

1. CALL TO ORDER1.1 O' Canada

Warden Al Gillis called the October 3, 2018 Council session of the Municipality of the County of Cumberland to Order at 6:00 p.m. The meeting was held in the council chambers of the E.D. Fullerton Municipal Building, Upper Nappan. O'Canada was sung.

1.2 Roll Call

Municipal Clerk Brenda Moore, called the roll with the following Councillors present: Councillor Porter, Councillor Chase, Deputy Warden van Vulpen, Warden Gillis, Councillor Welton, Councillor Palmer, Councillor Rector, Councillor Gilbert, Councillor McLellan, Councillor Fletcher, Councillor Williams, and Councillor Rafuse.

Absent with regrets: Councillor Jackson; Deputy Warden van Vulpen

Staff present: Rennie Bugley, CAO; Steve Ferguson, Director of Community Development; Andrew MacDonald, Director of Finance; Justin Waugh-Cress, Director of Engineering and Public Works; Allie McCormick, Manager of Organizational Development & Innovation; Amanda McLeod, Renewable Energy & Sustainable Communities Marketing Officer; Shelley Hoeg, Communications and Executive Assistant to the CAO; Peggy O'Neill, File Clerk; Will Balsler, Planning Assistant.

2. ADMINISTRATIVE AND PROCEDURAL ISSUES

2.1 The agenda was approved with the following additions:

- 2.2a Approval of the Minutes of September 26, 2018
- 6.4 Proclamation – Mental Health Week
- 6.5 November Council Meeting Dates
- 6.6 Nova Scotia Federation of Municipalities

2.2 Approval of Minutes of September 19, 2018 Council meeting.

IT WAS MOVED by Councillor Fletcher seconded by Councillor Rafuse to approve the minutes of the September 19, 2018 Council meeting.

MOTION CARRIED #18-177

2.2a Approval of Minutes of September 26, 2018 Council meeting.

IT WAS MOVED by Councillor Chase seconded by Councillor Welton to approve the minutes of the September 26, 2018 Council meeting.

MOTION CARRIED #18-178

2.3 Action List from the September 19, 2018 Council meeting and On-Going Action List

The Action Lists were reviewed and Council was brought up to date on the status of the items.

2.4 Delegations, Presentations, Petitions

There are no delegations or presentations for today's meeting

2.5 Public Hearings

(i) Public Hearings

Dangerous and Unsightly Premise – 29 Athol Station Road, Little Forks
AAN 03900614, PID 25141573

Warden Gillis called the Public Hearing to order at 6:10 p.m.

Ron Moore Administrator of Dangerous or Unsightly Premises provided a verbal report to go along with the report and photo's included in the power point presentation.

Warden Gillis called for questions from the property owner, representatives of the property owner or Council.

After responding to questions from, Councillor Gilbert, Warden Gillis closed the hearing at 6:15 p.m.

IT WAS MOVED by Councillor Gilbert seconded by Councillor Rector to order the demolition of the house and removal of all debris from property at 29 Athol Station Road, Little Forks AAN 03900614, PID 25141573, to an approved facility by October 17, 2018.

MOTION CARRIED #18-179

3. STRATEGIC PRIORITIES ISSUES

3.1 Financial Sustainability Strategy

IT WAS MOVED BY Councillor Palmer seconded by Councillor Welton to approve the financial Sustainability Strategy.

The Municipality of the County of Cumberland Financial Sustainability Strategy

FINANCIAL SUSTAINABILITY – BACKGROUND

Financial sustainability means that municipalities need to have the adequate financial resources to provide the appropriate services to residents, be able to plan, construct and operate its capital assets, plan and provide funds to replace its capital assets, set aside reserves for known and unknown operations, and have the professional staff to be efficient effective and achieve value for money in conducting its operations, and capital programs.

Financial sustainability also means having current financial policies and implementing best financial practices in all aspects of its planning, operations and capital programs.

Council's current strategic priority in regards to financial sustainability is as follows:

“How Can We Ensure The Future Financial Sustainability Of The Municipality And The Services It Provides”

This was approved by the previous Council and affirmed by the current Council.

This Financial Sustainability Plan has support and a commitment for assistance from both Municipal Affairs and the Municipal Finance Corporation.

This document includes discussions on Financial Sustainability and Strategic Planning, Current Financial Position, An Organization Analysis – Finance Perspectives and Financial Health and Sustainability.

STRATEGIC PLANNING AND FINANCIAL SUSTAINABILITY

The Municipality approved its first Strategic Plan in 2010. That plan included the following 5 Strategic Issues

1. How does Council best provide good governance?
2. What services should be provided by Council and how are they to be funded?
3. How can Council foster economic development?
4. How can Council communicate effectively with the public in a two way manner?
5. Is Council prepared for and does it have a plan for significant changes in service delivery?

There was no specific Financial Sustainability Strategic Priority, but the topic of finance and financial health was included to varying degrees in objectives #2, 3, and 5.

It is a fair comment that the 2010 Strategic Plan was as much operational in nature as it was strategic

Through 2010 to 2014, a number of actions in that first Strategic Plan were implemented. In 2013, a review of the strategic plan was completed, the result being a revised Mission Statement and the identification of six organizational Strategic Priorities, those being:

1. How can we foster citizen engagement and improve public relations?
2. What can we do to maintain and increase our population and balance our population?
3. How can we ensure the future financial sustainability of the Municipality and services it provides?
4. What can we do to improve the health and enhance the wellbeing of our citizens?
5. What do we need to do to adapt to the effects of climate change?
6. What policies can we put in place and what actions can we take to be good stewards of our environment and natural resources?

A positive outcome of this review was the approval of a strategic priority specific to financial sustainability. As well, these 6 priorities were strategic in nature rather than being operational in nature.

A recent development regarding Financial Sustainability is Council's delegation of the responsibility for this priority to the Audit and Financial Sustainability Committee. At its October 4, 2017 Council meeting, the Terms of Reference of the Audit and Financial Sustainability Committee were approved. The responsibilities of this Committee are as follows:

- Preparation of Multi-Year Projections, Operating and Capital Budgets, Tax Rates, Reserve funds, and Debt Issue to assist Council in determining its future financial position.

- Analyze user fees, municipal indicators (Revenue, Expenditure, Operating Position, Debt and Capital) and the use of the Debt Affordability Model to provide recommendations to Council to improve the Municipality's financial health.
- Review financial policies and provide recommendations to Council to ensure the principles, standards, and value for money is being achieved.
- Review the Municipal Finance Corporation's best practices and determine the applicability to the Municipality and provide recommendations regarding implementation.

The majority of the analysis and reports included in the May 29, 2018 report to Council regarding financial position/financial health are squarely within the mandate of the Audit and Financial Sustainability Committee.

IT IS RECOMMENDED that the Audit and Financial Sustainability Committee have a significant leadership responsibility in the development of a Financial Sustainability Strategy.

The Financial Sustainability Plan has been reorganized into 3 sections, These of Current Financial Position, Organizational Analysis – Financial Perspectives and Financial Health and Sustainability.

CURRENT FINANCIAL POSITION ANALYSIS

Municipal staff will work with Municipal Finance Corporation staff and Municipal Affairs staff to compare actual financial results to the results projected by the Debt Affordability Models prepared at the time of dissolution. Analysis and comparisons will be prepared to significant assumptions and revenue and expenses including but not limited to tax rates, area rates, deficit amortization, debt payments, CPI increases, salaries and wages, capital from revenue, transfers to reserves, transfers from reserves, assessment and revenue growth, Federal Payments In Lieu and other significant possible variances.

