



A Special Meeting of Town Council for the Town of Mahone Bay was held on Tuesday, November 26, 2019 at 9:00 a.m. in Council Chambers.

Present:

Mayor D. Devenne
Deputy Mayor K. Nauss
Councillor J. Bain
Councillor P. Carver
Councillor J. Feeney
Councillor R. Nowe
Dylan Heide, CAO
Luke Wentzell, Manager of Finance
Kelly Redden, Deputy Clerk

Absent:

Councillor C. O'Neill

Gallery:

Agenda

A motion by Councillor Bain, seconded by Councillor Carver, **"THAT Council accept the agenda as presented."** **Motion carried.**

YTD Review of 2019-20 Capital Projects: PCAP-WW Effluent

Council received a letter and report from CBCL Ltd. regarding the assessment of dechlorination and alternative disinfection options for the Town of Mahone Bay Wastewater Treatment Plant.

Communication of 2019-20 Capital Projects

Staff Report RE: Communications Strategy

Council Received a Staff Report regarding the Communications Strategy under development with Skysail Brand Marketing and Design. Mr. Heide explained the report and how the strategy will role out. Council agreed to provide feedback on the development of the communications strategy by Skysail. Mr. Heide will ask Skysail for some options/variations of the logo that was approved, reflecting discussion by Council.

A motion by Deputy Mayor Nauss, seconded by Councillor Feeney, **"THAT Council accept this report for information."** **Motion carried.**

November 26, 2019 Fire Station Open House

Council received an update on plans for the November 26, 2019 Fire Station Open House. There was discussion about the capabilities of a new facility to act as a shelter or comfort station.

Development of 2019-25 Capital Investment Plan

Mr. Heide presented Council with the updated draft Capital Investment Plan, Council members reviewed the plan.

Councillor Carver excused herself from council chambers at 10:56pm due to a scheduling conflict.

A motion by Councillor Bain, seconded by Councillor Nowe, **“THAT the Capital Infrastructure Plan be approved as amended for submission to the Province of Nova Scotia.”**

Motion carried.

The meeting adjourned upon motion at 11:16 am

TOWN OF MAHONE BAY

TOWN OF MAHONE BAY

Mayor, David Devenne

Clerk, Maureen Hughes



The regular meeting of Town Council for the Town of Mahone Bay was held on Thursday, November 28, 2019 at 7:00 p.m. in Council Chambers.

Present:

Mayor D. Devenne
Deputy Mayor K. Nauss
Councillor J. Bain
Councillor P. Carver
Councillor J. Feeney
Councillor R. Nowe
Dylan Heide, CAO
Luke Wentzell, Manager of Finance
Kelly Redden, Deputy Clerk

Absent:

Gallery: 11

Agenda

A motion by Councillor Bain, seconded by Councillor Feeney, **“THAT Council accept the agenda as presented.”** **Motion carried.**

Minutes

A motion by Deputy Mayor Nauss, seconded by Councillor Nowe, **“THAT Council approve the minutes of the November 12, 2019 meeting as amended.”** **Motion carried**

Correspondence – Action Items

1. Lynn Hennigar, Mahone Bay Centre, requesting permission to locate Mahone Bay Centre signage on Town property.

A motion by Councillor Bain seconded by Councillor Carver, **“THAT the Town permit the Mahone Bay Centre to locate a sign on Town property.”** **Motion carried.**

Correspondence Information Items

1. NSFM – Communications Update – November 14, 2019
2. NSFM – Monday Memo – November 18, 2019
3. Lamar Eason, Bayview Community School – Thank you for donation to Bayview Community School.

4. Jeff Merrill, MODL Planning and Development Services – Land Use Planning in Watersheds.
5. Lion Charles Uhlman, Mahone Bay and Area Lions Club – Thank you for advertising in 50th Charter Night Booklet.

A motion by Deputy Mayor Nauss, seconded by Councillor Carver, **“THAT Council receive and file the above correspondence, numbered 1 -5.”** **Motion carried.**

Staff Reports

Staff Report to Council

Council received the Council Report for November 28, 2019.

Housing Committee

Council received a staff report regarding a Town housing advisory committee as requested by motion of Council.

A motion by Councillor Carver, seconded by Councillor Feeney, **“THAT Council schedule a special meeting to discuss amendment of the 2018-20 Strategic Plan and Action Plan as it relates to housing.”** **Motion carried.**

2020 Proposed Meeting Schedule

Council received a draft 2020 Town of Mahone Bay Meeting Schedule.

A motion by Councillor Feeney, seconded by Councillor Carver, **“THAT Council accept the 2020 Meeting Schedule as amended.”** **Motion carried.**

Draft DA MacLeod Group Health Services

Council received a staff report and a Draft Development Agreement for MacLeod Group Health Services.

A motion by Councillor Bain, seconded by Councillor Nowe, **“THAT the Town of Mahone Bay announce it’s intention to enter into a Development Agreement with MacLeod Group Health Services to facilitate development and operation of a 96 bed Nursing Home and 8 bed Assisted Living Facility on Main Street and schedule a Public Hearing on the draft Development Agreement.”** **Motion carried.**

Temporary Vending By-law

Council received a staff report with an update on the review of the Temporary Vending By-law.

A motion by Deputy Mayor Nauss, seconded by Councillor O’Neill, **“THAT Council direct staff to schedule a Public Information meeting concerning proposed changes to the Temporary Vending By-law and Policy.”** **Motion carried**

2020 Volunteer Recognition

Council received information on the 2020 Provincial Volunteer Awards.

Council Items

Communication with Libraries

Mayor Devenne advised Council that a question had been posed at a recent meeting of the South Shore Public Library Board as to whether local municipalities felt informed about recent budgetary changes in library funding.

Request to Designate Cherry Lane as One-Way Traffic

A motion by Deputy Mayor Nauss, seconded by Councillor Carver, **“THAT Council ask the Traffic Authority to research designating Cherry Lane a one-way street.”** **Motion carried.**

Committee Reports

Heritage Advisory Committee

Council received the draft minutes of the November 13, 2019 meeting of the Heritage Advisory Committee, as well as a Statement of Significance for the property at 53 Edgewater Street and a draft amended Heritage Property By-law.

A motion by Councillor Feeney, seconded by Councillor Carver, **“THAT Council give first reading to the Heritage Property By-law as amended.”** **Motion carried.**

A motion by Councillor Carver, seconded by Councillor Feeney, **“THAT Council register the property located at 53 Edgewater Street as a Municipal Heritage Property.”** **Motion carried.**

Municipal Joint Services Board

Council received the minutes from the June 22, 2019 meeting of the Municipal Joint Services Board.

A motion by Councillor Carver, at 8:02p.m., to go to a break.

Council returned to session at 8:11p.m.

Closed Session

A motion by Councillor Nowe, seconded by Deputy Mayor Nauss at 8:11 p.m. to go into Closed Session to discuss acquisition, sale, lease and security of municipal property, and contract negotiations as permitted by the Municipal Government Act section 22(2)(a) and (e) respectively.

Council returned to open session at 8:22 p.m.

The meeting adjourned upon motion at 8:23 p.m.

TOWN OF MAHONE BAY

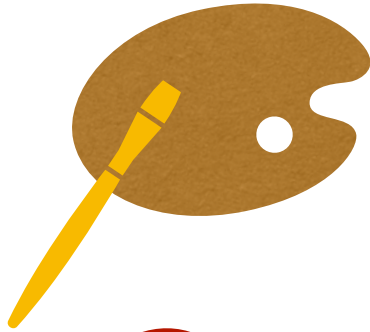
Mayor, David Devenne

TOWN OF MAHONE BAY

Clerk, Maureen Hughes

DRAFT

ENTREPRENEURSHIP EXPO



The grade 9 students at Bayview have been working on creating their own small businesses and will be hosting an entrepreneurship fair on the 19th! Students will be selling treats and baked goods such as cookies and pretzels as well as ornaments, beauty products, jam, handmade cards and ornaments for some last minute holiday shopping!



We hope to see you at our school on the 19th!



Bayview Community School
110 Clearway Street
Mahone Bay, NS
B0J 2E0

December 19th 11:30- 1:00

From: [NSFM Communications](#)
To: [NSFM Communications](#)
Subject: NSFM Communications - Your Monday Memo
Date: November 25, 2019 4:46:49 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)

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MONDAY MEMO



All the NSFM News You Need for the Week



- Sustainable Communities Awards
- NSFM Annual Report 2019
- This Week's Media Mentions
- FCM Conference In Ottawa

• Sustainable Communities Awards

Do you want your community to be recognized as a sustainability leader? Nominate your municipality for [FCM's 2020 Sustainable Communities Awards](#). The awards celebrate the most innovative local sustainability projects from across the country in the following categories:

- GMF 20th Anniversary Visionary Award

- Asset management
- Brownfields
- Climate change
- Energy
- Neighbourhoods
- Transportation
- Waste
- Water

The winning projects leverage current and advanced technologies as well as best practices in the area of environmental and sustainability, and can be replicated and scaled up across Canada to achieve national quality-of-life, sustainability and climate goals.

Award winners receive local and national recognition and promotion for their initiatives, and will present at FCM's Sustainable Communities Conference on October 20-22, 2020 in St. John's, NL.

Communities do not need to be members of FCM or have received funding from FCM in order to be eligible. [Learn more](#) and apply by March 31, 2020.

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• **NSFM Annual Report 2019**

NSFM produced its first-ever Annual Report in November, 2019 to outline the year of work achieved by staff in advocacy, education and collaboration under the direction of the board.

It was distributed at NSFM's annual conference in Halifax earlier this month and is also available online through the website at <https://www.nsfm.ca/annual-report-2019.html>.

• **Media Mentions**

Here are a few of the stories from around the province this week that included quotes, or information, from NSFM executive or staff:

November 19, 2019 - Annapolis Royal Council Taking Up Arms Against Threat of Rising Sea Levels:

<https://www.capebretonpost.com/news/provincial/declaring-climate-war-annapolis-royal-council-taking-up-arms-against-threat-of-rising-sea-levels-378077/> - Also appeared in

Cumberland News Now, Yarmouth Vanguard, Shelburne Coast Guard, Digby County Courier, Truro Daily News, New Glasgow Newspaper.

November 16, 2019 - Municipalities Will Soon Hold Corporations Responsible:

<https://www.halifaxtoday.ca/local-news/halifax-will-soon-hold-corporations-responsible-for-garbage-from-their-products-1852433>

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• FCM Conference In Ottawa

NSFM **CEO Juanita Spencer** and **President Pam Mood** will be in Ottawa for FCM meetings Nov. 26-29.

The program includes a board of directors meeting, as well as connecting with other Provincial Territorial Associations from across the country.

An overview of the meetings will be included in next week's Monday Memo.

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MONDAY MEMO



All the NSFM News You Need for the Week

All the news, notes, messages and reminders from your NSFM Office are in one weekly package.

If you have something to share, please reach out to communications@nsfm.ca for a future Monday Memo publication.

Amy Pugsley Fraser | Communications Advisor

NOVA SCOTIA FEDERATION OF MUNICIPALITIES

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**NOVA SCOTIA FEDERATION
OF MUNICIPALITIES**

CBRM'S CLAIRE DETHERIDGE HONoured

2019 Ken Simpson Award Winner

Throughout a political career that spanned more than three decades, Claire Detheridge demonstrated exceptional public service, leadership and fairness.

Those attributes were recognized earlier this month when she was honoured with the **Ken Simpson Memorial Award** at NSFM's fall conference in Halifax.



Detheridge, above with NSFM President Pam Mood, received a standing ovation from more than 250 NSFM members at the event at the Westin Halifax Hotel.

CBRM Deputy Mayor Ivan Doncaster was first elected to council in 1985 and says Detheridge's reputation as an effective and fair leader preceded her.

"She was a strong voice on council and someone to look up to. When I was a rookie, she showed me around and helped me out wherever she could."

"And she served on every committee we had. You name it, she was on it," he said.

Her Cape Breton focus expanded when she was involved with the provincial library board, he says.

That work was recognized in 2011 with the Distinguished Service to Public Libraries award from Library Boards Association of Nova Scotia.

Another council colleague says libraries are still her passion.

"We still get messages from her about the possibilities of a new library in Sydney and someday we hope to get there," says Darren Bruckschwaiger.

Detheridge also worked tirelessly to establish the Sydney-West Wastewater project, NSFM President Pam Mood said in presenting the award.

"She knew that clean water and pristine coastline were vital for residents of Cape Breton and never gave up," Mood said of the \$60-million Sydney-West project now in the works.

"Two decades – now that is real commitment," Mood said.

Detheridge also chaired the local police commission at a time when tensions ran high because the traditional model of policing was changing.

"That was a big policing debate, choosing between Regional Police and RCMP, and it was caused by lack of resources," Bruckschwaiger said.

"Claire was chair at the time and she did a great job of handling that. A few councillors lost re-election because of that vote, but not Claire."

Detheridge is a hard worker who capably represented her own district and CBRM, says Bruckschwaiger, who worked with her for 17 years.

Continued, page 2

*Claire Detheridge,
continued*

“She looked beyond her own boundary, because she understood that regional council is about the whole region. She made a point to come out to different communities for meetings to hear the views there too.”

Detheridge was the first woman elected to the former Cape Breton County Council and also served as deputy mayor.

“She always worked hard and gave 100 per cent,” he says of the mother of two and the grandmother to four.

With an unstoppable work ethic and an ability to build bridges in disputes, Detheridge embodies the spirit of the award named for NSFM’s executive director from 1990 to 2010.

“Ken Simpson was really well respected and liked,” says Doncaster, “and she followed in those footsteps.”

Detheridge’s abilities also shone outside council chambers. After meetings, a few councillors used to hash out the votes at a booth at Jasper’s Restaurant.

“We might have been at one another’s throats at the meeting, but we could sit down together afterward and discuss the events of the evening.

“And Claire was a big part of the camaraderie we were able to achieve in those little sessions.”

Solar Colchester Has The Power to Change

A new program in Colchester County is making renewable energy more accessible and affordable.

Launched in April, **Solar Colchester** provides up to \$20,000 in financing from the municipality for homeowners who want solar PV panel installations.

The seeds for the program were planted in 2015 when a residents’ group from North Colchester presented to council.



Mayor Christine Blair, sustainability officer Joanna Burris, and community development director Crawford Macpherson accept the 2019 Climate Change Leaders Award for Solar Colchester at NSFM’s conference in Halifax this month.

And while other municipalities started off small with programs like solar-powered hot water, Colchester County moved right into clean energy generation.

“There was a lot of interest generating electricity directly, and that’s what the group wanted,” sustainability officer Joanna Burris said.

Council was immediately on board, says Mayor Christine Blair.

In 2016, the municipality installed two 45-metre high wind turbines at their balefill and composting facility in Kempton and were keen to try other green energy initiatives that reduce the demand for fossil fuels.

“Solar Colchester is a big benefit for Colchester County because we all know that climate change is crucial right now, it’s at a pivotal point.”

Council approved \$900,000 for the program over three years. The municipality’s operating budget is about \$30 million.

“It is a significant amount of money. Every bit that we do as a municipality counts in countering the effects of climate change.”

With \$300,000 available annually through 2021-22, each eligible homeowner can tap into a maximum of \$20,000 per project.

“That amount works out really well for most projects,” says Burris.

This year, Colchester County will finance 18 projects that generate about 7 kilowatts (7,000 watts), enough to power the average home. The homeowners pay back the loans at around \$2,000 a year.

“The payments on the panels they would have made on their power bills – so they’re exchanging one bill for the other.”

After 10 years, homeowners will have virtually free electricity for the remainder of the 25-plus year lifespan of the panels, she said.

The Nova Scotia Municipal Spending Report

1st Edition: 8-year Trends in Municipal Operating Spending

Ibrahim Ali, Public Policy and Entrepreneurship Intern, Nova Scotia
Nick Cunningham, Policy Analyst, Nova Scotia

Overall, Nova Scotia's municipalities and towns controlled spending to the benchmark level of inflation and population growth from 2010-2017. Municipalities fell slightly below the benchmark rate with growth in real operating spending of roughly 0.5 percent, while population grew at 1.5 percent. On the other hand, the overall growth in real operating spending for towns over the same period grew by roughly 4 percent while population in those towns grew by only 2 percent, leading to roughly \$7 million in overspending.

Introduction

In Nova Scotia, local governments provide key services such as water and sewer, recreation and leisure, as well as emergency services that are essential to support a vibrant and growing small business sector.

This report analyzes the operating spending of 33 municipalities and towns across Nova Scotia from 2010 to 2017. The 18 largest municipalities (including 3 regional municipalities) and the 15 largest towns evaluated represent 94 percent of Nova Scotia's population in 2017. The report ranks the sustainability of community finances based on annual operating expenses.

Since municipalities cannot run deficits without the approval of the Minister of Municipal Affairs¹, any growth in operating spending above the benchmark, increases the likelihood that local governments will have to raise taxes and fees on businesses and residents to make up for any deficits. This can have negative consequences for sustainable economic development in our communities. Any excess spending comes at the expense of municipal taxpayers through higher taxes, permits and fees, and the demand for more transfers from higher levels of government. To provide a sustainable level of services to citizens, it makes sense that municipalities should

¹ Report of the Auditor General. "Municipal Affairs: Monitoring and funding Municipalities", Section 5.3, pg. 66. November 2015.

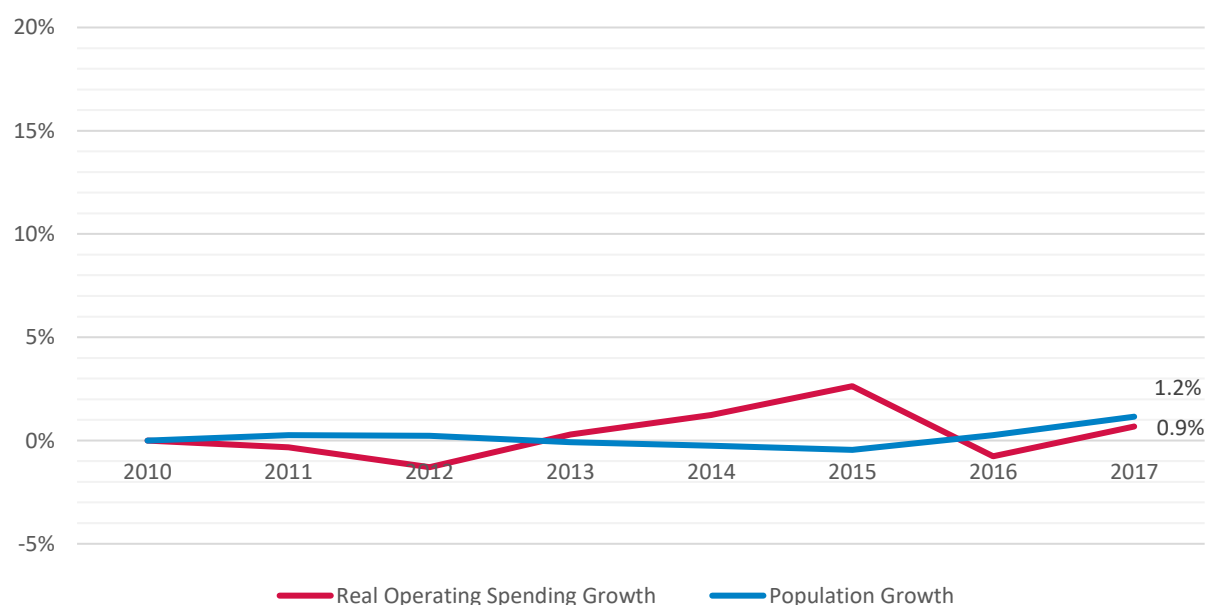
only increase operating spending to accommodate growth in population to provide the same services to more citizens. In addition, it's reasonable to expect that operating spending should be adjusted for inflation to account for any increase in prices.

From 2010 to 2017, inflation-adjusted (i.e. real) operating spending in Nova Scotia increased by 0.9 percent, while population grew at 1.2 percent over the same period. Figure 1 shows that Nova Scotia's municipalities, as a whole, have sustained their spending growth to the benchmark of inflation and population growth.

Overall, **municipalities'** growth in real operating spending over the 2010-2017 period grew by roughly 0.5 percent, while population grew at 1.5 percent, falling 1 percent below the sustainable benchmark rate. Conversely, the overall growth in real spending for **towns** over the same period grew by roughly 4 percent while population in those towns grew by only 2%, leading to roughly \$7 million in overspending. Overall, Nova Scotia's municipalities and towns controlled spending to the benchmark level of inflation and population growth from 2010-2017 (see Figure 1).

Figure 1

Nova Scotia Real Operating Spending and Population Growth, 2010-2017



Source: CFIB Calculations, Municipal Affairs, Nova Scotia Government and Statistics Canada

Key Findings

- 18 out of 33 communities in Nova Scotia kept their operational spending at or below levels of inflation and population growth over the 8 year period (2010-2017).

- 11 of the 18 municipalities kept their operational spending at or below levels of inflation and population growth. Municipalities, overall, reduced spending by roughly \$10 million. On the other hand, 8 of the 15 towns in the analysis were over the benchmark rate, overspending by roughly \$7 million overall.
- In 2010, the average operating spending per capita, when adjusted for inflation, for Nova Scotia municipalities and towns was \$889 and \$1527 respectively. In 2017, that dollar amount increased to \$893 for municipalities, and \$1613 for towns.
- 23 of the 33 communities in the analysis saw population declines over the 2010-2017 period. Of those 23 communities, 12 were able to keep to real operating spending growth at or below the benchmark rate.
- The Municipality of Lunenburg and the Town of Pictou were ranked highest for fiscal sustainability based on 2010-2017 real operating spending per capita (see Table 1).
- The Municipality of Cumberland and the Town of Antigonish were ranked lowest for sustainable spending per capita. Between 2010 and 2017, real operating spending per capita increased from \$630 to \$1047 (Cumberland), and \$1139 to \$1861 (Antigonish).

