

**REGION OF QUEENS MUNICIPALITY
REGULAR COUNCIL
TUESDAY, MAY 8, 2018
9:00 a.m.**

PRESENT: Mayor David Dagley, Chair
Councillor Kevin Muise
Councillor Heather Kelly
Councillor Brian Fralic
Deputy Mayor Susan MacLeod
Councillor Jack Fancy
Councillor Raymond Fiske
Chris McNeill, CAO
Christine Watson, Recording / Management Secretary

REGRETS: Councillor Gilbert Johnson

1.0 CALL TO ORDER:

Mayor Dagley called the meeting to order at 9:00 a.m.

2.0 CHANGES / APPROVAL OF AGENDA

It was moved by Councillor Fralic and seconded by Councillor Muise that the Agenda be approved as amended:

**Remove Item 14.1 – North Queens Councillor Public Consultation
Add Item 14.1 – Municipal Profile and Financial Condition Indicators Results
Add Item 14.2 – Permission to Suspend Committee of the Whole Meeting for May**

MOTION CARRIED unanimously.

3.0 PRESENTATION

There were no presentations to come before this meeting.

4.0 TABLING OF PETITIONS:

There were no petitions to come before this meeting.

5.0 PUBLIC QUESTION / COMMENT SESSION:

There were no members of the public who wished to comment before this meeting.

6.0 APPROVAL OF MINUTES:

6.1 Council Minutes – April 24, 2018

It was moved by Councillor Fiske and seconded by Councillor Fancy:

THAT the minutes of the Regular Council meeting held April 24, 2018 be approved as circulated.

MOTION CARRIED unanimously.

6.2 Public Hearing Minutes – April 24, 2018 – Rezone 17 School Street, Milton

It was moved by Councillor Fancy and seconded by Councillor Muise:

THAT the minutes of the Public Hearing meeting – Rezone 17 School Street, Milton held April 24, 2018 be approved as circulated.

MOTION CARRIED unanimously.

6.3 Public Hearing Minutes – April 24, 2018 – Rezone 38 Bristol Avenue, Liverpool

It was moved by Councillor Fiske and seconded by Councillor Muise:

THAT the minutes of the Public Hearing meeting – Rezone 38 Bristol Avenue, Liverpool held April 24, 2018 be approved as circulated.

MOTION CARRIED unanimously.

7.0 DANGEROUS OR UNSIGHTLY PREMISES:

There were no items to come before this meeting.

8.0 ECONOMIC DEVELOPMENT:

Councillor Fralic declared a Conflict of Interest and left Council Chambers at 9:03 a.m.

8.1 Privateer Days Commission Request for Waiver of Policy 58 – Consumption of Alcohol on Municipal Property

It was moved by Councillor Kelly and seconded by Councillor Muise:

THAT the Council of Region of Queens Municipality agree to waive Policy 58 – Consumption of Alcohol on Municipally Owned Properties at the request of Privateer Days Commission at Privateer Park, Liverpool and Fort Point Lighthouse Park, Liverpool, between Friday, June 22 – Sunday, June 24, 2018.

AND THAT the applicant be required to submit proof of insurance in no less than \$2,000,000 per occurrence with the Region of Queens Municipality as additional insured, and copy of the in effect liquor license from the Province of Nova Scotia to the Region, and that all municipal, provincial, and federal laws be strictly adhered to.

MOTION CARRIED unanimously.

Councillor Fralic returned to Council Chambers at 9:05 a.m.

8.2 Privateer Farmers' Market Request for Waiver of Policy 58 – Consumption of Alcohol on Municipal Property

It was moved by Councillor Kelly and seconded by Councillor Fralic:

THAT the Council of the Region of Queens Municipality agree to waive Policy 58 – Consumption of Alcohol on Municipally Owned Properties at the request of Privateer Farmers Market at Centennial Park, Liverpool on Saturdays from May 19 to October 6, 2018.

AND THAT the applicant be required to submit proof of insurance in no less than \$2,000,000 per occurrence with the Region of Queens Municipality as additional insured, and copy of the in effect liquor license from the Province of Nova Scotia to the Region, and that all municipal, provincial, and federal laws be strictly adhered to.

MOTION CARRIED unanimously.

8.3 Town Hall Arts & Cultural Centre – Proposal for Operation

It was moved by Councillor Kelly and seconded by Councillor Muise:

THAT the Council of the Region of Queens Municipality requests staff to negotiate a one-year renewable Agreement with Evan Cameron and Gabrielle Drown for the operation of the Town Hall Arts and Cultural Centre.

AND THAT the Chief Administrative Officer be authorized to negotiate the terms and conditions of the Agreement on Council's behalf.

Richard Lane, Community Economic Development Coordinator, stated in response to a Request for Proposals (RFP) which closed on April 6, 2018, a proposal was received from Evan Cameron and Gabrielle Drown. Their proposal supports the development and sustainability of the local artist community, including a downstairs café facility, a used and local bookstore, art consignment market; and in the upstairs area, a proposal for an art and craft studio and workshops, curated exhibitions and arts programming.

MOTION CARRIED unanimously.

9.0 CORPORATE SERVICES:

9.1 Policy 17 – FCM Attendance

It was moved by Councillor Fiske and seconded by Councillor Fancy:

THAT the Council of Region of Queens Municipality approve Policy 17 respecting FCM Attendance.

Chris McNeill, CAO, stated that during budget deliberations Councillors requested to attend FCM meetings. As set out in the guidelines (copy attached to original set of Minutes), three members are eligible to attend, the Mayor or Deputy Mayor and two Councillors. This year the FCM meeting will be held in Halifax May 31 to June 3, 2018.

MOTION CARRIED unanimously.

9.2 Selection of Council Members to Attend Federation of Canadian Municipalities (FCM)

Councillors will advise CAO by the end of the week who is interested in attending the Federation of Canadian Municipalities (FCM) 2018 Annual Conference and Trade Show, Tools for Tomorrow's Canada which will be held May 31 to June 3, 2018 in Halifax, NS.

9.3 Manager of Events, Promotions & Sponsorship Job Description

It was moved by Deputy Mayor MacLeod and seconded by Councillor Fiske:

THAT the Council of Region of Queens Municipality approve the revised Manager of Events, Promotions & Sponsorship Job Description (attached).

MOTION CARRIED unanimously.

9.4 Communications and Engagement Coordinator Job Description

It was moved by Councillor Fralic and seconded by Councillor Fiske:

THAT the Council of Region of Queens Municipality approve the revised Communications and Engagement Coordinator Job Description (attached).

MOTION CARRIED unanimously.

9.5 Director of Recreation and Healthy Communities Job Description

It was moved by Councillor Muise and seconded by Councillor Fiske:

THAT the Council of Region of Queens Municipality approve the revised Director of Recreation and Healthy Communities Job Description (attached).

MOTION CARRIED unanimously.

9.6 Repeal of Bylaw No. 5 Respecting the Firing of Guns

It was moved by Councillor Fiske and seconded by Councillor Muise:

THAT the Council of Region of Queens Municipality give second reading to a Bylaw to Repeal Bylaw No. 5 Respecting the Firing of Guns.

MOTION CARRIED unanimously.

9.7 Royal Canadian Legion Mersey Branch 38 Field Gun Replacement Request

It was moved by Councillor Kelly and seconded by Councillor Fiske:

THAT the Council of Region of Queens Municipality authorize Mersey Branch Legion 38 to seek out an appropriate field gun for placement in Centennial Park in 2019;

AND THAT the Chief Administrative Officer be authorized to designate an appropriate location within the park for the placement of such field gun should the cost of the concrete base be agreed to in the 2019-2020 budget, and the Legion is able to source a field gun.

MOTION CARRIED unanimously.

9.8 Terrance "Tiger" Warrington Commemorative Statue Placement

It was moved by Councillor Kelly and seconded by Deputy Mayor MacLeod:

THAT the Council of Region of Queens Municipality authorize the Terrance "Tiger" Warrington Local Committee to place its Commemorative Statue in Privateer Park, Liverpool, in June 2018;

AND THAT the Chief Administrative Officer be authorized to designate an appropriate location within the park for the placement of such statue with all costs of such placement being borne by the Local Committee.

MOTION CARRIED unanimously.

9.9 Solid Waste Community Litter Collection Program

It was moved by Councillor Fancy and seconded by Deputy Mayor MacLeod:

THAT the Council of Region of Queens Municipality approve the Solid Waste Community Litter Collection Program.

(Copy of program is attached to original set of Minutes.)

MOTION CARRIED unanimously.

10.0 ENGINEERING AND WORKS:

There were no items to come before this meeting.

11.0 FINANCE:

There were no items to come before this meeting.

12.0 RECREATION AND COMMUNITY FACILITIES:

12.1 Community Recreation Assistance Program

It was moved by Councillor Fralic and seconded by Councillor Fancy:

THAT the Council of Region of Queens Municipality give approval from the Community Recreation Assistance Program of \$500.00 to the Native Council of Nova Scotia, Queens Zone 9 for assistance in celebrating National Indigenous Peoples Day on June 21, 2018.

AND THAT it is to be funded from Community Grants and Programs budget line of the Recreation & Healthy Communities Department.

Meaghan Roberts, Director of Recreation and Healthy Communities, stated an application was received from the Native Council of Nova Scotia for assistance in celebrating National Indigenous Peoples Day on June 21, 2018. The event is open to everyone and is the third year the event has been held. This year they will be involving schools and will be included as part of their curriculum and will be bused to the event. This request fits the criteria for the grant.

MOTION CARRIED unanimously.

Mayor Dagley declared a Conflict of Interest and left Council Chambers at 9:55 a.m.

Deputy Mayor MacLeod resumed the Chair.

12.2 Facility Development Assistance Program

It was moved by Councillor Fiske and seconded by Councillor Fancy:

THAT the Council of the Region of Queens Municipality approve the following Facility Development Assistance Grants for 2018-2019 to be funded from the Community Grants and Programs budget line of the Recreation and Healthy Communities Department:

MAJOR CATEGORY:

1) Milton Canoe & Camera Club: \$ 5,000.00

REGULAR CATEGORY:

1) Queens County Fair Association \$ 1,250.00

2) North Brookfield Community Hall \$ 1,100.00

3) Queens County Soccer Association \$ 950.00

4) Queens Archers Association \$ 900.00

5) Hollow Log Rifle & Pistol Association \$ 800.00

TOTAL: \$10,000.00

Mrs. Roberts stated the program offers assistance to community groups in the construction, renovations or acquisition of facilities for public recreation purposes with a budget of \$10,000.

MOTION CARRIED unanimously.

Mayor Dagley returned to Council Chambers at 10:00 a.m. and resumed the Chair.

13.0 PLANNING

13.1 Rezone Municipal Lands on Payzant Street and Brunswick Street in Liverpool

It was moved by Councillor Kelly and seconded by Councillor Muise:

THAT the Council of the Region of Queens Municipality adopt a bylaw respecting the rezoning of PID #'s 70018296, 70028006, 70018817, 70246061 and 70246079 to Multiple Unit Residential (R3).

Mike MacLeod, Planner, stated in January that Region of Queens entered into a purchase and sale agreement to sell approximately 4 acres of Municipal property on Payzant Street and Brunswick Street in Liverpool (known as the former Gorham School properties) with the condition to develop multiple unit residential houses.

Two of the properties are zoned Restricted Residential (R1) and the others as Institutional (I1). In order to facilitate a multiple unit residential development, rezoning to Multiple Unit Residential (R3) is necessary. The development will be serviced by municipal sewer and water and are adequate.

It is the intent of the purchaser to develop multi unit residential housing units on the 5 parcels of land in a phase development with the initial phase on Brunswick Street with 10 – 12 row house style units. As a second phase, the development will include an apartment dwelling of up to 26 units on what was the foundation of the former Gorham School. As a potential phase 3, lands behind what used to be the basketball courts have potential for additional housing. A copy of the proposed site plans were circulated as part of the agenda (copy attached to original set of Minutes).

MOTION CARRIED with 6 in favour and 1 against.

14.0 REPORTS

14.1 Municipal Profile and Financial Condition Indicators Results - 2017

Jennifer Keating-Hubley, Director of Finance, provided an update on the Financial Conditions Index (FCI) (copy of report attached to original set of Minutes). In years past the Region has not met thresholds for a few of the indicators, however the main highlight of this recent report is that there are no red indicators.

