

AGENDA
POLICY & STRATEGY COMMITTEE MEETING

Bridgewater, NS
Tuesday, May 21, 2019 - 9:00 a.m.

Time & Page

1. CALL TO ORDER
2. ANNOUNCEMENTS, ACKNOWLEDGEMENTS, RECOGNITION
3. PUBLIC INPUT (15 Minutes)
4. APPROVAL OF AGENDA – Added Items
5. APPROVAL OF MINUTES – April 16, 2019 (as circulated)
6. BUSINESS ARISING FROM MINUTES – NIL
7. PRESENTATIONS
 - 7.1 Town of Bridgewater Public Transit System, Jessica McDonald, 9:15 a.m. 1-8
Director of Planning
 - 7.2 NOW Lunenburg County Doctor Recruitment, Tina Hennigar 10:15 a.m. 9-17
8. CONSIDERATION OF CORRESPONDENCE
 - 8.1 Summary of Bill 92: Power to Expend..... 18-21
9. STAFF REPORTS
 - 9.1 Administration Department
 - 9.1.1 Repeal & Replace – Policy MDL-45 “Salary Administration” 22-40
 - 9.2. Economic Development
 - 9.2.1 Regional Economic Development Overview 41-50
 - 9.2.2 NOW Lunenburg County Decision re Funding for Doctor Recruitment
10. MAYOR’S/DEPUTY MAYOR’S/COUNCILLORS’ MATTERS
 - 10.1 Signage Blockhouse – Councillor Ernst 51-52
 - 10.2 Report from NSFMs Spring Conference – Councillor Hustvedt 53-59
 - 10.3 Report on CPT’s Consultation in Lunenburg re County Transit60
System – Councillor Hustvedt
11. ADDED ITEMS - NIL
12. IN CAMERA
 - 12.1 Indian Point Firehall Insurance Claim under Section 22(2)(g) of the MGA
13. NEXT MEETING – June 18, 2019 – 9:00 A.M.
14. ADJOURNMENT

Bridgewater Transit

An Example of Economic, Social and Community Development

Town of Bridgewater
Mackenzie Childs, Planner

Jessica McDonald, Director of Community Development



April 2016

Council
Direction

Feb 2017

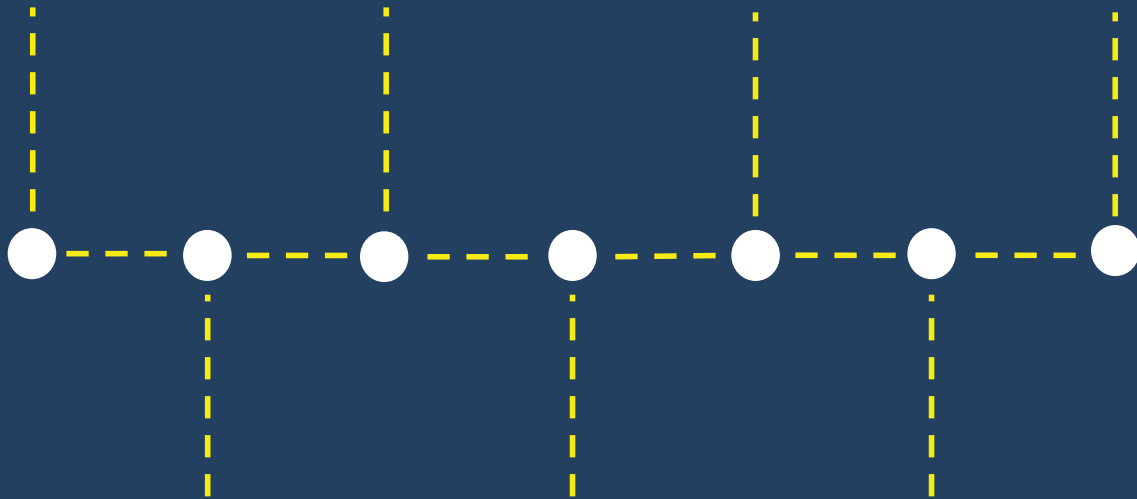
Endorsed key
conceptual design

Sept 2017

Service launch
(48 riders/day)

Feb 2019

Permanent
(80 riders/day)



Oct 2016

Began feasibility
study

March 2017

Staff proposed
budget

Sept 2018

Over 25,000 riders
(75 riders/day)

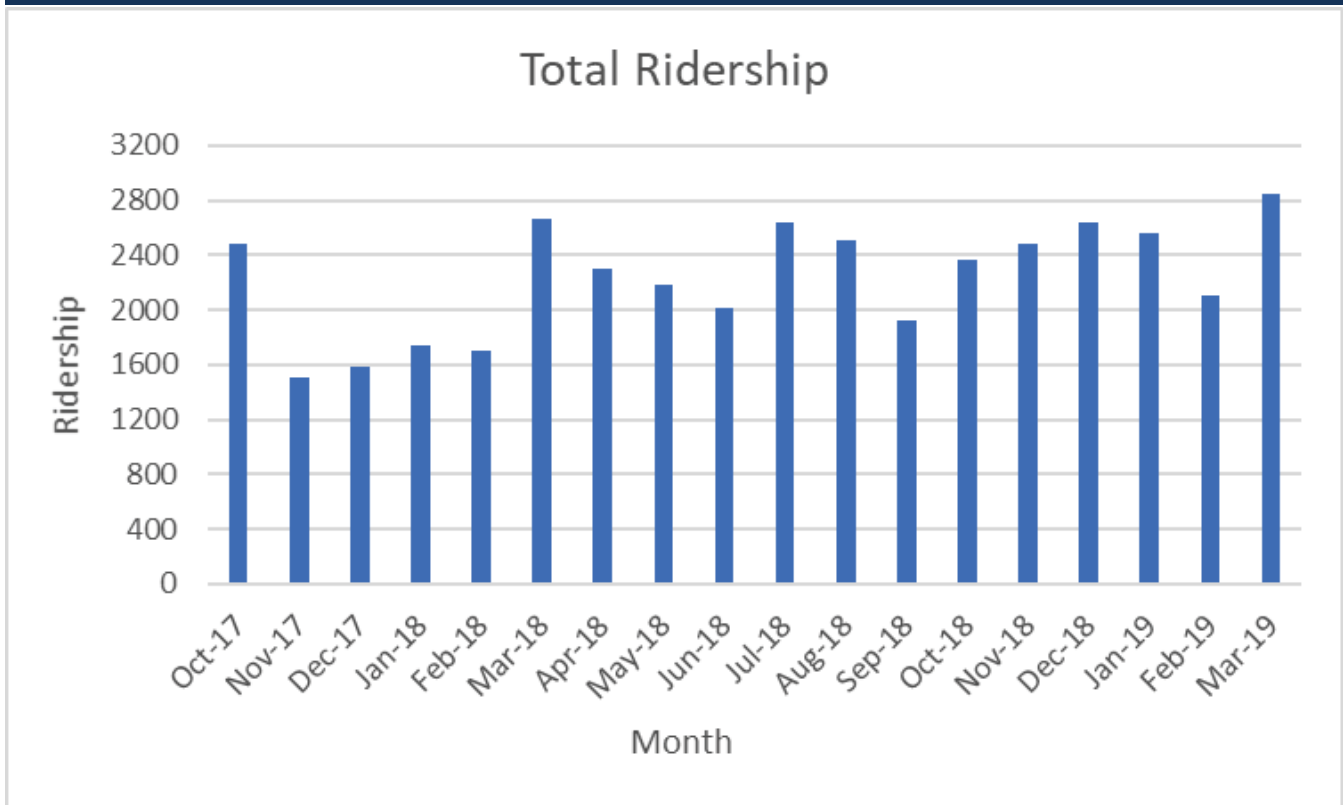
Ridership

Total Ridership: 40,000+

Date	Average passengers/day
First 4 weeks	50/day
First 18 weeks	58/day
Weeks 19-36	80/day
Last 18 weeks	99/day
Month of March	109/day



Ridership



Ridership Patterns

- 130+ days with 100+ riders
- 350+ strollers
- 170+ riders with walkers
- 150+ riders with wheelchairs
- July 2018 – day cares and day camps
- December 2018 – free rides
- March Break – free rides



Impact of Service

- More accessible community
- More engaged residents
- New friendships
- Improved integration into the community
- Interest to reside in Bridgewater
- Reduced transportation expenses



Budget

Budget Item	2017/2018 (Pilot)	2018/2019
Expenses	\$157,280	\$222,445
Grants	\$75,000	\$200,000
Fare revenue	\$16,787	\$40,000
Advertising revenue	\$3,075	\$13,500



- Operational costs
 - Pilot (6 months)
 - Budgeted: \$17.09/rider
 - Actual: \$9.22/rider
 - Demonstration (12 months)
 - Budgeted \$12.96/rider
 - Projected \$6.03/rider



Advertising, Promotion and Engagement

THE TOWN OF BRIDGEWATER PROUDLY PRESENTS

**MARCH
FREE TRANSIT FOR STUDENTS
BREAK**
MARCH 18 TO 23

DURING MARCH BREAK, STUDENTS AND YOUTH RIDE THE BUS FOR FREE! IF YOU'VE NEVER TRIED BRIDGEWATER TRANSIT BEFORE, IT'S A GREAT TIME TO GIVE IT A SPIN!

FREE RIDES ARE FOR YOUTH UP TO 18 YEARS OLD OR ANY STUDENT PRESENTING A VALID STUDENT ID.

Schedule

1 LCC 2 Bridgewater Mall 3 Glen Alder 4 Upper St. near Cambridge Trail 5 John St. near Cambridge Trail 6 Colony Park

	1	2	3	4	5	6
6:00	6:12	6:20	6:26	6:37	6:44	
7:00	7:12	7:20	7:26	7:37	7:44	
8:00	8:12	8:20	8:26	8:37	8:44	
9:00	9:12	9:20	9:26	9:37	9:44	
10:00	10:12	10:20	10:26	10:37	10:44	
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2:00	2:12	2:20	2:26	2:37	2:44	
3:00	3:12	3:20	3:26	3:37	3:44	
4:00	4:12	4:20	4:26	4:37	4:44	
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5:00	5:12	5:20	5:26	5:37	5:44	

MOVE AHEAD >>>
with the
Bridgewater Transit

Family Rate!
Try it until the end of August!

