a proposed bicycle minimum grid*  
This phase of the project took place from October 2018 to January 2019. Three projects were proposed to be priorities for improving conditions for cycling within the Town of Mahone Bay.
- *Phase 2: Selection of one route to go forward for concept design*  
In January 2019, Bicycle Nova Scotia met with the stakeholder committee. The group selected the route that would connect the east and west neighbourhoods to provide a comfortable cycling route to school. The steering committee also asked that additional neighbourhood roads be looked at in order to provide a complete cycling connection through town between the Bay-to-Bay trail accesses on Fauxburg Road and Clearway Street.
- *Phase 3: Concept designs for the selected route*  
This phase of the project extended from February 2019 to September 2019. Draft concept designs of the cycling route to school were presented to the steering committee in June 2019. Their feedback was used to refine those concepts and additional concepts were developed for the Bay-to-Bay trail connection.

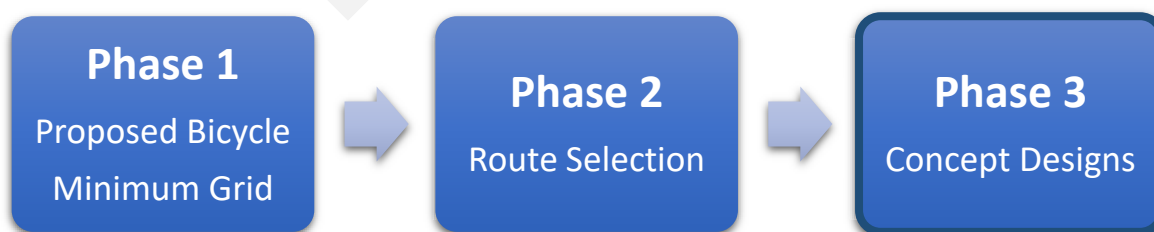


Figure 1- Blue Route Hubs Bikeway Project Process

## 1.2 Study Area

Figure 2 shows both the proposed roads for the cycling route to school as well as the additional pieces that connect the trail on each side. The cycling route to school uses Kinburn Street, Clairmont Street, Spur Street, Main Street and Clearway Street. To complete the trail connection on the north side, Clearway Street is considered past the school, up to the trail access. To connect to the trail on the south side, the proposed route uses Pond Street, Hedge Row, Pleasant Street and Fauxburg Road. Aside from encouraging trail traffic to enter town, the trail connection route should also give cyclists the option to avoid problem trail crossings including the one on Main Street at Longhill Road.

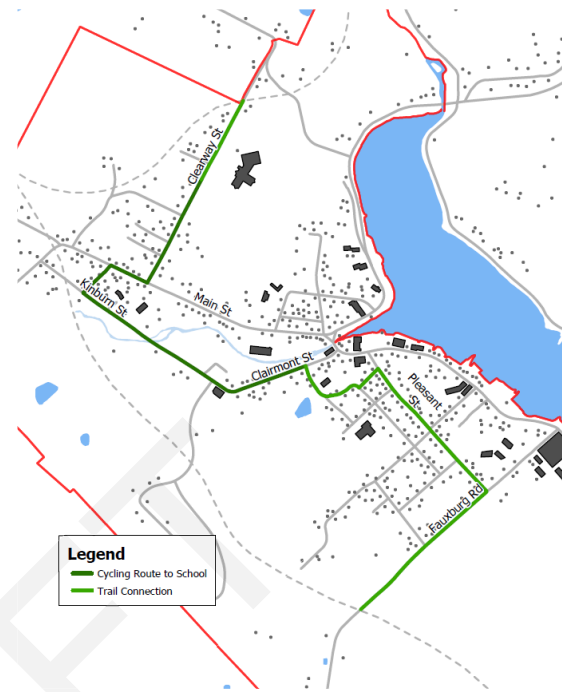


Figure 2- Proposed Cycling Routes

The study area for the project includes all roads within the cycling route to school and most roads along the connection between the Bay-to-Bay Trail accesses. Pond Street and Hedge Row were not looked at as part of the study as the initial assessment and discussion with the steering committee indicated that they were quiet roads that were unlikely to pose a barrier to cycling. However, this overall route should be considered when developing the wayfinding sign package.

## 1.3 Project Objectives

The following project objectives were identified:

1. Develop a bicycle route that improves the attractiveness, safety and comfort of cycling to school for students.
2. Develop an intuitive cycling connection through town between the Bay-to-Bay trail accesses on Fauxburg Road and Clearway Street that encourages both recreational and tourist use.
3. Identify improvements that can be made as part of this project for pedestrians including those with mobility aides.

The proposed concepts were developed with these objectives in mind. Other goals of the project included conducting a conceptual cost estimate, shown in Appendix A, and developing plan view and cross-section drawings of the concepts (Appendix B) to assist with visualization.

## 2.0 General Principles of Bikeway Design

Under current traffic conditions in Mahone Bay, cyclists share the road with motor vehicles and do not have any designated space. Under such conditions, traffic speeds and volumes generally provide a good indicator of the comfort and safety of cyclists sharing the road, and what types of infrastructure change should be considered. The following principles generally apply:

- Cyclists can be mixed with motor vehicles when traffic volumes and speeds are low (30 km/h).
- Cyclists should be separated from motor vehicles when motor vehicle volumes are high and/or speeds are high, typically over 30 km/h.
- Higher comfort is needed for accommodating younger or otherwise more vulnerable cyclists.
- There is a significant gain in safety for both pedestrians and cyclists when motor vehicle speeds are low. According to the World Health Organization, "pedestrians have been shown to have a 90% chance of survival **when** struck by a car travelling at 30 km/h or below, but less than 50% chance of surviving an impact at 45 km/h."<sup>1</sup>

For this study, guidance from the Transportation Association of Canada will be considered in proposing roadway changes. Both TAC guidance and NACTO's All Ages and Abilities guidance will be considered for facility selection.



Figure 3- Chapter 5 of TAC's *Geometric Design Guide for Canadian Roads* (left) and NACTO's *Designing for All Ages and Abilities* (right)

<sup>1</sup> World Health Organization. Road Safety Facts-Speed. Available from: [https://www.who.int/violence\\_injury\\_prevention/publications/road\\_traffic/world\\_report/speed\\_en.pdf](https://www.who.int/violence_injury_prevention/publications/road_traffic/world_report/speed_en.pdf). [accessed June 13, 2019].

## 3.0 Data Collection

### 3.1 Traffic Volumes and Speeds

Traffic volume and speed data was needed in order to assess the current conditions for cycling on the study roads. The town had data that was collected by TIR for Main Street in 2015 as well as more recent data on several town roads collected through their speed display devices.

To supplement the existing data, Bicycle Nova Scotia retained WSP in April 2019 to collect traffic volume and speed data on Clairmont Street, Kinburn Street, Clearway Street, Pleasant Street and Fauxburg Road. Figure 4 shows the Average Annual Daily Traffic (AADT) and 85<sup>th</sup> percentile speeds, as collected by WSP and TIR on the study roads. The 85<sup>th</sup> percentile speed is the speed that 85% of motorists are driving at or below, and is often seen as a good indication of what the speed limit should be posted at. The speed display device data was not used for this assessment as it had significant discrepancies compared to the data collected by WSP and TIR using more traditional methods.

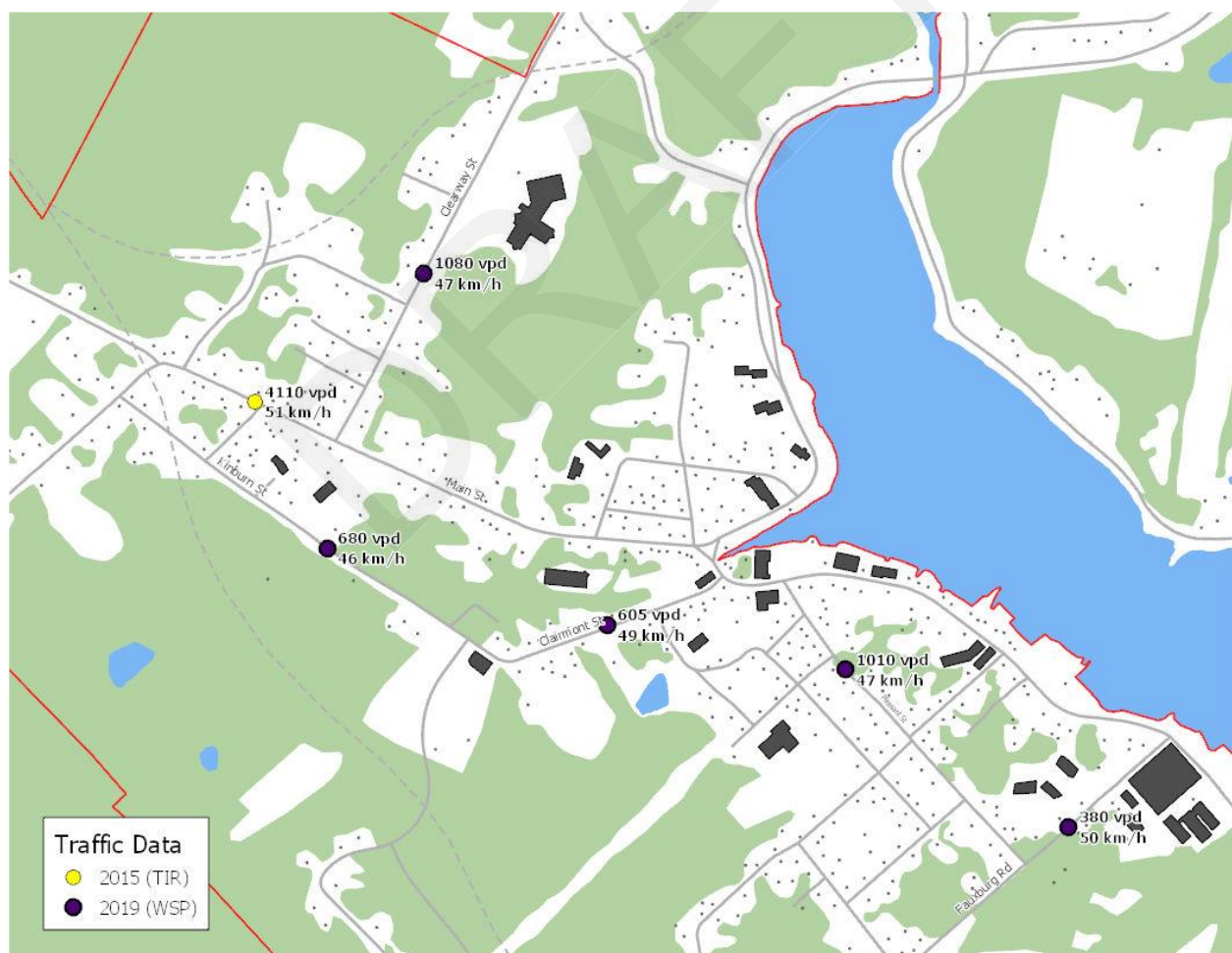


Figure 4: Study Area, showing the AADT and 85<sup>th</sup> percentile speeds



Several findings were made based off this data:

- All the roads have operating speeds that are higher than desirable for bicycles to share the road with cars.
- Kinburn Street, Clairmont Street and Fauxburg Road all carry low volumes of traffic.
- For Clearway Street and Pleasant Street, a closer look at the peak hour volumes should be undertaken. For Clearway Street in particular, the traffic volumes may be concentrated at specific times of the day due to the school acting as a key destination.
- Due to the function, speed and traffic volumes on Main Street, it is desirable to provide cyclists with designated space with separation from motor vehicles by a vertical barrier.

### 3.2 Other Data

Mapping data from Geonova was available including orthophotos and property data. Topographic survey was not available for any of the study roads. Bicycle Nova Scotia took physical measurements at the site for each of the roads, and these were used to develop the high-level concept designs in this study.

## 4.0 Proposed Concept Designs

### 4.1 Kinburn Street and Clairmont Street

#### *Bicycle Facility Selection*

Clairmont Street and Kinburn Street form the bulk of the east-west connection to Clearway Street. Clairmont Street has a sidewalk on one side, and developments including housing, businesses and a parking lot located adjacent to it. Kinburn Street is less developed with only a few houses alongside it, and has a rural cross-section with no sidewalk. Traffic conditions on both roads are fairly similar, with Clairmont Street carrying an AADT of 605 vehicles/day with 85<sup>th</sup> percentile speeds of 49 km/h, and Kinburn Street carrying an AADT of 680 vehicles/day with 85<sup>th</sup> percentile speeds of 46 km/h. Generally, shared bicycle-car operation is suitable when traffic volumes are below 1000 vehicles per day and speeds are around 30 km/h. Based on this, the current traffic volumes on Clairmont and Kinburn Street are suitable for bicycles sharing the road with cars but the operating speeds are higher than desirable.

Generally, traffic calming would be recommended on a road with these types of volumes in order to get the speeds to a level suitable for bicycle-car sharing. However, Kinburn Street is also home to a fire station, which means that traffic calming would regularly impact emergency vehicle travel. The rural cross-section also limits the types of suitable traffic calming. Due to these speeds, another option would be considering a more separated facility such as a bicycle lane or pathway. However, a separated option would add significant cost, which does not seem justifiable given the existing low-volume nature of the roadway.



Figure 5- Clairmont Street near Main Street (left) and typical Kinburn Street cross-section (right)

A third option of piloting advisory bicycle lanes was also considered. Advisory bicycle lanes are an innovative treatment that have been used extensively in some European countries. They use one central vehicle lane for two-way travel and two bicycle lanes, painted with dashed lines. When two motor vehicles approach each other in opposite directions, they would have to move into the bicycle lane to pass each other, after yielding to any cyclists. Advisory bicycle lanes are included as a bicycle facility type in the 2017 TAC *Geometric Design Guide for Canadian Roads*. They are a new facility type for Canada, with only a few installations to date. TAC guidance suggests that advisory bicycle lanes may be suitable on roads with speeds between 30 to 50 km/h, and volumes less than 4,000 vehicles per day.

Based on Clairmont Street and Kinburn Street's traffic conditions as well as their constrained cross-section, piloting advisory bicycle lanes is the recommended treatment. Advisory bicycle lanes are a low-cost treatment that would increase motor vehicle awareness of cyclists, provide wayfinding and potentially improve comfort for cyclists. Since advisory bicycle lanes have not been used frequently in Canada, it is recommended that the project be developed as a pilot with measurements taken before and after of key characteristics. Quantitative measurements would include vehicle operating speeds, motor vehicles volumes and bicycle volumes. Qualitative ones could include surveying residents on their opinion of the comfort and safety of travelling by different modes before and after the installation. There are also legislative considerations around advisory bicycle lanes, as their operation does not follow the rules of the road as outlined in the Nova Scotia Motor Vehicle Act. These considerations are discussed in more detail in Section 5.0.

### *Cross-sections*

In developing the recommended cross-sections, guidance from both the TAC *Geometric Design Guide for Canadian Roads* and the CROW (Dutch) *Design Manual for Bicycle Traffic* were considered. The CROW manual was consulted as the Netherlands is the jurisdiction that is most experienced with this type of treatment. Design guidance from both manuals on widths is shown below in Table 4.1.1.

Table 4.1.1: Advisory bicycle lane design guidance

Guidance	Central Car Travel Lane	Bicycle Lanes
<b>2017 TAC Geometric Design Guide for Canadian Roads</b>	Recommended: 3.0-5.7 m Practical Lower Limit: 3.0 m	Recommended: 1.8-2.1 m Practical Lower Limit: 1.5 m
<b>2016 Dutch (CROW) Design Manual for Bicycle Traffic</b>	Recommended: 2.2-3.8 m, or 4.8- 6 m Minimum: 2.2 m	Recommended: 2.0-2.25 m Minimum: 1.7 m

The CROW manual differs from TAC guidance as it differentiates between two types of profiles for advisory bicycle lanes. The first type could be used on wider roads and would use a central vehicle lane of 4.8-6 m (5.5 m is recommended), enough for most vehicles to pass each other within the lane. This profile could use a 30 km/h or 50 km/h speed limit. The second type, used on roads with narrower widths, use a central car travel lane between 2.2-3.8 m and does not allow two vehicles to pass without entering the bicycle lanes. This second type of road should have a posted speed limit of 30 km/h. Dutch guidance does not allow central car travel lanes between 3.8-4.8 m, as it may cause driver confusion as the expected behavior is not clear.

Clairmont and Kinburn Street are both on the narrower side for an advisory bicycle lane treatment. Based on the two manuals, it would be ideal to use 2.0 m advisory bicycle lanes, which is the recommended minimum width from the Dutch CROW manual and falls within TAC's recommended range. Based on TAC, widths in the range of 1.5-1.9 m can also be used. For the central travel lane, given the narrow cross-section, a 3.0 m central travel lane width seems reasonable as it is TAC's practical and recommended lower limit and falls within the CROW manual's recommended range for their narrower profile.

Clairmont Street has a typical width of 6.6 m. The recommended cross-section on Clairmont Street would be 1.9 m advisory bicycle lanes, with a 3.0 m central lane for car travel.

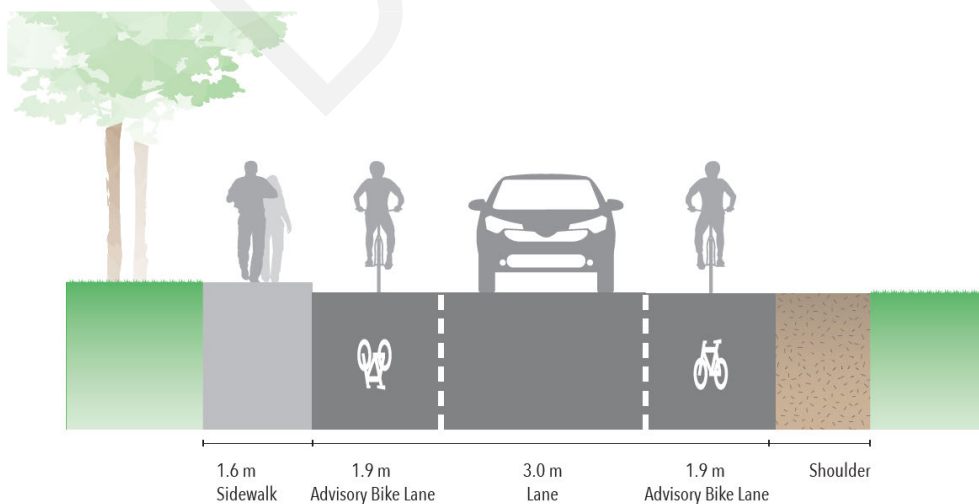


Figure 6- Proposed Cross-section for Clairmont Street

Kinburn Street is narrower, with a typical width of 5.8 m. For Kinburn Street, it is recommended to use 1.5 m advisory bicycle lanes with a 3.0 m central lane for car travel. This would require a small amount of road widening on Kinburn Street to reach 6.0 m, which can likely be accomplished through shoulder paving. Where the existing road width is already wider than 6.0 m, such as at the bridge, it is recommended that the extra width be given to the advisory bicycle lane, up to the ideal width of 2.0 m.

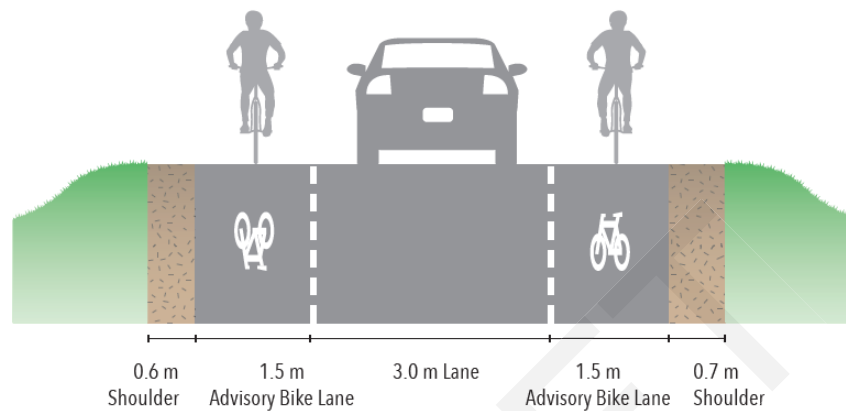


Figure 7- Proposed Cross-section for Kinburn Street

### *Additional Design Considerations*

Currently, the town allows on-street parking on both sides of Clairmont St and Kinburn St. There are also a few areas alongside the road where the gravel shoulder has been widened out for parked cars. In order to accommodate the advisory bicycle lanes, on-street parking should no longer be permitted along the extents of the bicycle lanes, which would be from the NSLC parking lot to Pond Street. Parking can continue to be permitted on the gravel shoulder, as long as the shoulder is wide enough to accommodate the car, without having to use any of the space of the advisory bicycle lane.

Another consideration is the sightlines along the horizontal curve at the fire station. Advisory bicycle lanes are not recommended where sightlines are restricted. With two cars approaching in the same central travel lane, there is potential risk of a head-on collision. In this case, there are two options. The first would be to widen out the road along the curve to allow the cross-section to transition to painted bicycle lanes and two vehicle lanes, instead of two advisory bicycle lanes and one vehicle lanes. However, this option would be fairly expensive. A second option would be to transition to shared bicycle/car operation. This would mean discontinuing the advisory bicycle lanes, adding a centerline and using "sharrow" pavement markings to indicate the shared use. Considering both safety and cost, the second option is recommended at this location.

For tourists entering the town from Clearway Street or Fauxburg Road, Clairmont Street provides a good termination point for cyclists to park their bicycles and enter the town. For that reason, it

is recommended that a wayfinding kiosk and bike racks be provided. An ideal location to add the kiosk and bike racks would be on the west end of the parking lot. If the town does not have enough right-of-way to develop that space along the edge of the parking lot, they could consider re-purposing the west-most parking stall in the lot. An alternate location for the bike racks and wayfinding kiosk could be along Pond Street.

As per Dutch guidance, Clairmont and Kinburn Street should have a posted speed limit of 30 km/h. The proposed profile has a narrow central travel lane that only accommodates one vehicle, thereby requiring both drivers to move over into the advisory bicycle lane. Legislative considerations on how to post a 30 km/h speed limit are discussed in Section 5.0.

*Alta's Lessons Learned: Advisory Bicycle Lanes in North America*<sup>2</sup> notes that "signs do not appear to be critical to the success of a facility". However, given Mahone Bay's tourism and the lack of general familiarity with this facility type, it is recommended that a sign, such as the one in Figure 8, be used to show the expected operation of the facility.

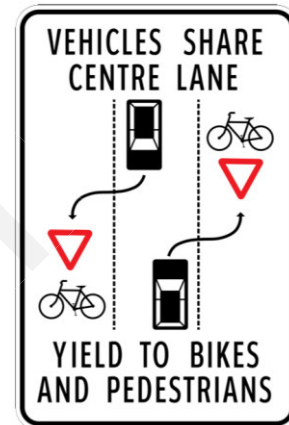


Figure 8-Advisory Bicycle Lane sign

A final aspect that was considered was whether a sidewalk should be built on Kinburn Street from the fire station to the NSLC parking lot. The town has criteria for when a sidewalk should be built on a road, and staff noted that Kinburn Street was unlikely to meet the criteria. As a walking route, Kinburn Street is not as attractive as the parallel Main Street route, which has a sidewalk as well as many destinations, compared to Kinburn Street which has little development. However, those pedestrians who do travel on Kinburn Street are likely to use the advisory bicycle lanes. As part of the pilot, the town should consider measures to evaluate pedestrian use on Kinburn Street, including quantitative measures like pedestrian volumes and qualitative ones like pedestrian comfort and interaction with other users. The town can reassess the need for a sidewalk based on this data. Pedestrian use should also be considered from the legislative perspective, especially if the town has to go through the Innovative Transportation Act, which involves drafting legislation, as discussed in Section 5.0. For example, the drafted legislation could allow pedestrian use of the advisory bicycle lane in the absence of a sidewalk.

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<sup>2</sup> Alta Planning and Design. *Lessons Learned: Advisory Bicycle Lanes in North America*. Available from: [https://altaplanning.com/wp-content/uploads/Advisory-Bike-Lanes-In-North-America\\_Alta-Planning-Design-White-Paper.pdf](https://altaplanning.com/wp-content/uploads/Advisory-Bike-Lanes-In-North-America_Alta-Planning-Design-White-Paper.pdf). [accessed September 17, 2019].



## 4.2 Connection between Kinburn Street and Clearway Street

### *Route Selection*

The connection between Kinburn Street and Clearway Street will involve some travel along Main Street before reaching a north-south connection. The choice of the north-south connection impacts the recommended concepts on Main Street (Section 4.3) as well as the Clearway/Main intersection (Section 4.4). In the initial project steering committee meeting, both Spur Street and the NSLC parking lot were brought up as potential options for making the connection. Spur Street is the closest formal north-south connection. It is a narrow road with a rural cross-section located to the west of Clearway Street. There is also an informal but more direct connection through the NSLC parking lot, which was frequently used as a shortcut by motorists, pedestrians and cyclists until a gate was added at the south exit.



Figure 9: Map showing potential connections between Kinburn Street and Clearway Street

The following three concept options were considered for developing the north-south connection between Main Street and Kinburn Street. Option 3 is the recommended concept.

1. Use Spur Street.
  - a. This option was not preferred as it was less direct, and would require cyclists and pedestrians to use Main Street for a longer stretch. It was also noted that Main Street has more constraints between Spur Street and Clearway Street, compared to between the NSLC parking lot and Clearway Street.
2. Encourage cyclists and pedestrians to cut through the NSLC parking lot, as per previous conditions.
  - a. While this option is more direct compared to Spur Street, it exposes cyclists and pedestrians to some risk, due to vehicles backing in and out of parking stalls. This poses a higher risk for children, who are likely to be even less visible to drivers maneuvering out of parking stalls due to their shorter height. As well, it would likely create a nuisance for NSLC if bicycle and pedestrian volumes were to increase. Overall, this option is not recommended as it is not considered to be an all ages and abilities solution.
3. Develop a multi-use pathway through the NSLC parking lot, along the east side of the property (**Recommended**)
  - a. Option 3 provides designated space for cycling and walking, creating an inviting and attractive space for both cyclists and pedestrians of all ages and abilities.
  - b. Discussion and negotiation with NSLC would be required to acquire land within their property to develop the pathway. The recommended location of the pathway would be along the east side of the property. This would have impacts to some vegetation as well as the loss of some perpendicular parking stalls. Developing a pathway on the west side did not seem feasible due to the close proximity of the buildings, including the NSLC, to the property line.

### *Cross-Sections*

Two cross-sections were developed, with the assumption that the pathway would be built along or near the east side of the NSLC property. The first cross-section is recommended for areas where the pathway location runs through the grass or wooded area of the property and would already be a fair distance from moving or parked vehicles.



Figure 10: Proposed Pathway Cross-section

The second cross-section is recommended for the section that would be developed through the existing paved parking lot. In the latter case, it is necessary to develop a wide buffer space between the parking lot and pathway in order to separate pathway users from moving traffic. Within this buffer space, trees could be planted to add vertical separation and enhance the streetscape, while also preventing cars from attempting to enter the pathway from the parking lot.

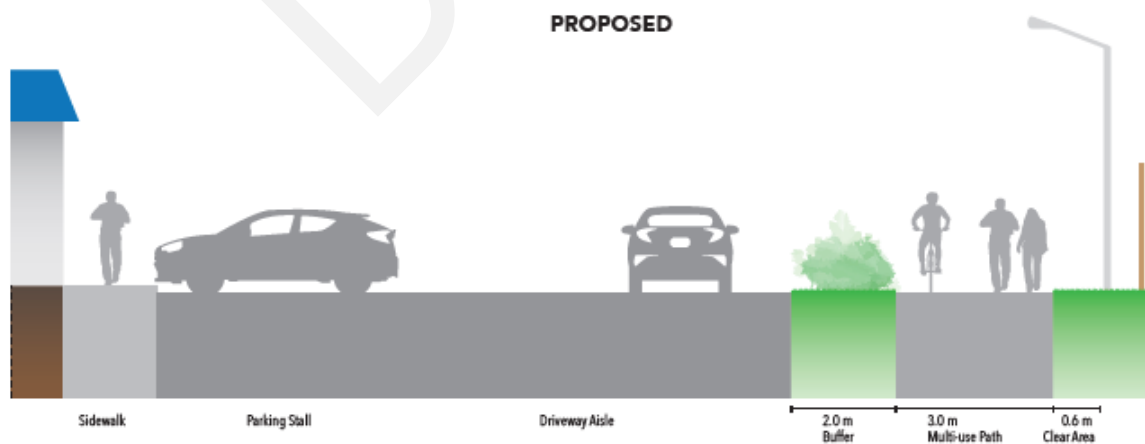


Figure 11: Proposed Pathway Cross-section when Adjacent to the Parking Lot



## *Additional Design Considerations*

There are several additional details that are recommended.

1. *Paved asphalt surface:* This will create a smooth surface that will be accessible to users of all ages and abilities, including those with mobility aides like wheelchairs. For the section at the parking lot, it may be possible to repurpose existing asphalt.
2. *Lighting:* It is recommended that lighting be included along the pathway. This is seen as a critical element to accomplish the project goal of creating a route that children can feel comfortable using to walk and bicycle to school. During at least some of the school year, school start and dismissal times will be when it is dark outside.
3. *Access restrictions for motor vehicles:* Given the history of vehicles shortcutting through the parking lot, it is recommended that bollards be placed on the south end of the pathway to prevent vehicle access.
4. *Pathway access to the NSLC:* An access should be provided for pathway users to exit the pathway to go to NSLC.
5. *Sightlines:* Sightlines should be cleared around all intersections (i.e. Kinburn/pathway, Main/pathway, pathway/NSLC accesses). New trees or vegetation should not be placed in areas that would obstruct sightlines.

## *4.3 Main Street*

### *Bicycle Facility Selection*

A short section of Main Street will make the connection between Clearway St and the NSLC parking lot. Main Street is one of the busiest roads in the Town of Mahone Bay, with 2015 data showing it has an AADT of 4110 veh/day and 85<sup>th</sup> percentile speeds of 51 km/h. Therefore, vertical separation is needed to develop a bicycle facility that will be comfortable for users of all ages and abilities.

Main Street has narrow travel lanes, and its roadside is constrained due to encroachments by development. Therefore, the recommended option is to develop a multi-use path on one side of the road, which should limit the impact to existing road and roadside uses while still providing a comfortable space for cyclists and pedestrians.

The multi-use path could be developed on the south or north side of the street, but the south side is the recommended option. Either side would have impacts to existing roadside uses. On the north side, two parallel parking stalls as well as some trees would need to be removed, and, on the south side, 4-5 mature trees would be impacted. However, the advantage to the south side is that the existing pedestrian crossing at Clearway Street can be used. Using this crossing would be more intuitive for all road users (pedestrians, cyclists and cars), since it is at an intersection.

## Cross-sections

The town has indicated that their right-of-way on Main Street is 66 feet (~20 m). However, no legal land survey was available to indicate the exact boundaries of town property. Given the wide right-of-way, it is likely that the town possesses the space to add a multi-use pathway.

The recommended cross-section would be to develop a 3.0 m pathway with a 1.3 m grass buffer. The pathway width of 3.0 m is TAC's recommended minimum width for shared bicycle and pedestrian use. The 1.3 m buffer provides space for the driveways to ramp down and gives cyclists and pedestrians comfort space from vehicles. Comfort space is particularly important when a pathway is adjacent to a busy roadway, such as Main Street.

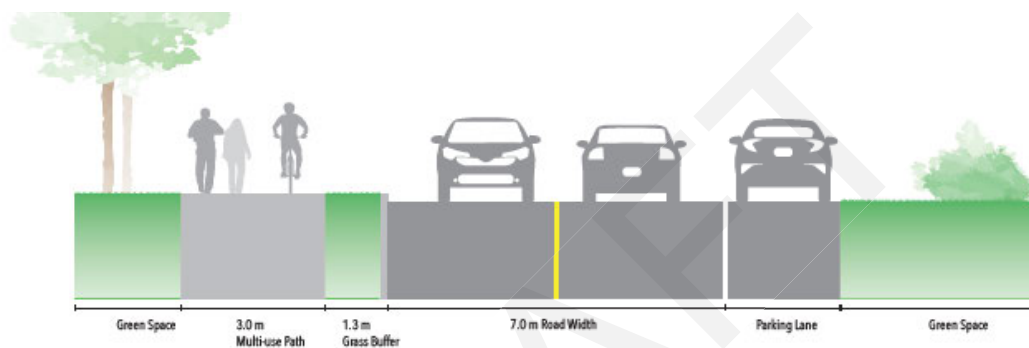


Figure 12: Proposed Cross-section on Main Street

## Additional Design Considerations

The town may wish to include a wayfinding kiosk and bike racks along this section of pathway or along the pathway through the NSLC parking lot, as it would give tourists an opportunity to orient themselves to the town, and lock their bike up if they are closer to their destination (compared to continuing on to Clairmont Street).

## 4.4 Clearway Street

### Bicycle Facility Selection

Clearway Street is a road with regional significance. Though within the town, it also transitions to a long-distance rural route that connects to other communities. The road is also an access point to the Bay to Bay trail, and is the best entrance into town for trail users approaching from the east. Most importantly, the town school is located on Clearway Street. School buses travel along the road, with drop-off and pick-up happening on the school property.

Clearway Street has a sidewalk located on the east side from Main Street to the school. From the site visits, the sidewalk appeared to be well-utilized at specific times of the day, particularly by

students who frequently travelled in groups. The sidewalk currently ramps down frequently to accommodate driveways, particularly near Main Street, which reduces comfort and accessibility.

The average annual daily traffic on Clearway Street is 1080 vehicles per day. During the peak hour, the hourly directional volumes typically exceed 50 vehicles/hour/direction, the threshold that NACTO considers to be the maximum for cyclists of all ages and abilities to share the road with cars. Traffic diversion to reduce volumes on Clearway Street is not feasible due to the road's function as a long-distance route and the limited alternate routes to reach the school. Clearway Street is also a long straight road that shows little indication of the need to slow down. Despite the school zone signs, 85<sup>th</sup> percentile speeds were measured at 47 km/h, which was similar to non-school zone routes such as Kinburn and Clairmont Streets.

Based on the traffic conditions, road function and cross-section, it's recommended to develop a multi-use path alongside Clearway Street from Main Street to the Dynamite Trail on the east side. This option provides space for cycling and walking that is separated from cars, and should accommodate the target user of children. The option should also intuitively connect to the proposed multi-use path on Main Street. Finally, the option also maintains the rural cross-section on the west side, which was preferred by the steering committee.

### *Cross-sections*

The right-of-way on Clearway Street is 15.24 m. Clearway Street's existing cross-section varies. The majority of the corridor has a sidewalk on one side with a shoulder and ditch on the other side. Near Main Street, there is a small section with sidewalks on both sides. North of the school, the road has a rural cross-section (shoulder and ditches on both sides).

The recommended cross-section would be to develop a 3.0 m multi-use path with a 1.3 m buffer. Lateral clearance of 0.6 m should also be included on either side of the pathway. Depending on the side slope, wider lateral clearances may be needed. The 3.0 m pathway width is TAC's recommended minimum width, which allows for a cyclist to pass two pedestrians walking side-by-side. A 1.3 m buffer is desirable to provide space for the driveways to ramp down within the buffer and provide space for snow storage. This buffer also provides space for landscaping. The town could also choose to plant grass and trees within the buffer. The trees could help change the character of the road, clearly conveying a more developed feel while also improving the streetscape for cyclists and pedestrians due to providing shade and aesthetic value.

Most of the pathway width would come from re-allocating space from the roadway width. It is recommended that the curbside lanes be narrowed to 3.55 m, while the lane next to the shoulder/rural cross-section use a width of 3.3. The remaining width would have to come from building the pathway closer to the property line.

Legal land survey was not available for the corridor, and the exact property boundaries are not known. If the available width is not present, it may be necessary to reduce the width of the buffer or pathway. From the TAC *Geometric Design Guide*, the practical lower limit for multi-use path width is 2.7 m, and the absolute lower limit is 2.4 m. Reduction of the pathway width would increase the likelihood of conflicts between trail users while reduction of the buffer may reduce the comfort of the pathway, especially in the section that has frequent driveways. In constrained areas, these trade-offs will need to be considered when deciding how to reduce the cross-section. Another consideration is that a large portion of the roadway is adjacent to school property; if town right-of-way is constrained, it may be possible to work with the school to achieve the desirable pathway and buffer width alongside that portion.