Table 1

Overall Provincial Rankings for Municipalities (Highest to Lowest)

<i>Municipalities</i>	<i>2010-2017 Real Operating Spending per Capita Growth</i>	<i>2017 Operating Spending per Capita</i>	<i>Overall Provincial Ranking (Highest =1)</i>
Municipality of Lunenburg	-34%	\$621	1
Municipality of Inverness	-15%	\$584	2
Municipality of Annapolis	-9%	\$554	3
Municipality of East Hants	-25%	\$814	4
Municipality of Kings	-10%	\$671	5
Municipality of Colchester	-15%	\$743	6
Municipality of Clare	-2%	\$737	7
Municipality of Pictou	12%	\$620	8
Municipality of Richmond	-16%	\$1,009	9
Municipality of Antigonish	21%	\$641	10
Municipality of West Hants	23%	\$631	11
CBRM	-5%	\$1,131	12
Municipality of Chester	-1%	\$1,122	13
Municipality of Yarmouth	14%	\$1,069	14

Municipality of Argyle	31%	\$1,080	15
HRM	-1%	\$1,571	16
Region of Queens Municipality	19%	\$1,429	17
Municipality of Cumberland	66%	\$1,047	18

Source: CFIB Calculations, Municipal Affairs, Nova Scotia Government and Statistics Canada

Table 2

Overall Provincial Rankings for Towns (Highest to Lowest)

<i>Towns</i>	<i>2010-2017 Real Operating Spending per Capita Growth</i>	<i>2017 Operating Spending per Capita</i>	<i>Overall Provincial Ranking (Highest =1)</i>
Town of Pictou	-38%	\$1,252	1
Town of Westville	-2%	\$993	2
Town of Amherst	-13%	\$1,358	3
Town of Windsor	-4%	\$1,461	4
Town of Kentville	4%	\$1,491	5
Town of Port Hawkesbury	-5%	\$1,690	6
Town of Stellarton	24%	\$1,359	7
Town of Wolfville	0%	\$1,639	8
Town of Bridgewater	-4%	\$1,696	9
Town of New Glasgow	17%	\$1,555	10
Town of Truro	18%	\$1,869	11
Town of Lunenburg	13%	\$2,068	12
Town of Berwick	47%	\$1,718	13
Town of Yarmouth	8%	\$2,184	14
Town of Antigonish	63%	\$1,861	15

Source: CFIB Calculations, Municipal Affairs, Nova Scotia Government and Statistics Canada

Methodology

The Nova Scotia Municipal Spending Watch report analyzes the operating spending for Nova Scotia's 33 largest communities by population. The report includes the three regional municipalities, 15 rural municipalities, and 15 towns. It analyzes the local governments' spending from 2010 to 2017, the most recent year consolidated financial statements are available for all of Nova Scotia's municipalities and towns. The geographic footprint of the report covers 94 per cent of the population of Nova Scotia.

The Municipal spending watch rankings are based on an equal weighting of growth in real operating spending and actual operating spending per capita in 2017. The highest performing community is given a rank of 1 and the lowest is given a rank of 18 for municipalities, 15 for towns. There is no comparison between towns versus rural/regional municipalities.

The data on municipal spending is from each municipality's consolidated financial statements, collected and posted online by Nova Scotia's Department of Municipal Affairs. Population data by municipality, the consumer price index (CPI) for Nova Scotia, and the CPI for Halifax Regional Municipality (HRM) are from Statistics Canada. The CPI for HRM is used to measure HRM inflation. For all other municipalities this report uses the provincial CPI.

Some expenditures, such as amortization expenses, extraordinary fund, water fund, and electrical fund are excluded from the analysis for consistency purposes. Public health expenditures for municipalities of Cumberland, Inverness, Kings, and Richmond are excluded from total expenses. The local governments of these four municipalities received federal funds to develop the health services they provide. As a result, any increase in spending would not have affected property tax rate directly.

For the financial year 2015/2016, amortization expenses were not available. In order to keep the total operating expenditure consistent, CFIB averaged all amortization expenses for the other years where data is available.

To evaluate the degree of sustainable growth, CFIB considers inflation and population growth as a reasonable benchmark for optimal operating spending increases. Municipal overspending is defined as the amount of money spent exceeding the benchmark; in other words, overspending is the difference between actual spending and spending if held to the inflation and population growth benchmark.

The Benchmark: Inflation and Population Growth

Why compare inflation-adjusted operating spending increases to population growth?

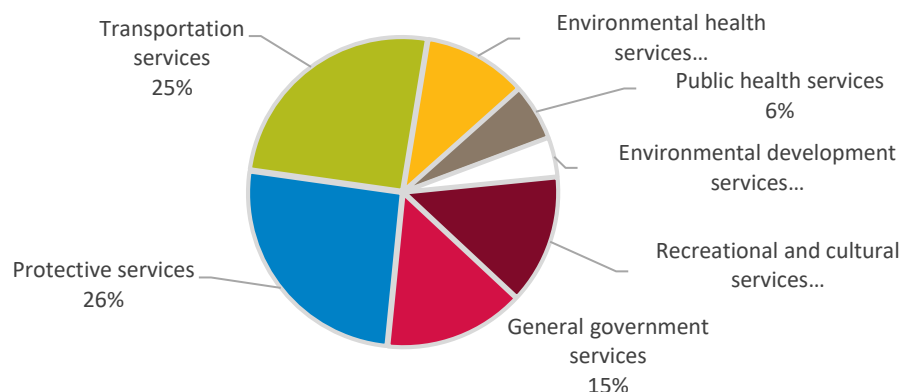
To provide a sustainable level of services to citizens, it makes sense that municipalities should only increase operating spending to accommodate growth in population to provide the same services to more citizens. In addition, it's reasonable to expect that operating spending should be adjusted for inflation to account for increased in prices.

Municipal Spending Trends

Municipalities are responsible for delivering a number of vital services from water and sewer, to snow clearing and protective services such as fire and police. Local governments face substantial demands from residents and business owners who expect quality services to be provided efficiently and effectively.

Figure 2

Aggregate Municipal Expenditures by Category, 2017

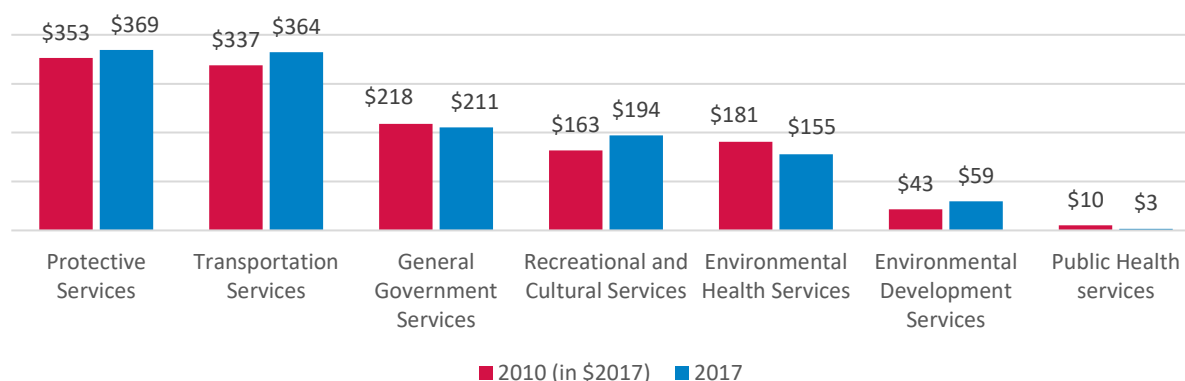


Source: CFIB Calculations, Municipal Affairs, Nova Scotia Government, Statistics Canada

Figure 3 shows the growth in aggregate municipal expenditures by category from 2010-2017. The three categories of real municipal spending which had the highest growth were; Environmental Development Services (+38%), Recreational Services (+19%), and Transportation Services (8%). The three categories where communities reduced expenditures over the same period were; Public Health Services (-70%), Environmental Health Services (-14%), and General Government Services (-3%).

Figure 3

Growth in Aggregate Municipal Expenditures by Category, 2010-2017 (in \$Millions)



Source: CFIB Calculations, Municipal Affairs, Nova Scotia Government and Statistics Canada

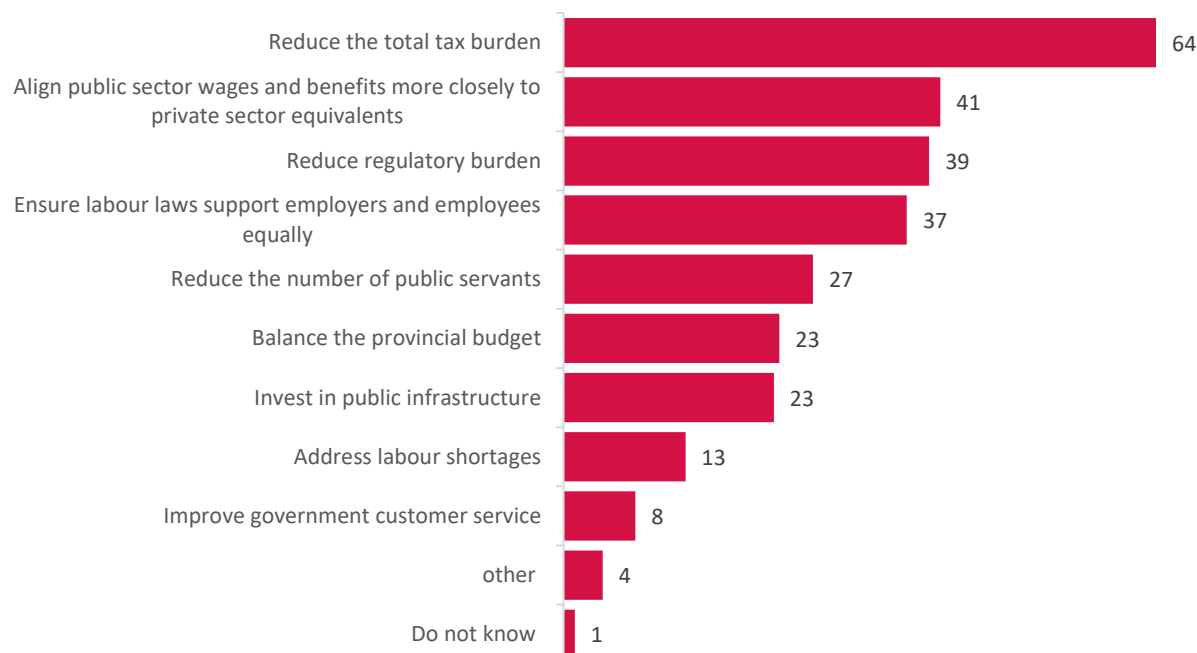
Small business owners and entrepreneurs were asked what government support would be the most helpful to the operations. The overall tax burden is a consistent problem for SMEs in Nova Scotia, and year over year, this remains the most consistent recommendation from our members. Two thirds of business owners in Nova Scotia believe reducing tax burden will help create a better environment for small businesses. On similar valued property in Nova Scotia,

businesses can pay up to 4 times more than residents in property taxes², this is commonly referred to as the ‘property tax gap’.

The property tax gap is not a real cost of doing business; it’s the cost of subsidizing residential services to pay for local government spending and higher residential service levels. Reducing the property tax gap is necessary for encouraging small business growth and entrepreneurship across Nova Scotia and is essential to economic development, especially in areas experiencing outmigration.

Figure 4

Which of the following would help to support small business and entrepreneurship in Nova Scotia? (% Response)



Source: CFIB, Nova Scotia survey on budget, October 2017, responses 170.

With small business owners paying much more than their fair share of the local tax burden, many municipalities and towns will have to exercise more controlled spending as their tax base continues to shrink. Of the 33 communities in this report, 23 saw population declines from 2010-2017.

² CFIB analysis of Nova Scotia Municipal Property Tax Rates 2015-16, Government of Nova Scotia, Municipal Affairs.

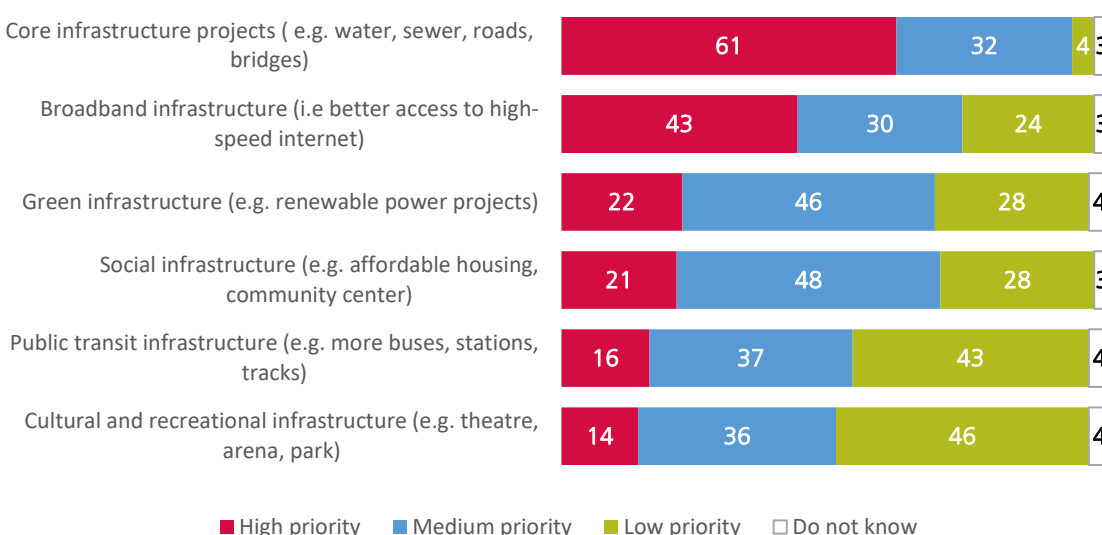
Priorities for Operating Spending

CFIB asked its Nova Scotia members what local infrastructure projects they would like to see their municipal governments focus on for investment (see figure 5). The top areas chosen were core infrastructure such as roads and sewers (93 per cent) and broadband or better access to high-speed internet (73 per cent).

Small businesses highly value municipal services related to roads because they are essential to their operations and for serving their customers. Broadband infrastructure is also viewed by business owners as critical, particularly in rural communities. Some rural municipalities have been working steadily and creatively to bridge the “final mile” to make internet and communications technology available and entrepreneurs have been part of the solution.

Figure 5

How should local governments prioritize spending on the following types of infrastructure projects? (% response)



Source: CFIB, 2017 national survey on municipal issues, July 2017, 198 responses.

Social infrastructure such as affordable housing and green infrastructure, are lower on the list of priorities for infrastructure investment with 69 per cent and 68 per cent support respectively.

CFIB members understand that capital expenditures on core infrastructure ultimately become operating expenditures. However, they acknowledge the need to invest in capital improvements for the benefit of businesses and they also understand investing in core infrastructure that promotes growth is vital to making communities vibrant.

Conclusion and Recommendations

This report is intended to bring a current perspective to municipal finances in Nova Scotia, but it is also intended to be an ongoing accountability tool. Nova Scotia, as a whole, should be applauded for its controlled spending over the 2010-2017 period. However, we also saw some gaps and inconsistency in the reporting of community's financial accounting. To continue these positive results, we recommend that all communities in Nova Scotia use the benchmark of inflation and population growth as a metric for controlled spending. We also encourage all municipalities and towns to adopt consistent and transparent accounting procedures, to better track where tax dollars are being spent.

CFIB members in Nova Scotia value local infrastructure and understand the need to invest in and make improvements to infrastructure, however, they want their local governments to prioritize operating spending in core areas. The way infrastructure development has occurred in many municipalities in the last few years has shown a lack of planning and priority-setting. The lack of planning has resulted in tax money being spent inefficiently which has led to increasing an already high local commercial tax load on its local business community.

The goal of this report is to encourage discussion on how municipalities are spending taxpayer dollars. We hope this report will increase public awareness of municipal spending and prompt taxpayers, including small business owners, to raise questions to better hold municipal officials accountable.

CFIB Recommendations:

1. **Limiting increases in operating spending growth to no more than inflation and population growth.** To provide a sustainable level of services to citizens, municipalities should only increase operating spending to accommodate growth in population to provide the same level of services to more citizens. In addition, it's reasonable to expect operating spending should be adjusted for inflation to account for any increase in prices.
2. **Municipal Alignment.** Better planning and cooperation between municipalities and the private sector will help to reduce costs and increase focus on the efficient delivery of fewer core services. Alignment of regulations and by laws will reduce cost to businesses and municipalities.
3. **Increasing transparency in reporting financial data.** While the Nova Scotia provincial government collects and reports data on operating spending annually, there is considerable room to improve consistency of reporting requirements. Discrepancies exist in the way data is reported, for example, differences exist in the way municipalities classify expenditures. Increased oversight and uniform standards are necessary to ensure the data collected from one municipality is comparable to another. Increased transparency of municipal spending also makes it easier to monitor improvements.
4. **Digital shared services.** There are several opportunities for increased efficiencies from the digitization of government services and processes. Internally, there is great potential

for increased workflow within and amongst departments and municipalities. The implementation of a centralized data banks rather than paper processes allows for easier management of information and reduced internal costs.

5. **Reducing the gap between residential property taxes and the amount paid by small businesses.** The property tax gap is not a real cost of doing business; it's the cost of subsidizing residential services to pay for local government spending and higher residential service levels. On similar valued property in Nova Scotia, businesses already pay up to 4 times more than residents in property taxes. Reducing the property tax gap is necessary for encouraging small business growth and entrepreneurship across Nova Scotia and is essential to economic development, especially in areas experiencing outmigration.

Appendix I

Overall Provincial Rankings, 2010-2017

<i>Municipalities</i>	<i>2010-2017 Population Growth</i>	<i>2017 Operating Spending per Capita</i>	<i>2010-2017 Real Operating Spending Growth</i>	<i>2010-2017 Real Operating Spending Growth per Capita</i>	<i>Overall Provincial Ranking</i>
Municipality of Annapolis	-1%	\$554	-9%	-9%	3
Municipality of Antigonish	-2%	\$641	19%	21%	10
Municipality of Argyle	-7%	\$1,080	22%	31%	15
Municipality of Chester	-3%	\$1,122	-3%	-1%	13
Municipality of Clare	-6%	\$737	-7%	-2%	7
Municipality of Colchester	-2%	\$743	-16%	-15%	6
Municipality of Cumberland	-7%	\$1,047	55%	66%	18
Municipality of East Hants	2%	\$814	-24%	-25%	4
Municipality of Inverness	-6%	\$584	-20%	-15%	2
Municipality of Kings	0%	\$671	-9%	-10%	5
Municipality of Lunenburg	0%	\$621	-35%	-34%	1
Municipality of Pictou	-5%	\$620	7%	12%	8
Municipality of Richmond	-6%	\$1,009	-21%	-16%	9
Municipality of West Hants	1%	\$631	24%	23%	11
Municipality of Yarmouth	-3%	\$1,069	11%	14%	14
Municipality of CBRM	-5%	\$1,131	-9%	-5%	12
Municipality of HRM	6%	\$1,571	5%	-1%	16
Region of Queens Municipality	-8%	\$1,429	10%	19%	17
Town of Amherst	-3%	\$1,358	-15%	-13%	3
Town of Antigonish	0%	\$1,861	63%	63%	15
Town of Berwick	-1%	\$1,718	46%	47%	13
Town of Bridgewater	4%	\$1,696	0%	-4%	9
Town of Kentville	3%	\$1,491	7%	4%	5
Town of Lunenburg	-4%	\$2,068	8%	13%	12
Town of New Glasgow	-5%	\$1,555	11%	17%	10
Town of Pictou	-7%	\$1,252	-43%	-38%	1
Town of Port Hawkesbury	-7%	\$1,690	-12%	-5%	6
Town of Stellarton	-8%	\$1,359	14%	24%	7
Town of Truro	2%	\$1,869	20%	18%	11
Town of Westville	-2%	\$993	-4%	-2%	2
Town of Windsor	-7%	\$1,461	-10%	-4%	4
Town of Wolfville	1%	\$1,639	1%	0%	8
Town of Yarmouth	-4%	\$2,184	3%	8%	14

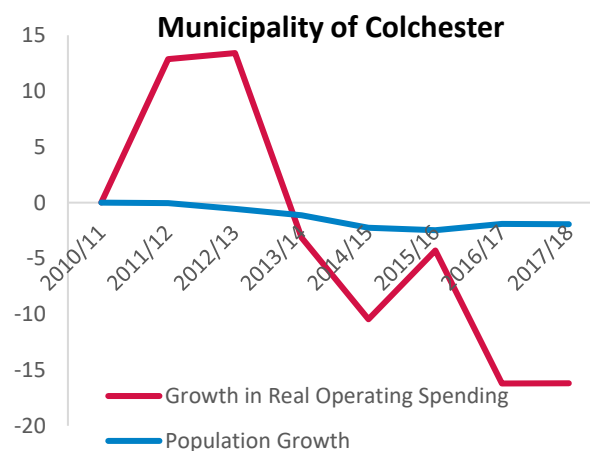
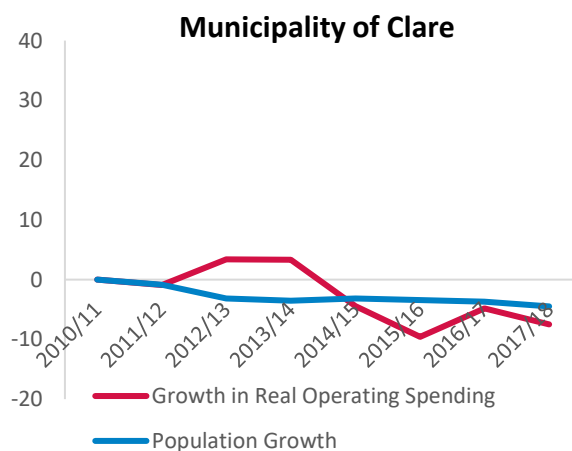
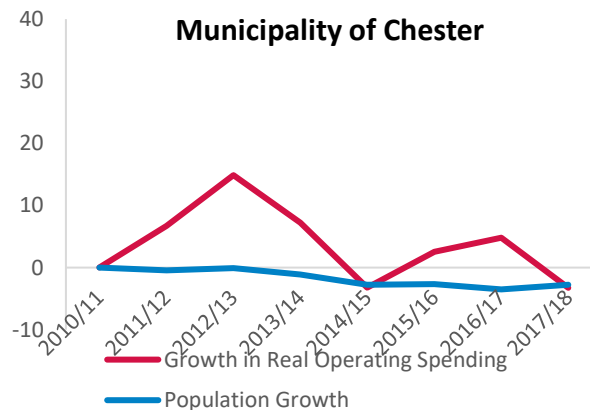
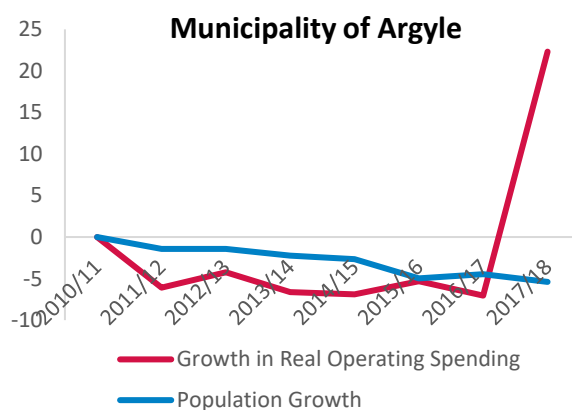
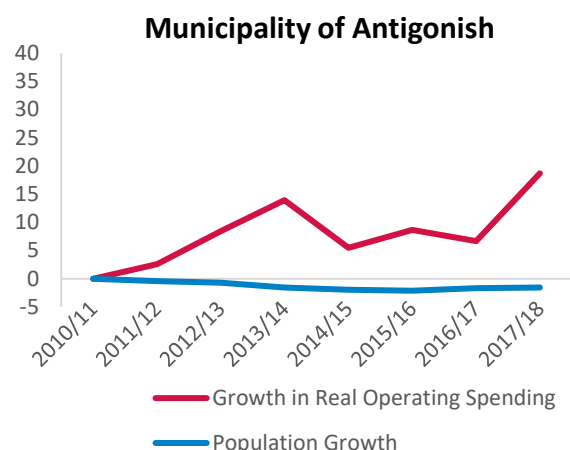
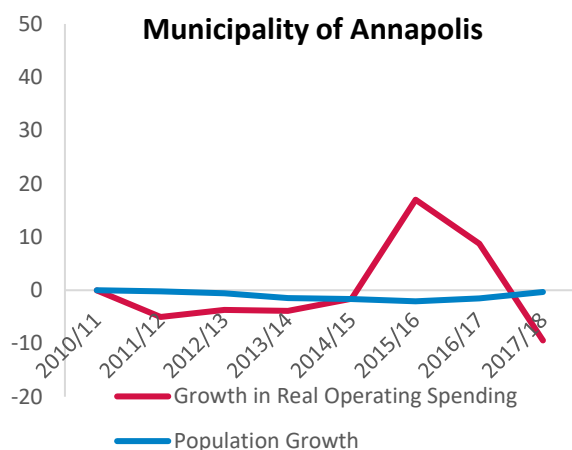
Appendix II