An analysis will also be prepared to summarize the expenses that are included in the overall general tax rate and will include the expenses of the former County of Cumberland, Town of Springhill, and Town of Parrsboro. The expense analysis will be compared to the approved Tax Structure Policy that was developed, presented and approved prior to dissolution. A summary will also be provided that indicates the revenues contributed by each of the 13 Districts.

The objectives of the Current Financial Analysis is to determine where actual results varied significantly from projected results and an explanation for these variances. It is intended for understanding, providing information to improve future projections, decision making and communications.

A historical revenue and expense trend analysis will be completed to help Council understand its current financial position and the impact on the future financial position. A key aspect of this trend analysis will include "new" revenues and expenses in the last number of years. Examples include renewable energy asset revenues, energy program expenses, and community development program expenses.

This last part will reinforce the fact that Council is responsible and accountable for the overall financial wellbeing of the Municipality as part of its decision making role.

ORGANIZATION FINANCIAL HEALTH ANALYSIS

The next step in the Financial Sustainability Strategy Priority is to undertake the necessary analysis that will provide the basis for Council to be in a strong financial healthy position for the long term. These analyses include the following:

SWOT Analysis

To identify issues that need to be addressed in the development of the Financial Sustainability Strategic Priority, Councils needs to consider the assessment of its internal and external environments, i.e. its Strengths, Weaknesses, Opportunities, and Threats that are specific to Financial Sustainability. Examples of SWOT's include our assessment base, potential loss of equalization grant, renewable energy asset development, implementation of a marketing levy, etc.

Program and Services Review

During the 2018/2019 budget deliberations, there was discussion regarding specific programs and services and the need for a review subsequent to municipal restructuring legislation and regulatory changes to specific programs and services and the potential for cost savings.

It is recommended that Council undertake a Program and Services Review. This review should be completed from a Strategic Priorities perspective as depicted in the chart below.

Using this approach, Council will consider the importance of each Strategic Priority and why and how each program and service supports and contributes to success of these priorities. A program and services review is more than a cost cutting exercise.



Council needs a model to conduct a program and services review. One suggested model to undertake a review is to consider the following questions/criteria.

1. Is the program/service consistent with Council's mandate?
2. Will the program/service contribute to the achievement of Council's strategic priorities?
3. Has the need for the service changed with time? Will the need for the service continue/change in the future?
4. Are there alternative ways to deliver the service and which is the most cost effective and efficient manner?
5. How many residents require and use the service? Should the service be funded by the users?
6. Will the method of funding the service influence behavior and achieve the desired outcomes?
7. What public engagement/consultation should be conducted? What were the results of the public consultation process?
8. Is there a need to adopt/amend a policy or bylaw?
9. What is the majority decision of Council?

This is a generic model and revisions may be required for specific program/services review.

These programs and services include but are not limited to the following:

Program/Service

- * 1. Transfer Stations (\$250,000 to \$300,000)
- * 2. LED Streetlights (\$200,000)
- * 3. Police Services Review
- * 4. Capital From Revenue (\$200,000)
- * 5. Governance Review (\$125,00)
- * 6. Fire Protection Services
- 7. Grants to Organizations
- 8. Glooscap Campground
- 9. East Cumberland Lodge
- 10. Community Development Functions
- 11. Energy Programs
- 12. Solid Waste management
- 13. Community Centre/Recreation/Parks
- 14. Succession Planning/Restructuring
- 15. Service Centers
- 16. Assessment Reviews/Investigations/Audits

*First 6 services recommended to be reviewed

Discussions regarding programs and services is one of the most important responsibilities of Council and for this reason this review should be completed by Council.

Tax Structure Policy

Council has not reviewed its tax structure policy in a number of years. A review of Council's policy will include discussions and decisions regarding the following specific topics.

1. Funding the Costs of Programs and Service via General Rate vs. Area Rate
2. A Review of the Springhill Area Rate
3. A Review of the Parrsboro Area Rate
4. A Review of all Area Rates
5. Minimum Tax
6. Capital from Revenue vs. Capital from Area Rates

7. Marketing Levy
8. A Comparison to other Rural Municipality's Tax Structure Policies

The information provided from the Current Financial Position analysis and the Organizational Analysis – Financial Perspectives will assist Council in decisions that will ensure that Cumberland is financially sustainable and healthy well into the future.

FINANCIAL HEALTH AND SUSTAINABILITY

This step in the Financial Sustainability Strategy is critical in that it sets out Council's plan to achieve financial health and sustainability. The previous sections will provide information pertinent to the strategy questions of "Where Are We" and "How Did We Get Here". This section will help Council on the strategy questions of "Where Do We Need To Be" and "How Are We Going To Get There".

Council must be aware that no strategy or plan is perfect, fail proof or 100% accurate. It is based on the best information available at a specific point in time, assumptions and estimates, and can be impacted in a significant manner by factors outside the control or authority of the Municipality. However, the development of a Financial Sustainability Strategy is one of the hallmarks of good governance and an important organizational development and management tool.

The specific actions required in the development of a Financial Health and Sustainability Strategy includes the following specifics.

Implementation of Financial Best Practices

Financial best practices have the objective of developing the financial health and sustainability of municipalities. Best practices consider both the present and the future health of municipalities.

The Municipal Finance Corporation and the Association of Municipal Administrators of Nova Scotia have developed financial management best practices for consideration by Nova Scotia municipalities. Of these 32 best practices, there are 7 that are considered to be "core" and high priority. It is very important to include discussion, development and inclusion of these best practices in the Financial Sustainability Strategy.

The 7 Core Best Practices include the following topics.

1. Appropriate Minimum Level of Operating Reserves and Accumulated Surplus
2. Multi-Year Capital Planning
3. Debt Management Policy
4. Audit Committee
5. Documentation of Accounting Policies and Procedures
6. Financial Forecasting
7. Purchasing Policy

One of the actions required in this Section is the completion of a 10 year Debt Affordability Model (financial projections/financial forecasting). The Best Practices of Appropriate Minimum Level of Operating Reserves and Accumulated Surplus, Multi-Year Capital Planning and Capital Spending and Reserve Funds, and the Purchasing Policy should be included in the Financial Forecasts in such a manner that includes the \$ amounts required, the method of funding, forecasted accumulated balances, and the impact on forecasted tax rates. This has the potential to provide significant challenges to Council.

Financial Condition Indicators

The Department of Municipal Affairs, the Nova Scotia Federation of Municipalities, and the Association of Municipal Administrators of Nova Scotia have developed 13 Financial Condition Indicators. These indicators include the following:

1. Reliance on Government Transfers (G)
2. Deficits in the Last 5 Years (R)
3. Liquidity (Y)
4. Combined Reserve (Y)
5. Uncollected Taxes (Y)
6. 5 Year Budget Accuracy (Y)
7. Operating Reserves (Y)
8. Debt Service (G)
9. O/S Operating Debt (G)
10. Undepreciated Assets (G)
11. Reliance on a Single Business (G)
12. 3 Year Change in Tax Base (G)
13. Residential Tax Effect (G)

The FCI's are color coded to indicate risk level with green (G) being low risk, yellow (Y) being moderate risk and red (R) being high risk.

The Municipal Indicators Committee has also developed complementary documents to the Municipal Report, those documents being a Model Action Plan to Improve and Enhance the Financial Condition Indicators and a Guide to Developing an Action Plan.

It is recommended that the Financial Sustainability Strategy forecast all 13 Financial Condition Indicators on a revolving 5 year time horizon and an action plan the objective of which is 13 green indicators.