Uncollected Taxes (12.6%) is the Region's only yellow indicator. Since the inception of the published indicators, the Region has not met the provincially defined threshold for outstanding property tax receivables. The 12.6% is much improved over previous indicators of 15.2%, 15.1% and 14.2% due for the most part to much more aggressive collection procedures. In addition, there have been a great many more properties taken to tax sale proceedings, while also being less lenient when payment arrangements go into default.

The Region has met the thresholds in all other indicators: Reliance on Government Transfers (7.9%), Deficits in the Last 5 Years (0 out of 5), Liquidity (4.2), Combined Reserve (49.0%), 5 Year Budget Accuracy (5 out of 5), Operating Reserves (35.4%), Debt Service (2.9%), Outstanding Operating Debt (0.0%), Undepreciated Assets (60.6%), Reliance on a Single Business/Institution (3.6%), Three Yr Change in Tax Base (5.2%) and Residential Tax Effort (2.7%).

The Commercial Tax Base indicator was removed from the report this year, which was not a huge factor for the Region.

14.2 Permission to Suspend Committee of the Whole Meeting for May

Consensus was given to suspend the Committee of the Whole meeting for May 15, 2018.

15.0 IN-CAMERA ITEMS

It was moved by Councillor Fiske and seconded by Councillor Kelly that the proceedings go In-Camera at 10:30 a.m. to discuss the following:

- 15.1 Contract Negotiations
- 15.2 Contract Negotiations
- 15.3 Litigation

MOTION CARRIED unanimously.

Mayor Dagley announced that council will recess for 10 minutes at 10:30 a.m.

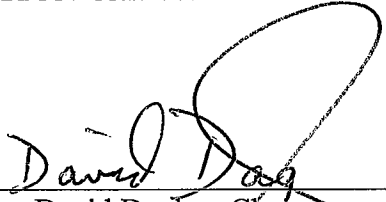
It was moved by Councillor Fiske and seconded by Councillor Kelly that the proceedings exit In-Camera at 11:55 a.m.

MOTION CARRIED unanimously.

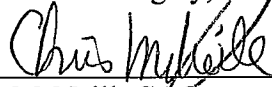
16.0 ADJOURNMENT

It was moved by Councillor Kelly and seconded by Deputy Mayor MacLeod that the meeting be adjourned at 11:55 a.m.

MOTION CARRIED unanimously.



Mayor David Dagley, Chair



Chris McNeill, CAO



Christine Watson, Recording / Management Secretary

Date Approved: May 22, 2018

GENERAL PURPOSE OF POLICY

17.1 It shall be the policy of Region of Queens Municipality to have a standard policy for elected council members which clearly outlines who is eligible to attend Federation of Canadian Municipalities (FCM) conferences and events on behalf of the Municipality.

POLICY APPLICATION

17.2 This policy shall apply to all Members of Council, excepting any member who is limited from travel according to Council restrictions or budget limitations.

POLICY DETAILS

17.3 Council members eligible to be covered by this policy may apply for reimbursement for travel costs incurred when such costs are authorized by Council or Chief Administrative Officer according to the criteria noted below.

17.4 Council shall allocate certain funds in the annual operating budget to allow for the professional development of Members of Council, which may include attendance at FCM conferences.

17.5 Each year, Council shall consider allocating funding to support three members of Council attending the annual FCM conference.

17.6 Subject to budget limitations, each year, the Mayor and two members of Council shall be eligible to attend the annual FCM conference. If the Mayor is not able or available to attend, then the Deputy Mayor shall be eligible to attend in their stead.

17.7 Members of Council shall be afforded the opportunity to attend one FCM Conference during each four-year term in office. Those council members that attend in any year of their four-year term shall not be eligible for selection in future years of the same term. For greater clarity, no Council Member may attend more than one FCM conference every four years, except the Mayor.

17.8 Each Council member authorized to attend an FCM conference shall be eligible for reimbursement for registration, travel, accommodations, meals and parking, subject to confirmation of attendance and submission of original receipts according to Policy 7 - Council and Staff Expenses. Council members are encouraged to carpool and seek the most appropriate accommodations and method of travel to limit costs.

17.9 Expenses incurred for other guests travelling with Members of Council are not eligible for reimbursement.

- 17.10 In any year where there is more interest in attending excluding the Mayor (or designate), a draw will be conducted to determine who is afforded the opportunity to attend. This draw shall be conducted by the Mayor and only those eligible according to the terms and conditions of this policy shall be considered.
- 17.11 Within 30 days of return from any FCM Conference, each Member of Council attending shall provide a written report to Council outlining the sessions attended, information learned and significant issues discussed.

Approved by Council:

Effective Date:

Region of Queens Municipality
Manager of Events, Promotions & Sponsorship

General Accountability

Manager of Events, Promotions & Sponsorship shall be responsible for the management, development of leads, marketing, and promotions of large events at Queens Place Emera Centre and other municipal properties, researching and collaborating with other facilities in attracting large events, creating attraction resources and marketing brochures, organizes and implements Canada Day events and activities, recommends strategies, policies and practices to Queens Place Emera Centre Board of Directors in conjunction with Director of Recreation and Healthy Communities, develops strategies to enhance use of Privateer Park, large event success matrixes, prepares marketing strategies, works with Events Liverpool, supports community groups in hosting of festivals and events, works with businesses to expand their access to economic spin-offs from local large events, attends meetings when required, prepares reports and recommendations for Chief Administrative Officer, and oversees the department's operating budget. This position description is a general scope of duties and does not limit Management's ability to assign other responsibilities to this position from time to time.

Manager of Events, Promotions & Sponsorship is accountable to the Chief Administrative Officer for positioning the Region so that it attracts large events, creates promotional opportunities for businesses, and attracts sponsorships to reduce event and facility net costs. This individual will develop opportunities to position the Region as a place to do business and will attract national and international opportunities to the area.

General Duties and Responsibilities

The following is a general outline of the duties and responsibilities of the Manager of Events, Promotions & Sponsorship. The list is not intended to be all-inclusive nor to limit the Manager's initiative to expand his/her function beyond this scope nor to limit the Chief Administrative Officer's ability to assign other duties.

1. Leadership and development of a large events strategy that will position and provide direction to staff to seek out appropriate opportunities to attract significant music, sports, entertainment, and other events that will increase use of Queens Place Emera Centre and other public facilities.
2. Markets and promotes Queens Place Emera Centre as an attractive location for businesses to advertise and sponsor events to increase their exposure and public good will, including the sale of all advertising opportunities within and external to the facility in consultation with the Board of Directors.
3. Researches and works closely with concert and large event promoters, conventions, tradeshow, and other unique uses to attract regional, national and international musicians, sporting, and other appropriate events to Queens County.
4. Organizes and implements Canada Day events and programs at Queens Place Emera Centre and other agreed upon locations with a goal of encouraging pride in our community and country.

5. Responsible for the ongoing preparation of large event attraction resources and marketing brochures and profiles in order to be prepared to address and respond to external requests for data, demographics, past event successes, and facility and community capabilities to host the proposed event.
6. Recommends policies, strategies, and proposals to Queens Place Emera Centre Board of Directors concerning large event attraction with costs and risks, strategies for increasing facility and property use to maximize community economic benefits, and proposals, both solicited and unsolicited, to increase use, revenue, and sponsorships at Queens Place and other Region-owned properties.
7. Develops a strategy to market and enhance the use of Privateer Park to grow its economic and community value through new initiatives, partnerships, and business relationships, working in conjunction with Director of Recreation & Healthy Communities.
8. Liaise and develop positive relationships with all appropriate economic development agencies, departments and organizations such as Nova Scotia Business, ACOA, South Shore Opportunities and other appropriate provincial and national organizations.
9. Works closely with partners and stakeholders both privately and publicly across Nova Scotia that have an interest in developing and investing in large events, ensuring that available facilities and partnership opportunities are clearly delineated and discussed based on local needs and cost recovery.
10. Meets with local businesses on a regular basis to determine how they can take advantage of large events and sponsorship opportunities and encourage them to support other local suppliers and businesses with a goal of creating and supporting more inter-business cooperation.
11. Development of a measurement tool or matrix with clearly delineated success factors to allow the Municipality to assess its economic success directly and indirectly and opportunities to improve its provision of large events and programs to our community, visitors, and private sector partners.
12. Researches, identifies, and costs opportunities for more and better signage opportunities throughout Nova Scotia to better promote our large-scale events with a goal of attracting increased ticket sales, sponsorships and revenues thereby increasing the economic benefits and spin-offs to Queens County.
13. Participates as an active member on an Events Liverpool that seeks out and supports attraction of large events to Queens County to support local economic development and raise our community profile regionally, provincially, nationally, and internationally.
14. Supports not-for-profit groups, festivals, performing arts, and business groups in marketing and promotional opportunities for Queens County aiming to promote a consistent and collaborative approach to maximize community benefits, support collective marketing and promotions, scheduling of events, and shared use and development of volunteers.

15. Responsible for the development of event budgets, supervision of staff and volunteers, implementing marketing strategies, evaluating programs and events during the entire process, preparing a summative report upon the events conclusion, and making recommendations for future improvements to policies, event implementations, and marketing.
16. Responsible for the preparation of annual operating and capital budgets for the department as it relates to this position to ensure the correct resources are allocated to maximize large events and program benefits.
17. This employee must recognize that he/she is a public servant and must use utmost respect at all times when dealing with other staff, the general public and Council.
18. Carry out any and all duties and responsibilities that the Chief Administrative Officer shall see fit to direct or that shall arise from time to time.

Qualifications

Candidates for this position must possess a degree in business, finance, marketing, or similar degree with a minimum of 5 years' experience working in the field of economic development or large event organization. A Masters in Business Administration would be considered a great asset. The ideal candidate is highly motivated with excellent negotiating, communication and interpersonal skills, with demonstrated research and presentation skills and is proficient in the use of technology.

Salary Scale

The salary scale for this position is Range 16 of the Municipality's Salary Compensation Policy.

Approved by Council: May 8, 2018

Region of Queens Municipality
Communications and Engagement Coordinator

General Accountability

Communications and Engagement Coordinator shall be responsible for the effective development and coordination of the Municipality's communications, external public engagement, and internal engagement strategies for the Municipality. This will involve the research and creation of brochures, pamphlets, and other educational materials, providing timely information to recognized media sources, acting as the Municipality's media liaison, coordinates internal communicates to all council members and staff, oversees a visual identity program, supports council and staff external presentations, coordinates the proclamations and flags policies, coordinates community marketing activities like the municipal newsletter, facilitates the Municipality's website and social media presence, sits on Grants to Organizations review committee, supports economic development marketing and promotional activities, assists municipal staff with public engagement, supports opportunities to educate the community about municipal government and its operations, coordinates Municipal Awareness Week activities and budget consultations, assists emergency measures with communications function, and oversees the department's program operating budget. This position description is a general scope of duties and does not limit Management's ability to assign other responsibilities to this position from time to time.

Communications and Engagement Coordinator is accountable to the Chief Administrative Officer for facilitating both internal and external communications with the media, public, council and staff, as well as developing resources and opportunities for public education and involvement in municipal government.

General Duties and Responsibilities

The following is a general outline of the duties and responsibilities of the Communications and Engagement Coordinator. The list is not intended to be all-inclusive nor to limit the Coordinator's initiative to expand his/her function beyond this scope nor to limit the Chief Administrative Officer's ability to assign other duties.

1. Responsible for facilitating the research, development, and creation of brochures, pamphlets, rack cards and other educational materials concerning municipal programs, services, events, and infrastructure in conjunction with appropriate staff, including creating on-line versions, and updating on a regular basis.
2. Provides timely information to council, staff, media, community groups, and the public on a regular basis respecting municipal grants, training opportunities, programs, services, equipment, and resources; in conjunction with the Director of Recreation and Healthy Communities.
3. Acts as the Municipality's communications and media liaison with external media sources, keeping up-to-date lists of media contacts, and providing public releases, reports, and other public notifications to all known recognized media outlets.
4. Coordinates the distribution of all internal communications to council and staff related to internal events, functions, activities, and opportunities for teamwork and cooperation to ensure all members of council and staff are kept informed of municipal engagement information.