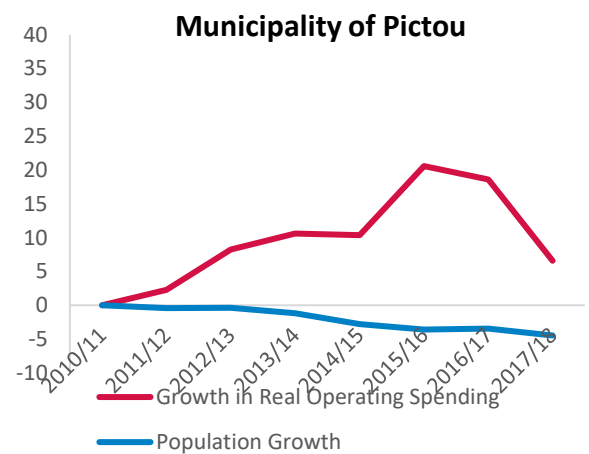
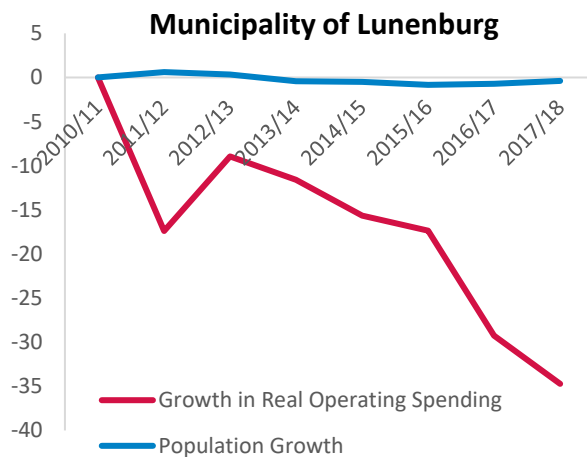
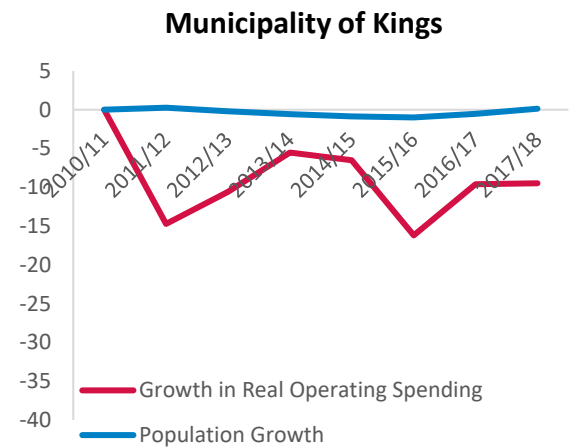
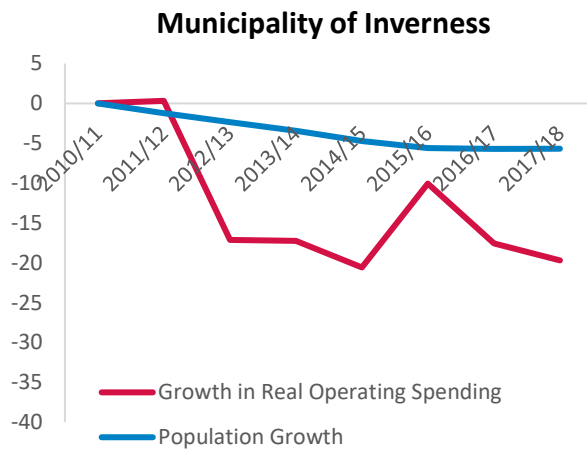
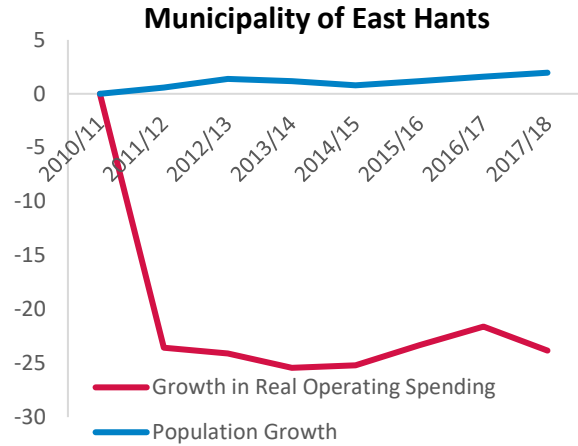
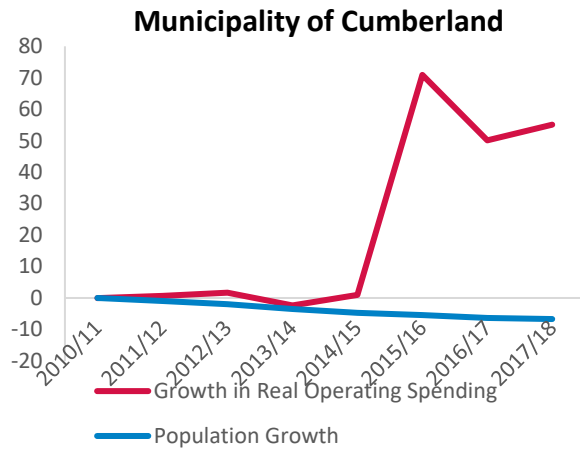
Population, Operating Spending, and Inflation Factor, 2010 and 2017

<i>Municipalities</i>	<i>Population 2010</i>	<i>Population 2017</i>	<i>Operating Spending 2010</i>	<i>Operating Spending 2017</i>	<i>Inflation Factor</i>
Municipality of Annapolis	18,877	18,771	\$10,257,607	\$10,406,696	1.1201
Municipality of Antigonish	15,071	14,836	\$7,156,154	\$9,514,085	1.1201
Municipality of Argyle	8,534	7,959	\$6,272,061	\$8,593,542	1.1201
Municipality of Chester	10,829	10,531	\$10,903,360	\$11,815,692	1.1201
Municipality of Clare	8,530	8,078	\$5,744,826	\$5,952,747	1.1201
Municipality of Colchester	37,435	36,713	\$29,034,283	\$27,260,436	1.1201
Municipality of Cumberland	19,705	18,385	\$11,077,632	\$19,244,505	1.1201
Municipality of East Hants	22,536	22,977	\$21,927,523	\$18,707,397	1.1201
Municipality of Inverness	14,175	13,368	\$8,682,089	\$7,810,656	1.1201
Municipality of Kings	48,531	48,586	\$32,160,900	\$32,609,000	1.1201
Municipality of Lunenburg	25,458	25,360	\$21,530,443	\$15,744,082	1.1201
Municipality of Pictou	21,788	20,815	\$10,816,210	\$12,913,453	1.1201
Municipality of Richmond	9,112	8,589	\$9,781,431	\$8,666,911	1.1201
Municipality of West Hants	15,519	15,684	\$7,114,883	\$9,889,303	1.1201
Municipality of Yarmouth	10,320	10,033	\$8,602,164	\$10,723,412	1.1201
Municipality of CBRM	100,242	95,182	\$106,110,702	\$107,649,075	1.1201
Municipality of HRM	398,142	421,693	\$567,002,000	\$662,280,000	1.1156
Region of Queens Municipality	11,193	10,331	\$12,032,120	\$14,764,844	1.1201
Town of Amherst	9,888	9,555	\$13,697,681	\$12,972,158	1.1201
Town of Antigonish	4,502	4,494	\$4,576,685	\$8,362,878	1.1201
Town of Berwick	2,540	2,511	\$2,645,949	\$4,314,076	1.1201
Town of Bridgewater	8,430	8,795	\$13,267,370	\$14,919,925	1.1201
Town of Kentville	6,231	6,429	\$8,012,396	\$9,585,691	1.1201
Town of Lunenburg	2,336	2,244	\$3,831,566	\$4,640,542	1.1201
Town of New Glasgow	9,735	9,209	\$11,504,700	\$14,323,153	1.1201
Town of Pictou	3,523	3,261	\$6,394,384	\$4,083,888	1.1201
Town of Port Hawkesbury	3,483	3,238	\$5,548,872	\$5,472,442	1.1201
Town of Stellarton	4,656	4,279	\$4,558,497	\$5,815,045	1.1201
Town of Truro	12,215	12,407	\$17,265,869	\$23,187,751	1.1201
Town of Westville	3,848	3,776	\$3,470,600	\$3,750,198	1.1201
Town of Windsor	3,931	3,663	\$5,320,810	\$5,349,908	1.1201
Town of Wolfville	4,286	4,315	\$6,248,345	\$7,074,041	1.1201
Town of Yarmouth	6,991	6,707	\$12,636,031	\$14,647,127	1.1201

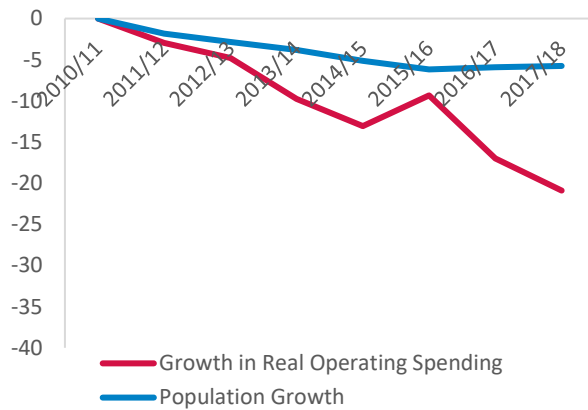
Appendix III

Growth in Operating Spending and Population by Municipality/Town, 2010-2017

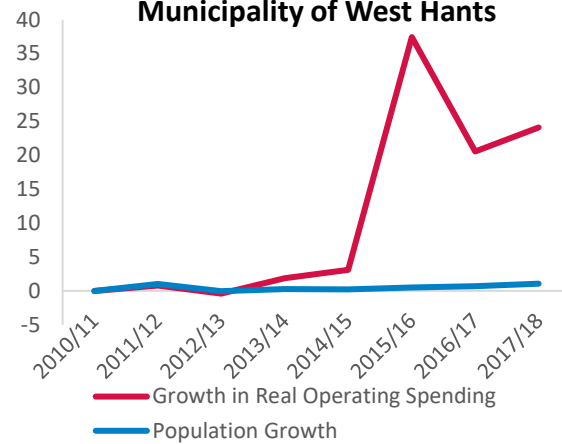




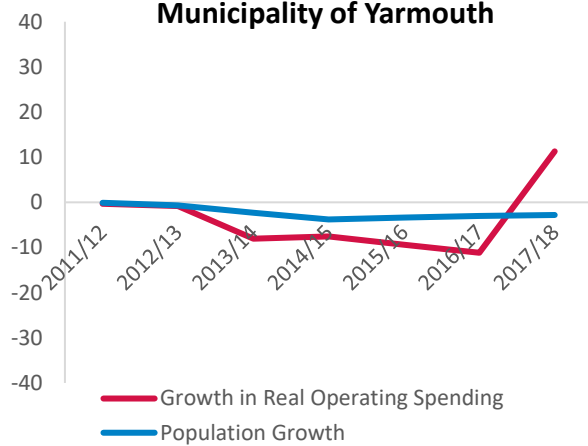
Municipality of Richmond



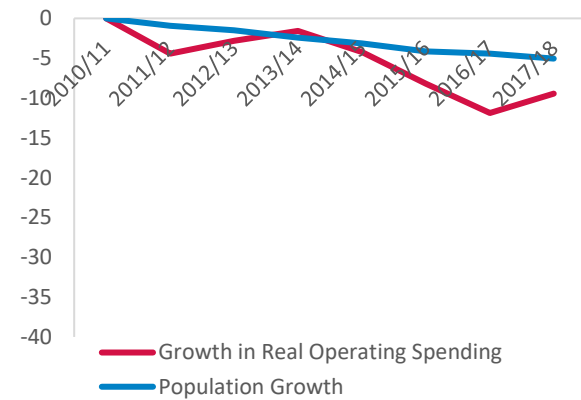
Municipality of West Hants



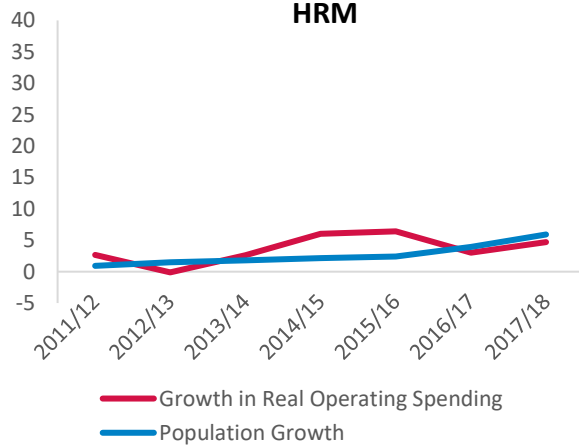
Municipality of Yarmouth



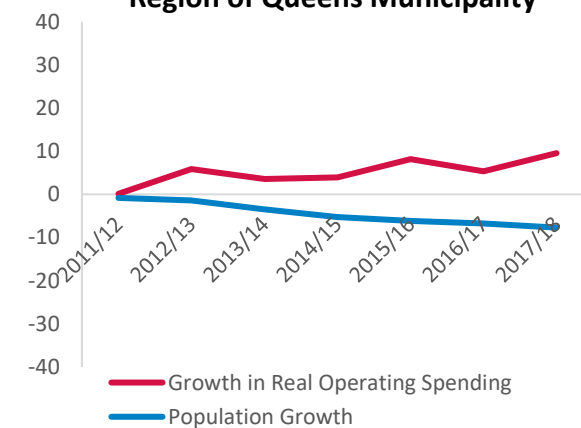
CBRM

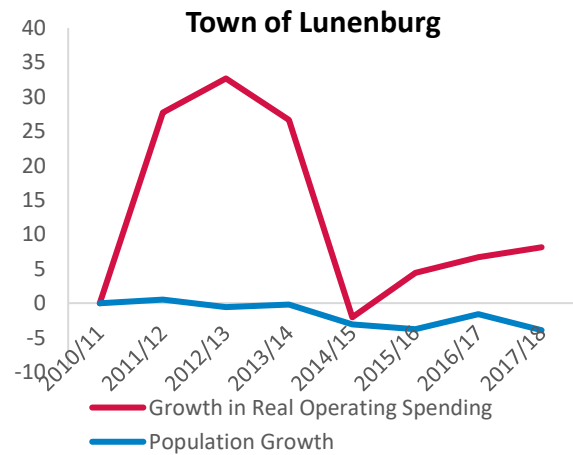
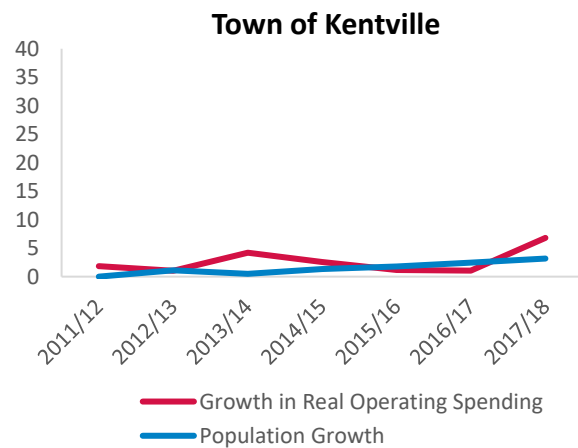
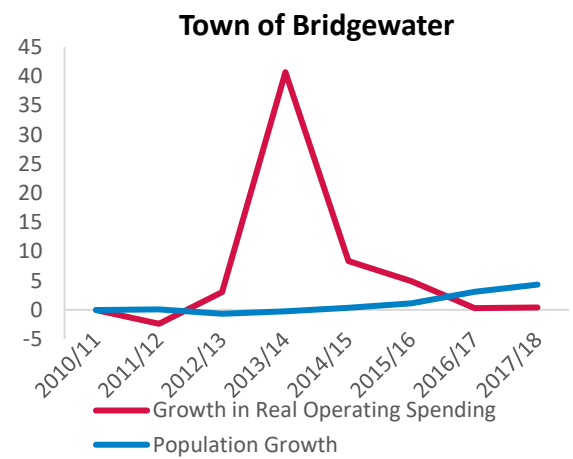
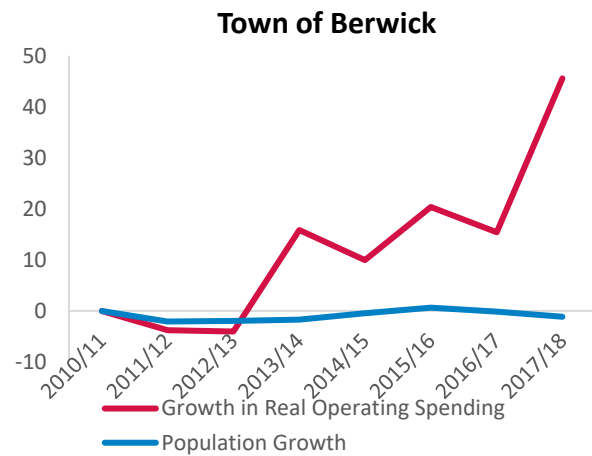
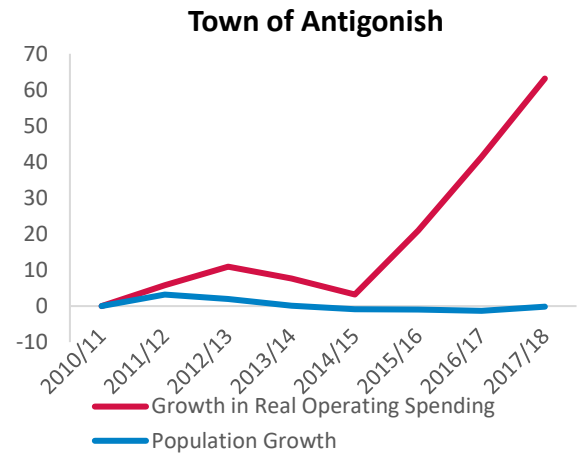
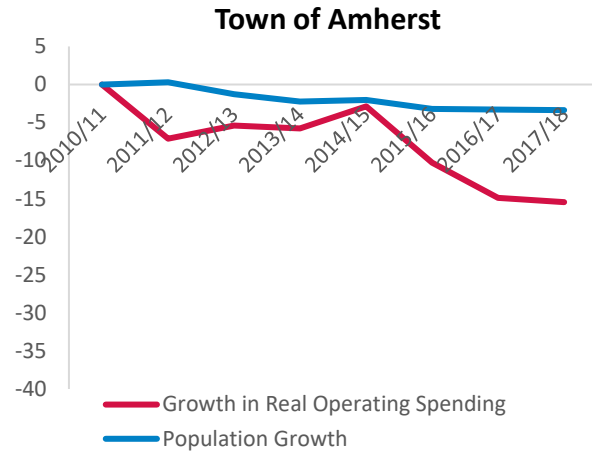


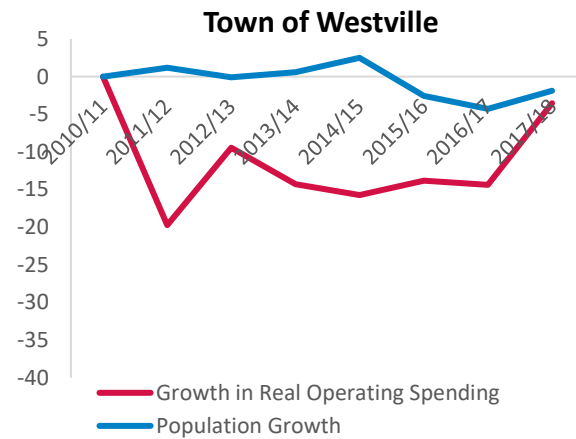
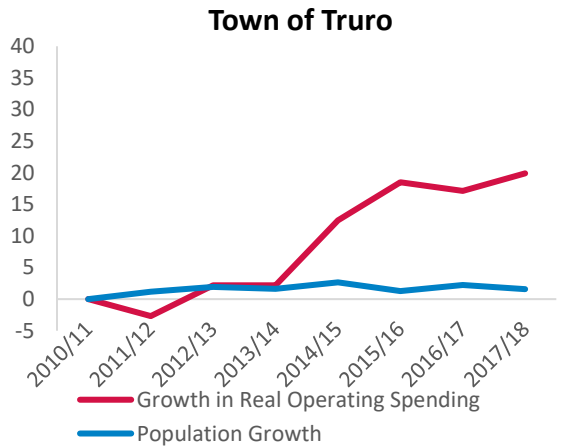
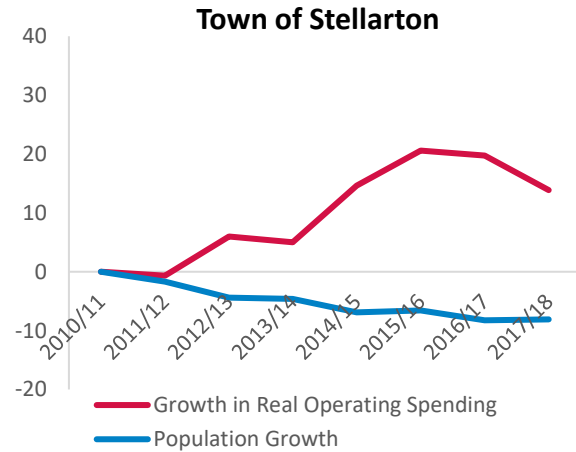
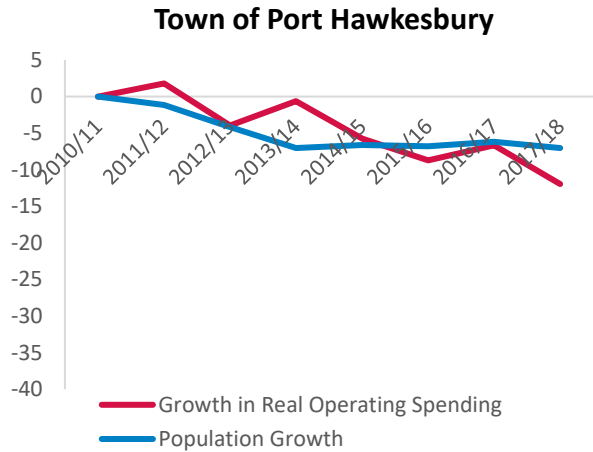
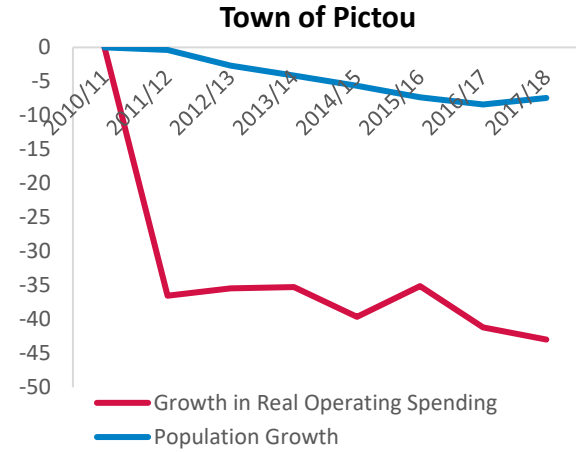
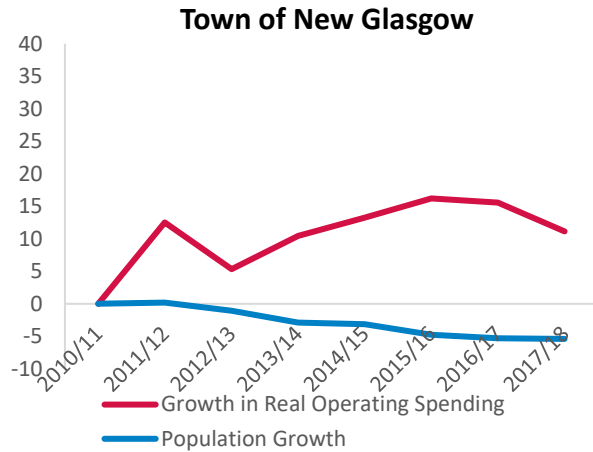
HRM