### *Additional Design Considerations*

As discussed in the above sections and illustrated by Figure 13, Clearway Street has many driveways near Main Street, as well as an extended lowered section at the Saltbox Brewery parking lot. Maintaining a level surface for the pathway across the driveways is considered an important aspect of the design. While the pathway is still recommended to be constructed if a level surface is not considered to be feasible, the comfort and accessibility will be reduced for cyclists as well as pedestrians, especially those with mobility aides. When conducting design, innovative curb types could also be considered in order to achieve a level surface. An example of Dutch design that maintains a level surface (as well as visual priority) for a bike path at driveways can be seen in [this video](#).

Parking is currently allowed on Clearway Street on the east side from Main Street to 147 Clearway Street. This parking is well-used during town festivals and events as well as school events. Narrowing the road width will result in removing the existing space that is currently used for parking. However, it was noted that Pleasant St has a similar width as the proposed width for Clearway Street, carries similar (though slightly lower) traffic volumes as Clearway Street and currently allows parking on one side of the road. Where parking is occupied, the narrow width would require drivers to yield to each other, with one pulling over to the side (for example, into an unoccupied parking stall or driveway) to let the other pass. Where there is no place to pull over (for example, if there is high parking occupancy), then there would likely be operating issues. Pleasant Street is a residential road where this kind of operation may be more expected compared to Clearway Street, which transitions to a rural

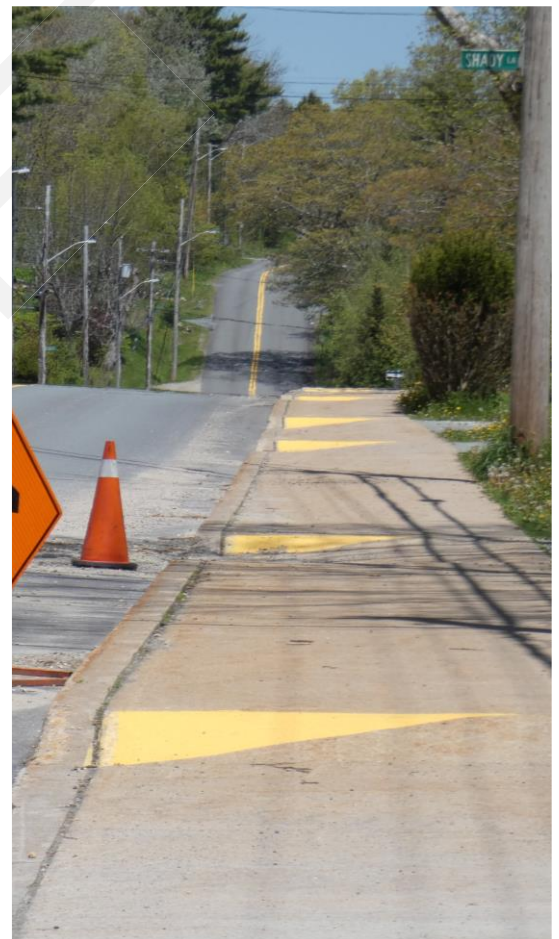


Figure 13: Driveways on Clearway Street

long-distance road. Therefore, allowing this kind of operation on Clearway Street poses a higher safety risk for vehicles. Ideally, parking would be prohibited on Clearway Street after pathway installation. However, based on these factors and knowledge of existing parking use, the town can determine whether parking should continue to be allowed. If it is allowed, it is recommended that the town monitor and assess the use for any operational issues.

## 4.5 Clearway Street and Main Street Intersection

### *Crossing Treatment*

From the multi-use path on the south side of Main Street, cyclists and pedestrians will make the connection to the Clearway Street multi-use path through the Main Street and Clearway Street intersection. This intersection currently has a signed and painted crosswalk on the east side with an advanced warning sign facing eastbound vehicles. While the crosswalk treatment should be adequate for pedestrians based on the 2015 AADT of 4110 veh/day, the steering committee reported that there are concerns with the safety of this crossing. As Clearway Street is the first significant intersection that motorists encounter when they enter town, it seems likely that existing operational issues may be caused by lack of driver expectation as motorists' transition from driving through rural development to entering the Mahone Bay town centre.

Due to these operational issues as well as the addition of cyclists to this crossing, it is recommended that a raised intersection be built at Clearway Street and Main Street. A raised intersection requires drivers to travel up over a heightened surface as they enter the intersection, physically slowing them down in a manner similar to a speed bump. The raised intersection will create a physical cue to drivers that they are entering the more built-up area of Mahone Bay as well as increase their awareness of pedestrians and cyclists who are crossing or waiting to cross the road. The TAC *Canadian Guide to Traffic Calming* indicates that raised crosswalks can reduce 85<sup>th</sup> percentile speeds by 5-13 km/h and cites a study showing drivers yielding to pedestrians went up from 13% to 53%. The town will be making improvements to wastewater and water infrastructure at the intersection in 2021, which presents the opportunity for cost efficiencies if the raised intersection is built as part of the project.

The addition of bicycles to this crossing also provides the need to clearly define right-of-way for cyclists. While Nova Scotia legislation defines pedestrian crossings and the responsibilities of both vehicles and pedestrians at such crossings, these elements are not defined when bicycles are added to a cross-section in their own designated space or when shared with pedestrians. Due to the busyness of Main Street, the nature of the crossing, and the higher speed of cyclists (compared to pedestrians), providing cyclists with unequivocal right-of-way would not be recommended. Instead, it is recommended that a "Yield" sign with "Cyclists Yield" tab sign be added for cyclists, indicating that they must yield to motorists on Main Street. The yield sign should provide cyclists with clear indication that they need to slow down or stop prior to entering the intersection. It is also recommended that the town upgrade their crosswalk

pavement markings to use a zebra crosswalk, to add more conspicuity at the crossing for pedestrians.

### *Additional Design Considerations*

When designing the raised intersection, special attention must be given to ensuring that the sidewalk is differentiated from the raised crosswalk in order to provide proper guidance for visually impaired pedestrians.

## 4.6 Pleasant Street and Fauxburg Road

### *Bicycle Facility Selection*

Pleasant Street is a residential road, with an AADT of 1010 vehicles per day and 85<sup>th</sup> percentile speeds of 47 km/h. Due to its road function and traffic conditions, Pleasant Street can be developed as a bicycle boulevard (also known as a local street bikeway), where traffic volumes and speeds can be managed to create a comfortable situation for shared bicycle-car operation.

From a traffic volume side, Pleasant St is on the edge of being suitable for shared car-bicycle operation. The AADT is just above the desirable threshold (1000 vehicles per day). However, unlike Clearway Street, the traffic volume is more distributed throughout the day. The hourly volumes on the road from the counts collected in April 2019 were less than 50 vehicles/hour/direction. For this reason, specific traffic diversion measures are not considered necessary. However, with 85<sup>th</sup> percentile speeds of 47 km/h, speed reduction measures are recommended.

Fauxburg Road has regional significance, as it leads out of the town to other communities. The road has a rural cross-section and little development alongside it. Fauxburg Road sees the highest 85<sup>th</sup> percentile speeds in the study area at 50 km/h but also carries the lowest volumes with an AADT of 380 vehicles per day. Similar to Pleasant Street, the traffic speed can be managed using speed reduction measures to create conditions suitable for bicycles to share the road with cars.

### *Recommendations*

Based on the traffic data, the travel speed of vehicles should be managed through traffic calming to improve conditions for cyclists. The traffic calming measures that are recommended are a curb extension for Pleasant Street at Main Street, and a series of speed humps along both Pleasant Street and Fauxburg Road.



Curb extensions narrow a road to reduce crossing distance for pedestrians and often have a speed reduction effect. Curb extensions can be implemented through permanent concrete installations or temporary means, as shown in Figure 14. They are recommended for the Pleasant and Main Street intersection. Since this intersection connects to a main road, the narrowed entrance at Pleasant Street will better convey to drivers that they are entering a neighbourhood road.



Figure 14: Temporary Curb Extension (Left) and Permanent Curb Extension (right) in Halifax, NS

The other traffic calming measure that is recommended are a series of speed humps for both Fauxburg Road and Pleasant Street. Speed humps are a low-cost method of reducing vehicle speeds. It is recommended that the speed humps be placed according to the following criteria, which were adapted from the Ministère des Transports du Québec<sup>3</sup> and the City of Vancouver<sup>4</sup>:

- Spacing of speed humps should be 50-90 m apart
- Place under or near lights, where they will be visible
- Do not place on intersection approaches, close to driveways, on curves, where stopping sight distance is not available, or on grades that exceed 8%
- Leave 0.6 m of space between the curb or road edge to allow for drainage and to allow cyclists to bypass the speed hump

In implementing the speed humps, it is recommended that the above sources as well as TAC's Canadian Traffic Calming Guide be referenced. The posted speed limit on both these roads should be 30 km/h. The process to post a 30 km/h speed limit is described in Section 5.0.

Finally, sharrow pavement markings should be used on both roads to increase awareness of cyclists and provide wayfinding.

<sup>3</sup> Berthod, Catherine. Ministère des Transports du Québec. Traffic Calming, Speed Humps and Speed Cushions. Available from: <https://nacto.org/wp-content/uploads/2012/06/Berthod-C.-2011.pdf> [accessed September 10, 2019].

<sup>4</sup> City of Vancouver. Speed humps. Available from: <https://vancouver.ca/streets-transportation/speed-humps.aspx> [accessed September 10, 2019].

## 5.0 Legislation

The recommended design concepts have two elements that require special consideration in order to comply with existing provincial legislation. The first is the recommended 30 km/h speed limits on Pleasant Street, Fauxburg Road and Clairmont/Kinburn Street. In Nova Scotia, permission from the province is needed to post speed limits below 50 km/h. Nova Scotia Transportation and Infrastructure Renewal (NSTIR) has outlined the following process for applying for reduced speed limits:

- The Local Traffic Authority for the town must make the request in writing.
- The streets must be classified as “local” and the current speed limit on the streets must be 50 km/h.
- There must be plans to make physical changes to the street to reduce travel speeds (85<sup>th</sup> percentile) to be close to the requested speed limit or current travel speeds (85<sup>th</sup> percentile) must already be close to the requested speed limit.

The second is the advisory bicycle lane on Clairmont and Kinburn Streets, which should be treated as a pilot project. On the legislative side, advisory bicycle lanes contravene provincial legislation around passing. Consultation with TIR should be undertaken to determine if the town has the legal authority to implement advisory bicycle lanes. If the town does not, the Innovative Transportation Act provides a formal means of piloting projects that do not comply under existing legislation. Under this act, the town can request the province to draft legislation that will allow advisory bicycle lanes to be piloted. Going through the Innovative Transportation Act has the advantage of allowing other jurisdictions in Nova Scotia to experiment with advisory bicycle lanes as well.

## 6.0 Next Steps

1. Consultation with TIR should be undertaken on the legislative aspects, particularly the advisory bicycle lanes. As it can take some time to go through the Innovative Transportation Act, it is recommended that these conversations be started as early as possible.
2. Public engagement should be undertaken on the proposed concepts.
3. Detailed design needs to be conducted for all sections.



**APPENDIX A**

DRAFT

## Mahone Bay Cycling Route to School and Bay to Bay Trail Crossing

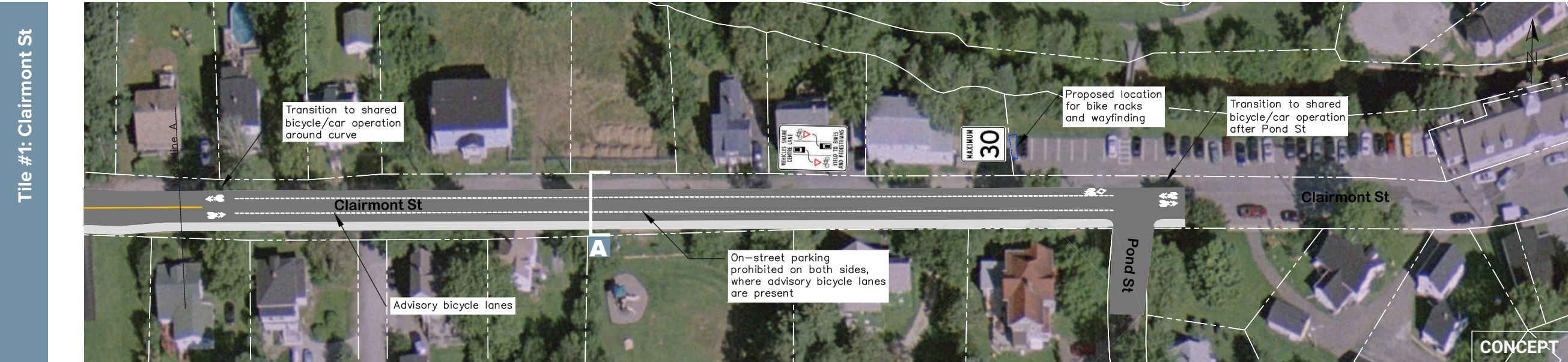
*Note: This estimate is approximate only and actual costs may vary significantly. The estimate is based on historical data, primarily from HRM. Costs were not estimated for land acquisition, drainage impacts, traffic control, engineering or HST.*

[illegible]

**APPENDIX B**

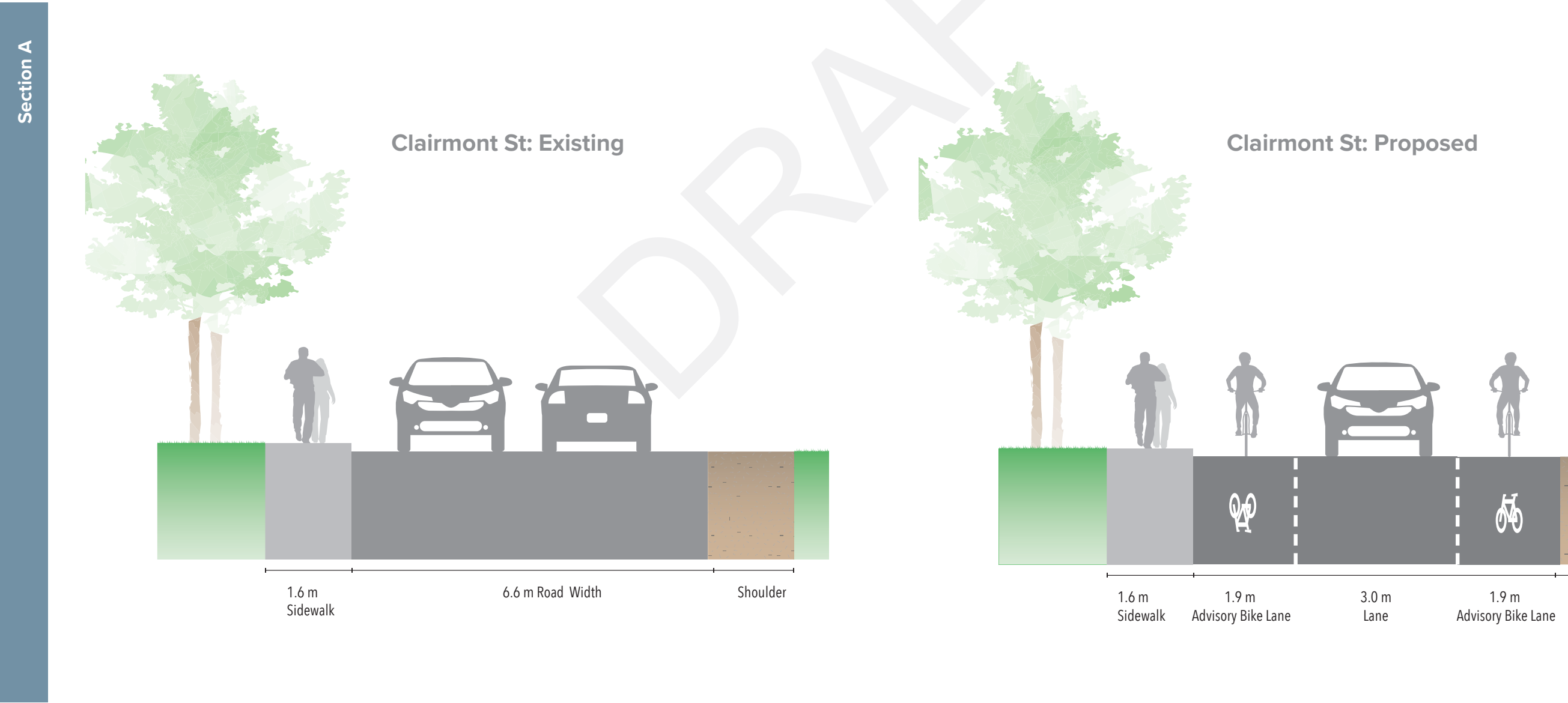
DRAFT

# BIKEWAY DESIGN CONCEPT: Cycling Route to School and Bay to Bay Trail Connection



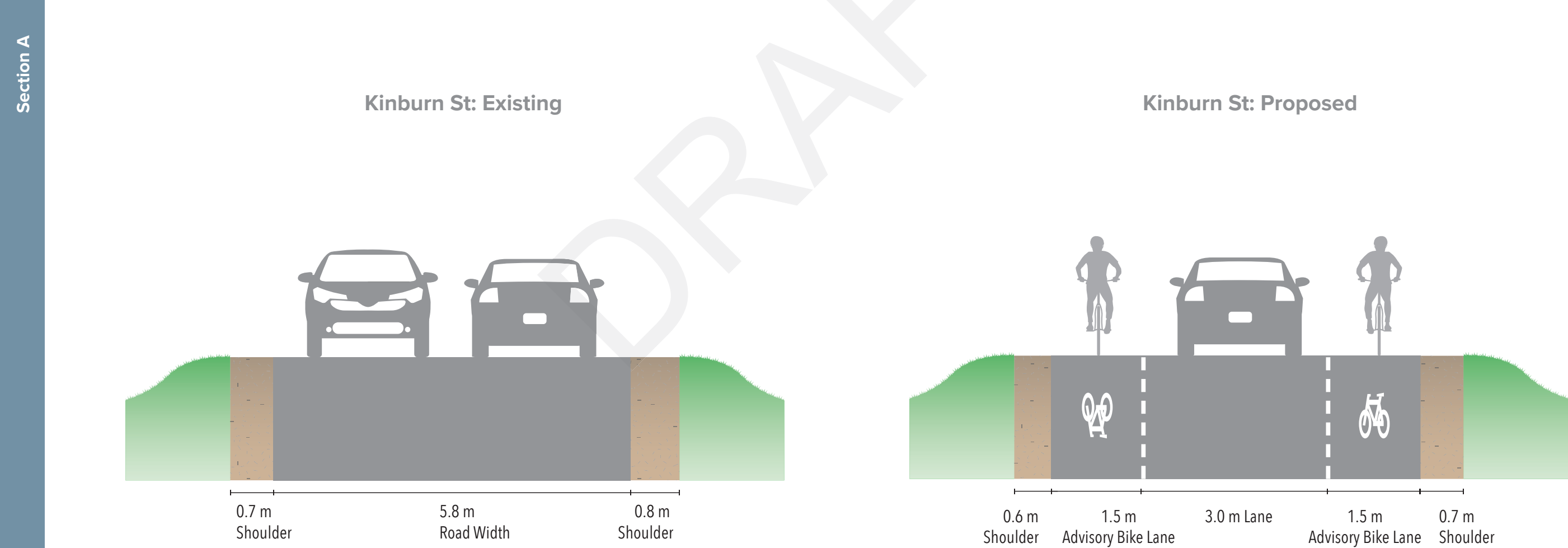
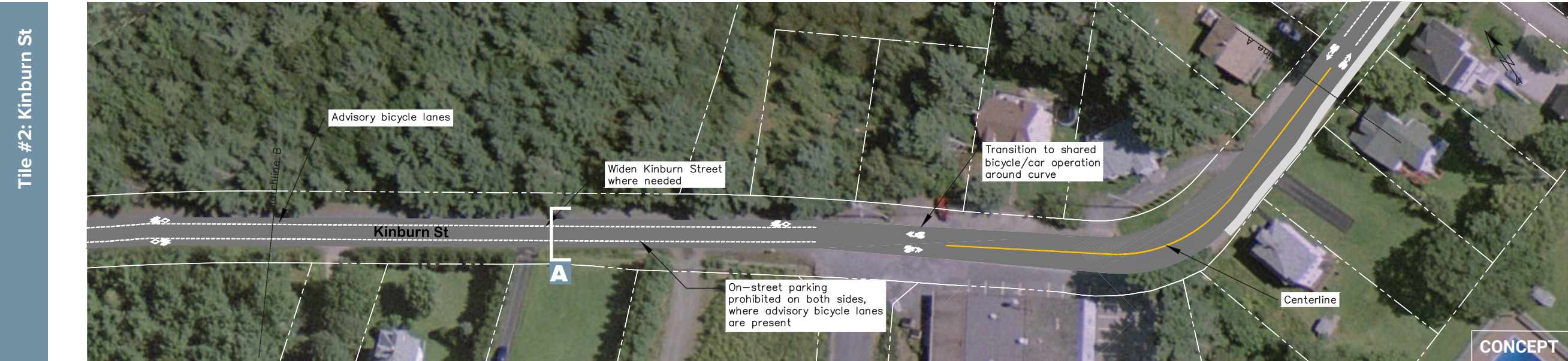
## LEGEND

- Bike Lane
- Sidewalk/Concrete
- Multi-use Path
- Grass Buffer
- Existing Curb
- Property Line





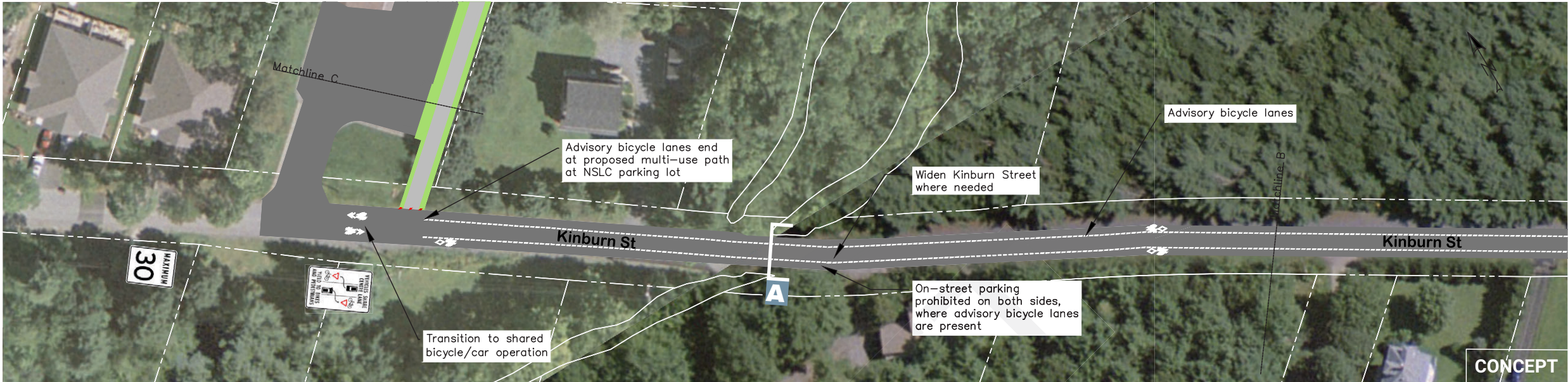
# BIKEWAY DESIGN CONCEPT: Cycling Route to School and Bay to Bay Trail Connection





# BIKEWAY DESIGN CONCEPT: Cycling Route to School and Bay to Bay Trail Connection

Tile #3: Kinburn St

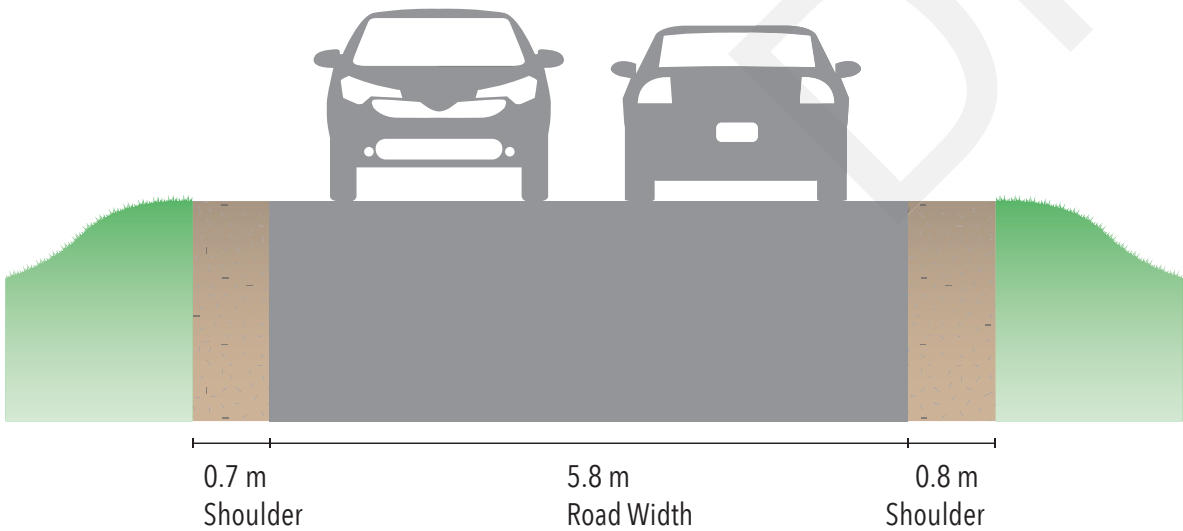


## LEGEND

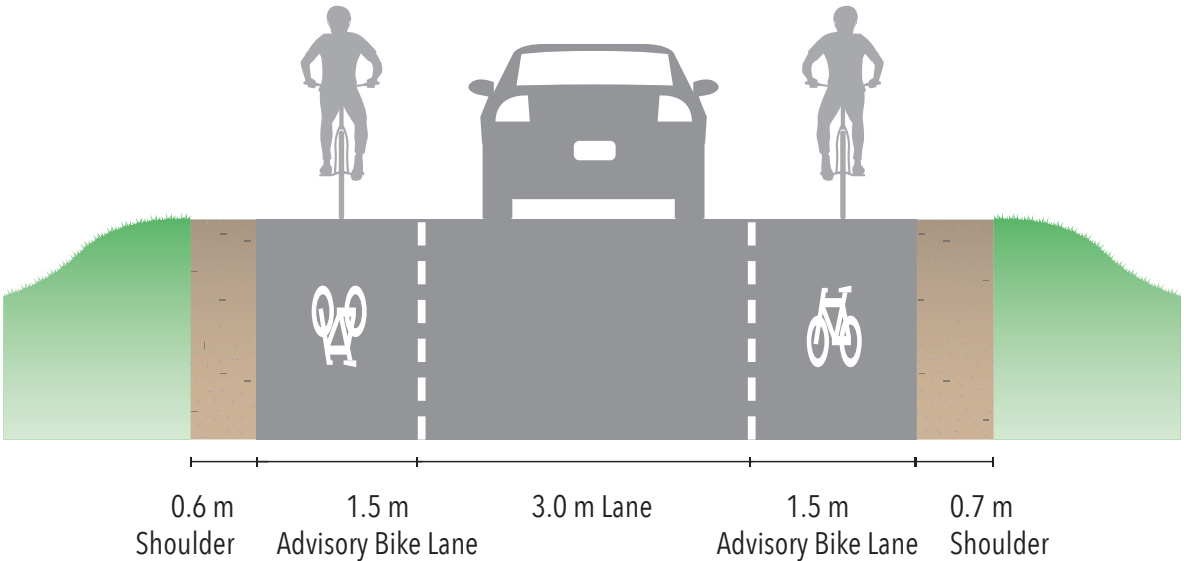
- Bike Lane
- Sidewalk/Concrete
- Multi-use Path
- Grass Buffer
- Existing Curb
- Property Line

Section A

Kinburn St: Existing



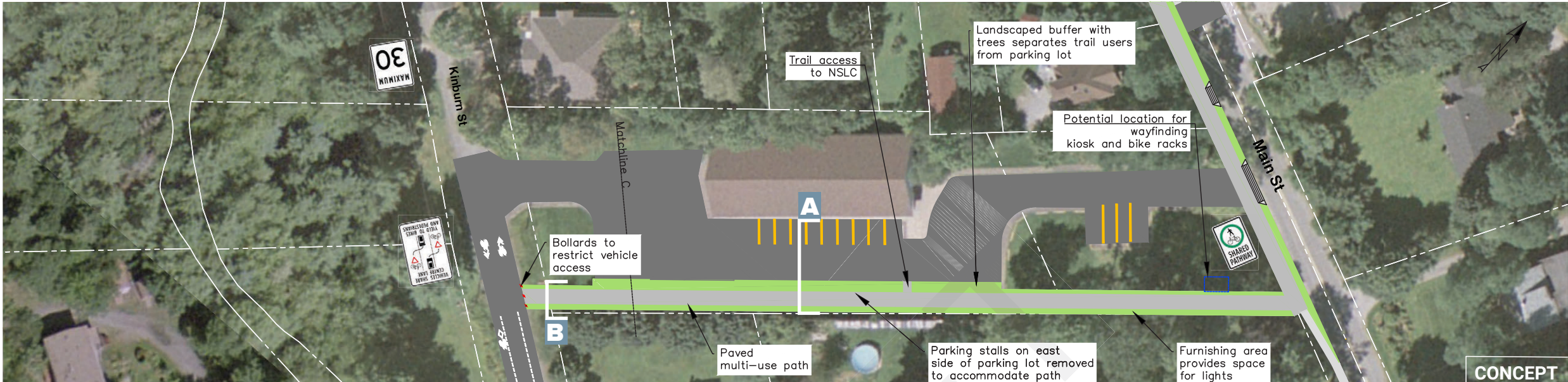
Kinburn St: Proposed



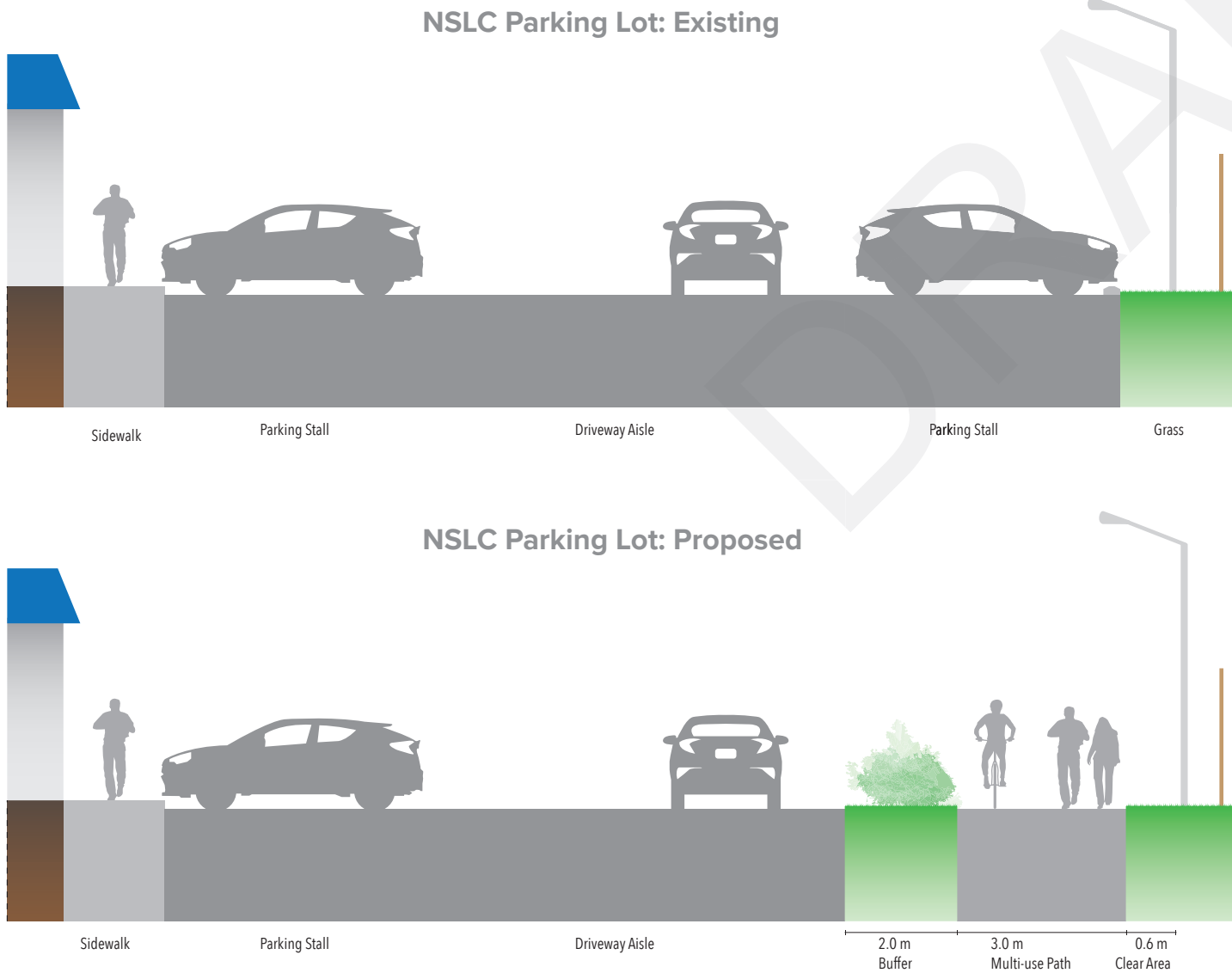


# BIKEWAY DESIGN CONCEPT: Cycling Route to School and Bay to Bay Trail Connection

Tile #4: NSLC Connection



Section A

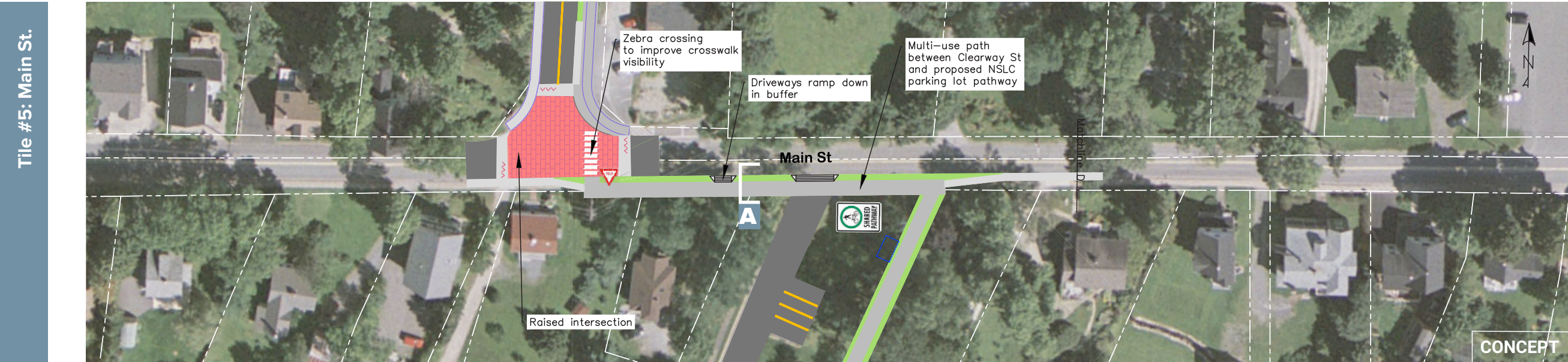


Section B





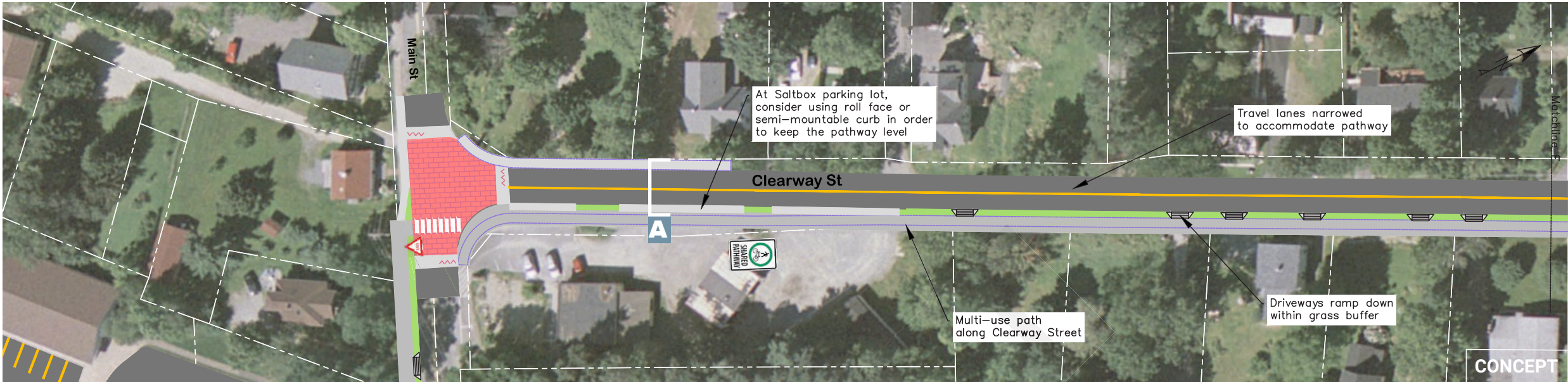
# BIKEWAY DESIGN CONCEPT: Cycling Route to School and Bay to Bay Trail Connection