5. Facilitates the purchase and disposition of municipal identity items to promote the Municipality including giveaways, memorabilia for sale, and other marketing products.
6. Supports council members and staff in the development of public and private presentations, including research and photo selection, to ensure all municipal representatives present a quality product and image to external stakeholders.
7. Coordinate community marketing opportunities for Mayor and council members for special events or functions, promotional newspaper, magazine, and other publications advertisements, Municipal Matters newsletter, and assist with speech and letter writing.
8. Acts as the Municipality's website and social media support person ensuring that all relevant municipal business is posted on-line in a timely manner, public questions and comments are vetted and responded to, and supports specific departments in this area when requested.
9. Receives and documents all external requests for proclamations from community, provincial, national, and international organizations, promotes proclamations that meet with policy criteria, and annually provides a report to Council on all proclamations supported and not supported by municipal policy.
10. Provides oversight and leadership on flag etiquette and the Region's flag policy advising where and when flags are to be displayed.
11. Participates as part of a staff team concerning the advertising, review, assessment, and recommendations to Council concerning requests for funding from the Municipality's Grants to Organizations program, and other similar programs when requested.
12. Assists Director of Economic Development and Community Economic Development Coordinator with marketing and promotions activities and documents related to business attraction and retention.
13. Provides support and advice to external organizations and community groups concerning the use of social media, marketing and promotional activities, and community engagement strategies and opportunities.
14. Supports all municipal departments in engaging, informing, and educating the public on a regular basis concerning municipal programs, events, and opportunities, and supports municipal departments in going into communities throughout Queens County to carry out these functions.
15. Responsible for the development and implementation of a community engagement strategy, ensuring that all council and staff are aware of its details, its implementation is regularly carried out, and a review of its effectiveness and recommendations for changes are made on a biennial basis.
16. Annually organizes a program of events and activities to highlight the Municipality's operations during Municipal Awareness Week, including school presentations and facility tours.
17. Coordinates an annual public budget consultation process when requested.

18. Facilitates and promotes opportunities for private sector small businesses to promote and sell their products locally and educate businesses on how to access opportunities to sell their products to governments.
19. Recommends draft policies, procedures, and strategies required for the effective operation of the position under the guidance of the Chief Administrative Officer.
20. Responsible for attending all meetings of appropriate council and committee meetings, and community meetings when requested or required, ensuring relevant information is posted on appropriate on-line sites or in print publications.
21. Prepares reports for Chief Administrative Officer concerning program development and evaluation, communications, budgets, marketing, visual identity, community development, policy research and development, and training.
22. Work cooperatively with Emergency Measures Coordinator throughout the year to coordinate the distribution of information to assist residents in the event of an emergency, maintain emergency measures section of Municipality's website, and works as part of the EMO team at the Emergency Operation Center in the event of an EMO situation or emergency, preparing information updates to residents and the media in a timely manner using email, our website and social media.
23. Other duties as assigned by Chief Administrative Officer from time to time.

Qualifications

Candidates for this position must possess a degree in business, public relations, journalism, community development, communications or similar with a minimum of 5 years' experience working in the field of communications, municipal government, media relations, or a similar organization. The ideal candidate is highly motivated with excellent communication and interpersonal skills, with demonstrated research and presentation skills, tactful, and is proficient in the use of technology.

Salary Scale

The salary scale for this position is Range 11 of the Municipality's Salary Compensation Policy.

Approved by Council: May 8, 2018

Region of Queens Municipality
Director of Recreation and Healthy Communities

General Accountability

Director of Recreation and Healthy Communities shall be responsible for the administration and organization of the Recreation and Healthy Communities Department including staff supervision and mentoring, support Queens Place Board of Directors research and policy development, development of a Recreation for All Policy, oversight and operation of North Queens Aquatic Centre and Milton Centennial Pool, development of innovative marketing strategies, implements an equipment loan program, participates in the annual review of Grants to Organizations funding applications, development of a recreation and physical activity strategy, manages and administers all aspects of Queens Place Emera Centre including capital infrastructure in consultation with Director of Engineering and Works, seeks training and development opportunities for staff, communicates with regular users when required, attends meetings as scheduled, prepares reports and recommendations for Chief Administrative Officer, and oversees the department's operating budget. This position description is a general scope of duties and does not limit Management's ability to assign other responsibilities to this position from time to time.

Director of Recreation and Healthy Communities is accountable to the Chief Administrative Officer for positioning the Region so that it provides high quality recreational programs and facilities, attracts and retains great staff, and develops regular opportunities for revenue generation. This individual will develop Queens Place Emera Centre as one of the best recreational facilities in Nova Scotia to host regional, provincial, national, and international events.

General Duties and Responsibilities

The following is a general outline of the duties and responsibilities of the Director of Recreation and Healthy Communities. The list is not intended to be all-inclusive nor to limit the Director's initiative to expand his/her function beyond this scope nor to limit the Chief Administrative Officer's ability to assign other duties.

1. Responsible for the overall leadership, administration and operation of the Recreation and Healthy Communities Department including programs, activities, services, staffing, facilities, promotions, policies and recreational grant funding.
2. Supports Queens Place Emera Centre Board of Directors in their needs for research, policy development, facility rentals, membership and fee policies, ensuring solid financial and program reporting monthly.
3. Working with appropriate staff, develops policies to enhance the use of all municipal recreation facilities and develops policies to ensure the Region's programs and services are inclusive.
4. Researches and develops a Recreation for All Policy in order to meet the recreational needs of all residents throughout Queens County seeking to reduce or eliminate barriers to participation and satisfies the requirements of the Province of Nova Scotia's Accessibility Act.
5. Responsible for the capital development, maintenance, staffing, scheduling, policies and seasonal daily oversight of North Queens Aquatic Centre and Milton Centennial Pool.

6. Develops an innovative approach to marketing and promotion of facilities, activities, and events in conjunction with Manager of Events, Promotions and Sponsorship, with a goal of increasing non-traditional use of facilities, increasing use by non-traditional users, and increasing physical activity opportunities for all.
7. Establishes, implements, monitors and reports on an equipment loan policy and program for access by residents and visitors consisting of skateboards, scooters, bicycles, skates, helmets, snow shoes, and other appropriate equipment subject to budget limitations.
8. Participates as part of a staff team concerning the advertising, review, assessment, and recommendations to Council concerning requests for funding from the Municipality's Grants to Organizations program, and other similar programs when requested.
9. Coordinates programs, projects, and services with community groups throughout Queens to support their initiatives, avoid duplication of efforts, while seeking to maximize opportunities for all residents especially underserved groups and areas.
10. Responsible for the development of a recreation and physical activity strategy with specific deliverables and measurables, including community engagement and participation, and annual reviews and updating.
11. Oversees the administration, daily operation, staffing, programs, policies and strategies related to Queens Place Emera Centre, including user agreements and leases, building strong relationships with users and sponsors, capital and operational upgrades, and works closely with Manager of Events, Promotions and Sponsorship to maximize recreational facility rentals and minimize regular user displacement.
12. Works with regular users when needed to ensure accounts are up-to-date and users are complying with the terms and conditions of their user agreements, seeking feedback on their satisfaction, and discussing opportunities to increase use and attraction of tournaments and other larger events.
13. Participates in, and supports all employees under its supervision, in seeking out and participating in training and personal development opportunities that will allow staff to provide better service and programs to facility users while developing leadership skills.
14. Collaborates with Community Economic Development Coordinator in encouraging and supporting local recreational organization programs and facilities throughout Queens to development community independence in local recreational opportunities.
15. Responsible for the supervision, mentoring, coaching and evaluation of all staff within the Recreation and Healthy Communities Department including recommending the recruitment, hiring, and discipline of employees under their supervision to the Chief Administrative Officer.
16. Responsible for the preparation of the annual operating and capital budgets for the Department of Recreation and Healthy Communities and thereafter for their effective and efficient implementation.

17. This employee must recognize that he/she is a public servant and must use utmost respect at all times when dealing with other staff, the general public and Council.
18. Carry out any and all duties and responsibilities that the Chief Administrative Officer shall see fit to direct or that shall arise from time to time.

Qualifications

Candidates for this position must possess a degree in recreation, recreation management, business, or similar with a minimum of 5 years' experience working in the field of recreation or sport facility management in a municipal or large community organization setting. The ideal candidate is highly motivated with excellent organization, planning and interpersonal skills, with demonstrated research and presentation skills and is proficient in the use of technology.

Salary Scale

The salary scale for this position is Range 16 of the Municipality's Salary Compensation Policy.

Approved by Council: May 8, 2018

Region of Queens Municipality
SOLID WASTE COMMUNITY LITTER COLLECTION PROGRAM

Purpose

The purpose of the Solid Waste Community Litter Collection Program is to provide opportunities for community groups throughout Queens County to earn grant funding in exchange for organizing a community litter clean-up program in a location authorized by Nova Scotia Department of Transportation & Infrastructure Renewal (NSTIR) and Region of Queens Municipality.

Eligibility

Any incorporated non-profit community organization or group within Queens County is eligible to apply once per fiscal year. Only organizations that supply proof of approval from NSTIR are eligible to apply.

Available Amount

Each year, Council shall establish a budget amount to be awarded for community litter collection funding. Funding shall be awarded on a first-come, first-serve basis each year, upon the submission of a complete application including all required forms, permits, and authorizations. Funding will be provided at a rate of \$100 per kilometre cleaned, including both sides of the road. Organizations can receive up to \$300 per year.

Safety

All volunteers with successful applicants must ensure that all participants are provided with safety vests and gloves and made aware of safety measures for the clean-up of solid waste alongside Queens County highways. The area being cleaned must have appropriate signage and pylons placed along the area being cleaned to ensure the safety of all volunteers. All participants must be 18 years of age or older or be supervised by at least one person over the age of 18 for each 4 participants between the ages of 12-17.

Clean-ups shall only take place during daylight hours.

Supplies

Region of Queens Municipality will supply all successful applicants with the required safety vests, gloves, highway signage and pylons, along with waste and recycling bags. Participants may keep any refundables collected to support their volunteer organization.

Collection of Waste

All waste collected shall be bagged and placed at roadside for collection by Region staff or delivered to an agreed upon location by Region staff. Hazardous materials shall be set aside in a designated area and your Region contact shall be notified immediately upon the conclusion of your collection to ensure no hazardous materials are left at roadside unattended. Large items not baggable shall be left in one or more designated areas for pickup.

Evaluation

At the conclusion of the community litter program, the applicant's contact shall notify the Region contact to perform an evaluation of the clean-up to ensure that the clean-up was successfully carried out. If the evaluation confirms a successful clean-up, a requisition for payment to the group will be made thereafter.

Promotion

The successful applicant shall acknowledge the contribution of the Region of Queens Municipality in all written and social media notifications or promotions of their community litter clean-up. The applicant also agrees that the Municipality may use the name of the successful applicant and any pictures taken of the community litter clean-up for the purposes of promoting the program in the future.

Liability

Each successful group must hold and maintain during their community litter clean-up, liability insurance of not less than \$2 million per occurrence.

Limitations

Region of Queens Municipality reserves the right to process applications for funding and award funding each fiscal year in a fair and equitable manner, where when multiple applications are received during the same week, to award funding to groups that have not previously been awarded funding prior to awarding funding to a successful group from the most recent fiscal year.

Approved by Council:



**SOLID WASTE COMMUNITY LITTER COLLECTION PROGRAM
APPLICATION FORM AND REPORTING DATA**

Organization Name: _____

Organization Contact: _____

Mailing Address: _____

Phone Numbers: Home: _____ Cell: _____

Email Address: _____

Location of Litter Collection Program (please be very specific)

Number of Kilometres: _____ Copy of NSTIR Permit Attached: _____

Date of Proposed Collection: _____ Time: _____

I affirm that I am an authorized agent of the organization named above and that we will undertake to carry out a solid waste collection program on the noted roads, streets, or properties contained herein and that we have read and understand the program guidelines and agree to abide by the supervision, health and safety, and reporting requirements.

Signature of Authorized Agent Date

Municipal Approval Date

Report

Number of Volunteers: Under 19 _____ Over 19 _____

Number of Black Bags Collected: _____

Number of Blue Bags Collected: _____

Hazardous Materials Found: _____

Total Collection Time: _____

Most Often Collected Item: _____ Most Unusual: _____

Safety Vests Provided _____ Returned _____ Gloves Provided _____
Garbage Provided _____ Returned _____ Blue Bags Provided _____ Returned _____

Roadside Check Date _____ Solid Waste Removed _____ Initials _____



Adopt-A-Highway Group Other Group
 Do you require replacement recognition signs? Yes _____ No _____
 Number of kilometers adopted? _____
 Number of volunteers performing clean-up? _____

ADOPT-A-HIGHWAY LITTER CLEAN-UP PERMIT

THE _____ IS HEREBY PERMITTED TO CLEAN UP LITTER, SUBJECT TO
 _____ GROUP'S NAME
 THE CONDITIONS SET OUT ON THE INFORMATION SHEET (SEE REVERSE).