Financial Forecasting (Debt Affordability Model)

The Municipal Finance Corporation has developed a Financial Forecasting tool for municipalities fondly referred to as the Debt Affordability Model. This tool is in fact one of the 7 core Financial Management Best Practices.

This is the same tool that was used as part of the dissolution process to forecast revenues, expenses, reserve fund transfers to/from and balances, and tax rates.

In order for Council to determine "where we want to be "and" how are we going to get there" in terms of financial health and sustainability, financial forecasts should be completed for the next 10 fiscal years. These forecasts should be revised annually.

These forecasts should include the implementation of the relevant Best Practices and achieving and maintaining 13 green Financial Condition Indicators.

MOTION CARRIED #18-180

3.2 Amendment to the MPS/Land Use Bylaw

IT WAS MOVED by Councillor Williams seconded by Councillor Rafuse to approve the first reading of Amendments to the Municipal Planning Strategy and the Amendments to the Land Use By-Law as follows:

Amendments to the Municipal Planning Strategy:

1. Policy 4-45 is deleted and replaced with the following policy, as shown in bold:
Policy 4-45A: Council shall, through the Land Use By-law, prohibit coastal development within the following vertical elevations relative to the Canadian Geodetic Vertical Datum of 2013 (CGVD2013), with the exception of low-value development and development that is required to be at the water:
 - (a) 2.6 metres along the Northumberland coast.
 - (b) 8.7 metres along Chignecto Bay.
 - (c) 7.1 metres along the Minas Basin.
2. Subsection 4.8.4, Policy 4-66, and Policy 4-67 are deleted and replaced with the following subsection and policies, as shown in bold:
4.8.4A Commercial Recreation
Commercial recreation operations—golf course, campgrounds, RV parks, tracks, paintball fields, and other similar uses—serve as recreation options for residents, and as a tourism draw for visitors. Indoor uses are often similar to other commercial uses and are appropriate for commercial areas. However, Council recognizes that residents can have concerns when a large outdoor recreation use is proposed, and that these uses can often have special considerations in terms of servicing and design. Council, therefore, will require a rezoning to permit outdoor commercial recreation operations.

Some of the larger outdoor commercial recreation uses, such as golf course and ski hills, will typically have a wide range of accessory uses, such as restaurants or sporting equipment sales. These accessory uses will be permitted. Some limited residential development may also be necessary to provide housing for staff. However, there are also other uses—airports and large residential development in particular—that may be desirable in creating a "resort" environment for the outdoor commercial recreation use, but that have planning considerations and land use impacts that make them difficult to consider as mere accessory uses. These uses will only be considered by development agreement in the Commercial Recreation Zone.

Policy 4-66A: Council shall, in the Land Use By-law, create the Commercial Recreation Zone, intended to permit outdoor commercial recreation uses, such as campgrounds, RV parks, golf course, and driving ranges. Permitted uses shall include outdoor commercial recreation operations, limited residential development, and a limited range of supportive commercial uses. Zone standards shall be in keeping with the large area of land these uses require for the activity, parking, and on-site services.

Policy 4-67A: Council shall consider approval of larger residential developments, residential development that does not meet zone standards, and airports in the Commercial Recreation Zone by development agreement, subject to the following requirements:

- (a) the dwellings and/or airport shall be integrated with, and subordinate to, an outdoor commercial recreation use by means of building orientation, location, shared access points, architectural design, and landscaping;
- (b) appropriate visual and noise screening shall be provided between the use and neighbouring dwellings; and
- (c) the proposal shall meet the policies for development agreements outlined in Section 6.3.

3. Section 5.2 is amended by adding the following subsection and policy after Subsection 5.2.4, as shown in bold:

5.2.5 Commercial Uses

With careful consideration, limited commercial uses can responsibly be integrated into residential neighbourhoods. There are also many cases of former institutional buildings (such as former churches) located within Cumberland's residential neighbourhoods, that could be restored and converted to different uses. Council wishes to support reinvestment in these buildings. As a result, Council will consider commercial uses in the Lower Density Residential Zone and Multi-unit Residential Zone by development agreement.

Policy 5-9A: Council shall consider proposals to establish commercial uses in the Lower Density Residential Zone and Multi-unit Residential Zone by development agreement, subject to the following criteria:

- (a) the proposal shall be located in a conversion of an existing building and/or new construction that meets the scale and character of the surrounding neighbourhood;
- (b) any potential nuisance on the surrounding neighbourhood shall be limited by the nature of the use and/or restrictions placed on the use, such as screening, building design, and limits on hours of operation; and
- (c) the proposal shall meet the development agreement policies of Section 6.3.

4. Policy 5-24 is amended by adding the following clause after clause (h), as shown in bold:
(h.1) Recreational Residential Zone

5. Policy 5-34 is amended by adding the word "agreement" after the word "development" in clause (c), as shown in bold:
(c) the proposal shall meet the development **agreement** policies of Section 6.3.

Amendments to the Land Use By-Law:

6. Subsection 3.2.1 is amended by inserting the following clause after clause (g), as shown in bold:
(h) Radio communication antennas and radio communication towers.
7. Part 3 is amended by inserting the following section after Section 3.2, as shown in bold:

3.2A Radio communication and Broadcasting Antenna Systems

The Municipality does not regulate radio communication equipment or antenna systems. Jurisdiction over such development lies with Industry Canada. Persons wishing to install radio communication equipment and antenna systems must follow the public consultation requirements contained in Industry Canada's Default Public Consultation Process.

Although municipalities do not issue permits for such structures this protocol requires that persons wishing to install radio communication equipment contact and inform adjacent landowners and consider any concerns they raise. Once it is advised that the applicant has addressed any concerns, the Municipality shall prepare a letter to Industry Canada to confirm the consultation process has been followed. The Development Officer shall be designated administer such requests for letters regarding the antenna site protocol.

8. Part 3 is amended by inserting the following section after Section 3.4, as shown in bold:

3.5 Encroachment Agreements

If an applicant applies for a development permit for a building or structure that encroaches property owned by the Municipality of Cumberland, the Development Officer shall require the applicant to enter an encroachment agreement with the Municipality, in a form and on the terms and conditions satisfactory to the Municipality, or may impose any other conditions the Municipality considers necessary to mitigate or address the impact of the encroachment, including with respect to compensation, indemnities, insurance, or a duty to remove the encroaching structure on receipt of notice.