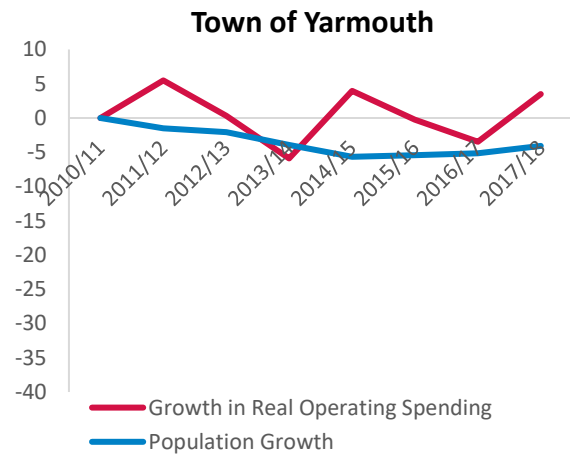
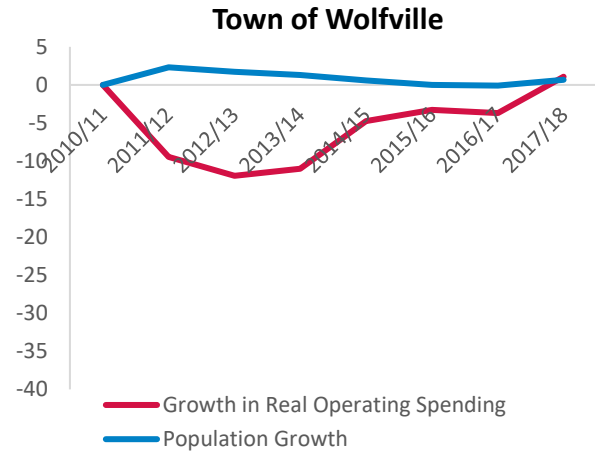
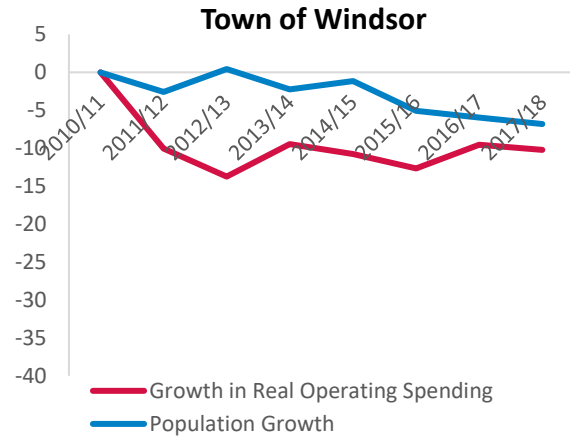


Region of Queens Municipality









Appendix IV

Classification of Expenditure Categories

General Government Services

- Legislative
- General Administrative
- Other General Government Services

Protective Services

- Police Protection
- Law Enforcement
- Fire Protection
- Emergency Measures
- Other Protection

Transportation Services

- Common services
- Road Transport
- Air Transport
- Water transport
- Public Transit
- Other Transportation

Other Services

- Debt Charges
- Transfers to Own Reserves, Funds and Agencies
- Other Fiscal Services

Environmental Health Services

- Sewage Collection and Disposal
- Garbage and Waste Collection and Disposal
- Other Environmental Health

Public Health and Welfare Services

- Public Health
- Hospital Care
- Other Health

Environmental Development Services

- Environmental Planning and Zoning
- Community Development
- Housing
- Natural Resource Development
- Industrial Parks and Commissions
- Other Environmental Development Services

Recreation and Cultural Services

- Recreational Facilities
- Cultural Buildings and Facilities
- Other Recreational and Cultural Services

From: [NSFM Communications](#)
To: [NSFM Communications](#)
Subject: Your Monday Memo
Date: December 2, 2019 4:42:07 PM
Attachments: [image004.png](#)
[image008.png](#)
[image009.png](#)
[image010.png](#)
[Municipal Spending Report 2019.pdf](#)

CAUTION: This email originated from an external sender.

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

FR: Amy Pugsley Fraser, Communications Advisor

RE: *YOUR MONDAY MEMO*

MONDAY MEMO



All the NSFM News You Need for the Week



- Doctors Nova Scotia Contract
- This Week's Media Mentions
- FCM Advocacy Days in Ottawa
- CFIB Releases Municipal Spending Report
- SimplyCast Conference Presentation

• Doctors Nova Scotia Update

On Nov. 25, the province's doctors approved two new four-year agreements with the provincial government.

The new agreements will help address several issues that affect the province's ability to retain and recruit doctors, including more competitive compensation, physician engagement, physicians' work environment and physicians' right to representation.

In late 2017, NSFM members voted to make doctor recruitment one of the top priorities for the year.

The Resolution passed at the 2017 conference:

- THEREFORE BE IT RESOLVED that UNSM (NSFM) Ask the province to clarify and support municipal involvement in attracting and retaining physicians
- Host a one-day workshop to identify what municipalities can do to support recruitment efforts.

As a result of your resolution, NSFM hosted a workshop in 2018 and worked actively throughout that year with the College of Physicians and Surgeons, Dalhousie Medical School, Doctors Nova Scotia, the Department of Health and Wellness, and the Nova Scotia Health Authority.

The collaboration helped shed new light on the role municipalities can play, and we're continuing these efforts through 2019.

For more on the contract, click on <https://doctorsns.com/news-events/health-care-news/news-releases-page/nova-scotias-doctors-ratify-new-four-year-contracts>

• Media Mentions

This week's Media Mentions includes an Op Ed by NSFM's Policy Advisor Will Brooke on the new Doctors Nova Scotia contract.

Brooke, a member of the Nova Scotia Physician Recruitment and Retention Advisory Committee, wrote a piece which ran in the Municipal Information Network, the national online daily of municipal news: <https://municipalinfonet.com/article/municipal/category/Health/73/803222/NSFM-Supports-new-funding-agreement-with-Doctors-NS.html> (by subscription).

His editorial is also available through the NSFM website at: <https://www.nsfm.ca/1467-2019-11-27-nsfm-supports-funding-agreement-with-doctors-ns/file.html>

• FCM Advocacy Days in Ottawa

Last week, Nova Scotian members of the Federation of Canadian Municipalities Board of Directors were in Ottawa to take part in FCM Advocacy Days.

Those attending included: Councillor Tom Taggart, Municipality of the County of Colchester; Warden Timothy Habinski, Municipality of the County of Annapolis; Councillor Russell Walker, Halifax Regional Municipality; FCM President and HRM Councillor Bill Karsten; along with NSFM President Pam Mood, Mayor of Town of Yarmouth, and NSFM CEO Juanita Spencer.

NSFM members attended the Atlantic Region Caucus meeting to discuss different funding options for municipalities, cannabis revenues and rural broadband.

And at the FCM board meeting, they planned, discussed and strategized Canadian municipal priorities for the year ahead.

There were also presentations from the Honorable Catherine McKenna, the country's new Minister of Infrastructure and Communities; and the Honorable Maryam Monsef, Minister of Rural Economic Development and the Status of Women.

• **CFIB Municipal Spending Report**

The Canadian Federation of Independent Business (CFIB) has just released its first edition of an analysis into spending trends of Nova Scotia's largest communities. Their news release was titled, "Municipal Spending in Nova Scotia Meets Benchmark."

The report is intended to give perspective on municipal finances and to act as an accountability tool for local government spending.

Report writers Ibrahim Ali (public policy and entrepreneurship intern) and Nick Cunningham (CFIB's Nova Scotia Policy Analyst) collected and analyzed financial data on the 33 largest communities in Nova Scotia from 2010-2017.

The report uses annual statistical reports published by the Nova Scotia Department of Municipal Affairs to illustrate the spending habits of local governments. It's provided as an attachment at the top of your Monday Memo.

• **NSFM Conference Presentations**

Are you looking for the links to the videos and power points from NSFM's fall conference in Halifax?

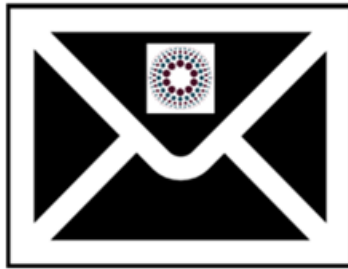
SimplyCast has the video from their conference presentation on emergency communication and management capabilities available here:

<https://vimeo.com/205897490>

Other presentations from the conference, including the E-voting session by **HRM Municipal Clerk Kevin Arjoon**, or the well-attended “Are your municipalities climate ready?” from **Ameresco**, are available at:

<https://www.nsfmconference.ca/presentations.html>

MONDAY MEMO



All the NSFM News You Need for the Week

All the news, notes, messages and reminders from your NSFM Office are in one weekly package.

If you have something to share, please reach out to communications@nsfm.ca for a future Monday Memo publication.

Amy Pugsley Fraser | Communications Advisor
NOVA SCOTIA FEDERATION OF MUNICIPALITIES

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NOVA SCOTIA FEDERATION
OF MUNICIPALITIES

A report to the Nova Scotia Federation of Municipalities
from Jimmy MacAlpine, PVSC Board Chair

On behalf of the Board of Directors I am pleased to provide the following report to the Nova Scotia Federation Municipalities for the 2019 conference.

The theme of your conference this year, *Leading the Change*, resonates with the work of the PVSC within the assessment industry.

In 2019 we launched our mobile hand-held device that assessors can use to capture inspection data, real-time, while in the field. This single piece of technology has eliminated the need to print paper property records, manually input data and upload photos. The wireless capabilities provide assessors with the opportunity to access additional assessment accounts while in the field, completing ad hoc neighbourhood inspections. We are very proud of this accomplishment and look forward to realizing the benefits for years to come.

In addition to the tangible technology enhancements, we are also instituting an analytical tool to assist assessors with neighbourhood analysis. The use of machine learning means that assessors can focus their attention to the areas where their expert, trained opinion is required: managing appeals, reviewing sales, inspecting properties and confirming annual estimates of market value.

We have had the opportunity to share our advancements in machine learning with other assessment jurisdictions through conference presentations and most recently a partnership with another Canadian assessment jurisdiction. Our work with machine learning for mass appraisal is truly *leading the change* within the assessment industry and we are encouraged by the interest from external entities to contract us for our services. Our vision of being a leading provider of mass appraisal services is intended to not only focus on best in class products and services for municipalities but commercialize these to reduce the cost of the assessment service for municipalities. To this end PVSC has committed to service level agreements with municipalities to ensure our legislative mandate is delivered with a customer focus. Further, PVSC is leading a diagnostic review of data quality, in particular as it relates to Land Programs under the auspices of the Nova Scotia Government. We aspire to work with the Province and municipalities to identify how together we can ensure databases are consistent and accurate.

As Chair, I can confidently say that the PVSC Board, comprised of elected and administrative officials in conjunction with independent members, go through a rigorous budgeting process with PVSC staff. For the 2020-21 budget, the Board has approved an increase of \$265,743, which totals a budget of \$17,961,135.

I am proud of the work of our organization and look forward to the results of our continued commitment to innovation, products and services, excellence, and the results of sound fiscal responsibility and decision making.

Report to Council

December 10, 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	Jan, 2020	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	75%
		Notes: In progress.					
2	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>	50%
		Notes: In progress - report to January Audit Committee meeting anticipated.					
3	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>	50%
		Notes: In progress - report to January Cemetery Committee meeting anticipated.					
4	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>	50%
		Notes: In progress - report to January Cemetery Committee meeting anticipated.					
5	Staff to contact MODL requesting official inclusion of Mahone Bay residents in MODL Pro-Kids grant program.	03-May-19	Jan, 2020	<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.					

6	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	Jan, 2020	<div><div></div><div></div><div></div><div></div></div>	75%
		Notes: Report in progress; anticipated to Dec 10 Council meeting. New cigarette butt recycler units on trial installation at comfort stations. Report anticipated prior to 2020-21 budget process.			
7	Staff to explore possibility of agreement with Mahone Bay Centre Society for management of Town field.	11-Jun-19	Feb, 2020	<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.			
8	Staff to prepare a report for Council on Fire Services Administration within the Town.	09-Jul-19	Jan, 2020	<div><div></div><div></div><div></div><div></div></div>	50%
		Notes: In progress. Staff will meet with Fire Dept. representatives in this regard in November/December.			
9	Staff to research the applicability of land acknowledgements and recognition statements to the Town of Mahone Bay.	25-Jul-19	Feb, 2020	<div><div></div><div></div><div></div><div></div></div>	75%
		Notes: Research has begun; waiting for feedback from key resource.			
10	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	<div><div></div><div></div><div></div><div></div></div>	25%
		Notes: In progress - report to January Audit Committee meeting anticipated.			
11	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	Jan, 2020	<div><div></div><div></div><div></div><div></div></div>	75%
		Notes: Donation accepted, draft policy / report under development for Jan 14 meeting of Council. Flagpole can be installed in spring.			
12	Investigate the costs and equipment needed to install surveillance cameras at Town facilities.	10-Sep-19	Jan, 2020	<div><div></div><div></div><div></div><div></div></div>	50%
		Notes: In progress. Report anticipated prior to 2020-21 budget process.			
13	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></div><div></div><div></div></div>	25%
		Notes: Application for external funding to support development of transportation plan submitted to province. RFP anticipated in December, 2019.			

14	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	Dec, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	
		Notes: CAO has spoken with Town of Lunenburg CAO in this regard. It is the recommendation of staff that Council reply to the presenter indicating that the Town does not have the capacity to initiate such a program, however there may be cultural organizations in Lunenburg County for which such an undertaking would be a better reflection of their mandate. The Town could offer support to such a cultural exchange (potentially including financial support through the Grants to Organizations program), should one be initiated.			
15	Direct staff to paint the curb at the two ends of the Quinlan entrance.	08-Oct-19	Nov, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	
		Notes: Work completed and Quinlan Association notified by letter.			
16	Direct staff to speak with the Mahone Bay Tourism and Chamber of Commerce to learn more about their recommendations concerning parking and map issues.	08-Oct-19	Dec, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	50%
		Notes: Issue has been raised in discussion with MBTCC and will be discussed in greater detail in December.			
17	Staff to research expense policy provincial norms for financial support for family care for committee members.	24-Oct-19	Jan, 2020	<div><div></div><div></div><div></div><div></div><div></div></div>	25%
		Notes: In progress.			
18	Council to write the Federal Minister, the Provincial Minister, as well as the MP and MLA, to express the Town of Mahone Bay's concerns regarding federal funding for the remediation of our shoreline.	29-Oct-19	Nov, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	
		Notes: Letter sent.			
19	Council to invite MP Bernadette Jordan and MLA Suzanne Lohnes-Croft to discuss the Town of Mahone Bay's concerns regarding federal shoreline funding for the remediation of our shoreline.	29-Oct-19	Nov, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	
		Notes: Completed.			
20	Direct staff to advise the Mahone Bay Centre that they have permission to locate a sign on Town property.	28-Nov-19	Dec, 2019	<div><div></div><div></div><div></div><div></div><div></div></div>	
		Notes: Letter sent.			

21	Direct staff to schedule a special meeting to discuss amendment of the 2018-20 Strategic Plan and Action Plan as it relates to housing.	28-Nov-19	Dec, 2019	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	50%
		Notes: Staff recommend 9 AM on December 17, 2019 or January 7, 2020.						
22	Direct staff to schedule a Public Information Meeting concerning proposed changes to the Temporary Vending By-law and Policy.	28-Nov-19	Dec, 2019	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	50%
		Notes: Staff recommend 9 AM on January 14, 2020 to best accommodate the local business community.						
23	Direct the Traffic Authority to research designating Cherry Lane as one-way traffic.	28-Nov-19	Mar, 2020	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	25%
		Notes: In progress.						
24	Register the property located at 53 Edgewater Street as a Municipal Heritage Property.	28-Nov-19	Jan, 2020	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	50%
		Notice of Recommendation to Register as Heritage Property has been sent to property owners. Heritage Property Hearing set for January 14, 2020 Council agenda.						

Chief Administrative Officer's Report - Nov 28, 2019 (next update Jan 23, 2020)		
1	Atlantic Infrastructure Management (AIM) Network Asset Management Cohort Program	Staff working with Municipality of the District of Chester GIS technical support to map Town's assets; water map with condition, probability of failure and risk completed, wastewater, stormwater and streets/sidewalks under development. Still awaiting confirmation of MAMP funding to support additional condition assessments / mapping / training. Last AIM Cohort session took place November 1, 2019. Second AIM Cohort program anticipated for 2020 (dependant on FCM funding confirmation).
2	Municipal Joint Services Board (MJSB)	MJSB exploring additional shared service opportunities (safety, procurement, recreation infrastructure). HR Shared Service (MoDL/TOB with ToMB) up and running, performance management project presents opportunity for Town to join / benefit from contracted resource.
3	Riverport Electric Shared Service Committee	Coordinating with Riverport re summer student, imports, equipment inventory, policy development, truck procurement, etc.
4	Regional Emergency Measures Organization (REMO)	New Coordinator hired. Post Dorian county-wide staff debrief took place Sept. 24, 2019. Coordinator report delivered to REMO Board November 18, 2019.

5	Alternative Energy Resource Authority (AREA)	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; Thinkwell focus groups will take place in Mahone Bay in January. Board meeting held Nov 22, 2019 in Ellershouse. New staff person hired, starting Dec 9, 2019, will take lead on solar projects.
6	FCM / Clean Foundation Transition 2050 (Partners for Climate Protection) Initiative	Sept. 12 kick-off meeting took place in Halifax. Next session scheduled for Nov 27. Initial baseline data collection complete.
7	Lunenburg County Accessibility Advisory Committee	Lunenburg County Accessibility Advisory Committee members appointed. Initial training session held Oct 29. Official first meeting planned for January 2020. CAO serving as staff policy resource to committee.
8	Nova Scotia Federation of Municipalities (NSFM)	Attended NSFM Fall Conference Nov 6-8, 2019.

Director of Operations' Report - Nov. 28, 2019 (next update Jan 23, 2020)



1	Bandstand Renovations	A contract was issued to Maritime Permanent Roofing to install new metal roofing; work to commence early January or before. The new concrete walkway was installed to improved accessibility.
2	Streets & Sidewalks	Work continued related preparing vehicles and equipment for snow & ice control. A contract was issued to Elmsdale Landscaping Ltd. for 2019-20 Road Salt Hauling. An asphalt cut on Maple Street was remediated. Streets required salting on November 13. Mobile speed signs were relocated to School St. and Parish St. A street sweeper truck was contracted on November 5 & 6 to clean along gutters of various streets.
3	Cemeteries & Open Space	Fall clean-up of leaves and debris in parks and cemeteries was conducted. Seasonal facilities were winterized (eg. Public comfort stations, swimming pool, tennis club, Visitor Info. Centre, etc.). A Centennial Tree was planted next to the soccer field. A permanent X-mas Tree was planted along Edgewater St. and an underground electrical service to the tree was installed.

4	Electric Utility	A new pole was installed on Long Hill Rd. to accommodate services for 2 duplexes currently under construction. Work commenced on a service extension on Zwicker Lane to accommodate services for 2 duplexes to be constructed over the winter. 5 year servicing of the reclosers at the substation has commenced. 4 electrical inspections were conducted. A new meter reader has been hired and is currently receiving training.
5	Water Supply, Treatment & Distribution	Regular monitoring and maintenance activities continued. Bi-annual flushing of water mains was conducted October 23 & 24. Back-up Generator Installation at the Pumphouse - building penetrations and yard work was completed; the new generator is expected by week #1 December and project should be completed shortly thereafter. CBCL Ltd. has been contracted for design and budget estimates concerning the relocation of SCADA equipment from the old plant building to the new Water Plant, including moving the radio antenna.
6	Sewage Collection & Treatment	Regular monitoring and maintenance activities continued. CBCL Ltd. has been contracted to design a new effluent disinfection system at the Wastewater Plant. Bi-annual cleaning of the sewage lift stations and grit chamber were completed. 93 catchbasins were cleaned using a vacuum truck.

Finance Manager's Report - Nov 28, 2019 (next update Jan 23, 2020)		
1	Water Rate Study	Water Rate Study has been approved by the UARB, and the new rates came into effect November 1st.
2	Provincial Reporting	Staff are working on completing some outstanding reports to the Province. We are keeping the province up to date with our progress, and are working together well.
3	Tax Bills/Tax Sale	Our preliminary (14 Day) Tax Sale notices were sent out via Registered Mail on November 21st. During this time, recipients of the notices have the option of making a payment on the account so only current year taxes are outstanding, or signing a payment agreement with the Town. Any properties that we do not hear back from within the 14 days will be sent to the Town Solicitor for Title Searches and move on to the next stage of the Tax Sale process. If a Tax Sale is required, it will be scheduled prior to March 31st, 2020.