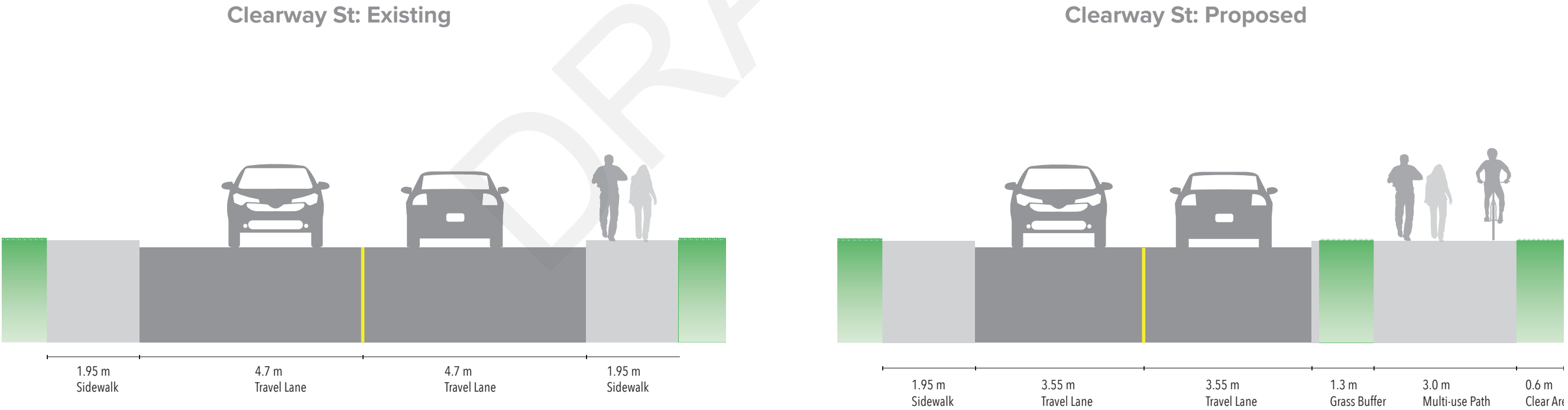


# BIKEWAY DESIGN CONCEPT: Cycling Route to School and Bay to Bay Trail Connection

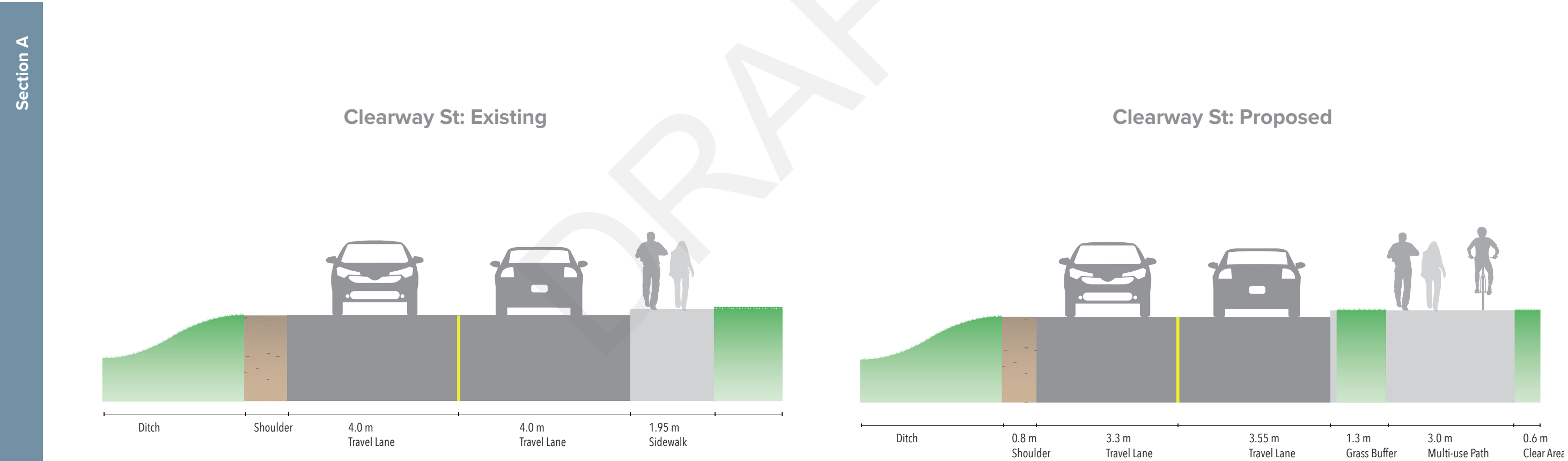
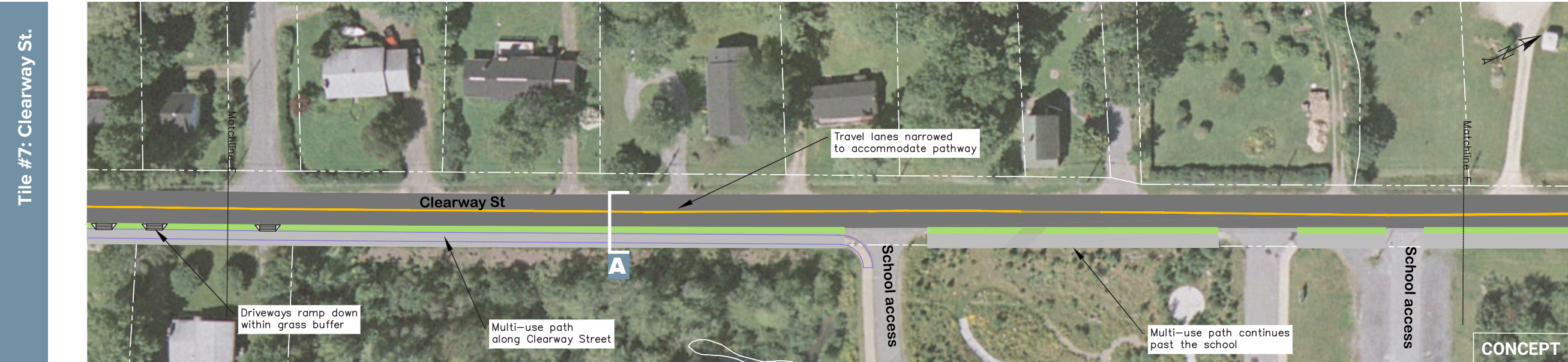
Tile #6: Clearway St.



Section A

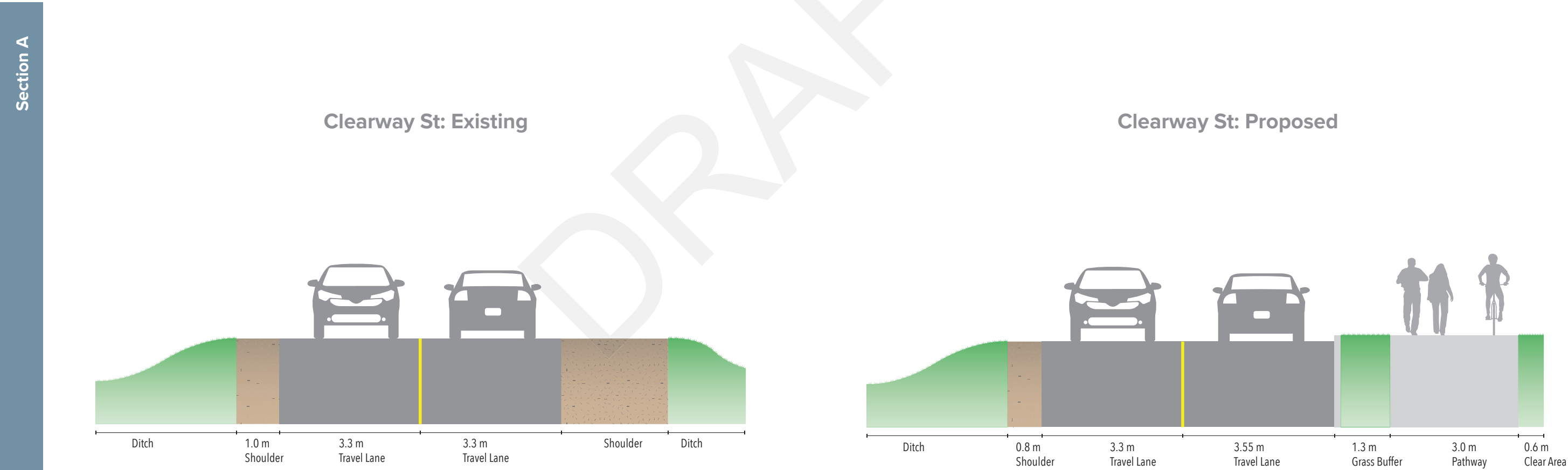
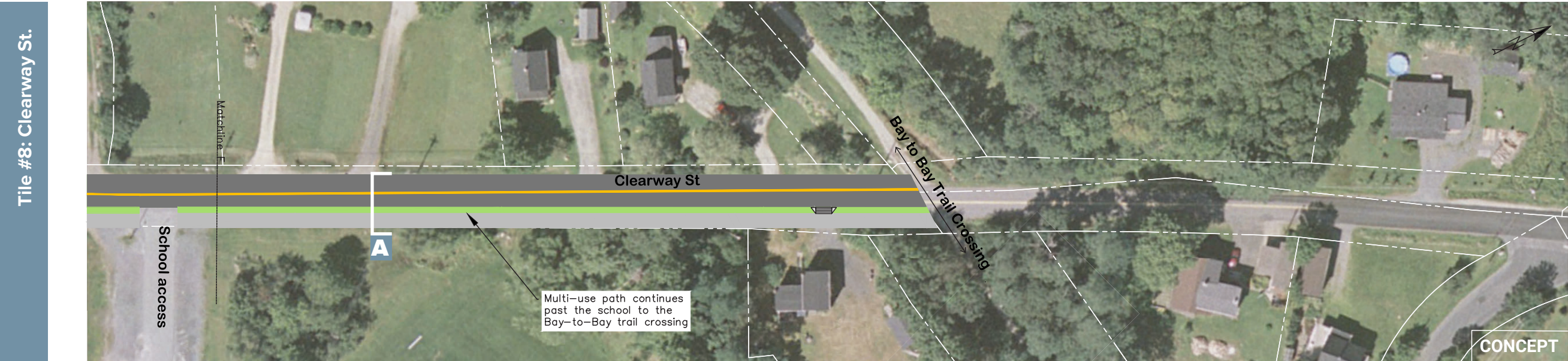


# BIKEWAY DESIGN CONCEPT: Cycling Route to School and Bay to Bay Trail Connection





# BIKEWAY DESIGN CONCEPT: Cycling Route to School and Bay to Bay Trail Connection



# BAYVIEW COMMUNITY SCHOOL

**Lamar Eason**  
Principal

**Angela Stewart**  
Vice-Principal



September 25, 2019

Town of Mahone Bay  
Attn: Maureen Hughes, Town Clerk  
PO Box 530  
Mahone Bay, NS B0J 2E0

Dear Ms. Hughes,

Bayview Community School's annual fundraiser is BAYBOO! It is always held the Saturday before Halloween. For the past nineteen years, BAYBOO has been a fantastic, fun, and safe, Halloween Fundraiser that raises thousands of dollars for our school.

WHY? We want to be able to fund extra events or opportunities for students in our school - such as bringing in theatre groups, cultural events, musical group, or an author. We have also worked to bring equity in lunches and breakfast as well as class trips to cut costs down for families. All of these things can be very expensive and through BAYBOO the school will be able to do some of the things that may not happen otherwise.

Support can be done through many ways: donation, contacting us to help run the event and/or donation of prizes and treats to give away. We are asking for any support individually or as the town to help this event continue to support students.

Thank you very much.

Lamar Eason  
Principal, Bayview Community School

# BAYVIEW COMMUNITY SCHOOL

**Lamar Eason**  
Principal

**Angela Stewart**  
Vice-Principal



September 25, 2019

Town of Mahone Bay  
Attn: Maureen Hughes, Town Clerk  
PO Box 530  
Mahone Bay, NS B0J 2E0

Dear Ms. Hughes,

This past year, we began a venture to bring equity in meals at Bayview. Currently, the cost of a meal is \$5. We have items that vary from this price, however BCS is one of the few schools that provides a hot lunch every day. Last year began Toonie Tuesday meals, a meal that students and families can purchase for a Toonie. What we have found is that the number of orders increases on those Tuesdays and the students that order them are different than other times. We have found that these Toonie Tuesdays have brought food security to students at our school and we are asking for your financial support in order to continue this. To provide this, we subsidize about \$225.00 each week for the Toonie meal.

We are looking for community sponsors to help subsidize these costs. If you are interested, any donation amount would help to continue providing equity meals to students.

Thank you for your consideration.

Lamar Eason  
Principal, Bayview Community School

# BAYVIEW COMMUNITY SCHOOL

**Lamar Eason**  
Principal

**Angela Stewart**  
Vice-Principal



September 25, 2019

Town of Mahone Bay  
Attn: Maureen Hughes, Town Clerk  
PO Box 530  
Mahone Bay, NS B0J 2E0

Dear Ms. Hughes,

Every year Bayview Community School puts out a yearbook. This year we have signed a two year commitment to Lifetouch to produce the yearbook. In a hope that kids can continue to see themselves represented in school and in future years to come, we also have a grade 9 leaving picture taken that shows proudly down by the community wing. We would like to ask your support in continuing this with a donation to our yearbook production.

Thank you.

Lamar Eason  
Principal, Bayview Community School



476 Main Street  
Mahone Bay, NS  
B0J 1K0  
September 26, 2019

Dear COA Members:

Judy Savin and myself met with Mayor David Devenne this morning regarding the driveway leading to and from the Quinlan building. We are very concerned about the lack of safety poised when exiting this driveway.

The Quinlan has thirty four (34) families who enter and exit with vehicles every day. In addition, service vehicles ranging from moving vans, maintenance vans and garbage trucks are all part of the daily mix entering and exiting this driveway.

I have attached a photo demonstrating that when a vehicle is parked at the right of the exit, it prohibits a safe righthand turn onto Main Street. Currently, a driver is forced to pull out and around vehicles thus blindly crossing the median line into oncoming traffic. A similar situation occurs making a lefthand exit where visual lines are blocked by parked vehicles.

Mayor Devenne informed us of an upcoming engineered traffic review which is in the town's future plans. We are pleased to hear this information as there are numerous concerns related to the challenges of an older town accommodating the increased flow of both pedestrians and vehicular traffic.

We are also aware that all planning takes time however well intentioned. We propose that in the interim, the curb adjacent to the Quinlan entry be painted yellow indicating No Parking. We feel this would easily eradicate a long standing issue and hopefully this safety concern will be addressed as part of the entire plan the engineers will propose for the town.

Yours,

Sandra Conrad





**Lunenburg County Community Health Board**  
**Fishermen's Memorial Hospital, P.O. Box 1180, Lunenburg,**  
**N.S., B0J 2C0**  
**Phone (902) 634-7359, Fax (902) 634-1990**

September 30, 2019

Mayor of Mahone Bay  
P.O. Box 530  
493 Main Street  
Mahone Bay, NS

Dear Mayor David Devenne:

The Lunenburg County Community Health Board understands the excellent value of regional public transit and actively promotes any efforts by the municipalities, provincial and federal governments to advance public transit in Lunenburg County. Lunenburg County has both a high level of poverty and a large population of seniors. These groups face everyday transportation challenges.

Your municipality, is encouraged to share in the responsibilities for developing and maintaining a county-wide transit system. The formation of a Transit Authority for Lunenburg County is something we strongly support and encourage. We recommend that mayors advocate for provincial and federal funding to ensure equitable access to a public transit system including affordable transit measures such as free transit for all children and youth and reduced transit fares for low-income individuals and families.

The Lunenburg County Community Health Board is committed to promoting the upstream social determinants of health for the citizens of Lunenburg County. Public transit is a key element in ensuring inclusion and access for all. We applaud the efforts of Citizens for Public Transit in providing a plan to move forward.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Anne Gavey', is written over a faint, larger version of the same signature.

Anne Gavey  
Chairperson, Lunenburg County Community Health Board

Cc: Suzanne Lohnes-Croft, MLA Lunenburg  
Stewart Frank, Chair, Citizens for Public Transit

## Maureen Hughes

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**From:** Town of Mahone Bay Clerk  
**Sent:** September 24, 2019 4:14 PM  
**To:** Maureen Hughes  
**Subject:** FW: NSFM Draft Amended By-laws  
**Attachments:** Side By Side By-law Comparison.docx; NSFM Draft Amended By-laws.docx

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**From:** Amy Pugsley Fraser <apugsleyfraser@nsfm.ca>  
**Sent:** September 24, 2019 3:54 PM  
**To:** NSFM Info <Info@nsfm.ca>  
**Subject:** NSFM Draft Amended By-laws

**CAUTION:** This email originated from an external sender.

**TO:** Mayors, Wardens, Councillors and CAOs, All Units  
**FR:** Waye Mason, NSFM President  
**RE:** Draft Amended By-laws

Over the last several months, the Executive and Board have been looking at our current by-laws. They are significantly out of date.

Though the Board favours a thorough review of our structures and some of our governance, at this point we recommend that the by-laws be 'cleaned-up' a bit as the first step in a review. That clean-up involves the addition of some small changes to improve some of the Federation's governance gaps.

I am attaching a side-by-side comparison of the current by-laws and a proposed amended version as well as a clean copy of the proposed amendments. There is a detailed document with comments on the proposed amendments. If anyone wishes to see this detailed document, please contact Juanita Spencer, NSFM CEO.

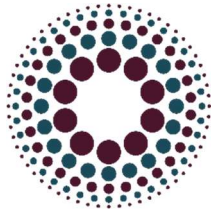
There will be a motion presented at the AGM to adopt the proposed amendments and to instruct the Board to carry on with a more robust governance review.

Sincerely,

Councillor Waye Mason  
President, Nova Scotia Federation of Municipalities



NOVA SCOTIA FEDERATION  
OF MUNICIPALITIES



## NOVA SCOTIA FEDERATION OF MUNICIPALITIES

### DRAFT AMENDED BY-LAWS

### LEGISLATION

The Nova Scotia Federation of Municipalities, formerly the Union of Nova Scotia Municipalities, was incorporated in 1981 under the *Act to Incorporate the Union of Nova Scotia Municipalities* (attached as Appendix A to these by-laws). The Act was amended on May 22, 2003. The Federation has requested a change in legislation to reflect our new name. While our registered name has not changed, this document reflects our new name

### DEFINITIONS

In these bylaws:

"Act" means Chapter 103 of the Acts of 1981, An Act to Incorporate the Union of Nova Scotia Municipalities;

"Board" means the Board of Directors of the Federation;

"Director" means a Member of the Board;

"Elected Municipal Official" means a person who holds an elected office in a Member Unit;

"Federation" is the Nova Scotia Federation of Municipalities, formerly called the Union of Nova Scotia Municipalities;

"Good Standing" means a Member Unit's annual membership dues are paid in full;

"Local government" includes a town, a regional municipality, a municipality of a county and a municipality of a district;

"Member Unit" means a municipal unit that is a member in good standing of the Federation;



"Past President" is the person who held the office as President prior to the election of officers held at the most recent Annual Conference, and who is still Elected Municipal Official

"Policy" means a document, approved by the Board that is on file at the Federation office, that contains statements of principle, procedures or protocols about how certain work of the Federation is to be done;

"Regional Municipality" includes Cape Breton Regional Municipality, Halifax Regional Municipality and the Region of Queens Municipality.

"Rural Municipality" means a county or district municipality

"Town" means an incorporated town

## **ARTICLE 1 - NAME**

The name of the organization is the Nova Scotia Federation of Municipalities.

## **ARTICLE 2 - OBJECTIVES**

The objectives of the Federation, as outlined in Section 4 of the Act are to:

- a) represent the interests of municipal governments in the Province, and to act as the advocate for member units on all such matters as are properly within the jurisdiction of the government of the Province;
- b) carry out, or cause to be carried out, such research activities as will assist in the betterment and encourage a higher degree of efficiency of local government in the Province;
- c) act as a clearing house for the collection, exchange and dissemination of statistical data and general information on all matters of municipal practices and procedures;
- d) hold Annual Conferences for information, discussion and resolutions, and to hold a general workshop and discussion sessions at each Annual Conference to give delegates an opportunity to present problems of concern;
- e) promote and strengthen what is best in local government and service;
- f) protect the rights and privileges of responsible government in municipal affairs;
- g) further municipal interests by encouraging cooperation between municipal units;

- h) undertake such activities on its own or in concert with others as may be in the best interests of local government in the Province;
- i) to do all such other acts and things as are incidental or conducive to or consequential upon the attainment of the objects in the exercise of the powers of the Federation.

## **ARTICLE 3 - MEMBERSHIP/CAUCUSES**

### **3.1 Conditions of Membership**

Every Nova Scotia municipality is eligible for membership in the Federation.

### **3.2 Fees**

Members must pay the annual membership fee and upon payment they become or remain Member Units.

### **3.3 Resignation**

- a) Member Units may apply to the Board to resign by providing written notice directed to the Chief Executive Officer.
- b) A resignation by a Member Unit is not effective until accepted by a resolution of the Board.

### **3.4 Termination of Membership**

Member Units cease to be members upon:

- a) dissolution of a municipality, or
- b) failure to pay the annual membership fee in the year in which the fee is due.

### **3.5 Reinstatement of Membership**

A former member may not apply to be reinstated to membership unless it has deposited with the CEO a sum equivalent to its membership fee for the current year, which sum will be applied to the membership fees if the application is accepted.

### **3.6 Rights of Members**

- a) A Member Unit
  - is a member of a Caucus, without additional fees
  - must receive notice of members' meetings, and
- b) may send Elected Municipal Officials to members' meetings, where they are voting delegates and may speak and vote on behalf of the Member Unit
- c) may, through an Elected Municipal Official, inspect the annual financial statements, minutes of Board meetings and other books and records of the Federation, that are not confidential, at the office of the Federation on one week's notice to the President or Chief Executive Officer.
- d) A request for inspection pursuant to para. (c) must be in writing, addressed to the President or Chief Executive Officer and must specify the proposed time and identify the name of the person who will attend for the requested inspection.

### **3.7 Elected Municipal Officials**

Every Elected Municipal Official may:

- a) attend any members' meeting of the Federation held pursuant to Art. 6.2 and 6.5;
- b) vote at any members' meeting of the Federation after they have attended at least one previous members' meeting;
- c) be elected as an officer under Art 4.1

but may not be paid or receive any personal benefit from the Federation, other than for reimbursement of expenses or a per diem allowance when serving on the Board or a committee.

### **3.8 No Transfer of Rights**

Rights of an Elected Municipal Official to the Federation are not transferable.

### **3.9 Membership Shall Cease**

An Elected Municipal Official membership shall cease:

- a) upon death, or
- b) if the Member Unit resigns by written notice to the Federation, or
- c) if, by a vote of the majority of the members of the Federation or a majority vote of the Directors of the Federation at a meeting duly called and for which notice of the proposed action has been given, the Elected Municipal Official credentials to the Federation have been terminated.

### **3.10 Caucuses - Role and Governance**

- a) There are caucuses of Member Units constituted as follows:
  - i. The regional municipalities, excluding the Region of Queens Municipality,
  - ii. The towns,
  - iii. The rural municipalities, including the Region of Queens Municipality.
- b) No Caucus has the authority to speak on behalf of the Federation or to bind the Federation.
- c) Caucuses operate within the framework of the Federation and as part of the Federation structure and have no independent legal existence separate from the Federation.
- d) Procedures on election of Caucus members to be a caucus chair are outlined in the "Federation Elections Policy".
- e) Each Caucus
  - must elect Elected Municipal Official to serve as Caucus Chair, who then is appointed to serve as a member of the Board;
  - may make recommendations to the Federation on matters of interest and concern to members of the Caucus;
  - may adopt procedures and terms of reference, consistent with the Act and By-Laws, governing their operations, which terms of reference and any amendments to these documents must be filed with the Federation's Office.
- f) No municipal unit may be a member of a caucus unless it is a Member Unit of the Federation.

## **ARTICLE 4 – OFFICERS**

### **4.1 Officers**

- a) The Officers of the Federation are the President, Vice President and Past President.
- b) The Officers are subject to the control, direction and established policies of the Board of Directors.
- c) The President and Vice President of the Federation are elected by Elected Municipal Officials at the Annual General Meeting and serve a one-year term or until their successors are elected at the next Annual General Meeting.
- d) The Officer positions rotate on an annual election cycle so that the positions of President, Vice President and Past President are filled by Elected Municipal Officials

from towns, rural municipalities and regional municipalities in sequence.

- e) For greater clarity, in 2019-20, the President is from a town; the Vice President is from a rural municipality and the Past President is from a regional municipality. In 2020-21, the President shall be from a rural municipality, the Vice President from a regional municipality and the Past President from an own. In 2021-22, the President shall be from a regional municipality, the Vice President from a town and the Past President from a rural municipality. This cycle will continue in the previously described order.
- f) Specific procedures for election of Federation officers and other officials shall be governed by the "Federation Elections Policy".

#### **4.2 Powers and Duties of Officers**

- a) The President:
  - is responsible for the general direction of the affairs of the Federation;
  - chairs all meetings of the Board of Directors, Executive Committee, and special meetings;
  - performs any duty as assigned by the Board;
  - may vote at meetings of the Board;
  - serves as an *ex officio* non-voting member of all Federation committees.
- b) The Vice President:
  - exercises the authority of the President in the absence or incapacity of the President;
  - chairs the Resolutions Committee;
  - performs other duties as assigned by the Board;
  - serves as an *ex officio* non-voting member of all Federation committees.
- c) The Past President:
  - chairs the Nominations Committee;
  - performs other duties as assigned by the Board;

#### **4.3 Chief Executive Officer**

- a) The Board must appoint a Chief Executive Officer.
- b) The Chief Executive Officer, under the direction of the Board, is responsible for the management and coordination of all phases of the operation, administration, finances, organization, supervision and maintenance of all activities of the Federation.
- c) Specific duties of the Chief Executive Officer are outlined in the "Federation Chief Executive



Officer Policy”.

- d) In the absence of a Chief Executive Officer the Board must appoint a person to serve as interim Chief Executive Officer.

#### **4.4 Execution of Contracts**

Contracts, deeds, bills of exchange and other instruments and documents may be executed on behalf of the Federation by the President or the Vice-President and the Chief Executive Officer, or as otherwise as prescribed by resolution of the Board.

### **ARTICLE 5 - BOARD OF DIRECTORS**

#### **5.1 Powers**

The powers governing the Board of Directors are granted by *An Act to Incorporate the Union of Nova Scotia Municipalities (1981)* as amended.

#### **5.2 Composition**

The Board of Directors consists of thirteen (13) members:

- the President,
- the Vice President,
- the Past President,
- the Chairs of the caucuses, appointed by them,
- two (2) Elected Municipal Officials representing the Rural Caucus,
- two (2) Elected Municipal Officials representing the Towns Caucus,
- two (2) Elected Municipal Officials representing the Regional Municipality Caucus, and
- a person appointed by the Association of Municipal Administrators.

#### **5.3 Election**

- a) The Board is elected **by** Elected Municipal Officials at the Annual General Meeting and members serve a one-year term or until their successors are elected at the next Annual General Meeting.
- b) Elected Municipal officials may be nominated for membership on the Board by any member.
- c) Elections are held in accordance with the Federation’s Elections Policy which is attached as Appendix 1 to these By-laws.

#### **5.4 Indemnification**

- a) The Federation must maintain Officers and Directors Insurance that indemnifies the Directors for actions in the normal course of their duties.
- b) Directors or Officers may rely on the accuracy of any statement or report prepared by the Federation's auditor.
- c) The Federation indemnifies each Director against all costs and charges resulting from any act done as a Director for the Federation, except for acts of fraud, dishonesty, or bad faith.
- d) No Director is liable for:
  - the acts of any other Director, Officer or employee,
  - any loss or damage as a result of acting on that statement or report of the Federation's Auditor,
  - any loss or damage due to the bankruptcy, insolvency, or wrongful act of any person, firm, or corporation dealing with the Federation,
  - any loss due to an oversight or error in judgement, or
  - an action when acting as a Director or Officer, unless the act is fraud, dishonesty, or bad faith.

#### **5.5 Executive Committee**

- a) The Executive Committee consists of the President, Vice President, Past President, and Chairs of the caucuses.
- b) The Chair of the Regional Caucus cannot be from the same municipality as one of the Officers.

#### **5.6 Term Limits**

- a) A Board Member may serve seven (7) consecutive years on the Board.
- b) A Board Member who serves seven (7) consecutive years on the Board must wait one year before being reappointed or re-elected to the Board.
- c) Article 5.6 (a)(b) does not apply if:

- i. a new member does not come forward to replace a Board member who has reached the term limits
- ii. a Board Member becomes Vice President in their sixth or seventh consecutive year on the Board.

## **5.7 Removal of a Board Member**

A Board Member, who without excuse satisfactory to the Board, is absent from three (3) consecutive meetings of the Board, is deemed to have resigned from the Board.

## **5.8 Code of Conduct & Conflict of Interest**

- a) The Federation's Code of Ethical Conduct adopted by the Board applies to all Directors, Officers and members of Committees of the Federation.
- b) The *Municipal Conflict of Interest Act* applies to all Federation meetings. No Elected Municipal Official is entitled to vote or be present at the portion of a meeting where matters being discussed may create a conflict of interest for that Elected Municipal Official. If such a matter arises, the affected person shall immediately declare a conflict. A conflict of interest shall generally be as described in the *Municipal Conflict of Interest Act*.

## **5.9 Board Expenses**

- a) Directors and Officers serve without remuneration and may not receive any profit from their positions, including the receipt of loans, loan guarantees or advance funds to any Director.
- b) The Federation reimburses Board Members for reasonable expenses incurred while undertaking Federation business and provides a per diem allowance to each Board member. Such expense reimbursement and per diem allowances are governed by the "Federation Expenses Policy".
- c) The President, in lieu of a per diem allowance, receives an annual stipend as determined by the Board of Directors.

## **5.10 Vacancies**

- a) If that the President or Vice President resigns or becomes ineligible to serve as a member of the Board, the Board must appoint an eligible replacement from the same caucus to serve as President or Vice-President for the remainder of the term.
- b) If the Past President is no longer an elected municipal official, the Past-President

position is to be assumed by the most recent Past-President still holding elected municipal office in Nova Scotia and willing to serve.

- c) In the event any other Board Member resigns or becomes ineligible to serve, the vacancy is to be filled by a replacement member elected by the relevant caucus. If the vacancy is not filled within sixty (60) days, the Board of Directors must appoint an eligible replacement. Service as a replacement is not considered a term for purposes of calculating term limits.
- d) In the event that a replacement is required as per Article 5.10(c), a Caucus must call for nominations from members of the caucus and may utilize electronic voting

## **ARTICLE 6 - MEETINGS**

### **6.1 Board of Directors**

- a) The Board must meet at least six times per year.
- b) Immediately following the Annual General Meeting, the Board must meet in order to set the dates for its future meetings, make any necessary appointments and conduct any matters that must be considered by the Board.
- c) Notice of Board meetings are to be given by the Chief Executive Officer to all directors at least one week before the meeting.
- d) Meetings of the Board and committees may be conducted in person or by teleconference, videoconference or other electronic means.
- e) Any action taken during or as a result of by teleconference, videoconference or other electronic meeting is the same as if the members of the Board or Committee were physically present at the meeting.
- f) The Board may establish a "Policy on Meetings" that, among other matters allows a vote on a motion via email.

### **6.2 Annual Conference**

- a) The Board of Directors must set the time and place of the Annual Conference to be held in the fall of each year.
- b) The CEO must provide Member Units with written notice of the Annual Conference and the Annual General Meeting at least thirty-one (31) days before the meeting.

- c) The Annual General Meeting will take place during the Annual Conference and must conduct the following business:
- Consider and approve the minutes of the previous Annual Meeting and any special meetings held since the previous Annual Meeting,
  - Consider and approve the audited financial statements,
  - Appointment of Auditors for the fiscal year,
  - Consider and approve any proposed amendments to the by-laws,
  - Consider and approve any borrowing resolution proposed by the Directors,
  - Elect the President and Vice-President, who assume office immediately after the adjournment of the Annual Meeting;
  - As required by these by-laws, elect Board Members, which assumes office immediately after the adjournment of the Annual Meeting;
  - Any other business properly brought before the Meeting
- d) Every Member Unit may send delegates to the Annual Conference, the caucus meeting of units representing that classification of Member Unit, or any special meeting of the Federation.
- e) All other procedural issues relating to meetings of the Federation (regular, special, board, executive committee, caucuses, and annual general meeting) are outlined in the Federation Rules of Procedure Policy.

### **6.3 Caucus Meetings**

- a) Each Caucus holds its annual meeting during the Annual Conference.
- b) Caucus meetings may be called by the Chair of the Caucus on the request of five (5) Member Units except for the Regional Caucus, in which case a caucus meeting is to be held on the request of one (1) Member Unit.

### **6.4 Special Meetings**

- a) Special Meetings of the Federation may be called by the Board or upon written request signed by at least one-third of the Member Units with all three caucuses represented.

- b) Special Meetings must be called within thirty (30) days of such request.
  - c) At least seven (7) days prior to a Special Meeting, the CEO must give written notice to all members specifying:
    - i. the date, place and time of the meeting, and
    - ii. the nature of business, such as the intention to propose a special resolution, and the non-receipt of notice by any member shall not invalidate the proceedings.
  - d) Notice by e-mail to the address used by the Federation for communication members constitutes written notice.
- e) No other business shall be conducted at Special Meeting without the unanimous consent of those present.

## **6.5 Quorum**

- a) No business may be transacted at a Board meeting or at Federation meetings unless a quorum of Elected Municipal Officials is present.
- b) If within thirty minutes from the time appointed for the meeting a quorum is not present, the meeting can only be convened by those gathered for the sole purpose of setting the date for another meeting.

- c) Where a meeting begins with the requisite quorum and such quorum is lost before the conclusion of the meeting, no more business may be conducted until a quorum is resumed.
- d) A quorum of the Board of Directors is seven (7) Directors.
- e) A quorum of the Executive Committee is four (4) Executive members.
- f) A quorum for the Annual General Meeting or a Resolutions Session is 25 Elected Municipal Officials with at least one Elected Municipal Official from each caucus.
- g) A quorum for each Caucus may be determined by each Caucus.
- h) A quorum for Special Meetings is the same as the Annual General Meeting.
- i) A quorum for a Committee is half the appointed membership of the Committee

#### **ARTICLE 7 - COMMITTEES**

- a) The Board of Directors may establish committees to achieve its mandate.
- b) The Board of Directors must adopt Terms of Reference for each committee.
- c) The Standing Committees of the Federation are:
  - Executive Committee
  - Nominations Committee
  - Resolutions Committee
  - Audit Committee

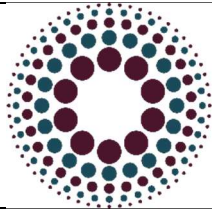
#### **ARTICLE 8 - AUDIT OF ACCOUNTS**

- a) The Auditor of the Federation is appointed by resolution at the Annual General Meeting.
- b) At each Annual General Meeting the Auditor, must provide a written report to the Member Units of the results and conclusions of its audit.
- c) At least every three years the Board must review the performance of the Auditors and present the results of that review at the Annual General Meeting.



## ARTICLE 9 – BY-LAW AMENDMENTS

- a) These By-Laws may be amended at the Annual General Meeting or a Special Meeting, on a motion passed by *two thirds (2/3) of voting members present*.
- b) Notice of proposed amendments to the by-laws must be provide at least **twenty-eight (28) days** prior to the meeting at which it is to be discussed.