THE APPLICANT, _____ ADVISES THAT THEY WILL BE COLLECTING LITTER
 _____ GROUP REPRESENTATIVE
 ON _____ IN _____ ON _____
 ROAD NAME OR NUMBER TOWN / COMMUNITY DATE

SECTION OF ROAD: _____

LITTER COLLECTED BY THE GROUP WILL BE TAKEN TO _____ (see Conditions on reverse for more information).

 APPLICANT SIGNATURE DATE CONTACT TELEPHONE NO.

THIS SECTION TO BE FILLED OUT BY DEPARTMENT OF TRANSPORTATION AND INFRASTRUCTURE RENEWAL (TIR)

| Items | # Supplied | # Returned |
|---------------|------------|------------|
| Safety Vests | _____ | _____ |
| Garbage Bags | _____ | _____ |
| Flagging Tape | _____ | _____ |

 TIR BASE REPRESENTATIVE SIGNATURE

 TIR BASE PHONE NUMBER

NOTE: All serious incidents are to be reported to the TIR base representative as soon as possible.

COLLECTION SUMMARY (to be filled out by Applicant/Group)

AMOUNT OF TIME SPENT ON CLEAN-UP _____
 TOTAL NUMBER OF BAGS OF LITTER COLLECTED _____
 TOTAL NUMBER OF BAGS OF RECYCLABLES COLLECTED _____
 ANIMAL CARCASSES (PLEASE FLAG) YES _____ NO _____
 HAZARDOUS SUBSTANCES/CONTAINERS (PLEASE FLAG) YES _____ NO _____
 OTHER FINDS: _____

ATTENTION ADOPT-A-HIGHWAY VOLUNTEER GROUPS:

1. TO MAKE ARRANGEMENTS FOR YOUR CLEANUP, COMPLETE THE APPLICANT'S SECTION, AND EMAIL TO YOUR LOCAL DEPARTMENT OF TIR DEPOT OR OFFICE.
2. A COPY OF THIS PERMIT IS TO BE KEPT ON SITE DURING EACH LITTER CLEAN-UP.
3. ALL GROUPS WILL ADVISE THE LOCAL RCMP OF THE CLEAN-UP DATE.
4. ALL GROUPS WILL REVIEW AND COMPLY WITH THE CONDITIONS AND SUGGESTIONS (PAGE 2) BEFORE EACH CLEAN-UP.
5. AFTER THE CLEAN UP IS COMPLETE, FILL OUT THE COLLECTION SUMMARY ABOVE AND SEND A COPY OF THIS PERMIT TO THE AAH PROGRAM. EMAIL: aah@eastlink.ca
 FAX: (902)-843-1030, OR MAIL: SUITE 207, 90 RESEARCH DRIVE, BIBLE HILL B6L 2R2

LITTER CLEAN-UP CONDITIONS & SUGGESTIONS

These Conditions & Suggestions apply to both Adopt-A-Highway and non Adopt-A-Highway groups.

Conditions

All participants must be 12 years of age or older. Every six participants aged 12-17 require one adult supervisor (18 years or older).

A trained individual with a First Aid kit # 2 is to be at the litter clean up site. No litter clean up is to be performed until every member of the group is wearing a safety vest which is provided by or approved by Transportation and Infrastructure Renewal.

The litter clean up operation is to proceed along one side of the adopted highway section at a time and within the limits of this section. All vehicles are to park on side roads or in parking areas behind the ditch line.

All volunteers must confine their activities to the ditch or behind the ditch line except to deposit full litter bags on the shoulder of the road for later pick-up.

The group may be responsible for picking up litter bags that day and transporting them to an approved landfill or pre-arranged site. Please call the appropriate TIR base to check if staff are available to pick up the litter bags.

During the clean up, a responsible person must see that all materials, substances, containers and large animal carcasses not suitable for removal by the members of the group are marked with a coloured ribbon on a stake or near the shoulder of the road.

All safety vests, unused litter bags and flagging materials must be returned to the TIR base on the next working day after the litter clean up.

Suggestions

Young volunteers should receive close supervision. Keep in mind that children do not see the world from a driver's perspective.

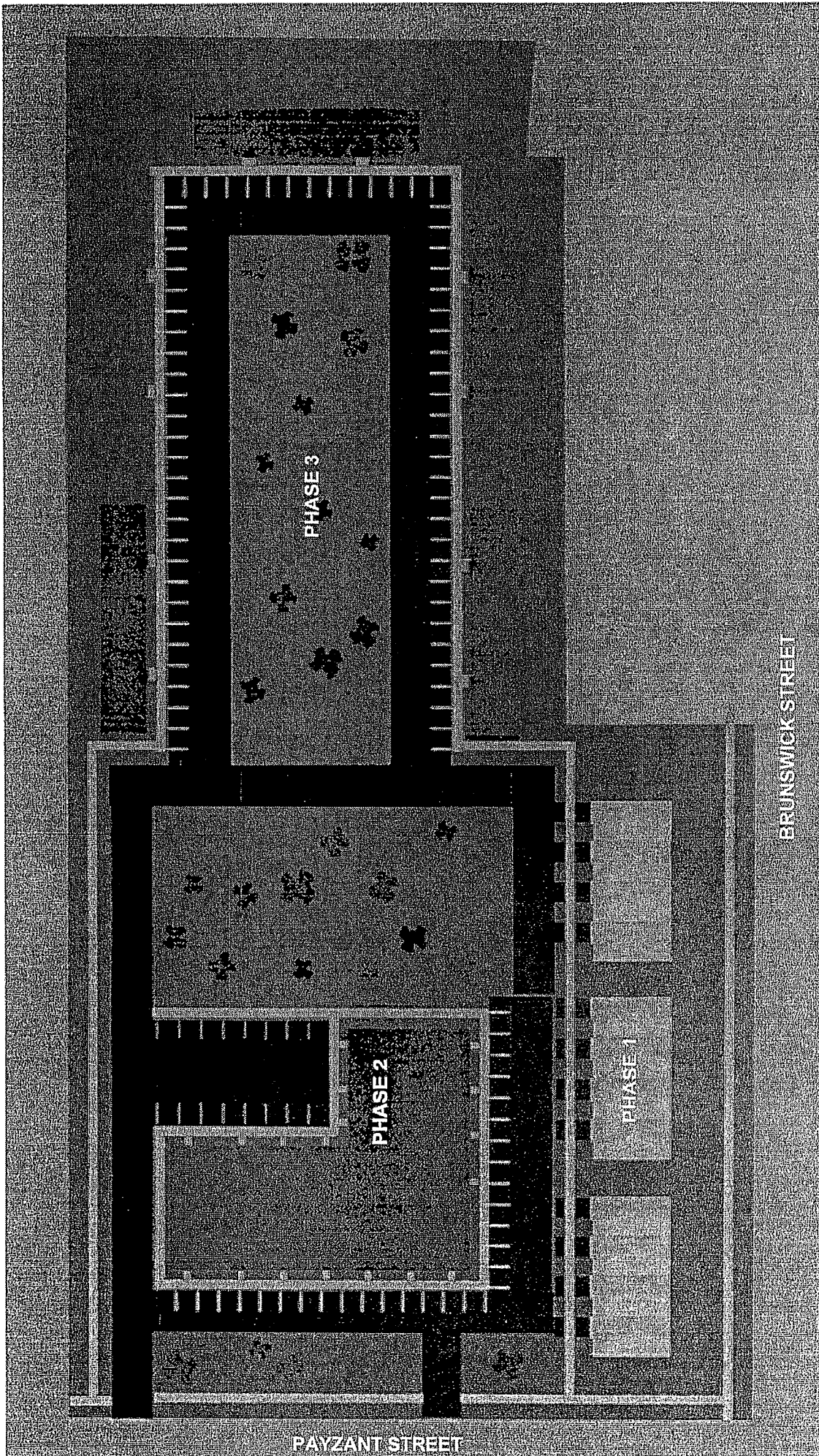
In addition to wearing safety vests, volunteers are encouraged to wear CSA approved safety boots; CSA approved hard hats; gloves; long pants and long-sleeved shirts.

All objects should receive appropriate care when handled. Proper consideration should be given to the types of material that various ages of volunteers should pick up and place in the litter bags. For example, a child should not touch a car battery while a more mature member of the group, who is familiar with the danger of acid spills, might be able to handle it.

If in doubt – flag it! Any suspicious or unfamiliar objects should be flagged and left alone. This is particularly true for medical waste of any kind.

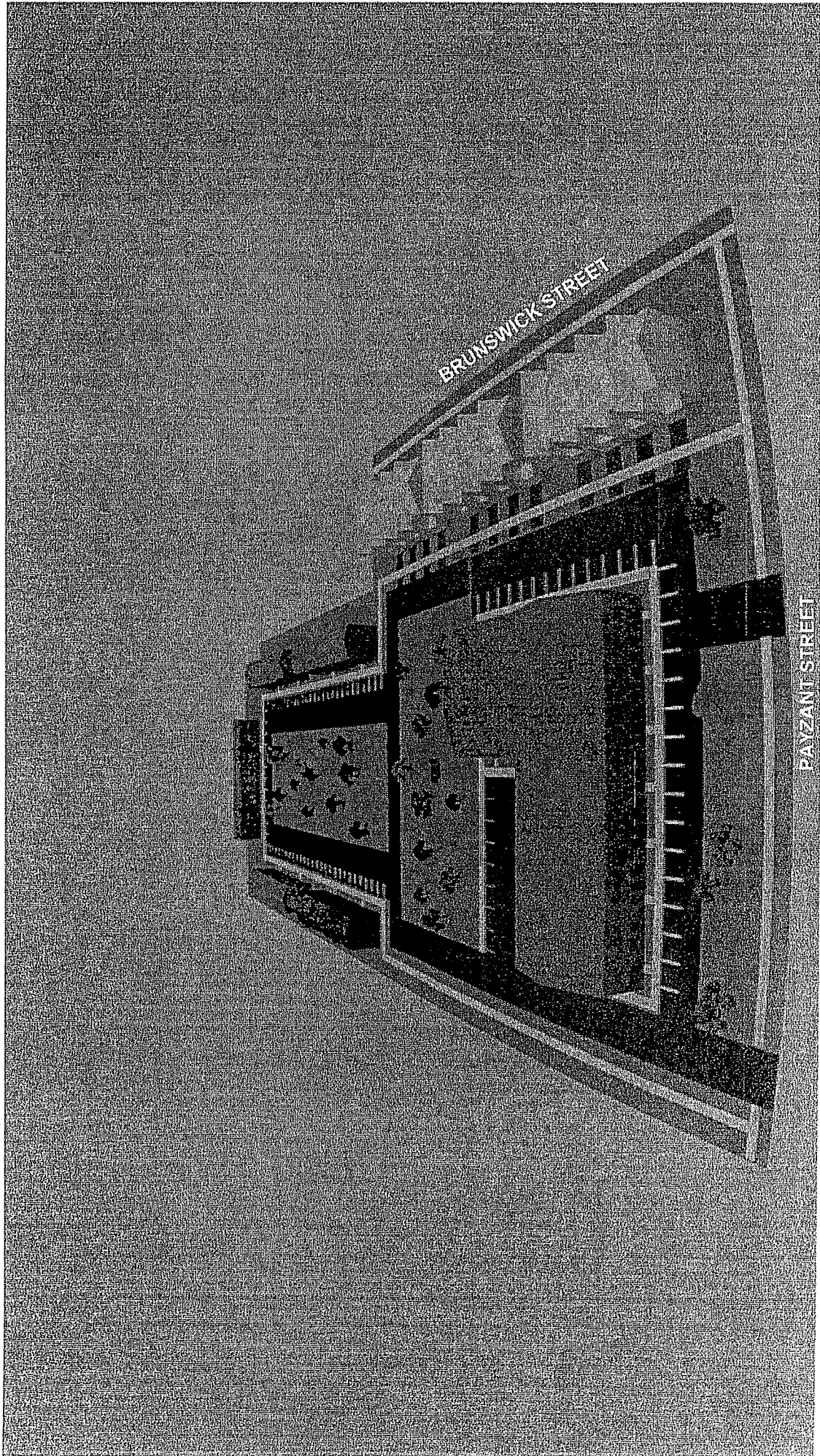
Any recyclable materials such as cans and bottles can be collected and taken away by the group as a fund-raiser.