**\$4 per ride for groups of up to 5 riders, maximum 2 adults
no pass needed, exact change only**

www.bridgewater.ca/transit 902-541-4651

- Family rate
- Single tickets for organizations
- Unlimited passes*
 - 13 sold in September 2018
 - 26 sold in December 2018
 - 21 sold in March 2018

* High of 52 trips made with passes on one day



BUS STOP 2

Move Ahead With **Bridgewater Transit**

	1	2	3	4	5	6	7	8
	LCC	Weymouth Mall	East Hill Dr. Post Office	Upper St. near Post Office	Upper St. near Post Office	Upper St. near Post Office	Upper St. near Post Office	Upper St. near Post Office
Monday - Friday	6:00	6:12	6:20	6:26	6:37	6:44		
	7:00	7:12	7:20	7:26	7:37	7:44		
	8:00	8:12	8:20	8:26	8:37	8:44		
	9:00	9:12	9:20	9:26	9:37	9:44		
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	5:00	5:12	5:20	5:26	5:37	5:44		
	6:00	6:12	6:20	6:26	6:37	6:44		
	7:00	7:12	7:20	7:26	7:37	7:44		

Hours of Service
Monday - Friday 6am - 8pm
Saturday 8am - 6pm



For updates and information: 902-543-4651 bridgewater.ca/transit BridgewaterNS TownBridgewater

Bridgewater Transit now offers a Transit Tracker to help plan your journey! The Tracker uses real-time GPS technology to pinpoint the location of the bus and display it on a map, so you can see where the bus is at any time.

**T R A N S I T
TRACKER**

Visit www.bridgewater.ca/transit and click on the Transit Tracker icon to open the map and see the bus on the move! No need to enter your location or provide any info. Internet access or data is required.

Future Plans

- Hub and spoke system
- Fixed route system
- Within town boundaries
- Success due to flexibility



Osprey Village

- UARB
- Taxi bus
 - First to last mile
 - Examples of success
- Connection at Irving
- Understanding what works for the community



Citizens for Public Transit

- RFP for market survey and feasibility study
- Market survey and community engagement to understand what they are looking for with public transportation
- Feasibility study to look at options
 - Will be complete in May
 - CPT will share and engage with municipalities



Victoria County ramps up doctor recruitment efforts

Erin Pottle (erin.pottle@cbpost.com)
Published: Oct 22, 2018 at 8:37 p.m.

BADDECK, N.S. — Increasing efforts to bring more doctors to the island of Victoria County to take part in what's considered recruitment ground zero.

The municipality has approved funding to send representatives to an upcoming Family Medicine Forum taking place in Toronto from Nov. 14-17.

Helped along by dried fish, a rural community found its way on health care

The Municipality of Clare faced a doctor crisis in 2003 and took charge of its own destiny

Michael Gorman - CBC News - Posted: Feb 12, 2018 5:00 AM AT | Last Updated: February 12, 2018

Grassroots effort results in new position to assist with selling Pictou County to doctors

Collaborative Effort Helps Clear Red Tape To Bring New Anesthesiologist To Yarmouth

Posted on Wednesday, May 1, 2019 12:39 PM

There was fear earlier this month after the Nova Scotia Health Authority (NSHA) sent letters to expectant mothers in Yarmouth saying there could be times, beyond the end of May, when some women may have to travel to a different hospital to give birth.

While that situation remains tentative, a new anesthesiologist will begin practicing from the Yarmouth Regional Hospital this week.

The doctor is from Libya and his arrival has been delayed by lots of red tape.

The process to get him here was a major collaborative effort among all three levels of government, the Western Regional Network (WRN), the NSHA and the Yarmouth and Area Chamber of Commerce.

President Angie Greene says for the Chamber, the most important group are Yarmouth's doctors.

"They're our greatest asset. They are an amazing group. They're willing to mentor, teach and collaborate, not every community has that."

18 new doctors from abroad to start practising in Nova Scotia

Immigration minister credits trip to the U.K. in April with attracting many of the new doctors

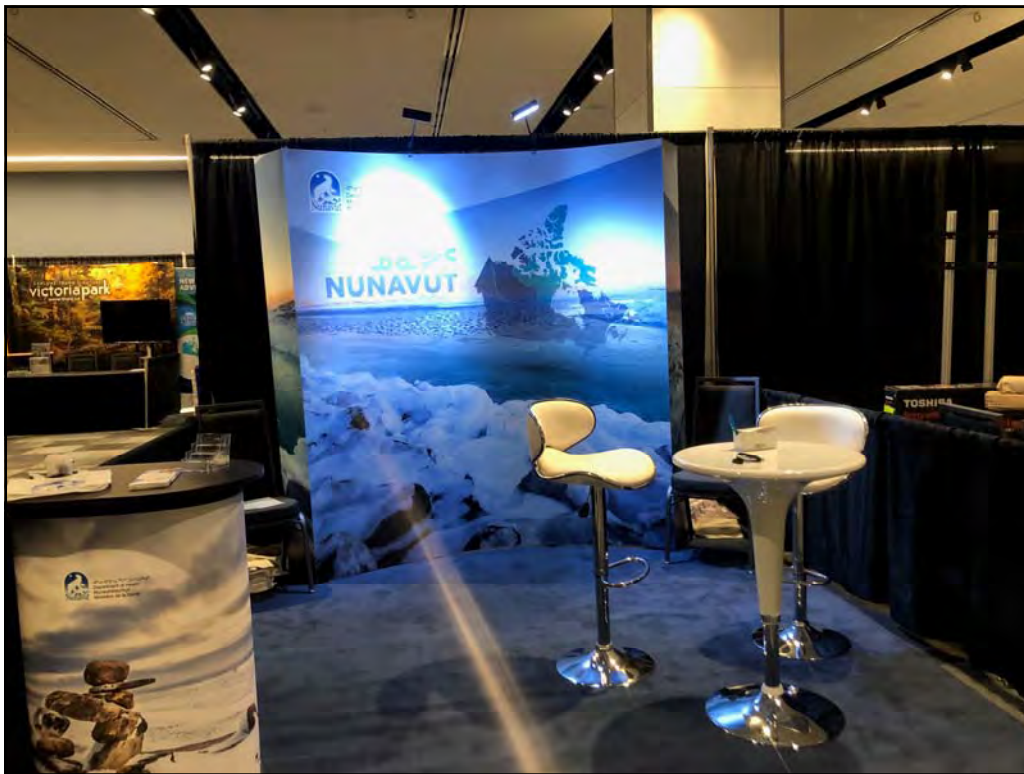
CBC News - Posted: Dec 13, 2018 11:06 AM AT | Last Updated: December 14, 2018