**NOVA SCOTIA  
FEDERATION OF  
MUNICIPALITIES**

**CURRENT BY-LAWS**

**LEGISLATION**

The Nova Scotia Federation of Municipalities (NSFM) [formerly Union of Nova Scotia Municipalities] was incorporated in 1981 under the Act to Incorporate the Union of Nova Scotia Municipalities. The Act was amended on May 22, 2003. NSFM has requested a change in legislation to reflect our new name. While our registered name remains UNSM, this document will reflect our new name of Nova Scotia Federation of Municipalities (NSFM).

**DEFINITIONS**

The following definitions are intended:

- a) "Act" means Chapter 103 of the Acts of 1981, An Act to Incorporate the Union of Nova Scotia Municipalities.
- b) "Caucus" means the three classifications of municipal units under the NFSFM structure as follows: regional, rural, and town.

**DRAFT AMENDED BY-LAWS**

**LEGISLATION**

The Nova Scotia Federation of Municipalities, formerly the Union of Nova Scotia Municipalities, was incorporated in 1981 under the Act to Incorporate the Union of Nova Scotia Municipalities (attached as Appendix A to these by-laws). The Act was amended on May 22, 2003. The Federation has requested a change in legislation to reflect our new name. While our registered name has not changed, this document reflects our new name

**DEFINITIONS**

In these bylaws:

"Act" means Chapter 103 of the Acts of 1981, An Act to Incorporate the Union of Nova Scotia Municipalities;

***"Board" means the Board of Directors of the Federation;***

***"Director" means a Member of the Board;***

***"Elected Municipal Official" means a person who holds an elected office in a Member Unit;***

***"Federation" is the Nova Scotia Federation of Municipalities, formerly called the Union of Nova Scotia Municipalities;***

<p>c) "Good Standing" means annual membership dues are paid in full.</p> <p>d) "Member Unit" means the municipality - either a regional, rural or town.</p> <p>e) "Regional Municipalities" means Cape Breton Regional Municipality, Halifax Regional Municipality and the Region of Queens Municipality. For clarification on Region of Queens Municipality, see Article 3.7 (b).</p> <p>f) "Rural Municipality" means a county or district municipality.</p> <p>g) "Town" means an incorporated town.</p> <p>(e) "Voting Delegate" means an elected council member of a member unit who is issued a voting credential.</p>	<p>"Good Standing" means a Member Unit's annual membership dues are paid in full;</p> <p><b><i>"Local government" includes a town, a regional municipality, a municipality of a county and a municipality of a district;</i></b></p> <p>"Member Unit" means a municipal unit that is a member in good standing of the Federation;</p> <p><b><i>"Past President" is the person who held the office as President prior to the election of officers held at the most recent Annual Conference, and who is still Elected Municipal Official</i></b></p> <p><b>"Policy" means a document, approved by the Board that is on file at the Federation office, that contains statements of principle, procedures or protocols about how certain work of the Federation is to be done;</b></p> <p>"Regional Municipality" includes Cape Breton Regional Municipality, Halifax Regional Municipality and the Region of Queens Municipality.</p> <p>"Rural Municipality" means a county or district municipality</p> <p>"Town" means an incorporated town</p>
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ARTICLE 1 - NAME

The name of the organization is the Nova Scotia Federation of Municipalities or NSFM for short.

ARTICLE 2 - OBJECTIVES

The objectives of the NSFM, as outlined in the “Act” are to:

- a) represent the interests of municipal governments in the Province, and to act as the advocate for member units on all such matters as are properly within the jurisdiction of the government of the Province
- b) carry out, or cause to be carried out, such research activities as will assist in the betterment and encourage a higher degree of efficiency of municipal government in the Province
- c) act as a clearing house for the collection, exchange and dissemination of statistical data and general information on all matters of municipal practices and procedures
- d) hold Annual Conferences for information, discussion and resolutions, and to hold a general workshop and discussion sessions at each Annual Conference to give delegates an opportunity to present problems of concern
- e) promote and strengthen what is best in municipal government and service
- f) protect the rights and privileges of responsible government in municipal affairs

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- d) hold Annual Conferences for information, discussion and resolutions, and to hold a general workshop and discussion sessions at each Annual Conference to give delegates an opportunity to present problems of concern;
- e) promote and strengthen what is best in local government and service;

<p>g) further municipal interests by encouraging cooperation between municipal units</p> <p>h) undertake such activities on its own or in concert with others as may be in the best interests of local government in the Province.</p> <p>ARTICLE 3 - MEMBERSHIP/CAUCUSES</p> <p>3.1 Conditions of Membership</p> <p>Every Nova Scotia municipality in good standing shall be eligible for membership in the NSFM.</p> <p>3.2 Fees</p> <p>Member municipalities shall pay an annual membership fee as determined by the Board of Directors.</p> <p>3.3 Resignation</p> <p>Member units may resign by providing written notice. The resignation is effective when accepted by the Board of Directors.</p>	<p>f) protect the rights and privileges of responsible government in municipal affairs;</p> <p>g) further municipal interests by encouraging cooperation between municipal units;</p> <p>h) undertake such activities on its own or in concert with others as may be in the best interests of local government in the Province;</p> <p>i) <b><i>to do all such other acts and things as are incidental or conducive to or consequential upon the attainment of the objects in the exercise of the powers of the Federation.</i></b></p> <p>ARTICLE 3 - MEMBERSHIP/CAUCUSES</p> <p>3.1 Conditions of Membership</p> <p>Every Nova Scotia municipality is eligible for membership in the Federation.</p> <p>3.2 Fees</p> <p>Members must pay the annual membership fee and upon payment they become or remain Member Units.</p> <p>3.3 Resignation</p> <p>a) Member Units may apply to the Board to resign by providing written notice directed to the Chief Executive Officer.</p> <p>b) <b><i>A resignation by a Member Unit is not effective until accepted by a resolution of the Board.</i></b></p>
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<p>3.4 Termination of Membership</p> <p>Membership in the organization terminates upon:</p> <ul style="list-style-type: none"> <li>a) dissolution of a municipality</li> <li>b) failure to pay the annual membership fee in the year in which the fee is due.</li> </ul> <p>3.5 Reinstatement of Membership</p> <p>A member unit whose membership has been terminated may apply to the Board of Directors for reinstatement. The Board shall only consider reinstatement when the member unit has paid its appropriate membership fee for the current year.</p> <p>3.6 Rights of Members</p> <p>Any member unit in good standing is entitled to receive notice of member meetings, send representatives to meetings to speak on behalf of the member unit and have any other rights and privileges given to member units.</p>	<p>3.4 Termination of Membership</p> <p>Member Units cease to be members upon:</p> <ul style="list-style-type: none"> <li>a) dissolution of a municipality, or</li> <li>b) failure to pay the annual membership fee in the year in which the fee is due.</li> </ul> <p>3.5 Reinstatement of Membership</p> <p>A former member may not apply to be reinstated to membership unless it has deposited with the CEO a sum equivalent to its membership fee for the current year, which sum will be applied to the membership fees if the application is accepted.</p> <p>3.6 Rights of Members</p> <ul style="list-style-type: none"> <li>a) <b><i>A Member Unit</i></b> <ul style="list-style-type: none"> <li>• <b><i>is a member of a Caucus, without additional fees</i></b></li> <li>• <b><i>must receive notice of members' meetings, and</i></b></li> </ul> </li> <li>b) <b><i>may send Elected Municipal Officials to members' meetings, where they are voting delegates and may speak and vote on behalf of the Member Unit</i></b></li> <li>c) <b><i>may, through an Elected Municipal Official, inspect the annual financial statements, minutes of Board meetings and other books and records of the Federation, that are not confidential, at the office of the Federation on one week's notice to the President or Chief Executive Officer.</i></b></li> <li>d) <b><i>A request for inspection pursuant to para. (c) must be in writing, addressed to the President or Chief Executive Officer and must specify the proposed time and identify the name of the person who will attend for the requested inspection.</i></b></li> </ul>
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<p>3.7      <b>Caucuses - Role and Governance</b></p> <p>a)          The role of a caucus is to elect members to serve on the Board of Directors and to discuss and make recommendations to the NSFM on matters of interest and concern to members of the caucus. No caucus has the authority to speak on behalf of the NSFM or to bind the NSFM.</p> <p>b)          For the purposes of these by-laws, the Region of Queens Municipality shall be included in the rural caucus.</p> <p>c)          Caucuses may adopt procedures and terms of reference governing their operations. These documents shall be consistent with the NSFM Act and By-Laws.</p> <p>d)          Caucus procedures, terms of reference and any amendments to these documents shall be filed with the NSFM Office.</p> <p>e)          Every member unit of the NSFM shall be a member of the relevant caucus. No additional fees shall be imposed on members as a condition of caucus membership.</p> <p>f)          No municipal unit shall be a member of a caucus unless it is a member of the NSFM.</p> <p>g)          Caucuses shall operate within the framework of the NSFM and as part of the NSFM structure. They do not have an independent legal existence separate from the NSFM.</p> <p>h)          Procedures on election of caucus members are outlined in the "NSFM Elections Policy".</p>	<p>3.7      <b><i>Elected Municipal Officials</i></b></p> <p>Every Elected Municipal Official may:</p> <p>a)          attend any members' meeting of the Federation held pursuant to Art. 6.2 and 6.5;</p> <p>b)          vote at any members' meeting of the Federation after they have attended at least one previous members' meeting;</p> <p>c)          be elected as an officer under Art 4.1 but may not be paid or receive any personal benefit from the Federation, other than for reimbursement of expenses or a per diem allowance when serving on the Board or a committee.</p> <p>3.8      <b>No Transfer of Rights</b></p> <p>Rights of an Elected Municipal Official to the Federation are not transferable.</p> <p>3.9      <b>Membership Shall Cease</b></p> <p>An Elected Municipal Official membership shall cease:</p> <p>a)          upon death, or</p> <p>b)          if the Member Unit resigns by written notice to the Federation, or</p> <p>c)          if, by a vote of the majority of the members of the Federation or a majority vote of the Directors of the Federation at a meeting duly called and for which notice of the proposed action has been given, the Elected Municipal Official credentials to the Federation have been terminated.</p> <p>3.10     <b>Caucuses - Role and Governance</b></p> <p>a)          There are caucuses of Member Units constituted as follows:</p>
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	<p>i. The regional municipalities, excluding the Region of Queens Municipality,</p> <p>ii. The towns,</p> <p>iii. The rural municipalities, including the Region of Queens Municipality.</p> <p>b) No Caucus has the authority to speak on behalf of the Federation or to bind the Federation.</p> <p>c) Caucuses operate within the framework of the Federation and as part of the Federation structure and have no independent legal existence separate from the Federation.</p> <p>d) Procedures on election of Caucus members to be a caucus chair are outlined in the "Federation Elections Policy".</p> <p>e) Each Caucus</p> <ul style="list-style-type: none"><li>• must elect Elected Municipal Official to serve as Caucus Chair, who then is appointed to serve as a member of the Board;</li><li>• may make recommendations to the Federation on matters of interest and concern to members of the Caucus;</li><li>• may adopt procedures and terms of reference, consistent with the Act and By-Laws, governing their operations, which terms of reference and any amendments to these documents must be filed with the Federation's Office.</li></ul> <p>f) No municipal unit may be a member of a caucus unless it is a Member Unit of the Federation.</p>
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#### ARTICLE 4 – OFFICERS

##### 4.1 Officers

- a) The Officers of the Federation shall be the President, Vice President and Past President.
- b) The President and Vice President of the Federation shall be elected at large at the Annual Conference of the Union for a one-year term or until their successors are elected.
- c) Election of the Officers will rotate on an annual election cycle. During each cycle, the positions of President, Vice President and Past President will each be filled by members representing towns, rural municipalities and regional municipalities.
- d) In 2014-15, the President shall be from a rural municipality, the Vice President from a regional municipality and the Past President from a Town. In 2015-16, the President shall be from a regional municipality, the Vice President from a town and the Past President from a rural municipality. In 2016-17, the President shall be from a town, the Vice President from a rural municipality and the Past President from a regional municipality. This cycle will continue in the previously described order.
- e) A person shall be eligible to serve as President, Vice President and Past President only while that person is a serving elected member of a council of a member unit.
- f) Specific procedures for election of NSFM officers and other officials are found in the "NSFM Elections Policy".

#### **ARTICLE 4 – OFFICERS**

##### 4.1 Officers

- a) The Officers of the Federation are the President, Vice President and Past President.
- b) The Officers are subject to the control, direction and established policies of the Board of Directors.
- c) The President and Vice President of the Federation are elected by Elected Municipal Officials at the Annual General Meeting and serve a one-year term or until their successors are elected at the next Annual General Meeting.
- d) The Officer positions rotate on an annual election cycle so that the positions of President, Vice President and Past President are filled by Elected Municipal Officials from towns, rural municipalities and regional municipalities in sequence.
- e) For greater clarity, in 2019-20, the President is from a town; the Vice President is from a rural municipality and the Past President is from a regional municipality. In 2020-21, the President shall be from a rural municipality, the Vice President from a regional municipality and the Past President from a town. In 2021-22, the President shall be from a regional municipality, the Vice President from a town and the Past President from a rural municipality. This cycle will continue in the previously described order.
- f) Specific procedures for election of Federation officers and other officials shall be governed by the "Federation Elections Policy".

<p>4.2 Powers and Duties of Officers</p> <p>a) The President shall:</p> <ul style="list-style-type: none"> <li>• subject to the control and direction of the Board of Directors, have general direction of the affairs of the NSFM</li> <li>• chair all meetings of the Board of Directors, Executive Committee, and special meetings</li> <li>• vote at any such meeting</li> <li>• serve as an ex officio member of all NSFM committees</li> </ul> <p>b) The Vice President shall:</p> <ul style="list-style-type: none"> <li>• exercise the authority of the President in the absence or incapacity of the President</li> <li>• serve as Chair of the Resolutions Committee</li> <li>• perform other duties as required.</li> </ul> <p>c) The Past President shall:</p> <ul style="list-style-type: none"> <li>• serve as Chair of the Nominations Committee</li> <li>• perform other duties as required.</li> </ul> <p>4.3 Executive Director</p> <p>a) The NSFM has an Executive Director to oversee the day-to-day operations of the NSFM.</p> <p>b) Duties of the Executive Director are outlined in the "NSFM Executive Director Policy".</p>	<p>4.2 Powers and Duties of Officers</p> <p>a) The President:</p> <ul style="list-style-type: none"> <li>• <b><i>is responsible for the general direction of the affairs of the Federation;</i></b></li> <li>• chairs all meetings of the Board of Directors, Executive Committee, and special meetings;</li> <li>• performs any duty as assigned by the Board;</li> <li>• may vote at meetings of the Board;</li> <li>• serves as an ex officio non-voting member of all Federation committees.</li> </ul> <p>b) The Vice President:</p> <ul style="list-style-type: none"> <li>• exercises the authority of the President in the absence or incapacity of the President;</li> <li>• chairs the Resolutions Committee;</li> <li>• performs other duties as assigned by the Board;</li> <li>• <b><i>serves as an ex officio non-voting member of all Federation committees.</i></b></li> </ul> <p>c) The Past President:</p> <ul style="list-style-type: none"> <li>• chairs the Nominations Committee;</li> <li>• performs other duties as assigned by the Board.</li> </ul> <p>4.3 <b><i>Chief Executive Officer</i></b></p> <p>a) The Board must appoint a Chief Executive Officer.</p> <p>b) The Chief Executive Officer, under the direction of the Board, is responsible for the management and coordination of all phases of the operation, administration, finances, organization, supervision and maintenance of all activities of the Federation.</p>
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	<p>c) Specific duties of the Chief Executive Officer are outlined in the "Federation Chief Executive Officer Policy".</p> <p>d) In the absence of a Chief Executive Officer the Board must appoint a person to serve as interim Chief Executive Officer.</p> <p>4.4 Execution of Contracts</p> <p>Contracts, deeds, bills of exchange and other instruments and documents may be executed on behalf of the Federation by the President or the Vice-President and the Chief Executive Officer, or as otherwise as prescribed by resolution of the Board.</p>
<p>ARTICLE 5 - BOARD OF DIRECTORS</p> <p>5.1 Powers</p> <p>The powers governing the Board of Directors are outlined in An Act to Incorporate the Union of Nova Scotia Municipalities passed in 1981 and amended in May 2003.</p> <p>5.2 Eligibility</p> <p>In order to be considered for election as a board member, a person must represent a member unit in good standing.</p> <p>5.3 Composition</p> <p>The Board of Directors shall consist of thirteen (13) members: the President, Past President, Vice President, Chair and two (2) other members representing the Rural Caucus, Chair and two</p>	<p>ARTICLE 5 - BOARD OF DIRECTORS</p> <p>5.1 Powers</p> <p>The powers governing the Board of Directors are granted by An Act to Incorporate the Union of Nova Scotia Municipalities (1981) as amended.</p> <p>5.2 <b>Composition</b></p> <p>The Board of Directors consists of thirteen (13) members:</p> <ul style="list-style-type: none"> <li>• the President,</li> <li>• the Vice President,</li> <li>• the Past President,</li> <li>• the Chairs of the caucuses, appointed by them,</li> <li>• two (2) Elected Municipal Officials representing the Rural Caucus,</li> <li>• two (2) Elected Municipal Officials representing the Towns Caucus,</li> </ul>

<p>(2) other members representing the Towns Caucus, Chair and two (2) other members representing the Regional Caucus, and a voting representative from the Association of Municipal Administrators.</p>	<ul style="list-style-type: none"> <li>• two (2) Elected Municipal Officials representing the Regional Municipality Caucus, and</li> <li>• a person appointed by the Association of Municipal Administrators.</li> </ul> <p><b>5.3 Election</b></p> <p>a) The Board is elected by Elected Municipal Officials at the Annual General Meeting and members serve a one-year term or until their successors are elected at the next Annual General Meeting.</p> <p>b) Elected Municipal officials may be nominated for membership on the Board by any member.</p> <p>c) Elections are held in accordance with the Federation's Elections Policy which is attached as Appendix 1 to these By-laws.</p>
<p><b>5.4 Indemnification</b></p> <p>a) The NSFM indemnifies each Director or Officer against all costs and charges that result from any act done as a Director or Officer for the NSFM. The NSFM does not protect any Director or Officer for acts of fraud, dishonesty, or bad faith.</p> <p>b) No Director or Officer is liable for the acts of any other Director, Officer or employee. No Director or Officer is responsible for any loss or damage due to the bankruptcy, insolvency, or wrongful act of any person, firm, or corporation dealing with the NSFM. No Director or Officer is liable for any loss due to an oversight or error in judgement, or by an action when acting as a Director or Officer of the NSFM, unless the act is fraud, dishonesty, or bad faith.</p>	<p><b>5.4 Indemnification</b></p> <p>a) The Federation must maintain Officers and Directors Insurance that indemnifies the Directors for actions in the normal course of their duties.</p> <p>b) Directors or Officers may rely on the accuracy of any statement or report prepared by the Federation's auditor.</p> <p>c) The Federation indemnifies each Director against all costs and charges resulting from any act done as a Director for the Federation, except for acts of fraud, dishonesty, or bad faith.</p> <p>d) No Director is liable for:</p> <ul style="list-style-type: none"> <li>• the acts of any other Director, Officer or employee,</li> </ul>

<p>c) Directors or Officers rely on the accuracy of any statement or report prepared by the NSFM's auditor. Directors or Officers are not liable for any loss or damage as a result of acting on that statement or report.</p> <p>5.5 Executive Committee</p> <p>a) The Executive Committee shall consist of the President, Vice President, Past President, and Chairs of the three caucuses.</p> <p>b) The Chair of the Regional Caucus must represent a regional municipality different than that of the President, Vice President or Past President.</p> <p>5.6 Term Limits</p> <p>a) No Board Member shall serve more than seven (7) consecutive years.</p> <p>b) A Board Member that serves seven (7) consecutive years on the board must wait one year before reapplying to the board.</p> <p>c) Article 5.6 (a)(b) does not apply in the event that:</p> <p>i. a new member does not come forward to replace a Board member who has reached the term limits</p> <p>ii. a board member becomes Vice President in their sixth or seventh consecutive year on the board</p>	<ul style="list-style-type: none"> <li>• any loss or damage as a result of acting on that statement or report of the Federation's Auditor,</li> <li>• any loss or damage due to the bankruptcy, insolvency, or wrongful act of any person, firm, or corporation dealing with the Federation,</li> <li>• any loss due to an oversight or error in judgement, or</li> <li>• an action when acting as a Director or Officer, unless the act is fraud, dishonesty, or bad faith.</li> </ul> <p>5.5 Executive Committee</p> <p>a) The Executive Committee consists of the President, Vice President, Past President, and Chairs of the caucuses.</p> <p>b) The Chair of the Regional Caucus cannot be from the same municipality as one of the Officers.</p> <p>5.6 Term Limits</p> <p>a) A Board Member may serve seven (7) consecutive years on the Board.</p> <p>b) A Board Member who serves seven (7) consecutive years on the Board must wait one year before being reappointed or re-elected to the Board.</p> <p>c) Article 5.6 (a)(b) does not apply if:</p> <p>i. a new member does not come forward to replace a Board member who has reached the term limits</p> <p>ii. a Board Member becomes Vice President in their sixth or seventh consecutive year on the Board.</p>
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<p>5.7 Removal of a Board Member</p> <p>A member of the Board of Directors shall be removed from holding office if without excuse satisfactory to the Board of Directors, is absent from three (3) consecutive meetings of the Board of Directors or Executive Committee.</p> <p>5.8 Conflict of Interest</p> <p>The Municipal Conflict of Interest Act applies to all NSFM Board meetings. No member of the Board of Directors shall be entitled to vote or be present at any meeting during such time as the matters being discussed may create a conflict of interest for the member. If such a matter arises, the affected member shall immediately declare a conflict. A conflict of interest shall generally be as described in the Municipal Conflict of Interest Act.</p> <p>5.9 Board Expenses</p> <p>a) Board Members shall be reimbursed for reasonable expenses incurred while undertaking NSFM business. Such expense reimbursement shall be set by the Board of Directors.</p> <p>b) The President receives an annual stipend as determined by the Board of Directors.</p>	<p>5.7 Removal of a Board Member</p> <p>A Board Member, who without excuse satisfactory to the Board, is absent from three (3) consecutive meetings of the Board, is deemed to have resigned from the Board.</p> <p>5.8 Code of Conduct &amp; Conflict of Interest</p> <p>a) <b><i>The Federation's Code of Ethical Conduct adopted by the Board applies to all Directors, Officers and members of Committees of the Federation.</i></b></p> <p>b) The Municipal Conflict of Interest Act applies to all Federation meetings. No Elected Municipal Official is entitled to vote or be present at the portion of a meeting where matters being discussed may create a conflict of interest for that Elected Municipal Official. If such a matter arises, the affected person shall immediately declare a conflict. A conflict of interest shall generally be as described in the Municipal Conflict of Interest Act.</p> <p>5.9 <b><i>Board Expenses</i></b></p> <p>a) Directors and Officers serve without remuneration and may not receive any profit from their positions, including the receipt of loans, loan guarantees or advance funds to any Director.</p> <p>b) The Federation reimburses Board Members for reasonable expenses incurred while undertaking Federation business and provides a per diem allowance to each Board member. Such expense reimbursement and per diem allowances are governed by the "Federation Expenses Policy".</p>
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<p>5.10 Vacancies</p> <p>a) In the event that the President or Vice President resigns or becomes ineligible to serve as a member of the Board, the Board shall elect an eligible replacement from the same caucus to serve out the term of that member.</p> <p>b) The Past President shall be the person holding office as President prior to the municipal election at the Annual Conference, and who still holds an elected municipal office in Nova Scotia. If that person is no longer an elected municipal official, the Past-President position shall be assumed by the most recent Past-President who still holds elected municipal office in Nova Scotia and who is willing to serve.</p> <p>c) In the event that any other member of the Board resigns or becomes ineligible to serve as a member, a replacement member may be elected by the relevant caucus. If a replacement is not elected within sixty (60) days of the date when the member advised of his ineligibility, the Board of Directors shall elect an eligible replacement. Service as a replacement shall not be considered a term for purposes of calculating term limits.</p> <p>d) In the event that a replacement is required as per Article 5.10(c), a Caucus is authorized to utilize available technological equipment to carry out a vote. It is anticipated that a call for nominations would proceed any such e-vote to fill a vacancy.</p>	<p>c) The President, in lieu of a per diem allowance, receives an annual stipend as determined by the Board of Directors.</p> <p>5.10 Vacancies</p> <p>a) If that the President or Vice President resigns or becomes ineligible to serve as a member of the Board, the Board must appoint an eligible replacement from the same caucus to serve as President or Vice-President for the remainder of the term.</p> <p>b) If the Past President is no longer an elected municipal official, the Past-President position is to be assumed by the most recent Past-President still holding elected municipal office in Nova Scotia and willing to serve.</p> <p>c) In the event any other Board Member resigns or becomes ineligible to serve, the vacancy is to be filled by a replacement member elected by the relevant caucus. If the vacancy is not filled within sixty (60) days, the Board of Directors must appoint an eligible replacement. Service as a replacement is not considered a term for purposes of calculating term limits.</p> <p>d) In the event that a replacement is required as per Article 5.10(c), a Caucus must call for nominations from members of the caucus and may utilize electronic voting</p>
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<p>ARTICLE 6 - MEETINGS/VOTING</p> <p>6.1 Board of Directors</p> <p>a) The Board shall meet at least six times per year.</p> <p>b) Notice of Board meetings shall be given to all directors at least one week before the meeting.</p> <p>c) Meetings of the Board and other committees of the NSFM may be conducted in person or by teleconference, videoconference or other electronic means and the rules for holding regular meetings shall apply. Any action taken during or as a result of such meeting is the same as if the members of the Committee were physically present at the meeting.</p> <p>6.2 Annual Conference</p> <p>a) The Annual Conference shall be held at such time and place as determined by the Board of Directors.</p> <p>b) Member units shall receive notice in writing of the Annual Conference at least one thirty-one (31) days before the day on which the meeting is held.</p>	<p>ARTICLE 6 - MEETINGS</p> <p>6.1 Board of Directors</p> <p>a) The Board must meet at least six times per year.</p> <p>b) <b><i>Immediately following the Annual General Meeting, the Board must meet in order to set the dates for its future meetings, make any necessary appointments and conduct any matters that must be considered by the Board.</i></b></p> <p>c) Notice of Board meetings are to be given by the Chief Executive Officer to all directors at least one week before the meeting.</p> <p>d) Meetings of the Board and committees may be conducted in person or by teleconference, videoconference or other electronic means.</p> <p>e) Any action taken during or as a result of by teleconference, videoconference or other electronic meeting is the same as if the members of the Board or Committee were physically present at the meeting.</p> <p>f) The Board may establish a "Policy on Meetings" that, among other matters allows a vote on a motion via email.</p> <p>6.2 Annual Conference</p> <p>a) The Board of Directors must set the time and place of the Annual Conference to be held in the fall of each year.</p> <p>b) <b><i>The CEO must provide Member Units with written notice of the Annual Conference and the Annual General Meeting at least thirty-one (31) days before the meeting.</i></b></p>
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<p>c) The NSFM Annual General Meeting will take place during the Annual Conference.</p> <p>d) By-Law amendments (if any) are an item of business for the Annual General Meeting.</p> <p>e) Every member unit may send delegates to the Annual Conference, the caucus meeting of units representing that classification of municipal units, or any special meeting of the NSFM.</p> <p>f) All other procedural issues relating to meetings of the NSFM (regular, special, board, executive committee, caucuses, and annual general meeting) are outlined in the NSFM Rules of Procedure Policy).</p>	<p>c) <b><i>The Annual General Meeting will take place during the Annual Conference and must conduct the following business:</i></b></p> <ul style="list-style-type: none"> <li>• <b><i>Consider and approve the minutes of the previous Annual Meeting and any special meetings held since the previous Annual Meeting,</i></b></li> <li>• <b><i>Consider and approve the audited financial statements,</i></b></li> <li>• <b><i>Appointment of Auditors for the fiscal year,</i></b></li> <li>• <b><i>Consider and approve any proposed amendments to the by-laws,</i></b></li> <li>• <b><i>Consider and approve any borrowing resolution proposed by the Directors,</i></b></li> <li>• <b><i>Elect the President and Vice-President, who assume office immediately after the adjournment of the Annual Meeting;</i></b></li> <li>• <b><i>As required by these by-laws, elect Board Members, which assumes office immediately after the adjournment of the Annual Meeting;</i></b></li> <li>• <b><i>Any other business properly brought before the Meeting</i></b></li> </ul> <p>d) Every Member Unit may send delegates to the Annual Conference, the caucus meeting of units representing that classification of Member Unit, or any special meeting of the Federation.</p> <p>e) All other procedural issues relating to meetings of the Federation (regular, special, board, executive committee, caucuses, and annual general meeting) are outlined in the Federation Rules of Procedure Policy.</p>
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<p>6.3                   Caucus Meetings</p> <p>    a)           Each Caucus shall hold its annual meeting during the NSFM Fall Conference.</p> <p>    b)           Caucus meetings may be called by the Chair of the Caucus on the request of five (5) member units except for the regional caucus, in which case a caucus meeting shall be held on the request of one (1) member municipal unit.</p> <p>6.4                   Special Meetings</p> <p>    a)           Special meetings of the NSFM may be called by the Board of Directors or upon written request signed by at least one-third of the member units in good standing with all three caucuses represented.</p> <p>    b)           Special meetings must be called within thirty (30) days of such request. Member units shall be notified of all special meetings at least fourteen (14) days before the date on which the meeting is to be held.</p> <p>    c)           Such notice shall set forth the items of business to come before the special meeting. No other business shall be conducted at any such special meeting without the unanimous consent of those present.</p> <p>6.5                   Quorum</p> <p>    a)           No business shall be transacted at NSFM meetings unless a quorum of members is present.</p> <p>    b)           If within thirty minutes from the time appointed for the meeting a quorum of members is not present, the meeting can</p>	<p>6.3                   Caucus Meetings</p> <p>    a)           Each Caucus holds its annual meeting during the Annual Conference.</p> <p>    b)           Caucus meetings may be called by the Chair of the Caucus on the request of five (5) Member Units except for the Regional Caucus, in which case a caucus meeting is to be held on the request of one (1) Member Unit.</p> <p>6.4                   <b>Special Meetings</b></p> <p>    a)           Special Meetings of the Federation may be called by the Board or upon written request signed by at least one-third of the Member Units with all three caucuses represented.</p> <p>    b)           Special Meetings must be called within thirty (30) days of such request.</p> <p>    c)           At least seven (7) days prior to a Special Meeting, the CEO must give written notice to all members specifying:</p> <p>        i.          the date, place and time of the meeting, and</p> <p>        ii.         the nature of business, such as the intention to propose a special resolution, and the non-receipt of notice by any member shall not invalidate the proceedings.</p> <p>    d)           Notice by e-mail to the address used by the Federation for communication with members constitutes written notice.</p> <p>    e)           No other business shall be conducted at Special Meeting without the unanimous consent of those present.</p> <p>6.5                   Quorum</p> <p>    a)           No business may be transacted at a Board meeting or at Federation meetings unless a quorum of Elected Municipal Officials is present.</p> <p>    b)           If within thirty minutes from the time appointed for the meeting a quorum is not present, the meeting can only be</p>
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<p>only be convened by those gathered for the sole purpose of setting the date for another meeting.</p> <p>c) Where a meeting begins with the requisite quorum and such quorum is lost before the conclusion of the meeting, no more business shall be conducted at that meeting after losing the quorum.</p> <p>d) A quorum of the Board of Directors shall consist of at least seven (7) Directors.</p> <p>e) A quorum of the Executive Committee shall consist of at least four (4) Executive members.</p> <p>f) A quorum for the Annual General Meeting or the Resolutions Session shall consist of 25 voting delegates with at least one member from each caucus.</p> <p>g) A quorum for each Caucus shall be determined by each Caucus.</p> <p>h) A quorum for Special Meetings shall be the same as the Annual General Meeting.</p> <p>ARTICLE 7 - COMMITTEES</p> <p>a) The Board of Directors may establish committees to achieve its mandate.</p>	<p>convened by those gathered for the sole purpose of setting the date for another meeting.</p> <p>c) Where a meeting begins with the requisite quorum and such quorum is lost before the conclusion of the meeting, no more business may be conducted until a quorum is resumed.</p> <p>d) A quorum of the Board of Directors is seven (7) Directors.</p> <p>e) A quorum of the Executive Committee is four (4) Executive members.</p> <p>f) A quorum for the Annual General Meeting or a Resolutions Session is 25 Elected Municipal Officials with at least one Elected Municipal Official from each caucus.</p> <p>g) A quorum for each Caucus may be determined by each Caucus.</p> <p>h) A quorum for Special Meetings is the same as the Annual General Meeting.</p> <p>i) <b><i>A quorum for a Committee is half the appointed membership of the Committee</i></b></p> <p>ARTICLE 7 - COMMITTEES</p> <p>a) The Board of Directors may establish committees to achieve its mandate.</p> <p>b) <b><i>The Board of Directors must adopt Terms of Reference for each committee.</i></b></p>
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<p>b) The Standing Committees of the NSFM shall be:</p> <ul style="list-style-type: none"> <li>• Nominations Committee</li> <li>• Resolutions Committee.</li> </ul> <p>ARTICLE 8 - AUDIT OF ACCOUNTS</p> <p>a) The Auditor of the NSFM shall be appointed by the Board of Directors.</p> <p>b) The Auditor, at the Annual Conference, shall make a written report to the member units of the NSFM as to its financial position and the report shall contain a balance sheet and operating account.</p> <p><b>ARTICLE 9 - PARLIAMENTARY AUTHORITY</b></p> <p><i>In all cases not specifically addressed in any special procedural rules policy that the NSFM may adopt, the rules contained in the current edition of Robert's Rules of Order Newly Revised (RONR) shall govern NSFM proceedings.</i></p> <p>ARTICLE 10 – BY-LAW AMENDMENTS</p> <p>By-Laws of the NSFM may be passed or amended at an annual conference or special meeting, on a motion passed by two thirds (2/3) of voting members present. Notice of amendment must be sent out twenty-eight (28) days prior to the meeting at which it is to be discussed.</p>	<p>c) The Standing Committees of the Federation are:</p> <ul style="list-style-type: none"> <li>• <b>Executive Committee</b></li> <li>• Nominations Committee</li> <li>• Resolutions Committee</li> <li>• <b>Audit Committee</b></li> </ul> <p>ARTICLE 8 - AUDIT OF ACCOUNTS</p> <p>a) The Auditor of the Federation is appointed by resolution at the Annual General Meeting.</p> <p>b) At each Annual General Meeting the Auditor, must provide a written report to the Member Units of the results and conclusions of its audit.</p> <p>c) <b><i>At least every three years the Board must review the performance of the Auditors and present the results of that review at the Annual General Meeting.</i></b></p> <p>ARTICLE 9 – BY-LAW AMENDMENTS</p> <p>a) These By-Laws may be amended at the Annual General Meeting or a Special Meeting, on a motion passed by two thirds (2/3) of voting members present.</p>
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Approved October 15, 2003  
Amended: November 6, 2014

b) Notice of proposed amendments to the by-laws must be provide at least twenty-eight (28) days prior to the meeting at which it is to be discussed.

## Maureen Hughes

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**From:** Town of Mahone Bay Clerk  
**Sent:** October 1, 2019 9:18 AM  
**To:** Maureen Hughes  
**Subject:** FW: Your Monday Memo  
**Attachments:** DoctorRecruitmentUpdate.pdf; EGSPA Letter to Minister Wilson- September 26.pdf

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**From:** Amy Pugsley Fraser <apugsleyfraser@nsfm.ca>  
**Sent:** September 30, 2019 5:31 PM  
**To:** NSFM Info <Info@nsfm.ca>  
**Subject:** Your Monday Memo

CAUTION: This email originated from an external sender.

## MONDAY MEMO



*All the NSFM News You Need for the Week*

**TO:** Mayors, Wardens, Councillors and CAOs, All Units  
**FR:** Amy Pugsley Fraser, Communications Advisor  
**RE:** ***YOUR MONDAY MEMO SEPTEMBER 30***



- Resolutions Wrap Up
- Fall Conference Countdown
- GET INVOLVED: We Need a VP
- EGSPA Letter
- Doctor Recruitment Update
- EPR Graduate Survey



- **Resolutions Wrap Up**

Dozens of people turned out to three Resolutions sessions this week to set NSFM priorities for the fall conference.

The biggest session was held this afternoon in Truro when almost 20 people turned out to the Holiday Inn in Truro.

Other sessions were held last week in Port Hawkesbury and Coldbrook.

Members are being asked to keep the same five resolutions as last year including CAP, EPR, Roads, Municipal Funding and Municipal Modernization.

Votes will be taken at the fall conference during the Resolutions meetings on Nov. 8.