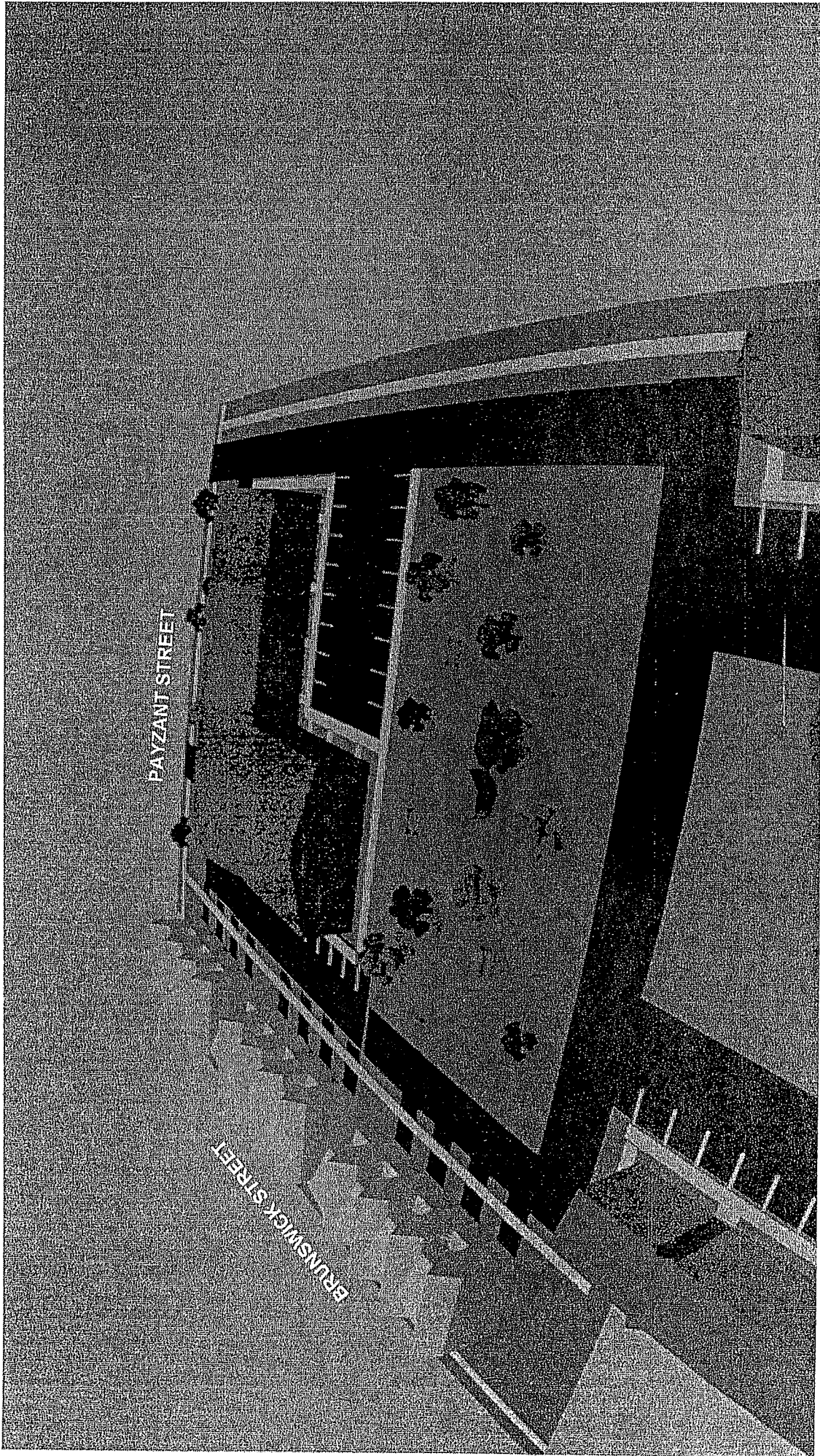
The Purpose of these Conditions & Suggestions is to Ensure the Safety of Volunteers and Motorists Alike.

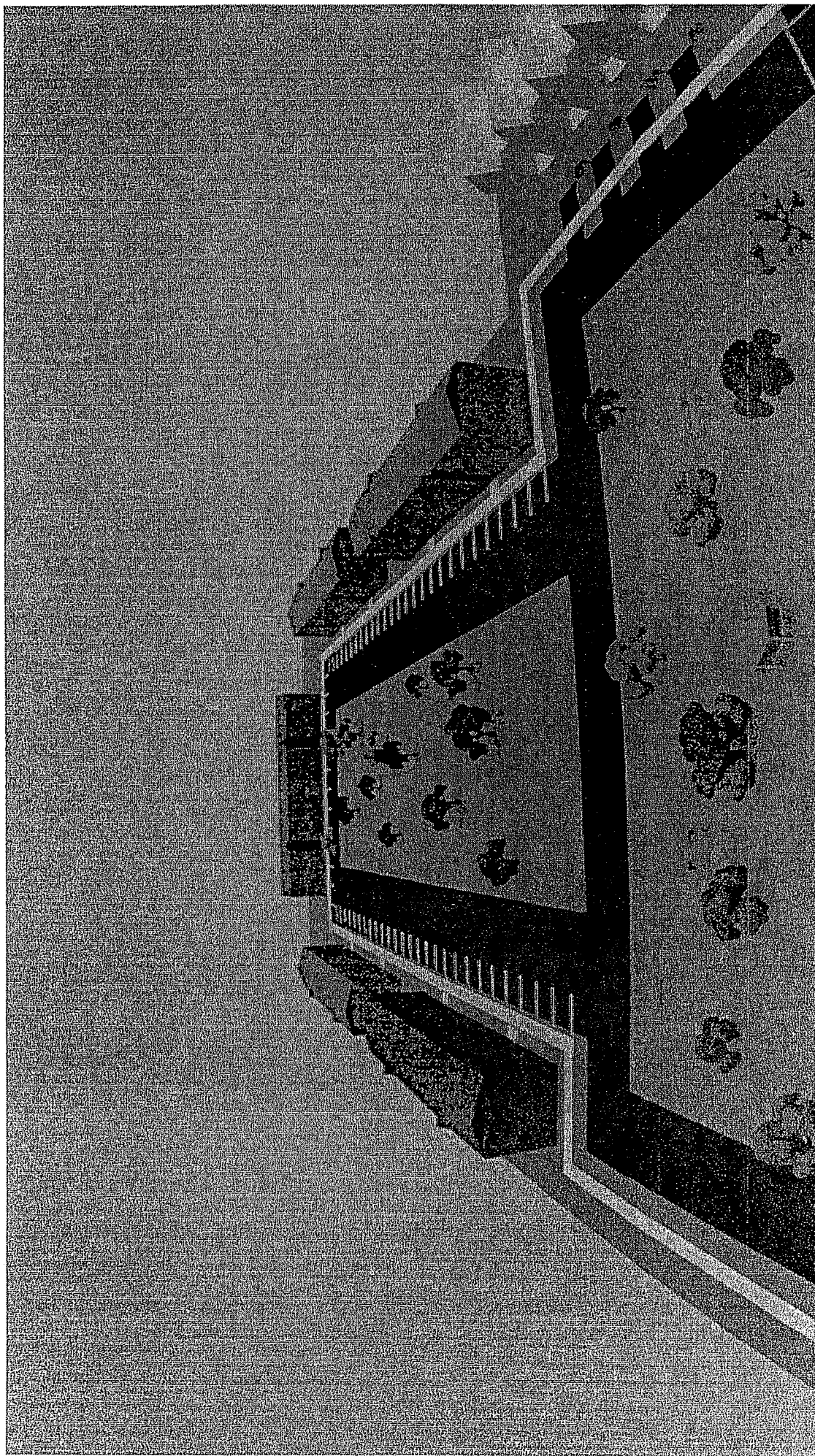


PAYZANT STREET

BRUNSWICK STREET









Municipal Report

Region of Queens
Municipality

Department of Municipal Affairs

Municipal Profile and
Financial Condition Indicators Results

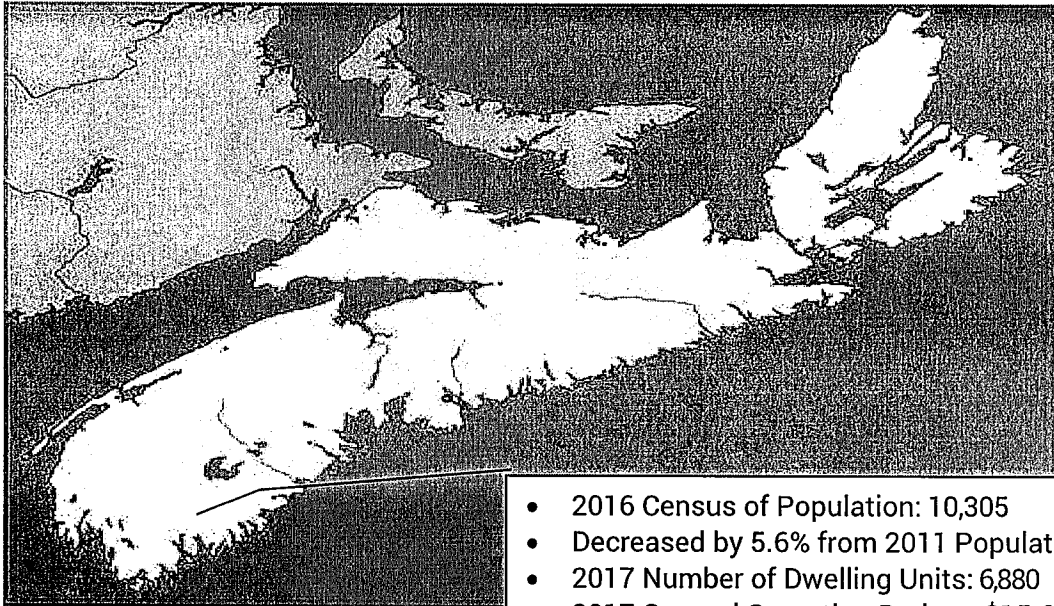
2017



NOVA SCOTIA

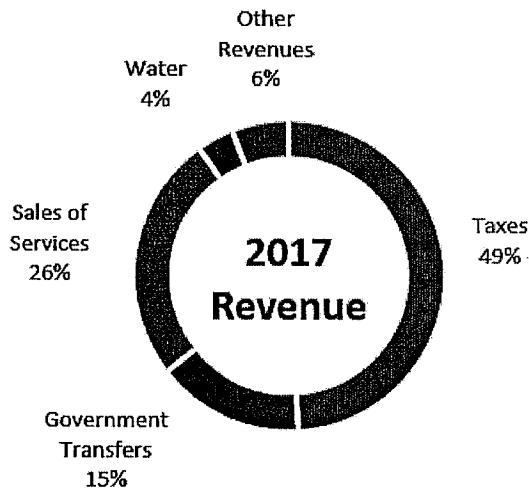
At a Glance

Region of Queens, officially named the Region of Queens Municipality, is one of the three regional municipality in Nova Scotia and is the smallest regional municipality. Queens is located in southwestern Nova Scotia. Some specifics about the Region of Queens are shown below and other general information can be found on page 8.