concerned by the shortage of their peers is

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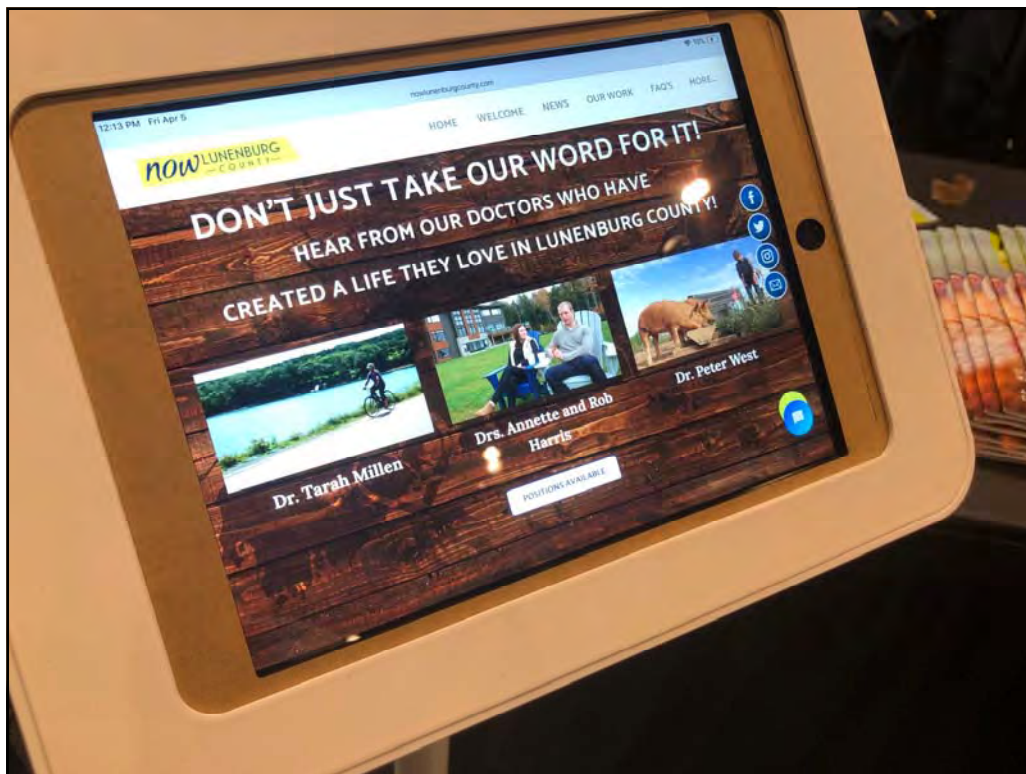
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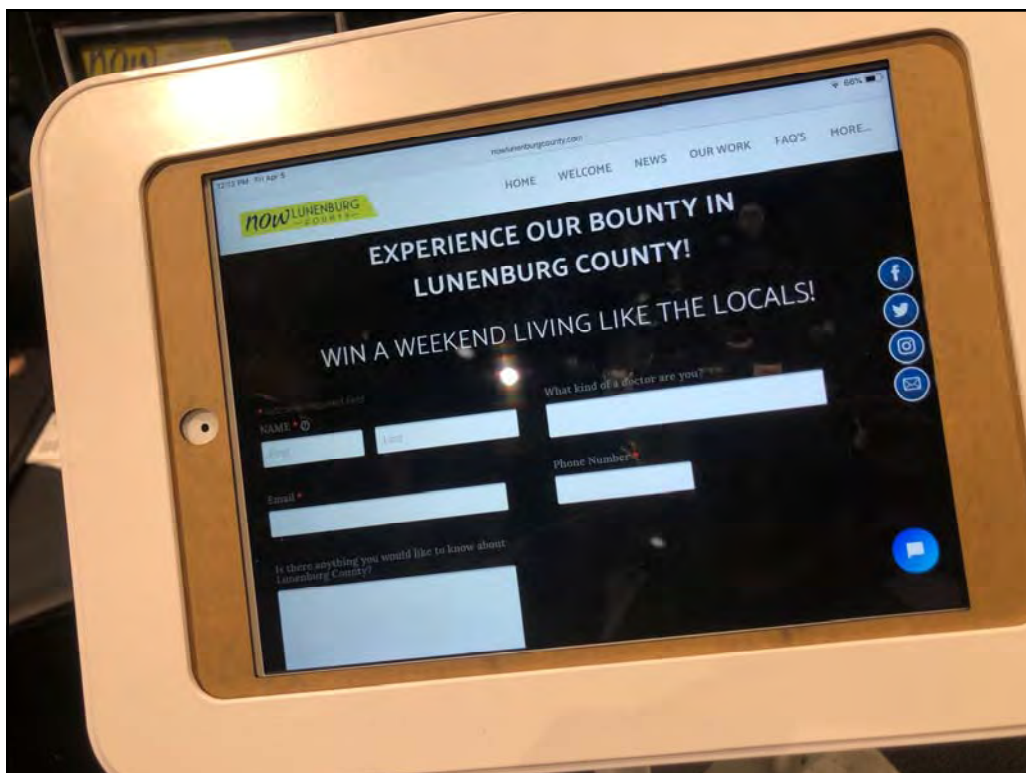
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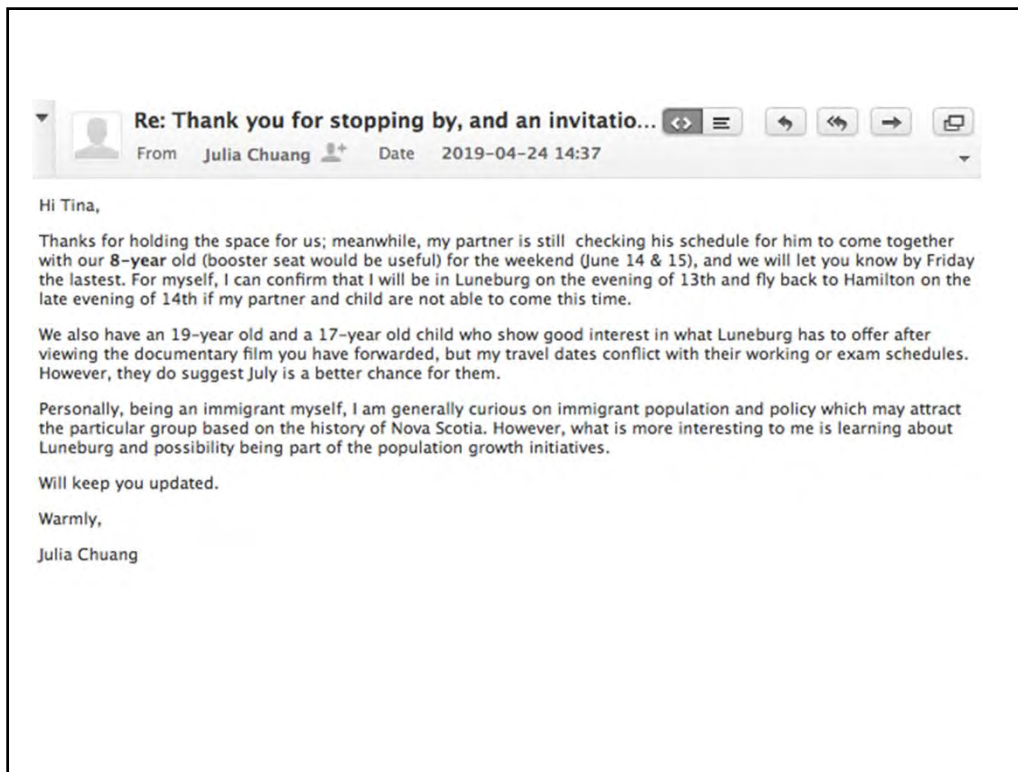
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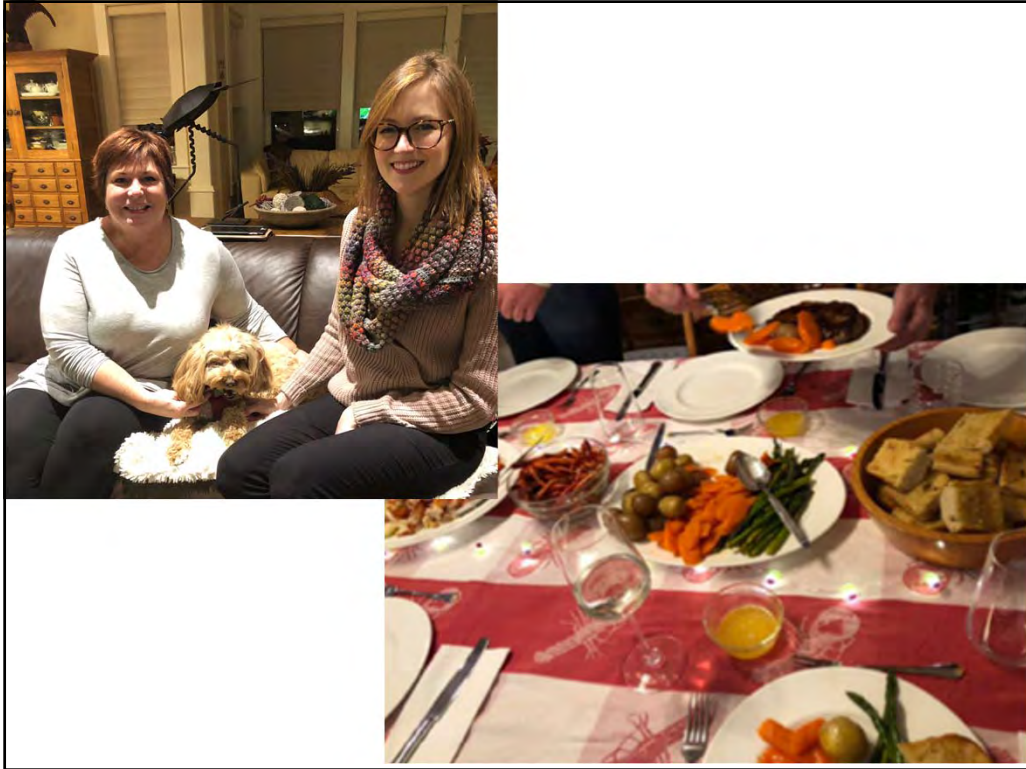
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Summary of Bill 92: Power to Expend

Note: This document is intended to provide clarity on what the changes in Bill 92 mean for municipalities and municipal administrators operating under the *Municipal Government Act* (MGA).

Background:

With the passing of Bill 92 the MGA and *Halifax Regional Municipality Charter* were amended, replacing a prescriptive list of items municipalities were permitted to spend money on with broad powers to expend money for municipal purposes within their approved budget. For the MGA, the prescriptive list was outlined in Section 65. As the power to expend money is referenced throughout the MGA, multiple amendments were required to ensure a successful transition from a prescriptive list to a model providing general powers to expend. Many of the amendments detailed below are preserving powers which existed prior to the passing of Bill 92 but were required to be moved since they were part of the Section 65 list.

For more information on Bill 92, please visit the following link - <https://nslegislature.ca/legislative-business/bills-statutes/bills/assembly-63-session-2/bill-92>

Clauses 1 and 2 restate the purposes of a municipality.

Broadening a council's power to expend money will allow them to spend money without the requirement of locating specific authority contained in a list of permitted expenditures. A requirement of spending will be that it is done for municipal purposes only. Prior to the passing of Bill 92, the functions of a municipality were described in Section 2(c) of the MGA but were embedded in the purpose of the Act. The Bill 92 amendments move these functions into their own Section (Section 9A) and restate them as the purposes of a municipality. Recognizing these purposes continues to be referred to as a purpose of the Act in Section 2.

The intent of moving these provisions from 'purpose of the Act' to 'purposes of the municipality' is to provide clarity on what the purposes of a municipality are, and to ensure that even though municipal spending options were made less restrictive, it still remains tied to a municipal purpose.

Purposes of the municipality as outlined in Bill 92 are:

- (a) providing good government;
- (b) providing services, facilities and other things that, in the opinion of the council, are necessary or desirable for all or part of the municipality; and
- (c) developing and maintaining safe and viable communities.

Clause 3 clarifies that the powers conferred by the MGA must be interpreted broadly.

This clause has been added to ensure the powers conferred on a municipality and its council are interpreted broadly, in accordance with the purposes of the Act as set out in Section 2, and the purposes of the municipality now set out in Section 9A (listed above).

Clause 4 makes consequential amendments to reflect that municipalities will have separate operating and capital budgets.

This clause has been added to provide clarity around municipal budgets. Prior to Bill 92 being passed the main focus of the MGA with respect to budgets is contained in Section 31 **Responsibilities of the Chief Administrative Officer**. Although councils in Nova Scotia are familiar with passing capital and operating budgets, it is not clearly outlined in the MGA. This new clause provides clarity around a process that has long been the practice of municipal units and is not intended to change how this process takes place. It should be noted that this amendment does not impact a municipal unit's authority to expend money during any gap between budgets as authorized by the municipality.