More information on NSFM Resolutions and Statements Of Interest is in the 51-page **Interim Resolutions Report**, which was included with the Monday Memo sent on Sept. 9.

NSFM staff will be accepting feedback until October 4 on the resolutions.



A summary of what was said at the sessions and via emails will be included in next week's Memo. Stay tuned.

- **Get Involved**

Thinking of running for a spot on the NSFM Board? Please send us a brief bio and photo. Our members have told us they want to have information about candidates to help them make a more informed vote.

As in the past, delegates are welcome to declare candidacy for Board spots from the floor at the meeting itself.

If you're interested in running for President or VP, applications must be in by Friday, Oct. 4.

Please send your info to [abell@nsfm.ca](mailto:abell@nsfm.ca)



- **Conference Countdown**

All four provincial party leaders have been invited to address NSFM's fall conference in Halifax, being held at the Westin Halifax Hotel in November.

There are also sessions ranging from how immigration is helping communities grow and succeed; an FCM panel on how they can help your municipality; successful partnerships with First Nations; and how elected officials and staff can work together for the betterment of our communities.

The keynote address will be Bill Carr giving his take on *Deep Service: A Call to a Higher Level*.

For more information, click on <https://www.nsfm.ca/fall-conference-2019.html>

- **NSFM Looks for Broad Consultation on EGSPA**

NSFM is looking for broad consultation on the province's plan to renew the Environmental Goals and Sustainable Prosperity Act (EGSPA).

**NSFM President Wayne Mason** sent a letter to Minister Gordon Wilson Friday, asking for a longer on-line consultation process, as well as broad in-person consultation, as part of EGSPA's renewal.

"Now more than ever, Nova Scotia needs strong, inclusive legislation that will help mitigate the impacts of climate change and strengthen our green economy," he writes in his letter, which is included as an attachment to your **Monday Memo**.

It is critical that extensive consultation with communities and organizations take place across Nova Scotia to ensure EGSPA remains a key driver for making our communities prosperous and resilient in the face of ever-changing climate.

Another opportunity for discussion, consultation and collaboration would be at the twice-annual Roundtable of the NSFM Executive and provincial Ministers.

## • **Doctor Recruitment Update**

NSFM is a representative on a NSHA provincial advisory committee, providing advice about strategies for the recruitment and retention of doctors.

Recently, the Nova Scotia Health Authority released its first quarterly stakeholder update on the provincial recruitment strategy implemented in 2017-18.

It's provided as an attachment to the Monday Memo.

## • **EPR Survey**

A Dalhousie University graduate student is doing some research around an NSFM priority area and is looking for input.

NSFM members are invited to take part in a graduate study underway at the School for Resource and Environmental Studies at Dalhousie University.

The study is examining the development of an Extended Producer Responsibility (EPR) program targeting food packaging in the province of Nova Scotia.

This study seeks to engage members of the Nova Scotia Federation of Municipalities for their expertise and past efforts to develop EPR for the packaging and printed paper (PPP) waste stream in the province.

For more information and to take part, contact Avalon Diggie, School for Resource and Environmental Studies, Dalhousie University, [avalon.diggie@dal.ca](mailto:avalon.diggie@dal.ca), (506) 609-2211.

## MONDAY MEMO



*All the NSFM News You Need for the Week*

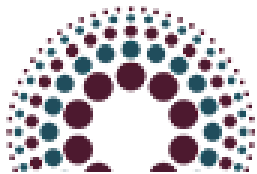
The NSFM office is streamlining communications to you. All our news, notes, messages and reminders will now come in one weekly package.

If you have something to share, please reach out to [apugsleyfraser@nsfm.ca](mailto:apugsleyfraser@nsfm.ca) for a future Monday Memo publication.

Amy Pugsley Fraser | Communications Advisor  
NOVA SCOTIA FEDERATION OF MUNICIPALITIES

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t +1.902.423.8331

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NOVA SCOTIA  
OF MUNICIPAL

# PARTNER UPDATE

## Physician Recruitment

### QUARTERLY UPDATE SUMMER 2019



Doctors provide an important and valued service in Nova Scotia. Physician recruitment and retention is a top priority.

Physician recruitment is highly competitive. Nova Scotia competes across Canada and the world for these valuable resources.

We've made significant improvements and enhancements to grow recruitment services. Nova Scotia Health Authority (NSHA) works closely with all those who share responsibility for recruitment and retention to promote Nova Scotia as a place to practice medicine and live a great life.

Many enhancements have been made to the provincial recruitment strategy with a focus on areas of high need. This includes family physicians, emergency medicine, internal medicine, psychiatry, and anesthesiology. We are broadening our reach and visibility, attending more local, national and international events, increasing incentives and bolstering our efforts with medical residents.

## PHYSICIAN AMBASSADOR PROFILE



Dr. Joseph Sadek is a psychiatrist in Halifax, Nova Scotia, who received his residency training at Dalhousie University and his psychopharmacology training at Harvard University. For Dr. Sadek, working in Nova Scotia means being part of a supportive and tight-knit community – at home and at work.

When he and his wife first moved to Halifax from Quebec in the early 1990s, developing relationships with his community members and colleagues was a priority, saying “It wasn’t that hard after all with the mix of cultures here.”

Today, he attributes Nova Scotia’s diverse population, low cost of living, and ocean lifestyle to his family’s decision to build their life here. The abundance of universities and extra-curricular activities available make it the perfect province in which to raise a family. “Nova Scotia is our home,” he explains while boasting about the beautiful ocean views and fantastic food you can get all year-round. As a seafood lover and avid competitive soccer team member, there is something for people with all interests.

According to Dr. Sadek, Nova Scotia physicians are able to get this great life because they work as a cohesive team and support each other’s efforts to provide high-quality health care. He believes that with flexibility and openness, anyone is able to live a rewarding life in Nova Scotia.

## PARTNERS IN RECRUITMENT

Many groups and organizations have a role in supporting physician recruitment and retention in Nova Scotia including:

- **Nova Scotia Health Authority (NSHA).** We work with physicians and communities to identify potential candidates and recruit family doctors and specialists to live and work in the province. We recruit provincially, nationally and internationally using a wide range of strategies including advertising and marketing, attendance at recruitment events, outreach at medical schools, coordination of site visits and incentives.
- **Department of Health and Wellness (DHW).** DHW is responsible for funding health care spending in the province. They fund physician contracts, set remuneration rates and recruitment incentives. DHW is responsible for provincial physician resource planning and also fund Dalhousie medical school undergraduate and residency seats and incentive programs.
- **College of Physicians and Surgeons of Nova Scotia (CPSNS).** CPSNS is the regulating body for the province's physicians and surgeons. They work in accordance with the medical act and its regulations. All physicians must be licensed with the college to practice in the province. Their duties include: licensing physicians, investigating and resolving physician related complaints, monitoring and maintaining practice standards through peer assessment, and developing professional standards and guidelines to support medical practice and code of conduct.
- **Dalhousie University (Dal).** Dalhousie University is the province's medical training body and manages the provinces medical training programs and residency sites. Dalhousie works closely with NSHA to ensure opportunities for medical students to work with physician preceptors who supervise medical students and residents. Dalhousie also manages the new Practice Ready Assessment Program which provides a pathway to licensing for International Medical Graduates.
- **Doctors Nova Scotia (DNS).** DNS negotiates physician remuneration with the provincial government, and represents the collective voice of the medical profession on issues that affect physicians.
- **Community stakeholders (foundations, auxiliaries, municipalities, community groups).** These groups support recruitment by developing welcoming communities, assisting with recruitment activities and orienting new hires to our communities.

NSHA implemented our first provincial recruitment strategy in 2017-18 which included focused efforts in several key areas including:

- recruitment team structure
- candidate sourcing and management process
- customer experience training
- recruitment reporting and evaluation process
- communications, marketing and visibility
- community and physician engagement

We held several focus groups with physicians in various stages of their careers to ensure their needs are reflected in our evolving strategy. Physicians are actively involved in recruitment supporting work as physician ambassadors and attending events to help recruit their peers.

In 2018, a new provincial advisory committee was formed to provide advice on innovative strategies for the recruitment and retention of physicians with all relevant partners at the table. This includes representatives from CPSNS, DHW, DNS, Union of Nova Scotia Municipalities, Dal, the College of Family Physicians and the community.

Since assuming provincial oversight for recruitment, we have been putting the people, policies and processes in place to support ongoing recruitment efforts. There will now be two physician recruitment consultant positions in each zone, a lead recruiter, two assistants, a recruiter focused on Dalhousie residents and a provincial director of physician recruitment.

We developed a brand and marketing strategy and launched a new website to make it easier for physicians and specialists to see available opportunities or express interest in future opportunities. The site was developed using physician feedback about their decisions to work and live in Nova Scotia and consultation with the Nova Scotia College of Physicians and Surgeons and Nova Scotia Office of Immigration and was supported by NSHA's provincial recruitment committee. Promotional videos produced and supported by local community groups (interested citizens, foundations, municipal leaders, business people) are integrated in our recruitment materials where ever possible.

NSHA has doubled attendance at local, national and international recruitment events and campus tours across the country. At some events, local communities purchase booth space and pay for citizens and local physicians to attend.

We know that physicians who are trained here are more likely to stay so we continue to partner with Dal for family practice residency training in four sites – Yarmouth, Sydney, Halifax and Annapolis Valley. In 2019, we welcomed a new residency training site in Northern Zone which will have six residents working in Truro, Amherst, New Glasgow and, by 2020, in Antigonish.

We work with DHW and Dal to contribute to physician resource planning and inform the appropriate allocation of residency opportunities in the province. In 2018-19, DHW created 15 new specialist and 10 new family residency spaces in the province. This is a welcome addition when many jurisdictions are limiting new residency spaces.

We are increasing our work with medical students and residents in Nova Scotia to ensure they have a connection to Nova Scotia opportunities and incentives at key intervals through their education and decision making process.

We worked with DHW to revise parameters of incentive programs to better match the changing recruitment areas of need, such as providing access for Halifax and Dartmouth area which was previously ineligible.

We worked with DHW on the new medical physician (MD) process to improve flexibility and create a provincial vacancy pool for new family physicians.

We support government's partnership with University of Sherbrooke to provide two seats to Nova Scotia francophone students, which has resulted in a number of French-speaking physicians joining our workforce.

In 2018, Nova Scotia Office of Immigration (NSOI) created a physician stream through the provincial nominee program making it faster for qualifying physicians to receive work permits and enter the province. We have hosted multiple recruitment events in partnership with NSOI in London and Ireland.

NSHA played a pivotal role in collaborating on a new practice-ready assessment program for internationally-trained doctors, which was launched in 2018. Following successful assessment, these international medical graduates will receive a defined license and be able to practice under certain conditions and supervision.

It takes an entire community to recruit and retain a physician and their family. Many communities have taken an active role in supporting physician recruitment by showcasing their strengths as a place to live, providing a warm welcome to health providers and their families and ensuring they integrate into the community by providing support with housing, employment, social and cultural connections. In June 2018, we established a project team to work with communities, foundations, and auxiliaries to define roles and supports for a collaborative approach to recruitment. In the past year, we met with communities that have organized to support recruitment in their area and to share best practices with others looking to be more involved. This project is ongoing but will strengthen community participation and provide a provincial resource (toolkit) to support local physician recruitment activities.

## RECRUITMENT BY THE NUMBERS & FAQs

Year	Family Doctors	Specialists	NZ	WZ	EZ	CZ	Total
2016-17	43	68	19	13	16	63	111
2017-18	38	65	7	20	18	58	103
2018-19	58	72	16	21	23	70	130
	139	205	42	54	57	191	344

### What are you doing to recruit physicians?

Recruiting doctors is a priority. We advertise and attend recruitment fairs across Canada and abroad to showcase what makes Nova Scotia a great place to live and work. Our province offers incentives like relocation allowances and return-for-service agreements. We have recruiters in every zone who work with local physicians and communities to support these efforts. We also know that younger doctors are interested in working as part of a team. We are building more family practice teams across Nova Scotia.

### Why is there a shortage of doctors?

There are many contributing factors. Doctors, like many health professionals, are in high demand everywhere with global shortages of certain types of physicians. Service delivery models are changing as are how physicians are practicing today compared to the past. Our population's health care needs change as our population ages.

### Why don't you just pay doctors more?

Physician pay is set by DHW through the Master Agreements they negotiate with doctors through DNS. They are currently negotiating the Master Agreement which will set physician payment rates and programs. We know that physician compensation is a factor in recruitment – but it is not always the most important factor.

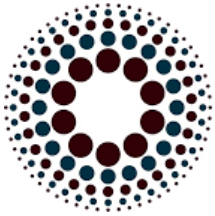
### Are you gaining or losing in terms of physician numbers?

We track physician vacancies but are unable to accurately track the number of doctors who retire or leave the province using our current systems. Doctors aren't required to notify us of their retirement and some do not. We do know there are thousands of Nova Scotians who don't have access to a family doctor, and we know there are shortages of certain types of specialists in some communities across the province. So until we are ahead of those issues, our work won't end.

### Do you restrict where doctors can practice?

NSHA does not restrict where family doctors practice. Any family doctor with a Nova Scotia license to practice can work in our province. NSHA approves the replacement of every Nova Scotia family doctor who retires or leaves practice for any reason. Many retiring family doctors have a large number of patients in their practice and may need to be replaced with more than one doctor. Specialists can work in an opening anywhere in the province, provided there is a vacancy.





## NOVA SCOTIA FEDERATION OF MUNICIPALITIES

**PRESIDENT:**

Councillor Waye Mason  
Halifax Regional Municipality

**VICE-PRESIDENT:**

Mayor Pam Mood  
Town of Yarmouth

**IMMEDIATE PAS-PRESIDENT:**

Deputy Mayor Geoff Stewart  
County of Colchester

**REGIONAL CAUCUS CHAIR:**

Councillor George MacDonald  
Cape Breton Regional Municipality

**RURAL CAUCUS CHAIR:**

Warden Timothy Habinski  
County of Annapolis

**TOWN CAUCUS CHAIR:**

Mayor Jeff Cantwell  
Town of Wolfville

Thursday, September 26, 2019

The Honourable Gordon Wilson  
PO Box 111  
Church Point, NS  
B0W 1M0

Delivered Via E-mail:

[Minister.Environment@novascotia.ca](mailto:Minister.Environment@novascotia.ca)

Re: Feedback on New Legislation for the Environmental Goals and Sustainable Prosperity Act

Dear Honorable Wilson,

As President of the Nova Scotia Federation of Municipalities (NSFM), I would like to commend your government, on behalf of our member municipalities, for your commitment to renew the Environmental Goals and Sustainable Prosperity Act (EGSPA). This is an important piece of legislation that has been key to promoting sustainable environmental and economic growth in Nova Scotia since 2007. The renewal of EGSPA is imperative to ensure its goals remain relevant and the legislation continues to support and drive sustainable prosperity in our province.

Given its importance, NSFM's Board of Directors expressed concerns about the short timeframe provided to respond to the proposed changes. Any review of provincial legislation that presents potential impacts for municipalities and/or can be optimized with intergovernmental alignment and collaboration will benefit from a *thorough* consultation process. Providing deeper consultation and allowing sufficient time to prepare submissions will result in a more inclusive and robust review, which will ultimately increase EGSPA's relevancy and effectiveness. Another opportunity for discussion, consultation and collaboration would be at the twice-annual Roundtable of the NSFM Executive and provincial Ministers, which has unfortunately not taken place this past spring.

In addition to a longer on-line consultation process, I strongly urge your government to organize broad, in-person consultation as part of EGSPA's renewal. Now more than ever, Nova Scotia needs strong, inclusive legislation that will help mitigate the impacts of climate change and strengthen our green economy. To this point, it is critical that extensive consultation with communities and organizations take place across Nova Scotia to ensure EGSPA remains a key driver for making our communities prosperous and resilient in the face of ever-changing climate.

Finally, to be a true mechanism for building a more sustainable environment and economy in Nova Scotia, EGSPA must include strong, measurable and legislated goals to provide municipalities with tangible opportunities to address climate change and strengthen our communities. Goals that incorporate qualitative targets and timelines will help build a stronger path to sustainable prosperity. Legislated goals will continue through changing government mandates so Nova Scotia's efforts remain on target and we continue to make significant and critical progress over the long-term.

As an organization that represents all 50 municipalities in Nova Scotia, we appreciate the opportunity to comment on EGSPA's renewal process and look forward to collaborating with you on the development of regulations. If we can play a role in supporting your efforts to deepen and broaden further consultation on the proposed legislation, please feel free to contact me or a member of the NSFM team at any time.

Sincerely,

A handwritten signature in black ink, appearing to read "Wayne Mason". The signature is fluid and cursive, with a long horizontal stroke at the end.

Councillor Wayne Mason  
President, NSFM

CC'ed: [policy1@novascotia.ca](mailto:policy1@novascotia.ca)





P O Box 672  
Mahone Bay, NS B0J 2E0

E-mail: [heritageboatyards@gmail.com](mailto:heritageboatyards@gmail.com)  
Website: [heritageboatyards.com](http://heritageboatyards.com)

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September 1, 2019

Dylan Heide, CAO  
Town of Mahone Bay  
P O Box 530  
Mahone Bay, NS  
B0J 2E0

Dear Dylan:

Please find enclosed a small thank you from the Heritage BoatYard Co-op for the Town of Mahone Bay's continuing support for our annual Heritage BoatYard Weekend. This token of appreciation is a limited print of our boatshed by our Vice-President, Peter Redden and your is number 20 of 200 copies of this print.

Again, thank you for your continuing support which has enabled us to establish the boatshed and highlight the boat building heritage of Mahone Bay.

Regards

Darryl Haley, President  
Heritage BoatYard Co-operative

## Report to Council

# October 8, 2019







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	% Completion				
Council Assignments to Staff								
1	Staff to work with Legal Counsel to arrange for a right-of-way.	11-Dec-18	Oct, 2019	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	50%
		Notes: In progress.						
2	Staff to prepare a report on the need for a Town housing advisory committee.	08-Jan-19	Oct, 2019	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	50%
		Notes: In progress.						
3	Staff directed to investigate the Town's practices concerning property taxes on newly/partially constructed buildings and bring a recommendation to the Audit Committee.	28-Feb-19	Jan, 2020	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	50%
		Notes: In progress.						
4	Investigate establishing one or both cemeteries as stand-alone charities.	09-Apr-19	Jan, 2020	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	25%
		Notes: In progress.						
5	Investigate the development of a plot sale program.	09-Apr-19	Jan, 2020	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	25%
		Notes: In progress.						

6	Staff to contact MODL requesting official inclusion of Mahone Bay residents in MODL Pro-Kids grant program.	03-May-19	Oct, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	75%
		Notes: The issue has gone to MODL but has been sent back to MODL staff for revision of proposal.			
7	Staff to review the placement of garbage receptacles at park entrances and trail crossings with specific consideration to dog waste and cigarette butts and to report back to Council.	03-May-19	Dec, 2019	Not yet begun	
		Notes: None			
8	Staff to explore possibility of agreement with Mahone Bay Centre Society for management of Town field.	11-Jun-19	Nov, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	50%
		Notes: Staff in discussions with MBC Society. Will report back to Council re draft agreement for 2020-21.			
9	Staff to prepare a report and an amended PAC Special Meetings Policy for the review of Council.	27-Jun-19	Oct, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	25%
		Notes: In progress.			
10	Consult with MBTCC regarding the exclusion of the Town of Mahone Bay from the AAA/CAA Tour Book of Atlantic Provinces on their recommendation the Town of Mahone Bay will support.	09-Jul-19	Oct, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	75%
		Notes: Staff have communicated with MBTCC and are awaiting recommendation on how best to support MBTCC in the appeals process with AAA/CAA.			
11	Staff to prepare a report for Council on Fire Services Administration within the Town.	09-Jul-19	Nov, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	25%
		Notes: In progress. Staff will meet with Fire Dept. representatives in this regard in October.			
12	Staff to research the applicability of land acknowledgements and recognition statements to the Town of Mahone Bay.	25-Jul-19	Oct, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	50%
		Notes: Research has begun.			
13	Staff to develop a policy governing the use of the Town's corporate credit cards to present to the Audit Committee's January meeting.	25-Jul-19	Jan, 2020	Not yet begun	
		Notes: None			

14	Staff begin soliciting donations to the 2019-20 Centennial Program, citing major confirmed projects including bandstand and mural.	25-Jul-19	Oct, 2019	<div><div></div></div>			25%
		Notes: Centennial communications campaign to increase awareness and solicit donations under development by staff with support from Skysail. Project signage installed at both locations.					
15	Accept the donation of the flagpole from the Mahone Bay Centre and direct staff to prepare a report on potential location and policy concerning flying of flags.	10-Sep-19	Nov, 2019	<div><div></div></div>			25%
		Notes: Donation accepted, draft policy / report under development.					
16	Investigate the costs and equipment needed to install surveillance cameras at Town facilities.	10-Sep-19	Nov, 2019	Not yet begun			
		Notes: None					
17	Refer the Temporary Vending Bylaw to an upcoming meeting of Council for review at a time that allows for appropriate discussion.	10-Sep-19	Oct, 2019	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	50%
		Notes: By-law and Policy sent to Council for review. Conversation underway with Business Community and Town insurers.					
18	Refer the matter of backyard chickens and bees to staff for inclusion in the review of the Municipal Planning Strategy.	10-Sep-19	Dec, 2019	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
		Notes: Referred to working document for Plan Review.					
19	Staff to undertake to contract for an Assessment on Pedestrian Safety on the Streets in Mahone Bay and prepare a plan for the consideration of Council for the implementation of the recommendations which result.	10-Sep-19	Mar, 2020	<div><div></div></div>			25%
		Notes: Application for external funding to support development of transportation plan submitted to province. Staff have reached out to DalTrac and Dept. of Energy for use of pedestrian / cycle counters in development of recommendations to Council.					
20	CAO connect with the CAO of the Town of Lunenburg to determine what the Town of Lunenburg has found in their research regarding a cultural exchange with the City of Lueneburg, Germany, and report back to Council.	26-Sep-19	Oct, 2019	Not yet begun			
		Notes: None					

21	Staff to respond to Mr. Tanner and encourage him to follow-up with the MBTCC Wayfinding Signage.	26-Sep-19	Oct, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	
		Notes: Completed.			
22	Staff to contact the Mahone Bay Legion Swing Band to discuss the possibility of partnering with the Mahone Bay Legion Swing Band of adding a Fall or Winter Dance as part of the Centennial Celebrations.	26-Sep-19	Oct, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	
		Notes: Completed.			
23	Council express support to advance road improvements on Trunk 3 from Mahone Bay to Martin's River from the scheduled 2022/23 Five Year Highway Improvement.	26-Sep-19	Oct, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	
		Notes: Completed.			
24	Staff to advertise the vacancy on the Planning Advisory Committee.	26-Sep-19	Oct, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	
		Notes: Completed (Newsletter, Posters, Facebook, Website).			

Chief Administrative Officer's Report - Sept 26, 2019 (Next Update Oct. 24, 2019)		
1	<b>Atlantic Infrastructure Management (AIM) Network Asset Management Cohort Program</b>	Staff working with Municipality of the District of Chester GIS technical support to map Town's assets; AIM spreadsheets and associated mapping tools should be finalized by Oct for use by AM Committee. Still awaiting confirmation of MAMP funding to support additional condition assessments / mapping / training. CAO attended AIM annual conference in NFLD convention Sept 5-6. AIM NS event coming up on Sept. 27th; Mayor and CAO attending.
2	<b>Municipal Joint Services Board (MJSB)</b>	MJSB ITSS online Cyber-Security training phase 1 complete. MJSB exploring additional shared service opportunities (safety, procurement, recreation infrastructure).
3	<b>Riverport Electric Shared Service Committee</b>	Coordinating with Riverport re summer student, imports, equipment inventory, policy development, truck procurement, etc.
4	<b>Regional Emergency Measures Organization (REMO)</b>	New Coordinator hired. REMO coordination active through hurricane Dorian response; County-wide staff debrief anticipated Sept. 24, 2019.

5	<b>Alternative Energy Resource Authority (AREA)</b>	Regular AREA phone / in-person staff meetings continue. Received NSUARB favourable decision on 2020 imports, in negotiations on purchase now. Moving ahead with feasibility work / funding applications for community solar / EV / demand-side management initiatives.
6	<b>FCM / Clean Foundation Transition 2050 (Partners for Climate Protection) Initiative</b>	Sept. 12 kick-off meeting took place in Halifax. Data collection underway for Sept. 30 deadline.
7	<b>Lunenburg County Accessibility Advisory Committee</b>	Membership appointed, awaiting first meeting by early October, 2019.

Director of Operations' Report - Sept 26, 2019 (Next Update Oct. 24, 2019)		
		
1	<b>Bandstand Renovations</b>	Renovation work commenced September 4 and expect to have current project completed within a month.
2	<b>Streets &amp; Sidewalks</b>	Approximately 25 tonnes of asphalt street & sidewalk patching was completed. Roadside mowing and brush removal near street signs and intersections was completed. Approximately 50 meters of ditching was completed at the end of Long Hill Rd. A tender was issued for Double Chip Seal - Clearland Road (closes Sept. 17). Additional street line painting was completed to help improve crosswalk safety at Main and Clearway St. crosswalk. Hurricane Dorian clean-up was completed including removal trees and debris from streets and sidewalks.
3	<b>Cemeteries &amp; Open Space</b>	Routine maintenance of parks, cemeteries and related facilities ongoing. Considerable work completed in parks and cemeteries to clean-up/make safe following Hurricane Dorian.
4	<b>Electric Utility</b>	Pole replacements were completed on Old Edgewater St. Street light repairs were conducted. Three electrical inspections completed. Hurricane Dorian resulted in some sporadic power outages in Town requiring mobilization of staff, however, most customers did not lose power as a result of the storm. The new line truck (rental) was received late August and was outfitted with parts, tools and equipment.

5	<b>Water Supply, Treatment &amp; Distribution</b>	Regular monitoring and maintenance activities continued. Staff completed site preparation work at the Pumphouse in advance of the start of the Back-up Generator project (this included tearing down the old barn). L&B Electric expected to starting installation of back-up generator at Pumphouse next week.
6	<b>Sewage Collection &amp; Treatment</b>	Regular monitoring and maintenance activities continued. Sewer laterals (customer side) were replaced at 447 Main St. and 65 Pleasant St.

<b>Finance Manager's Report - Sept 26, 2019 (Next Update Oct. 24, 2019)</b>		
1	<b>Water Rate Study</b>	Water Rate Study has been completed along with the public hearing. We expect to hear back from the UARB and have new rates coming into effect the beginning of November.
2	<b>Audit</b>	The 2018/19 Audit is just wrapping up. The Draft Financial Statements were presented to the Audit Committee on September 19th
3	<b>Provincial Reporting</b>	With attention being directed at the Audit, staff are still working on completing the 2017/18 FIR. We have received helpful information from the Auditors which is providing better information for us to use in completing the FIR. Once the 2017/18 FIR is complete, we will immediately shift focus to the 2018/19 FIR with the intent on having it completed as close to the September 30th deadline as possible.
4	<b>Tax Bills/Tax Sale</b>	Our Final Tax Bills have been sent out to residents and were due at the end of August. We have also moved forward with the Tax Sale process on 3 properties, and the first notice was published in the paper last week. The date for the Tax sale has been set for October 16th @ 10:00 AM in Council Chambers.

**Clerk & Deputy CAO's Report - Sept 26, 2019 (Next Update Oct. 24, 2019)**

<b>1</b>	<b>By-laws and Policies</b>	New section in regular staff report to Council outlining review schedule as developed by staff; review subject to change based on identified priorities from staff and/or Council
<b>2</b>	<b>Facebook</b>	Town Facebook page launched July 2019 - engagement steadily increasing; Facebook used extensively for communication before, during and after Hurricane Dorian to get information to public - positive feedback from the community and Council
<b>3</b>	<b>CodeRED</b>	CodeRED launched September 3, 2019 and was used during and after Hurricane Dorian - positive feedback from the community. Contact numbers will be able to be tracked monthly to gauge community engagement
<b>4</b>	<b>Festival/ Events</b>	Expecting follow-up session with MBTCC, event planners and community stakeholders regarding events planning in Mahone Bay
<b>5</b>	<b>Scarecrow Festival</b>	Scarecrow Festival planned for September 27th - 29th; meetings with RCMP and REMO to discuss preparations from Town Perspective
<b>6</b>	<b>Bayview School</b>	Discussion with School principal regarding coordination with school and Town, including curricular connecting with Town Hall and Council, participating in Centennial events, and a future Council meeting at Bayview
<b>7</b>	<b>Father Christmas Festival</b>	Meeting scheduled with Father Christmas Festival organizers to coordinate, including discussion with RCMP and Traffic Authority about road closure for Reindeer Run
<b>8</b>	<b>Potential: Wassailing</b>	Group interested in hosting a Wassail Event in February 2020 - consulted with local apple tree expert regarding health and maintenance needs of Town apple trees behind Mahone Bay Centre
<b>9</b>	<b>Mahone Bay Day</b>	Mahone Bay Day held September 14, 2019 with support from Mahone Bay and Area Lions Club (provided free hot dogs and hamburgers to attendees)
<b>10</b>	<b>Centennial - Infrastructure</b>	Infrastructure Decoration call for proposals received one submission - deadline has been extended to October 1st. Waiting for feedback from schools. Work on bandstand has commenced. Heritage mural painting has begun
<b>11</b>	<b>Centennial -ongoing</b>	Collection of photos of Mahone Bay Mayors continuing; work on centennial book continuing; 1919 minutes being added to website on a regular basis; Centennial Tree Planting September 25th; renewed publicity of 100 Trees: 100 Years initiative with the end of summer dry spell



12	Economic Development	Community asset map discussions held with province of NS and various service providers to identify how such a resource might be used in Lunenburg County
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By-law and Policy Review - Sept 26, 2019 (Next Update Oct. 24, 2019)			
1	Solid Waste By-law	Target	Draft Amendments presented to Council Sept 10, 2019; first reading scheduled Sept. 26, 2019
		26-Sep-19	
2	Outdoor Burning By-law	Target	Currently under review at staff level and with Fire Department
		08-Oct-19	
3	Flag-Flying Policy	Target	As per Council's direction, Sept. 10, 2019.
		24-Oct-19	
4	Heritage Property By-law	Target	Proposed for discussion at October 2019 meeting of Heritage Advisory Committee.
		12-Nov-19	
5	Temporary Vending By-law and Policy	Target 28-Nov-19	Pending discussion at Council and with Business community in the fall of 2019.
6	Public Engagement Policy	Target	As per Council's Strategic Plan.
		28-Nov-19	
7	Land-Use By-law and Municipal Planning Strategy	Full Plan Review anticipated to begin January 2020 with award of consultant contract by Council.	
PRESENTED FOR COUNCIL DIRECTION			

Service Statistics - Sept 26, 2019 (Next Update Oct. 24, 2019)				
1	Parking Enforcement (tickets issued)	July - Aug, 2019	9	YTD: -
		Notes: 9 parking tickets issued in July and August, 2019.		
2	Police Services (founded & SUI occurrences)	Apr-Jun 2019	98	YTD: 98
		Notes: 2019-20 Q2 statistics will be available in Oct, 2019.		
3	Traffic (Speed Signage)	Jun, 2019 - Jul, 2019	<u>237 Edgewater St.</u> Av. Speed 57 / 50 Kph Jun Av.Speed 55 / 50 Kph Jul	<u>164 Main St.</u> Av. Speed 57 / 50 Kph Jun Av. Speed 57 / 50 Kph Jul
		Aug, 2019	<u>164 Clearway St.</u> Av. Speed 47 / 50 Kph Aug	<u>824 Main St.</u> Av. Speed 52 / 50 Kph Aug

4	Solid Waste (Tonage)	April, 2019	109.93	YTD: 552.63
		Notes: Recyclables = 15.46; Organics = 21.64; Garbage/Other = 63.72; Cardboard = 9.11		
5	CodeRED (Registrations)	Sept. 3, 2019	Residential: 93; Business: 9; Email: 58; Text: 68	
		Sept. 16, 2019	Residential: 164; Business: 66; Email: 142; Text: 168	
MORE TO COME				

Total Responses: 58		Web Link: 3	Facebook: 55		
Where do you look for information?	Town Website		13.79%	8	
	Mayor's Newsletter		20.69%	12	
	Town Hall		0%	0	
	Bulletin Board at Post Office		1.72%	1	
	Facebook		60.34%	35	
Which engagement method do you think would be most likely to reach you?	Online Survey		87.93%	51	
	Phone Survey		0%	0	
	Door to Door		6.90%	4	
	A Public Meeting		1.72%	1	
How important is it to you to share your opinion on future activities of the Town?	Very important to me		44.83%	26	
	Somewhat important to me		46.55%	27	
	Not very important to me		8.62%	5	
The Town provides a variety of services; based on your level of interest, please rank the following according to your level of interest in participating in consultation, with #1 as the most important to you.	Electrical generation and distribution system	#1	28%	14	
	Recreational facilities, trails, green spaces & cemeteries	#1	22.92%	11	
	Water treatment and distribution system	#1	17.39%	8	
	Transportation infrastructure including roads and sidewalks	#1	12.50%	7	
	Equipment and vehicles, including the Fire Department	#1	8.00%	4	
	Storm-water drainage system	#1	7.84%	4	
	Buildings and facilities	#1	6.12%	3	
	Natural infrastructure	#1	5.88%	3	
	Wastewater collection and treatment system	#1	4.44%	2	



## **Town of Mahone Bay**

Staff Report

RE: Asset Management Committee Update

October 8, 2019

### **General Overview:**

The purpose of this report is to provide Council with a recommendation concerning scheduling the initial meeting of the Asset Management Committee.

### **Background:**

The Town's Committees Policy outlines the responsibilities of the Asset Management Committee, including:

- (a) Researching, critiquing and recommending a draft Asset Management Policy to Council;
- (b) Reviewing the preliminary infrastructure report asset class by asset class;
- (c) Based on current service provision and existing assets, assisting in the development of Level of Service (LOS) definitions that are clear, concise, and jargon free;
- (d) Considering appropriate levels of service, assess service delivery risks, recommend service targets to Council;
- (e) Setting clear, efficient guidelines for communications with the purpose of:
  - Providing regular progress updates to Council
  - Providing regular progress updates to the public;
- (f) Designing a public engagement strategy; and,
- (g) Researching successful practices in Asset Management when it comes to establishing priorities and achieving results in small communities.

The Mahone Bay Town Council adopted the Town's Asset Management Policy on January 8, 2019 (attached as Appendix A). The Committee will conduct an annual review of the policy prior to the end of the fiscal year and will recommend amendments to Council as necessary.

Council has appointed the members of the Asset Management Committee, including two members of Council and five members of the public. The Town has not been in communication with the public members since contacting them to confirm their appointments in January at which time they were advised they would be contacted when the committee's initial meeting had been scheduled.

### **Analysis:**

The Town has been participating in the Atlantic Infrastructure Management (AIM) Network's cohort program since the fall of 2018 with significant participation from both Council members and staff. As the focus of this program is to prepare small municipalities for the development of

their own asset management strategies, providing them with tools and support for this process, the initial meeting of the Asset Management Committee was delayed until the completion of the program. The final session of the cohort program is anticipated on November 1, 2019. Staff will incorporate materials and lessons from the program into the workplan for the Committee.

#### Initial Committee Workplan

Staff have developed an orientation plan for the committee as follows: Prior to the initial committee meeting members will receive an introductory package (Committees Policy and TOR, Asset Management Policy, additional background asset management documentation) and an infrastructure tour; the committee will spend its first two sessions (Nov and Dec) learning about the nine asset classes outlined in the Town's policy with presentations from staff including preliminary infrastructure reports where available. Council members and interested members of the public would be welcome to attend these orientation sessions as well.

From January through to June the Committee would utilize the tools and insights provided through the Town's participation in the AIM Cohort program to develop draft asset management strategies for each asset class consisting of levels of service, risk analysis, priority maps and improvement plans, for recommendation to Council. The Committee is also expected to play an advisory role with respect to the Town's asset management public engagement strategy and will review and provide feedback on planned asset management public education materials developed by staff and Skysail for recommendation to Council.

It is recommended that the Asset Management Committee begin meeting in November of 2019 with monthly meetings potentially being scheduled for the second or third Thursday of each month at Council's direction. Setting this schedule now will allow staff to provide a minimum of a month's notice to committee members, recommended given the length of time between their appointment and the initial meeting. Asset Management Committee meetings would ideally be held during or immediately following the regular Town staff workday to facilitate the attendance of relevant staff.