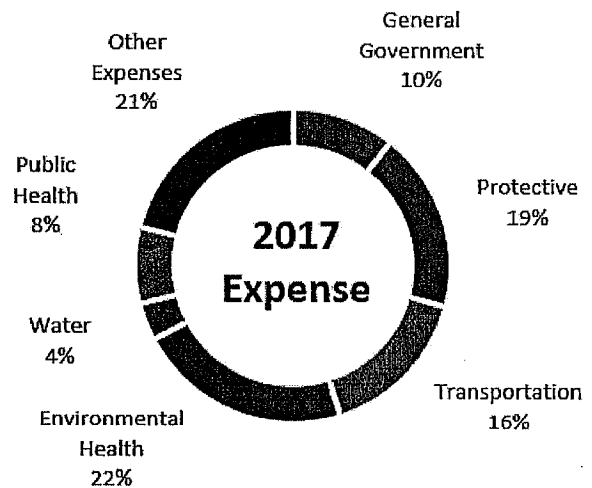


- 2016 Census of Population: 10,305
- Decreased by 5.6% from 2011 Population
- 2017 Number of Dwelling Units: 6,880
- 2017 General Operating Budget: \$15.6 M
- 2017 Consolidated Revenue: \$17.7 M

Financial Highlights



Source: Consolidated Schedule of Revenues (FIR_CR) for the year ended March 31, 2017



Source: Consolidated Schedule of Expenses (FIR_CE) for the year ended March 31, 2017

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Introduction

The Department of Municipal Affairs, on behalf of the Nova Scotia Government and Association of Municipal Administrators of Nova Scotia (AMANS), compiles municipal indicators that focus on financial matters, administration of the municipality and characteristics of the community.

Prior to 2017, this information was structured into two separate reports – the Financial Condition Index and the Municipal Profile reports. This report brings together both sets of statistics (financial and demographic) to give an overall snapshot for each municipality.

You can use this report to:

- ▶ better understand the administrative and operational performance of a municipality;
- ▶ better understand key characteristics about the municipality;
- ▶ inform the decision-making process; and
- ▶ help community members better understand the municipality in which they live.

For example

Community members can use the residential tax burden indicator to compare their property taxes with property taxes in other municipalities.

Municipal councilors can use the change in population indicator to understand whether their community's population is growing or declining.

Financial Condition Indicators

The Financial Condition Indicators were developed in collaboration with both the Union of Nova Scotia Municipalities (UNSM) and AMANS. Thirteen indicators are examined to provide a general picture of municipal financial condition. While the Indicators cannot provide a comprehensive assessment of financial condition, they can provide indication of strengths, trends and risk areas where a municipality should focus.

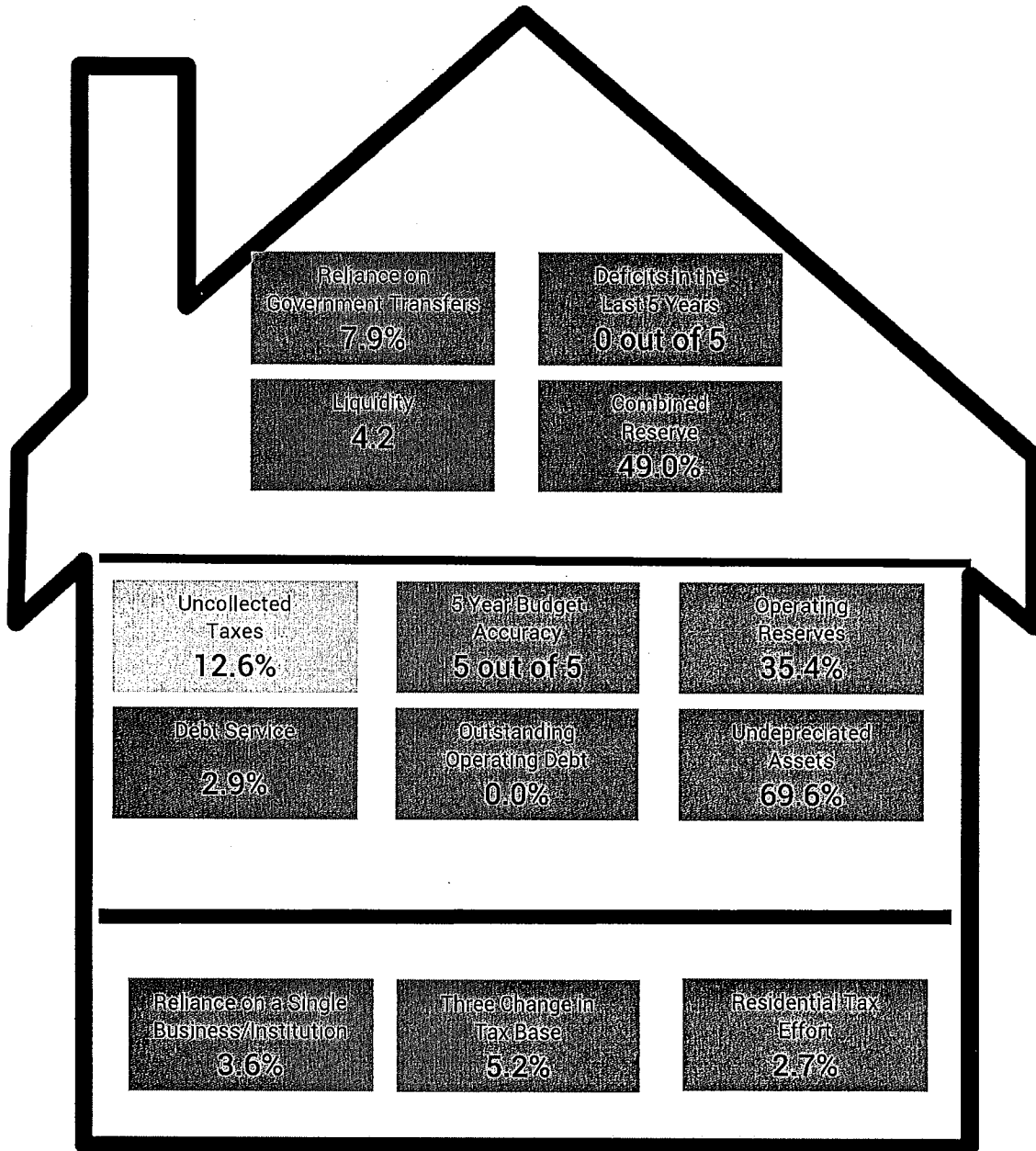
The municipality's general financial condition is graphically represented on the following page by a 'House' format.

- ▶ **Roof** – The key performance indicators are located at the roof or top of the house. Four indicators measure the achievement of the overall objectives for assessing financial health.
- ▶ **Structure** – Indicators located in the middle are key elements that impact the overall financial condition objectives (leading measures).
- ▶ **Base** – The indicators located on the bottom (base) are indicators that although the municipality may not have a direct control over all elements for the indicator, the indicator can have a significant impact on the financial health of the municipality.

Financial Condition Indicators Graph

Reading the Graph

The House graphic presents Indicators scores and are colour coded to indicate overall risk level. (Low risk is green, moderate risk is yellow and high risk is red.) The graph allows users to graphically pinpoint priority areas for actions as well as areas of success.



To further understand success or focus areas, please refer to page 5 of the report. For detailed results and comparative information (prior year and rural average), please refer to page 11.

Highlight from the House Grant

Top Success Areas

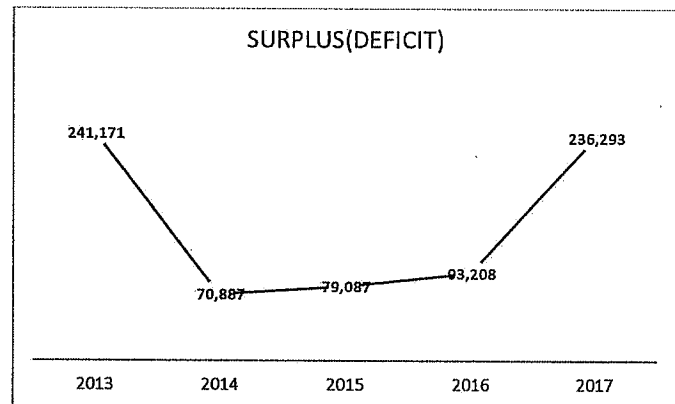
1. Liquidity Position
2. Prudent Debt Level
3. Strong Reserves
4. Budget Accuracy
5. Asset Management

Top Focus Action Area

1. Tax Collection

FCI Key Indicators Trends (The Roof)

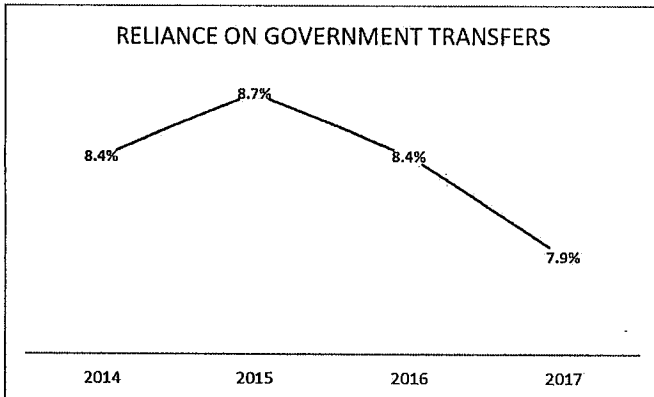
Number of Deficits - A deficit occurs when a municipality's expenditures exceed their revenues. For the fiscal year ended March 31, 2017, the Region of Queens incurred a surplus of 236.3 thousand. In the last five years, Queens has not incurred a deficit. Due to the surpluses, Queens was assessed at a low risk.



Region of Queens' Surplus (deficit) Trend

Source Financial Information Return (FIR) from 2013 to 2017

FCI Key Indicators Trends (The Roof)

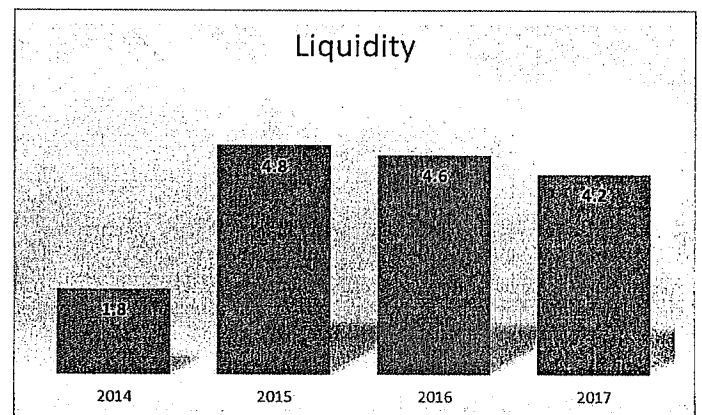


Reliance on Government Transfers - This ratio measures the extent of funding received from the other governments. A municipality is vulnerable if a municipality is reliant on revenue sources beyond its direct control or influence. The Region of Queens transfers as a percentage of total revenue by 0.5 percentage points from the previous year to 7.9 percent. A municipality would be considered in a high exposure to funding risk if their percentage was above 20%. Queens is in a low risk zone.

Region of Queens' Reliance on Government Transfers

Source: Financial Information Return (FIR) from 2014 to 2017

Liquidity - This ratio measures the extent a municipality has enough cash to pay bills as they are due. The Region of Queens' liquidity position has been in a strong 1.8 to 4.8 range for the last four years. In 2016-2017, Queens liquidity ratio decreased by 0.4 from the previous years to 4.2. A municipality would be considered in a high risk if the liquidity ratio was below 1. The preferred range is 1.5 and above.

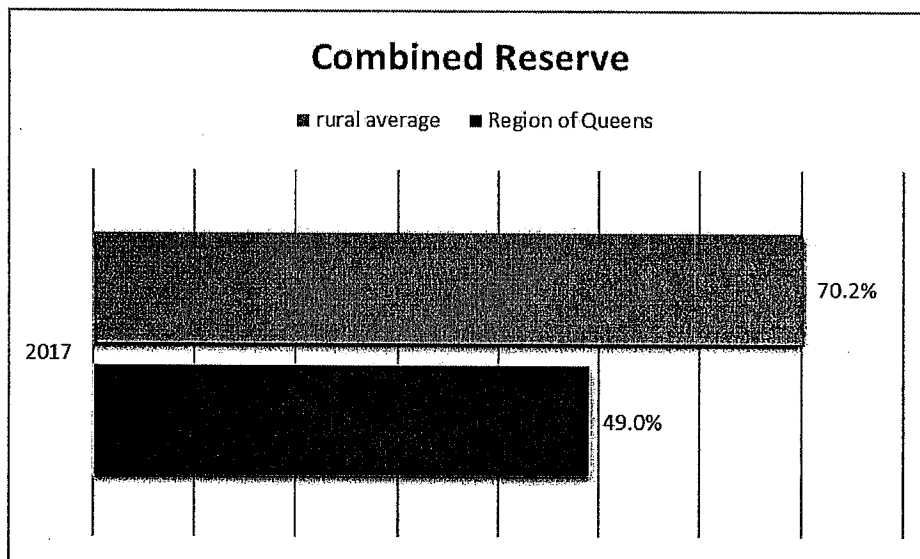


Region of Queens' Liquidity

Source Financial Information Return (FIR) from 2014 to 2017

FCI Key Indicators Trends (The Roof)

Combined Reserves - Reserves are monies set aside for planned future needs such as capital infrastructure or unexpected costs. Municipalities are vulnerable if they have limited flexibility to offset unexpected revenue losses, increases in expenses, or have an inadequate capital replacement funds. The combined reserve ratio measures the percentage of the combined reserves to the operating and amortization costs. The Region of Queens' combined reserves as a percentage of total operating and amortization costs is 49.0 percent. A municipality would be considered vulnerable and in a high-risk zone if the municipality's combined reserve was below 30.0 per cent.