Clause 5

(a) requires municipalities to adopt operating and capital budgets;

Clause 5(a) was added to provide further clarity around budgets. As noted above this is not intended to change how municipal units complete the budgeting process.

The provisions proposed in 65A(2) allow flexibility in the purpose of expenditures outlined in the budget, provided it does not impact the total expenditures.

The provision proposed in 65A(3) allows transfers from operating to capital budgets, provided the amounts being transferred out don't exceed what remains within that budget.

Clause 5 – b

(b) repeals a specific list of allowed expenditures and replaces it with general expenditure powers; and

The intention of this amendment is to remove the list of specific items in s.65 of the MGA and give a council broad power to expend. Council's power to spend money will be constrained by what council has budgeted for, rather than constrained by the need to fit an expenditure under one of the items listed. Council's spending must also be for municipal purposes. Councils are also permitted to spend money in respect of an emergency as defined by the *Emergency Management Act*, or when they are legally required to make an expenditure (for example, to comply with a court order).

Clause 5 - c

(c) requires councils to adopt procedures to authorize and verify non-budgeted expenditures and policies for the disclosure of grant recipients.

Prior to the passing of Bill 92, Section 65 of the MGA included authorizing money to be spent on grants, as well as requiring a municipality to publish a list of grant recipients in a newspaper. With the removal of Section 65 these provisions will no longer exist.

The requirement to publish a list of grant recipients in a newspaper is being replaced by a requirement to adopt a policy which requires the municipality to disclose to the public a list of grant recipients. The policy must set out the timing, content and form of disclosure. A model policy is being developed by the AMA and will be made available to all municipal units in the province. The policy may include any other matter that the council considers necessary. The purpose of this change is to allow more flexibility in how municipalities make the public aware of grant recipients.

Note - As stated in Section 65-5 of the amended MGA, *in the event of ambiguity in whether or not the council has the authority under this or any other Act to spend money or to take any other action, the ambiguity shall be resolved so as to include, rather than exclude, powers the council had on the day before this Section came into force.*

Clause 6 preserves the power for a municipality to borrow to contribute a capital grant to a hospital.

This amendment is preserving a power that existed in Section 65 of the MGA prior to the passing of Bill 92. Prior to the passing of Bill 92, Section 65(at) of the MGA authorized a municipality to borrow to contribute a capital grant to a hospital. With the removal of Section 65 this provision would no longer exist, so the power has been moved to the Section of the Act dealing with borrowing powers.

Clause 7 preserves the power for a municipality to contribute to a hospital.

This amendment is preserving a power that existed in Section 65 of the MGA prior to the passing of Bill 92. Prior to the passing of Bill 92, Section 65(at) of the MGA authorized a municipality to contribute to a hospital and raise the money through area rates. With the removal of Section 65 this provision would no longer exist, so the power has been moved to the Section of the Act dealing with area rates.

Clause 8 preserves and expands the power of councils to make by-laws charging for the installation on private property of energy-efficiency equipment, renewable energy equipment and water conservation equipment with the consent of the property owner.

This amendment is preserving a power that was cross-referenced to Section 65 of the MGA prior to the passing of Bill 92. This clause is related to the PACE program.

S.81A(1) enables a municipality to make by-laws about payment of charges for the financing and installation of certain types of equipment installed on private property with the consent of the

property owner. Prior to the passing of Bill 92, S.81A(1) referred back to specific clauses of s.65 to describe the equipment. As a result of the changes to s.65, S.81 was reworked to preserve the municipal power to make by-laws charging for the installation on private property of energy-efficiency equipment, renewable energy equipment and water conservation equipment with the consent of the property owner.

Clause 9 repeals a specific expenditure power (S.172A) which is no longer needed.

Section 172A deals with the Council acquiring a vacant building that has been boarded up exceeding the time specified in a bylaw. Prior to the passing of Bill 92, S.172A(6) said "The Council may spend money under Section 65 to acquire the property and improve it." Given council's broadened powers to expend money, s.172A(6) was redundant and was removed.

Note: If you have any questions about these amendments, please reach out to your municipal advisor.



Municipality of the District of Lunenburg

REQUEST FOR DECISION

REPORT TO: Policy & Strategy Committee
SUBMITTED BY: Kevin Malloy, CAO
DATE: May 15, 2019
RE: Repeal and Replace of Policy MDL-45 Salary Administration

RECOMMENDATION

“that the Policy & Strategy Committee recommends to Council that Municipal Council repeal the existing Policy MDL-45 “Salary Administration” that was approved on October 16, 2008 and amended on November 10, 2009 and June 14, 2011 and replace it with the new attached Policy MDL-45; and, hereby gives notice that Council will be considering approving the repeal of and the replacement of the Policy at the June 11, 2019 Council meeting”.

EXECUTIVE SUMMARY

Council approved revised Salary Scales on October 9, 2018. The new Salary Scales and the method to administer the compensation plan differs from the previous guidelines. Policy MDL-45 is a policy that provides the guidelines for salary and compensation decisions. The current Policy MDL-45 provides the guidelines for the previous salary scales and performance management. With the approval of the revised Salary Scales, a new Salary Administration Policy is required.

BACKGROUND

Council had a Compensation Review completed in 2018 which led to the approval of revised Salary Scales. The method to administer the compensation plan for the new salary scales is different from the previous scales. The current Policy MDL-45 provides the guidelines to administer the compensation plan of the previous salary scales.

DISCUSSION

A new Salary Administration Policy is required to implement the revised salary scales.

BUDGET IMPLICATIONS

No budget implications as the salary scales have been approved.

STRATEGIC PLAN

N/A

WORK PLAN

N/A

ALTERNATIVES

Amend the proposed new Policy MDL-45.

CONCLUSION

As the current Salary Administration Policy does not work with the implementation of the new approved Salary Scales, a new policy is required. Staff have prepared a new policy to allow for the implementation of the new Salary Scales and is recommending it for approval.

Department: Administration

Report Prepared By: Sherry Conrad

Date May 15, 2019

Report Approved By: Kevin Malloy, CAO

Date May 20, 2019

Municipality of the District of Lunenburg

POLICY

Title: Salary Administration	
Policy No. MDL-45	
Effective Date:	Amended Date:

1. TITLE

This Policy title shall be titled the Salary Administration Policy of the Municipality of the District of Lunenburg.

2. PURPOSE

The Purpose of this Policy is to provide the approach for salary and compensation decisions for employees within the Municipality of the District of Lunenburg (MODL). The Chief Administrative Officer (CAO) is responsible for salary decisions, however, Managers are responsible for the maintenance of position descriptions, hiring processes and performance reviews.

The salary structure is approved by the Council in consultation with the CAO. Council approves all changes to compensation philosophy, ranges, and overall salary increase percentages as well as all tools and models.

All salary documentation is to be kept in the “official” file, which is maintained by the Payroll and Benefits Administrator. Employee files should not be maintained in Manager’s offices with the exception of “working” files. All relevant employee information and correspondence should be maintained in the official file located with the Payroll and Benefits Administrator.

3. POSITION DESCRIPTIONS

A Position Description must be completed for all jobs. The Manager should write and/or update the Position Description. If there are more than one incumbent in the same position, only one Position Description is needed for the job.

The description contains the following:

- Position Overview
- Job Responsibilities
- Team Responsibilities
- Essential Criteria and Competencies
- Direct Reporting Hierarchy
- Position Category
- Work Conditions

The Position Description will be used for Job Evaluation, Recruitment, Career Development, Performance Management and Training/Development within MODL. The CAO will approve the final Position Description for the job in consultation with the departmental Director. On a schedule consistent with the Salary Review Process, all Position Descriptions will be reviewed every four (4) years to ensure appropriateness.

4. Job Evaluation

Each job within MODL will be evaluated using a job evaluation tool, which will be the official Job Evaluation Plan for the organization. The factors and weighting used in the job evaluation plan are as follows:

Element	Job Evaluation Plan Factors	Factor Weight	Weight for Element
Knowledge and Skill	▪ Education	11%	37%
	▪ Experience	13%	
	▪ Complexity	13%	
Responsibility	▪ Accountability for results / Impact of decisions	13%	42%
	▪ Communications / Interpersonal skills	13%	
	▪ Management, supervisory and advisory responsibility	16%	
Effort	▪ Initiative / Independence of action	13%	17%
	▪ Physical / Sensory Demands	4%	
Working Conditions	▪ Working Environment	4%	4%
TOTAL		100%	100%

The CAO will ensure that each job within the organization is evaluated and updated as job changes occur. If a job is in need of a re-evaluation because of a change in responsibilities, a new Position Description must be created and forwarded to the CAO for review.

5. Job Levels

All the roles within the Municipality of the District of Lunenburg will be grouped into "Levels" based on the point value of their role as determined by the results of the Job Evaluation. MODL jobs are grouped into a total of 9 levels (including the CAO), which are from job level 20 to 100 as follows:

Levels	Level Category
20	Entry
30	Clerical / Labor
40	Administrative / Trade
50	Senior Administrative / Senior Trade
60	Specialist
70	Officer
80	Manager/ Senior Professional
90	Director
100	CAO

6. Salary Ranges

Each level has a salary range which includes a series of steps. Each level will have a total of 6 steps. The salary range is reviewed on a periodic basis, not to exceed 4 years, to keep current with the market and may be adjusted accordingly. Any adjustment to ranges does not mean an adjustment will be made to base pay.

Salary ranges are based on:

Minimum (Step 1)	80% of target salary
Maximum (Step 6)	100% of target salary

Each employee will be advised of their appropriate job level and the corresponding salary range based on their current role.

Compensation programs may vary within the Municipality for specific roles. Part-time salaries will be prorated against the salary ranges to ensure the compensation for the role is appropriate and falls within the range.