Clerk & Deputy CAO's Report - Nov. 28, 2019 (next update Jan 23, 2020)

1	Festival/ Events	Follow up session with MBTCC and community stakeholders regarding events in Mahone Bay; first session with ad hoc events partnership.
2	Father Christmas Festival	Coordination with Festival organizers regarding preparations for festival and Reindeer Run. Permanent Christmas Tree planting.
3	Centennial - Book	Book available for purchase on November 29, 2019.
4	Centennial - Infrastructure Decoration Call for Proposals	One proposal was approved but successful proponent has had to withdraw.
5	Centennial - 100 Trees: 100 Years	89 trees registered. Donated trees are now being scheduled for planting in the spring of 2020.
6	Centennial - Dance	Discussions are scheduled with the Swing Band regarding planning for a Centennial dance.

By-law and Policy Review - Nov 28, 2019 (next update Jan 23, 2020)

1	Solid Waste By-law	COMPLETED	By-law passed second reading on October 24, 2019.
2	Outdoor Burning By-law	Target 07-Jan-20	Staff have reviewed; waiting for feedback from Fire Department.
3	Flag-Flying Policy	Target 10-Dec-19	As per Council's direction, Sept. 10, 2019.
4	Heritage Property By-law	Target 28-Nov-19	On Council's Nov 28, 2019 agenda.
5	Temporary Vending By-law and Policy	Target 07-Jan-20	Report to Council Nov 28 anticipates Council scheduling a public information meeting before giving first reading to a draft by-law.
6	Public Engagement Policy	Target 10-Dec-19	As per Council's Strategic Plan.
7	Tax Sale Policy	Target 07-Jan-20	Following up 2019 Tax Sale, staff recommends updating Tax Sale policy.
8	Credit Cards Policy	Target 11-Feb-20	Draft policy under development of January Audit Committee meeting at Council's direction.
9	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 - Nov 28, 2019 (next update Jan 23, 2020)

1	Parking Enforcement (tickets issued)	Sept - Oct. 2019	9	YTD: -
		Notes: 6 parking tickets issued in September and October, 2019.		
2	Police Services (founded & SUI occurrences)	Jul-Sept 2019	91	YTD: 189
		Notes: 2019-20 Q3 statistics will be available in Jan, 2020.		
3	Traffic (Speed Signage)	Sept, 2019	<u>164 Clearway St.</u> Av. Speed 45 / 30 Kph	<u>824 Main St.</u> Av. Speed 52 / 50 Kph
		October, 2019	<u>164 Clearway St.</u> Av. Speed 46 / 30-50 Kph	<u>824 Main St.</u> Av. Speed 52 / 50 Kph
4	Solid Waste (Tonage)	August, 2019	109.93	YTD: 552.63
		Notes: Recyclables = 15.46; Organics = 21.64; Garbage/Other = 63.72; Cardboard = 9.11		
5	CodeRED (Registrations)	Nov.21, 2019	Residential: 205; Business: 69; Email: 206; Text: 220	
		Sept. 16, 2019	Residential: 164; Business: 66; Email: 142; Text: 168	

MORE TO COME

Community Survey Results - Sept. 2 - Nov. 3, 2019

Reducing Greenhouse Gas Emissions

Total Responses: 15		Web Link: 5	Facebook: 10	
What are you doing to reduce your household GHG emissions?	Open Ended Question. Responses included:			
	increased use of energy efficient appliances; reduction in heat and general energy consumption; reduction in driving and/or driving more fuel efficient vehicles; vegan/vegetarianism; shorter showers; cold water laundry; choosing less packaging; purchasing 2nd hand clothing			
How important is GHG emission reduction to you?	Very important		80%	12
	Somewhat		13%	2
	Neither important nor unimportant		0%	0
	Somewhat unimportant		7%	1
	Very unimportant		0%	0

What do you think your community should be doing to reduce community GHG emissions?	Open Ended Question. Responses included:	44.83%	26
	increase eduction of available opportunities and supports; financial subsidies to support homeowner upgrades; anti-idling by-laws; investment in green energy and electric vehicles/car shares; requiring trees to be maintained and replaced as part of building; support a farmer's market		
If you would be willing to participate in further discussions with the Town on the subject of GHG emissions, please provide your email address	7 responses		

Strategic Plan - Action Plan 2018-2021 - Nov 28, 2019 (next update Jan 23, 2020)

21st Century Infrastructure

			17/18 2018/19					2019/20				2020/21			
			Year 1		Year 2			Year 3				Year 4			
General Action	Specific Action	Responsible	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Facilities Management	Public Engagement Process	Council/Consultant						*	*						
		Skysail contracted to assist with campaign to inform residents of facility condition / fire station plans; Open House / Info Session scheduled for Nov 26, 2019, report to Council planned for Dec 10, 2019.													
	Council makes decision and authorizes staff to prepare RFP(s)	Council								*					
Asset Management	Condition Assessments of Town Infrastructure	CAO/DOO	Ongoing												
		FCM MAMP funding application submitted (decision anticipated in December of 2019). Provincial PCAP funding w/ww diagnostics received, on Nov 26 agenda.													
	Public Engagement Process	CAO and Council	Ongoing												
		AIM Cohort participation complete Nov 2019; Town AM Committee initial meeting held Nov 21, 2019. Committee will consider and recommend to Council public engagement activities.													
	Adopt Asset Management Plan	Council												*	
	Prepare annual 10 year capital budget	Council/Staff									*				*
	Council capital planning workshop held Oct 29th, next workshop planned for Nov 26th, 2019.														
Provide safe streets and sidewalks	Request and implement traffic authority recommendations	CAO/Consultant	Ongoing												
	Speed Signs Deployment Plan	CAO/DOO						*							
		Deployment plan approved by Council.													
	Active Transportation Plan	CAO/DOO									*				
	Funding application submitted to provincial Connect2 Program.														
Meet and exceed standards for water and wastewater	Ensure water pumps have a backup emergency generator	DOO						*							
		Tender closed, contract awarded. Project completion anticipated by end of Nov. 2019.													
	Establish gate valve replacement program	DOO		*				*				*			
	Working to establish a "gate valve exerciser" program to rehabilitate valves known to be difficult to operate; 2020 infrastructure replacement program will include the replacement of many gate valves.														

	Straight pipe study follow-up	CAO/DOO											*				*
		Staff investigating options pending discussion with MODL re straight pipes on harbour outside of Town boundaries; Sewer extension to address straight pipes on Main St. included in ICIP funding application submitted Jan 2019.															
Implement Federal and Provincial Accessibility Legislation	Establish Lunenburg County Accessibility Advisory Committee	Council								*							
		Lunenburg County Accessibility Advisory Committee members appointed. Initial training session held Oct 29. Official first meeting planned for January 2020.															
Implement Federal and Provincial Accessibility Legislation	Develop an Accessibility Plan in accordance with provincial legislation	CAO and Council											*				
		County-wide Accessibility plan with Mahone Bay Appendix to be developed by Lunenburg County Accessibility Advisory Committee.															
Foster inter-municipal cooperation	Report on existing shared services and explore opportunities for additional cooperation with other units.	CAO	Ongoing														
		Shared Building & Fire Permits / HR services currently being pursued (startup costs included in 2019-20 budget); other areas under consideration: procurement, safety, recreation infrastucture.															
Optimize operations structure for efficient delivery of services	CAO to make recommendations to Council for optimal operations structure, including	CAO	Ongoing														
	Implement an updated records management system	CAO								*				*			
	Priority in 2019-20 business plan.																
	Explore enhanced customer service opportunities, including maximization of technology	CAO	Ongoing														

[illegible]

Ensure that Town policies, practices, bylaws and other regulations foster growth and development	Staff to review existing and proposed bylaws and policies and make recommendations to Council	CAO	Ongoing													
	Planning Advisory Committee to review MPS and LUB - including overseeing a public engagement process - and make recommendations to Council	PAC/Consultant								*	*	*	*	*	*	
	PAC discussions begun. Other advisory committees considering potential plan review priorities. RFP for consultant services anticipated by December, 2019.															

Ensure that Town infrastructure is in place to support development plans	Work with the Mahone Bay and Area Tourism and Chamber of Commerce to identify opportunities for tourism-supporting infrastructure (wifi, signage, etc.)	CAO/Econ. Dev Committee	Ongoing
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Collaborate with organizations that are involved in economic development activities	Regular meetings with Mahone Bay Tourism and Chamber of Commerce	CAO	Ongoing
	MBTCC participation on Economic Development Committee	Econ. Dev Committee	Ongoing
	Engage with other Lunenburg County units via Lunenburg County Economic Development group	CAO / Deputy CAO	Ongoing

Encourage a range of housing options	Explore Affordable Housing Opportunities through various housing groups and agencies	Council	Ongoing														
	Review permitted uses in the Land Use Bylaw re Housing Mix / Investigate viability of tiny homes in the Town of Mahone Bay	PAC									*	*	*				
	Staff report recommending special meeting of Council re housing actions on agenda for Nov 28 mtg.																

Preserve and enhance the community value and use of our heritage, harbour and green spaces through economic development decisions	Continue to pursue opportunities for Harbour Management	Council	Ongoing																
		Staff in contact with NS Lands Adminstration / Dept. of Municipal Affairs harbour jurisdiction / Submerged Land Lease for Harbour Bed.																	
	Consult with Marina Operators and MBTCC for economic opportunities utilizing the Harbour and waterfront	Econ. Dev Committee	Ongoing																
	Monitor water quality in Harbour	BCAF/MODL						*											
		In discussion with BCAF concerning testing; MODL role TBD																	
	Continue to preserve and protect natural and heritage resources	HAC/PAC	Ongoing																

Enhance recreation and open space opportunities	Seek out opportunities to increase utilization of existing facilities by groups of all ages and physical abilities	DOO/MODL	Ongoing														
		Working with other Lunenburg County municipalities and Bicycle NS on Blue Route Hubs Project; Bandstand Renovations underway.															
	Update website to increase awareness of recreation opportunities within the Town	CAO						*	*								
		Skysail contracted to assist with update of website.															

Encourage diversity in the community	Create a welcoming environment in the Town for persons from diverse communities	Council	Ongoing
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Governance and Public Engagement

General Action	Specific Action	Responsible	2018/19 Year 2					2019/20 Year 3				2020/21 Year 4			
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Optimize governance structure for effective decision-making	Participate in Council Governance training annually or as appropriate	Council					*				*				*
	Engage in discussions regarding governance / electoral systems	Council									*				

Develop a policy and framework to engage the public in Council activities and decision making	Adopt Public Engagement Policy	Council									*				
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Improve communication and share information with the public in a manner consistent with their needs	Explore opportunities to share information via Town website and other methods	CAO/Council	Ongoing
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Create opportunities for public engagement	Utilize newsletter, website, public meetings, etc. to increase public engagement	CAO/Council	Ongoing
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Environmental Sustainability

			2018/19 Year 2					2019/20 Year 3				2020/21 Year 4			
General Action	Specific Action	Responsible	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Pursue Climate Mitigation Strategies (reducing Town carbon footprint)	Establish Baseline Emissions Data	CAO/Consultant							*						
		Transition 2050 preliminary data collection complete. Application submitted to Low Carbon Communities for broader baseline data collection; related Climate and Energy Outreach Coordinator competition closed.													
	Adopt Targets and Develop Plan	Council/Consultant								*	*				
	Implement Plan	CAO/DOO											*	*	*

Undertake Climate Adaptation initiatives (implement further phases of the Harbour Development Plan)	Engage with waterfront property owners	CAO						*								
	Monitor and pursue funding opportunities for a storm surge abatement plan	CAO	Ongoing													
		Pursuing Investing in Canada Infrastructure Funding (Small Communities Component).														
	Public engagement process	Council/Consultant							*	*						
		Public and stakeholder engagement process (inform and consult) anticipated for Dec 2019 - Feb 2020.														
	Council makes decision and authorizes staff to prepare RFP(s)	Council									*					

Expand Green Energy Generation (continued development of Alternate Resource Energy Authority)	Work with AREA to conclude agreements and contracts supporting Town energy objectives	CAO	Ongoing
		Positive NSUARB decision on 2020 imports received.	
	Continue to explore new renewable generation opportunities with AREA	CAO	Ongoing
		Proceeding with solar garden feasibility work under Low-Carbon Communities Program. NRCAN EV charger funding application (with other maritime provinces electric utilities submitted). Considering opportunities to expand Ellershouse windfarm on approved license.	

2019-20 Budget - Operating Initiatives - November 28, 2019



		Total Cost	Town Cost		
1	Asset Management Initiatives	\$61,000	\$14,600	<div><div></div></div>	25%
		Notes: AIM Network initial Cohort Program participation completed Nov 2019; next Cohort Program (2020) subject to FCM funding approval. Awaiting FCM MAMP funding for condition assessments (final decision anticipated by Dec 31, 2019). AM Committee held first meeting Nov 21, 2019; next meeting planned for Dec 19, 2019.			
2	Transportation Plan	\$30,000	\$15,000	<div><div></div></div>	25%
		Notes: Funding application to provincial Connect2 Program submitted.			
3	GHG Reduction Initiatives	\$50,000	\$25,000	<div><div></div></div>	25%
		Notes: Completed requirements to join FCM / Clean NS Transition 2050 initiative; engaged in data collection to support establishment of emissions baseline. LCC funding application submitted.			
4	Centennial Year Program	\$79,035	\$14,235	<div><div></div><div></div></div>	50%
		Notes: Last staff report update November 12, 2019.			
5	Orthophotography Update	\$1,800	\$1,800	<div><div></div><div></div><div></div></div>	75%
		Notes: Flyover completed, imagery integrated into GIS mapping.			
6	Town Website Update	\$6,000	\$6,000	<div><div></div></div>	25%
		Notes: Contract awarded, completion expected by Mar 31, 2020.			
7	MPS / LUB Update - Year 1	\$60,000	\$60,000	Not Yet Begun	
		Notes: Tender planned for Dec, 2019.			
8	Wastewater Rate Study	\$12,400	\$12,400	<div><div></div></div>	25%
		Notes: Study begun with consultant.			
9	Wastewater PCAP Project	\$60,000	\$30,000	<div><div></div></div>	25%
		Notes: PCAP funding received. Initial contractors report received. On November 26 Council agenda for discussion.			
10	Electric Utility "Grow the Load" Initiatives	\$5,000	\$5,000	<div><div></div></div>	25%
		Notes: Discussions ongoing through AREA, opportunity identified to work with Saint John Energy for demand-side programs. Promotion planned for Spring 2020, contractors engaged.			
11	Electric Utility Rate Study	\$5,000	\$5,000	Not Yet Begun	
		Notes: None.			

12	Water Utility PCAP Project	\$50,000	\$25,000	Not Yet Begun
		Notes: PCAP funding received. On November 26 Council agenda for discussion.		

2019-20 Budget - Capital Projects (next update Jan 23, 2020)

Town General

1	Bandstand Rehabilitation	\$60,000	\$16,717.04	<div><div></div></div>	50%
		Notes: Phase 1 nearly complete, phase 2 (roof and accessibility) underway.			
2	Double Chip Seal - Clearland Road	\$72,000	\$53,800.00	<div><div></div></div>	★
		Notes: Work is completed significantly under budget			
3	New Bunker Gear - Fire Department	\$10,000	\$11,700.00	<div><div></div></div>	★
		Notes: Bunker Gear has been purchased.			
4	SCBA Packs/Tanks	\$45,000	\$62,837.00	<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	\$20,331.00	<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: Project not getting completed in fiscal 2019/20. Will move forward to Fiscal 2020/21 Capital Budget			
9	Flail Mower	\$6,000	\$5,057.87	<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. Staff report to Council anticipated for Oct 29, 2019 meeting.			
11	ICIP - Project #1 (Town General Portion)	\$272,646	\$0.00	Not Yet Begun	
		Notes: ICIP funding not approved.			
12	ICIP - Project #2 (Town General Portion)	\$120,672	\$0.00	Not Yet Begun	
		Notes: ICIP funding not approved.			

13	Shoreline Project	\$349,800	\$0.00	Not Yet Begun	
		Notes: Public consultation anticipated, Nov - Feb 2019; consultants engaged. Staff report to Council anticipated for Oct 29, 2019 meeting.			
14	New Storage Container	\$6,000	\$4,920.00	<div><div></div><div></div><div></div><div></div><div></div></div>	
		Notes: Council approved the addition of this item at the September 10 meeting of Council on the recommendation of the Director of Operations. This new storage container has been purchased.			
Water Utility					
1	Pumphouse Upgrades - Generator	\$75,000	\$2,310.87	<div><div></div><div></div><div></div><div></div><div></div></div>	50%
		Notes: Budget increased to \$75,000 by Council on July 9, 2019. Installation anticipated by end of November 2019.			
2	New Water Services	\$5,000	\$1,015.00	<div><div></div><div></div><div></div><div></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: Project not getting completed in fiscal 2019/20. Will move forward to Fiscal 2020/21 Capital Budget			
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></div><div></div><div></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></div><div></div></div>	
		Notes: UARB has approved the Water Rate Study and new rates were put into effect on November 1st			
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: Funding not received			

13	ICIP - Project #2 (Water Utility Portion)	\$1,218,100	\$0.00	Not Yet Begun	
		Notes: Funding not received			
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	\$17,845.00	<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. 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 required to outfit the new vehicle. Purchase anticipated by November 31; purchase agreement on agenda for discussion at Town / Riverport meeting Nov 25, 2019.			
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: 2020 Meeting Schedule
December 10, 2019

General Overview:

The purpose of this report is to provide Council with an update and recommendation for the 2020 Meeting Schedule.

Background:

A draft 2020 Meeting Schedule was presented to and approved by Council at the regular meeting held on November 28, 2019.

In preparation of the document to be sent to the printer, staff identified scheduling issues specific to the 2020 municipal election and the logistics surrounding the installation of the new Council. In view of these considerations, staff are seeking Council approval of a revised 2020 Meeting Schedule.

Analysis:

The 2020 Municipal Election is scheduled for October 17, 2020 and as such, staff have revised the 2020 Meeting Schedule to cancel meetings of Committees and the late October Council meeting, as is customary, to allow for the completion of the process following an election so that the new Council can be sworn in – and committee appointments completed – at the first regularly scheduled meeting in November 2020. Staff have also moved the October HAC meeting to the first Wednesday of the month so that only one meeting of the Committee is cancelled as a consequence of the election.

Other changes suggested due to the 2020 Election are to move the fall meeting of the Watershed Advisory Committee and the third-quarter meeting of the Police Advisory Board to November (both were previously scheduled in October).

While discussing how meetings could best be rearranged to accommodate the election, staff identified some further changes to make the 2020 Meeting Schedule more effective. Staff are suggesting that the second regular Council meetings in January, April and July be moved to the last Thursday in the month (in this case the fifth Thursday in the month). This move would allow staff sufficient time to prepare meeting packages and result in more balanced meeting agendas.

Shifting the second Council meeting in January and July of 2020 would necessitate switching the date for the meeting of the Audit and Finance Committee to the fourth Thursday and the Police Advisory Board to the fifth Thursday, to coincide with the Council meeting as is our practice.

The amended 2020 Meeting Schedule also reflects Council's direction to highlight holidays as distinct from office closures.

Financial Analysis:

There is no financial impact on revising the 2020 Meeting Schedule at this point.

Links to Strategic Plan:

3.3 Public Engagement


- Improve communications and share information with the public in a manner consistent with their needs.

Recommendation:

It is recommended,

THAT Council approve the amended 2020 Meeting Schedule as presented.

Respectfully submitted,



Maureen Hughes

Clerk and Deputy CAO

Attached:

Appendix A – Amended 2020 Meeting Schedule for approval

Appendix B – November 28, 2019 Meeting Schedule as approved



Town of Mahone Bay 2020 Meeting Schedule

APPENDIX A

IMPORTANT NUMBERS

Emergency.....911
Police 902-634-8674
Power/Water/Sewer
Interruption..... 902-624-8327
After Hours – Power/Water/Sewer
After 4:30 pm call.....902-543-3251

Office Closed
Council
Planning Advisory Committee
Heritage Advisory Committee
Asset Management Committee
Police Advisory Board

Age Friendly Community Committee
Audit and Finance Committee
Cemetery Committee
Watershed Advisory Committee
Christmas Holidays (office closed)

January 2020						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February 2020						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

March 2020						
S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April 2020						
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19	20	21	22	23	24	25
26	27	28	29	30		

May 2020						
S	M	T	W	T	F	S
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June 2020						
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July 2020						
S	M	T	W	T	F	S
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
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August 2020						
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30	31					

September 2020						
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October 2020						
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November 2020						
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29	30					

December 2020						
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Please see the reverse for the 2020 Solid Waste Collection Schedule

Logo

Town of Mahone Bay 2020 Meeting Schedule

APPENDIX B

	Office Closed
	Council
	Planning Advisory Committee
	Heritage Advisory Committee
	Police Advisory Board

	Asset Management Committee
	Age Friendly Community Committee
	Watershed Advisory Committee
	Audit and Finance Committee
	Cemetery Commission

January 2020						
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February 2020						
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March 2020						
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April 2020						
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May 2020						
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31						

June 2020						
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28	29	30				

July 2020						
S	M	T	W	T	F	S
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August 2020						
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September 2020						
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27	28	29	30			

October 2020						
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November 2020						
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22	23	24	25	26	27	28
29	30					

December 2020						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Please see the reverse for the 2020 Solid Waste Collection Schedule



Town of Mahone Bay

Staff Report

RE: Communications

December 10, 2019

General Overview:

The purpose of this report is to update Council and request input on the development of a communications strategy by Skysail Brand Marketing and Design.

Background:

The Town has contracted Skysail Brand Marketing and Design to provide communications services over a twelve-month period beginning in late September 2019.

As a component of this contract Skysail has been asked to develop a communications strategy, incorporating the various communications services required by the Town. This strategy will ensure all communications materials / design have a common appearance and coordinate the timed development and release of communications materials over the term of the contract.

The communications strategy is intended to build on the logo approved by Council on November 12th with associated guidelines for use as well as print and digital style guidelines.

Analysis:

At the special meeting held November 26th, 2019 Council provided additional input on the logo developed by Skysail which staff agreed to convey to the designers, who were to bring additional recommendations responding to Council's input – in particular regarding possible incorporation of heritage elements / the three churches, into the logo – to the regular meeting of December 10th for Council's consideration.

In response to Council's request, Skysail have supplied the following additional consideration in their own words, along with alternate designs:

Why Make a Change?



The existing Town of Mahone Bay logo is being replaced because it no longer meets the needs of modern digital communications. As a single, inflexible icon rather than a package of brand assets that are adaptable to different formats and orientations, it's frequently inadequate or illegible in practical use. Another challenge is that a number of other local brands use the symbol of the three churches. They're no longer "own-able" in the sense that viewers will immediately recognize them as YOUR symbol. The colour palette has also been copied so frequently that a change has become necessary.

What's the Opportunity?

The need for a new logo presents an opportunity to adjust what the town's branding says about Mahone Bay and the Town's place within it. We also have a chance to differentiate the Town from the other entities using literal representations of the three churches in their branding.

The existing logo conveys that Mahone Bay is a town on the water that's proud of its architectural heritage. The logo that Skysail presented and which was selected by Council (hereafter referred to as Three Diamonds) is meant to symbolize the churches in a way that can also be interpreted as a tree line or sailboats.