*Region of Queens' Combined Reserve compared to the average for rural municipalities
Source 2017 Financial Information Return (FIR)*

Detailed Results

General Information

| | 2017 | 2016 | +/- | 2017 Rural Avg. |
|-------------------------------------|-------|-------|-----|-----------------------|
| Number of Elected Officials | 8 | 8 | 0 | 10 |
| Geographic Area (km ²) | 2,392 | 2,392 | 0 | 2,031 |
| Number of Dwelling Units | 6,880 | 6,858 | 22 | 8,186 |

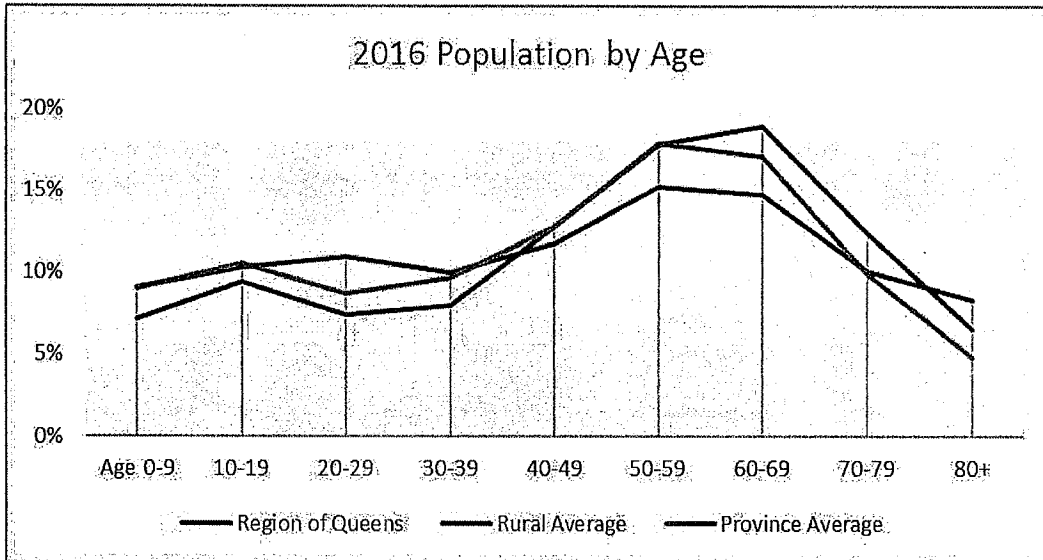
Source: Department of Municipal Affairs

| | 2016 Census | 2011 Census | +/- | 2016 Rural Avg. |
|------------------------------|----------------|----------------|---------|-----------------------|
| Median Household Income | \$47,680 | \$45,065 | \$2,615 | \$57,751 |
| Employment Rate | 42% | 46% | -4% | 50% |
| Education Beyond High School | 47% | 44% | 3% | 49% |
| Population | 10,305 | 10,917 | -612 | 14,484 |

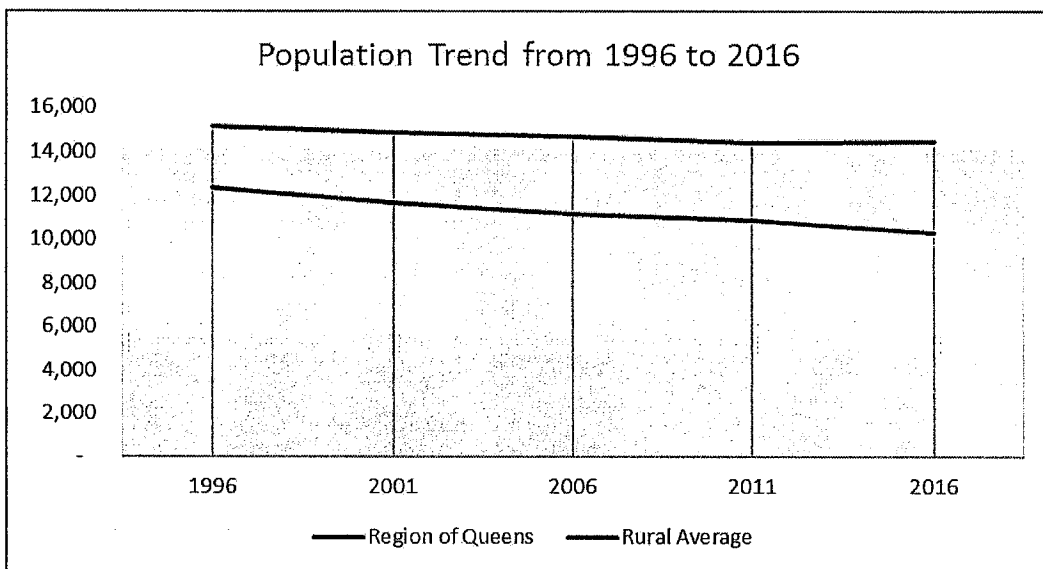
Source: 2011 and 2016 Statistics Canada Census

Detailed Results

Population



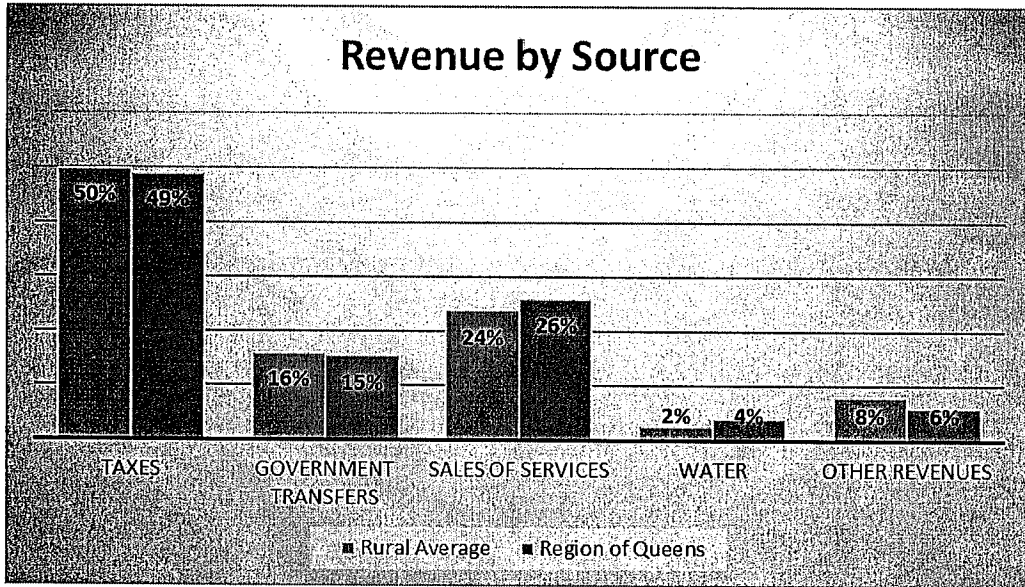
Source: 2016 Statistics Canada Census



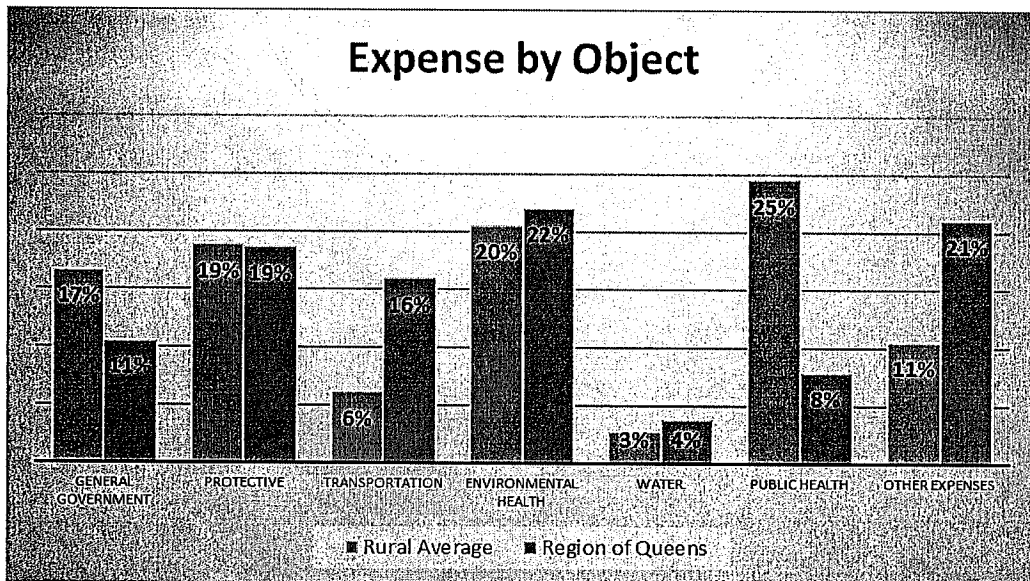
Source: 1996, 2001, 2006, 2011 & 2016 Statistics Canada Census

Detailed Results

Revenue and Expense Comparisons



Source: Consolidated Schedule of Revenue (FIR_CR) for the year ended March 31, 2017



Source: Consolidated Schedule of Revenue (FIR_CE) for the year ended March 31, 2017

Detailed Results

FCI – Base Indicators

| Indicator | 2017 | 2016 | +/- | 2017 Rural Avg. |
|--|--------|--------|-------|-----------------|
| 3-year Change in Tax Base: This indicator measures how a municipality's tax base keeps pace with inflation. | ● 5.2% | ⊗ 2.6% | 2.6% | 7.7% |
| Reliance on a Single Business or Institution: This indicator speaks to the municipality's reliance on one employer for a significant portion of their tax base. Over reliance on any source of revenue can represent a vulnerability. | ● 3.6% | ● 4.1% | -0.5% | 3.3% |
| Residential Tax Effort: Residential tax effort is the average property tax burden per household in the municipality. This indicator speaks to the municipality's flexibility to increase taxes if additional revenue is required. | ● 2.7% | ● 2.7% | 0.0% | 2.0% |

Source: Financial Information Return (FIR) for the year ended March 31, 2017

● Low Risk ⊗ Moderate Risk ● High Risk

Detailed Results

FCI – Structure Indicators

| Indicator | 2017 | 2016 | +/- | 2017 Rural Avg. |
|--|---------|---------|--------|-----------------|
| <p>Uncollected Taxes: This indicator speaks to a municipality's success in collecting revenues owed. Failure to collect taxes can significantly impact actual revenue, cash flow, and thereby could hinder their ability to provide services.</p> | ● 12.6% | ● 14.1% | -1.5% | 9.0% |
| <p>Budget Accuracy: This indicator speaks to the municipality's success at projecting the revenue required to maintain a balanced operating budget.</p> | ● 5/5 | ● 5/5 | N/A | 3.7/5 |
| <p>Operating Reserves: this indicator speaks to whether the municipality is setting aside funds to address unforeseen circumstances.</p> | ● 35.4% | ● 57.7% | -22.3% | 42.0% |
| <p>Debt Services: This indicator speaks to how much of municipal revenue is going towards paying off debt.</p> | ● 2.9% | ● 6.2% | -3.3% | 4.5% |
| <p>Outstanding Operating Debt: This measure calculates the municipality's borrowing limit per the MGA Section 84.</p> | ● 0.0% | N/A | N/A | 2.8% |
| <p>Undepreciated Assets: This indicator speaks to the age of the municipality's existing capital assets (in relation to useful life).</p> | ● 69.6% | ● 70.2% | -0.6% | 62.5% |

Source: Financial Information Return (FIR) for the year ended March 31, 2017

● Low Risk ● Moderate Risk ● High Risk

Detailed Results

FCI – Roof (Key) Indicators

| Indicator | 2017 | 2016 | +/- | 2017 Rural Avg. |
|--|---------|--------|-------|-----------------|
| Deficits in the Last 5 Years * : This indicator speaks to the number of deficits a municipality experienced in the last 5 years. A high number of deficits may indicate a municipality is struggling to meet services. If there is a deficit, further investigation would be required to determine the size and cause of the deficit. | ● 0/5 | ● 0/5 | N/A | 0.5/5 |
| Liquidity : This indicator speaks to whether the municipality has enough cash to pay bills as they come due. This indicator can highlight any cash flow problems or signal concerns in other areas such as potential revenue collection. | ● 4.2 | ● 4.6 | -0.4 | 3.4 |
| Reliance on Government Transfers : This indicator speaks to municipality's reliance on transfers from other government(s). | ● 7.9% | ● 8.4% | -0.5% | 3.3% |
| Combined Reserve ** : This indicator speaks to whether the municipality is investing enough to keep pace with the aging of existing assets, and unforeseen circumstances. | ● 49.0% | N/A | N/A | 69.2% |

Source: Financial Information Return (FIR) for the year ended March 31, 2017

Note: * Moderate Risk (Yellow) if one or more deficits in the last 5 years/ High Risk (Red) if one or more deficits in the last 2 years with one material deficit (0.5% of Total Operating Expense).