The 2018 compensation structure is as follows:

Level Category	Levels	Step 1 - Min - 80%	Step 2	Step 3	Step 4	Step 5	Step 6 Max - 100%
Entry	20	\$ 26,400	\$ 27,720	\$ 29,040	\$ 30,360	\$ 31,680	\$ 33,000
Clerical / Labor	30	\$ 29,470	\$ 30,943	\$ 32,417	\$ 33,890	\$ 35,364	\$ 36,837
Admin / Trade	40	\$ 40,547	\$ 42,575	\$ 44,602	\$ 46,629	\$ 48,657	\$ 50,684
Senior Administrative / Senior Trade	50	\$ 45,525	\$ 47,801	\$ 50,077	\$ 52,354	\$ 54,630	\$ 56,906
Specialist	60	\$ 51,747	\$ 54,335	\$ 56,922	\$ 59,509	\$ 62,097	\$ 64,684
Officer	70	\$ 60,458	\$ 63,481	\$ 66,504	\$ 69,527	\$ 72,550	\$ 75,573
Manager / Senior Professional	80	\$ 71,658	\$ 75,241	\$ 78,824	\$ 82,407	\$ 85,990	\$ 89,573
Director	90	\$ 84,103	\$ 88,308	\$ 92,513	\$ 96,718	\$ 100,923	\$ 105,128

7. Salary Increases – Annual

National Consumer Price Index Increase

On April 1st, employees shall be paid a cost of living adjustment based on the National Consumer Price Index as determined by Statistics Canada as of December 31 of each year, over December 31 of the previous year. In the event that the Consumer Price Index is negative, there shall not be an annual cost of living adjustment. Salary Ranges within the compensation structure will also be adjusted by the National Consumer Price at this time.

Step Increase

Step increases, through the salary bands, will be considered on an annual basis on October 1st of each calendar year for all employees. New hires will not be eligible for a step increase on October 1st if hired between April 1st and September 30th of same year.

Step salary increases will be based on:

- A current satisfactory Performance Review of the employee
- The current salary as compared to the step
- The budget

A supervisor shall assess the performance of all their subordinates on an annual basis. The supervisor/or Department manager will submit the completed Performance Review

to the CAO for approval by September 1st. The CAO shall approve individual salary adjustments, based on the compensation structure, for the October 1st annual increase.

Typically, the employee will move to the next step, upon a satisfactory Performance Review, each year until the employee reaches the maximum. Once maximum has been reached, increases will only be received if an increase has been made to the actual compensation structure.

No other salary increases will be considered throughout the year without prior approval of the CAO.

8. New Hires

Starting salaries for new hires are based on the actual salary range of the job along with the employee's relevant experience, education and development required to be fully competent in the position.

Compensation for part-time employees will be prorated.

Factors to consider when determining an equitable starting salary include:

- Salary range for the role
- Compensation of other employees internally with similar experience and education in the same role or level (internal equity)
- Previous work experience
- Experience in a field relating to the position to be filled
- Educational requirements of the role
- Development required to perform the role at a fully competent level

Starting salaries will normally be at the Minimum (Step 1) and in no cases will exceed the Maximum (Step 6). Starting salaries must be approved by the CAO prior to any offer being made by a hiring manager.

9. Probationary Period

When a new employee is hired, they are placed on probation for a period of 6 months. During the probationary period, the employee's performance will be reviewed regularly.

When the probationary period is completed, the employee will no longer be "on probation" unless their performance warrants otherwise and the probation may be extended for an additional 3 months. As well, at this time a "formal" review will be initiated by the Manager.

10. Training & Developmental Employees

At times, new employees will be hired into roles and will not possess the minimum skill/qualifications required for the role. They are considered “Developmental” employees and placed into a “Training Level”. If so, the starting salary may be less than the Minimum (80%) of the actual salary range. The employee’s salary can be brought up to the Minimum at any time once their performance warrants them to be paid at or closer to the Minimum. This can be done at any time during a year and does not need to coincide with the annual review period. Increases to the Minimum do not require any approvals with the exception of ensuring budgets support the change.

11. Lateral Transfers

Employees transferring from one role to another within the same job level will not receive a salary adjustment. The transfer usually represents a developmental opportunity. In most situations, the employee’s performance in the current role should be reviewed within the annual performance cycle.

12. Job Level Change – Move to a Higher Level

Employees may move to a position at a higher level if they are asked to assume a higher role, if they apply for a higher-level role or if the responsibilities of their current role significantly increase and a job evaluation determines that the role is now at a higher level. Moving to a higher level will likely result in a salary increase although it is not guaranteed.

All salary increases will be made in consultation with the CAO. Typically, a promotional increase would be from 0% to 10% (to a step within the new range), however, when determining if a salary increase is warranted, the following should be considered:

- The current salary relative to the salary range of the new position
- The employee’s skills and responsibilities relative to others in a similar role
- The developmental requirements of the employee to fully perform the role
- The employee’s previous experience and education
- The salary budget available

It is customary that the employee would move to the minimum of the new role (Step 1) but this is not always the case. At times the employee will be placed at a higher step within the job level.

13. Job Level Change - Move to a Lower Level

Occasionally, employees are moved to a lower level role. This may occur if the current job has been phased out, if the current position is re-evaluated into a lower level or if the employee’s responsibilities have decreased due to performance issues.

If the employee is moved to a lower level position, they will be “red circled” and will remain at their current salary without future increases until their salary is within the salary range of their new position. Once this salary is within the range, they may be eligible for future increases.

14. New Position Process

Managers must consult with the CAO to obtain approval for a new position. Once a new position is approved, a Position Description must be created. This can be done in consultation with the CAO. The Position Description must be created for the job evaluation to be completed so the new role can be assigned a Job Level and appropriate Salary Range. Any, and all, new permanent positions require Council approval.

15. Repeal

Policy MDL-45 approved on October 16, 2008 and amended on November 10, 2009 and June 14, 2011 is hereby repealed and replaced with this Policy MDL-45.

Clerk’s Annotation for Official Policy Book	
Date of Adoption	
Date of Notice to Council Members of Intent to consider amendments	
Date of Passage of Amendments:	
I certify that this “Salary Administration Policy – MDL-45” was adopted by Council as indicated above.	
<hr style="border: none; border-top: 1px solid black;"/> Municipal Clerk	<hr style="border: none; border-top: 1px solid black;"/> Date

Municipality of the District of Lunenburg

POLICY

Title: Salary Administration	
Policy No. MDL-45	
Effective Date: October 16, 2008	Amended Date: November 10 2009, June 14, 2011

1.0 — TITLE

~~This Policy title shall be titled the Salary Administration Policy of the Municipality of the District of Lunenburg. [amended Nov. 10, 2009]~~

2.0 — PURPOSE

~~The Purpose of this Policy is to ensure a consistent and fair approach to salary administration and performance management within the Municipality of the District of Lunenburg. [amended Nov.10, 2009]~~

3.0 — DEFINITIONS

~~3.1 — Job Evaluation Instrument means the Evaluation Plan developed by AON Inc. and as contained in Appendix A, which is used to evaluate positions for internal relatively. The Job Evaluation Instrument is a tool whereby positions are able to be ranked within a Job Classification Grouping.~~

~~3.2 — Job Classification Groupings means the grouping of positions, based upon the necessary qualifications, responsibilities, efforts and working conditions demanded of a position, and as approved by Council from time to time. Appendix B contains the Job Classification Groupings at the time of adoption of this policy.~~

~~3.3 — Salary Structure means a range of pay for a level of duties as defined by the Job Classification Groupings. The salary ranges by Job Classification Grouping as per Schedule B.~~

~~3.4 — Employee means a non-unionized permanent employee of the Municipality of the District of Lunenburg.~~

4.0 — POSITION EVALUATION SYSTEM

~~4.1 — All positions within the Municipality of the District of Lunenburg shall be analyzed using the Job Evaluation Instrument approved by Municipal Council, to determine the position ranking within the Job Classification Groupings. The Job Evaluation Instrument shall be based on value of the position, rather than the qualifications or abilities of an employee.~~

~~— The Job Evaluation Instrument shall be as established in Appendix A.~~

~~———— The Job Classification Groupings shall be as established in Appendix B.~~

~~4.2 — All positions shall be examined every four years to validate the positions evaluation and job classification grouping. Positions may be examined at a smaller interval than four years, if deemed appropriate by the Chief Administrative Officer. [amended Nov. 10, 2009]~~

~~5.0 — JOB EVALUATION COMMITTEE~~

~~5.1 — There shall be a Job Evaluation Committee established by the Chief Administrative Officer, consisting of Senior Managers, whose purpose shall be to evaluate all new positions, and re-evaluate all existing positions as required, utilizing the Position Evaluation System.~~

~~5.2 — [deleted June 14, 2011]~~

~~5.3 — The evaluation of all Senior Management Positions shall be done by Chief Administrative Officer subject to budget authority. [amended June 14, 2011]~~

~~5.4 — [deleted June 14, 2011]~~

~~5.5 — The evaluation of the Chief Administrative Officers position shall be done by Council~~

~~6.0 — SALARY STRUCTURES~~

~~6.1 — The Job Classification Groupings, as identified in Appendix B, contain a salary range for each grouping. [amended Nov. 10, 2009]~~

~~6.2 — All employees shall be paid an annual cost of living adjustment based on the National Consumer Price Index as determined by Statistics Canada as of December 31 of each year, except in the event that the Consumer Price Index is negative, in which case there shall not be an annual cost of living adjustment. [amended Nov. 10, 2009]~~

~~6.3 — The salary structure shall be reviewed annually to ensure the positions are comparable to market conditions. Adjustments to the salary structure shall be recommended by the Chief Administrative Officer to Council as part of the annual budget deliberations.~~

~~6.4 — Each salary band shall be divided into three zones being:~~

~~———— a) — Development Zone 80% – 94% This zone shall be used to set the salary of an incumbent who does not yet have all the competencies for the position or whose performance is not yet up to par;~~

~~———— b) — Control Zone 95% – 105% of the band midpoint. This zone is used to set the salary of the incumbent who has demonstrated that he/she possesses all the competencies required by the position and whose performance is fully satisfactory on a sustained basis.~~