9. Subsection 4.4.2 is amended by inserting the following text, as shown in bold, deleting text, as shown in strikethrough, and by inserting the following clauses after clause (g), as shown in bold:
- 4.4.2 Notwithstanding minimum lot frontage, **setback**, and area requirements, the Development Officer shall issue a development permit on existing lots having less than the minimum frontage, **width**, or area required by this By-law for a use permitted in the zone in which the lot is located and a building may be erected on the lot provided:
- (a) the lot is not zoned Wellfield 1 (W1), Wellfield 2A (W2A), Wellfield 2B (W2B), Wellfield 2C (W2C), Wellfield 3A (W3A), Wellfield 3B (W3B), or Environment (ENV);
 - (b) if the lot is zoned Recreational Residential (RRC), the lot area is a minimum of 900 m²;
 - (c) maximum lot coverage is 10 percent;
 - (d) all other applicable provisions of this By-law are met;
 - (e) all applicable wastewater treatment requirements are met;
 - (f) if a dwelling is proposed, the means of wastewater treatment is not a holding tank or privy; ~~and~~
 - (g) the lot has not less than 4 metres of lot frontage;
 - (h) for main buildings only, setbacks shall be no less than 50% of the zone requires; and**
 - (i) in no circumstance shall any setback be reduced to less than 1.4 metres.**
10. Subsection 4.4.5 is amended by inserting the following text, as shown in bold, and by deleting clause (c), as shown in strikethrough:
- 4.4.5 Notwithstanding lot frontage requirements, the Development Officer shall issue a development permit on an existing lot with less than 4 metres of lot frontage for a use permitted in the zone in which the lot is located and a building may be erected on the lot provided:
- (a) the applicant has a right-of-way easement from a street or private road to the lot; **and**,
 - (b) all other requirements of this By-law are met; ~~and~~,
 - ~~(c) no additional dwelling units are created.~~
11. Subsection 4.10.1 is amended by inserting the following text after the first paragraph, as shown in bold:
- Minimum lot frontage requirements shall not apply to lots approved pursuant to any section in the Subdivision By-Law that provides an exemption from the lot frontage requirement or any requirement that a lot abuts a street or road.**
12. Subsection 4.17.1 is deleted and replaced with the following text, as shown in bold:
- 4.17.1 No building shall be constructed with the floor level of any habitable area located below the following elevations, relative to the Canadian Geodetic Vertical Datum of 2013, on lands identified as such on Schedule D, the Coastal Elevation Map:**
- (a) 2.6 metres on the Northumberland coast.**
 - (b) 8.7 metres on Chignecto Bay.**
 - (c) 7.1 metres on the Minas Basin.**
13. Subsection 5.18.1 is amended by inserting the following text, as shown in bold, and by inserting the following clause after clause (d), as shown in bold:
- 5.18.1 Accessory dwellings shall meet the following requirements:
- (a) Only one accessory dwelling shall be permitted on a lot.
 - (b) The accessory dwelling shall be subject to zone requirements for main buildings.
 - (c) Lot coverage shall not exceed 25 percent in the Rural Resource (RE) Zone, Country Residential (CR) Zone, **Agriculture (AG) Zone**, or Recreational Residential (RRC) Zone.
 - (d) The gross floor area of the accessory dwelling shall not exceed the gross floor area of the single-unit dwelling.
 - (e) The gross floor area of the accessory dwelling shall not exceed 100 m².**
 - (f) No accessory dwelling unit shall be permitted on a lot with a recreational vehicle parking site.**
14. Section 5.21 is deleted and replaced with the following, as shown in bold:
- 5.21 Recreational Vehicle Parking Sites**
- 5.21.1 Recreational vehicle parking sites, where permitted, shall meet the following requirements:**
- (a) No other recreational vehicle parking site or accessory dwelling shall be permitted on the lot.**
 - (b) The recreational vehicle parking site shall meet the zone setbacks for single-unit dwellings.**
 - (c) The recreational vehicle parking site shall be marked and shall consist of a stable surface.**
 - (d) The recreational vehicle parking site shall be rectangular and shall be sized to accommodate the recreational vehicle at its largest size, inclusive of all expandable**

sections and attached structures (e.g. decks), plus an additional 1 metre in all directions.

15. Part 5 is amended by inserting the following subsection after Section 5.21, as shown in bold:

5.22 Shipping Containers

5.22.1 Shipping containers shall be permitted to be temporarily used as accessory structures in all zones and no development permit shall be required, provided:

- (a) The total amount of time shipping containers are located on a lot does not exceed four months in a year; and**
- (b) The shipping container structures meet zone requirements for accessory structures.**

5.22.2 Shipping containers shall be permitted to be used as accessory structures for more than four months in a year in the Agriculture (AG) Zone, Rural Resource (RE) Zone, Country Residential (RR) Zone, Country Commercial (CC) Zone, Highway Commercial (CH) Zone, Institutional (INS) Zone, Parks and Open Space (P) Zone, Commercial Recreation (CR) Zone, and Wellfield 1 (W1) Zone. A development permit for an accessory structure shall be required.

5.22.3 Notwithstanding Subsections 5.22.1 and 5.22.2, there shall be no restrictions or permits required for shipping containers in the Urban Industrial (IND) Zone and the Rural Industrial (IR) Zone.

5.22.4 Notwithstanding Subsections 5.22.1 and 5.22.2, shipping containers shall be permitted as a building material integrated into larger structures.

16. Section 6.5 is deleted and replaced with the following, as shown in bold:

6.5 Bicycle Parking Space Standards

6.5.1 Each required bicycle parking space shall:

- (a) be located between the main building and the front lot line, unless, in the opinion of the Development Officer, this location is impossible due to the main building being located on or near to the front lot line;**
- (b) be accessible to the public;**
- (c) have dimensions meeting the requirements of the Municipal Engineering Standards; and**
- (d) include a bicycle rack meeting the requirements of the Municipal Engineering Standards.**

6.5.2 For greater clarity, one bicycle rack may be used to fulfill the rack requirements for two adjacent bicycle parking spaces by placing it on the shared border of the two spaces.

6.5.3 Clauses 6.5.1 (a) and (b) shall not apply to bicycle parking spaces for dwellings.

17. Subsection 6.8.1 is amended by inserting the following clause after clause (d), as shown in bold:

(e) No mechanical work, pressure washing, excessive idling, or other obnoxious activity shall be permitted.

18. Subsection 7.4.1 is amended by inserting the following clause after clause (k), as shown in bold:

(l) Signs erected in compliance with any Municipality of Cumberland signage program, such as a “Uniform Offsite Signage” program, and holding a valid permit as may be required by any by-law or Council policy applicable to any such program.

19. Subsection 7.8.1 is amended by deleting clauses (a) and (b), as shown in ~~strikeout~~, and replacing them with the following clauses, as shown in bold:

7.8.1 Ground signs advertising off-site businesses shall be permitted in the General Commercial (CG) Zone, Highway Commercial (CH) Zone, and Urban Industrial (IND) Zone, provided:

- ~~(a) a business establishment is not advertised on more than one off-site sign;~~
- ~~(b) the sign is only advertising businesses located within the same zone; and~~
- (a.1) a business establishment is not advertised on more than three off-site signs;**
- (b.1) the signs are located within 10 kilometres of all business establishments they are advertising; and**
- (c) notwithstanding the area and height requirements for ground signs, the height of the sign does not exceed 20 metres and the total sign area does not exceed 25 m².**