** The result may not reflect an impact of PSAB related liabilities (e.g. Pension Liabilities, Landfill Closure and Post Closure Liabilities, or Deferred Gas Tax Revenue) that are recorded only in the consolidated financial statements.

● Low Risk ● Moderate Risk ● High Risk

Appendix I – FCI Thresholds

FCI – Base Indicators

● Low Risk ● Moderate Risk ● High Risk

| Indicator Name / Rationale | Thresholds | Interpretations |
|--|--|---|
| <p>3-year Change in Tax Base</p> <p>This indicator illustrates the growth in property assessment. Municipalities rely heavily on the property tax to fund services; therefore, healthy growth in property tax is important to a municipality's financial position. If growth in assessments does not keep pace with inflation, it is a sign that the municipality may have trouble maintaining the current service levels without raising the tax rate.</p> | <p>Equal or Greater than Consumer Price Index (CPI) rate - 3% for 2017 year.</p> <p>●</p> | <p>◆ A percentage lower than the CPI rate indicates property assessments are growing slower than the inflation.</p> <p>◆ A percentage higher than the CPI rate indicates property assessments are growing faster than the inflation.</p> <p>◆ A negative percentage indicates a decrease in assessment value, which usually indicates serious economic concerns in the region, either because of the loss of a major employer or persistent economic and demographic decline.</p> |
| | <p>Less than CPI</p> <p>●</p> | |
| | <p>Negative Growth</p> <p>●</p> | |
| <p>Reliance on a Single Business or Institution</p> <p>This indicator shows how much a municipality's tax base depends on a single commercial or institutional account. Government Finance Officers Association (GFOA) recommends that municipalities are aware of any reliance on a single industry or employer when making financial plans including budgeting and establishing reserves.</p> | <p>Less than 10%</p> <p>●</p> | <p>◆ A low percentage indicates that the municipality may not rely on a single business or institution for a large part of its tax revenue.</p> <p>◆ A high percentage indicates that the municipality may have a greater reliance on a single business or institution for its tax revenue. Often a large tax account will be a key part of the local economy, so a major operational change or business closure can have a significant impact on the municipality and the community's economic health.</p> |
| | <p>10% to 15%</p> <p>●</p> | |
| | <p>Greater than 15%</p> <p>●</p> | |
| <p>Residential Tax Effort</p> <p>This indicator shows how much of a household's income is required to pay the average tax bill. This indicator combines two other indicators: residential tax burden and median household income to provide a comparison for relative tax burden rather than simply comparing property tax rates. Measures of tax burden and effort are important so that council can assess the affordability of taxes in relation to service levels when setting a municipality's budget.</p> | <p>Less than 4%</p> <p>●</p> | <p>◆ A lower result suggests the municipality may have more flexibility to increase the tax rate.</p> <p>◆ A higher result suggests that the municipality may have less flexibility to increase the tax rate, if additional revenue is required.</p> |
| | <p>4% to 6%</p> <p>●</p> | |
| | <p>Greater than 6%</p> <p>●</p> | |

Appendix I – FCI Thresholds

FCI – Structure Indicators

● Low Risk ● Moderate Risk ● High Risk

| Indicator Name / Rationale | Thresholds | Interpretations |
|--|---|---|
| <p>Uncollected Taxes</p> <p>This indicator measures how much of current and previous years' taxes were not collected at year end, compared to the current taxes billed. Failure to collect taxes can significantly impact actual revenue, cash flow, and thereby could hinder their ability to provide services. The potential lost or delayed tax revenue could threaten the financial health of the municipality.</p> | <p>● Less than 10%</p> <hr/> <p>● 10% to 15%</p> <hr/> <p>● Greater than 15%</p> | <p>◆ A low percentage indicates the municipality is managing tax revenue collection.</p> <p>◆ A high percentage may indicate the municipality is having trouble monitoring and collecting overdue tax accounts.</p> |
| <p>Budget Accuracy</p> <p>It is important that municipalities can accurately project revenues and expenditures. Difficulty projecting revenues and expenditures may lead to future deficits, and can make longer term budgeting decisions and strategic planning challenging.</p> | <p>● All budgets within +/-5% of actuals in the last 5 years</p> <hr/> <p>● One budget not within the +/-5% of actuals in the last 5 years</p> <hr/> <p>● Two or more budgets not within the +/-5% of actuals in the last 5 years</p> | <p>◆ The larger the number (either positive or negative), the bigger the discrepancy between budgeted and actual expenditures.</p> <p>◆ A negative number means that actual expenditures were greater than budgeted.</p> <p>◆ A positive number means that actual expenditures were less than budgeted.</p> |
| <p>Operating Reserves</p> <p>This indicator shows the total value of funds held in operating reserves compared to a single year's operating budget. Reserves can play an important role in prudent budget planning.</p> | <p>● Greater than 20%</p> <hr/> <p>● 10% to 20%</p> <hr/> <p>● Less than 10%</p> | <p>◆ A high percentage indicates more funds are held in operating reserves, which indicates higher flexibility to address unexpected events in the future.</p> <p>◆ A low percentage indicates less flexibility to address unexpected events in the future, which could put the municipality in a deficit position.</p> |

Appendix I – FCI Thresholds

FCI – Structure Indicators (continued)

● Low Risk ● Moderate Risk ● High Risk

| Indicator Name / Rationale | Thresholds | Interpretations |
|--|--------------------|--|
| <p>Debt Service</p> <p>Municipalities are not allowed to incur debt because of operating deficits, but they can borrow funds to purchase/construct capital assets. The debt service result provides an indication of how much of a municipality's revenue is devoted to debt repayment. Own source revenue is used instead of total revenue to allow analysis of only the revenue within council's control.</p> | ● Less than 10% | ◆ A low number may indicate that the municipality has deferred capital projects to keep the debt load low. This may also indicate that the municipality has prudent financial debt management. |
| | ● 10% to 15% | <p>◆ A high number may indicate the municipality has borrowed a large amount of debt. This could limit its ability to borrow in the future, and paying the debt expense will tie up operating revenue. However, it is important to note that a municipality with an aggressive debt repayment schedule will have a higher debt service indicator due to the larger principal payments.</p> |
| | ● Greater than 15% | |
| <p>Outstanding Operating Debt</p> <p>This measure calculates the municipality's borrowing limit per the MGA Section 84. A municipality may borrow to cover the annual current expenditures of the municipality that has been authorized by the council, but their borrowing can not exceed 50% of the combined total of the taxes levied and government transfers.</p> | ● Less than 25% | ◆ A low percentage may indicate that a municipality is covering the annual current expenditures without a high reliance on borrowing. |
| | ● 25% to 50% | <p>◆ A high percentage may indicate that a municipality has a high debt load relative to their revenue base.</p> |
| | ● Greater than 50% | |
| <p>Undepreciated Assets</p> <p>This indicator provides an estimate of the useful life left in the municipality's capital assets. Municipalities across Canada are facing significant infrastructure challenges. Therefore, it is important to keep informed of the age and condition of its capital assets to ensure they are making timely and appropriate investments.</p> | ● More than 50% | ◆ A lower percentage indicates older infrastructure. It does not necessarily indicate the condition of the assets. Some older assets still could be in a good working condition. |
| | ● 35% to 50% | <p>◆ A higher percentage indicates newer infrastructure.</p> |
| | ● Less than 35% | |

Appendix I – FCI Thresholds

FCI – Roof (Key) Indicators

● Low Risk ● Moderate Risk ● High Risk

| Indicator Name / Rationale | Thresholds | Interpretations |
|---|---|--|
| <p>Deficits in the Last 5 Years</p> <p>Deficits are an important indication of financial health for municipalities. All municipalities are required to prepare balanced operating budgets. Any operating deficits incurred are required to be repaid in the following budget year.</p> | <p>● None in the last 5 years</p> | <p>◆ Several deficits in a 5-year period may indicate financial difficulty. However, results should be interpreted in context; unpredictable events beyond the control of a municipality can significantly affect its budgeted revenues or expenditures. Further investigation is required to determine the size and cause of any deficit.</p> |
| | <p>● One or more in the last 5 years</p> | |
| | <p>● One or more in the last 2 years with one material (0.5% of total operating expenses)</p> | |
| <p>Liquidity</p> <p>Liquidity is a key short-term financial performance indicator. Low liquidity can indicate a cash flow problem, and may indicate concern in other areas such as revenue collection.</p> | <p>● Greater than 1.5</p> | <p>◆ A liquidity below 1.0 indicates that the municipality has less cash and assets that are easily converted to cash on hand than the amount required to pay current obligations.</p> <p>◆ A municipality with an exceptionally high liquidity may be better served by investing in instruments that will earn interest revenue.</p> |
| | <p>● 1 to 1.5</p> | |
| | <p>● Less than 1</p> | |
| <p>Reliance on Government Transfers</p> <p>This indicator measures how much of total revenues come from government transfers. This assesses a municipality's level of independence in making decisions.</p> | <p>● Less than 15%</p> | <p>◆ A low indicator may indicate higher self-sufficiency; therefore, might provide council increased autonomy in making decisions.</p> <p>◆ A high score may indicate a higher dependency on government transfers which could limit councils' autonomy in making decisions.</p> |
| | <p>● 15% to 20%</p> | |
| | <p>● Greater than 20%</p> | |
| <p>Combinded Reserves</p> <p>This indicator provides the total value of funds aside for planned future needs (e.g. capital projects), to smooth expenses (e.g. winter road maintenance reserve) or for the unexpected expenses.</p> | <p>● More than 40%</p> | <p>◆ A low percentage may indicate the municipality has limit flexibility to offset unexpected losses or increases in expenses.</p> <p>◆ A high percentage indicates would indicate that a municipality is setting aside money for future needs.</p> |
| | <p>● 30% to 40%</p> | |
| | <p>● Less than 30%</p> | |

Appendix II – Additional Resources

Nova Scotia Government's Open Data Portal

Nova Scotia Government's Open Data Portal officially launched February 5, 2016. This portal provides access to various government data in a free, accessible, machine-readable format. The financial datasets currently published through the Nova Scotia Government's Open Data Portal are:

- ▶ Financial Condition Indicators by Municipality;
- ▶ Municipal Fiscal Statistics- Consolidated Revenues and Expenses by Municipality;
- ▶ Municipal Fiscal Statistics- Operating Fund Summary of Revenue and Expenses by Municipality;
- ▶ Municipal Fiscal Statistics- Operating Fund Expenses -10 Year Summary;
- ▶ Municipal Fiscal Statistics- Operating Fund Revenue -10 Year Summary;
- ▶ Municipal Property Tax Rates;
- ▶ Nova Scotia Equalization Program;
- ▶ Nova Scotia Power Grant In Lieu; and
- ▶ Uniform Assessment.

Open Data Portal Link: data.novascotia.ca

Municipal Website

A municipality's website can be a helpful resource to access various financial information. Currently, most municipal websites provide:

- ▶ audited Financial Statements; and
- ▶ approved Operating Budget.

Queens Website: regionofqueens.com

About Us

For more information, support in action plan development or to obtain a guide on action plan development, please contact:

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