- ~~c) Exceeding Zone 105% to 110% of the band mid-point. This zone is used to set the salary of the incumbent who has demonstrated that his/her competencies exceed what is normally expected for the position and whose performance exceeds expectations on a sustained basis.~~

~~7.0 INDIVIDUAL SALARY REVIEW PROCESS ON THE EFFECTIVE DATE OF THE POLICY~~

~~This section applies to all incumbents that were employed by the Municipality of the District of Lunenburg on the effective date of this Policy.~~

- ~~7.1 A supervisor of each incumbent shall assess the performance of all of his/her non-unionized subordinates on the effective date of this Policy. The assessment shall be completed utilizing a Performance Evaluation Form approved by the Chief Administrative Officer.~~

~~7.2 [deleted June 14, 2011]~~

- ~~7.3 The Chief Administrative Officer shall conduct a Performance Evaluation of all Managers and determine the placement of the manager within the respective salary band zone. [amended Nov. 10, 2009]~~

- ~~7.4 The Chief Administrative Officer may approve recommended placements and corresponding salary adjustments subject to budget approval. As of the effective date of this policy, Municipal Council has given budget authority for incumbent placements at 95 % of the salary band mid-point, to be phased in over the fiscal years of 08-09 and 09-10.~~

- ~~7.5 Where an incumbent's salary is greater than the salary resulting from the assessment of the incumbent's competencies per Section 7.2, 7.3 and 7.4, the incumbent's salary shall not be decreased. Future increments will be per Section 8.0~~

- ~~7.6 Subsections 7.1, 7.2, and 7.3 apply to all new incumbents that become in the employ of the Municipality subsequent to the effective date of this policy.~~

~~8.0 INDIVIDUAL SALARY REVIEW PROCESS~~

- ~~8.1 A supervisor shall assess the performance of all his/her subordinates on an annual basis, using a Performance Evaluation Form approved by the Chief Administrative Officer.~~

- ~~8.2 The supervisor shall make a recommendation to the Chief Administrative Officer respecting adjustments to places within a salary band and the corresponding salary increases. The Guidelines contained in Appendix C shall be used in making adjustment recommendations. [amended June 14, 2011]~~

~~8.3 — The Chief Administrative Officer shall assess the performance of all senior managers and subordinate staff. Any salary adjustments shall be based upon a performance evaluation.~~

~~8.4 — The Chief Administrative Officer shall approve individual salary adjustments in accordance with the salary structures specified in Appendix B, and the guidelines contained in Appendix C and subject to:~~

- ~~a) — receipt of a recommendation from the Job Evaluation Committee,~~
- ~~b) — Proof of a current performance evaluation,~~
- ~~c) — the adjustment being accommodated within the Salary Account of the appropriate departmental budget~~

~~**9.0 — PROMOTIONS, DEMOTIONS AND TRANSFERS**~~

~~9.1 — In the case of a promotion, the employee's salary will be increased to the minimum of the salary band of the position to which he/she is promoted. Notwithstanding this, the salary increase shall be not less than 5 percent.~~

~~9.2 — In the case of a demotion, the employee's salary shall be set at the lowest of:~~

- ~~a) — the salary he/she had before the demotion, or~~
- ~~b) — the mid-point of the position to which he/she is assigned.~~

~~9.3 — In the case of a transfer, which is a lateral move, the employee's salary shall not be affected.~~

Clerk's Annotation for Official Policy Book	
Date of Adoption	<u>October 16, 2008</u>
Date of Notice to Council Members of Intent to consider amendments	<u>May 20, 2011</u>
Date of Passage of Amendments:	<u>June 14, 2011</u>
I certify that this "Salary Administration Policy – MDL-45" was adopted by Council as indicated above.	
_____	_____
Municipal Clerk	Date

Appendix A

JOB EVALUATION INSTRUMENT (separate sheet)

Table 1– Job Evaluation Points and Groupings

Job-Evaluation points		Grade	Resulting Salary Midpoint	Midpoint Differential	Job Evaluation Point Width
from	To				
0	199	1	\$28,000	1.10	50
200	249	2	\$30,800		
250	299	3	\$33,880		
300	349	4	\$37,268		
350	399	5	\$40,995		
400	474	6	\$47,144	1.15	75
475	549	7	\$54,216		
550	624	8	\$62,348		
625	699	M3	\$67,000	1.18	75
700	799	M2	\$79,060		100
800	-	M1	\$93,291		

Appendix-B

Job-Classification-Groupings

Code	Categories	Department	Preliminary Groupings
37	Chief Administrative Officer	Administration	M1
29	Director of Engineering and Public Works	Eng/Public Works	M2
18	Director of Financial Services/Municipal Treasurer	Finance	
10	Director of Planning and Development Services	Planning/Development Services	
26	Operations Manager	Eng/Public Works	M3
4	Director of Recreation Services	Recreation	
34	Engineer	Eng/Public Works	8
20	Assistant Treasurer	Finance	7
5	Program Coordinator	Recreation	
36	Community Economic Development Officer	Administration	
9	Planner	Planning/Development Services	
	Grants Coordinator	Administration	6
27	Operations Assistant Public Outreach/	Eng/Public Works	
1	Trails & Open Space Coordinator	Recreation	
27	Operations Assistant Transfer Station/Recycling Plant/Compost/Lagoons	Eng/Public Works	
17	Purchasing Coordinator	Finance	
27	Operations Assistant Technical Services	Eng/Public Works	
11	Development Officer	Planning/Development Services	
15	Senior Payroll Clerk	Finance	
35	Municipal Clerk	Administration	
12	Building/Fire Inspector	Planning/Development Services	
13	Building Inspector	Planning/Development Services	
24	Sewer Operator	Eng/Public Works	4
	Network Administrator/IT Technician	Finance	
6	Maintenance Worker/Custodian	Recreation	
16	Recording Secretary	Finance/Administration	
14	Tax Clerk	Finance	
8	Planning Technician	Planning/Development Services	
28	Draftsperson – Technician	Eng/Public Works	

25	Senior Secretary	Eng/Public Works	3
19	Cashier/ Customer Service Clerk	Finance	
2	Secretary/Clerk	Recreation	
22	Accounts Payable Clerk	Finance	
21	Accounts Receivable/ Jr. Payroll Clerk	Finance	
32	Administrative Secretary	Eng/Public Works	
33	Administrative Support	All	
23	Waste Reduction Coordinator Assistant	Eng/Public Works	
7	Casual Evening Custodian/Casual Custodian Groundskeeper	Recreation	4
3	Seasonal Custodian Groundskeeper	Recreation	
30	Custodian	Eng/Public Works	

Schedule B1—Salary Range by Group and Salary Adjustments by Year within the range.

Group	Year-1	Year-2	Year-3	Year-4	Year-5	Year-6	Year-7	Year-8	Year-9	Year-10
1	22,400	23,520	24,640	25,760	26,880	28,000	28,700	29,400	30,100	30,800
2	24,600	25,840	27,080	28,320	29,560	30,800	31,570	32,340	33,110	33,880
3	27,100	28,460	29,820	31,180	32,540	33,900	34,748	35,595	36,443	37,290
4	29,800	31,300	32,800	34,300	35,800	37,300	38,233	39,165	40,098	41,030
5	32,800	34,440	36,080	37,720	39,360	41,000	42,025	43,050	44,075	45,100
6	37,700	39,580	41,460	43,340	45,220	47,100	48,298	49,495	50,693	51,890
7	43,400	45,560	47,720	49,880	52,040	54,200	55,555	56,910	58,265	59,620
8	49,800	52,300	54,800	57,300	59,800	62,300	63,858	65,415	66,973	68,530
M3	53,600	56,280	58,960	61,640	64,320	67,000	68,675	70,350	72,025	73,700
M2	63,200	66,372	69,544	72,716	75,888	79,060	81,037	83,013	84,990	86,966

Notwithstanding the Salary ranges established in Schedule B1, the following salary ranges that existed on the effective date of this Policy shall remain in effect until such time as the position becomes vacant, at which time the salary range shall be as established in Schedule B1 or by way of amendment to this Schedule B2.

Schedule B2

Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
6a-Municipal Clerk	46,080	51,960	53,413	54,867	56,230	n/a
7a-Assistant Treasurer	53,509	55,392	57,275	59,159	61,042	62,925
8a-Municipal Engineer	56,320	64,853	68,266	71,680	n/a	n/a

Notwithstanding the Salary Adjustments noted in Schedule B1 the following Salary Adjustments that existed on the effective date of this Policy shall remain in effect until the final increment is reached, at which the next increment shall be the nearest salary adjustment of the Job Classification Grouping contained in Schedule B1.

Position/Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Municipal Clerk /6	46,080	51,960	53,413	54,867	56,230	n/a
Assistant Treasurer/7	53,509	55,392	57,275	59,159	61,042	62,925
Municipal Engineer/8	56,320	64,683	68,266	71,680	n/a	n/a
Operations Assistant Technical Services/6	43,594	46,075	48,556	51,037	n/a	n/a
Development Officer/6	43,062	47,528	49,017	50,506	n/a	n/a
Community Economic Development Officer/7	50,176	53,248	54,955	56,661	58,368	n/a

Shaded cell presents current position in the salary range on the effective date of this policy

Appendix C

Salary Increase Guidelines

The following Guidelines shall be used in preparing a recommendation with respects to a salary band adjustment:

1. Generally, an incumbent is not paid less than the minimum of his/her salary band provided he/she possesses the minimal requirements for the position.
2. Generally, an incumbent is not paid more than the maximum of his/her salary band unless it is a consequence of a downgrading (“red circle”).
3. Given satisfactory performance, an employee shall be moved to the next step within the salary band within his or her level.
4. Given exceeds or exceptional performance rating, an employee shall receive an increase greater than a satisfactory performance rating. The increase shall not exceed two steps within the salary band within his or her level.