In this way, the Three Diamonds logo broadens the representation, reflecting pride in our built architectural heritage, yes, but also our natural and social heritage. Today's citizens are proud of the Town's progressive environmental policies and beautiful natural surroundings and they've always lived and played on, and in harmony with, the Atlantic. The Town has an opportunity to better represent the generation who will be the stewards of Mahone Bay going forward.

Is a Transition Needed?

Traditions are important, true. The legacy of the three churches as part of the town logo has a long history and we're not suggesting it be abandoned entirely. The Three Diamonds logo represents them symbolically rather than literally, and, in time, will be just as recognizable and develop the same traditional importance as the existing logo.

To address Council's request for a modified logo, in case residents of Mahone Bay aren't as adaptable as we believe they are, we've drafted a third option which solves the problems inherent to the existing logo without straying as far into symbolism as the Three Diamonds logo.



This design reaches a compromise by including the symbol of the diamond, which can be pulled out and used in threes as a graphic element in communications like letterhead, merchandise, and websites but also includes simplified icons of the churches. This simplified version of the churches scales much better than the existing more detailed representations and the logo can also be built out as a package of flexible assets in different orientations and formats. The typography comes from a similar tradition to the existing logo and the colour palette is very much in line with the existing logo. While not as bold or conceptually strong as the three diamonds which was recommended, it would address some the practical concerns inherent in the existing logo.

Council's input is needed to ensure Skysail's communications strategy is aligned with Council's communications requirements.

Financial Analysis:

Costs associated with communications strategy development and the development of a new Town website are components of the Town's communications services contract with Skysail.

Links to Strategic Plan:

Key Strategic Initiatives and Core Activities

3.3 Governance and Public Engagement

- Improve communications and share information with the public in a manner consistent with their needs

Recommendation:

It is recommended:

THAT Council accept this report for information; and,

That Council provide input on the development of a communications strategy by Skysail.

Attached for Council Review:

None

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

Staff Report

RE: Fire Station

December 10, 2019

General Overview:

The purpose of this report is to update Council regarding recent community engagement activities on the fire station project and to make related recommendations.

Background:

Council received an update on the fire station project in the Staff Report re YTD Review of 2019-20 Capital Projects presented at the special meeting of Council held October 29th, 2019. As per this update, staff – supported by Skysail Brand Marketing and Design – have distributed public information on the project via the Mayor's Newsletter, Town Facebook page, website, posters, mail-drop, etc. in addition to media coverage on the project during the same period. To further inform the public regarding the project – and to receive related comments from residents of the Town and fire service area – an information session and open house was held at the fire hall on November 26th, 2019.

Analysis:

Staff are confident that recent engagement activities on the fire station project have achieved the goal of informing the public. Despite wide dissemination of information, direct feedback on the project has been minimal with the only comment received at the Nov 26th open house being from a member of Council.

A Request for Proposals to obtain project management services and assistance with design-build tender specifications from a qualified engineering contractor is currently under development by staff for publication in mid-December. The RFP process would be expected to close in mid-January with the selected contractor holding an initial meeting with Council in early February (meeting with the MBFVD as well on Council's direction). It is anticipated that the design-build tender would reflect the specifications of the current Berwick fire station and hall with any modification or additional standard (such as Rick Hansen Accessibility, LEED Green Building Certification, carbon-neutral design, etc.) as directed by Council. Detailed estimates on various options as defined by Council would be provided for consideration in the design-build specifications. Additional public engagement activities could be undertaken at this time (early March) prior to commencing final design process, at Council's direction.

Financial Analysis:

Council has approved 2019-20 budget including contracted communications and engineering services in relation to the fire station project.

Links to Strategic Plan:

Key Strategic Initiatives and Core Activities

3.1 21st Century Infrastructure

- Asset Management

Recommendation:

It is recommended:

THAT Council direct staff to issue a Request for Proposals for project management services and assistance with design-build tender specifications from a qualified engineering contractor, for the project to replace the Mahone Bay fire station.

Attached for Council Review:

- November 26 Fire Station Open House Photos

Respectfully Submitted,



Dylan Heide
Town of Mahone Bay CAO



November 26, 2019 Fire Station Project Open House

B I N G O	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
	31	32				36	37	38	39	40	41	42	43	44	45
	46	47				51	52	53	54	55	56	57	58	59	60
	61	62				66	67	68	69	70	71	72	73	74	75







Town of Mahone Bay

Staff Report

Centennial Budget Update (Dec 10)

December 10, 2019

General Overview:

The purpose of this staff report is to provide Council with an update concerning the development and implementation of the Town's centennial program.

Background:

Beginning with the initial staff report regarding the Town's 2019-20 centennial year on January 8th, 2019, Town staff have endeavored to provide Council with regular updates on the development of the Town's centennial program, through public consultation, stakeholder engagement and project development phases (prior reports February 12th, March 12th, April 25th, June 27th, July 25th, September 10th and November 12th); each report has added detail to the program. The April 25th and September 10th reports included budget updates, as does this report.

Analysis:

Staff have provided updates since the November 12th report below.

Centennial Projects & Initiatives

Celebration of Trees

We have 98 trees registered (planted trees or donated trees to-be-planted) to date and staff anticipate reaching 100 the week of Dec 9-13 with additional donations. Donation revenue has supported the planting program, covering all related costs (see Financial Analysis for additional budget updates). Promotion has been underway via social media and distribution of rack cards to the Teazer, the Barn, the Legion, the Post Office and the Town Hall (rack cards – designed by Skysail Brand Marketing & Design – also promote mural / bandstand projects and centennial book sales).

Heritage Mural

Artist Peter Matyas has completed work on the centennial heritage mural on the RPS façade on Main Street. Interpretive signage for the mural is currently under development in consultation with Wooden Boat Society and Heritage Boatyard Coop. Plaques recognizing external funding will be included. With the Mahone Bay Centre Society board having declined the offer of a mural on the Centre façade, staff request Council direction regarding any additional mural projects (which would not take place until 2020-21) or the potential development of an ongoing mural program. An additional option associated with the centennial mural would be to produce a high-quality pamphlet / e-pamphlet on the project, which would be achievable within the grant funding received for the project (see Financial Analysis for additional budget updates).

Centennial Book

Copies of the book arrived on November 25th and are now available for sale at the Town Hall and the following locations in town:

- Teaser
- Biscuit eater
- Pharmasave
- The Barn
- Chris' Convenience
- Museum
- Town Hall

To date 109 copies of the book have been sold (23 from the Town Hall and 86 from local businesses). Merchants selling the books purchase them from the Town at a wholesale rate.

Other / Celebrations

Centennial Dance

In discussions with the MB Legion Swing Band they are now looking at March 21st for the dance, with a 1919/20 theme (interwar years music). Town budget includes Legion hall rental fee and promotion, Band will supply music for no charge and the Legion would run the bar and receive bar sales revenue. Staff are suggesting a 1920 ticket price for attendees; not a money-maker but a way of controlling occupancy and also, theoretically, an attention-getter.

Legion Breakfast

The Town will be sponsoring the Legion breakfast at the end March of 2020 as the final event of the centennial year; costs included in centennial budget.

2020 New Years Levee

No centennial-related plans.

Mahone Bay Mayors Gallery

Staff have located photos of 13 of 18 Mayors; hoping to be able to locate 3 of the missing 5 in records at the museum. Coordinating with Mahone Bay Centre Society concerning location of the gallery in the Centre's Feeney Room.

Sewer Bowl

Insufficient interest to organize anything this year.

Time Capsule

Staff still considering options for bi-centennial time capsule.

Financial Analysis:

The proposed centennial budget presented to Council April 25, 2019 (see Appendix A attached) was incorporated into Council's annual budget process and reflected in the 2019-20 budget approved by Council May 14, 2019. Since May 14 staff have made a number of changes to this budget on Council's direction, continuing to stay within the line items for the centennial program established in the 2019-20 budget (see Appendix A for September 10 update). A third and final updated budget projection for the centennial program is also included in Appendix A.

Links to Strategic Plan:

Key Strategic Initiatives and Core Activities

3.4 *Public Engagement*

- Create opportunities for public engagement

Recommendation:

It is recommended,

THAT Council accept this report for information.

Attached for Council Review:

- draft 2019-20 Centennial Projects / Initiatives Budget (Apr 25, Sept 10, Dec 10)

Respectfully Submitted,



Dylan Heide
Town of Mahone Bay CAO

draft 2019-20 Centennial Projects / Initiatives Budget (Apr 25)

Centennial Project / Initiative	Est. total	External (received)	External (applied for)	External (anticipated)	Donations (in-kind)	Donations (anticipated)	Remaining
1 Bandstand*	\$60,000	\$15,750		\$15,000			\$29,250
2 Infrastructure Decoration	\$3,000			\$1,500			\$1,500
3 Boatbuilding Shed	\$22,159		\$11,080		\$9,188	\$1,000	\$892
4 Heritage Mural	\$41,021		\$25,511	\$10,255		\$3,000	\$2,256
5 Heritage Sign Rehabilitation	\$4,323		\$2,162	\$962	\$1,200		\$0
6 Mahone Bay Centre Accessibility	\$10,973		\$5,487	\$4,389			\$1,097
7 Celebration of Trees	\$9,248		\$2,698	\$400	\$1,080	\$1,100	\$3,970
8 Centennial Book**	\$4,363					\$2,500	\$1,863
9 Other / Celebrations**	\$8,750		\$3,750	\$900		\$1,500	\$2,600
TOTAL COST	\$163,837					Operating Expense	\$14,177
						Total Town Cost	\$43,427

*Town capital project \$20,568

**donations (anticipated) includes revenue sale of books / merchandise

NOTES

1 February 12 staff proposed a total budget of \$200,000 with \$140,000 external, \$30,000 local and \$30,000 Town.

draft 2019-20 Centennial Projects / Initiatives Budget (Sept 10 update)

Centennial Project / Initiative	Est. total	External (received)	External (applied for)	External (anticipated)	Donations (in-kind)	Donations (anticipated)	TOWN
1 Bandstand*	\$60,000	\$15,750	\$10,000	\$5,000			\$29,250
2 Infrastructure Decoration	\$3,000						\$3,000
3 Heritage Mural	\$41,000	\$26,000	\$13,000			\$1,000	\$1,000
4 Heritage Sign Rehabilitation	\$3,200	\$3,000					\$200
5 Celebration of Trees	\$2,500						\$2,500
6 Centennial Book**	\$12,285					\$12,000	\$285
7 Other / Celebrations	\$15,050	\$3,200	\$3,000			\$3,600	\$5,250
Boatbuilding Shed	\$1,000	\$1,000					\$0
MBC Mural	\$6,000		\$3,000			\$3,000	\$0
Mayors Display	\$1,000						\$1,000
Musical Series	\$1,000	\$1,000					\$0
Mahone Bay Day	\$500						\$500
Banners and Flag	\$1,200	\$1,200					\$0
Sewer Bowl	\$1,800					\$600	\$1,200
Other	\$2,550						\$2,550
TOTAL COST	\$137,035	\$47,950				Operating Expense	\$12,235
						Total Town Cost	\$41,485

*Town capital project \$16,600

**donations (anticipated) includes revenue from sale of books

draft 2019-20 Centennial Projects / Initiatives Budget (Dec 10 update)

Centennial Project / Initiative	Est. total	External (received)	External (applied for)	External (anticipated)	Donations (in-kind)	Donations (anticipated)	TOWN
1 Bandstand*	\$60,000	\$25,750					\$34,250
2 Heritage Mural	\$42,000	\$42,000					\$0
3 Heritage Sign Rehabilitation	\$3,200	\$3,200					\$0
4 Celebration of Trees	\$8,000					\$8,000	\$0
5 Centennial Book**	\$11,000					\$11,000	\$0
6 Other / Celebrations	\$7,800	\$2,800				\$500	\$4,500
Boatbuilding Shed	\$1,000	\$1,000					\$0
Mayors Display	\$1,000						\$1,000
Musical Series	\$1,000	\$1,000					\$0
Mahone Bay Day	\$500						\$500
Banners	\$800	\$800					\$0
Mechandise	\$1,000					\$500	\$500
Other	\$2,500						\$2,500
TOTAL COST	\$132,000	\$73,750				\$19,500	\$4,500
						Operating Expense	\$4,500
						Total Town Cost	\$38,750

*Town capital project

**donations (anticipated) includes revenue from sale of books



Town of Mahone Bay 2020 Audit service plan

For the year ended March 31, 2020

Presented to Council of the Town of Mahone Bay on December 10, 2019



December 10, 2019

To the Council of the Town of Mahone Bay ("Town Council")

2020 Audit service plan

Dear Council members:

We are pleased to provide you with our proposed audit service plan for the Town of Mahone Bay (the "Town") for the year ended March 31, 2020. We value our long-standing relationship with the Town and believe this proposed plan demonstrates why you should continue to select Deloitte as your professional services provider for the foreseeable future.

This document describes the key features of our plan, including our audit scope and approach, our planned communications with you, our team, our anticipated timeline, and an estimate of our fees. This plan reflects our commitment to delivering high quality services to the Town, and ensuring a timely, value-added audit of the financial statements, using our proven audit approach and methodology.

Our proposed audit team includes personnel who have worked with the Town in the past, who you know and trust to execute your audit. These professionals will continue providing you with best practices and insights to face the increasingly complex array of issues and challenges encountered by public sector organizations such as the Town.

We look forward to discussing our proposed audit service plan with you and answering any questions you may have.

Yours truly,

Deloitte LLP
Chartered Professional Accountants

Table of contents

Our audit explained	1
Significant audit risk	3
Appendix 1 – Audit team	4
Appendix 2 – Summary timeline	5
Appendix 3 – Audit fees	6
Appendix 4 – Audit scope and additional fees	8

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Our audit explained

Audit scope and terms of engagement

We have been asked to perform audits of the Town's financial statements as at and for the year ended March 31, 2020, which include the following:

- Town of Mahone Bay consolidated financial statements in accordance with Canadian public sector accounting standards ("PSAS");
- Town of Mahone Bay Water Utility ("Water Utility") financial statements in accordance with the accounting principles prescribed for Nova Scotia water utilities by the Nova Scotia Utility and Review Board ("NSURB"); and
- Town of Mahone Bay Electric Utility ("Electric Utility") financial statements in accordance with the accounting principles prescribed for Nova Scotia electric utilities by the NSURB.

Our audits will be conducted in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). The terms and conditions of these services are described in the Master Services Agreement ("MSA") dated August 9, 2019, which was signed by management and on behalf of Town Council. Your understanding of these terms and conditions, as well as our fees for the year ended March 31, 2020 will be confirmed in a subsequent letter (the "confirmation letter"), to be signed by management and on behalf of Town Council.

Further details regarding the scope of our audit and work that is considered to be outside of the scope of the engagement is outlined in Appendix 4 of this plan.

In addition to the audits outlined above, we have been asked to compile Notice to Reader non-consolidated financial statements for the Town's General Fund, Park Cemetery, Bayside Cemetery, Capital Fund, Reserve Fund and Trust Fund (collectively, the "NTR non-consolidated financial statements").



Materiality

We are responsible for providing reasonable assurance that your financial statements as a whole are free from material misstatement. Materiality levels are determined on the basis of total revenues. Our materialities for the year ended March 31, 2019 were:

- Town consolidated: \$200,000
- Water Utility: \$20,000
- Electric Utility: \$80,000

As of the date of this report, we have not yet assessed our preliminary materialities for the year ended March 31, 2020, as the fiscal year is still ongoing.

We will inform the Audit Committee of all uncorrected misstatements greater than a clearly trivial amount of 5% of materiality and any misstatements that are, in our judgment, qualitatively material. In accordance with Canadian GAAS, we will ask that any misstatements be corrected.

Significant audit risks

Through our preliminary risk assessment process, we have identified the significant audit risk. This risk of material misstatement and related audit responses are discussed in the Significant audit risk section of this report.

Fraud risk

We will develop our audit strategy to address the assessed risks of material misstatement due to fraud. Determining this strategy will involve:

1. Asking people involved in the financial reporting process about inappropriate or unusual activity.
2. Evaluating the design and implementation of internal controls that address the risk of fraud.
3. Testing a sample of journal entries throughout the period as well as adjustments made at the end of the reporting period.
4. Identifying and obtaining an understanding of the business rationale for significant or unusual transactions that are outside the normal course of business.
5. Evaluating whether your accounting policies may be indicative of fraudulent financial reporting resulting from management's effort to manage earnings.
6. Evaluating whether the judgements and decisions related to management estimates indicate a possible bias.
7. Incorporating an element of unpredictability in selecting our audit procedures.

We will also ask Audit Committee members for their views about the risk of fraud, whether they know of any actual or suspected fraud affecting the Town and their role in the oversight of management's antifraud programs.

If we suspect fraud involving management, we will immediately inform the Audit Committee of our suspicions and discuss the nature, timing, and extent of audit procedures necessary to complete the audit.

Complete engagement reporting

Audit reporting

Under Canadian GAAS, we are required to communicate certain matters to the Audit Committee. The primary reports and formal communications through which we will address these matters are:

- This Audit Service Plan;
- Year End Communication, in the form of an Audit Results Report; and
- Our Independent Auditor's Reports on each set of financial statements.

Business Insights

We will provide you with insights into the condition of your business and offer meaningful suggestions for improvement. Any recommendations we identify during the completion of our audit will be included in the Audit Results Report.



Audit fees

Please refer to Appendix 3 for our proposed fees for the year ended March 31, 2020. These fees will be outlined in the aforementioned confirmation letter that will be signed on behalf of Town Council and by management.

Fees for work outside of the regular scope of our audit are outlined in Appendix 4.

Significant audit risk

During our risk assessment and other preliminary planning activities, we identified the following significant audit risk that will require special audit consideration in each of our three audits. The following table sets out this significant audit risk, including our proposed response. Our planned audit response is based on our assessment of the likelihood of a risk's occurrence, the significance should a misstatement occur, our determination of materiality and our prior knowledge of the Town.

Management override of controls

Audit risk

Under Canadian Auditing Standards, it is the responsibility of management, with the oversight of those charged with governance to place a strong emphasis on fraud prevention and detection. Oversight by those charged with governance includes considering the potential for override of controls or other inappropriate influence over the financial reporting process.

The risk of management override of controls is present in all entities. It is a risk of material misstatement resulting from fraud and therefore is considered as a significant risk.

Our proposed audit response

- We will evaluate the design and implementation of the internal controls that address this risk. We will not rely on controls.
- We will discuss fraud with management, members of the Audit Committee and Council, and others within the entity, including their views on fraud, whether they know of any actual or suspected fraud affecting the Town and their role in the Town's antifraud programs.
- We will test the appropriateness of journal entries recorded in the general ledger and other adjustments made in the preparation of the financial statements.
- We will evaluate the business rationale for any significant unusual transactions.
- We will determine whether the judgments and decisions related to management estimates indicate a possible bias, which will include performing retrospective analysis of significant accounting estimates.

As we perform our audit procedures, we will inform you of any significant changes to the significant risk or our proposed audit response discussed above and the reasons for those changes.

Advantages of our proposed audit response

When planning our audit of the Town, the quality of the services we provide and the effectiveness and efficiency of our audit are always our top priority. We aim to arrive at our desired outcome of obtaining sufficient appropriate audit evidence, while also putting the least strain possible on the management of the Town. In this regard, our proposed audit response to significant risk offers the Town the following advantages:

- Deloitte, including our proposed audit team (Appendix 1), is very familiar with the operations of the Town from many years of performing this audit, which allows us to identify inconsistencies from typical operations, which can be crucial in identifying management override of controls;
- Our journal entry testing utilizes our own proprietary analytics software, which identifies journal entries exhibiting the strongest characteristics of fraud, to allow us to pinpoint the risk of management override of control without excessive testing of less risky journal entries; and
- We have not deemed revenue recognition to be a significant risk, based on the nature of the Town's operations, which significantly reduces the detailed audit support Town management must provide.

Appendix 1 – Audit team

We recognize that the key to providing excellent service and meeting your needs lies in the quality of the professional resources we dedicate to you and their relevant Public Sector Accounting Standards (“PSAS”) knowledge, as well as direct experience auditing public sector organizations. Our team has extensive knowledge and experience in both areas. Deloitte is committed to delivering an excellent service team with a significant level of hands-on Partner and Manager involvement on an ongoing basis. We have assembled a client service team that combines superior technical knowledge and a proven track record for excellent client service in the public sector.

We are led by Mr. Derrick Dempster, lead client service partner. As a team, we are committed to delivering on Deloitte’s client service principles to:

- **make** and meet our commitments to our clients;
- **understand** our clients’ business and what is important to them;
- **provide** value to the Town through technical competence and consistent results;
- **demonstrate** professionalism through effective interaction and communications; and
- provide a **no surprises** experience.

The team will assist Mr. Derrick Dempster in delivering on these commitments. The team consists of professionals with diverse skills and experience, to meet the Town’s needs. The table below identifies key members of the engagement team.

Engagement team member	Role	E-mail address	Experience serving the Town
Derrick Dempster, CPA, CA	Audit Partner	ddempster@deloitte.ca	8 th year
Paul Janes, CPA, CA	EQCR Partner	pjanes@deloitte.ca	3 rd year
Jalen Sabeau, CPA	Audit Manager	jsabeau@deloitte.ca	3 rd year
Marcus Otmar	Senior Accountant	motmar@deloitte.ca	3 rd year

Audit staff

In addition to the senior level team members outlined above, there will be audit staff assigned to your audit. We will ensure that the audit staff assigned to the Town’s audit are qualified and capable of completing the tasks required without any inconveniences for management, including selecting individuals who are CPA candidates with previous PSAS and other audit experience.

Commitment to continuity

Staff continuity on engagements is an important objective for us as a professional services firm. An enhanced knowledge of the Town’s business and overall efficiencies are gained when staff continuity is maintained from year to year. We also know that it is important for clients that we reinvest the knowledge and understanding we’ve gained, back into your audit. We address the issue of staff continuity by working to attract and retain top talent to our organization. We continuously strive to set the standard of excellence in our profession by engaging our people, celebrating their achievements and broadening their opportunities. We are committed to continually building our knowledge of the Town and maintaining appropriate relationships with your staff – important factors in ensuring an efficient and effective audit. We can assure you of continuity at the more senior levels and will commit to maintaining continuity, wherever possible, throughout our team. Our objective is to develop the junior members of our team progressively through the years and we expect them to assume more responsibility each year.