20. Subsection 8.1.4 is amended by adding the following clause, as shown in bold:

(a) Commercial Uses – MPS Policy 5-9A

21. Subsection 8.2.4 is amended by adding the following clause, as shown in bold:

(a.1) Commercial Uses – MPS Policy 5-9A

22. Subsection 11.1.2 is amended by inserting the following clause after clause (a), as shown in bold:

(a.1) Accessory Dwelling

23. Subsection 11.1.2 is amended by inserting the following clause after clause (r), as shown in bold:
(r.1) Recreational Vehicle Parking Site
24. Subsection 11.2.2 is amended by inserting the following clause after clause (w), as shown in bold:
(w.1) Recreational Vehicle Parking Site
25. Subsection 11.4.2 is amended by inserting the following clause after clause (i), as shown in bold:
(i.1) Recreational Vehicle Parking Site
26. Subsection 11.5.3 is amended by inserting the following clause after clause (b), as shown in bold:
(b.1) Expansion of Level 2 Home-Based Business or Size-limited Uses Outlined in Subsection 11.5.2
27. Subsection 11.6.2 is amended by inserting the following clause after clause (f), as shown in bold:
(f.1) Recreational Vehicle Parking Site
28. Subsection 11.6.5 is amended by deleting clause (a) and replacing it with the following clause, as shown in bold:
- | | | |
|---------------------------------|--|--------------------------------|
| (a) Minimum Lot Area | 2,000 m² / dwelling unit or housekeeping unit | 5,000 m² |
| (a.1) Minimum Lot Area | 5,000 m² for up to three dwelling units or housekeeping units, and 2000 m² for each additional dwelling unit or housekeeping unit | 5,000 m² |
29. Subsection 11.6.5 is amended by deleting clauses (f) and (g) and replacing them with the following clauses, as shown in bold:
- | | | |
|-------------------------------------|-----------------|-----------------|
| (f) Minimum Rear Setback | 12 m | 12 m |
| (g) Minimum Side Setback | 12 m | 12 m |
| (f.1) Minimum Rear Setback | 8 m | 8 m |
| (g.1) Minimum Side Setback | 8 m | 8 m |
| (h) Maximum Building Height | | |
| (i) Main Building | 12 m | 12 m |
| (ii) Accessory Buildings | 8 m | 8 m |
30. Subsection 12.3.2 is amended by inserting the following clause after clause (d), as shown in bold:
(d.1) Recreational Vehicle Parking Site
31. Subsection 12.4.2 is deleted and replaced with the following, as shown in bold:
12.4.2 The following uses shall be permitted in the Commercial Recreation Zone, subject to all applicable requirements of this By-law:
- (a) Accessory Dwelling**
 - (b) Campground**
 - (c) Cultural Uses**
 - (d) Driving Range**
 - (e) Duplex Dwelling**
 - (f) Fixed-Roof Overnight Accommodations**
 - (g) Golf Course**
 - (h) Home-based Business – Level 1**
 - (i) Interpretive Centre**
 - (j) Indoor Commercial Recreation**
 - (k) Licensed Liquor Establishment**
 - (l) Marina**
 - (m) Outdoor Commercial Recreation:**
 - (n) Recreational Vehicle Park**
 - (o) Semi-detached Dwelling**
 - (p) Short-term Rental**
 - (q) Single-unit Dwelling**
32. Subsection 12.4.3 is deleted and replaced with the following, as shown in bold:
12.4.3 The following uses shall be permitted in the Commercial Recreation Zone, subject to Part 13 and all applicable requirements of this By-law:
- (a) Expansion of a non-conforming use**
 - (b) Grouped Dwellings – 4 or Fewer Dwelling Units on a Lot**
 - (c) Home-based Business – Level 2**
 - (d) Multi-unit Dwelling – 4 or Fewer Dwelling Units on a Lot**
 - (e) Off-site and Shared Parking**

- (f) Track
- (g) Townhouse Dwelling – 4 or Fewer Dwelling Units on a Lot

33. Subsection 12.4.4 is amended by deleting clauses (a) and (b), as shown in strikeout, and inserting clauses (a.1), (b.1), and (c) as shown in bold:

- ~~(a) Airports – MPS Policy 4-67~~
- ~~(b) Dwellings – MPS Policy 4-67~~
- (a.1) Airports – MPS Policy 4-67A**
- (b.1) Dwellings – More than 4 Dwelling Units on a Lot – MPS Policy 4-67A**
- (c) Dwellings – Not Meeting Zone Requirements – MPS Policy 4-67A**

34. Subsection 12.4.5 is deleted and replaced with the following, as shown in bold:

12.4.5 Except as otherwise permitted by this By-law, the Development Officer shall not issue a development permit for a use on a lot in the Commercial Recreation Zone unless the following requirements are met:

Requirement	Multi-unit, Grouped, And Townhouse Dwellings	All Other Dwellings	All Other Permitted Uses
(a) Minimum Lot Area			
(i) Central sewer	175 m2 / dwelling unit	450 m2	10,000 m2
(ii) On-site wastewater treatment	1,000 m2 / dwelling unit	2,700 m2	10,000 m2
(b) Minimum Lot Frontage			
(i) Central sewer	15 m	12 m	15 m
(ii) On-site wastewater treatment	30 m	30 m	30 m
(c) Minimum Front/Flankage Setback			
(i) Central sewer	3 m	3 m	3 m
(ii) On-site wastewater treatment	6 m	6 m	6 m
(d) Minimum Rear Setback	6 m	6 m	6 m
(e) Minimum Side Setback			
(i) Central sewer	1.4 m	1.4 m	1.4 m
(ii) On-site wastewater treatment	3 m	3 m	6 m
(f) Maximum Building Height			
(i) Main building	15 m	15 m	15 m
(ii) Accessory buildings	8 m	8 m	8 m

35. Subsection 12.5.3 is amended by inserting the following clause after clause (a), as shown in bold:

- (a.1) Recreational Vehicle Parking Site**

36. Subsection 12.6.5 is amended by inserting the following clauses after clause (b), as shown in bold:

- (c) Minimum Front/Flankage Setback 6 m**
- (d) Minimum Rear Setback 6 m**
- (e) Minimum Side Setback 6 m**

37. Subsection 12.7.5 is amended by inserting the following clauses after clause (b), as shown in bold:

- (c) Minimum Front/Flankage Setback 6 m**
- (d) Minimum Rear Setback 6 m**
- (e) Minimum Side Setback 6 m**

38. Section 13.10 is amended by deleting all instances of the text “dwellings and short-term rentals”, “dwelling or short-term rental”, and “dwelling, short-term rental” and replacing them with the text “dwellings, recreational vehicle parking sites, and short-term rentals”, “dwelling, recreational vehicle parking site, or short-term rental”, and “dwelling, recreational parking site, short-term rental”, respectively.

39. Part 13 is amended by adding the following section after Section 13.1:

13.1A Expansion of Level 2 Home-based Business or Size-limited Uses

13.1A.1 Where a zone permits expansion of a Level 2 Home-base Business or Size-limited Use by site plan approval, the Development Officer shall approve a site plan where the requirements of this Land Use By-law and the following matters have been addressed:

- (a) Size**
 - (i) The gross floor area of the expansion shall not exceed 200 square metres or the gross floor area of the existing portion of the use at the time of site plan approval application, whichever is larger.**

(b) Servicing and Utilities

- (i) All utility equipment shall be enclosed within a building or screened from the street. Utility equipment includes, but is not limited to, utility boxes, meters, and air compressors.
- (ii) Solid waste handling areas shall be located in the main building or within an enclosure with the same or complimentary materials as the building and with a wall height sufficient to conceal solid waste dumpsters.

(c) Landscaping

- (i) Areas not used for structures, solid waste handling, automobile parking and circulation, or pedestrian walkways shall be landscaped. Such landscaping shall consist, at a minimum, of sod but may also include decorative grasses, trees, shrubs, flowers, mulch, fountains, ponds, and/or decorative pavers.

(d) Parking Areas

- (i) Parking lots and driveways shall not be located in any minimum setback that abuts a dwelling.
- (ii) Parking lots shall be screened at all times of the year from dwellings on adjacent lots by privacy fences, berms, or vegetation.

40. Part 14 is amended by deleting the definition of “Commercial Recreation, Outdoor” and by adding the following definitions, as shown in bold:

COMMERCIAL RECREATION, OUTDOOR means the use of land for commercial recreation or entertainment purposes together with necessary and accessory buildings and structures and, without limiting the generality of the foregoing, may include such establishments as ski hills, paintball fields, drive-in movie theatres, outdoor miniature golf courses, ropes courses, tennis clubs, and summer camps but does not include tracks for the racing of animals or for the racing of any type of motor vehicle or any use that is obnoxious. For greater clarity, and without limiting the generality of the foregoing, uses accessory to outdoor commercial recreation may include uses such as, but not limited to, eat-in and take-out restaurants; licensed liquor establishments; “pro shops” and other rental, maintenance, and retail sales of equipment related to the recreation activity; spas; child minding services; and staff accommodations.