MUNICIPALITY OF THE DISTRICT OF LUNENBURG

REPORT TO: Policy and Strategy

SUBMITTED BY: Dave Waters Director of Business Development Tourism and Infrastructure

DATE: May 21, 2019

SUBJECT: Regional Economic Development Overview

DISCUSSION

On October 31, 2018 Council and the Economic Development Department had a workshop on regional economic development and a path moving forward. The workshop laid out a path forward for the District of Lunenburg understanding the closure of the Regional Enterprise Network and new increased priorities of the Economic Development Department.

The presentation laid out;

- SSREN Lessons Learned
- Department Review
- Department 2014 – 2019 Strategic Plan
- Gaps and Areas of Interest
- Options moving forward

Council gave staff direction to proceed with the following option.

A more robust Economic Development Department and increased integration with Planning and regional partners. Council indicated that their preference was focus on the District of Lunenburg but was open to working with other partners in Lunenburg County.

Following the discussion staff moved forward to put the plan into place with the new 2019/2020 budget and discussion with other partners in Lunenburg County. Staff of MODL, MODC, MB & TOB meet to discuss options and met with the Mayors & CAO

with a draft plan that would see the 5 municipal units in Lunenburg County working closer together on Economic Development projects.

The attached presentation outlines the plan that was put together that would enable the 5 municipal units in Lunenburg County to work closer together on Economic Development related items.

REGIONAL ECONOMIC DEVELOPMENT STAFF REPORT

AGENDA

- ▶ **SSREN Lessons Learned**
- ▶ **Landscape**
- ▶ **Gaps and Areas of Interest**
- ▶ **Existing Projects**
- ▶ **Options moving forward**

1

ECO DEV - SSREN

Lessons Learned

- Overall Geographical Size of the SSREN
- Philosophical disconnection with ECO DEV in NS in 2016 – REN focused on smoke stake chasing rather the Place development
- Lack of funds to facilitate project-based activities
- Scope was too large for the size of the team to effectively execute projects and see results
- Disconnect with Municipal staff and Partners
- Challenges with competing interest
- Overlap of services

2

CAPACITY BUILDING:


5

ECONOMIC THINK TANKS:

6

NAVIGATION:

Nova Scotia's Business Navigator Service

 Government of Canada / Gouvernement du Canada

Canada Business Network



7

PEOPLE ATTRACTION/PLACEMAKING:

isans | Immigrant Services Association of Nova Scotia

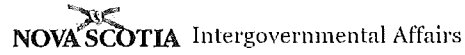
develop | *Plan with us. Challenge us too.*
NOVASCOTIA

NOW LUNENBURG COUNTY.

 **NOVASCOTIA CANADA**
NOVASCOTIA IMMIGRATION

8

INVESTMENT ATTRACTION



9

TOURISM ATTRACTION



Marine Tourism only



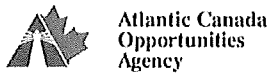
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TOURISM INFORMATION SERVICES:



11

TOURISM CAPACITY BUILDING:



12

TOURISM PRODUCT DEVELOPMENT:



13

POTENTIAL GAPS

- ▶ Direct client connection/business advisory and visitation – Who is talking to who? Is there overlap? Are there gaps?
- ▶ Navigation Services
- ▶ Red Tape Reduction Review
- ▶ Land / Asset review and management
- ▶ Business awareness and celebration
- ▶ Regional Marketing (i.e. Why Here, economic profile, sector strategies, etc.)

14

EXISTING AND PREVIOUS REGIONAL BASED PROJECTS

- ▶ Agriculture Day
- ▶ Agriculture promotion
- ▶ Internet
- ▶ Tourism
- ▶ Event Development
- ▶ Events Levy
- ▶ VIC Distribution Plan
- ▶ Regional Grant request reviews
- ▶ General Economic Development Sharing
- ▶ Whyhere

15

POSSIBLE FUTURE PROJECTS

Future possible Projects

- ▶ Land / asset review and plan
- ▶ Regional collaboration & Marketing
 - ▶ Investment attraction
 - ▶ People attraction
- ▶ ~~Single~~ Client point of contact model - external
- ▶ Business advisory services
- ▶ Business visitation
- ▶ Red Tape reduction Review
- ▶ Workforce Initiatives - (i.e. Connector Program; immigration, etc.)

16

**Request for Agenda Items under
Mayor's/Deputy Mayor's/Councillors' Matters**

TO: Chief Administrative Officer

FROM: Michael Ernst

DATE: May 13, 2019

1. Agenda Item
Signage Blockhouse

2. On what agenda do you want the item placed?
May 21, 2019 Policy Strategy Committee

3. Do you have written material to circulate with the agenda? Yes X
If you do, please attach it to this form

Please See Below

4. What is its relevance to Council or the committee?
The Bloockhouse Area Residents Kinship Society wishes to install 4 signs where Highway 325 and the Northwest/Cornwall Roads enter their community.

Concept design for the sign is copied below, along with a map showing the four sign locations.

Mr. Glen Strang, TIR, has said the request for the signs must come through the Municipal Councillor.

I am uncertain if this request needs the full backing of Council. Having the topic in the PSC Agenda may help other Councillors if they get similar requests.

All costs for the signs will be met by the residents' association.

5. What outcome(s) are you seeking?
Permission to make this request on behalf of the Blockhouse Area Residents Kinship Association.



Councillor's Signature

Date

May 13, 2019

Approval for agenda: Yes No

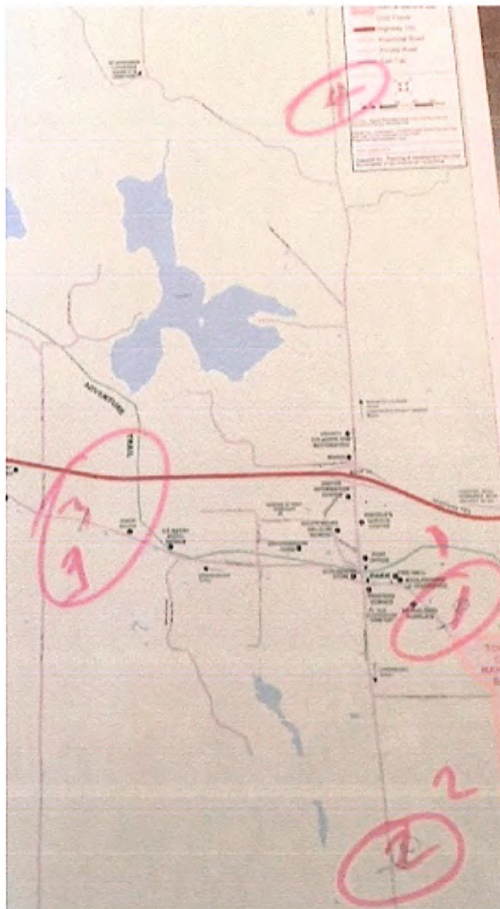
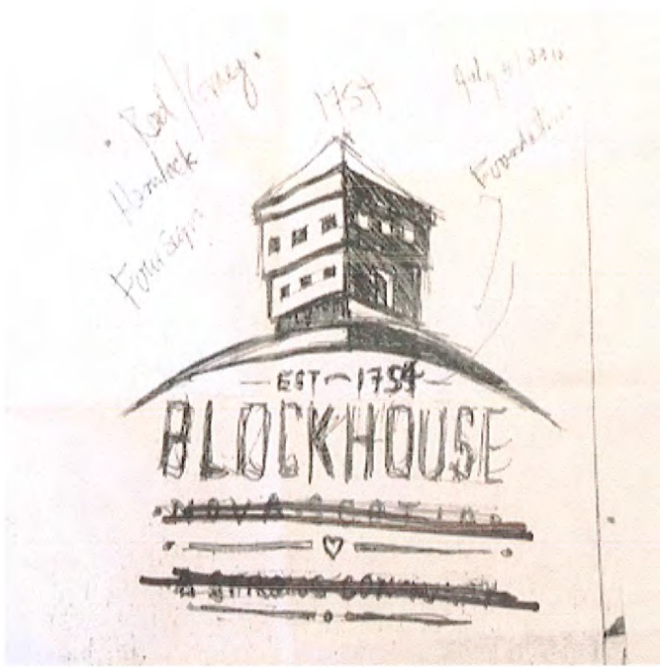
Reason for Denial:



Mayor or Chair of Committee

Date

May 16/19.



Request for Agenda Items under Mayor's/Deputy Mayor's/Councillors' Matters

TO: Chief Administrative Officer
FROM: Eric Hustvedt
DATE: May 14, 2019 for PSC May 21, 2019

1. Agenda Item
Report from NSFm Spring Workshop

2. On what agenda do you want the item placed?
PSC May 21

3. Do you have written material to circulate with the agenda? Yes No

If you do, please attach it to this form. If you do not, please explain.

Also, many related Workshop PowerPoint presentations will be available from the NSFm website.

4. What is its relevance to Council or the committee?
Relate the information and networking relevant to Council policy direction

5. What outcome(s) are you seeking?
Sharing what is relevant to Council policy-making and decisions.

E O Hustvedt E. O. Hustvedt
Councillor's Signature

May 14, 2019
Date

Approval for agenda: Yes No

Reason for Denial:

Cathy Moore
Mayor or Chair of Committee

May 16/19
Date



MAY 8 – 10, 2019 NSFM SPRING CONFERENCE

Holiday Inn, Truro, Nova Scotia



NOVA SCOTIA
FEDERATION OF
MUNICIPALITIES

Don't miss the Annual Spring
gathering of municipally-
elected officials!

LEARN



NETWORK



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ACHIEVE



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Halifax, NS B3J 3K8
902-423-8331

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Program

Wednesday, May 8th, 2019

4:00 p.m.- 8:00 p.m.

Registration

6:30 p.m. – 8:00 p.m.

Caucus Meetings

8:00 p.m. – 9:30 p.m.

Meet & Greet

Thursday, May 9th, 2019

8:30 a.m. – 9:00 a.m.

Opening Greetings

NSFM President's Report – *Councillor Wayne Mason, HRM*

9:00 a.m. – 10:00 a.m.