Appendix 2 – Summary timeline

This estimated timetable indicates our various procedures and release of our communications as planned throughout the year:

	Estimated to begin	Targeted for completion
Preliminary audit activities		
Issuance of draft audit service plan to Town management		Nov 29, 2019
Audit service plan presented at Town Council meeting		Dec 10, 2019
Client assistance schedule provided to the Town via Deloitte Connect		April 6, 2020
Preliminary planning (remotely from Deloitte office)	June 29, 2020	July 3, 2020
Audit performance		
Field work (at Town of Mahone Bay office)	July 6, 2020	July 17, 2020
Concluding audit work (remotely from Deloitte office)	July 20, 2020	July 24, 2020
Auditor's communications		
Final draft of Audit Results Report and financial statements provided		August 2020
Mailout of Audit Results Report and financial statements		August 2020
Presentation at Audit Committee meeting		September 2020
Financial statements approved at Town Council meeting		September 2020
Issue final financial statements		September 2020

Appendix 3 – Audit fees

We are aware that public sector entities are always under constant pressure to run efficient operations and be mindful of costs. We understand and respect this objective. Our key principals surrounding fees for our public sector clients, including the Town, are guided by this.

The key principles that serve as the foundation for our proposed audit fees are as follows:

- **No surprises** – the bills that our clients receive should be consistent with their expectations, which they have based on their discussions and agreement with us. If circumstances arise that will cause our fees to vary, we will always be upfront with management and communicate openly.
- **Sensitivity to your circumstances** – we will develop a plan to provide cost certainty, with no unreasonable fee increases annually.
- **Fair fees** – we believe that the fees ultimately paid need to be fair and based on the work performed. The fees must reflect the value our engagement team provides to you and the degree of preparatory work conducted by management in advance of our work.

We will ensure we are always mindful of cost, operate as efficiently as possible, and stay in constant communication with you on issues or potential issues so that costs never become an obstacle in our service delivery to you. You will never be surprised by any of our service or billing practices and our up-front communication will be the key to this.

2020 Audit fees

For the year ended March 31, 2020, we propose fees of \$130/hour, up to the maximum fees outlined in the table below, plus a 7% administrative charge, and applicable taxes.

Service	Proposed 2020 maximum	Actual 2019 fee
Base audit fees (Town, Water and Electric)	\$32,900	\$32,900
AREA component auditor work	See below	\$4,500
Financial statement preparation (Town, Water and Electric)	\$6,100	\$6,100
NTR non-consolidated financial statements	\$4,500	\$4,500

In previous years' audits we have charged a fixed fee, as outlined above. As we continue to become more familiar with the Town's operations and improve the efficiency of our audit process, we want to share the benefits of this efficiency with the Town, by providing a fee reduction to the extent that our hours incurred are less than anticipated, through this proposed hourly fee structure.

AREA Component auditor work

As you are aware, the Town holds a 10% ownership interest in Alternative Resource Energy Authority ("AREA"), which is accounted for in the Town's consolidated financial statements by using the proportionate consolidation method. As a result, as part of our audit of the consolidated financial statements of the Town, we are required to send referral instructions to the auditors of AREA in order to rely on their audit work and ensure the proportionate consolidation of AREA does not cause a material misstatement to the consolidated financial statements of the Town. In fiscal 2019, this additional work resulted in \$4,500 in additional audit fees for the Town, per above.

Based on our discussion with management, AREA will be issuing a Request for Proposal for Audit Services (the “RFP”) for their year ended March 31, 2020. Deloitte intends to respond to the RFP, and if successful in becoming the auditor of AREA, there would be **no additional audit fees** charged to the Town as it relates to its investment in AREA.

In the event that Deloitte is unsuccessful with its proposal to AREA, we are still pleased to offer the Town a reduction in the fees charged for our component auditor work. For our procedures on the proportionate consolidation of AREA, we would charge the same \$130/hour fee noted above, to a maximum of **\$2,500**. We understand that the accounting for AREA is out of the hands of the Town, as a minority owner of AREA; therefore, we do not want the related audit fees for this investment to become an obstacle in Deloitte providing a cost effective audit to the Town.

Audit preparation workshop

In addition to offering an hourly fee, we would like to assist the Town in their financial statement closing process and overall audit preparedness, by offering a **free of charge**, half-day workshop with our Assurance services team. This workshop would be interactive between the Town’s staff and our Assurance services team, focusing on identifying ways in which the Town can make their month-end close process more efficient, including at year-end, so that the financial records and all supporting documents are prepared well in advance of the audit, to also facilitate a more efficient audit. This will not only help to reduce the hours the audit takes and the related audit fees the Town incurs as a result, but will also benefit the Town through the realization of financial reporting improvements throughout the year.

Deloitte would be happy to travel to the Town’s office for the facilitation of this workshop. The workshop would take place early in the 2020 calendar year, prior to the Town’s year-end, so that any opportunities identified during the workshop can be implemented by the Town prior to their year-end close.

Out of scope fees

Fees for any work outside of the scope of our agreed upon services are outlined in Appendix 4.

Appendix 4 – Audit scope and additional fees

The following table outlines the activities which fall within the scope of our audits and relate to the proposed fees outlined in Appendix 3, as well as out of scope activities that would be billed separate of our proposed fees:

In scope	Out of scope
<ul style="list-style-type: none"> • Preparation of this Audit Service Plan; • Basic activities required under Canadian GAAS to obtain sufficient appropriate audit evidence on which to base our opinion of the financial statements; • Communication with the auditors of companies in which the Town holds an investment (AREA, MJSB, etc.) and additional procedures in order to obtain sufficient appropriate audit evidence that the investments are not materially misstated (see Appendix 3 for fee structure of this work); • Service organization testing of third party service organizations employed by the Town (i.e. payroll provider); • Inquiry of external legal counsel; • Preparation of the financial statements for Town consolidated, Water Utility and Electric Utility; • Preparation of the NTR non-consolidated financial statements; • Preparation of an Audit Results Report (including a letter of recommendations and business insights); and • Attendance at the Audit Committee meeting to present the Audit Results Report. 	<ul style="list-style-type: none"> • Preparation of adjusting journal entries or other "bookkeeping" activities; • Time incurred as a result of delays in receiving information from management; • Preparation of supporting schedules not provided by management but required for our audit or our preparation of the various financial statements; • Testing of additional samples as a result of misstatements identified or as a result of insufficient audit evidence produced by management; • Reperformance of procedures or changes to the various financial statements as a result of inaccurate schedules initially provided by management (i.e. issues with the fixed asset continuity schedule); • Updates to our audit documentation as a result of an inordinate amount of adjusting entries received from management during the course of our audit (i.e. more than 3 entries received or discovered after commencement of the audit would be beyond what is expected, based on previous audits of the Town, or unusually large dollar value entries); • Preparation of budget figures for inclusion in the financial statements; and • Assistance implementing new accounting standards, if applicable in a given year, or other general accounting guidance.

Any activities not categorized in the table above, required to be performed during the course of our audit, will be discussed with management as they arise in order to agree upon whether or not they are within the scope of the engagement.

Out of scope work, as defined above, performed during the course of our audit, will be billed based on time incurred, at the following rates:

Engagement team member	Role	Out of scope rate / hour
Derrick Dempster, CPA, CA	Audit Partner	\$390/hour
Paul Janes, CPA, CA	EQCR Partner	\$390/hour
Jalen Sabean, CPA	Audit Manager	\$210/hour
Marcus Otmar	Senior Accountant	\$145/hour
TBD	Staff Accountant	\$80/hour

In the event that any changes to the engagement team members occur, replacement team members' rates will approximate the rates above, based on their respective roles.

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The regular meeting of the Economic Development Committee for the Town of Mahone Bay was held on Wednesday, November 20, 2019 at 1:00 p.m. in Council Chambers.

Present:

Councillor J. Bain, Chair
Mayor D. Devenne
J. Frampton
D. King
D. Heide, CAO
M. Hughes, Clerk

Absent: A. St. Onge (regrets)

Approval of Agenda

A motion by Ms. King, seconded by Mr. Frampton, **"THAT the agenda be approved as presented."** **Motion carried.**

Minutes

A motion by Councillor O'Neill, seconded by Mr. Frampton, **"THAT the minutes of the September 18, 2019 meeting of the Economic Development Committee be approved as presented."** **Motion carried.**

Presentation

Bob Youden, of M.A.D.E. for Mahone Bay, spoke to the Economic Development Committee about his experience developing long-term accommodations in Mahone Bay, specifically for the senior and low-income populations. Mr. Youden also spoke to the lack of available housing and the barrier that it creates for business development because staffing shortages are exacerbated as staff have trouble finding accommodations.

Mr. Youden left Committee members with the message that the primary barriers for business development that he sees are housing, taxes and staffing shortages.

2019 Economic Development Committee Action Plan

Action Plan Item #1

Results of the Town of Mahone Bay Economic Development Survey 2019

Mr. Heide reviewed the staff input on the survey report prepared by the committee members. Included the review of the survey responses was an update on which of the recommendations reference items are already on Council's action list. The report was amended to reflect feedback from committee members.

A motion by Mr. Frampton, seconded by Councillor O'Neill, **"THAT the Economic Development Committee Small Business Survey Report be approved as amended."** Motion carried.

Action Plan Item #2

Establishing Relationships

NOW Lunenburg County

Committee members reaffirmed their interest in inviting NOW Lunenburg County to speak about their initiatives at the January or February 2020 meeting.

Action Plan Item #4

Supply Chain/ Business to Business Initiative

Committee members briefly discussed the session with Robert Cervelli of The Centre for Local Prosperity, which was held at the Mahone Bay Centre on November 19th. Committee members were told that there were 14 people in attendance and that the workshop led to discussion among attendees about some ideas which may be able to work in Mahone Bay. Notes from the session will be shared at the next meeting of the Economic Development Committee.

Action Plan Item #7

County-wide Asset Inventory Initiative Update

Staff advised Committee members that the Lunenburg County economic development staff have identified a platform for an interactive asset inventory map and the initiative is now moving forward. The committee will receive progress reports in this regard.

Centennial Infrastructure Decoration Proposal

Committee members were advised by staff that the one proposal for the Centennial Infrastructure initiative that was approved will not proceed; staff have been advised that the artist does not have the time to complete the project but has forwarded thanks to the Town for the opportunity.

New Business

Committee Member Resignation

This agenda item was deferred to the next meeting of the Economic Development Committee.

2019 Meetings

Due to ongoing conversation about the best meeting time to accommodate committee members, the meetings of the Economic Development Committee will not be finalized for the 2020 Meeting Schedule. Committee members will continue discussion about the best time to meet at the Committee's next meeting.

With no further business, the meeting adjourned at 3:07 p.m.

TOWN OF MAHONE BAY

TOWN OF MAHONE BAY

Councillor John Bain, Chair

Maureen Hughes, Clerk

Town of Mahone Bay
Economic Development Committee
Small Business Survey Report

FINAL DRAFT

1.0	List of Acronyms	3
2.0	Introduction.....	4
	Scope of Work	4
	Methodology	4
	Limitations	4
3.0	Key Findings and Survey Respondent Comments.....	5
3.1	Parking	5
3.2	Signage	6
3.3	Town Administration and Services	7
3.4	Festivals / Markets / Events:.....	8
3.6	Town By-laws	11
3.7	Tourism	12
3.8	What do you love about Mahone Bay? What are we missing in our community? Anything else on your mind?	13
3.9	Chamber of Commerce.....	14
4.0	Recommendations	16
	Annex “A” Survey Questions.....	17

1.0 List of Acronyms

LUB	Land Use Bylaw
EDC	Economic Development Committee
MSE	Micro and Small Enterprises
MBTCC	Mahone Bay Tourism and Chamber of Commerce
MPS	Municipal Planning Strategy

2.0 Introduction

In June of 2019, the Town of Mahone Bay Economic Development Committee (EDC) conducted a survey of businesses located in the town. The survey was designed to collect insights primarily from the tourism and related service industries. The outcome of the survey is a series of recommendations which will form the basis for further investigation and future work to be undertaken by the Committee.

Scope of Work

A working group within the EDC developed nine open-ended comprehensive questions (See Annex A). The committee deemed that the survey approach would offer respondents an opportunity to provide contextual feedback. They also felt that this methodology would capture a better understanding of the respondent's true feelings and attitudes related to the survey topics.

Methodology

Using an e-survey tool, the document was distributed by the Town using their database of local businesses. Additional distributions supported by the Mahone Bay Tourism and Chamber of Commerce. Committee members visited, spoke with and handed out over 60 hard copy surveys.

Limitations

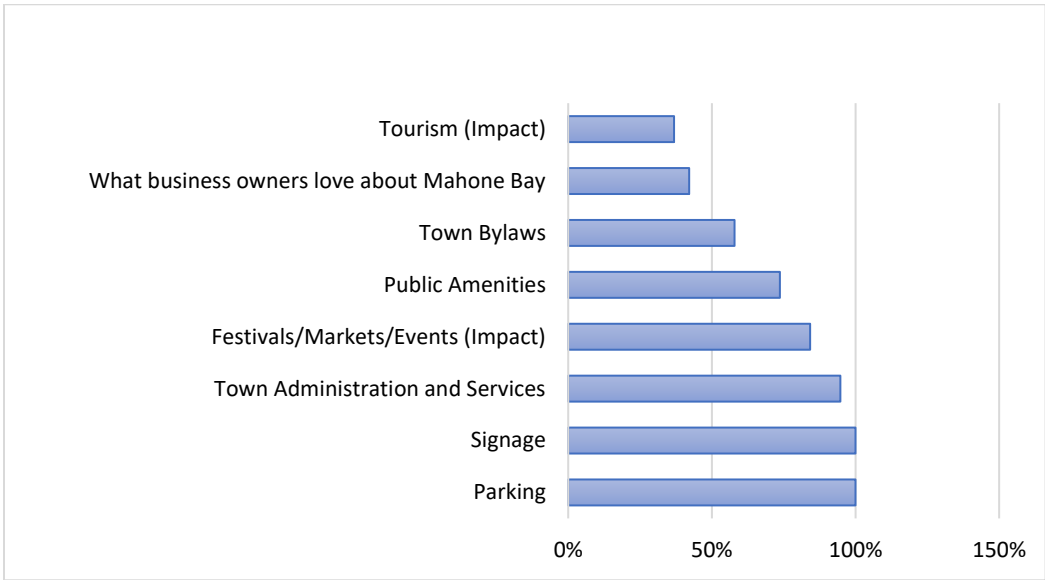
The survey response cooperation yielded 19 completed surveys. This information was supplemented by the individual discussions with business during the survey distribution. The report additionally benefits from updates provided by the Town of Mahone Bay covering the areas of investigation.

The Committee would like to express our thanks to the individuals and organizations, for providing the information needed in the collection of data for this primary research study.

3.0 Key Findings and Survey Respondent Comments

Graph 1 shows the frequency percentages for responses by question. Based on this frequency, the following three questions are assumed to be priority issues: 1) Parking (100 % response rate); 2) Signage (100 % response rate); and, 3) Town Administration and Services (95% response rate).

Graph 1
Percentage of responses by question



3.1 Parking

Limited in size to 3.12 square kilometres, and with the growing intensity of visitor traffic in peak tourism seasons, the Town of Mahone Bay is viewed by the majority of respondents (65%) to have a parking issue. Eleven per cent (11%) felt that parking is fine with the use of side streets.

“Parking is essential to keeping people in our town, or perhaps to get them to stop here in the first place.”

Source: survey respondent

With the high demand for visitor parking, concerns were expressed that employees are taking up parking places for up to eight to nine hours per day. A study conducted by the Town

Sustainability Committee in 2009¹ showed at that time three major employers created 41% of all full-time positions and 19% of the part-time positions. Only 12% of the positions created by these three employers were filled by Mahone Bay residents. As such, it is understandable that employee parking is a concern.

Handicap parking in some places taken up for extended periods of time was also an issue raised. The town estimated that there are approximately six allocated handicap parking spaces on public properties; private sector, particularly larger organisations and businesses have reserved handicap parking. Since handicap parking spaces are at a minimum, misuse of these spaces is unfortunate.

Additional comments made by respondents include:

- Bring in some peddle bike taxis to go from Keddy's Landing to perhaps RPS if they open part of their lot on weekends;
- Parking signage is a big issue; directional signage for parking options are needed.
- Encourage bus tour drivers to park at both ends of Main Street so they (visitors) will shop in both areas during the Scarecrow Festival;

Input from Town Staff: The Committee has been advised by Town staff that parking will be addressed in the Transportation Plan in the 2019 – 2020 and that staff have been directed by Council to apply to Connect2 Program for funding in September 2019. The plan development will include public engagement and consultation between November 2019 through to February 2020. Recommendations will be addressed in the Town's 2020 – 2021 budget.

3.2 Signage

Survey respondents clearly identified that Mahone Bay has a need to provide a clear sequence of identification and tourism-based directional signage for visitors, businesses and residents. Respondents provided a mixture of related comments which included wayfinding; directional signing to both commercial and nature attractions; trails; washrooms; tourist information; and parks and playgrounds.

Additional Comments:

- Businesses should be tasked with designing signage at key points in town to direct visitors to their businesses
- Signing should be standardised and controlled;

"Exit 10 is a disgrace, a terrible eye sore; signs coming into town are a distraction."

Source: survey respondent

¹ St-Onge, Annette (2009). Mahone Bay Economic Environment, Mahone Bay Sustainability Committee

- Share information with effective visuals (wayfinding and directional signage).
- Install a sign at the VIC advising all the different areas to park.

Input from Town Staff: The Committee was advised that the use of traffic signage (all Warning and Regulatory Signage) will be informed by the Transportation Plan (see status under Parking above).

Town staff have been in discussions with MBTCC on wayfinding signage, specifically the development of a wayfinding signage plan like those in place in most comparable communities in Nova Scotia, so that we have accessible, cohesive and attractive signage as well as finding a way to avoid signage clutter. The 2019-20 budget proposed a major Town wayfinding signage project in 2020-21 (external funding will likely be available). If there is enough buy-in from the MBTCC it will be revisited by Council in the Town's 2020-21 budget process.

Signage directing visitors to the comfort stations would be a component of the proposed wayfinding strategy, including "you are here" map signage in the downtown which would clearly indicate the location of the comfort station.

3.3 Town Administration and Services

Over the past years, the Town of Mahone Bay has earned a growing reputation as a haven for entrepreneurs and business startups. In addition, the town has experienced the fastest growing population of any municipality in Nova Scotia according to the 2016 census (9.9% population growth) and with this, encounters a learning journey on how to best support both business and population growth.

Administrative and service topics pertaining to information and permits were issues most frequently noted by business survey respondents. Constructive comments from respondents include:

- information is accessible but often the process in obtaining information is far too long or the cost is too high;
- permits are not issued in a timely manner;
- the town utility billing is cumbersome and a bit of a struggle; and,
- when creating new events in the past, it was very difficult to navigate the process of applying for permits, etc.

Respondents noted that the Town website could be enhanced. “As one of the few Registered Massage Therapists, I attract visitors when they are in need. Their problem is knowing these facilities exist. This is where an update to the Town website could be beneficial.”²

Accessibility to both the Town Hall and businesses was also raised by respondents. One respondent suggested that there is a need to work with businesses to help them and require them to be accessible.

Accessibility: “Work with businesses to help them and require them to be accessible.”

Source: survey respondent

One downside raised by a respondent is the winter clearance of sidewalks; also noted that it would be nice if the potholes on the main streets were fixed by the start of the season (season presumed to be the tourist season).

Additional comments included:

- Create a Wi-Fi field for the entire town;
- Move on with the waterfront development;
- The Town to provide more support for the VIC;
- Build a community building that the festivals can use;
- Move Town Hall to the fire station;
- Install a few doggy poop bag stations -- one by the waterfront, one by the playground areas, and down by the marina;
- Open minds in Town Hall when it comes to development of the town.

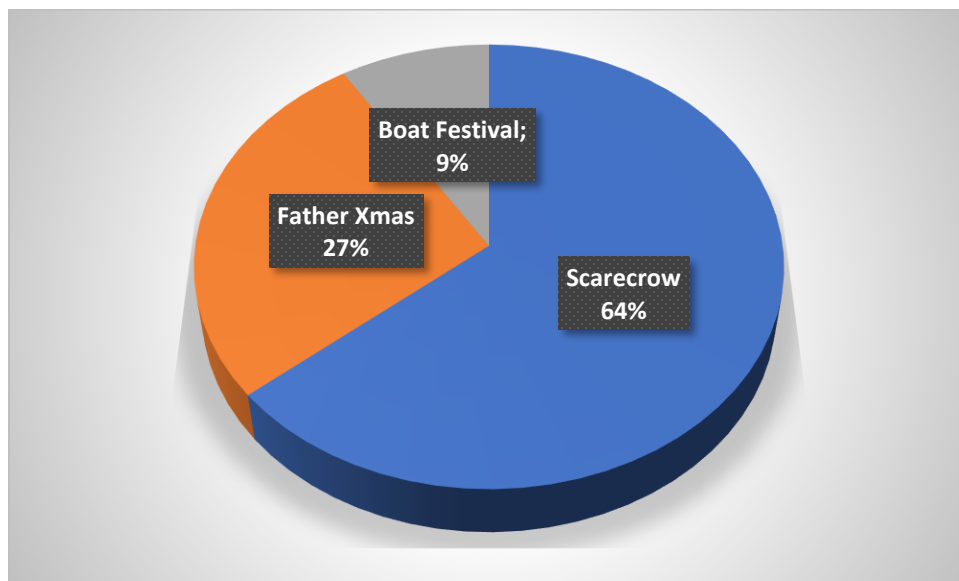
3.4 Festivals / Markets / Events:

Dating back to the Mahone Bay Wooden Boat Festival in the late 1990’s, Mahone Bay has successfully attracted large number of visitors to the town for festivals. Since that time, the town has increased festival activities many of which were under the leadership of the Mahone Bay Chamber of Commerce with the Scarecrow Festival and Antique Fair, Father Christmas Festival and some driven by the private sector, such as the Lions Club Flea Market, most recently Fat Bike; Savour Cycle and Maritime Makers. The advantages of these festivals are demonstrated more explicitly through the boosting of our local economy, continuing employment, community engagement and the promotion of the town as a tourism destination.

² Survey respondent

Chart 1 below provides an interesting update on the impact of festivals. Specifically, the Scarecrow Festival is reported to have the highest impact on businesses amongst the survey respondent firms.

Chart 1
Festivals with the highest impact on businesses



One respondent made a salient point – “Scarecrow does not always mean sales, but attendees may remember a place to come back to when they are ready to purchase.”

It was felt that “there should be monitoring when bringing in vendors to these festivals – as people are selling the same products as the retail owners. This can take business away from the bricks and mortar stores. “We need to focus on advertising what is in our retail shops and hosting sales, promos, etc. during the festivals.” The Town has a “Temporary Vendors By-Law” and is available at: <https://www.townofmahonebay.ca/612-temporary-vendors-bylaw/file.html>. Furthermore, Article 7, of the Temporary Vendors License Policy addresses vending during festivals. (See <https://www.townofmahonebay.ca/forms/577-temporary-vendors-license-policy/file.html>).

Additional comments included:

- Two respondents reported having negative impacts during Scarecrow due to parking challenges. Both businesses stated that they close during the event;

- One respondent stated that activities driven towards the Mahone Bay Centre had a “knock-on” effect to her business;
- One respondent expressed that they found Father Christmas disappointing;
- There is a need for a festival for July;
- Good to see more shoulder-season festivals happening. For example, Fat Bike; Savour Cycle and Maritime Makers;
- A concern was expressed that if festivals or events are filled with activities, then people will not have the need to shop or eat in the Town.