SHIPPING CONTAINER means a standardized metal container designed to facilitate the shipping of goods by truck, ship, air, or rail, whether or not used for that purpose, but does not include a motor vehicle.

41. Schedule ‘B’ is amended by deleting all instances of the word “Judisdictional” and replacing them with the word “Jurisdictional”.

42. Schedule ‘C’ is amended by deleting all instances of the word “Setback” and replacing them with the word “Buffer”.

43. All Parts and Schedules of the By-law are amended by deleting references to zoning map symbols, as shown below in strikeout, and replacing them with new zoning map symbols, as shown below in bold, as outlined in the following table:

Existing Zoning Map Symbols	Replacement Zoning Map Symbols
RL	RLow
RM	RMul
CM	CMix
CD	CDwn
CG	CGen
RE	RSrc
IR	IRur
RR	RCou
CC	CCou
RRC and RCC	RRec
CH	CHwy
CR	CRec

MOTION CARRIED #18-181

3.3 Program and Services Review

IT WAS MOVED by Councillor Fletcher seconded by Councillor Chase to approve the Program and Services Review Process as follows:

During the 2018/2019 budget deliberations, there was discussion regarding specific programs and services and the need for a review subsequent to municipal restructuring legislation and regulatory changes to specific programs and services and the potential for cost savings.

It is recommended that Council undertake a Program and Services Review. This review should be completed from a Strategic Priorities perspective as depicted in the chart below.

Using this approach, Council will consider the importance of each Strategic Priority and why and how each program and service supports and contributes to success of these priorities. A program and services review is more than a cost cutting exercise.



Council needs a model to conduct a program and services review. One suggested model to undertake a review is to consider the following questions/criteria.

10. Is the program/service consistent with Council's mandate?
11. Will the program/service contribute to the achievement of Council's strategic priorities?
12. Has the need for the service changed with time? Will the need for the service continue/change in the future?
13. Are there alternative ways to deliver the service and which is the most cost effective and efficient manner?
14. How many residents require and use the service? Should the service be funded by the users?
15. Will the method of funding the service influence behavior and achieve the desired outcomes?
16. What public engagement/consultation should be conducted? What were the results of the public consultation process?
17. Is there a need to adopt/amend a policy or bylaw?
18. What is the majority decision of Council?

This is a generic model and revisions may be required for specific program/services review.

These programs and services include but are not limited to the following:

Program/Service

- 1. Transfer Stations (\$250,000 to \$300,000)
 - 2. LED Streetlights (\$200,000)
 - 3. Police Services Review
 - 4. Capital From Revenue (\$200,000)
 - 5. Governance Review (\$125,00)
 - 6. Fire Protection Services
 - 7. Grants to Organizations
 - 8. Glooscap Campground
 - 9. East Cumberland Lodge
 - 10. Community Development Functions
 - 11. Energy Programs
 - 12. Solid Waste management
 - 13. Community Centre/Recreation/Parks
 - 14. Succession Planning/Restructuring
 - 15. Service Centers
 - 16. Assessment Reviews/Investigations/Audits
- First 6 services recommended to be reviewed

Discussions regarding programs and services are one of the most important responsibilities of Council and for this reason this review should be completed by Council.

MOTION CARRIED #18-182

3.3 i Governance Program Review

IT WAS MOVED by Councillor Gilbert seconded by Councillor Porter to approve the NSFAM governance Indicators Questionnaire as a guide to conduct a review of Governance Programs and Services. (attached to minutes as Appendix A)

MOTION CARRIED #18-183

3.3 ii Police Services Review

IT WAS MOVED by Councillor Porter seconded by Councillor Fletcher to approve the Police Services Review Terms of Reference as follows:

REVIEW OF THE POLICING RESOURCE MODEL FOR THE MUNICIPALITY OF THE COUNTY OF CUMBERLAND AND THE TOWN OF OXFORD

The Municipality of the County of Cumberland has submitted a formal request for a review of the Policing Resourcing Model for the Municipality. The Town of Oxford previously requested and received a review of the model and subsequently indicated that they would like to participate in the review requested by the Municipality, i.e. a joint review. Both Councils have formally approved the request for a joint review of the policing resourcing model.

The Municipality requests the information as set out below as part of the review. It is understood that the Department of Justice and RCMP may provide information in addition to that requested by the Municipality which, in their opinion and in accordance with standards and procedures of a review process, is relevant to a Cumberland policing resourcing model.

The Municipality also understands that the Town may submit requests for information as it determines to be relevant to the review.

Rationale for the Request for a Review

Over the last several years, Cumberland has experienced significant changes which we believe support the need for a review of the policing resourcing model. These changes include the following:

- Population Decline/Demographic Shifts
The Municipality has seen a significant decline in its population base over the last 20 plus years. We have also experienced a demographic change in that Cumberland has a relatively higher seniors population than most rural municipalities in Nova Scotia.
It is our position that a population decline and a demographic change supports a review and a possible reduction in the number of RCMP members.
- Settlement Patters/Residential Development
The Municipality has also seen population and residential development changes within its geographic boundaries. Some areas of the County have “flourished” in terms of subdivisions and residential growth. There are significant differences in residential density throughout the County. In addition, some areas of Cumberland experience an influx of seasonal residents while other areas have little or no seasonal residents. A previous Council made the decision to add two additional members in an attempt to address service challenges due to geography, residential density and the influx of seasonal residents.
These factors of geography, residential density and seasonal residents necessitate a review of policing resources and the allocation between detachments.
- Municipal Restructuring
The dissolution of the former Town of Springhill was approved on April 1, 2015 and the dissolution of the former Town of Parrsboro was approved on November 1, 2016. These two former towns are now part of the Municipality of Cumberland.
The former Town of Springhill replaced its municipal policing service model with the RCMP policing service model, immediately prior to dissolution. There is an RCMP detachment located in that community. A proposal for RCMP services was provided by the RCMP and approved by both the former Town and the Municipality as part of the dissolution process. We were advised that the Springhill Detachment was resourced as if it were a stand-alone service detachment
The former Town of Parrsboro provided its policing services via a direct contract arrangement. The detachment in Parrsboro also included members to provide policing services to a specific geographic area of Cumberland County.
Municipal restructuring has provided an opportunity for policing services efficiencies in that the allocation of members to 3 separate municipalities no longer exists and there are no service area boundaries.
Municipal restructuring supports a review of the policing resourcing model in terms of the number of detachments, the allocation of resources between detachments and a possible reduction in members due to efficiencies created via the elimination and realignment of service area boundaries.
- Increasing RCMP Service Costs
In the mid 1990's, the cost per RCMP member was approximately \$85,000 whereas for 2018/2019 that cost per member is \$150,000 representing an increase of 76%. In each of the last 3 fiscal years, the Municipality has been challenged with a preliminary budget shortfall of approximately 2M. The Municipality, in its stewardship role for financial resources, is undertaking a financial sustainability strategy which includes a review of all programs and services, including policing services. The objective of a program and services review is to decrease costs.

A reduction in RCMP costs has the potential to contribute in a significant way to the future financial sustainability of the Municipality of Cumberland.