Collaborative Municipal Success Stories

Successful Physician Recruitment - An acute physician shortage was brought to the attention of the Cumberland region's three municipal units early in 2018. Local doctors' fear that the regional hospital may lose its Level 2 status due to this shortage led the Town of Amherst, Town of Oxford and the Municipality of the County of Cumberland to partner with our provincial representatives and local medical leaders to create the Cumberland Health Care Task Force. The task force established physician retention and recruitment committees consisting of municipal and medical leaders. Members of the recruitment committee attended physician recruitment fairs in Digby and Toronto because it was felt local representation was needed in order to be successful in attracting doctors to the Cumberland region. This collaborative effort between municipal and local medical leaders resulted in contacts with 94 physicians and the successful recruitment of several physicians to the Cumberland region. Come and learn about their strategy!

Cliffs of Fundy Aspiring Geopark Initiative – Collaborative effort of County of Colchester and County of Cumberland - Devin Trefry, Research, Policy, and Community Engagement Officer with the Municipality of the County of Colchester and Stephanie Moreau, Tourism Development Officer with the Municipality of the County of Cumberland, will be sharing an exciting update regarding the Cliffs of Fundy Aspiring Geopark Initiative. In addition to the update, they will also share how working collaboratively on Cliffs of Fundy Aspiring Geopark Initiative and towards a common goal has strengthened the relationship between the two municipalities. The Cliffs of Fundy Aspiring Global Geopark encompasses an area from the shoreline into the Cobequid Highlands from the mouth of the Apple River to the Mi'kmawey Debert National Historic Site, an area of 2511 square kilometres.

10:00 a.m. – 10:15 a.m.	Break/Networking	
10:15 a.m. – 11:15 a.m.	<p>Bill 55 – The Windsor/West Hants Experience – Kevin Latimer, Q.C. Partner, Cox and Palmer - What will Nova Scotia's newest municipality look like in April 2020? How will life be better for its citizens? The Coordinating Committee established under Bill 55 is responsible for the design and implementation of the new Region of Windsor and West Hants Municipality. During this session the Coordinator and Committee members will discuss the decision to consolidate, key tasks and processes associated with the project, and some of the big questions to be addressed and how the Committee is working through them together.</p>	
11:15 a.m. – 12:00 p.m.	<p>Minister Chuck Porter Department of Municipal Affairs Province of Nova Scotia</p>	
12:00 p.m. – 1:00 p.m.	<p>Delegates' Luncheon Kindly sponsored by</p>	
1:00 p.m. – 1:45 p.m.	<p>Cumberland North MLA Elizabeth Smith-McCrossin PC Critic</p>	
1:45 p.m. – 2:45 p.m.	<p>Concurrent Sessions: (Attend 1 of 2)</p> <p>Best Practices for In-Camera Sessions – This session will provide guidance on good governance practices for in-camera sessions of councils. Martin Ward, Q.C., is the General Counsel and Team Lead for the Litigation Group at the Halifax Regional Municipality's Legal Services. He has over 40 years of legal practice in the Public Sector, first with the Federal Justice Department and more recently, for the past 10 years, with HRM. He has appeared in all levels of courts in the Maritime Provinces and before numerous administrative boards. He has extensive experience sitting as the Municipal Solicitor at meetings of Halifax Regional Council, the Police Commission, and other Municipal Boards and Committees and as such, practical experience with the conduct of both public and in camera council meetings.</p> <p>Navigating Social Media 101 - There has been no better time to augment your communications efforts than today, with the strategic use of social media channels. Content Strategist, Emily Farlow and Associate Vice President of Marketing and Brand Strategy, Tara Wickwire of NATIONAL Public Relations will lead a session that provides:</p> <ul style="list-style-type: none"> • an overview of each channel and what sort of content will resonate with your audiences • how to achieve consistent voice and tone • when to engage with audiences • how to optimize engagement with your audiences 	

2:45 p.m. – 3:00 p.m.

Break/Networking

3:00 p.m. – 4:00 pm.

New Climate Change Resources, Best Practices & Innovative Solutions for Nova Scotia Municipalities - This session will explore options for advancing municipal climate change initiatives, providing you with ideas and inspiration to move forward on projects within your own municipality! You will hear about new resources, access to local climate data, training and support to build your local capacity and help make your municipality more resilient to climate change. Local examples will be used to demonstrate how our municipalities are making their operations more efficient and reducing their climate change-related risks. You will also learn how a handful of municipalities have identified barriers to adaptation and solutions for implementing concrete actions to facilitate local adaptation planning.

4:00 p.m. – 5:00 p.m.

Concurrent Sessions: (Attend 1 of 2)

What does the National Housing Strategy mean for Nova Scotia? -

Affordable housing is one of the most pressing issues for Nova Scotians, and as such, for Nova Scotia municipalities. Housing Nova Scotia's new Chief Executive Officer, Nancy MacLellan, will provide an overview of the Province's efforts to meet the housing need of low-income Nova Scotians through the National Housing Strategy. She will also present the results of a recent online survey conducted with members of the NSFAM to help shape Housing Nova Scotia's new action plan.

Siting of Public Buildings with LPPANS -Nathan Rogers, MCIP, LPP, President of LPPANS and Tristan Cleveland, Political Science PhD Candidate at Dalhousie - Some Nova Scotia communities feel like they've lost out when it comes to where their schools or other public facilities have been located. Come and hear about how the Licensed Professional Planners Association of Nova Scotia is making huge strides to improve communities in our province. You will hear about the issue, understand the progress to date, and consider what actions come next.

7:00 p.m. – 11:00 p.m.

Host Social - Get ready for a great evening of entertainment, food and fun! The Town of Truro and Municipality of Colchester will welcome delegates to the Truro Farmers Market on Thursday night in downtown Truro from 7-11pm. Here you will hear three local bands of different genres: Blues (McCready Brothers), Celtic (Alycia Putnam and Family) and Rock/Country (Tim Bowers and Friends). There will be food trucks and vendors on site providing a variety of food choices. Vouchers will be given to delegates so you can enjoy multiple foods at no cost. To wash your food down, we will have a number of distillers, brewers and wine-makers on site with free samples and the option to buy your favorites to take home. A shuttle service will be available. The Farmers Market is within walking distance.



An evening of friendship and networking await you with everything in place to make for a fantastic night!

Friday, May 10th, 2019

9:00 a.m. – 9:45 a.m.

Halifax Needham MLA Lisa Roberts (TBC)
NDP Critic

9:45 a.m. – 10:45 a.m.



Rick Hansen
Your Building. Our Future.
Imagine a world without barriers.

Through the power of his own story and the inspiration he's found in others, Rick Hansen believes it is not what happens to you, but what you do with it that counts. Rick challenges audiences to check their own perceptions and question the barriers to success within themselves and their communities. With the Rick Hansen Foundation, Rick and his team raise awareness about accessibility, inclusion, and the potential of people with disabilities. Rick's presentation will inspire you to identify barriers in your environment and see that everyone has the ability to make a difference. Anything is possible if you have the courage to try. Rick Hansen, C.C., O.B.C., six-time Paralympic medalist, is a Canadian icon best known as the "Man in Motion" for undertaking an epic 26 month, 40,000 km journey around the world in his wheelchair. He is the Founder of the Rick Hansen Foundation, an organization committed to creating a world without barriers for people with disabilities.

10:45 a.m. – 11:00 a.m.

Event Wrap Up

How to Register

Delegate Before April 25 th	\$ 300 + HST+ Carbon Surcharge* (\$350.00)
Delegate After April 25 th	\$ 350 + HST + Carbon Surcharge*(\$407.50)
Non-Member Delegate Before April 25 th	\$ 375 + HST + Carbon Surcharge* (\$436.25)
Non-Member Delegate After April 25 th	\$ 425 + HST + Carbon Surcharge* (\$493.75)

*Carbon Surcharge Fund

Members [click here to register on-line](#) or register by e-mail to tverbeke@nsfm.ca (if registering by email please include whether you and a guest will attend the social night on May 9th. Also include any dietary restrictions)

Non Members [click here to register on-line](#).

CANCELLATION POLICY: All cancellations must be received in writing (by e-mail tverbeke@nsfm.ca) before 4:30 p.m. on Friday, April 26th. These cancellations will not incur any fee. Cancellations received between 4:30 p.m. on April 26th and 4:30 p.m. on May 3rd will be charged \$100 plus HST (\$115.00). Cancellations received after 4:30 p.m. on May 3rd will be charged the full registration fee. Substitutions are welcome at no charge.

Accommodation

We understand both blocks are now full – please call the hotel to get on a waiting list or book in other locations in Truro - [this link](#) provides some options.

HOLIDAY INN TRURO Block will be held until April 19 th	\$ 115++ s/d	Use this link to book Nova Scotia Federation of Municipalities or call the hotel directly to book with a guest services representative 902-895-1651
BEST WESTERN GLENGARRY Block will be held until April 7 th	\$ 113.99 ++ s \$ 123.99 ++ d	902-893-4311 - Ask for the Nova Scotia Federation of Municipalities Room Block

Request for Agenda Items under Mayor's/Deputy Mayor's/Councillors' Matters

TO: Chief Administrative Officer
FROM: Eric Hustvedt
DATE: May 14, 2019 for May 21, 2019 PSC

1. Agenda Item
Report on CPT's consultation in Lunenburg re: a County transit system

2. On what agenda do you want the item placed?
PSC May 2019

3. Do you have written material to circulate with the agenda? Yes No

If you do, please attach it to this form. If you do not, please explain.
Can be a verbal report at this time

4. What is its relevance to Council or the committee?
Keeping abreast of the needs assessment being done by CPT and its potential relevance to Council in the medium term.

5. What outcome(s) are you seeking?
Share what we learned (Councillors Knickle and Whynot also attended) and put the implications in perspective for Council's current capacity to respond.

E. O. Hustvedt E. O. Hustvedt
Councillor's Signature

May 14, 2019
Date

Approval for agenda: Yes No

Reason for Denial:

Larry Moore
Mayor or Chair of Committee

May 16/19
Date