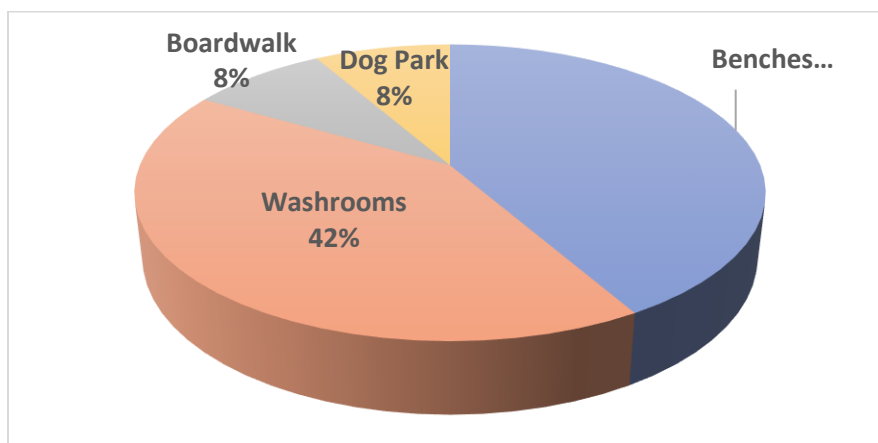
Input from Town Staff: It is anticipated that the vending by-law will be reviewed in the fall/winter of 2019-20 (all by-law amendments include public consultation), particularly as it relates to festivals and events, pursuant to the current MBTCC-led process to improve events coordination in Mahone Bay.

3.5 Public Amenities

The Town of Mahone Bay plays an important support role in tourism industry development through the provision and management of Town assets and infrastructure.

Respondents shared a clear interest in having comfort stations (washrooms) opened earlier in the season to being opened year-round. Washrooms should be clearly marked on maps and, open for all festivals, including winter ones. Benches have also been prioritised by respondents.

Chart 2
Public Amenity Priorities



Input from Town Staff:

Comfort station buildings were built to be seasonal, staff have not been directed to look at winterizing them. The Town's procurement policy will require staff to retender for janitorial services for 2020-21 – this tendering process will likely take place in Q4 of 2019-20 – and if directed could include the option of longer operating.

Benches: Council recently adopted a new policy governing donations to the Town which streamlines the process for donating certain community assets such as benches (for which the Town would provide charitable tax receipts). The Age Friendly Community Committee has recently discussed a campaign to promote bench donation in Town, which would likely take place in the fall of 2019; anyone interested is welcome to contact committee chair Penny Carver or to attend the committee's September meeting where this will be discussed further.

3.6 Town By-laws

Bylaws are laws created and enforced by the Town under the authority of the Municipal Government Act. Common bylaws include vehicle parking and stopping regulations, animal control, building and construction, licensing, noise, zoning, land use and business regulation, and management of public recreation areas.

Seven of eleven business owner/manager responding to this question noted the need for updated by-laws.

Additional suggestions included:

- The Town needs to change the way it's approach to development to more of a facilitator rather than primarily bylaw enforcement. The Town should work with new businesses, facilitate growth with existing businesses to increase economic activity by providing solutions and workable options.
- It should be easier for small business to hang a sign on their building. The respondent additionally noted that both the Bank of Montreal and Irving have signs that are lit all night
- It would be nicer without the loud mufflers of motorbikes and cars.... other towns have banned them".
- There should be grey areas within the restrictions based on the building layout/location. "Each sign/business is different and not all restrictions should be the same."

Input from Town Staff:

Municipal Planning Strategy and Land Use By-Law (**MPS/LUB** – Plan Review in 2019-20 budget, anticipated two-year process, tender in Nov 2019, consultants to begin process in early 2020.

This process will include significant public engagement and consultation covering all land-use and zoning matters, including the use of DAs. Advisory committees are encouraged to support and participate in this process, which is reflected in all committee action plans; Planning Advisory Committee has a lead role and is currently developing a list of priorities for the review, to be recommended to Council.

Vending, Noise, Etc. – Staff will review other by-laws as requested by Council (potentially on recommendation from advisory committees);

3.7 Tourism

“Tourism is a collection of activities, services and industries which deliver a travel experience comprising of transportation, accommodation, eating and drinking establishments, retail shops, entertainment businesses, museums and hospitality services provided for individuals or groups traveling away from home.”³ By comparison, Mahone Bay’s tourism economy is supported by everything from a visitor’s mode of travel, to meals, lodgings, retail shops, and activities that visitors participate in during their trip. With so many products and services catering to the needs of tourists, it’s not surprising that tourism is viewed as one of the town’s largest industries.

In response to the question on what can be done to foster a tourism friendly business environment, respondents suggested the following interventions.

- Undertake a four-season Town Beautification programme that fosters year-round opportunities as a destination town;
- Install a boardwalk which could be used as a place for buses to drop off passengers;
- Make it easier for people to walk, e.g. a beautiful boardwalk – a nice easy walk where a stroller and a wheelchair can go without everyone having to get on the road to pass. The boardwalks could also be used for special events;
- Ease regulations thereby making it easier for businesses to set-up seating on sidewalks outside of their shops.

³ Definition of Tourism. United Nations World Trade Organisation (UNWTO).

<http://www.tugberkugurlu.com/archive/definintion-of-tourism-unwto-definition-of-tourism-what-is-tourism>

- Undertake waterfront improvements (ex. docks; enhancements to public space).

Other comments included:

- Place garbage bins along Main Street;
- Conduct maintenance work such as flushing water pipes, planned power outages during the non-tourism season.

Input from Town Staff:

Waterfront Redevelopment: The Town commissioned an engineering study in respect to Shoreline Enhancement and Coastal Flooding Mitigation on Edgewater Street which included several community engagement sessions; that study is now available on the Town website. The recommendation from the study was for a living shoreline (like the Oakland side of the harbour, as opposed to our sharper shoreline). This recommendation can only be implemented with significant federal and provincial funding support and Council has identified it as a priority with both levels of government and raised in directly in meetings with our Minister of Parliament and MP and MLA.

Additional public engagement in this proposed project – focusing on opportunities such as a waterfront active transportation trail and the possibility of a walking bridge from the comfort station on Edgewater to the bandstand on main – is planned for the fall of 2019 and will be facilitated by staff, supported by consultants hired on a communication services contract which is currently out to tender. Committee input on this engagement process is welcome, as would be consideration of how the Town could approach consultations for similar shoreline enhancement work on Main Street (should the Edgewater Street project proceed with federal and provincial funding).

3.8 What do you love about Mahone Bay? What are we missing in our community? Anything else on your mind?

As the survey responses are varied, the following are the actual responses taken from the survey documents of those who addressed this question.

<u>1</u>	Waterfront park development – this is our focus.
2	Very good to see a weekly market returning to town (Saturdays).

	Would like to see Main Street building owners renting their spaces to retail operations over offices.
3	More acknowledgement and gratitude to the businesses for how much work we put into promoting Mahone Bay alongside our businesses.
5	Community dinner/ dance events. Missing is the volunteerism. I don't think it's that people don't want to, but I think a lot of people don't know what is out there, where they can help, what it entails or even where to find out. It is very poorly put out there and therefore results in our constant volunteers getting worn down to nothing. There isn't even a volunteer needed board you could see if you were out walking.
6	I have lived here for almost 3 years now and find the people of MB to be quite polarized in terms of achieving progress versus maintaining status quo. MB is a charming community - my request for EDC/council is to tread lightly in the name of progress - no turning back on some issues (infrastructure, architecture, etc.)
7	<p>We are a four-season town and must strive to make it even better year-round for residents and tourists alike.</p> <p>We are missing a</p> <ul style="list-style-type: none"> - dog park, - a board walk and - could easily add more restaurants and licensed establishments.
8	<p>It would be nice to have a vision for the community, a comprehensive one that we can build toward, have consensus on.</p> <p>You don't get second chance on land use. Buy Derek Wentzell's property for a park.</p>

3.9 Chamber of Commerce

Overall, the Chamber had very positive comments. The summary of the responses will be shared directly with the Chamber and will not form part of this report.

Chamber Relationship

Regular quarterly meetings take place between the MBTCC Chair and the CAO/Deputy CAO supplemented by numerous phone call and email communications and meetings between Town staff and MBTCC sub-committee whenever requested. This system has also led to a much

more robust working relationship and Town staff and the MBTCC stay in much closer contact about initiatives. With the 2018 update to the Town's Committees Policy and the revision of the Economic development Committee Terms of Reference, a place for a MBTCC appointee was added to the committee's membership; while the first appointee had to withdraw, the MBTCC will be adding a new appointee to their agenda for the fall when their regular meetings resume after the height of the tourism season passes. Additionally, Town Council members regularly attend Chamber meetings and functions.

Volunteer Management

The Town has no involvement at this time but staff capacity to support such an initiative is quite limited so if this is to be pursued a self-serve option would be recommended. There is potential to include web-based self-serve volunteer matching tool(s) on the Town's website as a component of the budgeted website redesign, currently out to tender.

4.0 Recommendations

Based on the key findings derived from the primary research undertaking, the Committee is recommending two “moving forward” strategies (Component 1 and Component 2), designed to address survey respondent recommendations.

4.1 Component 1 Recommendation

Potential recommendations under this category pertain to parking, signage and by-law reviews and would require refinement, and consensus prior to moving to the Town’s formalized review processes required under the Municipal Government Act. To achieve this, **the Committee recommends building on and updating the 20/20 Vision from 2001 with another Mahone Bay visioning event which would be hosted by the Town.**

This event would consist of a facilitated day-long collaborative process that would involve a wide variety of community residents, stakeholders (business and organisations) and elected officials. Participants would be invited into roundtable teams. Each team would be tasked with discussions and refined high-level recommendations on pre-determined topics.

Planning and topics would be determined by the Town with input from the Committee to ensure at a minimum the topics identified by EDC are covered in a way that can be impacted by the process, as the implementation of some of the recommendations may be under the mandate of Municipal, Provincial or Federal departments/agencies.

4.2 Component 2 Recommendations

Recommendations under this category are identified as those that could be followed-up on in the relatively short term and have the potential to be actionable subject to cost, budget and council approval.

Recommendations to Town Council	
Town Administration and Services	Investigate the potential to provide, strategically place and service dog waste disposal stations in several locations though-out the Town.

	Investigate the potential to provide, strategically place and service additional garbage bins on Main Street shopping areas.
	Investigate the cost of winterizing and operating Comfort Stations on a year-round basis and determine the costs for extended opening hours. Look at partnerships and new comfort station opportunities.
	Investigate the cost, including installation and administration, of a Wi-Fi field for Town.
	Enhance the Town website: Investigate the potential for a town business registry on the website; identify self-registration good practices, self-registry barriers and challenges encountered by other Municipal Units (e.g. Chester, Bridgewater, etc.).
	Enhance the Town website: Investigate the potential for web-based volunteer management; identify self-registration good practices, self-registry barriers and challenges encountered by other Municipal Units (e.g. HRM). Facilitate information session for festival/special event organizers on related regulations and permits, including the process of applying for permits and timelines.
By-laws	Amend Town Council Policy to require Public Information Meetings be held early in by-law development process, before draft by-law has been given first reading; similar to the current process for the approval of planning documents under Public Participation in Planning Policy.

Note that Survey Questions 3.1, 3.3, 3.4 and all except one recommendation for 3.6 are addressed under component 2 above; Survey Question 2 concerning the Chamber of Commerce is to be directly reviewed with the MBTCC and not form part of this report.

Annex “A” Survey Questions

1. Town Administration and Services (Access to business related information, priorities, permits, accessibility, efficiency, support)
2. Chamber of Commerce (Are you a member? Value of member services? Chamber interface with Town and Residents):
3. Town By-laws (Your experiences? Bylaw reviews and revisions required?):
4. Signage (Comments? Can you speak to directional, wayfinding and individual business signage)
5. Parking (Comments, observations and suggestions):
6. Public Amenities (Recreational facilities, Moorings, Public Washrooms, Sidewalks, Trails, VIC, Dog Park, Benches etc.):
7. Tourism (How does tourism impact your business? What can the Town do to foster a tourism friendly business environment?):
8. Festivals / Markets / Events: (Which ones have the highest impact on your business? Anything else to note?)
9. What do you love about Mahone Bay? What are we missing in our community? Anything else on your mind?

Note that the Report arranges questions in the order of respondent frequencies.



The regular meeting of the Town of Mahone Bay Asset Management Committee was held on Thursday, November 21st, 2019 at 1:00 p.m. in Council Chambers.

Present:

Mayor D. Devenne
Councillor R. Nowe
A. Collery
L. Hennigar
N. Whynot
D. Heide (CAO)
L. Wentzell (Manager of Finance)

Regrets:

S. Veinotte
D. King

Gallery:

None

1) Call to Order

The meeting was called to order at 1:00 PM.

2) Agenda – November 21st, 2019

Hennigar – Nowe

THAT the Committee approve the agenda for November 21st as presented.

CARRIED

3) Review and Signing of Code of Conduct

CAO Dylan Heide reviewed and discussed the Committee Code of Conduct, confidentiality and conflict of interest with committee members that were present; all members have signed.

4) Committee Member Introductions

All present members of the committee gave brief introductions and shared what encouraged them to join the Town's Asset Management Committee.

5) Committees Policy & Asset Management Committee Terms of Reference

CAO Dylan Heide reviewed and discussed the Committees Policy and Asset Management Committee Terms of Reference documents with committee members. A general overview was provided to the Committee to help discuss key concepts, such as Level of Service, and to

provide Committee members with a general understanding of where the Town currently is when it comes to Asset Management practices, and what we hope to achieve.

6) Introduction to Asset Management

CAO Dylan Heide reviewed distributed training materials with those present, providing a brief introduction to asset management.

7) Town Infrastructure Tour

CAO Dylan Heide discussed the upcoming Town Infrastructure Tour that staff will be conducting for committee members on Friday, November 29th at 9:00 AM. The tour will take passengers around the Town to learn more about existing infrastructure. A few key stops on the tour will be the Raw Water Pumphouse, Water Treatment Plant, Wastewater Treatment Plant, and the Electric Utility Transfer Station. Both Mr. Heide and Derrick Mackenzie (Director of Operations) will be present to provide passengers with commentary on the Tour.

8) Committee Training

CAO Dylan Heide highlighted some upcoming external training opportunities for committee members and noted that the Town had established a budget to support such training for staff, Council and committee members.

9) Next Meeting / Meeting Schedule

All present members of the committee agreed to continue with the third Thursday at 1 PM meeting schedule, with the next meeting being set for 1 PM on Thursday, December 19th.

10) Adjournment

Adjourned on motion.



A meeting of the Age Friendly Community Committee for the Town of Mahone Bay was held on Monday, November 25, 2019 at 7:00 p.m. in Council Chambers.

Present:

Councillor Penny Carver, Chair
Lisa Learning
Greg Matear
Francis Kangata
Joan Parks-Hubley
Dylan Heide, CAO
Kelly Redden, Deputy Clerk

Absent:

Councillor Joseph Feeney
Mary Beth Eldridge
Crystal Berkeley

1. Approval of Agenda

A motion by Mr. Kangata, seconded by Ms. Parks-Hubley, **“THAT the agenda be approved as amended to add Age Friendly Community Recognition Program under 4.1.”** Motion carried.

2. Minutes

A motion by Ms. Parks-Hubley, seconded by Ms. Learning, **“THAT the minutes of the September 23, 2019 meeting be approved as presented.”** Motion carried.

3. 2019 AFC Action Plan Updates

3.1 AFC Recommendations Approved by Council

Councillor Carver updated the committee on the recommendations that have been approved by Council. These recommendations include that the Town develop a bench survey, that staff consult with Mahone Bay Tourism and Chamber of Commerce about recent concerns from visitors to the Town regarding traffic/parking and the council appointment of Mary Beth Eldridge to the Age Friendly Community Committee.

3.2 AFC Role in Town Planning Review – Invitation Extended to Planner as Resource

Tara Maguire, Planner, will attend the committee’s January meeting, if possible, to discuss opportunities to ensure age friendliness is reflected in the upcoming Town Planning Review. Dylan explained the survey that was circulated to committee members asking for the committee member’s input in the planning process.

3.3 Optimal Aging Series Planned for November

Ms. Parks-Hubley updated the Committee on the series.

4. 2019 AFC Action Plan – New Items

4.1 Publicize Existence of Committee

Website content survey – Mr. Heide explained the website restructuring process to the committee members and asked them to provide feedback on the Age Friendly Committee portion of the website and age friendly web design considerations in general.

Age Friendly Community Recognition Program – Ms. Carver informed the committee of the potential that a recognition program will be developed by the province to recognize organizations that work toward making their communities age friendly.

4.2 Participate in Review of Municipal Planning Strategy

Mr. Heide explained what the review of the municipal planning strategy entails. The deadline for the Planning Review survey has passed but Mr. Heide said that the Town would continue to accept surveys from committee members if submitted over the following couple of days.

4.3 Follow Up/Monitor Ongoing Efforts

Physician Recruitment – Councillor Carver explained the current work of the NOW Lunenburg County Doctor Recruitment and Retention Committee.

Mahone Bay Hello Neighbour Project – Councillor Carver explained the project and the initiatives that members have been working on. It was requested that the Town's new resident information package be added to the January agenda of the committee.

4.4 Development of 5+ Year Age Friendly Community Plan

New Horizons Grant – standing item, no discussion.

5. Committee Membership

5.1 Youth Membership

Mr. Kangata will send an email to Councillor Feeney to discuss the letter that Councillor Feeney volunteered to draft to the Principal of Bayview Community School.

There was discussion about how the committee might attract young people to join or present to the committee on the community concerns of their age group. Mr. Matear suggested that having a council meeting at the school once a year might help build the relationship between the youth of the community and council.

A motion by Mr. Matear, seconded by Ms. Ali-Learning **"THAT the committee recommend that Council consider having an annual council meeting at Bayview Community School in conjunction with the school's student council."** **Motion carried.**

5.2 Resignation of Anne Harrison

Councillor Carver informed the Committee that Anne Harrison tendered her resignation to the Age Friendly Community Committee and that her resignation has been received by council.

The meeting adjourned by motion at 8:27pm

TOWN OF MAHONE BAY

TOWN OF MAHONE BAY

Chair, Councillor Penny Carver

Deputy Clerk, Kelly Redden



Lunenburg County Seniors' Safety Program - November 2019

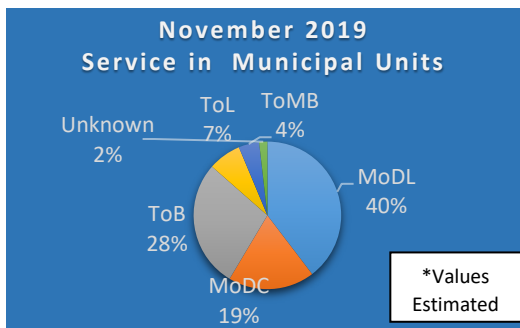
The LCSSP is community-based & operated under the umbrella of Safe Communities Lunenburg County, a non-profit organization. The program works collaboratively with Bridgewater Police Service, RCMP, & many community partners to address the safety concerns of seniors residing in Lunenburg County. Programs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

SSC schedule:

Nov. 1, 2019 - vacation day, Chris
 Nov. 11, 2019 - Remembrance Day
 Nov. 26, 2019 - sick day, Chris

Monthly stats & information:

- Referrals received from, law enforcement, healthcare professionals, public officials, private business, continuing care, housing authority, fire marshal's office, 211, seniors/their loved ones & anonymous sources
- Reasons for referrals include, health/wellness, driving concerns, housing/food insecurity, legal issues, possible elder abuse, scams & frauds, help to complete forms & connect with supports, information seeking, financial hardship, transportation needs, social isolation & loneliness, assistance with moving, home takeover situations, income issues & impacts of hoarding behavior
- Secret Santa for Seniors has been a highlight this month. We have helped close to twenty seniors make up & submit their *Santa Wish List*
- If you know someone who may benefit from a Secret Santa please check out *Santa's for South Shore Seniors*, *Shannon Stewart* &/or *Santa's for Seniors*, *Robyn Carruthers* – both can be found on Facebook
- Helping clients obtain information from CRA & copies of Notice of Assessments (to apply for government programs and housing) has been a common occurrence this month
- Supporting clients with cognitive impairment & their loved ones as they wait for service from home support & other agencies has been ongoing
- Approximately 10% of our current caseload is experiencing negative effects of hoarding behavior
- The number of home visits are reduced due to the high number of phone calls made, public presentations and other events



Stats:

Data	November
Total # of clients	110
# of active clients receiving service	55
# of new referrals	16
# of home visits	22
# of closed files	1
One time needs	2

Anyone interested in learning more about the details of meetings, events &/or presentations please contact the LCSSP.

Submitted by: Chris Acomb, SSC, November 27, 2019

2019 marks the 10th Anniversary of the Lunenburg County Seniors' Safety Program!



Lunenburg County Seniors' Safety Program - November 2019

LCSSP activity this month:

Nov. 4, 2019 - *Services for Seniors Event* in Black Point
Nov. 5, 2019 - *Seniors' Safety Academy* at the OHC, week 2
Nov. 6, 2019 - SCANs Presentation on Victims Services at the Mahone Bay Center
Nov. 7, 2019 - *LCLC Active Senior Healthy Senior Health Fair*
Nov. 12, 2019 - *Seniors' Safety Academy at the OHC* - week 3
Nov. 19, 2019 - *Seniors' Safety Academy at the OHC* - week 4
Nov. 19, 2019 - *Fighting Fraud Together* presentation at the Acacia Masonic Lodge Branch 39, Bridgewater
Nov. 20, 2019 - LCSSAP meeting
Nov. 20, 2019 - *Elder Abuse* presentation at HVH in Lun. for the Lun. Caregiver Support Group
Nov. 21, 2019 - SSC met with Mary Jane Hopfner to discuss their team's NS GovLab project prototype
Nov. 22, 2019 - LCSSAP Chair Penny Carver & SSC Chris Acomb met with members of the Dept. Of Seniors to follow up on the recommendations from the NS SSP Provincial Conference
Nov. 26, 2019 - *Seniors' Safety Academy at the OHC* - week 5
Nov. 27, 2019 - LCSSAP Chair Penny Carver & SSC Chris Acomb will be participating as part of a community program / service panel at the Service Canada Forum
Nov. 29, 2019 - SSC will be attending the Focus on Falls education program

Projects ongoing include:

Seniors' Helping Tree
Research on Consent to Service & Sharing Information
SSP Safety Recommendations
Lun. Co. Housing Directory

LCSSP Client Emergency Contingency Fund (CECF) Report,

Donation of \$25 gift card received from Acacia Masonic Lodge #39
Opening Balance: \$922.00, current balance: \$922.00 + \$95.00 in gift cards

Anyone interested in learning more about the details of meetings, events &/or presentations please contact the LCSSP.
Submitted by: Chris Acomb, SSC, November 27, 2019

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