#### **Financial Analysis:**

There are no significant costs associated with the initial meeting of the Asset Management Committee. The Council has included funds in the 2019-20 operating budget for asset management initiatives, the status of which is reported regularly in the Report to Council.

#### **Links to Strategic Plan:**

Key Strategic Initiatives and Core Activities

##### **3.1 21<sup>st</sup> Century Infrastructure**

- Asset Management

**Recommendation:**

It is recommended:

THAT Council direct staff to contact the members of the Asset Management Committee to arrange for the committee's initial meeting in November.

**Attached for Council Review:**

- Asset Management Policy (Adopted Jan 8, 2019)

**Respectfully Submitted,**

A handwritten signature in blue ink, appearing to read 'Dylan Heide', with a long horizontal flourish extending to the right.

Dylan Heide  
Town of Mahone Bay CAO



## **Town of Mahone Bay Asset Management Policy**

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### **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 third-parties;
- Transportation systems including streets and sidewalks;
- 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:

- i. 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.



## **Town of Mahone Bay**

Staff Report

RE: Capital Investment Plan

October 8, 2019

### **General Overview:**

The purpose of this report is to provide Council with a recommendation concerning the development of a 2019-25 Capital Investment Plan.

### **Background:**

The Town is required by the NS Department of Municipal Affairs and Housing to prepare a minimum five-year Capital Investment Plan outlining long-term capital spending anticipated by the Town. In prior years the Department accepted plans submitted by staff which had not been approved by Council, but they now require councils to approve the plan prior to submission. This is a good practice as it encourages councils to take a long-term view of capital expenditures and supports the development of more comprehensive asset management strategies. Reviewing and updating the Capital Investment Plan annually in the fall of each year helps staff and Council to prepare for the upcoming annual budget process, improving budget accuracy and streamlining capital budget approvals; it also provides an opportunity for a detailed mid-year check-in on ongoing capital projects.

Relevant excerpts from the Town's 2019-20 budget (approved by Council May 14, 2019) and 2016-22 Capital Investment Plan are attached as Appendix A to this report. There have also been updates since May 14, which are reported to Council each month as a part of the regular Report to Council (excerpt from Sept. 26 report attached as Appendix B); there have been additional updates from Council's Sept. 26<sup>th</sup> meeting which will be reflected in the next Report to Council (Oct. 24, 2019).

### **Analysis:**

Staff recommend that Council schedule a special meeting for the purpose of developing a 2019-25 Capital Investment Plan. This meeting would provide Council the opportunity to receive and review additional updates from staff including a proposed draft 2019-25 plan, bringing the 2016-22 Capital Investment Plan and the 2019-20 budget into alignment. Council would then discuss and provide direction to staff to amend the plan as necessary prior to approval and submission to Municipal Affairs. This plan, once approved by Council, would also be used to inform the development of asset management strategies for Town infrastructure.

It is proposed that the special session be scheduled for late October (Oct. 28<sup>th</sup>, 29<sup>th</sup>, and 30<sup>th</sup> are recommended dates), dependent on Council availability. Staff will send out a meeting package in advance of the session as usual.

**Financial Analysis:**

See appendices for budget information. Additional long-term financial analysis will be provided in the special meeting package.

**Links to Strategic Plan:**

Key Strategic Initiatives and Core Activities

**3.1 21<sup>st</sup> Century Infrastructure**

- Asset Management

**Recommendation:**

It is recommended:

THAT Council schedule special meeting to discuss the development of a 2019-25 Capital Investment Plan.

**Attached for Council Review:**

- 2019-20 Budget / 2016-22 Capital Investment Plan Excerpts
- Sept 26, 2019 Council Report Excerpt

**Respectfully Submitted,**



Dylan Heide  
Town of Mahone Bay CAO

## Excerpts from 2019-20 Budget - Approved May 14, 2019

### TOWN OF MAHONE BAY CAPITAL BUDGETS 2019/20

#### Source of Funding which is used for Captial & Other Expenditures

	<b>BUDGET</b>	
Infrastructure Charges (\$265 per unit)	\$224,950	
2019/20 Deed Transfer Tax (1.25%)	\$100,000	
2019/20 Gas Tax	\$155,000	Doubled for 2019-20 only as per federal budget
Dividend from AREA	\$183,000	
Outside Fire Tax Revenue	\$42,500	
<b>Total Capital Revenue Available</b>	<b>\$705,450</b>	
<b>Less:</b>		
Principal Debt Charges (Town )	\$127,300	
Contribution To Fire Reserve	\$57,500	
Contribution to Town Equipment Reserve	\$17,000	
Contribution to Town Operating Reserve	\$0	Proposing \$100,000 to operating reserve per year
Contribution to Water Utility Levy	\$25,000	
<b>Total Transfers/Debt Charges</b>	<b>\$226,800</b>	
<b>Funds Available to Fund Capital Projects</b>	<b>\$478,650</b>	To capital reserve

## 2019/20 Capital Budget

	<u>2019-20</u>	<u>2020-21</u>	<u>External</u> <u>(projected)</u>	<u>Source of Own Funds</u>
Bandstand	\$29,250			capital res
Double Chip Seal - Clearland Road	\$50,000			gas tax
New Bunker Gear - Fire Department	\$10,000			fire eq reserve
SCBA Packs/Tanks	\$45,000		\$20,000	fire eq reserve
New Sewer Services	\$10,000			capital res
Replace Pumps - Lift Station #3	\$10,000			capital res
Town Hall Repairs	\$100,000			capital res
Ballfield Backstop (\$5,000 additional - communities, culture and heritage?)	\$15,000		\$5,000	capital res
Flail Mower	\$6,000			eq reserve
Repair/Replace Fire Station	\$346,500	\$3,118,500		BORROWING
	\$51,200			capital res
ICIP - Project #1 (Town General Portion)	\$272,646	\$2,339,688	\$1,924,305	BORROWING
ICIP - Project #2 (Town General Portion)	\$120,672		\$97,255	BORROWING
Shoreline Project	\$349,800	\$3,148,200	\$3,253,140	BORROWING
	<b>\$1,416,068</b>	<b>\$8,606,388</b>	<b>\$5,299,700</b>	
<b>Water Utility</b>				
Pumphouse Upgrades - Generator	\$40,000			Water Reserve
New Water Services	\$5,000			Water Fund
Gate Valves	\$6,000			Water Reserve
Clearwell Cleaning/Inspection	\$13,000			Water Reserve
Cutout Access To Water Transmission Line	\$10,000			Water Reserve
New Water Meters	\$3,000			Water Fund
Water Rate Study	\$8,000			Water Fund
Water Pump Rehabilitation/Replacement	\$25,000			Water Reserve
Replace Raw Pumps & Spare - WTP	\$8,000			Water Reserve
Pumphouse Upgrades - Door/Window/Well Cover	\$5,000			Water Reserve
Transisition Radio Telemetry - WTP	\$25,000			Water Reserve
ICIP - Project #1 (Water Utility Portion)	\$169,056	\$1,450,744	\$1,179,119	BORROWING
ICIP - Project #2 (Water Utility Portion)	\$1,218,100		\$884,465	BORROWING
	<b>\$1,535,156</b>	<b>\$1,450,744</b>	<b>\$2,063,584</b>	
<b>Electric Utility</b>				
New Digital Meters	\$6,500			Electric Reserve
New Street Lights	\$5,000			Electric Reserve
New Line Truck	\$270,000		\$135,000	Electric Fund
Line/Pole Replacements	\$20,000			Electric Reserve
	<b>\$301,500</b>		<b>\$135,000</b>	

**BORROWING FOR FIRE STATION, SHORELINE, ICIP (W/WW) ONLY**

**TOWN OF MAHONE BAY DRAFT 5 YEAR CAPITAL PLAN 2016-2022**

			TOTAL					
#	Capital Project	Description	5 YR COST	2018	2019	2020	2021	2022
1	Council Laptops	Council Laptops	15,000					15,000
2	Town Hall Furnishings/Equipment	Council Chambers Floor & Desks	10,000				10,000	
3	Town Office Furnishings/Equipment	Town Office Furnishings/Equipment	5,000			5,000		
4	Fire Station Improvement	Replace or Improvements Fire Station	2,500,000		2,500,000			
5	New Facilities Detailed Design	New Facilities Detailed Design (Several Options)	50,000	50,000				
6	Parking Improvements Fire Hall	Parking Improvements Fire Hall	90,000			90,000		
7	Fire Fighting Equipment	Bunker Gear	50,000	10,000	10,000	10,000	10,000	10,000
8	Fire Hall -Casade System	Cascade Air System -Fire Hall	40,000					40,000
9	Waste Receptable	3 Stream Receptable (New Playground)	3,000	3,000				
10	Fire Vehicles	Capital Improvements - Vehicles	50,000		25,000			25,000
11	New Fire Vehice	New Fire Vehice	600,000			600,000		
12	1/2 Ton Pick-up Truck	1/2 Ton Pick-up Truck	30,000	30,000				
13	Front End Loader	Front End Loader	80,000		80,000			
14	International Dump Truck with Plow	International Dump Truck with Plow	160,000					160,000
15	New Van or Utility Truck	Water Utility Van	40,000					40,000
16	Public Works Equipment	Town Machinery & Equipment	10,000			10,000		
17	Sidewalk Plow - & Attachments	Sidewalk Plow - & Attachments	100,000	100,000				
18	Public Works Garage/Office	Renovate Fire Hall	250,000		250,000			
19	Sand Storage Shed	Winter Maintenance/Sand	40,000		40,000			
20	Double Chip Seal Clearland Rd	Double Chip Seal Clearland Rd	70,000		35,000		35,000	
21	Paving Mainstreet Edgewater to Sewage Treatment Plant Rd	Paving Mainstreet Edgewater to Sewage Treatment Plant Rd	350,000				350,000	
22	Sidewalk Fairmont Street	Sidewalk Fairmont Strret	80,000			80,000		
23	New/Replace Various Culverts	New/Replace Various Culverts	30,000	10,000		10,000		10,000
24	Sidewalk -Fauxburg Main to Pleasant Guard Rail Curve Correction Hawthorn	Sidewalk -Fauxburg Main to Pleasant	125,000				125,000	
25	Hill	Guard Rail Curve Correction Hawthorn Hill	20,000				20,000	
26	Watershed Protection Study -Hwy 3	Watershed Protection Study -Hwy 3	20,000		20,000			
27	Land Purchase Watershed	Land Purchase Watershed	40,000			40,000		
28	New Water Services	New Water Services	23,000	5,000	5,000	5,000	5,000	3,000
29	CutOut Access to Water transmission Line	CutOut Access to Water transmission Line	10,000		10,000			
30	Water-Trasmission Line	Replace Transmission Main -Lake to Treatment plant	500,000					500,000
31	WTP Upgrades Controls & Redundancy	WTP Controls & Insulation	15,000		15,000			
32	Gate Valves	Gate Valve Replacement Program	24,000		6,000	6,000	6,000	6,000
33	Hydrant Replacements	Hydrant Replacements	10,000			5,000		5,000
34	Mainstreet Watermain Replacement Edgewater to Sewage Treatment Plant Rd	Mainstreet Watermain Replacement Edgewater to Sewage Treatment Plant Rd	550,000				550,000	
35	Mainstreet Watermain Replacement Longhill to Edgewater	Mainstreet Watermain Replacement Longhill to Edgewater	400,000					400,000
36	New Water Meters	New Water Meters	6,000		3,000		3,000	
37	Pump House Back up Generator	Back-up Generator Pumphouse	50,000	50,000				
38	Water Rate Study	Water Rate Study	8,000		8,000			
39	Mainstreet Sewer main Replacement Longhill to Edgewater	Mainstreet Sewer main Replacement Longhill to Edgewater	400,000				400,000	
40	Mainstreet Sewer main Replacement Zwicker Lane to Longhill Rdr	Mainstreet Sewer main Replacement Mahone In to Longhill Rdr	175,000			175,000		
41	New Sewer Services	New Sewer Services	40,000		10,000	10,000	10,000	10,000
42	Swimming Pool Improvement	Liner/Ground Work	30,000	30,000				
43	Pipe Locator & Camera	Pipe Locator & Camera	14,000			14,000		
44	Sewer Main Extension(to Town Limits) Water Pal System Replace Filter	Sewer Main Street to end of Town Limits	350,000		350,000			
45	Modules	Water Pal System Replace Filter Modules	60,000	12,000	12,000	12,000	12,000	12,000
46	Sewer Lift Station	Replace Pumps Station #2	20,000			10,000		10,000
47	Sewer Lift Station	Replace Pumps Station #3	10,000		10,000			

TOWN OF MAHONE BAY DRAFT 5 YEAR CAPITAL PLAN 2016-2022								
			TOTAL					
#	Capital Project	Description	5 YR COST	2018	2019	2020	2021	2022
48	Sewer Lift Station	Replace Pump Station#1	40,000				40,000	
49	Drainage Fauxburg Road	Drainage Fauxburg Road	50,000		50,000			
50	Drainage Main Street	Drainage Main Street	75,000			75,000		
	Engineering Various StormWater/Sewer Projects							
51	Projects	Engineering Various StormWater/Sewer Projects	20,000			10,000	10,000	
52	Storm Water Drainage RPS	Storm Water Drainage RPS	20,000				20,000	
53	Storm Water Separator	Pleasant St ,Main , Fairmont Streets	200,000			100,000		100,000
54	Sea Wall Development	Harbour - Climate Change	500,000			500,000		
55	Boardwalk	Along Harbour	400,000			400,000		
56	Bandstand Repair	Capital Improvement - Bandstand	14,000	14,000				
57	Walking Bridge	Irving to Bandstand	250,000			250,000		
58	Breakwater Repairs	Breakwater Repairs	8,500		8,500			
	Drilled Well Visitor Information Centre Edgewater St							
59	Edgewater St	Drilled Well Visitor Information Centre Edgewater St	12,000				12,000	
	Enlarge Comfort Station Wharf::additional toilets, additional shower; laundry facilities							
60	Enlarge Comfort Station Wharf::additional toilets, additional shower; laundry facilities	Enlarge Comfort Station Wharf::additional toilets, additional shower; laundry facilities	100,000				100,000	
	Replace Floating Wharfs and Gangway Shoreline Edgewater Sea Level Rise							
61	Replace Floating Wharfs and Gangway Shoreline Edgewater Sea Level Rise	Replace Floating Wharfs and Gangway	30,000			30,000		
62	Protection	Shoreline Edgewater Sea Level Rise Protection	1,500,000		100,000			1,400,000
63	Wharf Repairs	Wharf Repairs	335,000		35,000		300,000	
64	Ballfield Backstop	Replace Ballfield Backstop	10,000		10,000			
65	Leaf Blower	Leaf Blower	8,000			8,000		
	Picnic tables/benches throughout town/bike racks							
66	town/bike racks	Walkway enhancement for seniors	10,000		5,000		5,000	
67	Playground Equipment	Parks & Playgrounds	22,000				22,000	
68	Seniors Agility Park	Seniors Agility Park	50,000			50,000		
69	Electric Line Replacements	Pole, Line Replacements	108,000	18,000	20,000	20,000	20,000	30,000
70	Line Truck (small)	Line Truck (small)	150,000		150,000			
71	New Electric Meters (Digital)	New Electric Meters (Digital)	46,000	20,000	6,500	6,500	6,500	6,500
72	New Street Lights	New Street Lights (LED)	13,000	3,000	5,000			5,000
73	Replace Reclosurers-Substation	Replace Re-closers Substation	12,000				12,000	
74	Transformers	Transformers	43,905	33,905		5,000		5,000
75	Misc. Tools (Electric Utility)	Misc. Tools (Electric Utility)	10,000	10,000				
76	Various Capital Line Work	Various Capital Line Work	10,000	10,000				
77	Wood Chipper-Electric Utility	Wood Chipper - Electric Utility	40,000		40,000			
	Main Street Water Main Replacement Longhill Road to ~23 Main Street							
78	Main Street Water Main Replacement Longhill Road to ~23 Main Street	Replace existing CI and 2" line with PVC	300,000			300,000		
79	Vacuum Truck	Water/Sewer Vac Truck	300,000		300,000			
80	Corrosion Coating	Chemical Room Floor WTP	10,000			10,000		
81	Automatic Flushers	Deadend Flushing - System Extremities	30,000			15,000	15,000	
82	Pumphouse	Replace Raw Pumps + Spare	10,500		3,500	3,500	3,500	
83	Pumphouse Upgrades	Replace door, window, wet well cover	5,000		5,000			
84	Air Conditioning Unit	WTP Production Floor	5,000		5,000			
	Transition Radio Telemetry at WTP							
85	Transition Radio Telemetry at WTP	Move antenna from metal tower to new pole and RTU from old WTP to current WTP	25,000		25,000			
86	Tree replacement program	Tree replacement program	5,000	1,000	1,000	1,000	1,000	1,000
87	Splash Pad	Splash Pad	100,000			100,000		
88	10 BENCHES	10 BENCHES	8,000		4,000	4,000		
89	5 covered picnic tables	5 covered picnic tables	5,000		5,000			
90	Signage	Re Trails, Jubilee Park, Tot Lot Town Wharf etc	2,000		2,000			
91	Town Hall Repairs	Make repairs suggested in Inspection Report	200,000		200,000			
			12,445,905	409,905	4,369,500	2,970,000	2,103,000	2,793,500

## 2019-20 Budget - Capital Projects - September 26, 2019

### Town General

1	Bandstand Rehabilitation	\$60,000	\$16,717.04	<div><div></div></div>	25%
		Notes: Contract tendered; work to begin on site late July. Report to Council Sept. 26, 2019.			
2	Double Chip Seal - Clearland Road	\$50,000	\$0.00	<div><div></div></div>	25%
		Notes: Tender issued, two bids received. Report to Council Sept. 26, 2019.			
3	New Bunker Gear - Fire Department	\$10,000	\$0.00	<div><div></div><div></div><div></div></div>	75%
		Notes: PO has been issued and EQ will be purchased shortly.			
4	SCBA Packs/Tanks	\$45,000	\$62,837.00	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<div></div>
		Notes: Emergency Services Provider Fund grant not received. The \$18,000 will be taken from the FD Equipment Reserve with the intent to reapply for the Grant next year for other purchases.			
5	New Sewer Services	\$10,000	\$1,015.00	<div><div></div></div>	25%
		Notes: 1 New Hookup to date.			
6	Replace Pumps - Lift Station #3	\$10,000	\$19,015.00	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<div></div>
		Notes: Pump 3 has been repaired as included in Budget. However, during the same time Pump 1 failed resulting in an emergency repair required. This resulted in the budget overage.			
7	Town Hall Repairs	\$100,000	\$0.00	Not Yet Begun	
		Notes: RFP under development.			
8	Ballfield Backstop	\$15,000	\$0.00	Not Yet Begun	
		Notes: Report to Council anticipated Oct. 8, 2019.			
9	Flail Mower	\$6,000	\$5,057.87	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	<div></div>
		Purchased			
10	Repair/Replace Fire Station (Design Phase)	\$346,500	\$0.00	<div><div></div></div>	25%
		Notes: Public consultation anticipated Oct-Dec, 2019; consultants engaged.			
11	ICIP - Project #1 (Town General Portion)	\$272,646	\$0.00	Not Yet Begun	
		Notes: ICIP funding applied for.			
12	ICIP - Project #2 (Town General Portion)	\$120,672	\$0.00	Not Yet Begun	
		Notes: ICIP funding applied for.			



13	Shoreline Project	\$349,800	\$0.00	Not Yet Begun
		Notes: Public consultation anticipated, Nov - Feb 2019; consultants engaged.		
14	New Storage Container	\$6,000	\$0.00	Not Yet Begun
		Notes: Council approved the addition of this item at the September 10 meeting of Council on the recommendation of the Director of Operations.		
Water Utility				
1	Pumphouse Upgrades - Generator	\$75,000	\$2,310.87	<div><div></div></div> 25%
		Notes: Budget increased to \$75,000 by Council on July 9, 2019. Tendered.		
2	New Water Services	\$5,000	\$1,015.00	<div><div></div></div> 25%
		Notes: 1 New Hookup to date.		
3	Gate Valves	\$6,000	\$0.00	Not Yet Begun
		Notes: None.		
4	Clearwell Cleaning/Inspection	\$13,000	\$0.00	Not Yet Begun
		Notes: None.		
5	Cutout Access To Water Transmission Line	\$10,000	\$0.00	Not Yet Begun
		Notes: None.		
6	New Water Meters	\$3,000	\$1,983.73	<div><div></div></div> 25%
		Notes: As required.		
7	Water Rate Study	\$8,000	\$5,973.40	<div><div></div><div></div><div></div></div> 75%
		Notes: Study completed, NSUARB hearing took place August 22, 2019, currently awaiting decision.		
8	Pump Rehabilitation / Replacement	\$25,000	\$0.00	Not Yet Begun
		Notes: None.		
9	Replace Raw Pumps & Spare - WTP	\$8,000	\$0.00	Not Yet Begun
		Notes: None.		
10	Pumphouse Upgrades - Door/Window/Well Cover	\$5,000	\$0.00	Not Yet Begun
		Notes: None.		
11	Transission Radio Telemetry - WTP	\$25,000	\$0.00	Not Yet Begun
		Notes: None.		
12	ICIP - Project #1 (Water Utility Portion)	\$169,056	\$0.00	Not Yet Begun
		Notes: See above.		

13	ICIP - Project #2 (Water Utility Portion)	\$1,218,100	\$0.00	Not Yet Begun	
		Notes: See above.			
Electric Utility					
1	New Digital Meters	\$6,500	\$0.00	Not Yet Begun	
		Notes: As required.			
2	New Street Lights	\$5,000	\$0.00	Not Yet Begun	
		Notes: As required.			
3	New Line Truck	\$270,000	\$17,358.00	<div><div></div><div></div><div></div><div></div></div>	75%
		Notes: New Utility Truck is currently on site and being used by the Electric Utility on a lease. Utility is already seeing benefits of the new truck and is expected to move forward with the purchase in the next few months. The expense shown for this line is for 1 months lease payment (which we will receive partial credit for if we purchase the truck) along with the tools require to outfit the new vehicle.			
4	Line/Pole Replacements	\$20,000	\$3,300.00	<div><div></div><div></div><div></div><div></div></div>	25%
		Notes: Some replacement work has been completed			



## **Town of Mahone Bay**

Staff Report

RE: Christmas Holidays 2019

October 8, 2019

### **General Overview:**

The purpose of this report is to provide Council with a recommendation concerning Town Hall office hours during the 2019 Christmas holiday.

### **Background:**

Traditionally the Mahone Bay Town Hall closes to the public at noon on Christmas Eve, remaining closed Christmas day and Boxing Day and closing again on New Year's Day. In 2019 this will mean closing at noon on Tuesday, December 24<sup>th</sup>, remaining closed through Wednesday, December 25<sup>th</sup> and Thursday, December 26<sup>th</sup>. The office would also be closed on Wednesday, January 1<sup>st</sup>, 2020.

Front office staff report very little business during the period between Christmas and New Year's with visitors numbering in the single digits. This slow period is common among municipalities and as a result closing the office to the public for this period is the current practice of most municipalities in Lunenburg County and around the province, including the Town of Bridgewater and the Municipality of the District of Lunenburg.

### **Analysis:**

After discussions with staff, it is recommended that Council approve closing the office to the public between Christmas and New Year's, allowing administration and finance staff to use vacation days without the necessity to ensure sufficient staff to cover the front desk for the public. Though the office would be closed to the public during this period these additional days of closure are not considered holidays. Public Works and utilities staff may also use vacation days and lieu time during this period however a minimum complement must be maintained (as usual). Closing the office for the period between Christmas and New Year's 2019-20 would mean three additional days of closure beyond the standard holiday closures (Dec 27, 30, 31).

### **Financial Analysis:**

There are no significant costs or savings to the Town anticipated as a result of closing the office between Christmas and New Year's.

**Links to Strategic Plan:**

Key Strategic Initiatives and Core Activities

**3.1 21<sup>st</sup> Century Infrastructure**

- Optimize operations structure for efficient delivery of services

**Recommendation:**

It is recommended:

THAT Council direct staff to close the Town office to the public on Dec 27, 30, and 31, 2019.

**Attached for Council Review:**

None

**Respectfully Submitted,**



Dylan Heide  
Town of Mahone Bay CAO



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The Regular Meeting of the Cemetery Committee for the Town of Mahone Bay was held on Monday, September 16, 2019 at 3:00 p.m. in Council Chambers.

**Present:**

Councillor J. Bain (chair)  
Mayor D. Devenne  
Councillor J. Feeney  
B. Morse  
D. MacKenzie, DOO  
D. Heide, CAO

**Regrets:**

B. Veinotte  
L. Wentzell, MoF

**Gallery:** 0

**Agenda**

A motion by Councillor Feeney, seconded by Mr. Morse, **“THAT the agenda be approved as presented.”**

**Motion carried.**

**Minutes**

A motion by Councillor Feeney, seconded by Mayor Devenne, **“THAT the minutes of the June 17, 2019 Cemetery Committee meeting be approved as circulated.”**

**Motion carried.**

**Business Arising from the Minutes**

**1) Park Cemetery Trees**

Chair Bain introduced discussion of trees which have grown up on the expansion area of the Park Cemetery. Committee members agreed they were pleased to support an initiative with the Talking Trees group to give these saplings away to the public, encouraging re-planting in town as a part of the centennial tree planting campaign.

## **2) Presentation of Certificates**

Mayor Devenne presented certificates to the Bayview Cemetery mapping project volunteers, who received the appreciation of all members for their hard work to make the project a reality, along with Town and Municipality of Chester staff.

## **New Business**

### **3) Cemetery Map**

Chair Bain referenced the historic paper cemetery plot map still in use by the Town, suggesting it be preserved as an historical artifact, being replaced with an electronic version. Staff will investigate options in this regard.

Meeting adjourned upon motion at 3:16 p.m.

**TOWN OF MAHONE BAY**

**TOWN OF MAHONE BAY**

Town Clerk, Maureen Hughes

Councillor John Bain, Chair

## **AUDIT & FINANCE COMMITTEE**

The regular meeting of the Town of Mahone Bay Audit Committee was held on Thursday, September 19<sup>th</sup>, 2019 at 7:00 p.m.

### **Present:**

Deputy Mayor Nauss (Chairing)  
Councillor P. Carver  
Councillor R. Nowe  
Councillor C. O'Neill  
Councillor J. Bain  
Councillor J. Feeney  
S. Veinotte  
B. Lewis  
CAO D. Heide (Secretary)  
Manager of Finance L. Wentzell

### **Regrets:**

Mayor D. Devenne

### **Guests:**

J. Sabean (Deloitte)

### **Gallery:**

None

Deputy Mayor Nauss called the meeting to order, informing the Committee that Mayor Devenne had requested the Deputy Mayor chair the meeting in his absence.

### **Agenda**

#### **Bain – Carver**

THAT the Committee approve the agenda for September 19<sup>th</sup>, 2019 as presented.

**CARRIED**

### **Minutes**

#### **Nowe – Feeney**

THAT the Committee approve minutes from July 11<sup>th</sup>, 2019 as presented.

**CARRIED**

Those present introduced themselves.

### **Business Arising from July 11 Minutes**

There was no business arising.

### **2018-19 Audit: Presentation of Draft Statements**

Mr. Sabeau, representing the Town's municipal auditor Deloitte, presented the draft 2018-19 water utility, electric utility and consolidated financial statements for the consideration of the Committee.

Committee members discussed the inclusion / non-inclusion of budget numbers in financial statements and agreed that quarterly and regular year-to-date budget reports from Town staff better serve the function of updating Council and Committee members on budget implementation / accuracy and that the Committee would in the future make recommendations to improve these reports if needed.

#### **O'Neill - Bain**

That the Committee recommend to Council that Council approve the 2018-19 Water Utility financial statements as presented.

**CARRIED**

#### **Feeney – Veinotte**

That the Committee recommend to Council that Council approve the 2018-19 Electric Utility financial statements as presented.

**CARRIED**

#### **Lewis – Nowe**

That the Committee recommend to Council that Council approve the 2018-19 Consolidated financial statements as presented.

**CARRIED**

### **Adjournment**

Adjourned on motion at 8:33 PM.



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# Financial statements of Town of Mahone Bay Electric Utility

March 31, 2019

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## Independent Auditor's Report

To His Worship the Mayor and Members of  
the Council of the Town of Mahone Bay

### Opinion

We have audited the financial statements of the Town of Mahone Bay Electric Utility (the "Utility"), which comprise the statements of financial position as at March 31, 2019 and the statements of financial operations, cash flows and investment in capital assets for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Utility as at March 31, 2019, and the results of its operations for the year then ended in accordance with the accounting principles prescribed for Nova Scotia electric utilities by the Nova Scotia Utility and Review Board (the "Financial Reporting Framework").

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Utility in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist the Utility in complying with the financial reporting requirements of Nova Scotia electric utilities. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Financial Reporting Framework, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Utility's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Utility or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Utility's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Utility's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Utility's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Utility to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

(To be signed Deloitte LLP)

Chartered Professional Accountants  
[Report date]

**Town of Mahone Bay Electric Utility**  
**Statement of financial position – operating fund**  
As at March 31, 2019

	Notes	<b>2019</b>	2018
		<b>\$</b>	<b>\$</b>
<b>Assets</b>			
Cash		<b>550</b>	550
Rates receivable [net of allowance for doubtful accounts of \$22,600 (2018 - \$26,300)]		<b>363,302</b>	364,194
Prepaid expenses		<b>90,988</b>	101,763
Other receivables		<b>13,994</b>	6,588
Due from General Operating Fund	2	<b>199,329</b>	299,239
Due from Electric Utility Capital Fund		<b>44,915</b>	34,542
Inventory (at cost)		<b>57,299</b>	74,895
		<b>770,377</b>	881,771
<b>Liabilities</b>			
Accounts payable and accrued liabilities		<b>175,776</b>	336,183
Customer deposits		<b>37,156</b>	33,331
Due to Water Utility Operating Fund	2	<b>171,401</b>	151,391
		<b>384,333</b>	520,905
<b>Net Assets</b>			
Surplus		<b>386,044</b>	360,866
		<b>770,377</b>	881,771

The accompanying notes are an integral part of the financial statements.

Approved by the Council

\_\_\_\_\_, Mayor

\_\_\_\_\_, Clerk

**Town of Mahone Bay Electric Utility**  
**Statement of financial position – capital fund**  
As at March 31, 2019

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	<b>2019</b>	2018
	\$	\$
<b>Assets</b>		
Cash	<b>83,358</b>	81,841
Utility, plant and equipment (Schedule 1)	<b>1,481,452</b>	1,387,139
	<b>1,564,810</b>	1,468,980
<b>Liabilities</b>		
Due to Electric Utility Operating Fund	<b>44,915</b>	34,542
Accumulated allowance for depreciation	<b>537,343</b>	502,069
	<b>582,258</b>	536,611
<b>Net Assets</b>		
Investment in capital assets	<b>982,552</b>	932,369
	<b>1,564,810</b>	1,468,980

The accompanying notes are an integral part of the financial statements.

Approved by the Council

\_\_\_\_\_, Mayor

\_\_\_\_\_, Clerk

**Town of Mahone Bay Electric Utility****Statement of financial operations**

Year ended March 31, 2019

	<b>Budgeted</b>	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>(Unaudited)</b>		
<b>Operating revenue</b>			
Domestic sales	<b>947,900</b>	<b>1,058,583</b>	965,300
Power, demand sales	<b>767,900</b>	<b>767,118</b>	762,861
Street lighting	<b>44,000</b>	<b>46,233</b>	67,939
Commercial sales	<b>70,700</b>	<b>99,939</b>	87,323
Sundry	<b>49,900</b>	<b>52,256</b>	45,091
Interest on overdue accounts	<b>5,000</b>	<b>4,249</b>	4,174
	<b>1,885,400</b>	<b>2,028,378</b>	1,932,688
<b>Non-operating revenue</b>			
Other	<b>15,000</b>	<b>19,287</b>	17,566
Total revenue	<b>1,900,400</b>	<b>2,047,665</b>	1,950,254
<b>Operating expenditures</b>			
Power purchased	<b>1,509,560</b>	<b>1,602,094</b>	1,534,299
Administration	<b>151,689</b>	<b>165,217</b>	177,864
Transmission and distribution			
Salaries	<b>105,590</b>	<b>99,913</b>	116,321
Operating and maintenance	<b>82,550</b>	<b>70,532</b>	74,273
Depreciation	<b>37,000</b>	<b>35,274</b>	33,606
	<b>1,886,389</b>	<b>1,973,030</b>	1,936,363
<b>Non-operating expenditures</b>			
Interest expense	<b>500</b>	<b>792</b>	355
Capital out of revenue	<b>—</b>	<b>48,665</b>	—
	<b>500</b>	<b>49,457</b>	355
Total expenditures	<b>1,886,889</b>	<b>2,022,487</b>	1,936,718
Excess of revenue over expenditures	<b>13,511</b>	<b>25,178</b>	13,536
Surplus, beginning of year	<b>360,866</b>	<b>360,866</b>	347,330
<b>Surplus, end of year</b>	<b>374,377</b>	<b>386,044</b>	360,866

The accompanying notes are an integral part of the financial statements.

# Town of Mahone Bay Electric Utility

## Statement of cash flows

Year ended March 31, 2019

	Notes	2019	2018
		\$	\$
<b>Operating Activities</b>			
Excess of revenue over expenditures		25,178	13,536
Item not affecting cash			
Depreciation		35,274	33,606
Capital out of revenue		48,665	—
		109,117	47,142
Change in non-cash operating working capital items	3	(134,725)	71,671
		(25,608)	118,813
<b>Investing Activities</b>			
Purchase of utility, plant and equipment		(94,313)	(68,148)
Transfers from (to) General Operating Fund		99,910	(89,825)
		5,597	(157,973)
<b>Financing Activities</b>			
Interest income on depreciation fund		1,518	1,025
Transfers from Water Utility Operating Fund		20,010	8,230
		21,528	9,255
Net decrease in cash		1,517	(29,905)
Cash, beginning of year		82,391	112,296
<b>Cash, end of year</b>		<b>83,908</b>	<b>82,391</b>
<b>Cash comprised of:</b>			
Cash - operating fund		550	550
Cash - capital fund		83,358	81,841
		<b>83,908</b>	<b>82,391</b>

The accompanying notes are an integral part of the financial statements.



**Town of Mahone Bay Electric Utility**  
**Statement of investment in capital assets**  
Year ended March 31, 2019

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	<b>2019</b>	2018
	<b>\$</b>	\$
Investment in capital assets, beginning of year	<b>932,369</b>	931,344
Add: interest income on depreciation fund	<b>1,518</b>	1,025
Add: transfer from Electric Utility Operating Fund	<b>48,665</b>	—
Investment in capital assets, end of year	<b>982,552</b>	932,369

The accompanying notes are an integral part of the financial statements.

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## 1. Accounting policies

### *Basis of accounting*

These financial statements have been prepared to conform in all material respects to the accounting principles prescribed for Nova Scotia electric utilities by the Nova Scotia Utility and Review Board (the "NSURB") and are intended for the use of Council of the Town of Mahone Bay ("Council"), Service Nova Scotia and Municipal Relations, and the NSURB.

The basis of accounting used in these financial statements differs materially from Canadian Public Sector Accounting Standards ("PSAS") as prescribed by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada ("CPA"). PSAS requires that Government Business Enterprises ("GBE") use PSAS for business set out in the CPA Handbook. The significant differences from PSAS are described below. PSAS requires that:

- Accumulated allowance for depreciation be netted against utility, plant and equipment and presented within assets, rather than as a liability;
- Revenue and expenditures be recorded on a full accrual basis;
- Depreciation funds reported as part of the capital fund should be reported as part of the reserve fund;
- Revenues and expenditures exclude inter-fund transfers; and
- Financial statements are to be presented in accordance with PS 1201, "financial statement presentation".

Other significant accounting policies are as follows:

### *Allowance for doubtful accounts*

A valuation allowance is provided for estimated losses that will be incurred in collecting outstanding receivables.

### *Utility, plant and equipment*

The utility, plant and equipment is carried at cost and depreciation is provided on the straight-line basis at rates specified by the NSURB. Interest earned on funds in the depreciation account are taken into income of the depreciation fund. Funds equal to the amount of depreciation charged during the year are to be set aside to be used for future extensions or repairs of the utility, plant and equipment as approved by the NSURB.