- **Cumberland RCMP Administrative Model**

A number of years ago, the RCMP changed its administrative service model from that of individual detachment administration to a county wide Cumberland model. The rationale provided at that time was that administrative efficiencies would be achieved and that in turn would provide additional direct policing services.

Any positive impact of the more efficient administrative model that increased time for policing efforts should be considered in the Cumberland Resourcing Model. We also suggest that the Municipality would be willing to discuss the option of funding additional administrative support to replace RCMP members if this increases time and effort on direct policing services and also reduces overall costs.

Policing Resources Model Process and Approvals

This review is the first requested by the Municipality. In this regard, we request that you provide the following information:

- Objectives of the RCMP and Department of Justice in a Policing Resources Model Review
- Roles, responsibilities and authority of the RCMP, Department of Justice, Council, Cumberland RCMP Advisory Board, Federal Government and the Municipality of Cumberland in conducting a Review.
- The standard steps in the Policing Resources Model Review and anticipated timelines for each of the steps.

We would like to provide this information to Council and Board prior to the commencement of the Review and would appreciate this information at the first opportunity.

Policing Resourcing Model

The Municipality needs to have a comprehensive understanding of the Policing Resourcing Model and in particular the factors that are used in determining policing resources. We would also like confirmation that these factors are applied consistently to all rural N.S. Municipalities.

Policing Resourcing Options

It is our understanding that there are options available to the Municipality in terms of service levels, i.e. hours of service of members present in the detachments, on call service and specific days of service.

We request that the Municipality be provided with the current level of specific services, options available and the costs of such options.

We also request if the Municipality can request a reduction in the cost per member based on actual cost factors specific to the current resourcing model, one example being lower salary costs due to placement at lower levels on salary scales

Additional Officers Program

The Additional Officers Program has the potential to have a positive impact on the costs of policing services for the Municipality. We are concerned that this program is not fair and equitable to all N.S. municipalities nor is it based on the same factors consistent with those used in the Policing Resourcing Model. To illustrate this point, the implementation of the Additional Officers Program in Cumberland resulted in 7 additional officers for the 4 Towns that existed at that time and 1 additional member for the County of Cumberland, yet the County had a higher population than the 4 Towns combined. It certainly appears that this program was and continues to be politically motivated. To add insult to injury, the additional officers previously provided to the former Towns of Springhill and Parrsboro have been discontinued since the dissolution of those former Towns. This is a detriment to services to residents of Cumberland County and a financial gain to the Province of Nova Scotia. We understand that the Additional Officers Program may not be within the scope of a Policing Resource Model Review and we ask that this be confirmed at the first opportunity to enable the Municipality to pursue other avenues.

Comparisons to Other Rural N.S. Municipalities

Municipalities in N.S. frequently use comparisons to other municipalities to analyze and assess service delivery models and costs of those services. Given that there should be factors common and relevant to rural municipalities in N.S. in determining Policing Resourcing Models, we request a comparison of RCMP costs in Cumberland to the other rural municipalities. We note that the current Policing Resourcing Model results in the third highest policing costs per capita in Cumberland for the 21 rural N.S. municipalities. We will request an explanation regarding the relatively high costs specific to Cumberland and the factors in Cumberland that do not exist in other rural N.S. municipalities.

The Municipality is committed to working in a positive manner on the Policing Resourcing Model Review. We suggest a meeting to review our requests and thoughts to ensure we have a good understanding of the process, roles and responsibilities, the resourcing model, and to have confidence that our requests for information will be provided as part of the Review.

MOTION CARRIED #18-184

3.3 iii Transfer Stations

Ron Moore, Solid Waste/By-Law Enforcement Officer presented a report entitled Transfer Station Services Review. Discussion followed.

4. MAJOR ORGANIZATIONAL ISSUES

4.1 Discussion on Wheeler Report

To begin the review of the Report of the Nova Scotia Independent Review Panel on Hydraulic Fracturing Stephen Ferguson addressed the first sections of the report, which were included in the meeting material. Some discussion followed.

4.2 Positive Workplace Initiative

IT WAS MOVED by Councillor Porter seconded by Councillor Welton to commend the Municipality's Wellness Committee members and staff for winning the Silver Workplace Wellness Award from the Association of Municipal Administrators Wellness program.

MOTION CARRIED #18-185

5. ORGANIZATIONAL POLICY/BY-LAW ISSUES

5.1 Flag Policy

Staff provided information on the cost of installing the additional flag poles and options for special flag pole status. Allie will email this information to Council.

6. BUSINESS ISSUES

6.1 Gold Mine Tour

IT WAS MOVED by Councillor Rector seconded by Councillor Welton to cover the travel expense for one vehicle and other expenses in accordance with policy, for two councillors to attend a tour of the Touquay Gold Mine.

MOTION CARRIED#18-186

6.2 Grants to Organizations

IT WAS MOVED by Councillor Williams seconded by Councillor Rector to approve a grant to the Junction Road and West End Home & School for \$600. This grant will be funded from the Local Grant funds; \$300 from District 11 and \$300 from District 12.

MOTION CARRIED #18-187

6.3 Learn to Lead Workshop Series – Fall 2018

Councillors were encouraged to make their constituents aware of these workshops.

6.4 Mental Illness Awareness Week

Warden Gillis will sign the proclamation recognizing Mental Illness Awareness Week in Cumberland County.

6.5 November Council Meeting Dates

Council decided to hold meetings in November and December as follows:
Wednesday, November 14, 2018;
Wednesday, November 28, 2018; and one meeting in December on
Wednesday, December 12, 2018.

6.6 Nova Scotia Federation of Municipalities

Councillors were asked to confirm their attendance at the MSFM conference next month with Shelley Hoeg.

7. INFORMATION ITEMS

7.1 A letter of thanks from the Town of Oxford for sending Public Works Employees to assist with water line breaks.

8. ADJOURNMENT

8.1 The Queen

The meeting was adjourned at 8:08 p.m. The Queen was sung.

Warden Alison Gillis

Municipal Clerk Brenda Moore

APPENDIX A



3.3.0

Municipal Governance Indicators Questionnaire

Governance in this context refers to how decisions are made by local governments, the processes, resources and evaluations that go into those decisions, and the accountability of government for those decisions.

The Municipal Indicators Committee – comprised of representatives from the Union of Nova Scotia Municipalities, Association of Municipal Administrators, and the Department of Municipal Affairs– has developed a new tool to help support good governance in local government.

"This survey is intended as a voluntary self-assessment tool. The scoring is intended as a general guide and may not reflect the actual conditions of a municipality. This tool is merely provided to promote self-assessment and encourage municipalities to examine their current practices.

Council has discretion over how this voluntary survey is completed, and how the results are shared.

The objectives are to:

- Inform strategic decision-making and evidence-based policy development;
- Prompt self-evaluation and discussion around areas of improvement;
- Create informed citizens and good citizenship;
- Ensure adequate staff resources to implement decisions of Council; and
- Foster overall good governance.

Municipalities are strongly encouraged to complete the survey on an ongoing basis. The intention is to stimulate debate, identify challenges, find solutions, and implement best practices. Active involvement of Council, staff, and the public is highly recommended.

Facilitation support and tools are available through the Department of Municipal Affairs to complete the survey. It is expected that a facilitated session will take no more than three hours. Please contact your Municipal Advisor for more information.

Instructions: Please review the statements in each category by moving through the coloured tabs below. Each are considered a best practice in terms of good governance. Discuss whether they adequately reflect the situation in your municipality or not. Brainstorm ways to address any variances and identify resources your municipality could use from DMA, UNSM, AMA or other organizations to meet your goals. The tool references the Chief Administrative Office (CAO) in all instances and may be substituted for Clerk for your particular municipal context.

Some questions are open ended, or do not define what constitutes 'effective'. This is intended to prompt discussion on whether performance on a given question could be more effective.

To fill in the form, place an 'x' in the box corresponding to your answer for each question, depending on whether you agree or disagree with the statement. Your answers will be used to calculate a score out of 10 on each dimension.

ACCOUNTABILITY		Strongly Disagree	Disagree	Agree	Strongly Agree
Answerability to the public for decisions rendered by government.		(0)	(1)	(2)	(3)
1	Each councillor regularly attends council meetings.				
2	Council makes the dates and times of public meetings known to residents with reasonable notice.				
3	The municipality has a formal procedure and policy to manage Council meetings, which are known to Council.				
4	All meetings are held in public except when authorized by legislation.				
5	All decisions and motions of council are made in public meetings as aligned with legislation.				
6	Council agendas reflect the strategic priorities of the municipality.				
7	Council deals with matters of policy but not administration.				
8	Direction, formal questions and decisions of Council, are always directed through the CAO.				
9	The CAO is the chief policy adviser for Council and provides clear support documentation to inform council decisions.				

Transparency Accessibility of information to adequately understand and monitor government.		Strongly Disagree (0)	Disagree (1)	Agree (2)	Strongly Agree (3)
1	The municipality makes use of a website and social media to actively reach and engage citizens.				
2	The municipality has an effective process to engage citizens on the budget.				
3	The municipality has an effective process to communicate the budget.				
4	The municipality regularly updates citizens on its progress towards reaching strategic priorities, such as in an annual report and/or budget documents.				
5	The policies, by-laws and meeting minutes of the municipality are easily accessible by the public.				
6	The municipality has a compensation policy for staff and elected officials, which is reviewed regularly, including salary scale by position for staff.				
7	The municipality has a policy regarding reimbursement provided to elected officials and municipal staff serving on boards and committees.				
8	Requests for information (e.g. by the public, media, businesses, etc.) are acted upon within a reasonable timeframe and legislative timeframes are met.				
9	Concerns from the public are reviewed within a reasonable timeframe.				
10	Where appropriate, concerns from the public are acted upon within a reasonable timeframe.				
11	Any alternative service delivery arrangements entered into by the municipality (e.g. formal intermunicipal, MOU, joint service board, etc.) have a public transparency component as part of the arrangement, after the agreement has been reached.				
		Yes	No		
12	The municipality publishes council and staff expenses online.				

Engagement Encouraging the public to constructively participate in government processes and institutions.		Strongly Disagree (0)	Disagree (1)	Agree (2)	Strongly Agree (3)
1	The municipality encourages citizens to run for council and conducts an information session on running for Council.				
2	The municipality publishes opportunities for citizen involvement on committees.				
3	Council has a mixture of first term and returning councillors.				
4	The composition of Council is diverse and representative of the community at large.				
5	Council chambers are physically accessible.				
6	Council meeting notifications are publicly advertised and decisions of Council are publicly posted in a timely manner.				
7	Members of council engage with the public and community groups on the work of the municipality.				
8	The municipality has a public engagement approach for major projects and issues.				
9	The municipality has a policy outlining how the public may address or present to Council.				
10	Council reaches out to the community to foster interest in volunteering for citizen seats on committees of Council.				

DIRECTION

Broad and long-term perspective on community development, along with a sense of what is needed for such

development.					
The municipality has an up-to-date and regularly reviewed:					
		Yes	No	Don't Know or In Progress	
1	Strategic Plan				
2	Multi-Year Budget				
3	5 Year Capital Plan				
4	Municipal Planning Strategy and Land Use Bylaw that are less than 10 years old				
5	Emergency Measures Plan				
		Strongly Disagree (0)	Disagree (1)	Agree (2)	Strongly Agree (3)
6	To the greatest extent possible, these plans are integrated with one another.				
7	Council played a key role in creating these plans.				
8	The municipality has a formal process to monitor the progress in implementing these community plans.				
9	The municipality regularly evaluates programs to ensure they are: relevant, efficient, effective and aligned with strategic priorities.				
10	There are formal avenues for active citizen involvement in significant policy issues.				

development.

The municipality has an up-to-date and regularly reviewed:		Yes	No	Don't Know or In Progress	
1	Strategic Plan				
2	Multi-Year Budget				
3	5 Year Capital Plan				
4	Municipal Planning Strategy and Land Use Bylaw that are less than 10 years old				
5	Emergency Measures Plan				
		Strongly Disagree (0)	Disagree (1)	Agree (2)	Strongly Agree (3)
6	To the greatest extent possible, these plans are integrated with one another.				
7	Council played a key role in creating these plans.				
8	The municipality has a formal process to monitor the progress in implementing these community plans.				
9	The municipality regularly evaluates programs to ensure they are: relevant, efficient, effective and aligned with strategic priorities.				
10	There are formal avenues for active citizen involvement in significant policy issues.				

COLLABORATION Working together cooperatively for the betterment of all members of the community.		Strongly Disagree (0)	Disagree (1)	Agree (2)	Strongly Agree (3)
1	The municipality works constructively with neighbouring municipalities.				
2	Where opportunities exist, the municipality works with its neighbours to ensure efficient delivery of service(s).				
3	Where opportunities exist, the municipality works with other orders of government.				
4	Councillors and staff regularly update their knowledge of municipal government via active involvement in inter-municipal organizations (e.g. Union of Nova Scotia Municipalities, Association of Municipal Administrators of Nova Scotia, Federation of Canadian Municipalities, Canadian Association of Municipal Administrators, etc.).				
5	The CAO is engaged in intermunicipal committees and/or engages with his/her counterparts.				
6	Council considers shared services and/or other forms of partnerships before entering into any new services or building new infrastructure.				
7	Council considers pooling resources with neighbouring municipalities to jointly fund new development opportunities or joint applications.				
8	Council considers the relationships with its neighbouring municipalities to be healthy.				
9	The municipality is engaged in the work of its Regional Enterprise Network.				
10	The municipality has a process for resolving intermunicipal disagreements.				
11	The municipality has a regional planning strategy.				
12	Councillors make evidence-based decisions in the best interests of the municipality and are open to the information presented by staff as well as the perspectives of their fellow councillors, constituents, and others.				
13	Members of Council respect the chair, colleagues, staff and members of the public during Council meetings.				
		0% to 25%	25% to 50%	50% to 75%	75% to 100%
14	Percentage of services offered that are shared with another municipality.				

ETHICS Standards of integrity that uphold the public's confidence in their government.		Strongly Disagree (0)	Disagree (1)	Agree (2)	Strongly Agree (3)
1	The municipality has established a code of conduct that outlines standards that citizens should expect from their elected officials.				
2	The municipality adheres to a code of conduct that outlines standards that citizens should expect from their elected officials and staff.				
3	Council has established a conflict of interest policy that requires any real or perceived conflicts to be publicly disclosed.				
4	Council adheres to a conflict of interest policy that requires any real or perceived conflicts to be publicly disclosed.				
5	There is a process to protect employees from reprimand or other negative consequences when reporting issues (e.g. whistleblowing).				
6	Council is aware of their roles and responsibilities.				
7	Council adheres to their roles and responsibilities.				
8	Staff is aware of their roles and responsibilities.				
9	Staff adheres to their roles and responsibilities.				

Governance Indicators - Summary

Now that you have completed the governance indicators questionnaire, they will need to be combined and scored.