	<b>2019</b>	2018
	<b>\$</b>	\$
Required depreciation fund cash, beginning of year	<b>47,299</b>	80,816
Add: interest income on depreciation fund	<b>1,518</b>	1,025
Add: depreciation expense	<b>35,274</b>	33,606
Less: capital expenditures from depreciation fund (Note 4)	<b>(45,648)</b>	(68,148)
Required depreciation fund cash, end of year	<b>38,443</b>	47,299
Depreciation fund cash, end of year	<b>83,358</b>	81,841
Surplus due to Electric Utility Operating Fund from Electric Utility Capital Fund	<b>(44,915)</b>	(34,542)

## **1. Accounting policies (continued)**

### *Assistance toward the acquisition of capital assets*

Federal and Provincial assistance received towards the acquisition of capital assets received after January 1, 1989 is netted against the capitalized cost of the capital assets purchased.

### *Capital fund*

This fund reflects all the capital assets of the utility and their related financing. All debt charges with respect to the loans are reflected in the Operating Fund.

### *Allocation of Town costs to electric utility funds*

Where identifiable, costs incurred by the Town of Mahone Bay on behalf of the electric utility are charged to the utility funds. The salaries of Public Works staff is allocated in proportion to time spent working for the utility. A portion of administrative salaries and other expense of the Town of Mahone Bay are allocated to electrical operations.

### *Revenue and expenditure*

Major revenue and expenditure items are recorded on an accrual basis. Certain sources of revenue, including forfeited discounts, are recorded on a cash basis. Interest earned on depreciation funds is recorded as an addition to the depreciation reserve fund.

### *Use of estimates*

The preparation of financial statements in conformity with accounting principles prescribed for Nova Scotia electric utilities by the NSURB requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant estimates included in these financial statements include the allowance for doubtful accounts and certain accruals. Actual results could differ materially from these estimates.

## **2. Inter-fund balances**

The inter-fund balances due from General Operating Fund and due to Water Utility Operating Fund are non-interest bearing.

## **3. Change in non-cash operating working capital items**

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Rates receivable	<b>892</b>	(60,494)
Prepaid expenses	<b>10,775</b>	11,256
Other receivables	<b>(7,406)</b>	272
Inventory (at cost)	<b>17,596</b>	(22,008)
Accounts payable and accrued liabilities	<b>(160,407)</b>	141,722
Customer deposits	<b>3,825</b>	923
	<b>(134,725)</b>	71,671

**4. Capital asset expenditures**

	<b>2019</b>	2018
	\$	\$
Total capital asset expenditures	<b>94,313</b>	68,148
Less: capital out of revenue (from operating fund)	<b>(48,665)</b>	—
Capital expenditures from depreciation fund	<b>45,648</b>	68,148

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**Town of Mahone Bay Electric Utility****Schedule 1 - Schedule of utility, plant and equipment**

As at March 31, 2019

	<b>2019</b>	2018
	<b>\$</b>	\$
Intangible plant		
Organization	<b>500</b>	500
Miscellaneous	<b>10,540</b>	10,540
Working capital	<b>2,750</b>	2,750
	<b>13,790</b>	13,790
Tangible plant		
Overhead conductors	<b>388,795</b>	388,795
Poles and fixtures	<b>225,963</b>	207,175
Street lighting system	<b>143,589</b>	132,990
Transformer		
Line	<b>282,658</b>	254,316
Installation	<b>1,117</b>	1,117
Services	<b>91,231</b>	69,335
Meters	<b>98,300</b>	83,613
Meter installations	<b>276</b>	276
Job equipment	<b>3,789</b>	3,789
Miscellaneous equipment	<b>231,944</b>	231,943
	<b>1,467,662</b>	1,373,349
Total utility, plant and equipment	<b>1,481,452</b>	1,387,139

The accompanying notes are an integral part of the financial statements.

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# Financial statements of Town of Mahone Bay Water Utility

March 31, 2019

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## Independent Auditor's Report

To His Worship the Mayor and Members of  
the Council of the Town of Mahone Bay

### Opinion

We have audited the financial statements of the Town of Mahone Bay Water Utility (the "Utility"), which comprise the statements of financial position as at March 31, 2019 and the statements of financial operations for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Utility as at March 31, 2019, and the results of its operations for the year then ended in accordance with the accounting principles prescribed for Nova Scotia water utilities by the Nova Scotia Utility and Review Board (the "Financial Reporting Framework").

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Utility in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist the Utility in complying with the financial reporting requirements of Nova Scotia water utilities. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Financial Reporting Framework, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Utility's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Utility or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Utility's financial reporting process.



## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Utility's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Utility's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Utility to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

(To be signed Deloitte LLP)

Chartered Professional Accountants  
[Report date]

## Town of Mahone Bay Water Utility

### Statement of financial position – operating fund

As at March 31, 2019

	Notes	2019	2018
		\$	\$
<b>Assets</b>			
Receivables			
Rates receivable [net of allowance for doubtful accounts of \$3,000 (2018 - \$4,200)]		<b>62,262</b>	72,499
Due from Water Utility Capital Fund		—	13,935
Due from General Operating Fund	2	<b>14,701</b>	—
Due from Electric Utility Operating Fund	2	<b>171,401</b>	151,391
Other		—	11,656
Prepaid expense		<b>396</b>	351
Inventory (at cost)		<b>16,693</b>	14,826
		<b>265,453</b>	264,658
<b>Liabilities</b>			
Trade payables		<b>9,645</b>	11,817
Customer prepayments		<b>5,959</b>	3,728
Other payables		<b>1,622</b>	—
Accrued liabilities		<b>16,986</b>	15,889
Customer deposits		<b>8,700</b>	8,600
Due to Water Utility Capital Fund		<b>104,466</b>	—
Due to Capital Reserve Fund	2	<b>71,541</b>	—
Due to General Operating Fund	2	—	156,492
		<b>218,919</b>	196,526
<b>Net Assets</b>			
Surplus		<b>46,534</b>	68,132
		<b>265,453</b>	264,658

The accompanying notes are an integral part of the financial statements.

Approved by the Council

\_\_\_\_\_, Mayor

\_\_\_\_\_, Clerk

## Town of Mahone Bay Water Utility

### Statement of financial position – capital fund

As at March 31, 2019

	Notes	2019	2018
		\$	\$
<b>Assets</b>			
Cash		153,146	138,084
Due from Water Utility Operating Fund		104,466	—
Utility, plant and equipment (Schedule 1)		4,953,284	4,940,177
		<b>5,210,896</b>	<b>5,078,261</b>
<b>Liabilities</b>			
Due to Water Utility Operating Fund		—	13,935
Due to Cemetery Fund	2	33,100	41,400
Due to General Operating Fund	2	12,500	—
Temporary financing	3	5,000	194,226
Long-term debt	4	597,226	458,000
Deferred contributions	5	2,143,961	2,178,196
Accumulated allowance for depreciation		969,222	850,821
Accumulated amortization of contributions		318,211	283,976
		<b>4,079,220</b>	<b>4,020,554</b>
<b>Net assets</b>			
Investment in capital assets		1,131,676	1,057,707
		<b>5,210,896</b>	<b>5,078,261</b>

The accompanying notes are an integral part of the financial statements.

Approved by the Council

\_\_\_\_\_, Mayor

\_\_\_\_\_, Clerk

# Town of Mahone Bay Water Utility

## Statement of financial operations – operating fund

Year ended March 31, 2019

	Budget	2019	2018
	\$	\$	\$
	(Unaudited)		
<b>Operating revenue</b>			
Metered sales	455,000	456,856	450,893
Public fire protection	111,496	111,496	111,496
Other	13,640	12,411	9,513
	<b>580,136</b>	<b>580,763</b>	571,902
<b>Operating expenditures</b>			
Administrative and general	155,100	167,148	141,935
Water treatment	153,625	144,565	126,710
Depreciation	110,000	118,401	117,781
Transmission and distribution	99,925	81,368	77,391
Pumping	21,700	17,415	23,860
Taxes	650	668	642
	<b>541,000</b>	<b>529,565</b>	488,319
Operating income	<b>39,136</b>	<b>51,198</b>	83,583
<b>Non-operating revenue</b>			
Transfer from depreciation funds	26,600	—	—
Appropriation from Town General	25,000	25,000	25,000
Other	1,500	1,022	1,524
	<b>53,100</b>	<b>26,022</b>	26,524
<b>Non-operating expenditures</b>			
Debt charges			
Principal	50,000	58,300	58,300
Interest	41,060	26,043	26,169
Other interest charges	1,163	1,368	1,158
Capital out of revenue	—	13,107	—
	<b>92,223</b>	<b>98,818</b>	85,627
Non-operating loss	<b>(39,123)</b>	<b>(72,796)</b>	(59,103)
Excess of (expenditures over revenue)			
revenue over expenditures	13	(21,598)	24,480
Surplus, beginning of year	68,132	68,132	43,652
<b>Surplus, end of year</b>	<b>68,145</b>	<b>46,534</b>	68,132

The accompanying notes are an integral part of the financial statements.

# Town of Mahone Bay Water Utility

## Statement of financial operations – capital fund

Year ended March 31, 2019

	Notes	Budget	2019	2018
		\$	\$	\$
		(Unaudited)		
<b>Revenue</b>				
Interest income		—	2,562	1,496
<b>Expenditures</b>				
Capital assets, net of funding	6	66,605	—	121,716
Excess of revenue over expenditures (expenditures over revenue)		(66,605)	2,562	(120,220)
<b>Financing and transfers</b>				
Transfer to Water Utility Operating Fund		(26,600)	—	—
Transfer from Water Utility Operating Fund		—	13,107	—
Capitalization of capital asset expenditures, net of funding	6	66,605	—	121,716
Due to Cemetery Fund retired		8,300	8,300	8,300
Temporary financing retired		5,000	189,226	5,000
Long-term debt drawn		—	(184,226)	—
Long-term debt retired		45,000	45,000	45,000
		98,305	71,407	180,016
Change in investment in capital assets		31,700	73,969	59,796
Investment in capital assets, beginning of year		1,057,707	1,057,707	997,911
Investment in capital assets, end of year		1,089,407	1,131,676	1,057,707

The accompanying notes are an integral part of the financial statements.

## **1. Accounting policies**

### *Basis of accounting*

These financial statements have been prepared to conform in all material respects to the accounting principles prescribed for Nova Scotia water utilities by the Nova Scotia Utility and Review Board (the "NSURB") and are intended for the use of Council of the Town of Mahone Bay ("Council"), Service Nova Scotia and Municipal Relations, and the NSURB.

The basis of accounting used in these financial statements differs materially from Canadian Public Sector Accounting Standards ("PSAS") as prescribed by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada ("CPA"). PSAS requires that Government Business Enterprises ("GBE") use PSAS for business set out in the CPA Handbook. The significant differences from PSAS are described below. PSAS requires that:

- Accumulated allowance for depreciation be netted against utility, plant and equipment and presented within assets, rather than as a liability;
- Depreciation funds reported as part of the capital fund should be reported as part of the reserve fund;
- Revenues and expenditures exclude inter-fund transfers;
- Expenditures on capital assets should not be reported on the Statement of Financial Operations;
- Principal payments on debt should not be reported on the Statement of Financial Operations;
- Government transfers received are deferred only to the extent that there are eligibility criteria and stipulations;
- Deferred contributions are recognized as revenue over the useful life of the related capital asset, rather than the accumulated amortization of contributions being recorded as a separate account within liabilities; and
- Financial statements are to be presented in accordance with PS 1201, "*financial statement presentation*", including a Statement of Cash Flow being presented in the financial statements.

Other significant accounting policies are as follows:

### *Allowance for doubtful accounts*

A valuation allowance is provided for estimated losses that will be incurred in collecting outstanding receivables.

### *Utility, plant and equipment*

The utility, plant and equipment is carried at cost and depreciation is provided on the straight-line basis at rates specified by the NSURB. Interest earned on funds in the depreciation account are taken into income of the depreciation fund. Funds equal to the amount of depreciation charged during the year are to be set aside to be used for future extensions or repairs of the utility, plant and equipment as approved by the NSURB.

## Town of Mahone Bay Water Utility

### Notes to the financial statements

March 31, 2019

#### 1. Accounting policies (continued)

##### *Utility, plant and equipment (continued)*

	2019	2018
	\$	\$
Required depreciation fund cash, beginning of year	124,149	126,588
Add: interest income on depreciation fund	2,562	1,496
Add: depreciation expense	118,401	117,781
Less: capital expenditures from depreciation fund (Note 6)	—	(121,716)
Required depreciation fund cash, end of year	245,112	124,149
Depreciation fund cash, end of year	153,146	138,084
Depreciation fund cash due to General Operating Fund	12,500	—
	140,646	138,084
Deficit due from (surplus due to) Water Utility Operating Fund	104,466	(13,935)

##### *Assistance toward the acquisition of capital assets*

Federal and Provincial assistance received towards the acquisition of capital assets are recorded as deferred contributions and are amortized at the same annual rate as the related capital asset.

Prior to April 1, 2007, the NSURB required Nova Scotia water utilities to record capital assets at their net cost (gross cost less government grants and donations). As such, all federal and provincial assistance towards the acquisition of capital assets received prior to April 1, 2007 are deducted from the cost of utility, plant and equipment (see Schedule 1).

##### *Capital fund*

This fund reflects all the capital assets of the utility and their related financing. All debt charges with respect to the loans are reflected in the operating fund.

##### *Allocation of Town costs to water utility funds*

Where identifiable, costs incurred by the Town of Mahone Bay on behalf of the water utility are charged to the water utility funds. The salaries of Public Works staff is allocated in proportion to time spent working for the water utility. A portion of administrative salaries and other expenses of the Town of Mahone Bay are allocated to water operations.

##### *Revenue and expenditures*

Revenue and expenditure items are recorded on an accrual basis. Certain sources of revenue, including forfeited discounts, are recorded on a cash basis. Interest earned on depreciation funds is recorded as an addition to the depreciation reserve fund.

Principal and interest payments relating to temporary financing and long-term debt are recorded as an expense of the operating fund when paid.

## 1. Accounting policies (continued)

### Use of estimates

The preparation of financial statements in conformity with accounting principles prescribed for Nova Scotia water utilities by the NSURB requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant estimates included in these financial statements include the allowance for doubtful accounts and certain accruals. Actual results could differ materially from these estimates.

## 2. Inter-fund balances

### Operating fund

The inter-fund balances due from General Operating Fund and Electric Utility Operating Fund and due to Capital Reserve Fund and General Operating Fund are non-interest bearing.

### Capital fund

The inter-fund balance due to Cemetery Fund bears inter-fund interest of prime plus 0.75% and is repayable in annual instalments of \$8,300.

The inter-fund balance due to General Operating Fund is a temporary advance, repayable on demand and non-interest bearing.

## 3. Temporary financing

### Pleasant & Clairmont St loan

Bank of Montreal ("BMO") demand loan, bearing interest at prime less 0.75%, fully repaid during the year

### Longhill Rd loan

BMO demand loan, bearing interest at prime less 0.75%

2019	2018
\$	\$
—	184,226
5,000	10,000
<b>5,000</b>	<b>194,226</b>



**Town of Mahone Bay Water Utility****Notes to the financial statements**

March 31, 2019

**4. Long-term debt**

Nova Scotia Municipal Finance Corporation ("NSMFC") debentures, principal repaid annually, at the following terms:

	Balance March 31, 2018	Principal (repaid) drawn	Balance March 31, 2019	Applicable interest rates	Maturity date
	\$	\$	\$		
Debenture 26-A-1	166,500	(18,500)	<b>148,000</b>	4.96% - 5.08%	June 1, 2021
Debenture 28-A-1	291,500	(26,500)	<b>265,000</b>	5.10% - 5.48%	October 24, 2023
Debenture 38-A-1	-	184,226	<b>184,226</b>	2.06% - 3.50%	May 30, 2033
Total	458,000	139,226	<b>597,226</b>		

Debenture 38-A-1 was drawn by the Town of Mahone Bay, in the amount of \$800,000. Only \$184,226 of the \$800,000 relates to funding for the Water Utility Capital Fund; therefore, the remaining \$615,774 of long-term debt is included on the statement of financial position of the General Capital Fund and is excluded from these financial statements.

Principal repayments required on long-term debt over the next five years and thereafter are as follows:

	\$
2020	54,211
2021	54,211
2022	54,211
2023	54,211
2024	54,211
Thereafter	326,171
	<u>597,226</u>

All long-term debt outstanding at March 31, 2019 has been properly authorized by Service Nova Scotia and Municipal Relations.

**5. Deferred contributions**

	2019	2018
	\$	\$
Deferred contributions, beginning of year	<b>2,178,196</b>	1,770,343
Add: capital grants received	—	442,088
Less: amortization of contributions	<b>(34,235)</b>	(34,235)
Deferred contributions, end of year	<b>2,143,961</b>	2,178,196

**Town of Mahone Bay Water Utility****Notes to the financial statements**March 31, 2019

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**6. Capital asset expenditures**

	<b>2019</b>	2018
	<b>\$</b>	<b>\$</b>
Total capital asset expenditures	<b>13,107</b>	748,030
Less: funded capital additions		
Capital grants received	—	(442,088)
Temporary financing drawn	—	(184,226)
Capital out of revenue (from operating fund)	<b>(13,107)</b>	—
Capital asset expenditures, net of funding	<b>—</b>	121,716

DRAFT

**Town of Mahone Bay Water Utility****Schedule 1 - Schedule of utility, plant and equipment**

As at March 31, 2019

	<b>2019</b>	2018
	<b>\$</b>	\$
Organization costs	<b>9,651</b>	9,651
Land and land rights		
Source of supply	<b>165,514</b>	165,514
Reservoir	<b>725</b>	725
Pumping	<b>208</b>	208
Structures and improvements		
Pumping	<b>99,812</b>	99,812
Water treatment structures	<b>1,882,898</b>	1,882,898
Distribution reservoirs and standpipes	<b>746,781</b>	746,781
Other	<b>9,981</b>	9,981
Equipment		
Pumping	<b>40,272</b>	32,764
Water treatment	<b>794,277</b>	794,277
Transportation equipment	<b>25,692</b>	25,692
Tools and work equipment	<b>33,573</b>	33,573
Mains		
Transmission	<b>122,150</b>	122,150
Distribution	<b>1,391,759</b>	1,391,759
Services	<b>94,717</b>	93,058
Meters	<b>91,544</b>	87,604
Hydrants	<b>56,743</b>	56,743
Work in progress	<b>16,992</b>	16,992
Other Assets	<b>9,281</b>	9,281
Capital grants prior to April 1, 2007	<b>(639,286)</b>	(639,286)
Total utility, plant and equipment	<b>4,953,284</b>	4,940,177

The accompanying notes are an integral part of the financial statements.

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# Consolidated financial statements of Town of Mahone Bay

March 31, 2019

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## Independent Auditor's Report

To His Worship the Mayor and Members of  
the Council of the Town of Mahone Bay

### Opinion

We have audited the consolidated financial statements of the Town of Mahone Bay (the "Town"), which comprise the consolidated statement of financial position as at March 31, 2019, and the consolidated statements of operations and accumulated surplus, changes in net debt and cash flows for the year then ended, and a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Town as at March 31, 2019, and the results of its operations, changes in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Town in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Town's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Town or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Town's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Town's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Town to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Town to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

(To be signed Deloitte LLP)

Chartered Professional Accountants  
[Report date]

**Town of Mahone Bay****Consolidated statement of financial position**

As at March 31, 2019

	Notes	2019	2018
		\$	\$
<b>Financial assets</b>			
Cash	2	3,422,405	2,550,712
Taxes and rates receivable		586,220	572,585
Accounts receivable	2	192,747	489,458
Investment in government business partnership	3	237,018	228,919
Due from other local governments		10,182	15,877
Total financial assets		4,448,572	3,857,551
<b>Liabilities</b>			
Payables and accruals	2, 3 & 4	677,092	618,101
Temporary borrowing	2 & 5	66,000	2,128,500
Due to other local governments	2	—	11,811
Deferred revenue		98,926	112,491
Long-term debt	2 & 6	6,584,888	4,843,508
Total liabilities		7,426,906	7,714,411
Net debt		(2,978,334)	(3,856,860)
<b>Non-financial assets</b>			
Prepaid expenses	2	99,694	108,524
Inventory		73,992	89,721
Tangible capital assets	2 & 7	18,102,531	18,680,774
Total non-financial assets		18,276,217	18,879,019
Accumulated surplus	2 & 8	15,297,883	15,022,159

The accompanying notes are an integral part of the consolidated financial statements.

Approved by the Council

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk



# Town of Mahone Bay

## Consolidated statement of operations and accumulated surplus

Year ended March 31, 2019

	Notes	2019 \$	2018 \$
<b>Revenues</b>			
Taxes and rates		2,442,891	2,270,573
Power demand sales - electric	2	1,322,330	1,185,513
Domestic sales - electric		1,058,583	965,300
Metered sales - water		453,967	447,626
Other	2	322,206	288,943
Services provided to other governments		140,112	131,546
Conditional transfers (federal and provincial)		104,897	1,000
Other revenue from own sources		83,169	81,594
Unconditional transfers from other governments		50,022	50,021
Interest		32,818	4,578
Commercial sales - electric		26,271	30,826
Grants in lieu of taxes		22,774	22,327
Sale of services		4,150	3,845
Street lighting		2,845	5,841
Government grants		—	1,907,260
		<b>6,067,035</b>	<b>7,396,793</b>
<b>Expenses</b>			
Power purchases	2	1,730,186	1,608,284
General government services	3	621,516	442,947
Protective services		451,042	433,385
Administrative and general	2	404,007	365,716
Education		400,177	393,640
Transportation		277,872	222,486
Environmental health	3	251,497	235,291
Loan interest	2	164,926	129,652
Water treatment		144,565	126,708
Salaries	2	115,355	127,152
Environmental development services		104,381	95,358
Operating and maintenance	2	102,677	81,584
Transmission and distribution		81,367	77,390
Recreation and cultural services		56,090	55,303
Pumping		17,415	23,859
Mowing and grounds upkeep		16,726	15,977
Taxes	2	13,581	9,486
Public health and welfare services		11,449	11,485
Other interest charges	2	6,299	10,919
		<b>4,971,128</b>	<b>4,466,622</b>
Annual surplus before undernoted		<b>1,095,907</b>	2,930,171
Amortization	2 & 7	<b>(828,282)</b>	(821,599)
Income on investment in government business partnership	3	<b>8,099</b>	23,807
Annual surplus		<b>275,724</b>	2,132,379
Accumulated surplus, beginning of year		<b>15,022,159</b>	12,889,780
<b>Accumulated surplus, end of year</b>	8	<b>15,297,883</b>	15,022,159

The accompanying notes are an integral part of the consolidated financial statements.

**Town of Mahone Bay****Consolidated statement of changes in net debt**

Year ended March 31, 2019

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Annual surplus	<b>275,724</b>	2,132,379
Change in tangible capital assets		
Purchase of tangible capital assets	<b>(250,039)</b>	(4,468,173)
Amortization of tangible capital assets	<b>828,282</b>	821,599
	<b>578,243</b>	(3,646,574)
Change in other non-financial assets		
Prepaid expenses	<b>8,830</b>	9,841
Inventory	<b>15,729</b>	(3,692)
	<b>24,559</b>	6,149
Decrease (increase) in net debt	<b>878,526</b>	(1,508,046)
Net debt, beginning of year	<b>(3,856,860)</b>	(2,348,814)
<b>Net debt, end of year</b>	<b>(2,978,334)</b>	(3,856,860)

The accompanying notes are an integral part of the consolidated financial statements.

**Town of Mahone Bay****Consolidated statement of cash flows**

Year ended March 31, 2019

	2019	2018
	\$	\$
<b>Operating transactions</b>		
Annual surplus	275,724	2,132,379
Amortization	828,282	821,599
Income on investment in government business partnership	(8,099)	(23,807)
Changes in non-cash working capital items		
Taxes and rates receivable	(13,635)	(79,585)
Accounts receivable	296,711	(78,194)
Due from other local governments	5,695	5,566
Payables and accruals	58,991	62,165
Due to other local governments	(11,811)	11,811
Deferred revenue	(13,565)	5,559
Prepaid expenses	8,830	9,841
Inventory	15,729	(3,692)
	<b>1,442,852</b>	<b>2,863,642</b>
<b>Financing transactions</b>		
Proceeds from long term debt	1,990,000	1,850,000
Repayments of long-term debt	(248,620)	(172,992)
Proceeds from temporary borrowing	—	2,007,500
Repayment of temporary borrowing	(2,062,500)	(1,905,000)
	<b>(321,120)</b>	<b>1,779,508</b>
<b>Capital transactions</b>		
Purchase of tangible capital assets	(250,039)	(4,468,173)
	<b>(250,039)</b>	<b>(4,468,173)</b>
Increase in cash	871,693	174,977
Cash, beginning of year	2,550,712	2,375,735
<b>Cash, end of year</b>	<b>3,422,405</b>	<b>2,550,712</b>

The accompanying notes are an integral part of the consolidated financial statements.

## **1. Significant accounting policies**

### *Basis of accounting*

The consolidated financial statements of the Town of Mahone Bay (the "Town") are prepared in accordance with PSAS, as established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPA Canada").

### *Reporting entity*

These consolidated financial statements reflect the financial assets, liabilities, non-financial assets, revenues, expenses, changes in net debt and cash flows of the reporting entity. The reporting entity is comprised of the Town and its 10% proportionate share of the Alternative Resource Energy Authority ("AREA").

Inter-departmental and inter-entity transactions and balances are eliminated on consolidation.

### *Fund accounting*

Funds within the consolidated financial statements consist of current, capital and reserve funds.

Council approves certain amounts to be set aside in reserve funds for future operating and capital purposes. Transfers between funds are recorded as adjustments to the appropriate fund balances.

### *Cash*

Cash is comprised of amounts held with financial institutions and petty cash.

### *Financial instruments*

The Town initially measures its financial assets and financial liabilities at fair value plus the amount of transaction costs directly attributable to the instrument. Subsequently, the Town measures all of its financial assets and financial liabilities at amortized cost using the effective interest method.

Fair value is the estimated amount for which a financial instrument could be exchanged between willing parties, based on the current market for instruments with the same risk, principal and remaining maturity. Certain fair value estimates are significantly affected by the assumptions for the amount and timing of estimated cash flows and discount rates, all of which reflect varying degrees of risk. As a result, the fair values may not necessarily be indicative of the amounts that would be realized if these instruments were actually settled. Due to their short period to maturity, the fair values of cash, taxes and rates receivable, accounts receivable, due from other local governments, payables and accruals, temporary borrowing, and due to other local governments approximate their carrying values as presented in the statement of financial position.

### *Deferred revenue*

Deferred revenue consists of customer prepayments and user charges, grants and fees which have been collected but for which the related services have yet to be performed, at which time they will be recognized as revenues.

### *Inventory*

Inventory consists of materials to be used in the construction of tangible capital assets and are carried at cost. Work in progress is included in tangible capital assets.

## **1. Significant accounting policies (continued)**

### *Investment in government business partnership*

Investment in government business partnership consists of a 3.39% ownership interest in the Municipal Joint Services Board, Lunenburg Region (the "MJSB"). The Town records its investments in government business partnerships using the modified equity method.

Under the modified equity method, the investment is carried at the initial cost of the investment plus adjustments for the Town's proportionate share of subsequent earnings, dividends and other changes in equity of the government business partnership. Investment income is recorded for the Town's proportionate share of the government business partnership when earned by the government business partnership and adjustments for dividends are recorded when the dividends are declared by the government business partnership. No adjustments are made for accounting policies of the government business partnership that are different from those of the Town, except that any other comprehensive income of the business enterprise is accounted for as an adjustment to the accumulated surplus. Inter-organizational transactions and balances are not eliminated, except for any profit or loss on the sale between entities of assets that remain within the reporting entity.

### *Investment in government partnership*

The Town records its investment in government partnership, which consists of its 10% ownership interest in AREA, using the proportionate consolidation method.

Under the proportionate consolidation method, the Town recognizes its proportionate share of the financial assets, liabilities, non-financial assets, accumulated surplus, revenues and expenses of the government partnership, adjusted for differences between the government partnership's and the Town's accounting policies. These are proportionately consolidated on a line-by-line basis, after elimination of the inter-organizational transactions and balances.

### *Tangible capital assets*

Tangible capital assets are carried at cost less accumulated amortization.

Amortization is based on the estimated useful life of the assets and is calculated using the straight line method, as follows:

General Capital	
Land improvements	20-25 years
Municipal buildings	25-40 years
Buildings – plants	25 years
Electronic data equipment	3 years
Small equipment	5 years
Machinery and equipment	5-15 years
Vehicles	5-15 years
Wharves	25 years
Bridges	25 years
Streets, roads and curbs	25 years
Sidewalks	20 years
Sewer lines	50 years
Lagoons	50 years
Landfills	4 years
Other	5 years
Work in progress	No amortization

## **1. Significant accounting policies (continued)**

### *Tangible capital assets (continued)*

Water Utility system	As specified for water utilities by the Nova Scotia Utility and Review Board ("NSURB")
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Electric Utility system	As specified for electric utilities by the NSURB
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#### **AREA**

Development costs	10 years
Interconnection	40 years
Generation foundation	50 years
Generation turbines	25 years
Poles, fixtures and conduit	30 years
Overhead conductors	32 years
Roads	50 years
Substation equipment	31 years
Substation foundation	50 years
Right of way	No amortization

### *Revenue and expense recognition*

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Property tax revenue is based on assessments determined in accordance with Province of Nova Scotia legislation. Tax rates are set annually. Taxation revenues are recorded at the time tax billings are issued, in the period to which they relate. Assessments are subject to appeal with provisions made for any material appeals. Penalties on overdue taxes are recorded in the period levied.

Government grants and other transfers are recognized as revenue in the period in which the events giving rise to the transfer occur, provided transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made.

Government grants with stipulations are initially deferred and recognized as revenue as the related stipulations are met. Stipulations associated with the acquisition or construction of tangible capital assets are considered to be met when acquisition or construction occurs.

Water and electric utility revenue is based on meter readings and levies, which are set annually. Utility revenues are recorded using the accrual basis as they are earned and measurable.

Investment income earned on surplus current funds, capital funds and reserve funds are reported as revenue in the period earned.

Expenses are recorded using the accrual basis of accounting. As such, expenses are recorded in period the related goods or services are received.

### *Use of estimates*

The preparation of consolidated financial statements in conformity with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Key components of the consolidated financial statements requiring management to make estimates include the allowance for doubtful accounts, the useful lives of tangible capital assets and certain accruals. Actual results could differ materially from these estimates.

## 2. Investment in government partnership

In July 2013, the Town of Antigonish, the Town of Berwick and the Town of Mahone Bay created AREA, a joint municipal corporation and inter-municipal agreement to explore alternative sources of Energy for municipal electric utilities. The primary project of AREA was to construct a windfarm facility in Ellershouse, Nova Scotia. The share of ownership of AREA is as follows: Antigonish 63%, Berwick 27% and Mahone Bay 10%.

AREA's financial information as at March 31, 2019 and for the year then ended, and the related amounts included in these consolidated financial statements using the proportionate consolidation method are summarized as follows:

	10% share of AREA	Consolidation Adjustments	2019 Inclusion in the Town Consolidated	2018 Inclusion in the Town Consolidated
	\$	\$	\$	\$
<b>Statement of Financial Position</b>				
Financial assets				
Cash	250,783	—	250,783	174,910
Accounts receivable	126,931	—	126,931	224,095
	<b>377,714</b>	<b>—</b>	<b>377,714</b>	<b>399,005</b>
Liabilities				
Payables and accruals	96,618	—	96,618	47,860
Temporary borrowing	—	—	—	1,207,500
Due to other local governments	—	—	—	11,811
Long-term debt	4,895,788	—	4,895,788	3,858,208
	<b>4,992,406</b>	<b>—</b>	<b>4,992,406</b>	<b>5,125,379</b>
Non-financial assets				
Prepaid expenses	2,869	—	2,869	1,504
Tangible capital assets	4,610,917	—	4,610,917	4,784,791
	<b>4,613,786</b>	<b>—</b>	<b>4,613,786</b>	<b>4,786,295</b>
Accumulated (deficit) surplus	(906)	—	(906)	59,921
<b>Statement of Operations and accumulated surplus</b>				
Revenues				
Power demand sales	603,742	(48,530) (1)	555,212	422,651
Other	224,392	—	224,392	166,855
	<b>828,134</b>	<b>(48,530)</b>	<b>779,604</b>	<b>589,506</b>
Expenses				
Power purchases	176,622	(48,530) (1)	128,092	73,985
Administrative and general	110,446	—	110,446	83,714
Loan interest	139,209	—	139,209	104,520
Salaries	15,442	—	15,442	10,831
Operating and maintenance	32,145	—	32,145	7,311
Taxes	12,913	—	12,913	8,844
Other interest charges	4,930	—	4,930	9,405
	<b>491,707</b>	<b>(48,530)</b>	<b>443,177</b>	<b>298,610</b>
Amortization (Note 7)	198,152	—	198,152	171,501
Annual surplus	<b>138,275</b>	<b>—</b>	<b>138,275</b>	<b>119,395</b>

## 2. Investment in government partnership (continued)

### *Consolidation adjustments and related party transactions with AREA*

- (1) During the year ended March 31, 2019, AREA received \$485,300 (2018 - \$385,658) of its power demand sales revenue from the Town; therefore, 10% of both the demand sales revenue recorded by AREA and 10% of the power purchases recorded by the Town are eliminated on consolidation.

## 3. Investment in government business partnership

As of March 31, 2013, the Town of Bridgewater, the Town of Mahone Bay and the Municipality of Lunenburg transferred the operations of the Solid Waste site to the MJSB. The Board of the MJSB establishes tipping fees and each customer of the MJSB, including municipalities, are charged a tipping fee based on tonnage delivered to the site. The assets and liabilities of the Solid Waste site were assumed by the MJSB effective April 1, 2013.

The Town holds a 3.39% ownership interest in the net assets of the MJSB. As of March 31, 2019 the Town's investment is carried at \$237,018 (2018 - \$228,919) and the Town's proportionate share of the MJSB's annual surplus for the year ended March 31, 2019 was \$8,099 (2018 - \$23,807).

The MJSB's consolidated financial information as at March 31, 2019 and for the year then ended, and the Town's related investment and investment income are summarized as follows:

	2019	2018
	\$	\$
<b>MJSB consolidated statement of financial position</b>		
Financial assets	2,948,987	2,951,696
Liabilities	1,155,637	1,340,996
Net financial assets	1,793,350	1,610,700
Non-financial assets	5,198,330	5,142,062
Accumulated surplus	6,991,680	6,752,762
Town of Mahone Bay ownership interest	3.39%	3.39%
Investment in MJSB	237,018	228,919
<b>MJSB consolidated statement of operations</b>		
Total revenue	4,618,302	4,838,605
Total expenses	4,379,384	4,136,340
Annual surplus	238,918	702,265
Town of Mahone Bay ownership interest	3.39%	3.39%
Investment income	8,099	23,807

### *Related party balances and transactions with MJSB*

The Town's payables and accruals include \$39,989 (2018 - \$59,248) payable to MJSB.

During the year ended March 31, 2019, the Town paid tipping fees of \$83,231 (2018 - \$86,179) to MJSB, included in environmental health expenses, and IT shared services costs of \$18,711 (2018 - \$23,582), included in general government services expense. These related party transactions were in the normal course of operations and were measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. In accordance with the modified equity method, no adjustments have been made to the carrying value of the Town's investment in MJSB in respect of these transactions.



#### **4. Obligations**

##### *Employee benefits*

The Town provides certain employee benefits that require funding in future periods. Under the personnel policies of the Town, unused sick leave can accumulate and employees can use the credits at a future date, however, employees do not receive entitlement to a cash payment of sick leave credits when they leave the Town's employment. The Town is also liable for vacation days earned by its employees as at March 31, but not taken until a later date. An estimated accrual for this liability of \$40,501 (2018 - \$39,093) has been recorded in payables and accruals on the consolidated statement of financial position.

##### *Landfill site closure costs - centralized disposal site*

The centralized disposal site is closed and the present value of the remaining landfill site closure monitoring costs for the next 15 years is estimated to be \$622,500 (2018 - \$893,625), which will be covered by the three partners of MJSB (see Note 3) and the Town of Lunenburg.

The future landfill site closure costs were forecast with inflation at 2.5% (2018 - 2.5%) per annum and discounted back to March 31, 2019 using a discount rate of 2.5% (2018 - 2.5%). A liability (reserve) of \$21,987 (2018 - \$31,562) has been reported in the consolidated statement of financial position of the Town, as this represents the Town's portion of the related costs. This liability for landfill site closure includes costs for the assessment of the site monitoring and treatment of leachate, monitoring of ground water and surface water, monitoring and recovery of gases, maintenance of the required drainage systems and other control systems. The amount in the capital reserve for site monitoring will be adjusted at the end of each fiscal year. It is the intention of the Town; however, to pay the annual monitoring costs as an operating expense as part of the Town's annual budgets.

##### *Housing authorities*

During the year, the Town paid \$11,481 (2018 - \$13,774) to the Department of Community Services to fund its share of the prior year's operating deficit. As at March 31, 2019, the Town's share of the 2019 operating deficit, which will be required to be paid by the Town in 2020, was \$11,449 (2018 - \$11,481). This amount has been accrued in the financial statements as at March 31, 2019.

#### **5. Temporary borrowing**

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Advanced to the Town		
Bank of Montreal ("BMO") demand loans, bearing interest at prime less 0.75%.	<b>66,000</b>	921,000
Advanced to AREA (10% proportionate share)		
Royal Bank of Canada ("RBC") demand loan, bearing interest at prime less 1.00%.	<b>—</b>	1,207,500
	<b>66,000</b>	<b>2,128,500</b>

## 6. Long-term debt

	2019	2018
	\$	\$
Advanced to the Town		
Nova Scotia Municipal Finance Corporation ("NSMFC") debenture, bearing interest at rates of 2.06% to 3.50% over the term of the debenture, repayable in annual principal payments of \$40,000, maturing May 30, 2033.	<b>800,000</b>	—
NSMFC debenture, bearing interest at rates of 4.96% to 5.08% over the term of the debenture (2018 - 4.92% to 5.08%), repayable in annual principal payments of \$18,500, maturing June 1, 2021.	<b>148,000</b>	166,500
NSMFC debenture, bearing interest at rates of 5.10% to 5.48% over the term of the debenture (2018 - 5.01% to 5.48%), repayable in annual principal payments of \$35,400, maturing October 24, 2023.	<b>265,000</b>	300,400
NSMFC debenture, bearing interest at rates of 1.20% to 3.21% over the term of the debenture (2018 - 1.20% to 3.21%), repayable in annual principal payments of \$15,000, maturing May 9, 2032.	<b>285,000</b>	300,000
Bank of Montreal ("BMO") loan, bearing interest at prime less 0.75%, repayable in annual principal payments of \$27,300, maturing May 31, 2026.	<b>191,100</b>	218,400
Advanced to AREA (10% proportionate share)		
MSMFC debenture, bearing interest at rates of 2.06% to 3.50% over the term of the debenture, repayable in annual principal payments of \$419,000 to \$610,000, maturing in 2033.	<b>1,190,000</b>	—
NSMFC debenture, bearing interest at rates of 1.15% to 3.48% over the term of the debenture (2018 - 1.15% to 3.48%), repayable in annual principal payments of \$91,793 to \$124,175, maturing in 2031.	<b>2,215,360</b>	2,308,208
NSMFC debenture, bearing interest at rates of 1.20% to 3.21% over the term of the debenture (2018 - 1.20% to 3.21%), repayable in annual principal payments of \$59,573 to \$79,715, maturing in 2032.	<b>1,490,428</b>	1,550,000
	<b>6,584,888</b>	4,843,508

**6. Long-term debt (continued)**

The NSMFC debentures and BMO loan advanced to the Town are secured by the various General Fund, Water Utility system and Electric Utility system tangible capital assets disclosed in Note 7.

The NSMFC debentures advanced to AREA are secured by tangible capital assets with a net book value of \$4,610,917 (2018 - \$4,784,791), based on the Town's 10% proportionate share, as disclosed in Note 7.

Principal repayments required over the next five years and thereafter are as follows:

	Town	AREA	Total
	\$	\$	\$
2020	136,200	196,423	<b>332,623</b>
2021	136,200	199,786	<b>335,986</b>
2022	228,700	203,583	<b>432,283</b>
2023	117,700	207,838	<b>325,538</b>
2024	205,700	211,343	<b>417,043</b>
Thereafter	864,600	3,876,815	<b>4,741,415</b>
	<b>1,689,100</b>	<b>4,895,788</b>	<b>6,584,888</b>

**7. Tangible capital assets**

	2019						2018
	Opening cost	Additions	Closing cost	Opening accumulated amortization	Amortization in year	Closing accumulated amortization	Net book value
	\$	\$	\$	\$	\$	\$	\$
Town General							
Land (incl. cemetery)	618,100	—	618,100	—	—	—	618,100
Land improvements	833,324	—	833,324	646,831	21,321	668,152	186,493
Municipal buildings	572,014	21,696	593,710	269,114	18,740	287,854	305,856
Buildings-plants	1,011,137	388	1,011,525	954,591	3,938	958,529	52,996
Electronic data equip.	21,611	—	21,611	21,611	—	21,611	—
Small equipment	401,432	23,386	424,818	173,721	26,643	200,364	224,454
Machinery and equip.	1,472,453	54,032	1,526,485	1,120,377	99,346	1,219,723	306,762
Vehicles	241,792	—	241,792	194,408	15,298	209,706	32,086
Wharves	218,438	—	218,438	142,340	8,738	151,078	67,360
Bridges	767,108	—	767,108	31,848	15,342	47,190	719,918
Streets, roads, curbs	4,334,149	—	4,334,149	1,569,660	187,324	1,756,984	2,577,165
Sidewalks	374,914	—	374,914	245,535	10,751	256,286	118,628
Sewer lines	4,048,692	2,935	4,051,627	1,386,968	64,449	1,451,417	2,600,210
Lagoons	18,894	—	18,894	756	756	1,512	17,382
Other	129,877	15,905	145,782	23,904	3,809	27,713	118,069
	15,063,935	118,342	15,182,277	6,781,664	476,455	7,258,119	7,924,158
Water Utility system	5,579,463	13,107	5,592,570	850,821	118,401	969,222	4,623,348
Electric Utility system	1,387,139	94,312	1,481,451	502,069	35,274	537,343	944,108
AREA							
Development costs	126,598	13,918	140,516	20,047	13,356	33,403	107,113
Interconnection	74,391	—	74,391	4,518	1,747	6,265	68,126
Generation foundation	298,018	—	298,018	12,032	5,960	17,992	280,026
Generation turbines	3,997,699	2,696	4,000,395	260,153	159,962	420,115	3,580,280
Poles, fixtures, conduit	157,263	—	157,263	8,758	5,237	13,995	143,268
Overhead conductors	92,318	1,531	93,849	7,196	3,258	10,454	83,395
Roads	182,524	—	182,524	6,094	3,651	9,745	172,779
Substation equipment	112,269	2,389	114,658	8,842	3,631	12,473	102,185
Substation foundation	66,716	1,636	68,352	3,336	1,350	4,686	63,666
Right of way	7,971	2,108	10,079	—	—	—	10,079
	5,115,767	24,278	5,140,045	330,976	198,152	529,128	4,610,917
	27,146,304	250,039	27,396,343	8,465,530	828,282	9,293,812	18,102,531
							18,680,774

## 8. Accumulated surplus

*Accumulated surplus - 2019*

	Current Funds	Reserve Funds	Capital Funds	2019 Total
	\$	\$	\$	\$
General	4,838,859	1,200,224	3,890,808	9,929,891
Water	46,534	153,146	3,440,702	3,640,382
Electric	386,044	83,358	899,194	1,368,596
Cemetery	122,397	—	505	122,902
	5,393,834	1,436,728	8,231,209	15,061,771
AREA (Note 3)	184,008	100,000	(284,914)	(906)
MJSB (Note 4)	237,018	—	—	237,018
	5,814,860	1,536,728	7,946,295	15,297,883

*Accumulated surplus - 2018*

	Current Funds	Reserve Funds	Capital Funds	2018 Total
	\$	\$	\$	\$
General	4,412,550	988,256	4,335,764	9,736,570
Water	68,132	138,084	3,381,795	3,588,011
Electric	360,866	81,841	850,528	1,293,235
Cemetery	114,998	—	505	115,503
	4,956,546	1,208,181	8,568,592	14,733,319
AREA (Note 3)	199,103	100,000	(239,182)	59,921
MJSB (Note 4)	228,919	—	—	228,919
	5,384,568	1,308,181	8,329,410	15,022,159

## 9. Remuneration of council and administrators

The following schedule sets out the gross earnings paid to each member of Council, including the administrators and the directors of departments, as reflected in the consolidated statement of operations and accumulated surplus.

	Remuneration	Retirement Package	Expenses	2019 Total	2018 Total
	\$	\$	\$	\$	\$
Dave Devenne, Mayor	17,289	—	8,065	25,354	26,126
Karl Nauss, Deputy Mayor	10,679	—	1,317	11,996	11,294
Councillors					
Penny Carver	9,153	—	2,754	11,907	9,503
Colleen O'Neill	8,449	—	2,810	11,259	—
Richard Nowe	9,153	—	126	9,279	9,527
John Bain	9,153	—	—	9,153	8,771
Joseph M Feeney	9,153	—	—	9,153	8,654
Simone Chia-Kangata	—	—	—	—	6,404
	<b>73,029</b>	<b>—</b>	<b>15,072</b>	<b>88,101</b>	<b>80,279</b>
Administrators					
Jim Wentzell, Retired Chief Accounting Officer ("CAO")	—	106,447	—	106,447	108,174
Dylan Heide, CAO	60,289	—	10,379	70,668	
Maureen Hughes, Acting CAO	67,026	—	948	67,974	59,904
Derrick MacKenzie, Director of Operations	70,347	—	1,852	72,199	71,440
Luke Wentzell, Manager of Finance	58,049	—	3,397	61,446	11,635
	<b>255,711</b>	<b>106,447</b>	<b>16,576</b>	<b>378,734</b>	<b>251,153</b>

## 10. Financial instruments

### Market risk

Market risk is the risk that the fair value or future cash flows of the Town's financial instruments will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk, and other price risk. The Town is exposed to certain of these risks as described below.

#### (i) Interest rate risk

Interest rate risk is the risk that the market value of the Town's financial instruments will fluctuate due to changes in the market interest rates. The NSMFC debentures bear interest at fixed rates. Consequently, the cash flow exposure is not significant. However, the fair value of debentures having fixed rates of interest could fluctuate because of changes in market interest rates. The Town is exposed to interest rate risk with respect to its temporary borrowing and BMO long-term debt, which bear interest at variable rates, based on the prime lending rate. The Town does not actively manage this risk.

## 10. Financial instruments (continued)

### *Credit risk*

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Town is exposed to credit risk on the accounts receivable from its customers, primarily related to Property Taxes and water and electric utilities balances owed. To mitigate this risk, the Town has developed the policies of commencing a tax sale process for Property Taxes in arrears over two years, and issuing disconnect notice to past due Utility accounts. The Town does not have a significant exposure to any individual customers. The Town has recorded a \$25,722 (2018 - \$60,000) provision for doubtful accounts.

### *Liquidity risk*

The Town's objective is to have sufficient liquidity to meet its liabilities when due. The Town monitors its cash balances and cash flows generated from operations to meet its requirements. As at March 31, 2019, the most significant financial liabilities are the payables and accruals, and long-term debt.

The following table shows the remaining contractual maturities of the Town's financial liabilities:

	No set terms of repayment	Due within 1 year	Due within 2-5 years	Thereafter	<b>Total</b>
	\$	\$	\$	\$	\$
Payables and accruals	—	677,092	—	—	<b>677,092</b>
Temporary borrowing	66,000	—	—	—	<b>66,000</b>
Long-term debt	—	332,623	1,510,850	4,741,415	<b>6,584,888</b>
	<b>66,000</b>	<b>1,009,715</b>	<b>1,510,850</b>	<b>4,741,415</b>	<b>7,327,980</b>

## 11. Comparative figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

**Town of Mahone Bay****Schedule 1 – Schedule of current fund – general operations**

Year ended March 31, 2019

	<b>Budget</b>	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>(Unaudited)</b>		
Revenues	<b>2,643,774</b>	<b>2,848,015</b>	2,613,106
Expenses	<b>2,326,595</b>	<b>2,174,024</b>	1,889,897
Annual surplus	<b>317,179</b>	<b>673,991</b>	723,209
Net transfers (to) from other funds	<b>76,204</b>	<b>(247,682)</b>	389,219
Increase in fund balance	<b>393,383</b>	<b>426,309</b>	1,112,428
Opening fund balance	<b>4,412,550</b>	<b>4,412,550</b>	3,300,122
Closing fund balance	<b>4,805,933</b>	<b>4,838,859</b>	4,412,550

The accompanying notes are an integral part of the consolidated financial statements.



**Town of Mahone Bay****Schedule 2 – Schedule of current fund – water operations**

Year ended March 31, 2019

	<b>Budget</b>	<b>2019</b>	2018
	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>(Unaudited)</b>		
Revenues	<b>470,140</b>	<b>467,400</b>	458,663
Amortization	<b>110,000</b>	<b>118,401</b>	117,781
Other expenses	<b>458,623</b>	<b>424,462</b>	396,827
	<b>568,623</b>	<b>542,863</b>	514,608
Annual deficit	<b>(98,483)</b>	<b>(75,463)</b>	(55,945)
Net transfers from other funds	<b>98,496</b>	<b>53,865</b>	80,425
(Decrease) increase in fund balance	<b>13</b>	<b>(21,598)</b>	24,480
Opening fund balance	<b>68,132</b>	<b>68,132</b>	43,652
Closing fund balance	<b>68,145</b>	<b>46,534</b>	68,132

The accompanying notes are an integral part of the consolidated financial statements.

**Town of Mahone Bay****Schedule 3 – Schedule of current fund – electric operations**

Year ended March 31, 2019

	<b>Budget</b>	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>(Unaudited)</b>		
Revenues	<b>1,900,400</b>	<b>1,930,608</b>	1,831,659
Amortization	<b>37,000</b>	<b>35,273</b>	33,606
Other expenses	<b>1,823,289</b>	<b>1,911,944</b>	1,903,112
	<b>1,860,289</b>	<b>1,947,217</b>	1,936,718
Annual deficit	<b>40,111</b>	<b>(16,609)</b>	(105,059)
Net transfers from other funds	<b>(26,600)</b>	<b>41,787</b>	118,595
Change in fund balance	<b>13,511</b>	<b>25,178</b>	13,536
Opening fund balance	<b>360,866</b>	<b>360,866</b>	347,330
Closing fund balance	<b>374,377</b>	<b>386,044</b>	360,866

The accompanying notes are an integral part of the consolidated financial statements.

**Town of Mahone Bay****Schedule 4 – Schedule of current fund – cemetery operations**

Year ended March 31, 2019

	<b>Budget</b>	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>(Unaudited)</b>		
<b>Park Cemetery</b>			
Revenues	<b>9,200</b>	<b>9,323</b>	6,461
Expenses	<b>17,400</b>	<b>10,712</b>	10,868
Annual deficit	<b>(8,200)</b>	<b>(1,389)</b>	(4,407)
Net transfers from other funds	<b>8,200</b>	<b>7,684</b>	6,938
Change in fund balance	<b>—</b>	<b>6,295</b>	2,531
Opening fund balance	<b>89,124</b>	<b>89,124</b>	86,593
Closing fund balance	<b>89,124</b>	<b>95,419</b>	89,124

	<b>Budget</b>	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>(Unaudited)</b>		
<b>Bayside Cemetery</b>			
Revenues	<b>3,030</b>	<b>4,480</b>	3,105
Expenses	<b>6,400</b>	<b>6,810</b>	6,909
Annual deficit	<b>(3,370)</b>	<b>(2,330)</b>	(3,804)
Net transfers from other funds	<b>3,400</b>	<b>3,434</b>	3,100
Change in fund balance	<b>30</b>	<b>1,104</b>	(704)
Opening fund balance	<b>25,874</b>	<b>25,874</b>	26,578
Closing fund balance	<b>25,904</b>	<b>26,978</b>	25,874

The accompanying notes are an integral part of the consolidated financial statements.

**Town of Mahone Bay****Schedule 5 – Schedule of capital fund – municipal operations**

Year ended March 31, 2019

	<b>Budget</b>	<b>2019</b>	2018
	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>(Unaudited)</b>		
Revenues			
Capital grants	—	—	1,907,260
Interest	—	<b>4,080</b>	2,521
	—	<b>4,080</b>	1,909,781
General fund amortization	<b>450,000</b>	<b>476,455</b>	498,710
	<b>450,000</b>	<b>476,455</b>	498,710
Annual (deficit) surplus	<b>(450,000)</b>	<b>(472,375)</b>	1,411,071
Net transfers from (to) other funds	<b>23,400</b>	<b>134,992</b>	(464,008)
(Decrease) increase in fund balance	<b>(426,600)</b>	<b>(337,383)</b>	947,063
Opening fund balance	<b>8,568,592</b>	<b>8,568,592</b>	7,621,529
Closing fund balance	<b>8,141,992</b>	<b>8,231,209</b>	8,568,592

The accompanying notes are an integral part of the consolidated financial statements.

**Town of Mahone Bay****Schedule 6 – Schedule of reserve fund**

Year ended March 31, 2019

	<b>Budget</b>	<b>2019</b>	2018
	\$	\$	\$
	<b>(Unaudited)</b>		
Interest revenue	—	<b>23,461</b>	24,072
Annual surplus	—	<b>23,461</b>	24,072
Net transfers from other funds		<b>205,022</b>	14,227
Increase in fund balance	—	<b>228,483</b>	38,299
Opening fund balance	<b>1,204,732</b>	<b>1,204,732</b>	1,166,433
Closing fund balance	<b>1,204,732</b>	<b>1,433,215</b>	1,204,732

The accompanying notes are an integral part of the consolidated financial statements.

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**Town of Mahone Bay****Schedule 7 – Schedule of trust reserve fund**

Year ended March 31, 2019

	<b>Budget</b>	<b>2019</b>	2018
	<b>\$</b>	<b>\$</b>	<b>\$</b>
	<b>(Unaudited)</b>		
Revenues	—	<b>64</b>	40
Annual surplus	—	<b>64</b>	40
Increase in fund balance	—	<b>64</b>	40
Opening fund balance	<b>3,449</b>	<b>3,449</b>	3,409
Closing fund balance	<b>3,449</b>	<b>3,513</b>	3,449

The accompanying notes are an integral part of the consolidated financial statements.

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A meeting of the Age Friendly Community Committee for the Town of Mahone Bay was held on Monday, September 23, 2019 at 7:03 p.m. in Council Chambers.

Present:

Councillor Penny Carver, Chair  
Councillor Joseph Feeney  
Crystal Berkeley  
Francis Kangata  
Joan Parks-Hubley  
Dylan Heide, CAO  
Kelly Redden, Deputy Clerk

Absent:

Lisa Learning  
Greg Matear  
Anne Harrison (regrets)

**1. Approval of Agenda**

A motion by Councillor Feeney, seconded by Mr. Kangata, **“THAT the agenda be approved as amended to add 5. Information About Positive Aging Program.”** Motion carried.

**2. Minutes**

A motion by Councillor Feeney, seconded by Ms. Parks-Hubley, **“THAT the minutes of the June 24, 2019 meeting be approved as presented.”** Motion carried.

**3. 2019 AFC Action Plan**

Presentation by NS Health – Prevention and Health Promotion

Sadie Watson, Health Promoter, and Francis Kangata, Health Promotion Coordinator, both with South Shore Public Health, provided the Committee with a presentation on the legalization of and harms of cannabis, with a focus on the upcoming legalization of edibles, oils and topicals. The intention of the presentation is to educate the committee on the risks, so that they are informed when the Town begins the process of updating its Municipal Land Use By-law and Planning Strategy. The Committee expressed an interest in having the Town’s Planners come and discuss the By-law and Planning Strategy process with the committee at the October or November meeting of the Age Friendly Committee. Dylan Heide will make the request.

Publicize Existence of Committee

Dylan Heide informed the Committee of an upcoming Committee Mixer, hosted by the Economic Development Committee.

#### Location for Benches

The group discussed how to decide the right locations for new benches in the Town. The committee would like to publish a survey, using the Town's online survey tool, to see where citizens believe benches should be placed.

A Motion by Ms. Berkeley, seconded by Councillor Feeney, **"THAT the committee recommends to Council that staff be directed to conduct a public survey to determine optimal locations for benches in the community."** Motion carried.

#### VIC Recommendations – Parking and Signage

The group discussed the recommendations provided by staff of the Visitor Information Centre. Dylan Heide suggested that these recommendations should be referred to the transportation plan development process.

A motion by Mr. Kangata, seconded by Ms. Berkeley, **"THAT the committee recommends to Council that staff be directed to speak with the Mahone Bay Tourism and Chamber of Commerce to learn more about their recommendations concerning parking and map issues."** Motion carried.

#### Follow Up/Monitor Ongoing Efforts

Deferred to next meeting.

#### New Horizons Grant

Deferred to next meeting.

### **4. Committee Membership**

#### Youth Membership

Committee member, Francis Kangata, spoke with the Lamar Eason, Principal at Bayview Cemetery, who requested that we provide information about the committee so that it could be circulated throughout the school. Councillor Feeney will draft a letter to be circulated explaining the role of the committee in the Town. The committee will also extend an invitation for youth to attend committee meetings to share their views.

#### New Application

A motion by Councillor Feeney, seconded by Mr. Parks-Hubley, **"THAT the committee recommend to Council that Mary Beth Eldridge be appointed to the Age Friendly Community Advisory Committee."** Motion passed.

### **5. Information About Positive Aging Program**

Councillor Carver was asked by the Coordinator of an Organization called Flourish to pass along information to the committee about an upcoming workshop, Positive Aging: Stay Healthy for Life. They are looking for a space to provide the workshop in Mahone Bay. Councillor Carver and Ms. Parks-Hubley offered to help with the organization of the workshop.



**The meeting adjourned by motion at 8:48 pm**

**TOWN OF MAHONE BAY**

**TOWN OF MAHONE BAY**

Chair, Councillor Penny Carver

Deputy Clerk, Kelly Redden

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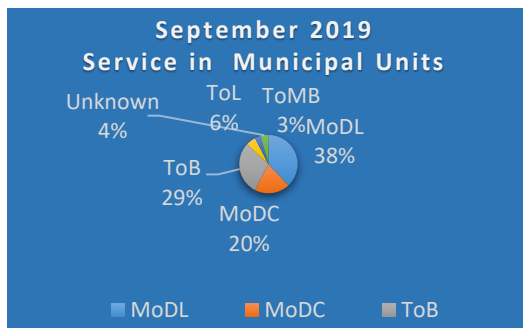
## Lunenburg County Seniors' Safety Program - September 2019

The LCSSP 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 Seniors' Safety Coordinator. The LCSSP operates out of Bridgewater Police Service.

**SSC scheduled time off:** Sept. 2<sup>nd</sup>, 2019 – Labour Day

### Monthly stats & information:

- We have received referrals from law enforcement, EMO personnel, healthcare professionals, public officials, income assistance, housing authority, private business, continuing care, seniors/their loved ones, 211 and anonymous sources
- Reasons for referrals include driving concerns, housing/food insecurity, legal issues, possible elder abuse, health & wellness, help to complete forms and connect with supports, information seeking, financial hardship, mental health concerns, transportation needs, income issues, hoarding and emergency management
- Dorian and its aftermath has been a significant event in September. Many of our clients needed check-ins and supports before and after the storm. As well, we received requests for 'one time needs' from individuals who were trying to address issues created by the storm. This writer observed great community involvement and service; many were eager and quick to respond. Some needs experienced in our community included; difficulty-keeping medications such as insulin cool during extensive power outages, inoperable oxygen concentrators during power outages, some people had little to eat and many lost refrigerated / frozen goods and clean up presented challenges. Some individuals stayed alone and unsupported without power for days. There seemed to be communication gaps around Comfort Station availability, times and locations (and transportation)
- A client caseload review was carried out which resulted in a large number of files being closed with the understanding that if we are needed, we are only a phone call away.



### Stats:

Data	September
Total # of clients	86
# of active clients receiving service	55
# of new referrals	27
# of home visits	32
# of closed files	35
One time needs	9

### Monthly Meetings, Presentations and Projects:

- **Sept. 17<sup>th</sup>, 2019** – SSC presented to 24 NSCC LPN students on Elder Abuse
- **Sept. 18<sup>th</sup>, 2019** – Law Foundation of NS grant application for a one-year term, part time Seniors' Legal Navigator was submitted September 18<sup>th</sup>, 2019.
- **Sept. 19<sup>th</sup>, 2019** – SSC attended the Aging Well Together meeting at MB Legion Branch 49
- **Sept. 25<sup>th</sup>, 2019** – SSC will meet with Nurse Practitioners to discuss LCSSP program and services
- **Sept. 25<sup>th</sup>, 2019** – LCSSAP meeting to be held at Chester RCMP station
- **LCSSP Consent to Service & Sharing Information, Rental Directory & Seniors' Helping Tree** – ongoing projects
- **LC Seniors' Safety Academy** – 6-week education series planned for October in partnership with the OHC
- **LCSSP Client Emergency Contingency Fund (CECF) Report,**
  - Opening Balance: \$922.00, current balance: \$922.00 + \$70.00 in gift cards

Anyone interested in learning more about the details of meetings, events and/or presentations please contact the LCSSP.  
Submitted by: Chris Acomb, SSC, September 29<sup>th</sup>, 2019

*2019 marks the 10<sup>th</sup> Anniversary of the Lunenburg County Seniors' Safety Program!*

## TOWN OF MAHONE BAY

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## CHEQUE REGISTER

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Number	Issued		Amount	SC	Status	Status Date
018004	09/09/2019	ADVOCATE MEDIA	268.41	A/P	OUT-STD	09/09/2019
018005	09/09/2019	AGAT LABORATORIES	1,169.55	A/P	OUT-STD	09/09/2019
018006	09/09/2019	ALTEC INDUSTRIES LTD	1,589.29	A/P	OUT-STD	09/09/2019
018007	09/09/2019	ALTERNATIVE RESOURCE ENERGY AUTHORITY	26,461.89	A/P	OUT-STD	09/09/2019
018008	09/09/2019	ASSOCIATION OF MUNICIPAL TAX COLLECTORS	625.00	A/P	OUT-STD	09/09/2019
018009	09/09/2019	BRENNTAG CANADA INC.	2,943.44	A/P	OUT-STD	09/09/2019
018010	09/09/2019	CRANE SUPPLY	77.72	A/P	OUT-STD	09/09/2019
018011	09/09/2019	DALTON JODREY PLUMBING & HEATING LTD.	356.50	A/P	OUT-STD	09/09/2019
018012	09/09/2019	DERRICK MACKENZIE	125.83	A/P	OUT-STD	09/09/2019
018013	09/09/2019	G.E.'S ALL TRUCKING	6,485.44	A/P	OUT-STD	09/09/2019
018014	09/09/2019	GOW'S HARDWARE LTD.	321.99	A/P	OUT-STD	09/09/2019
018015	09/09/2019	GRAYBAR CANADA	1,583.26	A/P	OUT-STD	09/09/2019
018016	09/09/2019	JBM PLUMBING & HEATING	550.28	A/P	OUT-STD	09/09/2019
018017	09/09/2019	JOHN HINCKLEY	377.92	A/P	OUT-STD	09/09/2019
018018	09/09/2019	KONICA MINOLTA	657.49	A/P	OUT-STD	09/09/2019
018019	09/09/2019	LONDON LIFE ASSURANCE COMPANY	7,032.16	A/P	OUT-STD	09/09/2019
018020	09/09/2019	LUNENBURG COUNTY CONDOMINIUM CORPORATION #2:	246.00	A/P	OUT-STD	09/09/2019
018021	09/09/2019	MUNICIPALITY OF CHESTER	14.00	A/P	OUT-STD	09/09/2019
018022	09/09/2019	MUNICIPALITY OF LUNENBURG	252.98	A/P	OUT-STD	09/09/2019
018023	09/09/2019	MUNICIPAL JOINT SERVICES BOARD	8,164.10	A/P	OUT-STD	09/09/2019
018024	09/09/2019	NICK'S INDEPENDENT	31.55	A/P	OUT-STD	09/09/2019
018025	09/09/2019	PETER BURGOYNE	50.00	A/P	OUT-STD	09/09/2019
018026	09/09/2019	PETER MATYAS	9,832.50	A/P	OUT-STD	09/09/2019
018027	09/09/2019	PHILIP LAWSON	586.25	A/P	OUT-STD	09/09/2019
018028	09/09/2019	PRINTERS CORNER	49.42	A/P	OUT-STD	09/09/2019
018029	09/09/2019	RIVERPORT ELECTRIC LIGHT COMM	5,668.79	A/P	OUT-STD	09/09/2019
018030	09/09/2019	SANSOM EQUIPMENT LIMITED	2,101.74	A/P	OUT-STD	09/09/2019
018031	09/09/2019	SAUNDERS MOTORS CO. LTD.	3,068.52	A/P	OUT-STD	09/09/2019
018032	09/09/2019	SCOTIA RECYCLING LTD	46.00	A/P	OUT-STD	09/09/2019
018033	09/09/2019	SMALL TOWN INK	496.80	A/P	OUT-STD	09/09/2019
018034	09/09/2019	SOUTH SHORE REGIONAL CENTRE FOR EDUCATION	33,750.00	A/P	OUT-STD	09/09/2019
018035	09/09/2019	SOUTH SHORE REGIONAL HOSPITAL	480.00	A/P	OUT-STD	09/09/2019
018036	09/09/2019	TOWN & COUNTRY PROPERTY	2,335.93	A/P	OUT-STD	09/09/2019
018037	09/09/2019	TOWN OF MAHONE BAY	9,258.00	A/P	OUT-STD	09/09/2019
018038	09/09/2019	UNIVAR CANADA LTD.	3,312.20	A/P	OUT-STD	09/09/2019
018039	09/09/2019	WELLS, LAMEY, BRYSON, SCHNARE & MAILMAN	1,288.87	A/P	OUT-STD	09/09/2019
018040	09/23/2019	ILANA ALI	28.48	A/R	OUT-STD	09/23/2019
018041	09/23/2019	NELSON, RICHARD	126.06	A/R	OUT-STD	09/23/2019
018042	09/23/2019	RUDOLPH, KATJA	124.63	A/R	OUT-STD	09/23/2019
018043	09/23/2019	ACE PEST/TERMINIX CANADA	57.50	A/P	OUT-STD	09/23/2019
018044	09/23/2019	ALTEC INDUSTRIES LTD	598.52	A/P	OUT-STD	09/23/2019
018045	09/23/2019	ATLANTIC PURIFICATION SYSTEMS	146.86	A/P	OUT-STD	09/23/2019
018046	09/23/2019	CBCL LIMITED	1,035.00	A/P	OUT-STD	09/23/2019
018047	09/23/2019	CUMINGS FIRE & SAFETY	12,299.24	A/P	OUT-STD	09/23/2019
018048	09/23/2019	DELOITTE MANAGEMENT SERVICES LP	41,418.63	A/P	OUT-STD	09/23/2019
018049	09/23/2019	DYLAN HEIDE	11.09	A/P	OUT-STD	09/23/2019

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Number	Issued		Amount	SC	Status	Status Date
018050	09/23/2019	G.A.ISENR CONSULTING LIMITED	5,441.11	A/P	OUT-STD	09/23/2019
018051	09/23/2019	GLOBAL RENTAL CANADA, ULC	3,795.00	A/P	OUT-STD	09/23/2019
018052	09/23/2019	GRAYBAR CANADA	661.48	A/P	OUT-STD	09/23/2019
018053	09/23/2019	KONICA MINOLTA	1,595.18	A/P	*VOID*	09/23/2019
	Void Reason: Wrong Konica Minolta Account					
018054	09/23/2019	KONICA MINOLTA BUSINESS SOLUTIONS	1,103.83	A/P	OUT-STD	09/23/2019
018055	09/23/2019	LEN'S PLUMBING & HEATING LIMITED	160.99	A/P	OUT-STD	09/23/2019
018056	09/23/2019	LONDON LIFE ASSURANCE COMPANY	3,516.08	A/P	OUT-STD	09/23/2019
018057	09/23/2019	LUKE WENTZELL	79.32	A/P	OUT-STD	09/23/2019
018058	09/23/2019	MAHONE BAY AND AREA LIONS CLUB	500.00	A/P	OUT-STD	09/23/2019
018059	09/23/2019	MUNICIPALITY OF CHESTER	42,421.34	A/P	OUT-STD	09/23/2019
018060	09/23/2019	MUNICIPAL JOINT SERVICES BOARD	72.00	A/P	OUT-STD	09/23/2019
018061	09/23/2019	NICK NOWE	112.79	A/P	OUT-STD	09/23/2019
018062	09/23/2019	OCEANVIEW GARDEN CENTRE	505.93	A/P	OUT-STD	09/23/2019
018063	09/23/2019	PAUL MAILMAN CONTRACTING LTD	1,117.49	A/P	OUT-STD	09/23/2019
018064	09/23/2019	PENNY CARVER	31.18	A/P	OUT-STD	09/23/2019
018065	09/23/2019	PHILIP LAWSON	560.86	A/P	OUT-STD	09/23/2019
018066	09/23/2019	RICHARD NOWE	271.32	A/P	OUT-STD	09/23/2019
018067	09/23/2019	RIVERPORT ELECTRIC LIGHT COMM	338.32	A/P	OUT-STD	09/23/2019
018068	09/23/2019	ROYAL CANADIAN LEGION	75.00	A/P	OUT-STD	09/23/2019
018069	09/23/2019	SILVERS GARAGE (2008) LIMITED	2,841.86	A/P	OUT-STD	09/23/2019
018070	09/23/2019	STEWART'S SEPTIC PUMPING	138.00	A/P	OUT-STD	09/23/2019
018071	09/23/2019	SURE COURIER SERVICES	421.71	A/P	OUT-STD	09/23/2019
018072	09/23/2019	TONY SMITH	67.45	A/P	OUT-STD	09/23/2019
018073	09/23/2019	TOWN OF MAHONE BAY	1,350.00	A/P	OUT-STD	09/23/2019
018074	09/23/2019	TOWN OF MAHONE BAY	15,310.25	A/P	OUT-STD	09/23/2019
018075	09/23/2019	TOWN OF BRIDGEWATER	25.00	A/P	OUT-STD	09/23/2019
018076	09/23/2019	WOOD WYANT INC.	567.50	A/P	OUT-STD	09/23/2019
018077	09/30/2019	A. MACKENZIE SECURITY LTD.	716.74	A/P	OUT-STD	09/30/2019
018078	09/30/2019	ALTERNATIVE RESOURCE ENERGY AUTHORITY	55,258.22	A/P	OUT-STD	09/30/2019
018079	09/30/2019	ATLANTIC PURIFICATION SYSTEMS	1,452.00	A/P	OUT-STD	09/30/2019
018080	09/30/2019	KARL NAUSS	58.83	A/P	OUT-STD	09/30/2019
018081	09/30/2019	KONICA MINOLTA BUSINESS SOLUTIONS	1,595.18	A/P	OUT-STD	09/30/2019
018082	09/30/2019	MAHONE BAY FIRE DEPARTMENT	15,454.00	A/P	OUT-STD	09/30/2019
018083	09/30/2019	MIDLAND TRANSPORT LTD	945.17	A/P	OUT-STD	09/30/2019
018084	09/30/2019	MINISTER OF FINANCE	25.00	A/P	OUT-STD	09/30/2019
018085	09/30/2019	MINISTER OF FINANCE	100.00	A/P	OUT-STD	09/30/2019
018086	09/30/2019	NICK'S INDEPENDENT	31.20	A/P	OUT-STD	09/30/2019
018087	09/30/2019	N. S. BUILDING SUPPLIES	181.86	A/P	OUT-STD	09/30/2019
018088	09/30/2019	OCEANVIEW GARDEN CENTRE	119.59	A/P	OUT-STD	09/30/2019
018089	09/30/2019	RIVERPORT ELECTRIC LIGHT COMM	1,348.20	A/P	OUT-STD	09/30/2019
018090	09/30/2019	SISSIBOO CUSTOM CYCLES	1,121.25	A/P	OUT-STD	09/30/2019
018091	09/30/2019	SKYSAIL BRAND MARKETING & DESIGN	5,000.00	A/P	OUT-STD	09/30/2019
018092	09/30/2019	TONY SMITH	40.07	A/P	OUT-STD	09/30/2019
018093	09/30/2019	TOROMONT CAT (MARITIMES)	7,992.50	A/P	OUT-STD	09/30/2019
018094	09/30/2019	UNIVAR CANADA LTD.	4,390.98	A/P	OUT-STD	09/30/2019
018095	09/30/2019	WOOD WYANT INC.	640.67	A/P	OUT-STD	09/30/2019

\*\* - Name on Check was modified

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Number	Issued	Amount	SC	Status	Status Date
Cheque Totals Issued:		365,463.10			
Void:		1,595.18			
Total Cheques Generated:		367,058.28			
Total # of Cheques Listed:		92			